December 2, 2013

Al Davidson
Colorado Department of State
1700 Broadway, Suite 200
Denver, CO 80290

Dear Mr. Davidson:

Everyone Counts is pleased to submit the following proposal for a Uniform Voting System (UVS) to the State of Colorado Department of State, for Request for Proposal CDOS-UVS-2013-01. As the current provider of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) solution for the State, Everyone Counts has demonstrated our proven ability to meet and exceed Colorado's requirements for security, usability, transparency and scalability, and for the integration of the election management and voter registration systems, with each of Colorado's 64 counties. This seamless integration has led to improved efficiencies and effectiveness in election administration statewide, and within counties.

Everyone Counts is uniquely focused on delivering perpetually state-of-the-art election systems, support, project management and technology. Industry-leading election services are our sole business and Colorado's complete success in serving Colorado counties and voters is our mission. Through this commitment, the CDOS can trust that, if awarded to Everyone Counts, the UVS project's success will be the company's highest priority throughout our organization—from myself, to our dedicated Colorado project resources.

The State of Colorado can expect proven, industry-leading innovation in a Uniform Voting System from Everyone Counts. We uniquely deliver a Software as a Service1 (SaaS) elections platform that is perpetually state of the art, and hardware agnostic, utilizing 100% Commercial off the Shelf (COTS) tablets, PCs and Scanners. This modern approach is not hampered by the constraints of last-generation voting solutions. Our proposal for a Colorado UVS offers the State a superior scalable solution that exceeds the underlying goals of each RFP requirement, though not all requirements within this RFP are applicable to modern voting solutions. Additionally, the

[1] Software as a Service is an advanced delivery method for software that allows for continual and seamless updates with the latest requirements for security, accessibility and functionality, while maintaining compatibility with ever-changing browsers, operating systems, and hardware platforms. With infrastructure costs shared by all customers, SaaS minimizes initial costs for development and implementation. With SaaS, Election officials finally have access to a truly sustainable and scalable platform of election administration and voting systems. All other mission-critical industries in the world have turned to SaaS instead of traditional boxed or one-off software builds based on these benefits. With the only proven state of the art platform for election administration and voting, eLect™, Everyone Counts has now brought these benefits to election administrators everywhere.

flexibility of our hardware agnostic solution allows for county-specific purchase decisions, including SaaS and Services only or SaaS and Services, including as little or as much of the hardware of each county's choice.

PARTNERS IN INNOVATION

The Secretary of State and the Elections Division have been noted for being both innovative and dynamic. The National Association of State Chief Information Officers (NASCIO) recently awarded Colorado Secretary of State Gessler with its State Technology Innovator Award for offering the country's first web-optimized site allowing citizens to update or verify their voter registration using a smartphone or tablet during the 2012 presidential election.

> *"My goal has always been to make it easy to vote and tough to cheat. This innovative approach fits that goal and I'm very proud of my employees' commitment to making Colorado a national leader."*
>
> – Colorado Secretary of State Scott Gessler

Secretary Gessler has committed to "getting government out of the way" of successful innovators. We at Everyone Counts are excited to see the State of Colorado taking the lead in procuring the Next Generation uniform voting solution, which Everyone Counts has proven for nearly two decades, can do just that.

Everyone Counts has demonstrated our ability to innovate and integrate within the state of Colorado, throughout the U.S. and around the globe and is proud to provide this innovative proposal for a Uniform Voting System (UVS) for the State of Colorado.

EXCEPTIONAL SCALABILITY AND PERFORMANCE

In defining your Next Generation voting system for the State and each of the 64 Colorado counties we have taken into consideration the diversity in scalability and performance that will enable small, medium and large counties to maximize their efficiency in election administration and minimize their costs by uniquely allowing them to customize systems needed for their county. We have fully considered the challenges that the State is now facing in becoming fully compliant with recent legislation (HB13-1303) and rule changes and are proposing in this response a solution platform that will enable the state to comply with those new requirements immediately in 2014 and beyond.

It is time to bring elections into the 21st century. It is time to utilize technology for elections that is accepted and embraced today in our everyday lives. Hardware based systems that were based on standards from 2002 and 2005 are outdated. They do not provide the flexibility, transparency, security, efficiencies, and cost savings that election officials and voters expect and that Everyone Counts' Next Generation voting system provides. Antiquated election administration systems have kept states and counties locked into voting systems that have reached end of life and could not be upgraded. Election officials, until now, could not benefit from new technologies nor from

innovative process efficiencies. Everyone Counts' voting solution now enables election officials to continually utilize the most current and proven solutions to provide the best possible voting experience for every Colorado voter.

MEETING THE NEEDS OF THE STATE AND COUNTIES

Everyone Counts is clear that the goal of this project is to select a system that provides limited vendor reliance, transparency, accommodates all voter types through a common system, is cost effective and can provide digital flexibility and efficiencies while also providing an auditable ballot process. Everyone Counts has already been selected as the state's provider of a uniform UOCAVA solution and we are demonstrating these values today. We are now ready to scale the eLect platform to deliver a complete Uniform Voting System for all Colorado voters.

The Software as a Service based system that we propose remains perpetually state of the art, as security and accessibility standards improve. Historically counties have had to extend the lives of their hardware or traditional software-based election systems as long as possible due to the large expense of purchasing new systems. Everyone Counts platform is hardware agnostic, and works on any tablet, PC or scanner. This may include equipment that counties already own and use on a daily basis for scanning voter registration cards or recording documents in each County Clerk's office. This flexibility will allow counties to be more cost efficient by using the devices throughout the year for multiple purposes instead of using election specific machines only a few days each year, while maintaining perpetually state of the art, fully integrated software as a service election management and voting systems.

Everyone Counts' solution is fully aligned with Colorado UVS principles:

Colorado's Stated Principles for UVS	eLect
Transparency in the total operation of the system within the necessary security parameters.	Everyone Counts' Open Code Advantage™ allows for third party review of the source code to ensure the software performs exactly - and only - as intended. eLect deploys military grade encryption of each ballot, the highest level of security available.
To accommodate Colorado's large, medium, and small counties.	The flexibility of SaaS solutions accommodates all counties, large and small, by delivering software on demand, as needed, using COTS hardware of each county's choice—from laptops to iPads or tablets.
Integrity against fraud with demonstrable security and audit protections.	eLect offers highly configurable audit protection to monitor and report all system activity, from election administrators to poll workers to voters, while maintaining the privacy and security of voter identity and ballot choices. Unique in the industry, an election delivered by eLect has never been decertified, lost a vote, or been successfully breached.
Options for voting that perform well for all members of the voting population.	The universal nature of eLect allows the State of Colorado to serve voters of all populations, including voters with disabilities, remote voters, and the general population–all with the same system.

	The State has already selected the eLect online ballot delivery and marking system as the Uniform System for its UOCAVA voters. The State has also supported Denver in piloting the scalability and universal accessibility of the eLect system to successfully serve voters with disabilities. Additionally adding our Quad Audit voting for remote voting and Voting Service Centers to eLect ballot marking will provide the full end-to-end Uniform Voting System Colorado desires.
Assurance that a cast ballot can not be identified with a voter.	eLect's use of encryption, entropy, and a required quorum of judges for decryption protects the voter's identity from being revealed or connected to a ballot in any way.
Cost-effective flexibility to meet new demands that may be imposed by legislation or rule.	As the only SaaS platform in the industry, eLect is perpetually state-of-the-art with it's ability to meet the demands of the future. SaaS allows the flexibility of seamlessly adapting as legislation and rules changes, without the need for manual software upgrades or replacement of expensive hardware.
Considerations of the need to transport, set up, take down and store all associated equipment.	With off-the-shelf hardware as small as a laptop or an iPad, and available in durable and election-tested Pelican© rolling cases, units can be unpacked, set up, and repacked by a single person as simply as plugging in a compact computer and printer.
Power and connectivity requirements that allow use in many different locations and settings.	eLect solutions can be configured in online or offline modes with electrical power and extensive battery back-up.
Cost effectiveness over time including maintenance, upgrades, etc.	As the only perpetually state-of-the-art solution for elections, delivered using SaaS + COTS, maintenance and upgrades are a thing of the past. eLect brings the ultimate ease of use, sustainability, scalability and cost effectiveness to Colorado.

EFFICIENCY AND FLEXIBILITY

Our solution also offers counties and the state full flexibility in hardware purchasing options. With our innovative SaaS approach using COTS hardware, Everyone Counts can turn hardware procurement completely over to the counties or can provide a complete hardware package to each county. This innovative new business model allows counties that already have scanning hardware for other purposes to continue to use their existing scanning machines for voting. Counties that have price agreements allowing them to obtain hardware at a lower cost than purchasing it from a vendor may do just that. Our solution provides the greatest flexibility, efficiency, and choice for each jurisdiction.

TWO-PHASED APPROACH

Everyone Counts proposes a two-phased approach for achieving a universal voting system for Colorado. The first phase will provide state of the art poll books and Voting Service Poll Centers

statewide to comply with new laws in 2014 and going forward. This Phase One solution will also address issues surrounding same day voter registration by providing real time integration with SCORE to ensure that voters registering to vote on election day have not previously voted in that election. This is both urgent and essential in guaranteeing the integrity of your elections in 2014. The state can provide the Phase One solution in order to have uniformity at all Voting Service Poll Centers in the state and can use existing resources to fund this phase.

STAGED ROLLOUT

Everyone Counts recommends that, upon selection, we carefully evaluate the communication and education avenues available to the CDOS for communicating change with all stakeholders—including your voters. Enhancing these options could prove beneficial in the successful adoption of the UVS and the measurable results.

2014 marks the beginning of the transition from antiquated, purpose-built hardware to a SaaS with COTS model for elections. Successful delivery of this model takes a very different mindset, technology and election administration skills and infrastructures than traditional vendors have. Think about how Kodak was unable to successfully move to digital photography and Blackberry was unable to successfully deliver a Smartphone, despite extensive efforts. Expanding the UVS will require time and expertise. Everyone Counts is ready and able to move forward with the transition at a pace that best suits each individual county. Traditional vendors have a vested interest in this transition taking a very long time. Everyone Counts can deliver to this model now. We invented it.

PUBLIC OUTREACH

The development of a consistent and repeatable outreach message will be key. Outreach should be carefully coordinated and may include demonstrations or mock elections to allow counties, voters, advocates and elected officials to try out the new processes before using them in a live election. Regional Meetings to engage with all levels of county leadership, community events such as get-out-the-vote, local organization efforts, poll worker meetings, and other options will encourage participation in Colorado's election process.

After careful evaluation of the RFP requirements, and through working discussions with the Department of State and County Election Officials, we are recommending the eLect system as the most advantageous system for the CDOS. Everyone Counts' eLect system will allow the CDOS to deliver a phased approach that offers integration with current processes to meet the immediate needs of the state and counties, as well as a longer-term, uniform approach to providing election hardware, software, support and services to all jurisdictions across the State of Colorado.

In this response, we will demonstrate how our hosted Software as a Service model is unique, fully configurable, and scalable to meet the specific requirements itemized in this RFP, including a successful launch of a Phase 1 pilot in 2014. Our solution is innovative and state of the art. As

such, our responses in this RFP will differ from what you are accustomed to seeing in voting system procurements. We are proposing an improved business model for election administration that is more secure, more transparent, and more cost effective. The burdensome, costly requirements of the old model will not be required in our solution.

Everyone Counts is proposing a Uniform Voting Solution that addresses the following system requirement categories:

F. Election Management System (EMS)
G. Polling Location Ballot Scanner and Tabulation Equipment
H. Central Ballot Scanner and Tabulation Equipment
I. Electronic Voting Equipment
    - Mail Ballot
    - Vendor Training and Support
    - Miscellaneous

Everyone Counts is not proposing a system for Automated Ballot Envelope Scanning and Signature verification. No subcontractors will be used in delivering our proposed solution.

We are proud of the partnerships we have developed with our clients and, as requested by the CDOS, have granted permission to our listed references to share information with the State of Colorado to assist in your evaluation. The references in this proposal will attest to the commitment Everyone Counts has to service and delivery excellence.

Everyone Counts affirms that we are willing, able, and committed to complying with all work requirements, general contract requirements, and other terms and conditions specified within this RFP. We further acknowledge that we have received Amendments 1 and 2 and that this proposal is packaged according to the RFP instructions with a separate *Business Proposal* and *Cost Proposal.*

On behalf of the entire Everyone Counts team, thank you for the opportunity to provide this proposal. We would be honored to build on the successful relationship that we have established with Colorado by delivering a flexible, scalable, state of the art Next Generation Uniform Voting System for you and your voters.

Best Regards,

Lori J Steele
Founder, Chairman, and CEO

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Colorado Department of State
Request for Proposal No. CDOS-UVS-2013-01

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1.0 EXECUTIVE SUMMARY

Everyone Counts is honored to respond to Colorado's Uniform Voting System RFP. Everyone Counts was founded in 1996 to bring state-of-the-art technologies, proven successful in other mission-critical industries, to elections. We have uniquely brought together internationally recognized election administration and technology experts to develop eLect™, The Next Generation Election Administration and Voting System, based on direct feedback from election professionals and voters.

For nearly two decades, the eLect platform has delivered industry-leading innovations in election systems. These innovations, many of which are now the industry standard, range from election management, ballot building and electronic ballot delivery to ballot transcription, secure and accessible voting, auditing and registration. These modules can be delivered one voter population at a time, such as for UOCAVA or for people with disabilities, for voting centers or for absentee. Or they can be delivered for all voters. As proven by our success in serving Colorado UOCAVA voters over the past two years, eLect modules integrate seamlessly with legacy voting, registration and election management systems. This unique modular platform approach gives Colorado the flexibility that this UVS RFP is seeking.

Beyond flexibility, the eLect platform is scalable and sustainable. Based upon our unique hardware agnostic, Software as a Service (SaaS) delivery model eLect is the only perpetually state-of-the art voting and election administration system. This model, aligned with Colorado's vision for cost-effectively meeting both present and future voting system needs, means that eLect never reaches end-of-life. One state, one platform; multiple options for counties and for voters. That is the flexibility and scalability of eLect.

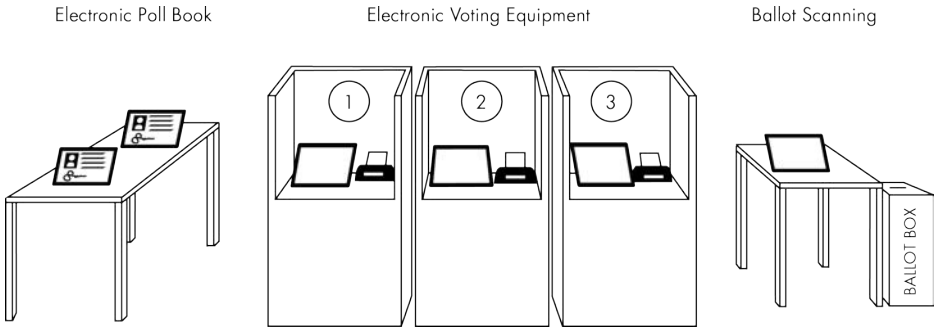
Everyone Counts' proposal may be unlike any you've seen. As you read through our proposal, we have just one request: erase from your mind the images and ideas of what voting machines and processes have looked like for the past 50 years or more. We offer you the opportunity to see what can be in Colorado, and what "is" in many jurisdictions today. The future of voting, with perpetually state-of-the-art software and Commercial off-the-shelf hardware is how elections can be now. Everyone Counts has proven it with 100 percent success over nearly two decades. Colorado has asked for it. We have the Next Generation of Voting and Elections Systems for Colorado, today.

Rather than a phasing in of all components covered by this RFP, county by county, Everyone Counts proposes an implementation that would solve immediate challenges first, and provide the greatest flexibility to counties over the coming years. It would provide an immediate, flexible statewide UVS platform from which to migrate, expand or integrate with current systems. And it would bring Colorado counties immediately into compliance with HB13-2013.

We propose that Colorado adopt, in Phase one, a UVS for all voting service centers, beginning in 2014.

PHASE ONE: VOTER SERVICE AND POLLING CENTER

Given the new legislation requirements of Voter Access and Modernization Act (HB13-2013), Voter Service and Polling Centers will become the only in-person option for the State of Colorado's voters. This bold embarkation requires an innovative and state-of-the-art election administration and voting system to meet the challenges that lie ahead. Everyone Counts seamlessly integrates the necessary components to make this vision a reality. eLect will integrate with SCORE through the eLect™ Electronic Poll Book to allow for same day voter registration.



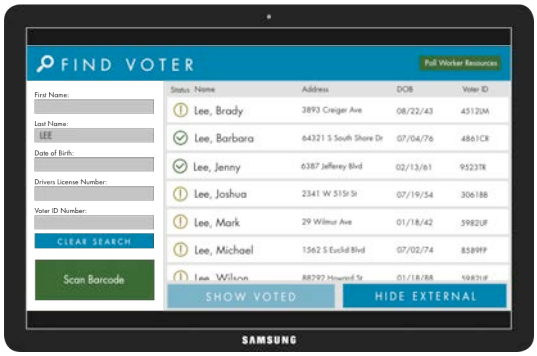
Everyone Counts' proposed solution for the State of Colorado's Voter Service and Polling Centers include:

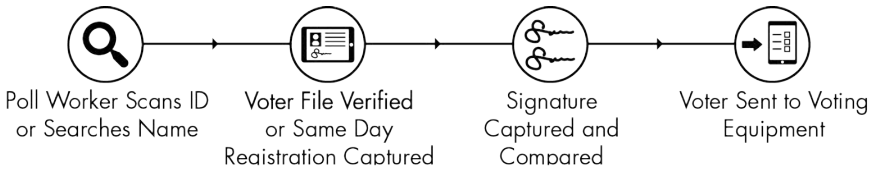
- Electronic Poll Book,
- Electronic Voting Equipment, and
- Poll Station Ballot Scanning and Tabulation Equipment.

These modules, within the eLect Platform, work cohesively as one solution, creating an efficient, easy to use, scalable and cost-effective solution to meet the requirements of the newly passed legislation.

VOTER AUTHENTICATION: ELECTRONIC POLL BOOK

Everyone Counts' innovative real-time eLect™ Electronic Poll Book makes finding and authenticating voters faster, easier, and more cost-effective than using traditional paper poll books. The electronic poll book has the ability to interact with data from a primary system, such as SCORE, for real-time same day voter registration, or through eLect Administration's Electronic Poll Book Manager.





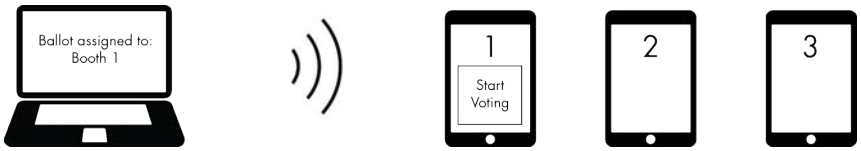
The easy-to-use, task-based interface offers a central point of control that enables administrators to load fully customizable voter profiles containing traditional fields, such as a voter identification number, precinct, or scanned images of signatures.

Ballot Allocation

With Everyone Counts' system, accurate ballot allocation is fast, efficient and flexible. Counties have the option of:

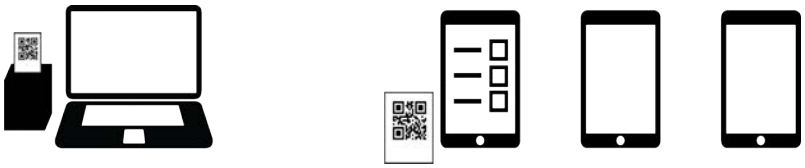
Automated Ballot Allocation

Directly from the poll book, poll workers can direct voters to an available voting booth where their ballot will be ready on-screen.



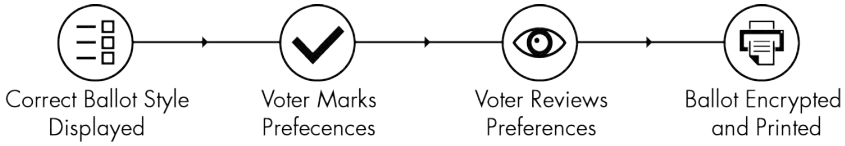
Ballot Allocation Token

A 2D/QR barcode token is printed on a thermal printer by the poll book. Voters scan this barcode at the voting booth and their proper ballot appears ready to be voted.



ELECTRONIC VOTING EQUIPMENT

All voters can mark and print their HAVA-compliant and universally accessible ballots utilizing the eLect™ Voting Unit, the eLect module for secure, in-person voting. This module allows voters, regardless of their ability, to privately and independently mark their ballot without the risk of overvoting and unintentional undervoting.

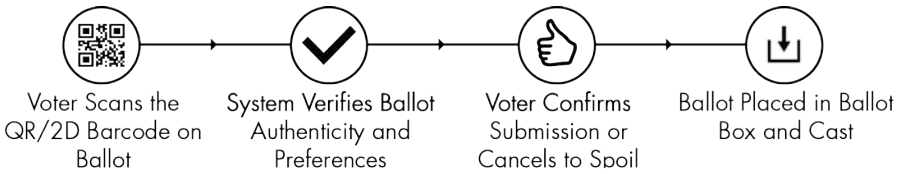


Unlike traditional voting equipment, eLect does not require election administrators to program ballots and has no limitation to the number of ballot styles that can be made available during an election or to any given voting unit. Through eLect Administration, ballot building, proofing, and distribution are automated, greatly easing the administrative burden associated with traditional, antiquated voting equipment.

After the elector has voted, eLect stores multiple audit trails (See *Quad Audit*™ for more detail) of the marked ballot and then prints a marked, voter verified paper audit trail (VVPAT) with a QR/2D barcode. Stored in the barcode are the anonymous preferences marked by the voter on-screen. See *12.0 Section D: Electronic Voting Equipment* for more details.

POLL STATION BALLOT SCANNING AND TABULATION EQUIPMENT

After the voter has verified the accuracy of their paper ballot, the voter independently, regardless of their ability, scans their ballot with the poll station ballot scanning and tabulation tablet, the eLect™ Vote Center Scanner. The system validates the ballot and the voter confirms that their choices have been recorded accurately. The voter can choose to cancel at anytime, at which time their ballot is spoiled and they will have the opportunity to mark a new ballot. Just like the Electronic Voting Equipment, the tablets and scanners are off-the-shelf hardware. There is no special programming and no limitation to the number of ballot styles that can be accepted. The Software as a Service solution is the key to the flexibility and scalability of the system.



See *12.0 Section B: Poll Station Ballot Scanning and Tabulation Equipment* for more details.

Universally Accessible Voting Centers

Everyone Counts solutions integrate seamlessly with assistive devices, such as screen readers and button switches, that allow a voter with a disability to mark and submit their HAVA-compliant ballots independently and privately and with the highest level of security. In the past, jurisdictions have been forced to provide alternative solutions to serve this voting population, causing the voter to be singled out publicly. With eLect, voters with a disability use the same voting equipment, receive the same ballot, submit their ballot the same way, with complete privacy and independence. All ballots in each polling station are tabulated using the same system. eLect offers the State of Colorado the first true universally accessible, uniform voting system.

PHASE TWO

Phase Two consists of implementation of all other components of this RFP, when appropriate for counties, modularly or as a whole. Please see the System Requirements for detailed explanation of these solutions.

COMPLETE PACKAGE FOR COLORADO

Our proprietary ballot security technology, proven election administration processes, and industry-leading monitoring and audit processes, provides the CDOS with auditable proof that your voting systems are of the highest integrity. We will demonstrate with this proposal our unique and extensive experience in successfully delivering greater system performance, lowering total cost of ownership and streamlining overall support services.

Everyone Counts is the only provider of voting systems to governments and high-integrity clients throughout the world that has a 100 percent success rate, with all elections certified and not a single ballot protested. For over 16 years, we have enabled governments and private membership organizations to use modern technologies to improve their existing election processes, systems and services.

2.0 COMPANY OVERVIEW

EVERYONE COUNTS AND COLORADO: A PARTNERSHIP ADVANTAGEOUS FOR UVS

Everyone Counts is more than an election technology company, we are the world's leading provider of state-of-the-art election administration and voting systems. Unique in the industry, Everyone Counts continually innovates to meet customer needs. Our patent-pending innovations are quickly becoming the industry standard globally and are transforming the $31 billion election industry. Everyone Counts' Next Generation Software-as-a-Service (SaaS)-based election administration tools and voting platform are helping governments and private membership organizations to improve their existing processes, systems, and services.

As Colorado has seen with our UOCAVA solutions, Everyone Counts' focus is working with election officials to continually create and provide improved voter services, administrative efficiencies, and systematic auditability through the use of innovative, secure, transparent and reliable technology. Everyone Counts' software platform provides modular components for registration, election administration, voting, and auditing that can each be integrated seamlessly with existing systems. Our solutions open the door to a clear path for the transition to Next Generation Elections™ systems as you prepare for future process improvement and cost reduction.

Our extensive work to date with the Colorado Department of State and the counties of Colorado has demonstrated our leadership in delivering best in class, and perpetually cutting edge elections solutions. Alone among election service providers, we fully utilize the modern technologies and innovations that have proven successful in greatly improving other mission critical industries. These best practices, which we have shaped to address the specific demands of elections, are capable of being deployed in a modular, as well as a complete end-to-end solution to deliver flawless elections, on-time and cost-effective.

No other election vendor has our approach, nor do they have our track record of success through these state-of-the-art, proven methods. We therefore respectfully submit that we alone are capable and positioned to meeting the vital goals of the Colorado Uniform Voting System in a way that ensures state of art solutions at all times.

The State of Colorado deserves and needs a partner who understands the benefits that technology will bring, but who also is fully attuned to the demands of an election administration system, and all of its operational realities and requirements. Everyone Counts is not just comprised of technology experts, but also boasts a unique team of election administration experts. This combination of skills is a critical asset, essential to meeting the full UVS specifications.

We believe our unique ability to provide modules within the UVS, as well as a complete end-to-end solution, will allow each individual County to transition, as funding permits, at the optimum pace and timing that best suits their specific situation and needs. We alone have championed and succeeded with this modular approach in the elections industry.

We demonstrate, through successful implementation of elections globally, including in the State of Colorado, that our capability to integrate effective modern technologies into our election solutions will meet and exceed the essential principles identified in the UVS.

In this regard, the Everyone Counts eLect™ system is unmatched in delivering:

TRANSPARENCY

No other election system matches eLect's transparency for several key reasons. Only eLect has full transparency of code used in an election system through Open Code Advantage™, which allows all code to be examined, monitored and protected against tampering. Additionally, every interaction with the UVS, whether by authorized officials, voters or unauthorized persons, will be traceable and controlled by secure permissions. The limits on transparency that are inherent in traditional purpose built hardware solutions are overcome by Everyone Counts software-based solutions.

SCALABILITY

The Everyone Counts eLect system provides the same performance excellence in any size of jurisdiction, and has been successfully scaled, and rapidly so, when needed. For example, in the Denver, Colorado 2011 Municipal General and Runoff Elections, Everyone Counts delivered an innovative combination of solutions, which included the ability to reach more overseas voters.

Everyone Counts has provided the largest ever electronically voted election, in the State of New South Wales, Australia. The turnout was several times larger than originally projected. The eLect system successfully managed this dramatic scaling.

INTEGRITY

Technology advances provide continuously improved ways to negate fraud. The Everyone Counts eLect system will continuously provide updates to ensure the State of Colorado UVS always has the state-of-the art solution. Everyone Counts' patent-pending Quad Audit provides an unprecedented level of auditability for elections. With four (4) separate ballot records seamlessly created when a vote is cast, the State of Colorado UVS will have the ability to audit, and protect against fraud, to a level that far outperforms any other voting system. It even surpasses the standards deliverable by Risk Limiting Audits for existing and traditional machine based voting systems.

VOTING

We are proud to have worked extensively in partnership with the State of Colorado and others to deliver new voting solutions that perform well for all members of the voting population. These solutions provide single voting systems that can be used fully and easily by all voters, irrespective of disability and location.

Our UOCAVA solutions are successfully and securely accessed by qualified voters from anywhere in the world and on any device. The ballots are accessible by any voter, including those with disabilities or vision impairment. Our collaboration with you on the iPad Accessibility Pilot Project (iAPP) for voters with disabilities, which resulted in a 2013 Achievement Award for use of technology from the National Association of Counties, further demonstrates our commitment to the same principles of the UVS, and our ability to deliver these. In these examples, and in all our solutions deployed around the world, we have an auditable process and an unblemished track record that fully meets the UVS requirement that a cast ballot cannot be identified with a voter.

EQUIPMENT, POWER AND CONNECTIVITY

The Everyone Counts eLect solution is unmatched in our ability to deliver enormous improvements in the field of equipment, power and connectivity, for the State of Colorado compared to existing or other solutions. We champion the adoption of Commercial-off-the-Shelf (COTS) devices, such as laptops and tablets, instead of single-purpose machines. These devices are easy to use and store, cost-effective, and are lightweight and familiar for voters and election officials alike. As COTS units continue to improve, the UVS can continuously and seamlessly take advantage of advances, rather than being locked in to immediately antiquated machines. COTS devices guarantee the State of Colorado will have state-of-the-art in power and connectivity, because by their nature they are designed to be used in almost any location and setting. The UVS will have the highest performance and the most choice and flexibility, with the eLect solution.

COST-EFFECTIVENESS

The combination of Everyone Counts' SaaS solutions and COTS will dramatically improve cost-effectiveness, and is unmatched by any other election solution system. SaaS allows the most efficient use of resources, by simplifying and streamlining administrative tasks and reducing completion times. Direct costs in the election process, such as paper ballots, are dramatically reduced by avoiding the need to pre-print, estimate quantities, and transport ballots, instead generating them during the voting process. This means you never print more than you need and you eliminate the risk of running out of ballots. Tabulation and auditing costs are significantly reduced by the addition of processes such as Transcriber and Quad Audit, which allow these processes to be completed with minimal staffing levels.

On the equipment side, COTS is significantly lower-cost than traditional single-purpose voting equipment, in direct terms such as cost of purchase, but also with regard to storage, maintenance and updating, which may no longer even be a factor as these devices can even be re-purposed elsewhere in the Counties or State during non-election periods.

UNDERSTANDING AND COMPLIANCE WITH THE TERMS AND CONDITIONS

Everyone Counts has carefully studied the terms and conditions established by the State of Colorado and we are pleased to confirm our full compliance with these as set out in the RFP.

DISCLOSURE

Everyone Counts is a 100% U.S. owned company.

WHY EVERYONE COUNTS?

The State of Colorado's UVS demands a perpetually state-of-the-art solution, and we commend that standard. This can only be delivered, and best achieved, through a combination of election administration expertise and with technologies based on SaaS and COTS solutions. This is the very DNA of Everyone Counts, and has been successfully deployed for 17 years in elections globally.

The State of Colorado, hand-in-hand with Everyone Counts has been a pioneer of successful deployment of the next generation of election solutions, such as iAPP and UOCAVA with Transcriber. We believe the UVS goals can only be met by the next step in these solutions, and that only Everyone Counts therefore has the capability to meet and exceed your requirements.

CERTIFICATE OF GOOD STANDING

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE

I, Scott Gessler, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Everyone Counts, Inc.

is an entity formed or registered under the law of **Delaware** has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20111544082.

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 10/07/2013 that have been posted, and by documents delivered to this office electronically through 10/08/2013 @ 14:48:23.

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, authenticated, issued, delivered and communicated this official certificate at Denver, Colorado on 10/08/2013 @ 14:48:23 pursuant to and in accordance with applicable law. This certificate is assigned Confirmation Number 8660820.

Secretary of State of the State of Colorado

**********End of Certificate**********

Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Certificate Confirmation Page of the Secretary of State's Web site, http://www.sos.state.co.us/biz/CertificateSearchCriteria.do entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, http://www.sos.state.co.us/ click Business Center and select "Frequently Asked Questions."

CERT_GS_F Revised 08/20/2008

3.0 COMPANY FINANCIAL STATUS

4.0 RELEVANT BUSINESS EXPERIENCE

The following projects represent current and relevant work activities which are similar in size and scope to the proposed State of Colorado Uniform Voting System. This diverse project list demonstrates our capacity and capability to meet deadlines and deliver a range of successful solutions that meet customer and voter needs.

STATE OF COLORADO 2012 - CURRENT

Everyone Counts provides UOCAVA solutions including Voter Management, Electronic Ballot Marking, and Electronic Ballot Delivery to all 64 counties in Colorado, and in key counties our patent-pending automated ballot remaking system. Integration with the existing Colorado County third party EMS data and infrastructure is a key component of this deployment. An engagement with Colorado began when another provider failed to deliver a contracted solution in time for federal mandates. Everyone Counts stepped in to deliver the core system within two business days.

DENVER, COLORADO, 2011

Delivering an innovative combination of solutions, Everyone Counts provided Denver election officials with the ability to reach more overseas voters while reducing cost. Efficient and convenient online voting ensured that Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voters could conveniently and securely mark and return their ballots electronically. And, utilizing centralized printing enhanced by Transcriber 2D barcode technology, election officials eliminated the need for manual remaking and greatly reduced administrative time and cost. Denver has been the pilot county for scaling the Everyone Counts eLect System to voters with disabilities. This successful program could be the model for future expansion.

STATE OF NEW JERSEY

1) Description of the project

Hosting, Maintenance, and Support for the New Jersey Statewide Voter Registration System.

Everyone Counts is currently upgrading the New Jersey State Voter Registration System (SVRS) to modern hardware. This improvement eliminates single points of failure, and uses Microsoft Hyper-V Virtualization to maximize hardware utilization. This upgrade creates improved system performance and availability, as well as reduced maintenance costs and total cost of ownership.

2) Reference contact information

Primary Contact:
Robert Giles
Director of Elections
Office: 1-609-292-3760
Fax: 1-609-777-1280
Email: robert.giles@sos.state.nj.us

Secondary Contact:
Michael DiSimoni
Deputy Director
Office: 1-609-292-3760
Fax: 1-609-777-1280
Email: michael.disimoni@sos.state.nj.us

3) Project timeline from start to finish (planned and actual)

The State of New Jersey has contracted Everyone Counts for maintaining SVRS until 2023.Everyone Counts completed the original planned six-month-long transfer of hosting and support from the prior provider in only six (6) weeks.

4) Contract performance issues, if any

None

5) Quantity, type and version of voting equipment and software installed

The New Jersey Statewide Voter Registration System is hosted, maintained, and supported from Everyone Counts' state-of-the-art data center in Edison, New Jersey with failover protection in Denver, Colorado.

The system supports over 5.5 million voters.

6) Poll worker training provided

Not applicable

7) Election staff training provided

Not applicable

8) Support provided for early voting, election day voting and post-election activities

Everyone Counts on-site and remote Help Desk for the New Jersey Statewide Voter Registration System is available year-long, including support during early voting, election day, and post-election activities.

9) Any problems reported regarding election results accuracy and, if so, how handled

Not applicable

10) Any problems reported regarding equipment availability and, if so, how handled

Not applicable

Everyone Counts provides hosting and maintenance of the New Jersey SVRS – tabulation and election results are not requested for this solution.

11) Description of project management services you provided to the project

Everyone Counts employs a hands-on, on-site Project Manager for the Statewide Voter Registration System transition and continuing services.

The objective of the Project Manager is to provide a centralized structure in support of the State's objectives and support management of the SVRS transition period.

The focus areas for the Project Manager were:

- Monitor project status and manage scope
- Assure overall project efficiency and effectiveness
- Coordinate alignment of strategic, tactical, and project objectives
- Develop Project charter, taking into account effort, dependencies, and constraints
- Define performance metrics
- Perform Risk Assessment, Risk Management, and Risk Mitigation
- Define the project requirements in the areas of Methodologies, Standards, and Tools
- Devise a Communication Plan to address all the affected stakeholders
- Chair the Project Review meetings to track project progress in the areas of scope, schedule, budget, and project deliverables, managing issues and escalations
- Review the progress of the project
- Address all issues
- Make strategic decisions with internal and external stakeholders from the Everyone Counts side
- Senior Project Manager Single-Point-of-Contact (SPOC) for all delivery and contractual matters. The key responsibilities of the Senior Project Manager are:
    - Customer Relationship Management ensures that the customer requirements are determined and met with the aim of enhancing customer satisfaction
    - Participating in the Steering Committee meeting
    - Tracking and monitoring the progress of the project
    - Managing scope of project
    - Organizing and allocating adequate resources – hardware and software
    - Reviewing the project plan, schedule and key deliverables and identifying the necessary approvals for the deliverables
    - Managing and resolving project issues escalated by the Senior Project Manager and Project Leaders

- Reporting the project status to Management
- Identifying risks and problems and recommending appropriate corrective action for review and approval
- Monitor project/program status, and manage scope
- Assure overall program efficiency and effectiveness
- Establish and maintain relationship with the New Jersey State Contract Manager
- Coordinate alignment of strategic, tactical and project objectives
- Develop Project charter, taking into account effort, dependencies, and constraints
- Define performance metrics
- Perform Risk Assessment, Management and Risk Mitigation
- Define the project requirements in the areas of Methodologies, Standards, and Tools
- Devise a Communication Plan to address all the affected stakeholders
- Chair the Project Review meetings to track project progress in the areas of scope, schedule, budget, and project deliverables, managing issues and escalations
- Promote use of standards throughout project

STATE OF UTAH

1) Description of the project

Electronic Absentee Systems for Elections (EASE)

To comply with the 2009 Military Overseas Voter Empowerment (MOVE) Act, Utah turned to Everyone Counts' solution which required no special processes or equipment, and was fully integrated into the existing voting system. The simplicity of the solution reduced errors, increased access, and was available to Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) voters ahead of the MOVE Act schedule.

Everyone Counts provides Voter Management, Electronic Ballot Delivery, and Electronic Ballot Marking to all 29 counties in Utah. Integration with existing databases and infrastructure was a key component of this deployment.

2) Reference contact information

Primary Contact:
Mark Thomas
Deputy Chief of Staff, Director of Elections
Office: 1-801-538-1494
Fax: 1-801-538-1133
Email: mjthomas@utah.gov

Secondary Contact:
Justin Lee
Election Manager
Office: 1-801-538-1129
Fax: 1-801-538-1133
Email: justinlee@utah.gov

3) Project timeline from start to finish (planned and actual)

The Utah Lieutenant Governor's Office has contracted with Everyone Counts through 2015.

4) Contract performance issues, if any

None

5) Quantity, type and version of voting equipment and software installed

The eLect Online Ballot Delivery solution is web based and does not require the use of hardware or installed software.

6) Poll worker training provided

Everyone Counts provided smooth and seamless transition to the eLect system with minimal effect on election staff.

7) Election staff training provided

Everyone Counts provided smooth and seamless transition to the eLect system with minimal effect on election staff.

8) Support provided for early voting, election day voting and post-election activities

Everyone Counts trained staff is available 24/7 to immediately handle any questions or react to operational events.

9) Any problems reported regarding election results accuracy and, if so, how handled

Not applicable

Everyone Counts provides web based Electronic Paper Ballot Delivery – tabulation and election results are not requested for this solution.

10) Any problems reported regarding equipment availability and, if so, how handled

None. The Everyone Counts eLect Online Ballot Delivery solution is web based and does not require the use of hardware of installed software. The state received activity reports and system log details via eLect Reporting. The content and details of the reports streamlined FVAP reporting for the counties and the State and was regarded by FVAP as the gold standard of EASE Grant reports.

11) Description of project management services you provided to the project

Everyone Counts employs a Project Manager for the entire election cycle. This Project Manager worked closely with the Utah Director of Elections, Deputy Director of Elections, as well as County Election staff.

The Project Manager serves as the main point of contact for State and counties and is responsible for:

- Gathering election and voter data
- Keeping counties on track for timelines
- Ensures conformity to State laws and regulations

Additionally, the Election Administration team works closely with the Project Manager to:

- Draft, update, and test elections
- Keep Everyone Counts on track for timelines
- Ensure conformity to election specifications

Everyone Counts also provides a 24/7 Help Desk for the duration of the election cycle.

STATE OF OREGON

1) Description of the project

Provided online ballot delivery to UOCAVA voters, as well as domestic voters requiring special assistance. The State Accessible Voting Project enabled voters with specials needs to use iPads to mark their ballots. The Program was used to save the State money while increasing accessibility for previously disenfranchised voters, like those overseas in the military or with disabilities.

2) Reference contact information

Primary Contact:
Don Deford
HAVA Grants Manager
Former State Elections Director
Office: 1-503-986-0523
Email: don.deford@state.or.us

Secondary Contact:
Sherry Hall
Clackamas County Clerk, Recorder, and Elections
Office: 1-503-722-6086
Fax: 1-503-650-5687
Email: sherryhal@co.clackamas.or.us

3) Project timeline from start to finish (planned and actual)

Primary Election 2012 (Statewide)
Special Election 2011 (Pilot)
Special Election 2012 (Pilot)

These projects were completed on time and within budget.

4) Contract performance issues, if any

None

5) Quantity, type and version of voting equipment and software installed

The eLect Online Ballot Delivery solution is web based and does not require the use of hardware or installed software.

6) Poll worker training provided

Not applicable

7) Election staff training provided

Not applicable

8) Support provided for early voting, election day voting and post-election activities

Everyone Counts trained staff is available 24/7 to immediately handle any questions or react to operational events.

9) Any problems reported regarding election results accuracy and, if so, how handled

None

10) Any problems reported regarding equipment availability and, if so, how handled

No problems have ever been reported in eLect managed elections.

11) Description of project management services you provided to the project

Everyone Counts employs a Project Manager for the entire election cycle. This Project Manager worked closely with the Oregon Director of Elections, HAVA Grants Manager, as well as County Election staff.

The Project Manager serves as the main point of contact for State and counties and is responsible for:

- Gathering election and voter data
- Keeping counties on track for timelines
- Ensures conformity to State laws and regulations

Additionally, the Election Administration team works closely with the Project Manager to:

- Draft, update, and test elections
- Keep Everyone Counts on track for timelines
- Ensure conformity to election specifications

Everyone Counts also provides a 24/7 Help Desk for the duration of the election cycle.

NEW SOUTH WALES, AUSTRALIA

1) Description of the project

iVote, New South Wales Electoral Commission

2) Reference contact information

Primary Contact:
Colin Barry
Electoral Commissioner
Office: 02-9290-5910
Fax: 02-9290-5991
Email: colin.barry@elections.nsw.gov.au

Secondary Contact:
Ian Brightwell
Director of Information Technology, Chief Information Officer
Office: (02) 9290-5948
Fax: (02) 9290-5991
Email: ian.brightwell@elections.nsw.gov.au

3) Project timeline from start to finish (planned and actual)

August 2010 – Present
2011 General Election
2011 By-election
2012 By-election (August)
2012 By-election (October)

These projects completed on time and within budget.

4) Contract performance issues, if any

In the thousands of binding government elections Everyone Counts has deployed, there has never been a security breach, not a single vote has been lost, and no election has ever been disputed or decertified.

5) Quantity, type and version of voting equipment and software installed

The eLect Online Ballot Delivery solution is web based and does not require the use of hardware or installed software.

6) Poll worker training provided

Not applicable

7) Election staff training provided

Election staff provided with complete training in using all the eLect software; staff is also trained in integrating electronic results into vote totals.

8) Support provided for early voting, election day voting and post-election activities

Everyone Counts trained staff is available 24/7 to immediately handle any questions or react to operational events.

9) Any problems reported regarding election results accuracy and, if so, how handled

Everyone Counts' systems have never been questioned, abandoned, decertified, or delayed for any reason.

10) Any problems reported regarding equipment availability and, if so, how handled

No problems have ever been reported in eLect managed elections.

11) Description of project management services you provided to the project

Everyone Counts employs a Project Manager for the entire election cycle. This Project Manager works closely with the corresponding manager from the customer's staff.

Everyone Counts also provides an On-site Help Desk for the duration of the election cycle.

KING COUNTY CONSORTIUM, WASHINGTON

KING, PIERCE, YAKIMA, CLARK, AND FRANKLIN COUNTY

1) Description of the project

In a state where the main voting channel is the U.S. mail, Everyone Counts introduced eLect, a unique voting solution which allows secure online ballot marking with a voter-verified paper return. This innovative solution, built on the eLect platform, provides access for voters with disabilities through its compatibility with JAWS screen readers, and other well-known assistive devices. The online ballot-marking solution deployed was the first of its kind in the country. By giving voters the ability to securely mark their HAVA-compliant ballot, this successful election provided an example of the implementation of 2010 MOVE Act legislation.

2) Reference contact information

Primary Contact:
Sherril Huff
Elections Director
Office: (206) 296-8683
Email: elections@kingcounty.gov

Secondary Contact:
Dale Hartman
IT Service Delivery Manager – Elections
Office: (206) 296-4236
Email: Dale.Hartman@kingcounty.gov

3) Project timeline from start to finish (planned and actual)

The King County Consortium has contracted with Everyone Counts through 2015. In September of this year, an enhanced proposal was accepted which added six additional counties to the consortium and extended this successful work through 2018.

General Election 2011, 2012, 2013
Special Election February 2012, 2013
Special Election April 2012, 2013
Primary Election 2012, 2013

4) Contract performance issues, if any

In the thousands of binding government elections Everyone Counts has deployed, there has never been a security breach, not a single vote has been lost, and no election has ever been disputed or decertified.

5) Quantity, type and version of voting equipment and software installed

The eLect Online Ballot Delivery solution is web based and does not require the use of hardware or installed software.

6) Poll worker training provided

Not Applicable

7) Election staff training provided

Not Applicable

8) Support provided for early voting, election day voting and post-election activities

All Everyone Counts software/hardware solutions provide full support for early voting, election day voting and post-election vote tallying. Everyone Counts trained staff is on-hand in person at critical locations to immediately handle any questions or react to operational events.

9) Any problems reported regarding election results accuracy and, if so, how handled

Not Applicable

Everyone Counts provides web based Electronic Paper Ballot Delivery – tabulation and election results are not requested for this solution.

10) Any problems reported regarding equipment availability and, if so, how handled

Not Applicable

11) Description of project management services you provided to the project

Everyone Counts employs a Project Manager for the entire election cycle. This Project Manager worked closely with Election staff at each County.

The Project Manager serves as the main point of contact for State and counties and is responsible for:

- Gathering election and voter data
- Keeping counties on track for timelines
- Ensures conformity to State laws and regulations

Additionally, the Election Administration team works closely with the Project Manager to:

- Draft, update, and test elections
- Keep Everyone Counts on track for timelines
- Ensure conformity to election specifications

Everyone Counts also provides a 24/7 Help Desk for the duration of the election cycle.

5.0 PRIOR PROPOSALS

The following lists bid information where Everyone Counts has submitted a voting system proposal to a state or territory between July 2008 and the date of this RFP. We also include relevant private sector work where Everyone Counts was selected over Fortune 500 System Integrators, like IBM, based on the security and accessibility of Everyone Counts eLect Platform.

2013

Contracted	
Pima County – Tucson, Arizona Contact: Brad Nelson, (520) 724-6830 Brad.Nelson@pima.gov Proposed August 15, 2013 Awarded to Everyone Counts eLect Accessible Poll Station Voting System (VVPAT) for use in Nov 2013 municipal election	*Secretary of State – State of South Dakota* Contact: Garrett Devries, (605) 773-5666 Garrett.Devries@state.sd.us Proposed August 1, 2013 Awarded to Everyone Counts Online Ballot Delivery and Marking System - full integration with CAC military ID scanning and Voter Registration
State of Michigan - Department of State Contact: Tim Hanson, (517) 373-2542 HansonT@michigan.gov Proposed May 14, 2013 Awarded to Everyone Counts SVRS (Qualified Voter File) Enhancement and Election Management System Review	*Academy of Television Arts & Sciences* Frank Kohler Please contact Everyone Counts for private contact email Contact: (818) 754-2840 Proposed April 2, 2013 Awarded to Everyone Counts Full online voting system with dual factor authentication, tabulation and results system for Academy members
A Consortium of Washington Counties Contact: King County, WA Dale Hartman, (206) 477-4242 dale.hartman@kingcounty.gov Proposed August 2011 and expanded in September of 2013 Awarded to Everyone Counts Online Ballot Delivery and Marking system with Transcriber; fully integrated with Voter Management and Voter Communications. Admin tools for Election and Ballot Building	*Township of Springwater* Contact: John Daly, 705-728-4784, ext. 2026 John.Daly@springwater.ca Proposed September 4, 2012 Awarded to Everyone Counts Universal Voting System including internet, telephone, polling location, tabulation and reporting to be delivered for the October 2014 Municipal elections
Intent to Award	
State of Alaska – Elections Division Contact: Shelly Growden, (907) 451-2872 shelly.growden@alaska.gov Proposed September 4, 2013 Intent to Award received Statewide Voter Registration and Integrated Electronic Poll Book System (Everyone Counts ePoll Book as a sub-contractor to VRS provider).	

Proposed Decision Pending / Not Contracted	
Secretary of State – State of Arizona Contact: Craig Stender, (602) 364-1620 cstender@azsos.gov Proposed November 12, 2013 Decision Pending Online Ballot Delivery and Marking System	*Maricopa County, Arizona* Contact: Brian Walsh, 602-506-3243 walshb@mail.maricopa.gov Proposed May 3, 2013 Not awarded to Everyone Counts Electronic Poll Book System and Support
Board of Elections, City of Chicago Contact: Kelly Bateman, (312) 269-7919 kellyb@chicagoelections.net Proposed October 10, 2013 Decision Pending Electronic Poll Book with real time voter registration integration	*Taney County, Missouri* Contact: Ron Ericson, (417) 546-3931 rone@co.taney.mo.us Proposed November 21, 2013 Decision Pending Electronic Poll Book System
Secretary of State – Commonwealth of Kentucky Contact: Stephanie Williams, (502) 564-8621 Stephanier.williams@ky.gov Proposed August 12, 2013 Decision Pending State EMS System with Online Ballot Delivery and Marking System	*State of Oklahoma – Board of Elections* Contact: Gary Rowland, (405) 521-4898 gary.rowland@omes.ok.gov Proposed August 22, 2013 Not awarded to Everyone Counts Statewide Online Ballot Delivery and Tracking System
Secretary of State - State of Ohio Contact: Matt Masterson, (614) 728-9132 mmasterson@sos.state.oh.us Proposed November 8, 2013 Decision Pending UOCAVA Ballot Delivery & Tracking System	*State of Oklahoma - Board of Elections* Contact: Gary Rowland, (405) 521-4898 gary.rowland@omes.ok.gov Proposed August 22, 2013 Not awarded to Everyone Counts Statewide Online Ballot Delivery and Tracking System

2012

City and County of Honolulu Contact: Glen Teramoto, (808) 768-3710 bfspurohasinq@honolulu.qov Proposed October 23, 2012 Awarded to Everyone Counts Municipal Online Voting System and Candidate Registration	*State of Alaska – Elections Division* Contact: Gail Fenumiai, (907) 465-4611 gail.fenumiai@alaska.gov Proposed July 2, 2012 Not awarded to Everyone Counts Statewide Online Ballot Delivery and Tracking System
South Carolina Board of Elections Contact: Marci Andino, (803) 734-9060 marci@electons.sc.gov Proposed May 22, 2012 Project kept in house UOCAVA Online Ballot Delivery Solution	*Lt. Governor – State of Utah* Contact: Mark Thomas, (801) 538-1494 mjthomas@utah.gov Proposed February 10, 2012 Awarded to Everyone Counts Online Ballot Delivery and Marking System
State of Wisconsin Contact: Nathaniel Robinson, (608) 267-0715 Nat.Robinson@wi.gov Proposed May 2012 Project modified - not awarded UOCAVA Voting Assistance System	

2011

City and County of Honolulu Contact: Glen Teramoto, (808) 768-3710 bfspurohasinq@honolulu.gov Proposed October 23, 2012 Awarded to Everyone Counts Municipal Online Voting System and Candidate Registration	*Cook County, Illinois* Contact: Noah Praetz, (312) 603-0942 noah.praetz@cookcountyil.gov Proposed May 24, 2011 Awarded to Everyone Counts Electronic Ballot Delivery System & Mail Ballot Processing Modernization, Ballot Transcribing

State of Alabama, Secretary of State Contact: Adam Thompson, (334) 353-7818 adam.thompson@sos.alabama.gov Proposed November 16, 2011 Not Awarded to Everyone Counts Electronic Blank Ballot Delivery System	*The Academy of Motion Picture Arts and Sciences* Kimberly Roush Please contact Everyone Counts for private contact email Contact: (310) 247-3000 Proposed January 12, 2011 Awarded to Everyone Counts Online ballot delivery, marking, and submission for Academy members for nominations and finals
Board of Elections, City of Chicago Contact: Kelly Bateman, (312) 269-7919 kellyb@chicagoelections.net Proposed July 2011 Awarded to Everyone Counts Secure Online Ballot Delivery and Marking System with Integrated Voter Management and Communications	*Oregon Secretary of State* Contact: Don Deford, (503) 986-0523 don.deford@state.or.us Proposed September 2011 Awarded to Everyone Counts Online Ballot Delivery and Marking for Voters with Disabilities and UOCAVA voters. First statewide use of iPads as the voting device.

2010

Lt. Governor – State of Utah Contact: Mark Thomas, (801) 538-1494 mjthomas@utah.gov Proposed June 2010 Awarded to Everyone Counts Online Ballot Delivery and Marking System	*San Mateo County, CA* Contact: David Tom, (650) 312-5301 dtom@smcare.org Proposed February, 2010 Awarded to Everyone Counts Full Online Voting and Tabulation System
State of West Virginia Contact: Layna Valentine Brown, 866-767-8683 ext. 2654 LBrown@wvsos.com Proposed August 2010 Pilot Awarded to Everyone Counts UOCAVA Online Ballot Marking and Return System for UOCAVA voters	*Consortium of Florida Counties* Contact: Bill Cowles, (407) 836-2070 bill@ocfelections.com Proposed October 2010 Awarded to Everyone Counts State Approved Online Ballot Delivery, Marking, and Transcriber System. Integrated with EMS and Voter Management

2009

Franklin County, WA Contact: Diana Killian, (509) 545-3519 Proposed May 2009 Awarded to Everyone Counts First US pilot for online voting for Voters with Disabilities	*KPMG Consulting* Elections conducted 1998-current Universal Voting System including tabulation and reporting
City and County of Honolulu Contact: Glen Teramoto, (808) 768-3710 bfspurohasinq@honolulu.gov Proposed April 2009 Awarded to Everyone Counts Municipal Online Voting System and Candidate Registration	

6.0 PROJECT APPROACH

6.1 PROJECT MANAGEMENT

EVERYONE COUNTS PROJECT MANAGEMENT METHODOLOGY

Everyone Counts was founded for the purpose of ensuring that election officials around the world have access to the same proven state-of-the-art technologies and processes that have revolutionized other mission-critical industries over the past decades.

With our internationally recognized election administrative expertise, Everyone Counts is solely focused on solutions that yield success for our customers in the elections space. Through the expert application of innovative systems, we have customized today's advanced technologies to meet the unique and specific needs of election officials and voters.

Our Project Management strategy will ensure a smooth transition to online and electronic voting in all 64 Colorado counties. This strategy centers around forming a dedicated team of election management experts who will be responsible for the definition, design, and delivery of this project.

Everyone Counts can offer election officials a first-rate team of consultants, engineers, trainers, help desk professionals, and quality assurance specialists to deliver the necessary skills to help mitigate risks associated with your business and technical constraints. Our services can accelerate changes in your voting process by using our knowledge and experience gained through similar engagements. As a recognized leader in developing and implementing innovation in election administration, Everyone Counts brings a proven capability to provide continuous improvement by harnessing best practices and new technology.

THE RIGHT TEAM AND THE RIGHT PARTNERS

Everyone Counts' experience in keeping election technology modern and carrying out projects on time and within budget can help to ensure your success. We have thoroughly reviewed the documentation relating to this Request for Proposal (RFP) and have a clear and comprehensive understanding of the project objectives, requirements, and success criteria. In formulating our proposal and recommendations, we used our own Project Management methodologies to fully consider the risk-mitigating factors and benefits for the Counties and State of Colorado.

PROJECT MANAGEMENT TOOLS AND REPORTING

Everyone Counts will provide regular contract performance reporting and ad-hoc reports to monitor overall contract performance and adherence to Service Level Agreements (SLAs). Reports will also cover specific performance data, if applicable, for hosting, maintenance, and support activities. We will deliver reports to the election officials in an agreed-upon format from the date of contract award through the life of the contract.

We will provide, at a minimum, the following reports:

Project Plan	The Project Plan detailing tasks to be completed for successful delivery of the project. Project Plans contain contingency measures to ensure that the project will be delivered on time and according to specifications.
Project Risk Register	All identified risks will be detailed in the Project Risk Register. Appropriate task owners, impact, and priorities will be assigned.
Highlight Reports	The Project Manager will issue a highlight report to the CDOS project board. The format and frequency will be defined in the communications plan for the project.
Exception Reports	Should any event occur that demands additional cost or resources, the Project Manager will create an Exception Report for the project board. This report will detail the problem, consequences, options, and recommendations.
End-Stage Reports	We will produce a report at the end of each stage of the project to detail user acceptance testing outcomes. These reports will contain information from the Project Plan for the specific stage, the Risk Register, Issue Log, and Quality Log.

PROJECT SCHEDULE

SCHEDULE AND MILESTONES

The following is a preliminary outline of the proposed timeline and specific milestones for the project. Note that precise dates for a given task may change based on subsequent planning and approval meetings. All dates will be solidified after contract award.

Establishing agreed-upon roles and responsibilities, and accountability from the outset is essential to the project and essential in developing clear communication channels. The information deriving from the project schedule will be consistently documented using formal reporting methods and presented to the relevant stakeholders at regular intervals.

Refer to Section *10.0 Preliminary Project Schedule and Staffing Plan* for a high-level project schedule planned for Colorado.

RISK MANAGEMENT PLAN

RISK MANAGEMENT PLAN OBJECTIVES

The Risk Management Plan will provide an analysis of likely risks with both high and low impact, as well as mitigation strategies to help the project avoid being derailed should common problems arise. Periodically, risk management plans will be reviewed by the project team to determine how changes in the external environment may impact the project. The project team will also ensure the analysis remains up-to-date and reflective of actual and potential project risks.

ROLES AND RESPONSIBILITIES

The Project Team will jointly determine triggering events and indicators for each risk. The Project Manager will track these on the Risk Register. The Project Manager will rank risks according to the values on the Risk Management Matrix and will sort risks accordingly. Any resulting changes in scope, quality, cost or schedule are documented and presented to the Elections Change Control Board for consideration.

PROJECT STAKEHOLDERS

Colorado Department of State	Key State Staff
CDOS Project Manager	State Project Manager
County Clerk's Offices	Election Officials in each of Colorado's 64 counties
Everyone Counts	Project Manager and key personnel
Community Representative	To be named
Voters	Ultimate System User
Other Special Interest Groups	As determined
Press and Media	Upon approval

RISK MANAGEMENT PLAN

Everyone Counts will share the relevant risk plan components that impact the integrated team operations with the CDOS. Everyone Counts will include the CDOS UVS Project Team to focus on early identification, prioritization, and classification of potential issues or risks and plan for their mitigation or contingency handling. The joint risk plan will then be reviewed with the CDOS UVS Project Manager on a periodic basis to ensure proactive Risk Management and contingency planning.

Everyone Counts maintains and provides tracking for our internal risk plan, as well for the joint risk plan. Everyone Counts' Project Manager closely monitors the internal risk plan. Risk factors are continuously tracked and timely action is taken to contain the risk.

Risk management is introduced to the UVS project through the implementation of six (6) key processes:

1. Planning
2. Identification
3. Analysis
4. Mitigation and Tracking
5. Contingency Planning
6. Communication

The Project Manager is responsible for receiving, recording, presenting, reporting, communicating, and monitoring the progress of all risk mitigation actions assigned within a project.

Everyone Counts uses a Microsoft Excel worksheet designed specifically for the recording of risks. Each risk is graded by priority and impact, planning for mitigation, and contingency. If required, major risks can also be tracked in the JIRA defect tracking system.

PLAN DEPENDENCIES

The risk management process is fully dependent on all other parts of the proposed solution, and will be one of the most prominent parts of the Everyone Counts solution.

RISK MANAGEMENT PROCESS

Risks are identified at the beginning of the project, as well as during the subsequent phases of project execution. Risks are identified using several mechanisms, including:

- A project start-up meeting is part of the project initiation, where representatives from the CDOS, key County Election Officials, and Everyone Counts meet to discuss project risks.
- The project team implements experience from past projects in the formation of the initial Risk Repository, which serves as a storehouse for all risks anticipated and encountered during previous projects.
- During the course of the project, periodic Project Management reviews are conducted by Senior Management at Everyone Counts to verify the health of the project. Potential risks are highlighted at this stage.

Risk Identification and Mitigation

Everyone Counts defines a risk mitigation plan for each identified risk aimed at preventing risks from materializing. The mitigation plan includes the preventive actions to be performed, responsibilities, and tentative dates when the plan will be implemented. Once a risk is identified, a contingency plan is defined in order to counter a risk that could materialize. The purpose of the contingency plan is to reduce the impact of potential risks.

PLAN METRICS AND ACCOUNTABILITY

The Project Manager records risks according to the plan, scoring each risk based on risk identification factors. Each risk identified will be assigned an impact and probability score rated from 1 (Low) to 10 (High), and stored in the Risk Register according to impact area, such as Quality, Performance, Schedule, Cost, or Probability of the risk materializing.

Sample Risk Register

Risk	Impact	Probability	Mitigation
Election system vendor is unable to meet the needs of the project on schedule.	10	5	Select Everyone Counts, which has a strong track record of success at election projects.
Ballot data is finalized with insufficient time to implement election project.	9	3	Integrate online election systems with EMS systems for direct transfer of data.
Vendor staff may present a security risk to the project.	2	2	Everyone Counts undertakes security checks on all employees and eliminates any single point person to mitigate this risk.
Negative media stories about the new voting methods appear in the local press.	4	3	Engage with local press during the voter engagement campaign and provide them with positive stories and photo opportunities to educate them about the benefits.
Some of the technologies may be new to election staff.	8	2	Ensure staff receives relevant training before they employ their skills. Establish a skills hierarchy and provide technology briefings that highlight specific issues of importance to the implementation of each task.

The Risk Register format and detail will be confirmed with the CDOS and all identified stakeholders at the commencement of the project. Everyone Counts will then confirm the project priorities with the CDOS and their identified stakeholders.

ISSUE MANAGEMENT PLAN

ISSUE MANAGEMENT

Everyone Counts understands the CDOS issue management requirements and agrees to comply. The Everyone Counts Help Desk, QA, Development, and support staff currently use JIRA for the tracking of all software and hardware issues, bugs, and enhancements. All issues reported are logged into the JIRA issue tracking system where progress can be monitored and escalated if needed.

STAFFING PLAN

EXPERIENCED STAFF AND LONGEVITY OF YOUR INVESTMENT

In our experience, staffing models often need to be augmented, even when a fully committed team is on board. Recruiting, training, and finding the right fit takes time and impacts the schedule. Our experienced team of technology and election specialists provide the right complement to your resources as needed, without the added administrative and training burden:

Lori Steele	Executive Sponsor	Continued Project authorization
Paul DeGregorio	Chief of Elections	Protect the Project from external risks
Karen Clakeley	Account Manager	Key trusted interface with customer
Sheri Charleston	Senior Project Manager	Overall responsibility and accountability for successful execution of the project, primary communication interface with customer
Steve Trout	Project Advisor	Responsible for providing support to help to ensure the success of project
David Wallick	Business Analyst	Works closely with the Project Manager to define, document, and analyze the customer requirements and project approach
Nick Coudsy	Functional Manager	Works closely with Project Manager to manage software, equipment requirements, and ensure timely project deliveries
Sam Cox	Election Technician	Works closely with Project Manager to manage customer applications and election setup
Dani Charleston	Help Desk/Training Manager	Responsible for documentation and training personnel on applications, operations, equipment and Train the Trainer sessions, interfaces frequently with customer staff
Roy Grossberg	Director, Engineering	Responsible for the direction of technical development
Sean Mostafavi	Senior Software Engineer	Development and support of custom applications
Michael Jackson	Senior Software Engineer	Development and support of custom applications
Michael Siu	Manager, Quality Assurance	Ensures that requirements and goals for the project, products, and services are fulfilled
Thomas Underhill	Director, Information Technology	Responsible for the direction of integrated services and architecture
Gorden Cheng	Integration and Support	Ensure success of the integrated services and architecture

Refer to section *11.0 Proposed Staffing* for detailed profiles of our proposed staff.

BUDGET

Everyone Counts understands the State's request to work together on a budget and agrees to comply. Refer to the *Cost Proposal* section of this document for a further description of the cost plan.

CHANGE CONTROL PLAN

We understand that implementing a new voting system involves significant Change Management and that it greatly impacts election officials, particularly at the local level. Throughout our proposal we have detailed that impact and how from acquisition to implementation proper training and administrative procedures – including voter education – is a key element for Change Management to succeed.

Sections *10.0 Preliminary Project Schedule and Staffing Plan*, *6.7 Training*, and other portions of the proposal detail the necessary Change Management components.

If the State requires the performance of work that is not being performed at a particular time but that is within the scope of services, a Change Request Form (CRF) is initiated. The CRF enables the Operations Performance Management Committee to evaluate the request. Upon review, Everyone Counts then provides the State with an evaluation of the Change Request and a written proposal.

Proposals for changes to any part of the services will be managed by Everyone Counts' Project Manager and the Colorado State Contract Manager. Events that could lead to a change include annual planning activities, budget changes, audit or regulatory requirements, benchmark study results, process improvement team recommendations, or changes in Federal or State legislation. The impact of each change on cost, schedule and various activities will be assessed.

Once Everyone Counts and the State mutually agree to implement a change, Everyone Counts will proceed to make the modification. As an outcome of the change implementation, the Traceability matrix will be simultaneously updated to reflect the current state of the system.

The Operations Performance Management Committee will review ongoing Change Request status and changes and communicate the status as part of a weekly, overall program summary.

CHANGE REQUEST FORM SAMPLE

CHANGE REQUEST FORM

Change Control Requestor			
Requestor:	Phone:	Email:	Date Submitted:

Change Type (select one)			
New Requirement:	Requirement Change:	Design Change:	Other:

Detailed Description
Please provide detailed functional and technical information. Use an attachment if necessary

Impact Analysis				
Lifecycle Stage:	Estimated Time:	Actual Time:	Date Complete:	Remarks:
Analysis/Design				
Coding/Testing				
Acceptance				
Total Hours:				

Technical Evaluation			
Received by:	Date:	Assigned To:	Date:
Type of Software/Hardware Affected:			
Modules/Screens/Tables/Files Affected:			
Documentation Affected:	Section:	Page:	Completion Date:
Requirements Specification			
System Design Specification			
System Test Plan			
Training Plan			
User Guide			
Other (Please Specify)			

Approvals					
Signature:		Date:	Approved:	Not Approved:	Hold:
State Approver					
EC Approver					

Change Request Number_____ everyone counts®

DELIVERABLE: STATUS REPORTS

Everyone Counts understands the status report requirements and agrees to comply. Everyone Counts will provide CDOS with weekly status reports related to the delivery of services. The status reports will cover – at a minimum – topics such as executive summary, progress, accomplishments, schedules, risks, issue ticket tracking, change requests, and other pertinent project activity.

Everyone Counts will schedule weekly, monthly, and quarterly status meetings to review project milestones and deliverables with the CDOS UVS Project Manager and other key staff. Status meetings will report both positive features of the work completed as well as areas of technical or business risk.

DELIVERABLES

DELIVERABLE: PROJECT WEBSITE

Everyone Counts understands the project website requirements and agrees to comply. Everyone Counts will participate in the online project update page on the Secretary of State website. We will provide up-to-date project information and status, contact lists, a calendar of significant events, and newsletters.

DELIVERABLE: SECURITY PLAN

Everyone Counts understands these requirements and agrees to comply. Everyone Counts will create a comprehensive security plan for the entire Colorado UVS project, based on the final requirements determined by the State.

Everyone Counts is an industry leader in providing cutting-edge security and maintaining the confidentiality of voter information. We approach security as an active philosophy that includes layer upon layer of processes and technologies. The combined philosophy and practice are a core element of our business model. The infrastructure of any voter registration system, hardware, networks, and software must be protected from both intentional and unintentional interference. We adhere to strict guidelines for threat modeling, physical server security, and tamper-detection monitoring. These measures, designed to protect the confidentiality and integrity of the systems and networks to which they are applied, enable us to identify suspicious activity and anticipate any potential threats.

Everyone Counts acknowledges and accepts the security responsibilities for administration of the infrastructure, implementing or maintaining security and the protection of the confidentiality, integrity, and availability of information systems or processes.

Everyone Counts uses a combination of methods designed to ensure data security both at rest and in transit. This includes both encryption of data at rest using NIS approved encryption algorithms and transport layer security such as Secure Sockets Layer (SSL), and cryptographic protocols that provide communication security over the Internet to secure all data from manipulation, sabotage, theft, or breach of confidentiality.

DELIVERABLE: ORGANIZATIONAL CHANGE MANAGEMENT PLAN

Everyone Counts understands the requirements of the Organizational Change Management Plan to define changes in job functions, employee workloads and business processes. This plan will detail changes impacting UVS stakeholders and will be efficiently maintained and managed.

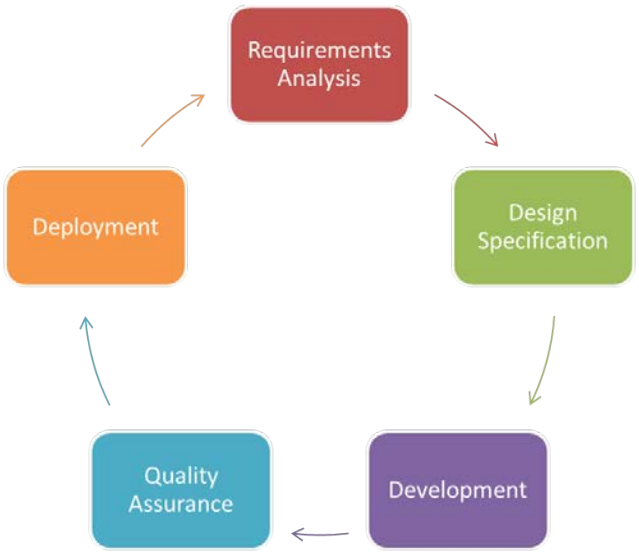
6.2 UVS SOFTWARE

Everyone Counts has developed software solutions using consistent System Development Life Cycle (SDLC) methodologies, resulting in the development of reliable products with state-of-the-art functionality. The system lifecycle for development items is composed of the following phases:

PROJECT INITIATION

At project initiation, the project scope is established by the Colorado Department of State, followed by:

- *Concept Development* – At this stage, the Everyone Counts Project Team will liaise closely with CDOS to establish high level requirements and business cases. Projections are developed to perform early costs, resources, and feasibility estimates.
- *Planning* – In this stage, requirements are evaluated based on parameters such as: time frame for delivery, constraints imposed by the stakeholders (e.g. use of a specific technology leading to an initial go/no-go decision) before committing resources.
- *Requirements Specification* – Requirement specifications establish the AS IS and TO BE state of business. Our Business Analysts work closely with CDOS to identify functional and nonfunctional requirements. The requirements are then documented in a Product Requirement Document. Each requirement contains a User Story, User Case, and the corresponding Acceptance Criteria for the requirement.
- *Design Phase* – In this phase, Everyone Counts uses a recursive loop requirement analysis, design, development, and Quality Assurance and Deployment method for software development, as illustrated below.



The Developers and QA engineers use a System Requirements document, which is developed from the Product Requirement Document. This document includes details such as service interfaces, database schemas, security, auditability, performance, and testability. A formal design review is then conducted with key personnel from CDOS.

Development and Continuous Integration

During the development phase, the development of features takes place in the following order:

- The feature marked as the highest priority by CDOS is developed first.
- During the development phase, Quality Assurance (QA) engineers develop test cases, test automation, and execute test cases.
- The development team creates a design document and QA creates a test plan to ensure that the product answers the requirements document.

System/Acceptance Testing

System and Acceptance testing runs concurrently with development. If any defects are identified during final testing, a triage meeting is held to determine whether a specific remedy should be accepted, and assess which tests will need to be re-run based on the change.

Release

After build passes full Quality Assurance testing, it is declared ready for release to production.

Deployment

Deployments to the production environment follow an IT Change Management process. A maintenance window is scheduled and CDOS is notified if there is any chance that the maintenance window could affect production systems. In the majority of cases, changes can be rolled out to the production environment using a "rolling update" procedure where there is no externally visible impact to system uptime or availability.

Training and Post Implementation Support

Training

The solutions developed are extremely intuitive and designed to assist users through Self Help tools throughout the application. A training plan is implemented for training users and administrators of the system at both the State and County level.

Operation and Maintenance

Issues related to production systems typically result in alerts to the IT/Operations team. Depending on the severity of the incident, the system can page or SMS message the on-call administrators.

Wind-up and Disposition

End of lifecycle for applications and client data are subject to client data retention or destruction policies, typically defined in the statement of work for each client. At the close of the election, client data is retained or destroyed as required by Colorado law or other specific client agreements.

PROGRAMMING LANGUAGES

Everyone Counts' eLect System is developed using Java, Perl, and SQL.

THIRD-PARTY SOFTWARE

Everyone Counts utilizes a number of third-party software packages as part of our solution. The software packages are broken into two main categories: commercial-off-the-shelf (COTS) and open source, as described in the following table:

Software Name	Usage	Type
AirWatch Mobile Device Management (MDM)	Security and automated configuration for Poll Books, Voting Stations, Polling Station Scanning	COTS
Android OS	Poll Book and Voting Station Tablet Operating System	Open Source
Microsoft Windows	Voting Station Touchscreen	COTS
Linux	Voting Center Server and Data Center Servers	Open Source
MySQL	Database server	Open Source
Chef	Configuration and policy management for servers	Open Source
Tomcat	Application server	Open Source
Java	Application language, development kit, and runtime environment	Open Source
Perl	Application language and interpreter	Open Source
Zenoss	Monitoring Software	Open Source
Ruby	Application language used for our policy and Configuration Management engine	Open Source

ACCESS TO CDOS APPLICATION SOURCE CODE

Everyone Counts recommends that a software escrow service be used to control access to the source code by State and approved County personnel. Everyone Counts utilizes Iron Mountain Software Escrow Services to manage access to source code for our other clients.

SOFTWARE ESCROW SERVICES

Everyone Counts proposes that the State of Colorado enter into a three-party software escrow agreement with Everyone Counts and Iron Mountain to provide software escrow services for the duration of this contract. This escrow service will permit the State to retrieve source code as needed from the Iron Mountain escrow account.

6.3 UVS HARDWARE

VOTE CENTERS

Starting in 2014, Everyone Counts will implement a Vote Center solution that implements COTS hardware with voting software to allow electors to retrieve the proper ballot style, cast their votes on fully accessible touch screen devices, verify their selections, and submit their vote electronically and by paper – simultaneously.

Everyone Counts will provide a Central Scanning solution beginning in 2015 that will process paper ballots. The paper ballot counts will be conducted on COTS hardware with elections software running on local servers for image processing purposes. Below is a list of the recommended hardware and for the Vote Center model and the Central Scanning Model. Refer to *Appendices* section of this proposal for detailed hardware specifications.

RECOMMENDED HARDWARE

Vote Centers

- Sony VAIO Tap 20 Mobile Touch Desktop – Model # SVJ20235CXW
- Samsung Galaxy Note 10.1 (Wi-Fi), 16 GB
- Lenovo Thinkpad T431S
- Epson WorkForce Pro WP-4020 Inkjet
- Epson ReadyPrint T20 Thermal Label Printer

Central Scanning

- Lenovo Thinkpad T431S - Used for Adjudication of Ballots
- Server for Image Processing - No specific Brand Recommended
- Must meet specifications as listed in the Appendices
- Kodak - i4200 Scanner
- Fujitsu Document Scanner fi-6770
- Fujitsu Document Scanner fi-6240Z

By using COTS hardware, preventative maintenance is based on the recommended maintenance practices and schedules published by each specific manufacturer for each specific device.

TRACK 2: HARDWARE/SOFTWARE/SUPPORT PROCUREMENT

DELIVERABLE: COLORADO UVS HARDWARE/SOFTWARE/SUPPORT PRICING CATALOG

COTS hardware listed above is available to interact with the eLect Software as a Service Platform.

For details on pricing, reference the pricing tables in the *Cost Section.*

For a status of Everyone Counts' certification, see our response in Section *9.0 General Questions, Question 7.*

DELIVERABLE: COUNTY PROCUREMENT PLAN

For pricing and procurement information, refer to the *Cost* Section.

DELIVERABLE: COUNTY/CONTRACTOR PURCHASE ORDER/AGREEMENT

In the proposed scenario where counties purchase hardware directly from COTS manufacturers, Everyone Counts does not need to be involved in any hardware purchase orders or purchase agreements.

In the scenario where counties order COTS hardware items through Everyone Counts, all relevant county and state ordering processes and procedures will be observed, including creating documentation addressing purchase order and purchase agreement language, agreed upon terms, and pricing contracted with the CDOS.

For pricing information and hardware recommendations, refer to the *Pricing* Section.

DELIVERABLE: SYSTEM SHIPMENT ACCEPTANCE DOCUMENT

In the scenario where Everyone Counts is not responsible for hardware purchases made by counties, there will be no system shipment acceptance documentation. In the scenario where counties purchase COTS hardware through Everyone Counts, pre-delivery packaging information will be provided, as well as post-delivery inventory sign offs. Equipment is efficiently tracked in the Asset Management Tools provided by Everyone Counts from ordering through delivery of equipment.

6.4 DATABASE

Everyone Counts will utilize our standard eLect MySQL database platform for the State of Colorado UVS. Our eLect database platform utilizes separate read and write database servers to maximize performance and utilizes technologies such as partitioning/sharding to scale horizontally as required.

SECURITY OF CDOS DATA

Since eLect is a hosted solution (SaaS), the following are the important parameters taken into account and monitored by Everyone Counts in order to keep the election data secure. For CDOS' Uniform Voting Solution, it is suggested that CDOS should maintain the tablets and poll station connectivity, and Everyone Counts will maintain the security of the data center. Everyone Counts can recommend a Denver-based nationwide telecommunications provider if the State or Counties wish to investigate creative voting center connectivity solutions. Everyone Counts utilizes state-of-the-art, fully redundant data centers in Denver, Colorado and Edison, New Jersey, to host and protect all customer data, including CDOS Uniform Voting Solution.

NETWORK SERVICES

Use of Virtual Private Network

- Everyone Counts uses virtual private network (VPN) technologies to secure connections between data centers and hosting staff. In addition, Everyone Counts has a secure, dedicated private data circuit that provides secure connectivity between the data centers for data replication and management traffic, thus ensuring that maximum Internet bandwidth is available for client applications.
- Everyone Counts utilizes firewall and VPN technologies from Cisco for Internet-facing access points, OpenVPN technologies for site-to-site links, and Cisco for the core data center networks. Redundant Internet connections utilizing multiple providers enter into the Everyone Counts network, using redundant networking hardware.
- External monitoring and alerting is provided using the Neustar Webmetrics platform; internal monitoring and alerting is provided using Zenoss and proprietary custom-developed tools.

Virtualization

- Everyone Counts utilizes a combination of VMWare and OpenStack/KVM virtualization in the data centers with multiple physical servers hosting these virtualization technologies. Everyone Counts has the capability to bring additional virtual capacity online very quickly to meet changing customer requirements.
- Everyone Counts utilizes a customized load balancing solution to distribute system load between multiple virtual servers.

DATA CENTER SECURITY

Election security begins with protecting the physical components of the eLect Solution. All hardware systems associated with an election are stored within a secure facility. This ensures that the systems contained within the data center are protected from both intentional and unintentional physical risks and environmental incidents. eLect is deployed in Fortrust-IO enterprise-class data centers, with facilities in Denver, Colorado and Edison, New Jersey. Fortrust and IO are leading providers of data center and connectivity services, including managed application and network services, colocation, and disaster recovery solutions. Following are the ways in which the data centers are kept secured:

Access Restrictions

Security protocols within the data center ensure that only trusted personnel are permitted access to the election servers.

- Prior to entering the perimeter of the facility, all visitors, vendors, employees, and contractors must be on a pre-approved access list that is controlled by authorized Everyone Counts personnel. Access to the data center lobby requires passing through multiple layers of security, such as closed-circuit television cameras, guard stations, and verification of identity. Before access is granted to the data center floor, the trusted personnel must also pass a man-trapped security station with two independently locked and operated doors, and validate their identity with key cards, PIN, and biometric access methods that include retina or hand scans. After entering the data center floor, trusted personnel must then use their badge to access the Everyone Counts data center module in Edison, NJ and a combination to access the Everyone Counts steel data center cage in Denver, CO. Once inside the module in Edison, NJ, trusted personnel must then use a combination to access the racks themselves.
- Election servers are encased within steel cages or self-contained steel modules in a secured room. Access to the steel cages and modules is controlled and monitored by on-site security staff 24 hours a day, 365 days a year. In addition, the Denver data center has additional and independent off-site security staff that monitors the on-site security staff and security systems.

Redundant, Normalized Power Systems

- All power entering the data center is normalized through a power conditioner. This ensures that a steady stream of clean power is provided to each electronic component.
- All data centers are strategically selected for their ability to use two power grids, which provides an extra layer of redundancy in the event of a power failure on one power grid.
- Furthermore, each data center is equipped with batteries and diesel generators that can fully power them independently from any external power. Diesel fuel is stored on site, and generators are routinely tested for automatic startup and delivery of power into the data center.

Fully Redundant High-Speed Internet Access

The data centers use highly redundant Internet Service Providers (ISPs) and are configured for automatic failover in the event of any service incident. If any one ISP experiences an incident and there are no regional or more widespread Internet backbone issues, then connectivity for voters is not impacted. If the regional Internet backbone goes down, then that could still impact connectivity.

Climate-Controlled Environment

The data center is climate controlled with Heating, Ventilation, and Air Conditioning (HVAC) systems. Raised floors are used and cold air is pumped from the bottom of the data center and, once heated, exhausted through the top of the building. Humidity and temperature remain constant in order to maintain consistent and elevated hardware reliability.

SYSTEMS SECURITY

Securing and maintaining the hardware and software on which the election is run and data is stored is paramount in establishing confidence in the results of an election. Redundancies to ensure accessibility, software designed to prevent — and when necessary detect — intrusion, and controlled access to all election hardware and software are each aimed toward ensuring the security of the election content and stored data.

Redundancies

- Redundant Distributed Data Centers – Everyone Counts uses multiple data centers for each hosted election, providing a fully redundant backup to other data centers. This backup provides protection against extreme events such as natural disasters within a particular data center's geographical area. Failover under the circumstances of a data center event is automatic, using Domain Name System (DNS).
- Highly Available Load Balancers -– Load balancers are used in order to evenly distribute system load across multiple election servers. In the event that any one election server experiences a hardware fault, the load balancer architecture automatically redirects traffic to an appropriately healthy node. Everyone Counts has invested extensively into a customized load balancing system that utilizes open source technologies at its core and provides significant performance and security benefits.
- Redundant Hardware Configuration -– Redundancies are built into the system's architecture composing each election. These systems comprise of a redundant, no-single-point-of-failure design to ensure that any given hardware fault does not impact the availability of any election.

Firewalls and Operating System

- All systems are protected by enterprise-grade firewalls and intrusion detection systems.
- All unauthorized and suspicious activities are proactively blocked, logged, and reported for investigation by trained personnel.

- Access to the systems is restricted to system administrators and database administrators only. The users are centrally authenticated with LDAP/AD which provides a strict control over access, password strength, password aging and other security restriction. Security groups are used to delegate granular permissions to users.
- Everyone Counts uses vulnerability scanners to regularly monitor the systems for vulnerability.

Everyone Counts' election servers run the latest stable version of Linux with all available and tested security patches applied. All software packages installed on election servers are monitored and maintained at the latest available, tested, secure, and stable version.

File Integrity

Critical configuration files are managed by policy based configuration manager tool that prevents errors and inconsistencies while enforcing strict control over system configuration.

DATA BACKUP AND DISASTER RECOVERY

Everyone Counts adheres to internationally recognized guidelines for encryption, threat modeling, physical server security and tamper-detection monitoring. These measures enable us to identify any suspicious activity and anticipate any potential threats. Subsequently proactive actions can be taken against these threats with well-structured Data Backup and Disaster Recovery plans.

Robust Data Center

Everyone Counts' solutions require Enterprise-grade firewalls and intrusion detection systems. Firewalls that throttle and queue inbound requests can mitigate risks associated with Denial of Service (DoS) attacks. We use Neustar SiteProtect for Distributed Denial of Service (DDoS) attack protection. Intrusion detection systems enforce strict rules associated with each election server within the data center. All unauthorized or suspicious activities shall be proactively blocked, logged, and reported for investigation by trained personnel.

No Single Point of Failure

Everyone Counts uses and recommends that redundancies be built into the system architecture that supports each election. This No Single Point of Failure (SPOF) design ensures hardware faults do not impact the availability of any election.

Multiple Data Centers with Automatic Failover

Everyone Counts recommends and uses multiple data centers for each election. Each data center will provide a fully redundant backup of other data centers. This backup provides protection against extreme events such as natural disasters within a particular data center's geographical area. Utilizing DNS ensures automatic failover should there be a data center event. In addition to multiple locations, Everyone Counts recommends multiple instances of the database be stored virtually. This ensures that high availability is maintained.

Data Integrity Measures

eLect is the most auditable system available and each piece of data can be tagged with an anonymous tracking number. With Everyone Counts' solution, all ballot data transferred from elections is encrypted using Secure Socket Layer (SSL) that employs 3DES 256-bit encryption with 2048-bit RSA keys. The SSL protocol protects privacy and also prevents alteration.

Data Protection

Duplicate data is stored at two geographically different data centers, where backups are made. Each server utilizes application level cryptography to ensure that ballot data cannot be read, decrypted, or modified in any way.

BUSINESS CONTINUITY PLANNING (BCP)

Everyone Counts uses standard risk registers, which are continually updated throughout the project, to ensure there is no disruption in service or access. For each installation a risk register and mitigation plan is established.

Business Continuity Assurance

Everyone Counts is an expert in disaster recovery and continuity of business planning. Disruption from unplanned power outages are mitigated with the use of redundant data centers in different geographical locations, with backup power.

Disaster Recovery is a subset of the BCP. Disaster recovery is planned to restore all critical functions. Disaster recovery strategies that Everyone Counts employs for CDOS include the use of redundant data centers, redundant components and telecommunication vendors, and multiple layers of data protection.

RAID TECHNOLOGY

Everyone Counts has never experienced any loss of data, including data set security. Though we have stringent guidelines in our BCP and specific guidelines to follow in the event of data loss, we have not had to employ these methods.

As a safeguard, Everyone Counts supports and recommends the use of redundant hardware in our data center. For example, our Data Center employs Redundant Array of Independent Disks (RAID) technology to minimize the possibility of loss or corruption of electronically stored data due to hardware failure. RAID uses computer data storage schemes that divide and replicate data among multiple physical drives to provide exceptional data reliability and increased input/output (I/O) performance. In addition, disk-based backup and replication technologies are used to ensure that critical data is replicated to both hosting facilities. For a loss or corruption of data to occur, it would require multiple failures to the RAID or a catastrophic failure, such as simultaneous total power failure to multiple systems at multiple Data Centers.

Disaster Recovery Plan Creation

Because Everyone Counts offers a Software-as-a-Service (SaaS) solution, a common disaster recovery plan is used for all clients and the Project Manager maintains client-specific components. The disaster recovery plan:

- Determines and defines "Disaster."
- Establishes escalation procedures.
- Creates team checklists—management, facilities, technology, and human resources.
- Creates relocation and migration contingencies and task checklist.
- Creates and maintains vendor, hardware and software lists.
- Stabilizes and defines current environment backup.
- Establishes and documents off-site procedures.
- Provides a clear notification and communication process for employees and other audiences.
- Defines business function ramp-up procedures.
- Includes backup copies of license agreements and procedures.
- Includes disk backup procedures.

An effective disaster recovery management system must include the ongoing process of planning, developing, testing and the implementation of disaster recovery management procedures and processes to ensure the efficient and effective resumption of vital business functions in the event of a disaster. Effective Problem and Change Management systems provide a solid base to build and maintain an effective disaster recovery management system. Problem and Change Management includes not only the traditional hardware and software that comprises a system, but also environmental changes in buildings, changes in processes, and organizational changes.

TECHNICAL REQUIREMENTS FOR COUNTY HARDWARE

One of the most important benefits of licensing eLect is the ability to use COTS hardware. Using a COTS device gives the following benefits:

- The SaaS solution is hardware agnostic and therefore does not impose any technical requirements on the County for the type of hardware used. The solution can be delivered to any device selected by the Counties and the State.
- Unlike other vendors who provide software dependent hardware, the COTS hardware-based solution will provide the State of Colorado with full control over choosing hardware and accessories.

AFFIRMATION OF DATA OWNERSHIP AND CUSTODY

All data is encrypted and will be stored on local servers under the control and ownership of each county at their respective Voting Centers. Everyone Counts recommends that the data on the local servers be transmitted to the Everyone Counts centralized data center servers for backup purposes at regular intervals during the election cycle. In addition, Everyone Counts recommends that all data be transmitted to the Everyone Counts centralized data center servers at the conclusion of the election for tabulation and reporting purposes. If the data is transmitted to the Everyone Counts data centers, then the standard Everyone Counts security and data protection practices shall apply. If the data were solely retained in the Voting Centers or in a State or County maintained data center, then the security and data protection practices of the organizations responsible for those facilities and organizations would apply.

After a voter has completed and submitted their ballot at a vote station in the Voting Center, it is securely transmitted from the vote station browser via a local network connection to the Voting Center local server. When the local server receives the ballot information, encryption software on the server retrieves the unique public key for that ballot and encrypts the ballot. All ballots are encrypted using PKCS#7, with 2048-bit or 3072-bit RSA encryption using 3DES symmetric ephemeral ciphers. Once the ballot has been securely encrypted, it is stored in trust within an election database for the duration of the election. No voting preferences are ever stored unencrypted. Once a ballot has been cast, there is no facility to decrypt, read, or modify the ballot, even with physical access, without the quorum members unlocking the election.

The election database can reside on the local server in the Vote Center for any duration determined by the jurisdiction. If the client would like to leave the secured, encrypted data on the local server for the entire election cycle that is possible. If the preference is to transfer the data to a more central location at the end of each day or throughout the day at various times that is also possible through remote and/or manual methods to be determined by the state/county. No voting preferences are ever stored unencrypted locally or centrally and transferring data from one location to another does not require decryption of the data.

All information transmitted between the voter's browser and the local server is encrypted using Secure Socket Layer (SSL) transmission that employs AES 256-bit encryption, with 2048-bit or 3072-bit keys. The SSL protocol enables voters to securely communicate in a way that is designed to prevent and detect eavesdropping, tampering, and communications forgery. SSL is the same protocol used by banks and e-commerce companies to keep your information safe and secure during transactions, and similarly keeps all voter communications absolutely private.

Once data is transmitted to the central servers in the Everyone Counts data center, then it is copied to a disk-based backup solution which replicates the still encrypted data to the other data center for disaster recovery purposes. In the event that restoration is required, the data is pulled first from the local backup location and secondly from the remote backup location as needed. Data restoration will only be performed after the election has ended, to a non-production system, and only upon an explicit, validated, and approved written request from authorized personnel. Everyone Counts does perform general database restoration testing each time that our pre-production environment is refreshed. This refresh occurs with each new major eLect platform release. Testing of non-database restoration occurs with samples of data on a semiannual basis.

All State and County data is the sole property of the client and access will be provided or the data will be exported upon receipt of an explicit, validated, and approved written request by authorized personnel. If desired, Everyone Counts can work with the State to define appropriate user roles and permissions that have the ability to access State data as required.

6.5 DATA MIGRATION

Everyone Counts solutions have the ability to perform data extraction through batch exports and imports. Data can be extracted from Voter Registration systems such as SCORE and EMS systems in a variety formats. Our team has proven success in mapping data between systems and ensuring successful data integration with other functions.

- Data extracted from SCORE can be mapped to a variety of functions. Data extraction is carried out in standard formats such as Excel, comma separated values (CSV), enabling easy mapping of data with:
    - *Poll Book*: Voter data from SCORE can be mapped to various field headers of the poll book. Intuitive data mapping tools are built in to the Poll Book Manager application and are used to associate data from two separate databases that contain the same data but field names do not match.
    - *Ballot Building*: Election data such as contests, candidates, districts, and precincts can be exported from various EMS systems to develop the ballot styles. The system has the ability to create and prepare ballot styles using any of the file formats such as: .pdf, .ps, .eps, .pcl, .prn, .xps, or .ps.
    - *Reports*: Additional reports may be designed using end user or subscriber data extracts. Using data extracts, administrators can specify data to export from the database. Our team will work with the State to define any reports that require data extracts or administrators can use their advanced training skills to customize their own reports.
    - *Data extraction for specific functions*: Administrators can further filter extracted data to events that occur within a specific date range.

Our team has relevant, proven experience integrating with data from popular election management systems, such as Hart's Ballot Origination Software System (BOSS).

- *RDBMS*: Once imported, all voter and ballot information is stored in a secure relational database that is based on the current IEEE P1622 provisional format standards. These standards are developed and maintained by the Standards Working Group on Voting Systems Electronic Data Interchange at the National Institute of Standards and Technology (NIST).
- *Data Migration between State and Counties*: A data translation tool based on the IEEE P1622 common data format standards will facilitate the movement of data back and forth between the Counties' and State's election management system (EMS) and SCORE.

DATA CLEANSING AND REFORMATTING

Everyone Counts' solution is SaaS-based which does not use DRE machines that require regular data updates, regular maintenance and data cleansing of the data resident on the machine. The SaaS based solution does not require this type of maintenance as regular updates and streamlining occurs in the secure Data Center and not on the machine itself.

The following maintenance tasks are run against our MySQL database on a regular basis:

- Backup
- Clean up of binary logs
- Table optimization
- Purging of query cache
- Rotation of binary logs

Everyone Counts has experienced that common data formats succeed as they require minimal to no manual editing, reformatting, revalidation, or repair of the data.

FINAL DATA CONVERSION

Election Administrators will have the ability to load, configure, and manage their election data using an interface designed specifically to meet their needs. Additionally, eLect will seamlessly export this data to file formats ready for multiple external systems with no data conversion or manual updates.

eLect has been enhanced to include functionality for standardization of data.

EMS CONVERSION EXPERIENCE AND SUCCESS

Everyone Counts has successfully, and currently conducts EMS conversions for the State of Colorado.

6.6 TEST STRATEGY

OVERVIEW OF TESTING OBJECTIVES

Everyone Counts' Software as a Service (SaaS) product will benefit the State of Colorado by simplifying many of the testing and validation procedures required by dedicated voting systems. No testing of the Data Center servers that house eLect is necessary, or even allowed by any agency or person outside of the Data Center operators.

Each of eLect's solution modules is specifically designed to be independent of any specific hardware and can be used on any Internet-enabled computer, tablet, or smartphone. All software is fully tested at maximum system loading to make sure it will function in nearly any environment. We deploy our software in a configuration that not only meets but exceeds anticipated turnout volumes (e.g. requests per second or votes per hour). Everyone Counts will ensure to Colorado election officials that any COTS testing or verification is fully detailed and supplemented with clear training. Not only are our internal election administration (EA) procedures highly automated, documented and repeatable, but 100 percent of our private and public elections are reviewed by the EA Quality team. Incidents, issues and software bugs are entered and tracked in our industry standard JIRA tracking system for resolution by EAs or Engineering and reviewed by the EA Quality team and/or Quality Engineering. Both the Engineering and EA teams embrace continual process improvement and use "lessons learned" de-briefs and review of elections to update and improve products, processes and procedures.

Working closely with Colorado election officials, Everyone Counts' Professional Services team will finalize the engagement's Statement of Work (SOW) and develop a detailed project plan which will outline the resources and timing of each deliverable in Colorado's elections. Each deliverable, for example creation of scripts, will include specific acceptance criteria for final testing and sign-off by both our Elections Administration Quality unit and the State of Colorado. This step-by-step project plan with deliverables, acceptance criteria, testing and sign-off, is the best way to make sure that Everyone Counts and the State of Colorado are in lock-sync on expectations, deliverables and acceptance criteria.

Everyone Counts employs many different strategies to make sure that the eLect Platform developed for the State of Colorado meets the highest standards.

QUALITY ASSURANCE

Everyone Counts uses comprehensive and industry accepted testing processes to ensure full testing coverage of all aspects of the voter system. Everyone Counts 's Quality Assurance Team tests all aspects of the system including:

- Voter experience, running in multiple browser/operating configurations,
- Software configuration,

- Software installation and deployment, and
- Administrative and user experience, including reporting and voter management.

CODE AUDITS

All additions and modifications to the Everyone Counts solution adhere to industry standard best practices. This allows our engineering team to provide multiple approvals on every change and new feature introduced into the eLect Platform:

- Source code control: access to the code is controlled and all code checked into the system is peer reviewed.
- New features, enhancements, and bug fixes are tracked and triaged to control updates made to the product.
- All features have requirements, design documents, unit tests, formal test cases and test plans; this ensures that all features in the system are well defined and thoroughly tested.

SECURITY TESTING

In addition to running in-house security tests, which include tests for cross-site scripting, cross-site request forgery, and SQL injection vulnerabilities, Everyone Counts routinely engages third party security teams to further test the eLect Platform. Third party security teams are used to run penetration tests against our production deployments. This routine testing is used to actively update, refine, and enhance the security associated with the Everyone Counts eLect Platform.

PERFORMANCE TESTING

Everyone Counts routinely validates system performance using industry accepted tools and strategically created test suites designed to ensure that we deploy our software in a configuration that not only meets but exceeds anticipated turnout volumes (e.g. requests per second or votes per hour). Performance testing on production-like systems allows us to be confident our Platform can handle the anticipated number of voters and votes.

AUTOMATED TESTING

Everyone Counts employs automated testing using industry standard tools and practices. Using automation tests allows our team to run comprehensive, repeatable regression tests in a highly efficient way, allowing Everyone Counts to enhance the eLect Platform and respond rapidly to our client's needs. Because of the high security requirements and sensitivity of our business, Everyone Counts performs all work in-house.

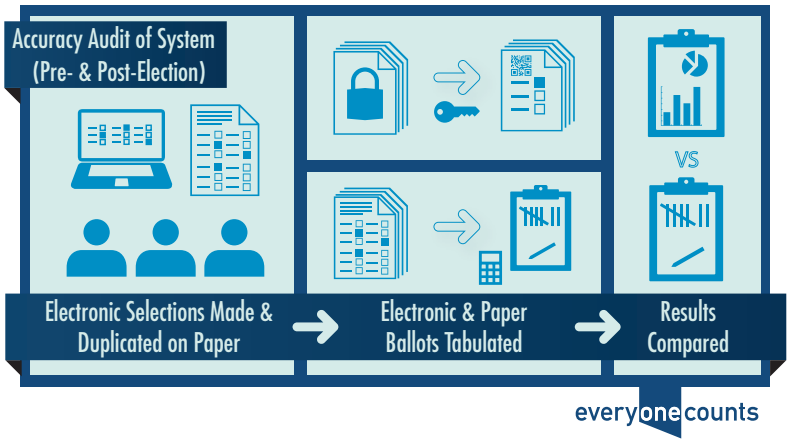
EQUIPMENT ACCEPTANCE

Everyone Counts does not supply hardware with the eLect Platform. eLect can use most current versions of PCs, scanners, tablets or smartphones to act as electronic voting units, election control systems, or to interface with physical ballots.

LOGIC AND ACCURACY TESTING

Logic and Accuracy (L&A) of the eLect SaaS voting system represents the final phase of testing. During L&A testing, comprehensive checking of every ballot style is performed, all the content and functionality of the election is verified, and the software digital keys for locking and unlocking the election are created. On completion of these steps, the election is locked to changes and the election released. Because Everyone Counts supplies a software based system, it is prepared to work with Colorado election officials to assist in performing appropriate Logic and Accuracy qualifications for the necessary COTS hardware used with eLect, such as scanners and voting units.

The diagram below provides a high level view of the Logic and Accuracy process:



DISASTER RECOVERY PLANS

Everyone Counts has expertise in disaster mitigation, recovery and continuity of business planning. Everyone Counts carefully balances the need for centralized infrastructure while maintaining Colorado's UVS access at all county locations in the rare event of downed communication lines and/or other communication disruptions. For details on Everyone Counts' Disaster Management Plan, please refer to *6.4 Database - Data Backup and Disaster Recovery*.

VERIFICATION AND VALIDATION TECHNIQUES

TEST CASE AND PLAN MANAGEMENT

Everyone Counts test cases are maintained in an open-source test management tool called TestLink. Test plans are constructed from existing test cases and all reporting on testing progress is provided. These reports can be extracted and delivered in HTML or Microsoft Word format. There are some limitations on which reports can be delivered in Word format, however all reports are available in HTML format.

EVERYONE COUNTS THIRD PARTY TESTING RESOURCES

Currently, Everyone Counts employs a third-party resource for security and penetration testing. As soon as Data Centers are set up and configured, the timeline will be coordinated with the third-party resource. All test reports will be provided to Everyone Counts, which will in turn provide full reports to Colorado State and County election officials.

TESTING ASSIGNMENTS

All testing, with the exception of full security and pen testing, is performed by Everyone Counts. We utilize unit tests, nightly automated tests, in addition to manual testing to ensure our products are of high quality and will meet the needs of Colorado election officials.

BACK-OUT AND RESTORE PLAN

Prior to any testing, a digital snapshot of the Colorado election systems in their initial configuration is taken. This allows Everyone Counts to roll-back to a clean environment at any time during testing, and after acceptance prior to release.

DATA PLAN

Testing data will be uploaded as needed during system integration testing. Per the back-out and restore plan, we can return all Colorado election systems to an initial configuration at any time.

DEFECT MANAGEMENT TO RESOLUTION PLAN

All defects are tracked in JIRA. TestLink reflects the JIRA ticket number with any failed test case. During the course of any testing cycle, daily bug meetings are held during which all open issues are reviewed, assigned appropriate priority, and determined if they are a must fix or a nice to have. As development resolves accepted, open issues, QA deploys updated builds to the test environment and performs bug verification and, as needed based on the fix, light regression testing. Bug reporting including bug reporting trends is available in JIRA.

TEST SCENARIOS

Various testing scenarios are developed for each eLect Platform. These scenarios cover various types of environments and anticipated operating conditions. For example, a scenario may cover the typical actions of filling out and returning an absentee ballot. Another scenario may be how to interact with the postal service to track down a missing mail ballot.

USING TESTING SCRIPTS

Everyone Counts uses printed test scripts to test each aspect of the eLect software. Both automatic software testing and written scripts for hand testing are employed during the eLect Platform development.

TESTING CONDITIONS AND RESOURCES

Multiple test votes take place using the actual hardware and software that will be used in the live election.

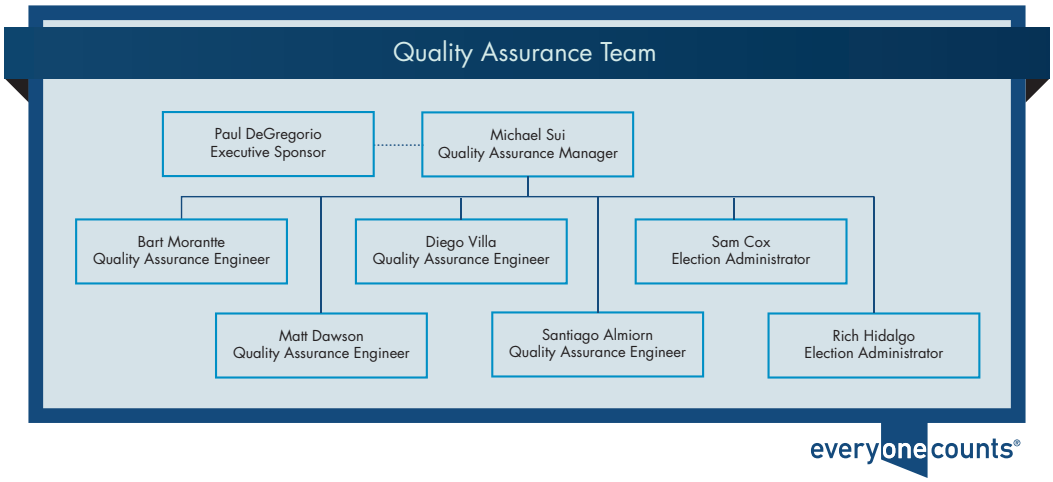
TESTING TOOLS AND ENVIRONMENTS

All software is fully testing at maximum system loading to make sure it will function in nearly any environment. We deploy our software in a configuration that not only meets but also exceeds anticipated turnout volumes (e.g. requests per second or votes per hour).

TEAM MEMBER ROLES AND RESPONSIBILITIES

QUALITY ASSURANCE TEAM

Driving our rigorous process, our Quality Assurance team will ensure a smooth transition from your legacy voting system to a modernized replacement. This includes the delivery of bug-free software. Team members are empowered to ensure quality and use industry best practices including continuous documentation, peer-reviews and regular audits. Our QA team is structured as depicted below:



TESTING SCHEDULE

As with any software platform we are continually improving our product. Periodic milestone builds are vetted by Everyone Counts and made available to clients to support their elections.

Once Data Centers are secured, hardware identified, purchased, and configured, the Everyone Counts software products will be deployed. At this time integration testing can commence. Please refer to the Software Integration Test Specification for a thorough list of test cases.

TESTING SERVICES

Everyone Counts' testing services range from white box testing, involving code inspection, to black box testing, independent verification and validation of applications. Everyone Counts engages with clients in various stages of the Systems Development Life Cycle (SDLC), to provide different levels of testing. The following table summarizes the various types of testing in an SDLC, the objective of the testing type, and the testing levels that Everyone Counts uses to address the type of testing:

No.	Testing Type	Objective	Testing Level
1.	Functional	Verify proper data acceptance, retrieval, processing, and business logic.	Unit, Integrated
2.	Reliability / Robustness	Verify robustness and integrity through boundary condition behavior and the integrity of persistent data.	Unit, Integrated
3.	Business Cycle	Verify periodic/date sensitive activities.	System
4.	User Interface	Verify navigation, use of access methods, consistency, and feedback.	Unit, Integrated
5.	Security and Access Control	Verify role based access control/authentication/data security.	System
6.	Failover and Recovery	Verify system behavior in failure conditions.	System
7.	Portability	Verify system behavior in different platforms (OS/DB/Browsers/Web Servers).	System
8.	Installation	Verify new installation, upgrade version.	System
9.	Load / Volume	Determine and ensure that the system functions properly beyond the expected maximum workload.	System
10.	Performance	To evaluate performance characteristic response time.	System

6.7 TRAINING

DELIVERABLE: TRAINING PLAN

APPROACH AND METHODOLOGIES

In the first phase of this project, Everyone Counts will assess the complete training needs of all stakeholders. This will include documenting the users of each phase of the implementation, agreement on the systems and processes that will require training, and identifying the methods and locations that will deliver the most beneficial and lasting results. As with other successful projects, we will recommend that online tools be created for core modules allowing self paced training and ease with refresher training.

The training methodologies used are as follows:

On-site Training Methodologies	
Training Delivery Method	Training Format
Instructor-led Regional Classroom Sessions	• Everyone Counts utilizes small group, classroom style sessions led by a skilled facilitator on-site. These sessions are developed to ensure that learning objectives are achieved through appropriate interactive learning activities. • Instructor-led classroom materials include a participant guide and a Microsoft PowerPoint facilitator guide with facilitator instructions. • Training modules on role-specific topics will range from four to eight hours in length. • Instructor-led sessions lead to an effective delivery method when application, analysis, synthesis, and evaluation learning is required.
Train the Trainer Sessions	• Everyone Counts will assist the State in developing and implementing the correct combination of training modules for each user type. • Train the Trainer sessions are designed to equip the maximum number of in-house personnel with the skills and knowledge to effectively train County officials. These Train the Trainer sessions enable counties to conduct their own training sessions in-house, as needed. • Everyone Counts will provide small group Train the Trainer sessions in which the designated State and County personnel will gain valuable knowledge on how to effectively train on the eLect Solution plus strategies for working with adult and senior learners. • eLect requires minimal hardware-specific training as the system is designed to operate on Commercial-Off-The- Shelf (COTS) hardware. • eLect's intuitive interface enables CDOS to select the most appropriate hardware for their needs.

Knowledge Resources and Frequently Asked Questions	To supplement the Train the Trainer sessions, a variety of Knowledge Resources in the form of manuals will be provided to CDOS and its counties to ensure that the knowledge gained during trainings is appropriately maintained and supported through easy to use reference tools. These manuals will include, but are not limited to: Train the Trainer manuals, hardware and software manuals, Frequently Asked Questions (FAQs), and Troubleshooting guides to ensure potential anomalies are adequately addressed.
Optional Poll Worker Training	Everyone Counts works to ensure all counties are adequately trained and prepared to conduct their own Poll Worker Trainings through the Train the Trainer sessions. Everyone Counts' Train the Trainer Program establishes training styles for the State and Counties that are effective for adult and senior learners. In the event that a County needs more assistance with training Poll Workers, Everyone Counts' expertise can quickly be obtained through the use of printed resources provided at implementation, utilization of the Help Desk, and further on-site instruction as necessary by all involved parties.
Remote Training Methodologies	
Instructor-led Virtual Classroom Sessions (Webinars)	• Everyone Counts provides live web based, instructor-led virtual training. • Webinars are designed to be interactive and include live chats, polling questions, and white-boarding activities. • Webinars are an inexpensive option to deliver live classroom content and achieve learning objectives. They work best with pre- and post-training activities to ensure that participants are applying their skills and knowledge.
eLect Reference Guides & Training Manuals for each product	State and County Officials will be provided with training manuals, operation manuals, quick reference guides, and FAQs specific to each module. • Manuals are designed to serve as tutorials and reference guides for using the eLect system. The manuals include step-by-step instructions associated with creating and managing elections, ballot creation, ballot testing, voting and results publications. • Frequently Asked Questions (FAQs) will also be made available in the Help section of the eLect solution interface in both online and offline modes. The FAQs include best practices and common topics based on our decades of experience with questions on the eLect solution and modules customized for CDOS.
Computer Based Training (CBT) Online Modules	• CBT modules are self-paced electronic learning materials driven by learning objectives. • CBT modules include voice-over narration, a final assessment, and interactive learner activities, such as "Your Turn" simulations that engage participants by allowing them to practice using a system or process in a simulated environment. • CBT modules are an excellent way to monitor learning and retention based upon the use of pre- and post-testing for the various modules.

	● CBT modules are a cost-effective method to reach large audiences, which will be a requirement with CDOS and its 64 counties. ● Since they are self-paced, CBT modules enable participants to schedule training accordingly to fit into their schedules.
eLect Help Desk	Help Desk personnel are regularly available from 7:00 AM to 6:00 PM Mountain Standard Time (MST) with extended hours during election set-up, early voting, and Election Days. The Help Desk Staff has completed in depth training on the eLect system and is able to help guide customers with questions from the most basic to some of the more complex issues and anomalies.
Online Help Availability	● Context-specific help is embedded throughout eLect to assist administrators and users of the eLect system with both common and complex tasks. ● The help topics can be accessed from the Help menu in the dashboard or the user can navigate over specific fields and features in the interface to view the hover-help associated with that field or task. ● eLect offers a highly intuitive interface that guides election officials, administrators, and poll workers through each of their common and daily tasks. The system design and architecture follows a task-based workflow that is specific to each user type.

Testing Modules	The training and subsequent testing modes have been developed to produce assessments that serve as effective tools to track learning retention and certify participants.
	Assessments for instructor-led and online lessons are delivered to track successful completion of lessons and retention of information.
	● Reports tracking individual participant progress, through a group (e.g. employer, region, etc.), and by lesson are also made available.
	● Reports can include evaluation metrics for each curriculum to help assess participants' knowledge and ability to practically apply concepts for retraining and certification purposes.
	● Assessments are built based on key learning objectives. Each question is unique, using one of the following styles:
	  ○ Fill in the Blanks
	  ○ Matching
	  ○ Multiple Choice
	  ○ Formula Questions
	  ○ Essay
	  ○ True/False
	● Assessments in a virtual environment can be deployed and allow participants to move forward in training without manual intervention while metrics are gathered and reports created.
	● Pre-training assessments are utilized to gain a baseline of current knowledge and skill levels of trainees. Pre-training and post-training assessments allow team members to determine the degree of knowledge transfer retention.

ROLES AND RESPONSIBILITIES

Responsible Party	Roles
Everyone Counts	● Everyone Counts will provide comprehensive on-site training to the State of Colorado. Through the interactive and in depth Train the Trainer Sessions, key personnel will be able to adequately train other personnel in-house throughout the 64 counties of Colorado. ● Training approaches will be chosen to ensure all staff is confident in managing the eLect system and the specific role based applications. ● All training materials will be customized for Colorado training to include step-by-step instructions for a variety of eLect's functions and features. ● Dedicated, experienced trainers (hardware and software specialists) will be deployed to ensure successful delivery of training modules. ● A preliminary training schedule will be proposed, detailing the specific training approach, time frame for training, staff allocations and mode of training (on-site and remote training methods). Following contract award, Everyone Counts will firm up a more detailed training plan with CDOS. ● Pre- and post-training assessments for all staff will be carried out and the State of Colorado will be updated with the results.
State of Colorado	State of Colorado will be required to make all logistical arrangements for on-site training, including: ● Location for on-site trainings. CDOS will ensure that Everyone Counts becomes familiar with all media and physical aspects of the facilities. ● CDOS will identify key personnel required to attend the Train the Trainer sessions. Everyone Counts recommends that personnel be chosen from each of the regions throughout the State to ensure that further training can occur across the 64 counties. ● CDOS personnel trained through the Train the Trainer sessions with Everyone Counts will be able to deliver the Train the Trainer sessions to County personnel that were not in attendance.
Counties	Training to counties will be conducted through the Colorado County Clerks Association (CCCA) with members from the 64 County Clerks of Colorado. This will be an efficient and effective method to train a larger audience at the same time. As such, Everyone Counts will require CCCA to make all logistical arrangements for on-site training, including: ● Location for on-site training. ● Initial stages, Counties will be required to assist Everyone Counts staff to become oriented with any physical facilities. ● The counties will be required to collaborate with Everyone Counts. ○ Providing a list of individuals to be trained, including the preferred training method for each personnel type and the level of training required.

PRELIMINARY SCHEDULE

The following is a simplified project schedule for the proposed Test County to enable an entirely eLect voting process for the 2014 Mid-Term elections. A more detailed schedule will be developed after contract negotiations.

2014 Schedule	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov
Negotiation	•									
Customization		•	•							
Equip Delivery			•							
Training		•	•	•				•		
Testing			•	•			•	•		
Modifications					•	•				
Acceptance			•					•		
L & A Testing								•		
System Goes Live								•	•	•

DELIVERY METHODS

Everyone Counts offers comprehensive training sessions for key CDOS election staff. The training will ensure that all staff is competent and confident in using the eLect system. Everyone Counts provides the following types of trainings:

Training to the Users of the System

- Classroom style training with hands-on interactive training is provided at facilities designated by the State. The training also includes operations manuals and quick-reference material. Each attendee participates using scenarios from their actual work environment.
- Training and documentation is task-oriented, role-based, and specifically tailored to follow the workflow for the intended audience.
- Train the Trainer sessions will ensure that key personnel are adequately equipped with the skills and knowledge necessary to assist with implementation throughout the 64 Colorado counties.

Training Services for Implementation and Operation Phase

- Our training team will provide the State's staff with detailed training in the operation, maintenance, and repair of all aspects of the eLect System. This training will be provided to designated State and County Staff as approved by the CDOS. Through in-depth Train the Trainer sessions, State and County staff will be prepared to implement the necessary trainings for the Poll Workers and other necessary staff at each County.
- Additional training services for counties, poll workers, and the voting public can be developed and implemented by Everyone Counts at the request of the State of Colorado. Further Train the Trainer sessions to cover public information could be developed as deemed necessary by the State of Colorado.

Training Schedule and Facilities Planning

Training can be conducted on-site, at a location selected by the State, and/or over the Internet using web-based training modules. Each training module uses actual election scenarios and incorporates actual election data from the State in order to ensure that training accurately represents the reality that counties and poll workers would see while preparing for, and while working on Election Day. Research shows that hands-on, interactive learning opportunities are the most beneficial for adults as well as senior learners and will afford all users the most optimal working experience.

Everyone Counts will provide a preliminary training schedule, training methodologies, sample topics and duration. Following contract award, Everyone Counts will work with the State of Colorado to confirm a training plan to deliver the desired outcome.

Training Results

After appropriate training and orientation, participants can be expected to have the ability to use eLect system and perform their roles, without assistance, for general day-to-day usage and Election Day functions. In the first phase of the training and implementation, staff will be able to perform functions that include the following topics but are not limited to:

- Creating the election ballots
- Preparing devices for an election cycle
- Battery charging and general custodial care of equipment
- Transmission of electronic ballots
- Operational configuration features
- Documentation features
- Reporting features

TRAINING SCOPE

Our support and training team will provide the CDOS staff with detailed training for the operation, maintenance, and repair of all aspects of the eLect Electronic Voting System. This training will be provided to designated CDOS staff, County Election Official, and other key stakeholders, as approved by the CDOS. Everyone Counts provides small group sessions in which the designated State and County personnel will gain valuable knowledge on how to effectively train not only on the eLect Solution, but also will ensure that they are equipped with the most effective training strategies for working with adult and senior learners.

TRAINING AUDIENCE

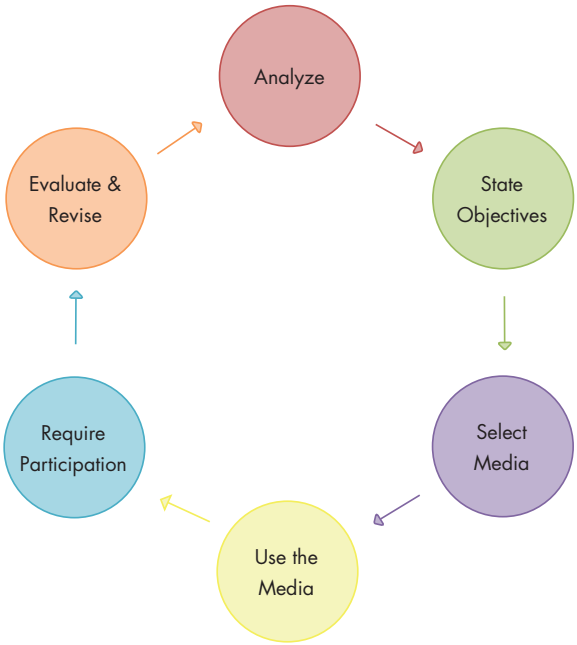
Training and documentation are task-oriented, role-based, and follow the appropriate workflow for the intended audience. The designated training team will interact with the State of Colorado officials to provide an effective training plan that will ensure the target audience achieves the learning objectives for training and is effectively prepared.

The training will be tailored to meet the learning and logistical needs of the following audience group:

- Users of the system: State of Colorado staff and County Election Officials.
- Administrators of the system: State of Colorado staff and County Election Officials.
- Other essential staff as advised by the State of Colorado.

The staff will undergo role-based training on hardware as well as software. The training will address potential differences in the various targeted audiences, to include interactive hands-on activities, case studies, and problem-solving opportunities in instructional design and training materials for participants who learn by doing. The training approaches will also include content, visuals, and auditory learning tools such as the following:

- Learn by listening and sharing ideas: reflecting alone and then brainstorming with others
- Learn by thinking through ideas: lecture and reading
- Learn by testing theories and applying knowledge
- Learn by self-discovery



This approach to training supports the development of effective materials that make an impression on participants and increase knowledge retention.

The industry-standard Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model for instructional design includes analysis of a client's needs for training materials and a method to meet those needs. Intended audiences, content, and business goals are considered during the ADDIE process to ensure a curriculum is unique, effective, and engaging.

TRAINING OBJECTIVES

The primary objective of training the State and County staff is to develop and design a training program to meet the varying needs of stakeholders and provide a cost-effective manner to deliver training to users at multiple locations. The other objectives of training are as follows but not limited to:

- The training will ensure all types of learners and users are able to understand and utilize eLect. Everyone Counts seeks coordination from the State of Colorado to generate a list of users to be trained and the training methodologies to be used.
- Everyone Counts will ensure that each group of users will be trained irrespective of their location.
- The training will also ensure that the staff will be able to use the eLect Solution efficiently which will result in improved productivity and instill confidence in users.

- Additionally, as a result of the training, staff will be able to perform their day-to-day duties as well as Election Day duties without any assistance.

TRAINING TOPICS AND MODULES

Everyone Counts will provide all training, as outlined in the table below. The training curriculum will include, but not be limited to, the following minimum recommendations from the State of Colorado:

1. Hands-on training with the precise equipment and on the build and version of software customized for implementation for the State of Colorado.
2. Participation in equipment and system testing verification.
3. Participation in the Mock Election for the State of Colorado, including marking, tabulation, uploading and displaying of results, and supporting election personnel.
4. Information sessions to demonstrate the user interface and underlying technology to the media and election candidates.
5. Time will be scheduled to review equipment processes with Information Technology (IT) and election personnel to give them an understanding of what election system will be in place for the 2014 election.
6. Include contracted temporary election officials in training activities.
7. Instructions regarding early and regular voting opportunities.

Sample training topics on which the staff will be trained are listed below. The list of training topics outlined here is subject to change and will be customized to the needs of the State of Colorado.

Sample Training Topics

Task	State	Train the Trainer	County
Setting Up Voting Units	✔	✔	✔
Physical Security of Hardware	✔	✔	✔
Equipment Storage	✔	✔	✔
Using the Electronic Voting Units	✔	✔	✔
Logging In to eLect	✔	✔	✔
Defining Voter Credentials	✔		
Uploading Voter list and EMS Data	✔	✔	✔

Creating, Reading, and Distributing Administrative Reports	✔	✔	✔

Sample Software Application Testing

Topic	Description	Module	Functionality
Election Builder	Allows the user to perform the major tasks required in setting up the election.	eLect Administration	Creating and naming the election, selecting languages and other characteristics specific to the election.
Voter Management	Facilitates the integration of voter data from the SCORE Voter Registration database.	eLect Administration	Allows election officials to continuously update voters.
Ballot Builder	An easy-to-use interface that allows election officials to build an election framework specific to their election.	eLect Administration	Imports data from major Election Management Systems (EMS). Users are able to create, edit, and set up the online ballot using a variety of EMS export formats.
Reporting	Reports are generated and accessed using the reporting function of the eLect Administration suite.	eLect Administration	Officials with the appropriate credentials, roles, and permissions can log in to view reports. The administrator can click to select a specific election and can then select a standard report or navigate through a series of options to configure the desired report output.

CDOS CUSTOM MODULES

Staff will be trained on all modules specific to their job role as well as modules that are specifically customized for the State of Colorado. The users of the solution will be specifically trained on the Testing Phase and Implementation of the solution.

See *10.0 Preliminary Project Schedule and Staffing Plan* for more details.

STATE AND COUNTY TRAINING: TESTING PHASE

State and County staff will be trained on testing methods to ensure delivery of a secured election environment, with high system performance (Hardware and Software) throughout the elections to generate reliable results. The types of testing to be carried out will include:

Equipment Acceptance

Prior to elections, the hardware will be tested to confirm appropriate condition for performing election operations. Training on testing the hardware such a printers, scanners and voting devices (tablets, desktops etc.) will be provided by Everyone Counts. As most users are already familiar with such COTS devices, they will be able to use the devices efficiently and with ease.

Logic and Accuracy Testing

Logic and Accuracy testing is a critical component of the election process, as it offers the electoral authority the opportunity to verify the results of the test election. This phase of the election process can be performed by the electoral authority or by Everyone Counts on behalf of the electoral authority. Everyone Counts will also train the election staff on to perform the testing using the eLect System.

State and County Training: Implementation Phase

Election staff of both the State and the Counties will be trained on using the software and hardware. Further training will also be provided for all the hardware to connect to the network. Software implementation for SaaS software is not required, as they are not installed. However, the staff will be trained to ensure that the software and hardware handshake to execute requests.

State and County Training: Refresher Sessions

To ensure complete delivery of training, refresher sessions will be arranged for new staff and those who have previously undergone training but need a refresher.

For staff members who require additional training to become confident in using the eLect System, online refresher sessions will be accessible at all times as self-paced Computer Based Training (CBT) sessions. The CBTs can be used to refresh specific topics as required by staff.

As the State of Colorado includes 64 counties, a large number of election staff will require training. An election may also include temporary staff to assist during the elections. For states that operate on such a big scale, refresher training will be conducted using CBTs or self-paced learning modules, which will help manage the gap in training when new staff members are regularly on-boarded.

CDOS ELECTION OFFICE TRAINING COLLATERAL

As Everyone Counts will be developing modules to include customized requests, new curriculum and training materials will also be developed to reflect the customized modules. Everyone Counts' staff have extensive experience in developing training materials and will interact with State of Colorado officials to develop and approve the training materials.

The following steps provide a basic outline of how training materials will be developed:

- Training material is developed under the supervision of Subject Matter Experts (SMEs). The material undergoes several rounds of review with the SMEs.
- Styles, standards, formats, and quality control parameters are established to edit the material.
- The material will be sent to State of Colorado staff identified to interact with Everyone Counts to review, and subsequently approve the training material.
- The training collaterals are then distributed to the potential trainees.

COUNTY TRAINING COLLATERAL

Everyone Counts will create role-specific training materials and distribute to the Colorado County Election Officials and staff. The procedure to develop the training material for the County staff will be similar to those used for State staff. The training material will be approved by CDOS before distribution to ensure highest possible quality and lead to better understanding of on-the-job processes.

6.8 IMPLEMENTATION

As detailed in *Appendix B – UVS System Requirements*, Everyone Counts understands that managing the expectations of all project stakeholders will help create a solid foundation to ensure the long-term positive results of the Colorado UVS project. To ensure successful delivery and operations, Everyone Counts will manage the project using industry-standard project management methodologies and will work with State and County election officials to define the requirements strategy for all stakeholders.

Because eLect is a service-on-demand software coupled with COTS hardware, implementation is much less burdensome than current systems with purpose-built hardware. It is delivered as needed and does not require any difficult installation or setup procedures on most election hardware. Only the Poll Book list of eligible voters needs a hardware component to operate.

Everyone Counts has extensive experience in large-scale hardware and software implementations, such as the statewide voter registration system in New Jersey, both onsite and in our state-of-the-art facilities. We bring a deep knowledge of these implementations, particularly in the area of systems administration, allowing us to make reliable and informed recommendations based on best practices.

CHANGE MANAGEMENT AND CHANGE REQUESTS

Please refer to *6.1 Project Management - Change Control Plan* (Pg 8) in this proposal.

RESULTS OF THE CHANGE MANAGEMENT PROCESS

1. The Change Control Board (CCB) is formed for the Colorado UVS. CCB member roles are usually handled by the team leaders for their individual modules.
2. The CCB will interface with the State's change control committee, if required.
3. CCB is responsible for all activities of change management, such as:
    a. Receipt of Change Request (Internal/State)
    b. Impact Analysis of the Change Request
    c. Negotiation/Decision on Change Request Implementation
    d. Change Implementation
    e. Change Tracking
    f. Change Version Control
    g. Change Release and Record Management

- The users of the UVS or the technical team members can raise a request for a change.
- The State Project Manager is the single point of contact for the change requests from the State.
- The State Project Manager filters change requests generated by the members of the State team to assess the validity and suitability of the Change Request.

- The Change Request Form (CRF) describes the change; the rationale for the change, the estimated benefits expected to accrue from the change, the priority and importance attributed to the implementation of the change, and the estimated time to apply the change.
- Every CRF is assigned a unique reference number and is tracked in a Change Request List by the Everyone Counts Project Manager.
- After receiving the CRF, the impact on the current system is analyzed by Project Team and CCB, and the estimate for incorporating the change is added to the CRF.
- Based on the schedule, cost, and effort, Everyone Counts may negotiate with the State Project Manager to do the change. The CRF may be approved, deferred or rejected, and the change request status is updated on the Change Request tracking list/change register.
- Once the CRF is approved by the State Project Manager and Everyone Counts' Project Manager, the implementation of the change begins. Only the approved changes will be implemented as per mutually agreed upon priorities. A plan will be prepared for implementing the change request and incorporating it into the project plan.
- Changes are implemented per the monthly plan.
- For each change, Everyone Counts maintains an internal impacted item list.
- Once the change is completed, it is tested before moving to live production environment.
- The source code and other related project artifacts, deliverables, and documentation is controlled in the project repository.
- The status of the change implementation and rollout is tracked in the CRF Tracking List.
- The State will be appraised of the Change Request implementation status at the regular weekly, monthly, and quarterly status meetings.

ORGANIZATIONAL CHANGE MANAGEMENT RESULTS

The Everyone Counts eLect solution is unmatched in its ability to deliver enormous improvements in the field of equipment, power and connectivity, for the State of Colorado compared to existing or other solutions. We champion the adoption of Commercial-off-the-Shelf (COTS) devices, such as laptops and tablets, instead of single-purpose machines.

Everyone Counts will draft customized process documents based on the unique SaaS eLect voting system. These documents will cover how each Vote Center can be setup for the eLect Voting Unit, Voting Booths and Ballot Scanning booths, and how election personnel will operate the system. These documents will not limit either the State or County's ability to modify or refine the hardware and other aspects of the voting setup, so long as the eLect system can communicate with each part of the system. The final documents will require State and County approval before they would be put into effect. Custom process documents will address, at a minimum, the following:

- Warehouse Processes Document
- Election Setup Processes Document

- Mail Ballot Election Processes Document
- Early Voting Processes Document
- Election Day Voting Processes Document
- County Administrative Processes Document
- State Elections Division Administrative Processes Document

DEPLOYMENT

ELECTION HARDWARE PRODUCTION DEPLOYMENT

Everyone Counts does not supply hardware with the eLect Platform. eLect can use most current versions of PCs, scanners, tablets or smartphones to act as electronic voting units, election control systems, or to interface with physical ballots. Everyone Counts will provide hardware recommendations for successful eLect operations to any County or State purchasing or supply agent. Actual equipment purchase will be left to the appropriate CDOS election officials.

DEPLOYING HARDWARE AND UVS TO EACH COUNTY

- Deploy the number of voting units required to Counties.
- Load test ballots and Quad Audit software into the electronic voting unit. Load software to the Quad Audit QR/Image scanning unit. Make sure these units have only the required and approved software installed.
- Connect all units to power and Internet connections.
- Conduct Logic and Accuracy tests to ensure all Quad Audit units function correctly when connected to the Internet.
- Disconnect from the Internet.
- Perform Logic and Accuracy tests to ensure all Quad Audit voting units successfully store electronic votes until Internet service is restored.
- Run QR/Image scanning tests to ensure scanned ballot images are successfully stored until Internet service is restored.
- Run test votes to ensure all components successfully communicate and that electronic votes are successfully stored in the appropriate databases.

UVS REQUIREMENTS DOCUMENT

See the document marked as RFP *Appendix B – System Requirements* for further details on meeting the Deliverable: UVS Requirements Document.

ELECTION TRAINING EXECUTION

Our support and training team will provide the CDOS staff with detailed training for the operation, maintenance, and repair of the eLect Electronic Voting System. This training will be provided to CDOS staff, County Election Official, and other key stakeholders, as approved by the CDOS.

Everyone Counts provides small group sessions in which the designated State and County personnel will learn how to effectively train not only on the eLect Solution, but also will ensure that they are equipped with the most effective training strategies for working with adult and senior learners.

The primary objective of training the State and County staff is to develop and design a training program to meet the varying needs of stakeholders and provide a cost-effective manner to deliver training to users at multiple locations. The other objectives of training are as follows but not limited to:

4. The training will ensure all types of learners and users are able to understand and utilize the eLect Solutions. Everyone Counts seeks coordination from the State of Colorado to generate a list of users to be trained and the training methodologies to be used.
   1. Everyone Counts will train each group of users, irrespective of their location.
   2. The training will also ensure that staff can use the eLect Solution efficiently, which will result in improved user productivity and confidence. Additionally as a result of the training, the staff will be able to perform day-to-day duties as well as Election Day duties without any assistance.

Everyone Counts will provide all training, as outlined below. The training curriculum will include, but not be limited to, the following minimum recommendations from the State of Colorado:

- Hands-on training with the precise equipment and on the build and version of software customized for implementation for the State of Colorado.
- Participation in equipment and system testing verification.
- Participation in the Mock Election for the State of Colorado, including marking, tabulation, uploading and displaying of results, and supporting election personnel.
- Information sessions to demonstrate the user interface and underlying technology to the media and election candidates.
- Include contracted temporary election officials in training activities.
- Instructions regarding early and regular voting opportunities.

Training topics on which the staff will be trained are listed below. The list of training topics outlined will be customized to the needs of State of Colorado.

- Software Application Training.
- Hardware Training.
- Election Office Operations Training.
- Vote Center and Polling Location Operations Training.
- Train the Trainer Operations.
- Voter Training.

6.9 SUPPORT

TRACK 4: EVERYONE COUNTS SUPPORT

At Everyone Counts, every staff member is an election expert and together contributes to our Centers of Election Excellence. We understand elections and we will be there to guide you seamlessly through this process. Providing the highest level of customer support is a priority for Everyone Counts. We understand the needs for the State and County Election Officials and have developed a resource plan to address and meet these needs accordingly. In addition to extensive hands on training, and online reference and training tools, Everyone Counts provides CDOS with a growing and supportive Help Desk. We will also offer extended Help Desk support during peak election times. A dedicated Project Manager, Help Desk Manager, as well as other key personnel are available 24 hours a day, 7 days a week for urgent needs.

As a first level of support, Everyone Counts Help Desk is staffed with highly trained professionals prepared with details specific to eLect, as well as those specific to your environment. The customer focused Help Desk staff are located in a variety of time zones to ensure availability regardless of geographical location. Project Management, Help Desk, and Training teams analyze metrics on weekly basis to identify ongoing concerns and eliminate redundant issues using our CRM tracking tools.

DELIVERABLE: WARRANTY PERIOD SUPPORT

Everyone Counts warrants that for a period of one (1) year that any and all services provided hereunder shall be performed in a workmanlike manner consistent with the manner that Everyone Counts performs services for similar contracts, but in no case less than a reasonable level of care. Everyone Counts warrants that the eLect Application Software will perform according to agreed to specifications, so long as such software is operated with approved third-party products and in accordance with the specifications. Everyone Counts does not provide a warranty for third-party products, however Everyone Counts shall transfer any and all applicable third-party manufacturer warranty materials to the CDOS and/or Counties.

Except as specified in this section, all conditions, representations, and warranties including, without limitation, any implied warranties or conditions of merchantability, fitness for a particular purpose, satisfactory quality, or arising from a course of dealing, usage, or trade practice, are hereby excluded to the extent allowed by applicable law. An aggrieved party must notify Everyone Counts promptly upon learning of any claimed breach of any warranty and, to the extent allowed by applicable law, such party's remedy for breach of this warranty shall be subject to the consequential damages waiver in this agreement. This disclaimer and exclusion shall apply even if the express warranty and limited remedy set forth above fails of its essential purpose.

Consequential Damages Waiver

In no event shall any party to this agreement be liable to the other party for any incidental, special, punitive or consequential damages, lost profits, any costs or expenses for the procurement of substitute services, or any other indirect damages, whether arising in contract, tort (including negligence) or otherwise even if the possibility thereof may be known in advance to one or more parties.

DELIVERABLE: VOTING EQUIPMENT MAINTENANCE SUPPORT

Everyone Counts will make a pool of Technicians/Technical Support available to CDOS. Hardware devices (Voting Equipments, Scanners and Printers) used will be Commercially-Off-The-Shelf (COTS), and hence will require minimal support during installation. Everyone Counts will however make sure that the hardware and software are up and running for the elections. Our staff will be involved in the set up and testing of the election equipment and software in an area designated by CDOS.

Ongoing Support Maintenance

Hardware support and maintenance is included for the first two years of the contract. Everyone Counts will provide remote help desk facility with a staff that is experienced in election administration, as well as hardware maintenance and configuration. At the request of the Colorado Department of State, we will staff the Help Desk with a technical engineer to prioritize the support needs. We will also offer extended and 24x7 Help Desk support during peak election times.

- As a first level of support, Everyone Counts provides a Help Desk staffed with IT and Election Administrators. Each is prepared with a list of general Frequently Asked Questions (FAQs) specific to the eLect System, as well as those specific to your environment.
- Issues that cannot be resolved by the Help Desk are escalated to the Second level, to Everyone Counts' technical and network services support team.

See *12.0 G-2 Vendor Training and Support* for an example response timetable.

State Support Required for Ongoing Maintenance

For ongoing maintenance and support, trained personnel from the State as well as from the Counties should be able to perform the following functions:

- Setup, assign, and distribute eLect hardware to the selected sites to be secured until early voting begins
- Set up and secure power supplies and power sources
- Ensure the physical security and accountability for eLect hardware
- Pack and store hardware after an election
- Navigate the eLect Administration interface

DELIVERABLE: ELECTION SETUP SUPPORT

Everyone Counts will assist the State of Colorado throughout the election process. Support will include, but are not limited to:

- Election and Ballot setup
- Voting equipment preparation
- Logic and Accuracy Test setup/execution

The SaaS based model does not require software installation since it will be delivered through a web portal. Everyone Counts will provide remote help desk facility with a staff that is experienced in election administration, as well as hardware maintenance and configuration.

- As a first level of support, Everyone Counts Help Desk is staffed with highly trained professionals prepared with details specific to the eLect System, as well as those specific to your environment.
- The customer focused Help Desk staff are located in a variety of time zones to ensure availability regardless of geographical location.
- Issues that cannot be immediately resolved by the Help Desk are escalated to second level support.
    - Second level support includes the Everyone Counts' technical and network services support team.
- We offer extended and 24x7 Help Desk support during peak election times and, if requested, on-site setup assistance is available at an additional charge.
- Under normal operation, and during non-peak election times, the response times noted above can be expected.

DELIVERABLE: ELECTION PROCESSES SUPPORT

At Everyone Counts, every staff member is an election expert and together contributes to our Centers of Election Excellence. We understand elections and we will be there to guide you seamlessly through this process. Everyone Counts will provide support to the State and County staff throughout the election process, including Mail Ballot Delivery and Return, Early Voting, and Election Day voting and results tabulation.

DELIVERABLE: POST-ELECTION SUPPORT

The Project Manager and Everyone Counts team deployed for the election will provide Post-election support. The support provided will be through post-election reporting and audits.

- Everyone Counts will provide support to conduct audits such as risk limiting audits (RLA). Help desk support will be available when CDOS performs RLA. Everyone Counts' technology gives jurisdictions the tools necessary to conduct an efficient and transparent RLA.
- Support will be performed to evaluate, verify and tally results through Everyone Counts' Quad Audit product. Through this product, four different trails of the ballot will be

generated producing four (4) uniquely created sets of data (Paper Ballot, Barcode, Encrypted Ballot Image, Encrypted electronic ballot), which can be used for auditing purposes.

See Section *12.0 A-70* for a further description of Quad Audit.

7.0 SAMPLE REPORTS

The eLect system is fully customizable for reports at either the state or local level. These reports are customizable whether used to publicly display information, or for internal election official use in canvassing and certifying an election.

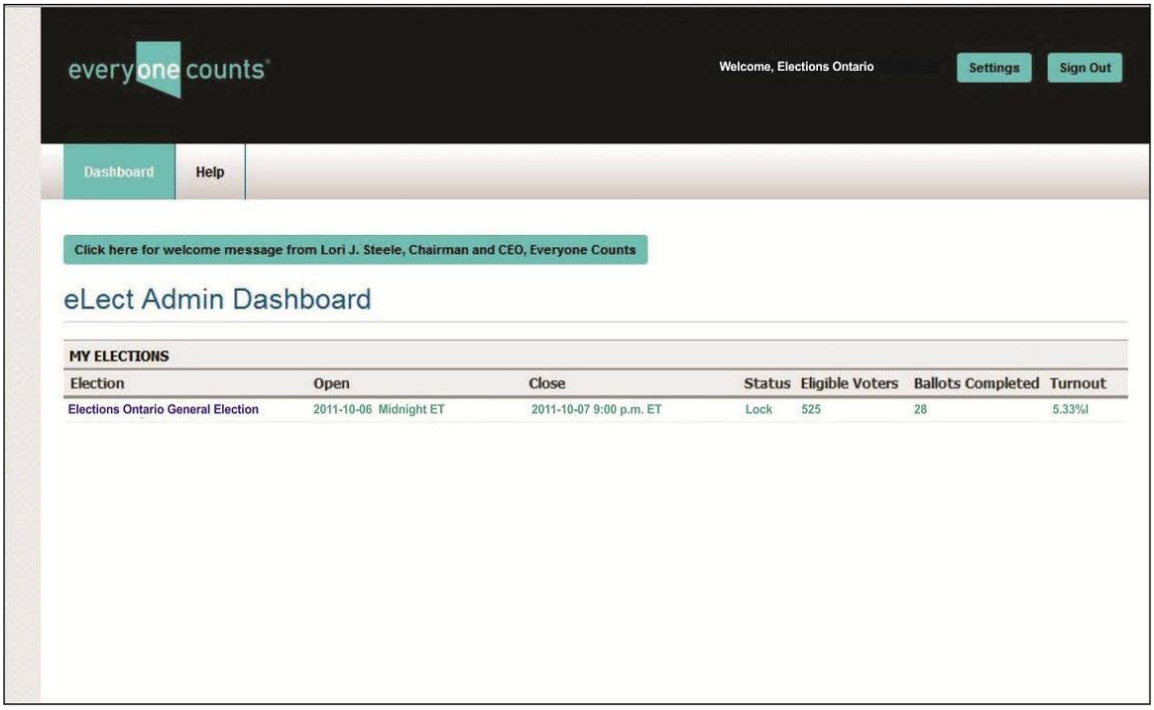
Reports can be created to fit the needs and preferences of each jurisdiction. The state can either link to county reports, or import the data into a state system to allow for uniform statewide results for public consumption. The eLect system can also be configured to interface with media outlets so that they have real-time access to the most current results.

Reports used to display election results include aggregate totals, precinct totals, district totals, political party totals and contest totals. Any or all of these reports can be displayed. These reports can be displayed as maps, graphs or simple text. The reports can include voter registration information, turnout, and reporting status along with vote totals.

The eLect system will allow jurisdictions to provide added features such as subscribing to a particular contest and receiving text or email messages when results change. The system will also allow a jurisdiction to list “close contests” and the criteria for a close contest can be set forth by the jurisdiction.

Everyone Counts’ reporting functions are accessed through the eLect Reports.

Administrators with the proper credentials can log in and view reports for the election. The eLect Reports interface presents an easy-to-use dashboard that lists all county elections.



Election Officials as well as any additional authorized personnel will have access to participation reports by time and location.

Reporting access is highly configurable and restricted by user role. Reporting interfaces should be clear, intuitive, and follow a logical workflow. For precise snapshots, reporting data need to be filtered and sorted as desired by State administrators and personnel with the appropriate user roles and permissions. The Colorado State team will specifically customize reports for the State as well as make our out-of-box standard reports available to use as-is, or to be customized by administrators.

The eLect Reports interface provides the following reports:

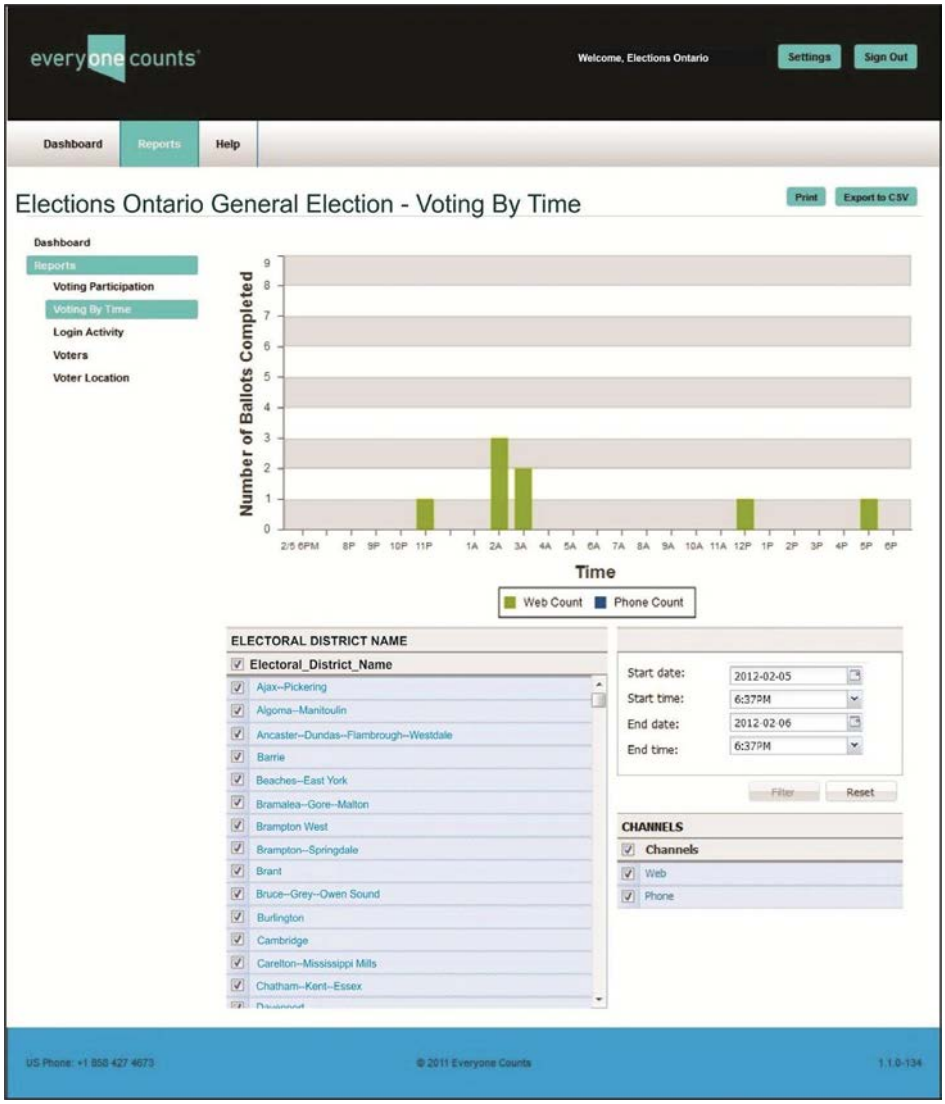
- Voter Participation Report – provides information about how many voters participated in an election in conjunction with how many were eligible. Voting participation information can be broken down by voting channel (web, phone, or in person) and by voting district.
- Voting by Time – provides information regarding when voters cast their votes by time of day. By default the time period begins with the start of the election and ends with the current time.
- Login Activity – shows all successful and unsuccessful login attempts to your election content.
- Voters Report – shows information for specific voters that have accessed your election.
- Voter Location – provides a view of the locations from which voters have accessed their ballots.

VOTER PARTICIPATION REPORT

The Voter Participation Report displays the number of registered voters who have accessed their ballots, and indicates which voting channel they are using, either web, phone, or in person. The report results are detailed by electoral district. The results can be filtered to look at only specific districts by selecting or deselecting districts from the ELECTION DATA table. You can print the report or exported it in comma-separated values (CSV) format for use with programs such as Excel.

VOTING BY TIME

The Voting by Time report shows the exact time at which voters accessed their ballots. You can customize the report to display specific wards by selecting or deselecting the wards from the WARD table. You can apply additional filters to select either the web channel, phone channel, in person channel or all. You can filter the report to look at specific time ranges by changing the start date and time and end date and time.



LOGIN ACTIVITY

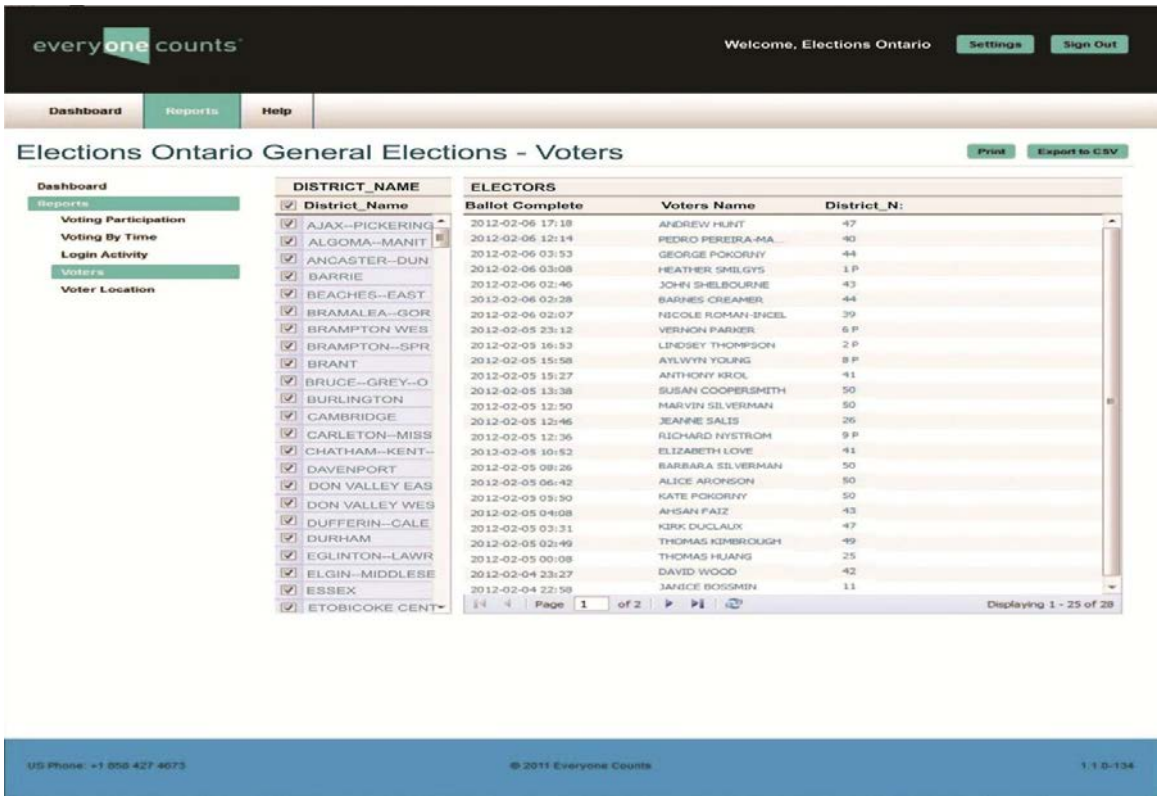
The Login Activity report shows all login attempts to your election content, successful and unsuccessful. The Login Activity report can be customized to show activity by time, cumulative activity over time, activity by day of the week, and activity by hour of the day. Additionally, it can be filtered to look at a specific period of time by changing the start date and time and the end date and time.

Note: Unsuccessful logins are typically a result of user error such as specifying incorrect login credentials.

VOTERS REPORT

The Voters Report shows information for specific voters that have accessed your election. The information shown may vary depending on the configuration for your election but typical values may include the name of the voter, time when they accessed their ballot, and the location from which they accessed their ballot. To filter the Voters Report by district, select or deselect the desired districts. You can page through the report by using the controls at the bottom of the VOTERS table.

Note: all locations are approximations based on the IP address of the computer used to access the ballot.



AD HOC REPORTING

Our reporting solution facilitates ad hoc reporting by way of a simple and configurable user interface with unlimited sorting capacity. We can recreate your current reports, easily embed reports into documentation, or your administrators can interact directly with the database through the interface to create custom reports.

END USER AND SUBSCRIBER DATA EXTRACTS

Additional reports may be designed using end user or subscriber data extracts. Using data extracts, administrators can specify data to export from the database. The scope of data that appears in the extracted data report is limited to either events related to a specific group of subscribers, or events related to a specific event.

Administrators can further filter extracted data to events that occur within a specific date range. For example, an administrator could extract data related to all clicks that occurred on a specific link between June 10 and June 15 that stemmed from a send that occurred on June 1.

Examples of types of events typically extracted for custom reports include:

- Bounce Events
- Click Events
- Conversion Events
- Open Events
- Sent Events
- Survey Response Events
- Unsubscribe Events

Our team will work with the State to define any reports that require data extracts or administrators can use their advanced training skills to customize their own reports.

ELECTION NIGHT REPORTING

Our solutions and reporting enhancements can provide the State with post-election reporting at the State, County, Jurisdiction, and Precinct levels. Each of these reports can be made available in a variety of formats, the most common of which is displayed on a customer-facing website or the State's landing page.

Reports are configurable to any level of granularity, such as having partial results available on election night and updating the data throughout the weeks following the election. End reporting and the final, certified results will display and be clearly marked as final results. They can display for the remainder of the year, until the next election, or be aggregated in a series of clickable links for each election.

We will work with the State to identify key county users that will have rights and permissions to input data through a Web interface or by importing a custom template. Before the data is published live on the public site, our staff and the State will provide editorial review and approval.

Our team has implemented many solutions similar to your request, where public data is available near real-time in a variety of formats. Our experience in providing unrivaled reporting features will allow the State to fine tune the manner in which the reports are formatted and presented to others, such as a map of precincts with percent complete that displays real time final or partial, in progress results. The results can be viewed, shared, or printed in tabular or graphical formats and sorted in any possible order or combination, such as by region, category, division, or other criteria. Administrators may also "drill down" into the graphical representation of the data when a more granular overview is desired.

Optional Media and Public Relations Support

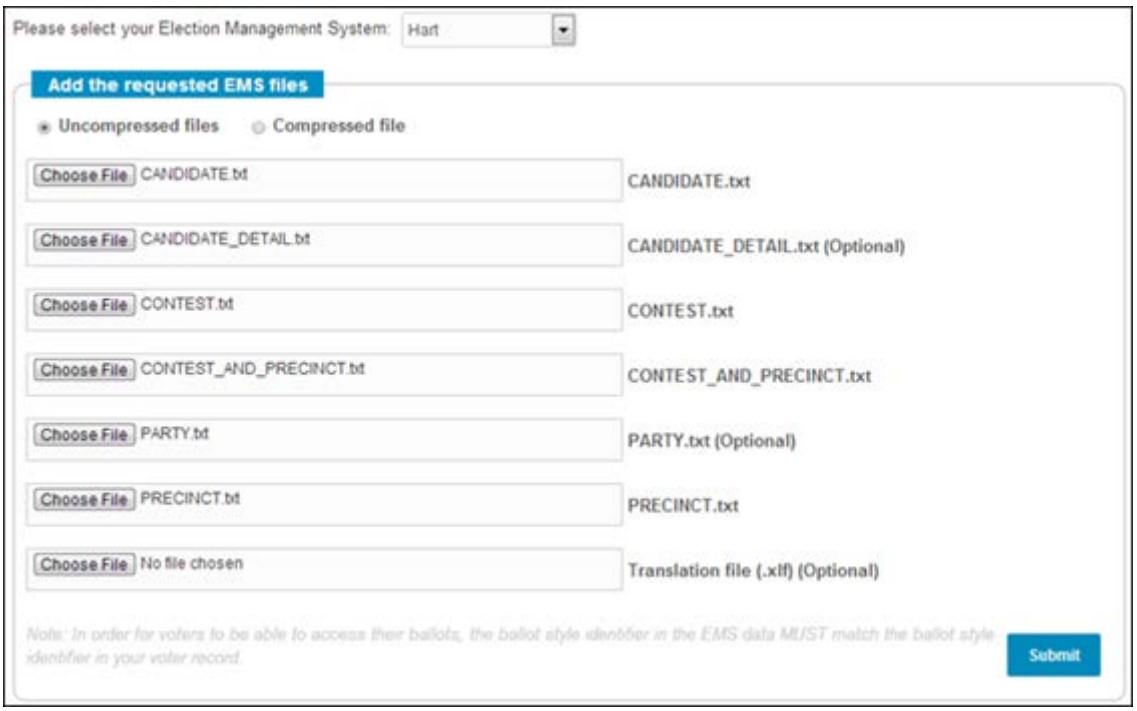
If desired, the State can rely on a high level of communication expertise and advice for addressing media to deliver positive messaging to voters, and to the State or county. Our customers have experienced highly favorable media coverage upon the adoption of our systems. Our team is also well-versed in how best to navigate and bring positive media from any situation that could arise during voting periods. This is achieved by our proactive, collaborative, and supportive engagement with your own team of communications experts.

EVIDENCE OF EXPERTISE IN THIRD-PARTY DATA IMPORT/EXPORT

Our solutions have the ability to perform data extraction for batch exports and imports of data from Voter Registration and EMS systems in a variety of formats. Once imported, all voter and ballot information is stored in a secure relational database that is based on the current IEEE P1622 provisional format standards. These standards are developed and maintained by the Standards Working Group on Voting Systems Electronic Data Interchange at the National Institute of Standards and Technology (NIST).

Our solution has the ability to import address and voter data from a variety of databases. As an added benefit, our experts have decades of experience in the election industry and have worked with a wide array of databases, data types, and Election Management Systems, importing data in various formats and from different databases.

Our team has relevant, proven experience integrating with data from popular databases, such as Hart's Ballot Origination Software System (BOSS). Our experience and high customer retention rate have shown the importance of selecting a vendor with the right expertise and one who achieves the desired results. Our team is part of the bigger solution and we have the ability to deploy rapidly using industry-specific best practices to ensure your success.

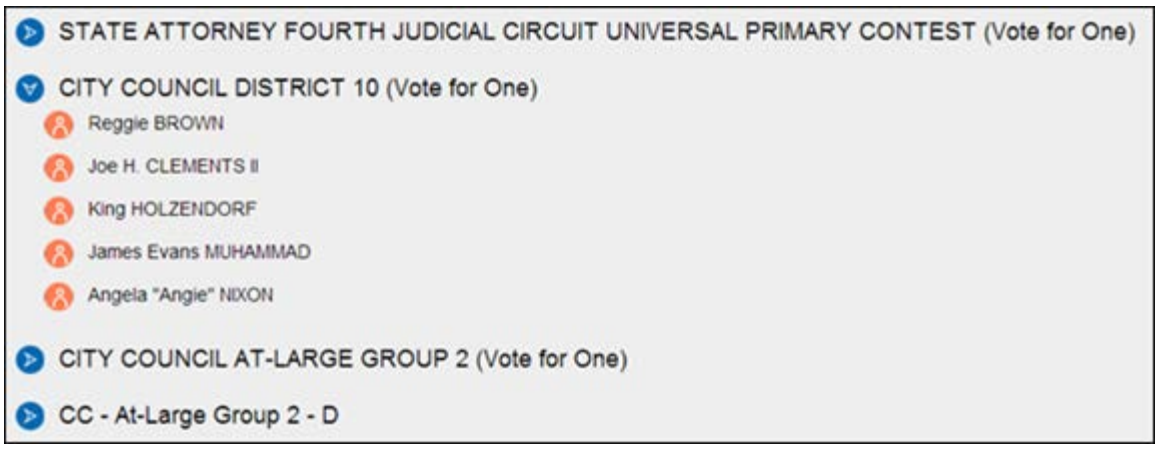


Our experts have specific experience in exporting election data from individual counties to various EMS systems and will leverage our experience and do the same for the State of Colorado. The system has the ability to create and prepare ballot styles generated by your system as online electronic ballots using any or all of the following file formats: .pdf, .ps, .eps, .pcl, .prn, .xps, or .ps.

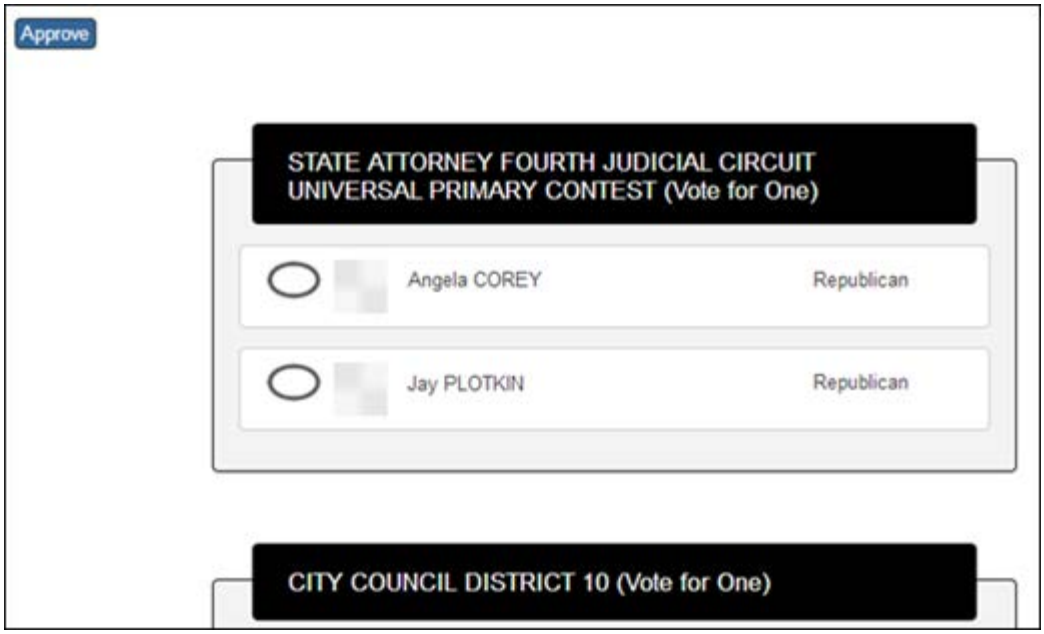
IMPORTING BALLOT PROOFING CORRECTIONS BACK TO YOUR EMS

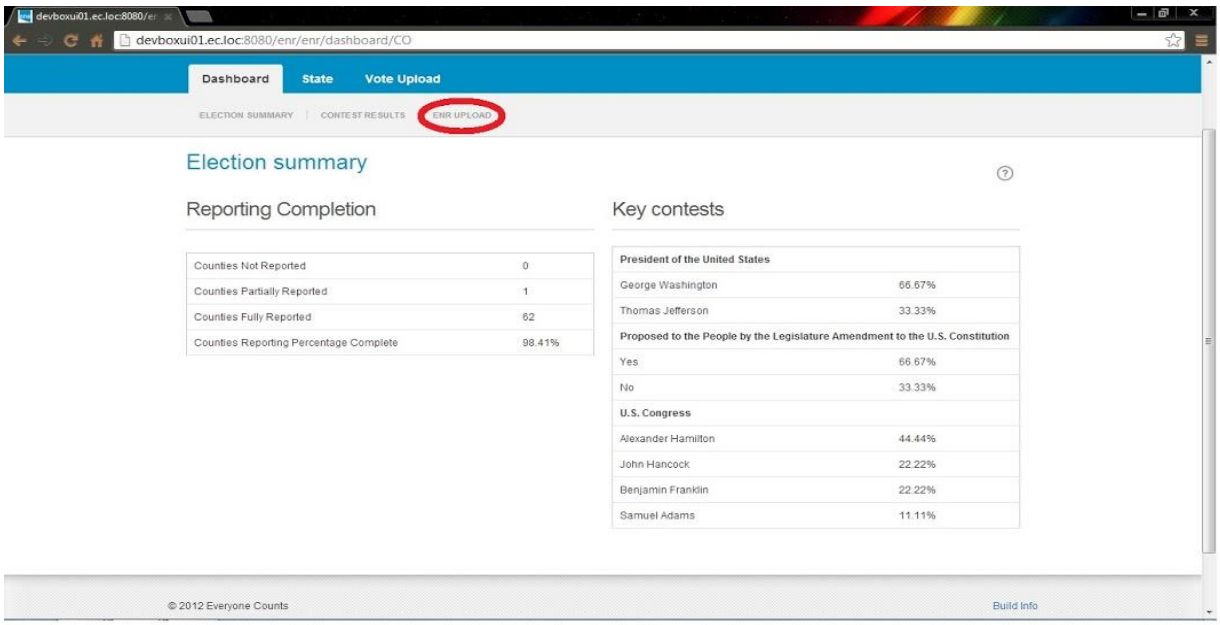
Our system can be integrated with your EMS and automatically proof each ballot. The proofreading (proofing) and testing of the presentation and wording contained in each ballot is typically a tedious and time consuming task—but one that must be done to eliminate problems. The automated ballot building feature built into eLect Administration supports automated proofing and testing of ballot content, so administrators will no longer need to spend their own staff's valuable time in the manual and visual proofing process.

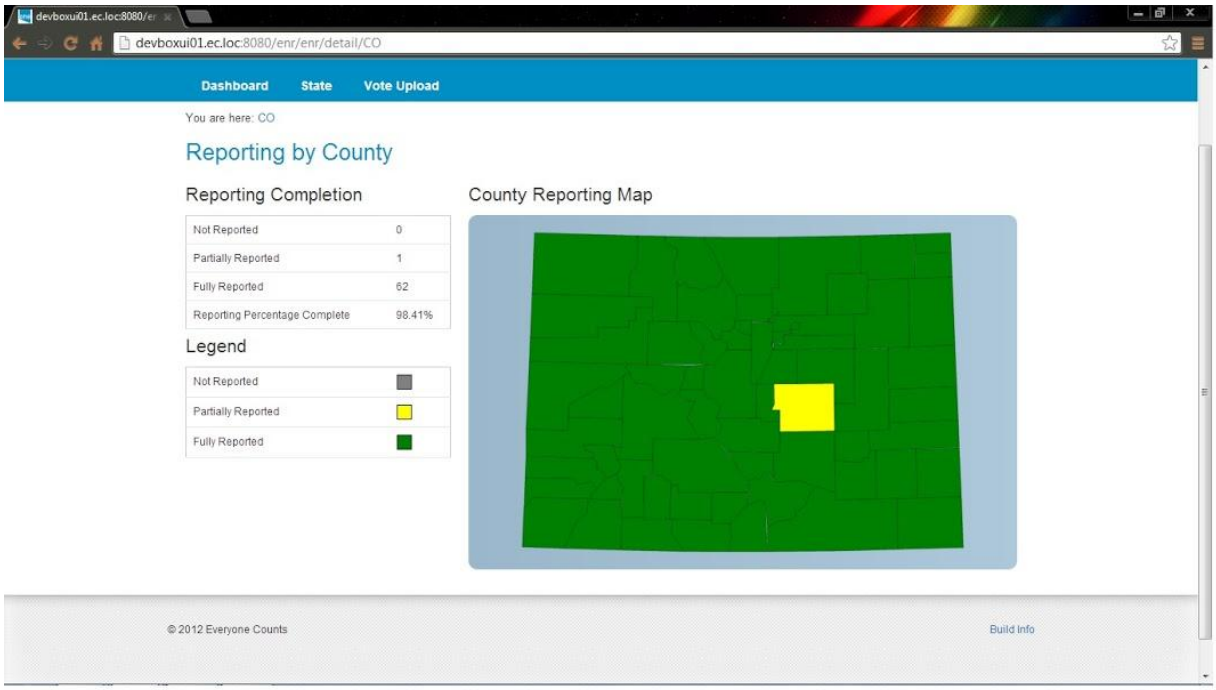
Additionally, our experience shows that using our ballot proofing process can pinpoint potential EMS errors or anomalies. When using direct data from your voter registration database, our team and our solution can serve as a backup proofing process for the database, informing the Election Division of any entry errors and preventing the printing of ballots with errors. In the past, our ballot proofing process has identified errors before traditional paper ballots were printed, resulting in significant cost savings for our customers.

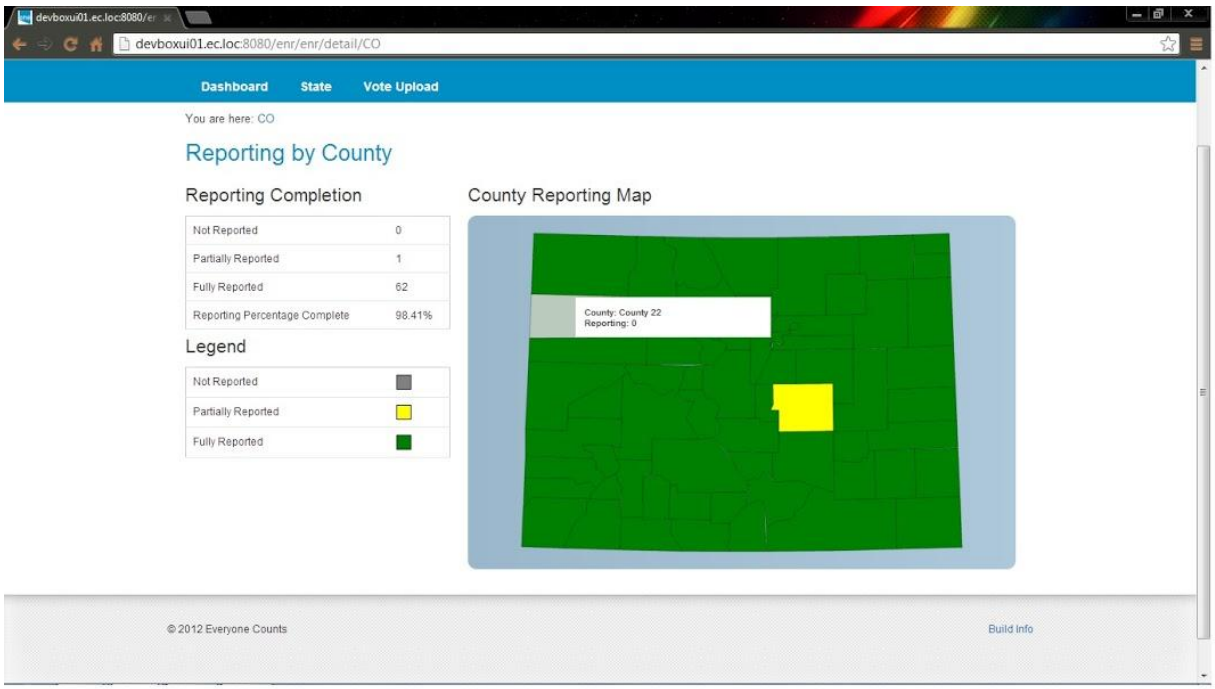


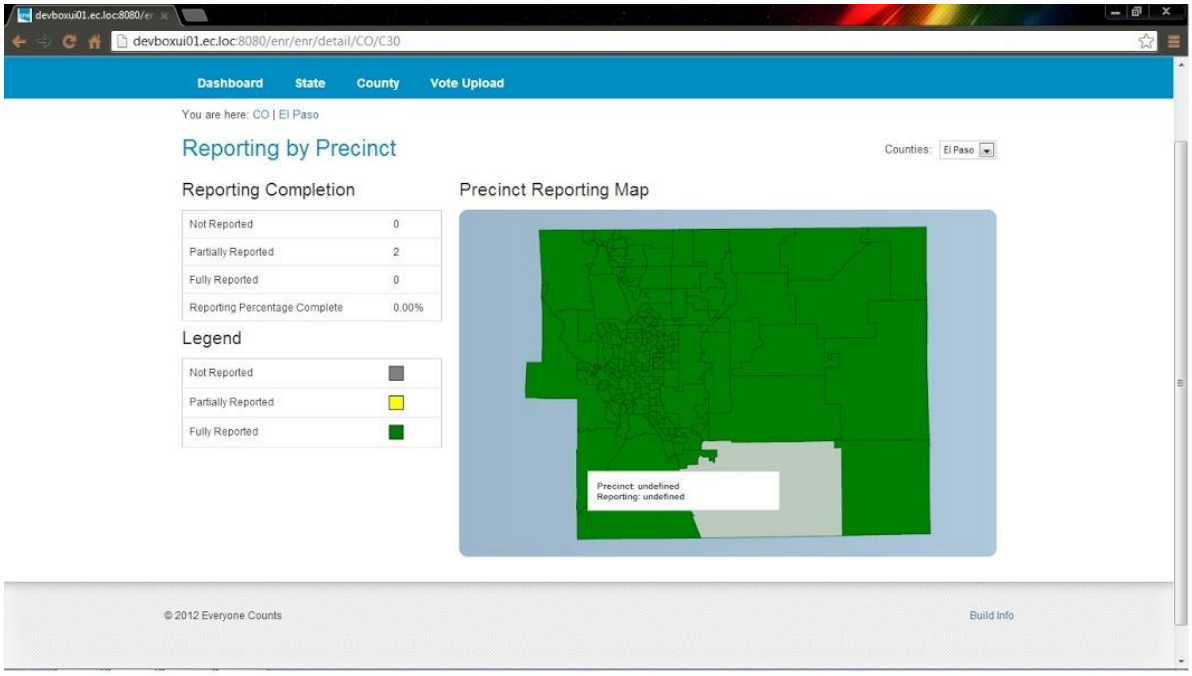
View the entire contents of the ballot. If you approve the contents of the Ballot Style, select the Approve button at the top of the screen.

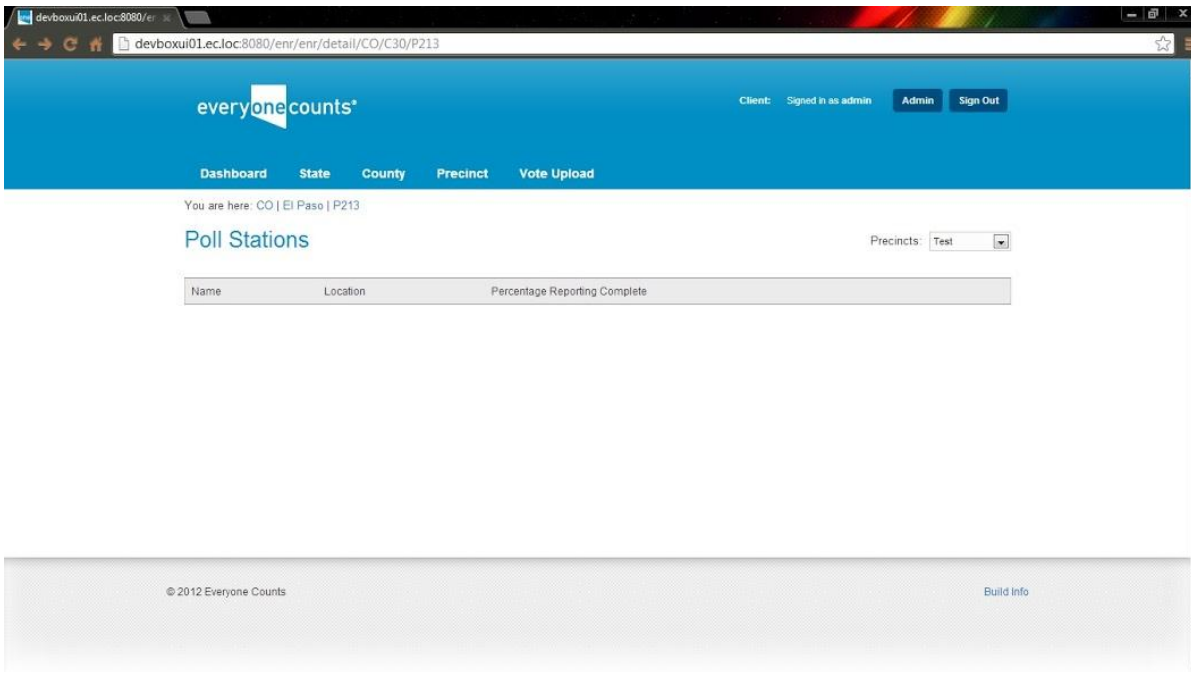


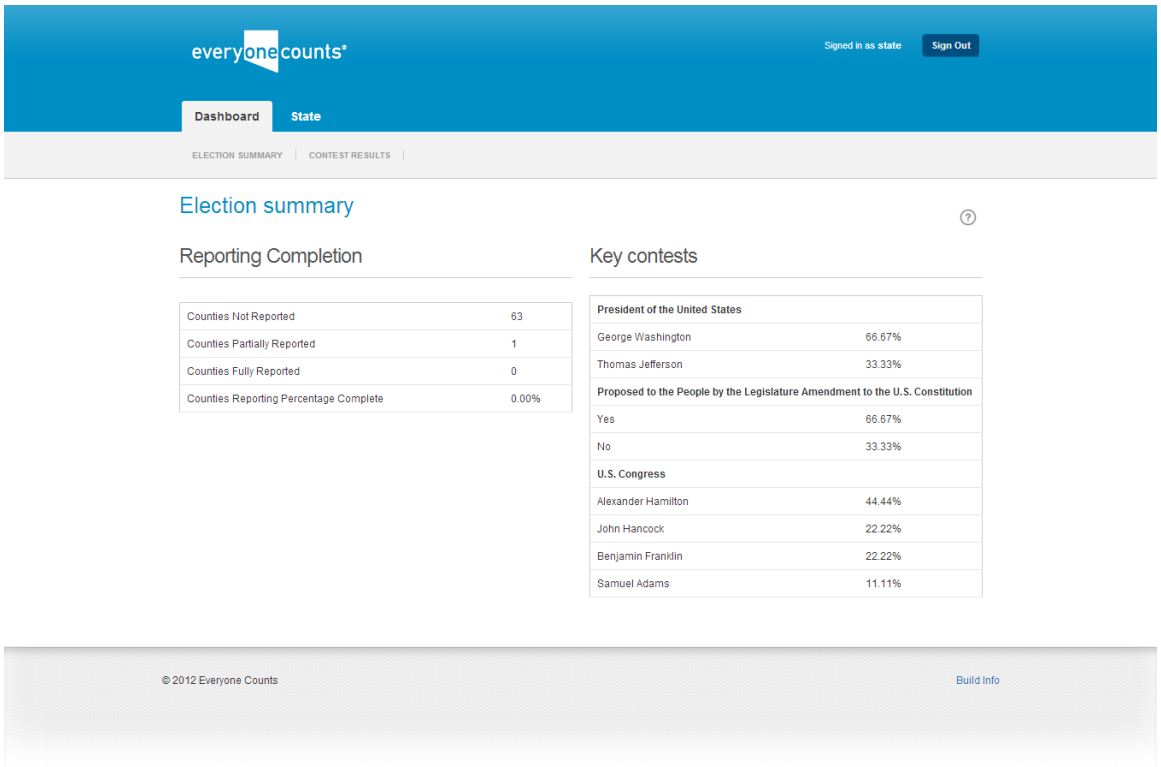

devboxui01.ec.loc:8080/enr/enr/dashboard/CO
Dashboard
State
Vote Upload
ELECTION SUMMARY
CONTEST RESULTS
ENR UPLOAD
Election summary
Reporting Completion
Counties Not Reported 0
Counties Partially Reported 1
Counties Fully Reported 62
Counties Reporting Percentage Complete 98.41%
Key contests
President of the United States
George Washington 66.67%
Thomas Jefferson 33.33%
Proposed to the People by the Legislature Amendment to the U.S. Constitution
Yes 66.67%
No 33.33%
U.S. Congress
Alexander Hamilton 44.44%
John Hancock 22.22%
Benjamin Franklin 22.22%
Samuel Adams 11.11%
© 2012 Everyone Counts
Build Info


devboxui01.ec.loc:8080/enr/enr/detail/CO
Dashboard
State
Vote Upload
You are here: CO
Reporting by County
Reporting Completion
Not Reported 0
Partially Reported 1
Fully Reported 62
Reporting Percentage Complete 98.41%
Legend
Not Reported
Partially Reported
Fully Reported
County Reporting Map
© 2012 Everyone Counts
Build Info


devboxui01.ec.loc:8080/enr/enr/detail/CO
Dashboard
State
Vote Upload
You are here: CO
Reporting by County
Reporting Completion
Not Reported 0
Partially Reported 1
Fully Reported 62
Reporting Percentage Complete 98.41%
Legend
Not Reported
Partially Reported
Fully Reported
County Reporting Map
County: County 22
Reporting: 0
© 2012 Everyone Counts
Build Info


devboxui01.ec.loc:8080/enr/enr/detail/CO/C30
Dashboard
State
County
Vote Upload
You are here: CO | El Paso
Reporting by Precinct
Counties: El Paso
Reporting Completion
Not Reported 0
Partially Reported 2
Fully Reported 0
Reporting Percentage Complete 0.00%
Legend
Not Reported
Partially Reported
Fully Reported
Precinct Reporting Map
Precinct: undefined
Reporting: undefined
© 2012 Everyone Counts
Build Info


devboxui01.ec.loc:8080/enr/enr/detail/CO/C30/P213
everyone counts
Client: Signed in as admin
Admin
Sign Out
Dashboard
State
County
Precinct
Vote Upload
You are here: CO | El Paso | P213
Poll Stations
Precincts: Test
Name
Location
Percentage Reporting Complete
© 2012 Everyone Counts
Build Info


everyone counts
Signed in as state
Sign Out
Dashboard
State
ELECTION SUMMARY
CONTEST RESULTS
Election summary
Reporting Completion
Counties Not Reported 63
Counties Partially Reported 1
Counties Fully Reported 0
Counties Reporting Percentage Complete 0.00%
Key contests
President of the United States
George Washington 66.67%
Thomas Jefferson 33.33%
Proposed to the People by the Legislature Amendment to the U.S. Constitution
Yes 66.67%
No 33.33%
U.S. Congress
Alexander Hamilton 44.44%
John Hancock 22.22%
Benjamin Franklin 22.22%
Samuel Adams 11.11%
© 2012 Everyone Counts
Build Info

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Signed in as poll1 Sign Out

POLL STATION STATUS

Print

Device Results

Device name: DRE1

PRESIDENT OF THE UNITED STATES

Contest Summary	
Number of Candidates	2
Number to Elect	1
Counting Rules	Simple Majority
Submitted Votes Summary	
Total Tabulated Votes	9.00
Candidates	
George Washington	6.00
Thomas Jefferson	3.00
Total Tabulated Votes	9.00

PROPOSED TO THE PEOPLE BY THE LEGISLATURE AMENDMENT TO THE U.S. CONSTITUTION

Contest Summary	
Number of Candidates	2
Number to Elect	1
Counting Rules	Simple Majority
Submitted Votes Summary	
Total Tabulated Votes	9.00
Candidates	
Yes	6.00
No	3.00
Total Tabulated Votes	9.00

U.S. CONGRESS

Contest Summary	
Number of Candidates	4
Number to Elect	1
Counting Rules	Simple Majority
Submitted Votes Summary	
Total Tabulated Votes	9.00
Candidates	
Alexander Hamilton	4.00
John Hancock	2.00
Benjamin Franklin	2.00
Samuel Adams	1.00
Total Tabulated Votes	9.00

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Build Info

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Signed in as state | Sign Out

Dashboard | State | County

SUMMARY | CONTEST RESULTS

You are here: CO | El Paso

Reporting by Precinct

Counties: El Paso

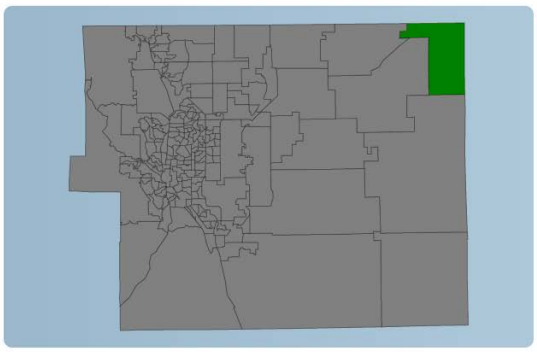
Reporting Completion

Not Reported	0
Partially Reported	1
Fully Reported	1
Reporting Percentage Complete	50.00%

Legend

Not Reported	
Partially Reported	
Fully Reported	

Precinct Reporting Map



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Signed in as state | Sign Out

Dashboard | State | County | Precinct | PollStation

SUMMARY | CONTEST RESULTS

You are here: CO | El Paso | Test1 | PS1

Poll Station Status

My Election

El Paso County
Precinct 123
Poll Station: County Clerk's Office

Events

DRE1	Checksum MD5:a67dc311d9b119c5f67fd9362284bb79	2013-03-22 09:33:52-07:00
DRE1	Processed goodVotes.upload.xml	2013-03-22 09:33:52-07:00
DRE1	Vote file transmitted	2013-03-22 09:33:52-07:00

Devices

Device Name	Status
DRE1	Vote file transmitted
DRE2	Incomplete

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Build Info

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Signed in as poll1 Sign Out

POLL STATION STATUS

Risk Limiting Audit Upload

My Election

El Paso County
Precinct 123
Poll Station: County Clerk's Office

Events

DRE1	Checksum MD5:a67dc311d9b119c5f67fd9362284bb79	2013-03-22 09:33:52-07:00
DRE1	Processed goodVotes.upload.xml	2013-03-22 09:33:52-07:00
DRE1	Vote file transmitted	2013-03-22 09:33:52-07:00

Devices

Device Name	Status	Action
DRE1	Data transmitted	
DRE2	Incomplete	

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Build Info

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Signed in as poll1 Sign Out

POLL STATION STATUS

Risk Limiting Audit Upload

My Election

El Paso County
Precinct 123
Poll Station: County Clerk's Office

Events

Devices

Device Name	Status	Action
DRE1	Incomplete	
DRE2	Incomplete	

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Signed in as poll1 | Sign Out

POLL STATION STATUS

Risk Limiting Audit Upload

Status update applied

My Election

El Paso County
Precinct 123
Poll Station: County Clerk's Office

Status change event

Events

DRE1	Status changed to equip failure	2013-03-22 09:20:08-07:00

Devices

Device Name	Status	Action
DRE1	Equip Failure (EF)	Retransmit Data
DRE2	Incomplete	Retransmit Data

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Signed in as state | Sign Out

Dashboard | State | County | Precinct

SUMMARY | CONTEST RESULTS

Precinctwide Contest Results

President of the United States

1 of 2 polls reporting

Candidates	Percentage	Votes
George Washington	66.67%	6
Thomas Jefferson	33.33%	3

Proposed to the People by the Legislature Amendment to the U.S. Constitution

1 of 2 polls reporting

Candidates	Percentage	Votes
No	33.33%	3
Yes	66.67%	6

U.S. Congress

1 of 2 polls reporting

Candidates	Percentage	Votes
Alexander Hamilton	44.44%	4
Benjamin Franklin	22.22%	2
John Hancock	22.22%	2
Samuel Adams	11.11%	1

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Signed in as state | Sign Out

Dashboard | State | County | Precinct

SUMMARY | CONTEST RESULTS

You are here: CO | El Paso | Test1

Poll Stations

Precincts: Test1

Name	Location	Percentage Reporting Complete
High School	200 W 2nd Ave Colorado Springs, CO 80012	50%
Local Church	10025 25th St Colorado Springs, CO 80025	0%

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Signed in as state | Sign Out

Dashboard | State

SUMMARY | CONTEST RESULTS

You are here: CO

Reporting by County

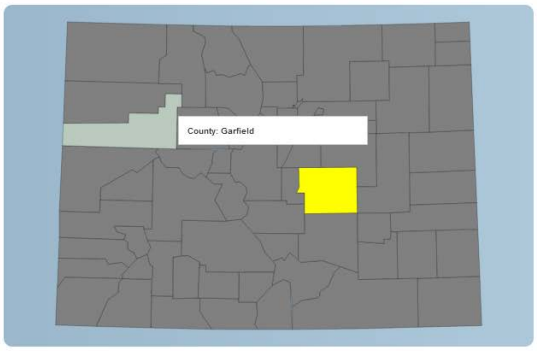
Reporting Completion

Not Reported	63
Partially Reported	1
Fully Reported	0
Reporting Percentage Complete	0.00%

Legend

Not Reported	
Partially Reported	
Fully Reported	

County Reporting Map



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Build Info

8.0 SAMPLE PROJECT ARTIFACTS

Election Website and Ballot Proofing Checklist

Customer Website URL	Election Type Ballot Deliver Ballot Submit
Election Administrator	Election Intern

Election website text may be customized by each customer. A *Website Language Text* document is presented to each customer, in all required languages, for updates and/or editing. This document is used by the Everyone Counts Election Administration team for updating the customer website, and subsequently, proofing the website text for accurate presentation. Egregious typos in these documents are corrected, but the general rule of thumb should be to adhere to the customer provided text, even if the text appears to be grammatically incorrect. Should an instruction or description appear to be inaccurate, the customer will be contacted PRIOR to any change. **All discrepancy between original documents and/or ballot PDFs and the website must be properly logged into the appropriate Fix Tracker Spreadsheet.**

Website Proofing Checklist

Landing Page

- ☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements
- ☐ All text provided by the customer for landing page, voting instructions, printing the ballot, returning the ballot, frequently asked questions, accessibility, etc. have been checked for accuracy
- ☐ Elections dates verified (opening, closing, returning the ballot, etc.)
- ☐ Confirm links changes color and/or underline appears when hovering
- ☐ Navigation menus expand on hovering
- ☐ Click each navigation tab to verify appropriate page is displayed
- ☐ All external links (such as to the County Board of Elections website) open to the specific page referenced (Navigation and logo links (e.g. My Vote, Ballot Tracker)
- ☐ Verify each link opens as a pop-up window (not a new tab), and link is to the appropriate language version of that page, when applicable
- ☐ Text size change buttons function properly
- ☐ Red language links change to appropriate landing page language
- ☐ Access period for the election is correctly stated at the bottom of the page
- ☐ Voter selection buttons to begin voting link to the correct version of the election (live/test, BAL/UOCAVA/Non-UOCAVA)

NOTE: Due to the structure of the landing page "suite", these links must be checked on every single page change. Double-check that links (whether internal or external sites) not only open the appropriate page, but also that they all stay within the same election (e.g., clicking "Home" from the "Contact" page for a November General Election does not send you to the home-page for that client's August Primary Election.

Authentication Page

- ☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements
- ☐ Authentication page text matches the language provided by the client
- ☐ Confirm links changes color and/or underline appears when hovering
- ☐ All links open to the specific page referenced
- ☐ Links to help pages open to "context" specific instructions
- ☐ Verify each link opens as a pop-up window (not a new tab), and, when applicable, link is to the appropriate language version of that page
- ☐ Credential fields request appropriate data
- ☐ Instructions are clear and reference buttons correctly
- ☐ Credentials provided allow access to ballot pages
- ☐ Incorrect credentials provides error message
- ☐ Blank credentials provide error message
- ☐ Error message provided in correct language

Election Website and Ballot Proofing Checklist

Ballot Pages

- ☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements
- ☐ Verify "Skip to Blank Ballot" or "Hand Mark Blank Ballot link is present on the page (except Pierce County, WA)
- ☐ Ballot page instruction text matches the language provided by the client
- ☐ Confirm links changes color and/or underline appears when hovering
- ☐ All links open to the specific page referenced
- ☐ Links to help pages open to "context" specific instructions
- ☐ Verify each link opens as a pop-up window (not a new tab), and, when applicable, link is to the appropriate language version of that page
- ☐ Instructions are clear and reference buttons correctly
- ☐ Page arrows are present on left and right side of the ballot content when page scrolling is necessary
- ☐ Confirm "End of Ballot" is displayed AFTER all contests on page

See *Ballot Content Proofing Checklist* section below for detailed instructions on ballot layout, content, and ballot style verification

Vote Summary Page

- ☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements
- ☐ Voter Summary page instruction text matches the language provided by the client
- ☐ Confirm links changes color and/or underline appears when hovering
- ☐ All links open to the specific page referenced
- ☐ Links to help pages open to "context" specific instructions
- ☐ Verify each link opens as a pop-up window (not a new tab), and, when applicable, link is to the appropriate language version of that page
- ☐ Instructions are clear and reference buttons correctly
- ☐ "Change selection" links are present for each contest and, when selected, return to the appropriate contest

Ballot Print Page (continued)

- ☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements
- ☐ Transcriber Barcode is present
- ☐ Precinct, Precinct Portion (WA), Precinct Split (all other states), and/or Ballot Style are present
- ☐ Confirm that King County is the ONLY ballot that displays the Sequence number
- ☐ Ballot Print page instruction text matches the language provided by the client
- ☐ Confirm links changes color and/or underline appears when hovering
- ☐ All links open to the specific page referenced
- ☐ Links to help pages open to "context" specific instructions
- ☐ Verify each link opens as a pop-up window (not a new tab), and, when applicable, link is to the appropriate language version of that page
- ☐ Instructions are clear and reference buttons correctly
- ☐ Preview of the printable ballot displays properly
- ☐ When PRINT and SAVE buttons are present (not Download and Print My Ballot), the ballot preview below will include the ballot package documents. Confirm the image is also displayed (e.g., voter affidavit, envelope label), image links correctly (i.e., no broken image)Each button function properly (test each, e.g. Download and Print My Ballot, Print, Save, Exit, etc.)
- ☐ If PDF was generated, it downloads, or a functional link is provided
- ☐ Following PDF generation or link to download PDF, you are forwarded to the Voting Session Complete page
- ☐ Exit (or Finish) – voter sent to Voting Session Complete page

NOTE: Buttons on this page should function as follows

- Download and Print My Ballot – PDF ballot and ballot package are downloaded for view and print
- Print – Ballot and ballot package are sent to printer
- Save - PDF ballot and ballot package are downloaded for view, save, or print

Election Website and Ballot Proofing Checklist

Voting Session Complete Page	Multi-languages Election Websites
☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements ☐ Voting Session Complete page instruction text matches the language provided by the client ☐ Confirm links changes color and/or underline appears when hovering ☐ All links open to the specific page referenced ☐ Links to help pages open to "context" specific instructions ☐ Verify each link opens as a pop-up window (not a new tab), and, when applicable, link is to the appropriate language version of that page ☐ Instructions are clear and reference buttons correctly ☐ Survey link opens Survey page as pop-up window (not new tab) Logout button logs you out and returns you to appropriate page (first page i.e., landing page, or authentication page, whichever matches the original site URL)	☐ All checklist items above should be repeated to verify that all pages delivered maintain the selected language text ☐ Additional Everyone Counts web applications provided to voters through this website must also be confirmed (Service Voter, Overseas Voter, Domestic Voter, Ballot Address Locator, FPCA, etc.)
Survey	**Multiple Browser Testing**
☐ Ensure CSS and images have all loaded properly, with no broken images or mis-formatted design elements ☐ Survey page instruction text matches the language provided by the client ☐ Survey is for current election ☐ Instructions are clear and reference buttons correctly ☐ Dropdown selections function properly, radio buttons toggle, and text entry boxes take text as expected ☐ Survey is free of any previous test data ☐ Submit button closes the survey, directs to the "thanks you for participating" and returns the message to close your browser ☐ Original window (voting session complete) should now be closed and the original election website page should be displayed (first page i.e., landing page, or authentication page, whichever matches the original site URL)	Repeat above testing in multiple browsers for compatibility ☐ Chrome ☐ Firefox ☐ Internet Explorer ☐ Safari **NOTE:** For Internet Explorer, use developer tools (F12) to change browser mode and test older versions as well. Test using multiple platforms, if available ☐ Mobile phone ☐ Tablet ☐ Windows ☐ MacOS.

Ballot Content Proofing Checklist

Proofing the Online Ballot

- ☐ Confirm correct precinct and ballot style are presented according to credential entered
- ☐ For Washington election websites, confirm voter verification data is correctly displayed and matches credential entered
- ☐ Election ballot title must include: "Name" County, State", type of election, election date, and included on each page (and is correct on each page)
- ☐ The election ballot title information is bold and larger than the ballot content text
- ☐ Election title must include Official "election type" Election Ballot (election type = General, Primary, Special, Coordinated) as displayed on the county provided PDF ballots
- ☐ Instruction text matches the language provided by the client. If there are write-in candidates on the ballot, make sure the write-in instructions are included. If no write-in instruction if no write-in responses

Verify on EVERY Ballot Style

- ☐ Verify jurisdiction headings are in place, are correctly listed, and are contained in a shaded 'box' on their own (jurisdiction headings include titles such as; Federal, State, County, City of…, School Districts, Judicial, Special Purpose Districts)
- ☐ Ballot content (headers, contest names, terms, party, and vote for text) are displayed exactly as provided by the customer on the sample ballot PDF
- ☐ Ballot headers, contests/questions, and candidates are in the correct order on each ballot style
- ☐ Each header, contest, ballot question, and candidates are proofed using the customer provided sample ballot PDF (data is entered only once regardless of how many ballot styles it appears on. You need only verify text and formatting one time)
- ☐ Special terms (X year term), number to voter for (vote for one (or more)), and party preference or affiliation is included and correct for each contest/question and candidate
- ☐ Verify ovals/boxes/arrows align with each response
- ☐ Write-in response is present, where applicable
- ☐ Precinct, Precinct Split (or portion) are displayed and correct on the print page and PDF ballot package
- ☐ When used, Ballot Style or Ballot Type is displayed and correct on the print page and PDF ballot package

NOTE: You MUST track these details from initial ballot page, to vote summary, to print page, to final ballot print-out. The text and order must match the provided sample PDF ballot from the customer.

Ballot Functionality Testing

Candidate selection demonstrates correct behavior

- ☐ Overvoting not allowed
- ☐ No choice accepted
- ☐ Multiple choices allowed for contest with a vote for more than one (vote up to listed number of candidates but no more)
- ☐ Write-in response accepts text
- ☐ Deselecting the write-in removes name entered
- ☐ Vote summary page accurately reflects selections
- ☐ Selecting "Change Selection" delivers you back to correct contest on ballot page
- ☐ Selecting "Skip to Blank Ballot" or "Hand Mark Blank Ballot link forwards to print ballot page
- ☐ Transcriber Barcode is present on preview and PDF ballot
- ☐ Transcriber Barcode scans properly with contains correct selections, data fields, and is presented in the proper order
- ☐ Preview of the printable ballot displays properly, in the proper order
- ☐ When PRINT and SAVE buttons are present (not Download and Print My Ballot), the ballot preview below will include the ballot package documents. Confirm the image is also displayed (e.g., voter affidavit, envelope label), image links correctly (i.e., no broken image)
- ☐ Each buttons function properly (test each, e.g. Download and Print My Ballot, Print, Save, Exit, etc.)
- ☐ If PDF was generated, it downloads, or a functional link is provided
- ☐ Following PDF generation or link to download PDF, you are forwarded to the Voting Session Complete page
- ☐ PDF Printout matches screen version of ballot content and is correct order as provided on the customer ballot sample PDFs
- ☐ Ballot Package documents which contain dynamic data (voter name, address, etc. from tt2 files) include correct voter information

Glossary

Primary - In most cases, an election held to determine which candidate will represent a political party in the general election. During presidential election years, voters in primary elections may also select delegates to presidential nominating conventions. Some states have an "open primary", while others have a "closed primary". Sometimes elections for nonpartisan offices and ballot issues are held during primary elections.

Closed Primary - A primary election in which voters receive a ballot listing only those candidates running for office in the political party with which the voters are affiliated, along with nonpartisan offices and ballot issues presented at the same election. Usually, unaffiliated voters are permitted to vote only on nonpartisan offices and ballot issues. In some cases, one or more political parties within a state may allow unaffiliated voters to choose to vote in their party's primary.

Open Primary - A primary election in which voters, regardless of political affiliation, may choose in which party's primary they will vote. Some states require voters to publicly declare their choice of party ballot at the polling place, after which the poll worker provides or activates the appropriate ballot. Other states allow the voters to make their choice of party ballot within the privacy of the voting booth. Voters also are permitted to vote on nonpartisan offices and ballot issues that are presented at the same election.

Top 2 Primary - A primary election in which all candidates for elected office run in the same primary regardless of political party. Under this system, the top two candidates who receive the most votes advance to the general election. A second round of voting is only necessary if no candidate receives an overall majority. However, there is no separate nomination process for candidates before the first round, and parties cannot thin the field using their own internal processes (such as a convention). Similarly, it is entirely possible that two candidates of the same party could advance to the second round

General - An election in which voters, regardless of party affiliation, are permitted to select persons to fill public office and vote on ballot issues. Where the public office may be filled by a candidate affiliated with a political party, voters choose among the nominees of political parties and, as permitted by state law, unaffiliated candidates.

Runoff - The two-round system (also known as the second ballot, runoff voting or ballotage) is a voting system used to elect a single winner where the voter casts a single vote for their chosen candidate. However, if no candidate receives the required number of votes (usually an absolute majority or 40-45% with a winning margin of 5-15%), then those candidates having less than a certain proportion of the votes, or all but the two candidates receiving the most votes, are eliminated, and a second round of voting occurs.

Special- A "special election" means any election that is not a general election and may be held in conjunction with a general election or primary. A special election is also held to fill a political office that has become vacant between regularly scheduled elections.

Precincts- An administrative division representing a contiguous geographic area in which voters cast ballots at the same polling place. Voters casting absentee ballots may also be combined into one or more administrative absentee precincts for purposes of tabulating and reporting votes.

Split Precinct – A precinct containing more than one ballot format because the contiguous geographic area served by the precinct has been split by crossing election district boundaries. Also referred to as a precinct portion.

Districts - A contiguous geographic area represented by a public official who is elected by voters who live within the district boundaries. The district may cover an entire state or political subdivision, may be a portion of the state or political subdivision, or may include portions of more than one political subdivision.

Customer Job Spec

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Customer Name:	**El Paso County, Colorado**	County ID	**21**
Election Title and Date	**2013 Coordinated Election**	Election Open Date	**September 20, 2013**
		Election Open Time	**8:00 a.m. MT**
		Election Close Date	**November 5, 2013**
		Election Close Time	**7:00 p.m. MT**

Contact	Title	Phone	Email
Liz Olson	Election Manager	(719) 520-6222	lizolson@elpasoco.com
Jace Richards	Sr. Election Specialist	(719) 520-7094	JaceRichards@elpasoco.com
Jeff Weston	Assistant Election Manager	(719) 520-6226	jeffweston@elpasoco.com

Eligible Voters for THIS election

UOCAVA Voters

Number of eligible registered UOCAVA Voters	5345					
Expected website turnout	**1000**					
Acceptable Ballot Return Options	Mail	**X**	Fax	**X**	Email	**X**
Wet signature required on forms?	Yes	**X**	No			

Customer Data Specifics

Required languages for ballots?	English											
Election Management System (EMS)	Unity		GEMS	X	BOSS		GEMS		BPS		Other	
EMS Service Provider	ES&S				Hart		Dominion					
Do you program your own voting system?	**Yes**	If NO, who programs for you?										

Type of voting system used? (Accuvote, Ballot Now, M100, 650, Optec, iVotronic, eSlate, etc.)

Paper	Accuvote OS	DRE	Accuvote TSX	Other

Customer Job Spec

eLect Online Ballot Delivery Website Options

County Page Banner

Hosting Location:	**USA**	Local		Everyone Counts	**X**	URL	https://govotecolorado.everyonecounts.com

eLect Online Ballot Delivery	**X**	Ballot Address Locator	**X**	eLect Notify	
Transcriber	**X**	BOD Vendor	**Runbeck**	eLect Report	**X**

Transcriber Barcode Data

\version **1.2**	Precinct	Split	Ballot Style:	Unique Sequence No.	remake-type:	Contest /Candidate ID

Voter Ballot Return and Contact Details

County Website URL	http://car.elpasoco.com/Pages/default.aspx
Phone	**(719) 520-7094**
Voter Ballot Return Information	
Address	**1675 Garden of the Gods Rd. Suite 2202** **P.O. Box 2007** **Colorado Springs, CO 80907 / 80901**
Fax Number	**(719) 520-7327**
Email Address	**uocava@elpasoco.com**

Additional Information

State of Colorado 2012 General Election Recap

General Information

Client:	Adams County, Colorado
Election Title:	2012 General Election
Election Open:	September 21, 2012 @ 5:00pm MT
Election Close:	November 6, 2012 @ 7:00pm MT

Solutions Used

Platform:	eLect Today eLect Transcriber Ballot Address Locator
Add-ons:	eLect Report

Election Stats

Total Eligible Voters:	749
Total Voter Usage:	450
Total Survey Responses:	59

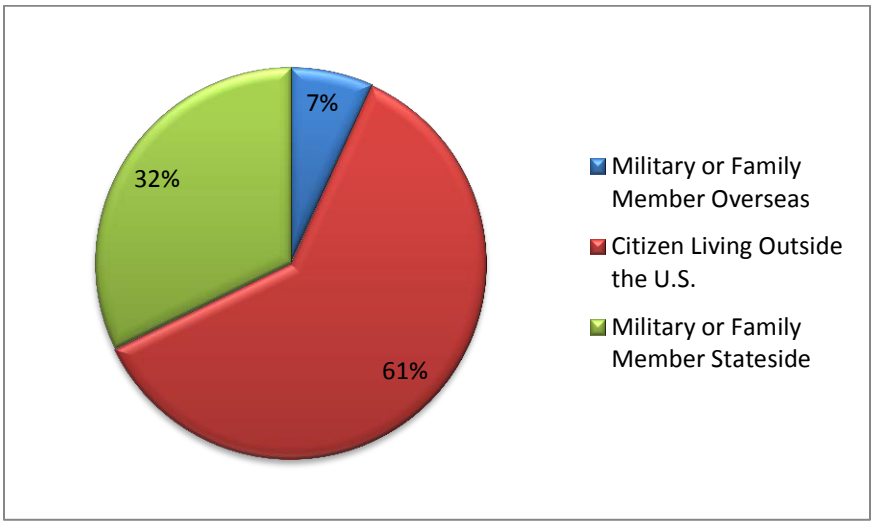
Adams County, CO 2012 General Election

User Survey Results

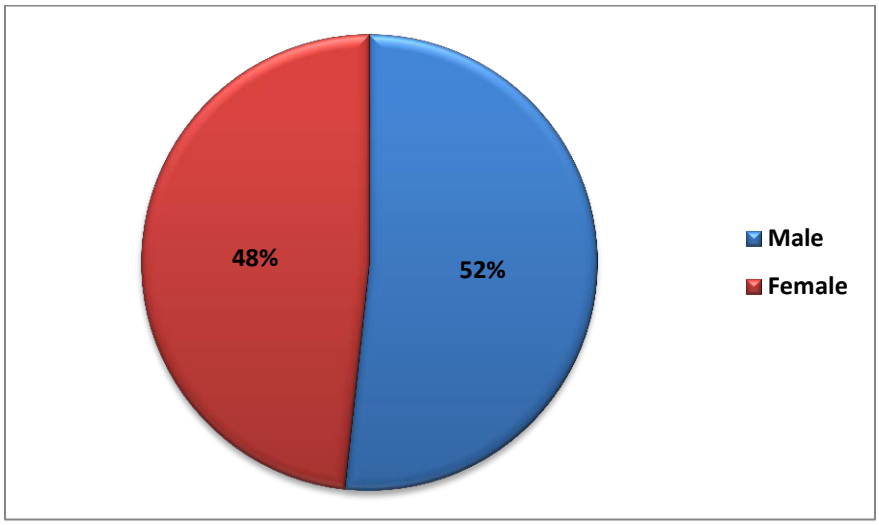
Section 1: Charts and Graphs

# of Respondents: 59

I am:

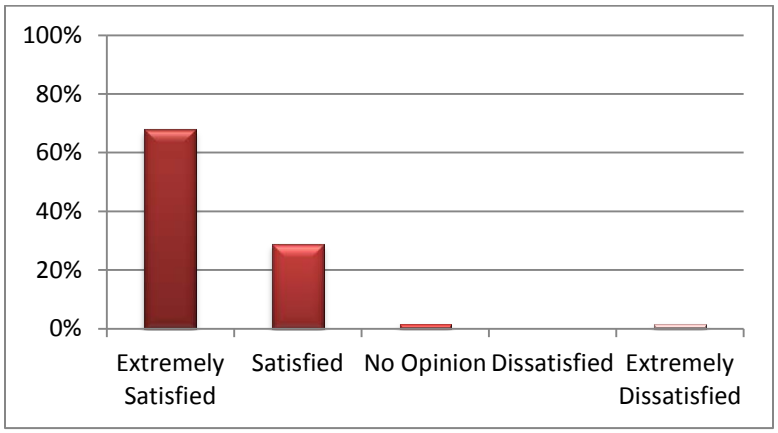


Gender:

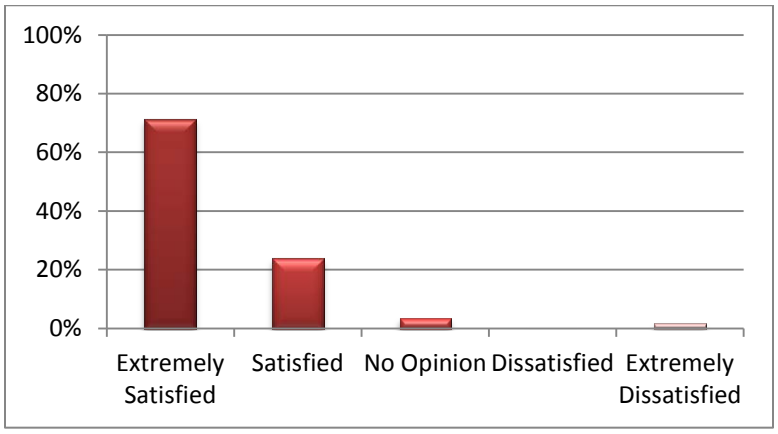


On a scale of 1 to 5 where 1 represents "Extremely Dissatisfied" and 5 represents "Extremely Satisfied", please rate the following:

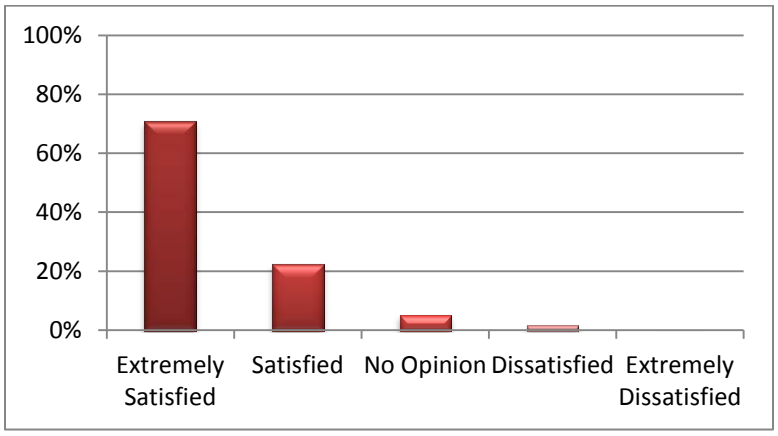
- *Overall user-friendliness of the online ballot marking program for accessing and marking your ballot*



- *Ease of selecting candidates?*

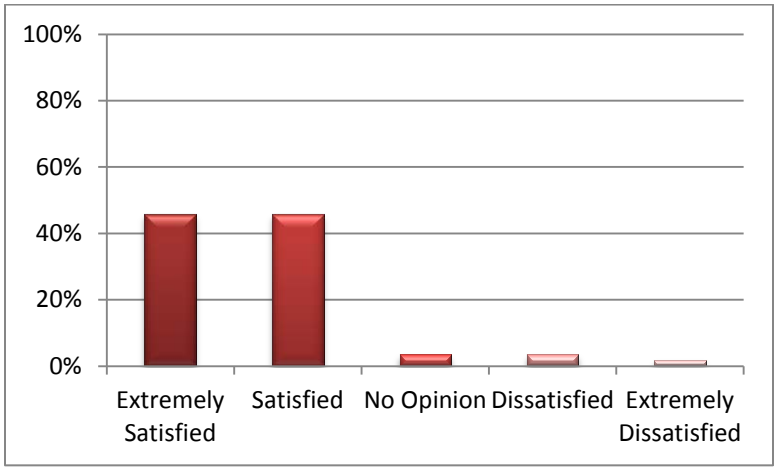


- *Ability to review/change selections before submitting*

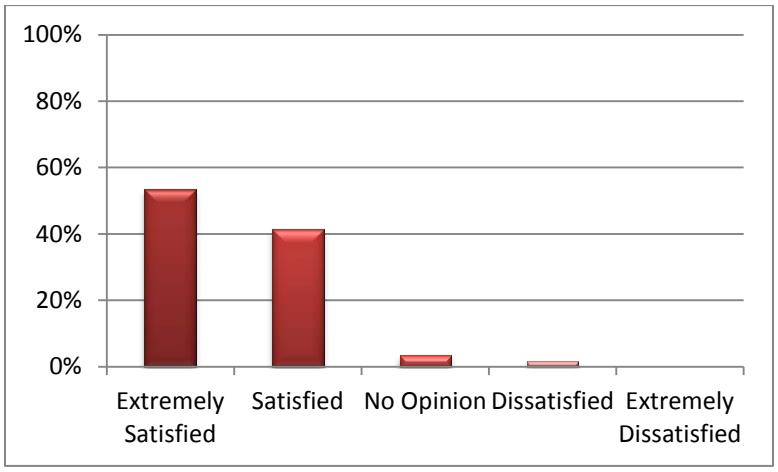


On a scale of 1 to 5 where 1 represents "Extremely Dissatisfied" and 5 represents "Extremely Satisfied", please rate the following:

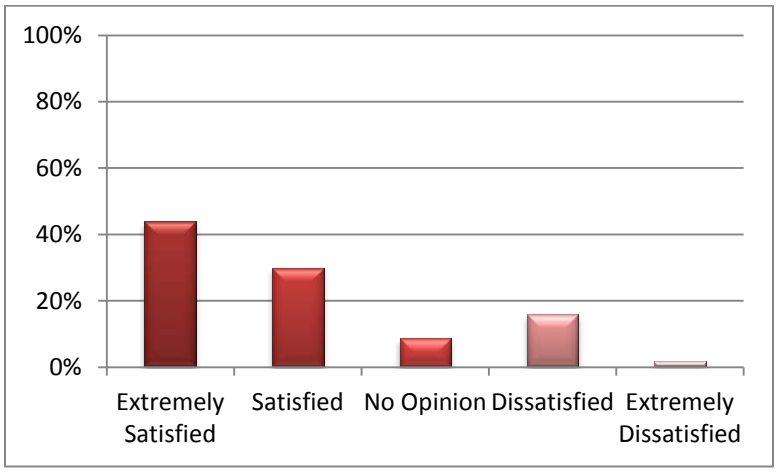
- *Login/Authentication process*



- *Printing or saving ballot*

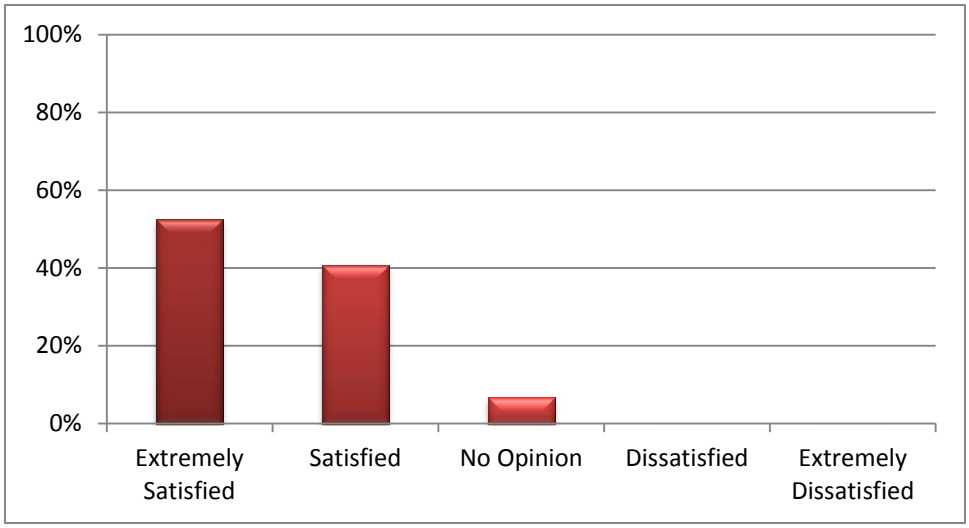


- *Instructions for returning ballot*

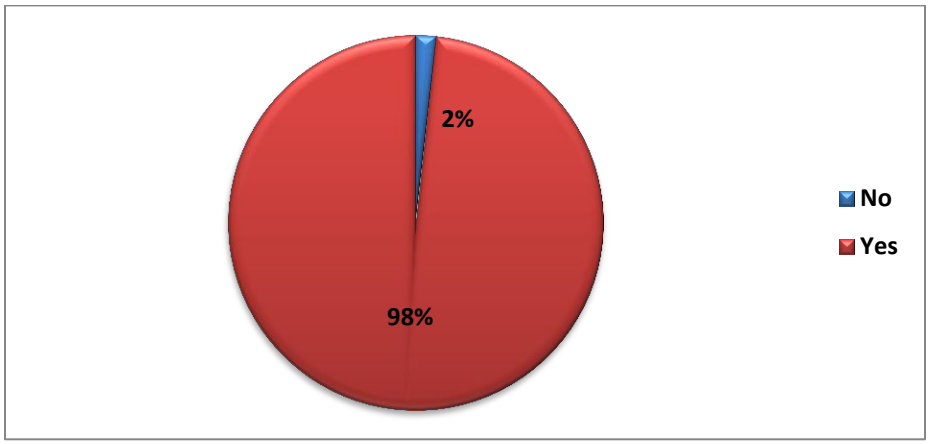


On a scale of 1 to 5 where 1 represents "Extremely Dissatisfied" and 5 represents "Extremely Satisfied", please rate the following:

- *Ballot Appearance*



Would you use the online ballot marking tool again if offered in future elections?



Section 2: User comments

Note: all comments below are reproduced exactly as they were entered by the voters.

How did you learn about the online ballot marking program?

- Adams County
- Adams County Clerck Ms.Dora Meyer
- Adams county representative Dora Meyer got in touch with me. Thank you Dora!!!
- An email that I received.
- Armed Forces Network
- Colorado State website.
- Diplomatic Post Office spread word to use this service.
- email
- email
- Email from Adams County Election Office
- Email from the Colorado Secretary of State
- email notice
- Emails from the Adams County Elections Office
- Federal Voter Assistance Program
- friend
- friend via social media
- From calling elections office
- From Colorado Secretary of State
- From my mother and wife who are also currently residing outside of the US.
- From the adams county clerk
- From the US Embassy here in South Africa
- FVAP
- Google.
- govotecolorado.com
- I called the elections commission to see how I could vote since I can't receive any mail where I will be overseas.
- I contacted the Adams County Clerk, Dora ____ who instructed me as to what to do and emailed me the ballot information.
- I contacted the Colorado Department of State.
- I did a google search and found www.sos.state.co.us/ website and followed the links to register and vote.
- i got an email
- I received an email notifying me of the online ballot program from Dora Meyer of the Adams County Election Office.
- I registered to vote and marked myself as an overseas voter and the county notified me of the option.

- I was e-mailed the link to the website.
- I went on the website to learn how I could make sure I had the opportunity to vote in this election. Completed the identification process and was sent an email link.
- learned about it wile I was registering to vote online
- Make a request for an absentee ballot.
- Message from the U.S. Embassy in Japan alerting me to several states offering online balloting and that Colorado, my home state, was one of them.
- My Country Clerk
- My county clerk
- My voting officer
- My wife contacted the local office back in Colorado
- Online ...
- Read about it on a link from the Adams County web site.
- registration.
- Secretary of State website
- Sorry, don't remember
- state of colorado website
- Through Dora Meyer, an Election Specialist with Adams County.
- through the county voting website
- Through the Federal voting site
- Through the military and state Representative e-mail updates.
- Through UOCAVA registration.
- vovtingabroad.org
- websearch
- When I informed Adams county that we would be living outside the country, but would like to remain voters in Adams County.
- When I registered to vote this year the option to sign up for online was given. It's very convenient.
- When I went online to register to vote.
- where i work

What aspects of the online ballot marking program do you think could be improved for future use?

- Ability to change elections.
- Actual electronic submittal.
- Allow right ins for elected offices that only have one choice to vote for.
- As a citizen living in a foreign country it is difficult to vote on some items as not enough background is known

- "As an electronic voter, how do I know that my e-vote has been accepted or recognized? Also, is there some type of confirmation I will receive to know that you have my ballot? It seems that this could be explained better."
- "Before you can start the ballot I would prefer a few mandatory instructions screens that tells you that you will need to print to complete the voting."
- being able to save and restart filing of the ballot
- Both the option to print and the option to save the completed ballot. If save is selected, you cannot go back in the program to print; i understand you can print from the saved .pdf as well. It would add to the process.
- "can't find email/fax cover sheet"
- Completing the request for online ballot marking were confusing due to the Official Federal Write-in Absentee Ballot information. It would be clearer to state part 1 = register for absentee ballot and part 2 = Write-in information. Two parts would clarify that both are not required.
- "Electronic Signature option so that printing the ballot is not necessary. I don't have a printer!!"
- Good program. Keep it the same no changes at this time.
- I am confused as to whether my ballot was submitted. When I went to save the ballot, it directed me to a page that is entitled "Voting Session Complete." I feel like there should be some sort of "Submit" button to finalize the election transaction.
- I don't have ready access to a printer, so that is going to be difficult but not impossible. I'm not too sure about scanning it, still have to see how easy that is.
- I don't see anything that needs immediate improvement. I just think it is an excellent service to provide to voters of any type. We should make elections as accessible as possible and try to free the election process from politics of any kind.
- "I had issues with the authentication initially. I emailed Dora Meyer, elections specialist with Adams County who verified my profile for me. Tried after receiving her response using the same information and it worked. Not really sure what happened the first time when I tried. "
- I still have no idea if my ballot is in the system and will be counted. There should be some kind of confirmation email sent out, like when you make hotel reservation.
- I think an online voting feature should be implimented if possible for the people who may not have access to a printer/fax machine/scanner.
- I was a little unclear on faxing instructions and whether the ballots had to be both faxed and a hard copy sent. The font on the fax cover was small and hard to read.
- I was looking for the approriate email address to send back my ballot and could not find it. Maybe I overlooked. In my search for it I pushed the "Back" button on the browser and the web page disconnected. There should be a way to prevent this action by giving me a notice not to use the browser buttons. Now I will try to log in again to find what I need. Now, I am uncertain if I can email my ballot or not.
- It seems silly to me to have to print out the entire ballot, just to get the signature sheet; and then have to scan the entire thing back into a document that could be emailed, when it is already ready for emailing save the signature sheet. There must be some way to get at the

signature sheet separately for signing so that only the one page has to be scanned and attached with the email submission. That's my only criticism. The rest of the process was easy, and I'm really glad I am able to cast my vote. I'm really glad that, on the overall, it can be emailed in and doesn't have to depend on the vagaries of postal mail if email is available. That's terrific! :-)

- It was entirely useless to print, sign, then re-scan the ballot. I am in an exercise in South Korea and am unable to print or scan anything for the past week and I am unable to submit my ballot. I sure hope everyone back in the states is enjoying the opportunity to vote while the incredible inconvenience is stopping me from participating. Thanks.
- It would be nice if we didn't have to print and mail it. Some form of online verification would be great.
- "It would be nice to have a link to a webpage outlining the issues- especially the amendments. Living outside the country makes it difficult to follow these issues or really understand what both sides of an issue are. When we lived in Colorado Springs, a booklet with this information was mailed to voters. Not sure if Adams County does this, but I find it helpful in making better informed decisions."
- let more people know about this possibility.
- Links to useful, non-partisan information about candidates and ballot measures. Not sure how to do that.
- login directions were a little confusing
- More simplicity / specificity as to what pages or have the pages required to send somehow marked!!! This would help a lot because it is a little confusing
- N/A
- None. Well done. Thank you.
- "On the screen where it says 'you must select save or print prior to selecting finish' - once you select either save or print, then you don't need to select finish. It automatically finishes the process. That is just very slightly confusing, since then there is no opportunity to click 'finish'. "
- Once I saved the ballot, I wanted to go back and print, but realized you could not if you saved first. After that, I had voted so I could not re-access my ballot. That was unfortunate, but I wish it was made clearer I should PRINT first, then SAVE. I was worried about saving my work first, like you would any document on a computer just in case power cuts or crashes, and so I did that thinking I would still have the option to Print after ...
- Saving as a pdf then just emailing the pdf.
- The returning instructions were unclear. It said to sign the Instructions in addition to the two affidavits and there was nowhere to sign the Instructions. I signed all places where indicated and sent back all pages. It is important for it to be clear to voters so that their votes count.
- the vote review should provide more information about the amendments voted for.
- Think it is very good
- When it comes to the decisions, it would help if there was a better description of the issues that are being voted on.

- "You might want to allow for users of the system to be able to both print and save/download prior to moving/forcing them to the Finished page. There was a bit of concern/consternation when I selected ""save"" and the download process did not complete for a longer than expected time. It made me worry that the download might be interrupted (which can happen in a developing country due to spotty internet access). I was worried that if it was interrupted, I might not be able to re-save or even print. My fears were unfounded since the save/download was successful, but it still made me wonder what would have happened if I had selected to save/download and then was unable to through an external occurrence."

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

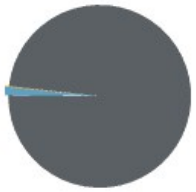
- A great alternative for those outsidethe state and with little time.
- Couldn't change my elections.
- Electronic signature vice hardcopy printining and signing, then scanning documents would be preferred.
- Enjoy the fact that Colorado now has a way for Soldiers whom are residents of Colorado to vote when assigned outside of the state of Colorado. Now I hope that when my ballot is recieved my voice will be counted.
- Everything was great except learning the positions of many of the candidates who were not labeled with a Party (Rep or Dem) or a general position such as conservative or liberal. I went online to research the Judges and it was very difficult to find their track record. I understand not branding them as either a Republican, Democrat or other affiliation; but at least make the research easier to attain when making a decision on how these judges commonly rule on issues. Same goes for the RTD candidates. I know this may not be within your control but perhaps you know who to pass this message to. As a result of the lack of transparency, I decided to rule against Retaining most of the judges because it revealed to me their unwillingness to illustrate their stances on issues - thus breeding a lack of trust.
- excellent tool for military
- extremely happy to have had the option
- Great experience! Thank you for setting up this option for those of us living outside the US.
- I think this is a great tool, especially for me living abroad. It is very complicated to receive and send back a mail-in ballot. I understand there are security issues with this system, however, it has been convenient and easier than going to a voting booth! VERY SATISFIED!
- I think your submission instructions are poor. You need to label the pages, and separate the instructions more clearly in terms of how a voter is returning his ballot. I am mailing mine, but it appears I have to fill out and return sections, or a page, applicable only to email or fax returns. I also suggest ONE SIGNATURE, I don't need the practice signing my own name.
- I would prefer to vote as in the past if I were in the United States at the time of the election, but this is very nice.
- I would prefer to vote on election day and in the future if I am in the country, I will choose that option. However, this was very easy and not too many more steps to return my vote. Thank you for making me feel like I still count outside of the country.

- I would use the online tool again if I were overseas. I would not use it if I were in Colorado or could use the normal mail in (as opposed to absentee) ballot.
- If I already login and verify my credentials, why the hell do I need to print it, sign it, then re-scan it?! I should just be able submit it over the website.
- It was easy enough to access and I'm glad this system is worked out and available.
- Maybe instead of printing and signing we can digitally sign our ballots by using the same system the military uses, CAC authentication pins and digital signatures.
- N/A
- No other comments.
- Thank you for providing this service for those of us working abroad.
- Thanks for making it easy for Citizen living abroad.
- Very much appreciate the ease of voting online versus the hassle of mail- or fax-in ballots from abroad. Thank you!

Summary

Job ID: 92798
Name : King Country 2013 General Election Reminder
Subject : King Country 2013 General Election Reminder
Date Sent: 11/1/2013 10:36 AM
Total Sent: 9,592
Lists : King Reminder 11.1 (9,592 sent)

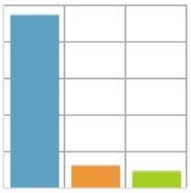
Send Performance



Delivery Rate: 98.353%

Total Bounces:	158
Hard Bounce:	142
Soft Bounce:	12
Block Bounce:	4
Delivered:	9,434

Open Performance



Open Rate: 9.423%

Delivered:	9,434
Total Opens:	1,188
Unique Opens:	889

Inbox Activity

Viewing : Current Activity

	Total	Unique	
Opens	1,188	889	9.423%
Clicks	105	93	0.986%
Forwards	0	0	0%
Conversions	0	0	0%
Surveys	-	0	0%
Unsubscribes	-	1	0.011%

Inbox Activity

Viewing : Activity Over Time

- ☑ Opens
- ☑ Clicks
- ☑ Forwards
- ☑ Conversions
- ☑ Surveys
- ☑ Unsubscribes

Update Grid

Colorado Project Plan - 2013 Coordinated Election

Task Name	Duration	Start Date	End Date	Predecessors	% Complete	Assigned To	Comments
Colorado November 2013 Coordinated Election	19	08/19/13	09/12/13		31%		
Election Kick-Off Meeting	1	08/28/13	08/28/13				
Customer Spec Sheet Updates	7	08/28/13	09/05/13		0%		
Election features, functionality, and requirements finalized	0	08/28/13	08/28/13	2SS	0%	Everyone Counts	
Elections Specs documented on Job Spec	0	08/28/13	08/28/13	2SS	0%	Everyone Counts	
Provide State with Customer Job Spec for review, edit and approval	0	08/28/13	08/28/13	2SS	0%	Everyone Counts	
Provide Counties with Customer Job Spec for review, edit and approval	0	08/30/13	08/30/13	2FS +1 day	0%	Everyone Counts	
Transcriber configuration details	0	08/30/13	08/30/13	7SS	0%	Everyone Counts	
Customer reviews and edits Customer Job Spec form	2	09/03/13	09/04/13	6, 7FS +1 day	0%	Counties, State	
Customer Returns completed Customer Job Spec	0	09/05/13	09/05/13	9	0%	Counties, State	
Project Plan	4	08/27/13	08/30/13		0%		
Election timelines and deliverable dates set	0	08/27/13	08/27/13		100%	Counties, Everyone Counts	
Deliver Project Plan to Customer for review	0	08/28/13	08/28/13	2SS	0%	Everyone Counts	
Changes to Project Plan agreed with Everyone Counts and updated	1	08/28/13	08/28/13	13SS	0%	Counties, Everyone Counts	
Final Project Plan provided to customer	0	08/29/13	08/29/13	14	0%	Everyone Counts	
Customer Project Plan approval and signoff	0	08/30/13	08/30/13	15	0%	State	
Website server deployment	12	08/19/13	09/03/13		100%		
Election server deployed	10	08/19/13	08/30/13		100%	Everyone Counts	
Quality Assurance Test pass on election server	1	09/03/13	09/03/13	18FS +1 day	100%	Everyone Counts	
URL and redirects set up	1	08/27/13	08/27/13		100%	Everyone Counts	
URL and redirects tested from external service	1	08/27/13	08/27/13	20SS	100%	Everyone Counts	
Website setup	16	08/19/13	09/09/13		23%		
Create author for new election	1	08/19/13	08/19/13		100%	Everyone Counts	
Create new election applications	13	08/20/13	09/05/13	23	15%	Everyone Counts	
Create FPCA application	13	08/20/13	09/05/13	24SS			
Rename resource file names (HTML, CSS, Images, Message files)	9	08/20/13	08/30/13	24SS	50%	Everyone Counts	
Update election application escript to reflect new election requirements	14	08/20/13	09/06/13	24SS	15%	Everyone Counts	
Update HTML resources with new application IDs, resource numbers and election titles	9	08/20/13	08/30/13	24SS	50%	Everyone Counts	Awaiting final move to VM for GoLive
Internal review of election applications	2	09/06/13	09/09/13	24	0%	Everyone Counts	
Website Language Text	15	08/24/13	09/12/13		8%		
Provide customer with website language text, if requested	11	08/24/13	09/06/13		13%	Everyone Counts	
Specific website language text provided	1	08/24/13	08/24/13		100%	Everyone Counts	
Customer updates website language text	10	08/26/13	09/06/13	32	10%	State	
Website language changes updated on election applications and HTML resources	8	08/26/13	09/04/13	33SS	10%	Everyone Counts	
Internal review of website text updates	2	09/05/13	09/06/13	34	0%	Everyone Counts	
Customer reviews required and requested updates	2	09/09/13	09/10/13	35	0%	State	
Final updates and/or corrections made to language text, if requested	2	09/09/13	09/10/13	36SS	0%	State	
Customer reviews and approves updated website language text	2	09/11/13	09/12/13	37	0%	State	
Ballot address locator setup	25	08/09/13	09/12/13		20%		
Schedule and update to BAL staging servers	2	08/09/13	08/12/13		100%	Everyone Counts	
Review updated resources on BAL staging server	1	08/13/13	08/13/13	40	100%	Everyone Counts	
Ballot address locator text provided to State	1	08/24/13	08/24/13		100%	Everyone Counts	
State updates BAL language text	8	08/26/13	09/04/13	42	15%	State	
State provides updated BAL language text	1	09/04/13	09/04/13	43FS -1 day	0%	State	
BAL language text updated and internal review completed	4	09/04/13	09/09/13	44SS	0%	Everyone Counts	
State reviews required and requested updates	1	09/10/13	09/10/13	45	0%	State	
Final updates and/or corrections made to BAL language text	1	09/10/13	09/10/13	46SS	0%	Everyone Counts	
State reviews and approves updated BAL language text	0	09/11/13	09/11/13	47	0%	State	
State provides street database files	1	08/30/13	08/30/13	42SS +5 days	0%	State	
Street data reviewed, imported, verified and QA tested	3	09/03/13	09/05/13	49FS +1 day	0%	Everyone Counts	
Schedule an update to move the resources from BAL staging server to production server	1	09/06/13	09/06/13	50	0%	Everyone Counts	
Review final resources on production server	1	09/06/13	09/06/13	51SS	0%	Everyone Counts	
Everyone Counts internal signoff on BAL readiness	1	09/09/13	09/09/13	52	0%	Everyone Counts	
FPCA setup	25	08/09/13	09/12/13		21%		

Task Name	Duration	Start Date	End Date	Predecessors	% Complete	Assigned To	Comments
Review updated FPCA resources on staging server	2	08/09/13	08/12/13		100%	Everyone Counts	
FPCA language text provided to State	1	08/25/13	08/25/13		100%	Everyone Counts	
State updates FPCA language text	8	08/26/13	09/04/13	56	15%	State	
State provides updated FPCA language text	1	09/04/13	09/04/13	57FS -1 day	0%	State	
FPCA language text updated and internal review completed	4	09/04/13	09/09/13	58SS	0%	Everyone Counts	
State reviews required and requested updates	1	09/10/13	09/10/13	59	0%	State	
Final updates and/or corrections made to FPCA language text	1	09/10/13	09/10/13	60SS	0%	Everyone Counts	
State reviews and approves updated FPCA language text	0	09/11/13	09/11/13	61	0%	State	
Schedule an update to move the resources from FPCA staging server to production server	1	09/11/13	09/11/13	62SS	0%	Everyone Counts	
Review final resources on production server	1	09/11/13	09/11/13	63SS	0%	Everyone Counts	
Everyone Counts internal signoff on FPCA readiness	0	09/12/13	09/12/13	64	0%	Everyone Counts	
Voter Management Readiness Testing	81	08/09/13	11/29/13		1%		
Voter file specifications finalized	1	08/09/13	08/09/13		100%	Everyone Counts	
Customer submits initial voter data file	1	09/09/13	09/09/13		0%	State	
Voter database file reviewed, imported, and QA tested	1	09/09/13	09/09/13	68SS	0%	Everyone Counts	
Everyone Counts internal signoff on Voter Management readiness	0	09/10/13	09/10/13	68	0%	Everyone Counts	
Certification of Ballot Content	0	09/09/13	09/09/13		0%	State	
Election Website Ballot Build	7	09/09/13	09/17/13		0%	Everyone Counts	
Election EMS data exports delivered	6	09/09/13	09/16/13		0%	Counties	
Review election setting configurations	1	09/09/13	09/09/13	73SS	0%	Everyone Counts	
EMS files reviewed and verified for completeness	4	09/11/13	09/16/13	73SS +2 days	0%	Everyone Counts	
EMS data imported into website application	4	09/11/13	09/16/13	75SS	0%	Everyone Counts	
Ballot data output reviewed, verified, and QA tested	5	09/11/13	09/17/13	76SS	0%	Everyone Counts	
Ballot mapping reviewed, verified, and QA tested	5	09/11/13	09/17/13	77SS	0%	Everyone Counts	
Review functionality of election features	5	09/11/13	09/17/13	78SS	0%	Everyone Counts	
Test credentials configured and prepared	4	09/12/13	09/17/13	79SS +1 day	0%	Everyone Counts	
Transcriber	16	08/30/13	09/20/13		0%		
Configure Transcriber barcode as required	0.5	08/30/13	08/30/13	7SS	0%	Everyone Counts	
Test barcode details and provide to customer	0.25	08/30/13	08/30/13	82SS	0%	Everyone Counts	
Test election built and provided to Runbeck	1	09/16/13	09/16/13		0%	Everyone Counts	
Runbeck reviews barcode and election data	5	09/16/13	09/20/13	84SS	0%	Runbeck, Everyone Counts	
Customer Review	5	09/16/13	09/20/13		0%		
Deliver production URL and test credentials to customer	4	09/16/13	09/19/13		0%	Everyone Counts	
Customer reviews website ballot data	4	09/16/13	09/19/13	87SS	0%	Counties	
Customer performs website functional tests	4	09/16/13	09/19/13	88SS	0%	Counties	
Election close message and time confirmed	0	09/20/13	09/20/13	89	0%	Everyone Counts	
Change requests provided, if applicable	4	09/16/13	09/19/13	88SS	0%	Counties	
Change requests processed	4	09/16/13	09/19/13	91SS	0%	Everyone Counts	
User Acceptance Test (UAT) document provided to customer	4	09/16/13	09/19/13	92SS	0%	Everyone Counts	
Customer approves election website and signs UAT document	4	09/16/13	09/19/13	87SS	0%	Counties	
Customer delivers UAT to Everyone Counts	4	09/16/13	09/19/13	94SS	0%	Counties	
Election website lock down	0	09/19/13	09/19/13	95FS -1 day	0%	Everyone Counts	
Voter Updates	50	08/28/13	11/05/13		0%		
Voter update schedule established and approved	0	08/28/13	08/28/13	2SS	0%	Everyone Counts, Pierce	
Final Voter file delivered	1	09/20/13	09/20/13		0%	State	
Voter file updates begin	33	09/20/13	11/05/13	99SS	0%	Everyone Counts, Pierce	
Election Go Live	8	09/19/13	09/30/13		0%		
Election opening time and date confirmed	0	09/19/13	09/19/13		0%	Everyone Counts	
'Live Voters' added to production website	0.25	09/20/13	09/20/13	99SS	0%	Everyone Counts	
Confirm test access period is closed	0.25	09/20/13	09/20/13	103SS	0%	Everyone Counts	
Confirm live access period is activated	0.25	09/20/13	09/20/13	102, 107SS	0%	Everyone Counts	
Confirm election applications are locked down	0.25	09/20/13	09/20/13	102	0%	Everyone Counts	
Election opens for voter access	0	09/20/13	09/20/13		0%	E1C, Counties, States	
Notify internal and external customers of website live status	0	09/20/13	09/20/13	102, 107SS	0%	Everyone Counts	
eLect Report	6	09/23/13	09/30/13		0%		

Task Name	Duration	Start Date	End Date	Predecessors	% Complete	Assigned To	Comments
Customer eLect Reporting site configured	4	09/23/13	09/26/13	107	0%	Everyone Counts	
Access credentials provided to customer	2	09/27/13	09/30/13	110	0%	Everyone Counts	
Election Website Open	33	09/20/13	11/05/13		0%		
Process daily voter files	33	09/20/13	11/05/13	107SS	0%	Everyone Counts, Pierce	
Provide customer daily voter upload activity reports	33	09/20/13	11/05/13	107SS	0%	Everyone Counts	
Election Website Close	1	11/05/13	11/05/13				
Election Website closes	0	11/05/13	11/05/13		0%	Everyone Counts	
Closed website notification emailed to customer	0	11/05/13	11/05/13	116SS	0%	Everyone Counts	
Election Recap and Survey Report	18	11/06/13	11/29/13		0%		
Final election reports configured	12	11/06/13	11/21/13	116	0%	Everyone Counts	
Election Recap and Survey Report delivered to customer	14	11/12/13	11/29/13		0%	Everyone Counts	

Election Checklist

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Election and Main Contacts

Customer / State

Main Contact	Phone	Email

Election Title	Open Date	Open Time	Close Date	Close Time

Customer Website URL

Election Type Ballot Deliver Ballot Submit

Election Administrator

Election Prep

Prepare and Provide to Customer

- ☐ Project Plan
- ☐ Customer Spec Sheet
- ☐ Website Change Request
- ☐ Website language text and Screen Shots (if requested)
- ☐ Ballot Packet Documents
- ☐ Voter Data Processing Schedule
- ☐ Voter Data Specification (King)
- ☐ eLect Notify Requirements
- ☐ Email Notification, Reminder, and Acknowledgement letters
- ☐ User Acceptance
- ☐ Voter Management Report

Request from Customer

- ☐ Street File Data
- ☐ Voter Data
- ☐ EMS Data
- ☐ Ballot PDFs

Setup Task

- ☐ Notify IT of need to open SFTP for customer
- ☐ Verify Time on eLect Server
- ☐ Update Website Language Text, as required
- ☐ Update Ballot Package Documents, as required
- ☐ Verify/proof language changes and Ballot Package documents and changes
- ☐ Import EMS data using Ballot Builder
- ☐ Verify/proof ballot mapping
- ☐ Add ballot data to customer/election Author Site
- ☐ Import Street Data using BAL
- ☐ Verify/proof BAL ballot mapping
- ☐ Prepare Voter Management for customer data
- ☐ Build Voter Test File

eLect Notify

- ☐ Language changes completed on all letters
- ☐ Test emails sent to internal contacts
- ☐ Test emails sent to customer
- ☐ Customer approval received on all email letters

Election Checklist

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Pre-Election Open

Transcriber Ballot Barcode Test

- ☐ eLect ballot PDFs from each application and access period
- ☐ Test and confirm scan outputs
- ☐ Save PDFs and Scan text to Box

Election Open and Close dates and times confirmed

- ☐ Confirm Landing Page Open time
- ☐ Verify Close date and time
- ☐ Close message proofed and verified
- ☐ Save close page image to Box

Election Open

☐ **Signed User Acceptance document received**

Confirm Access Periods

- ☐ All links are tested and verified
- ☐ Live access period activated
- ☐ Test access period is closed
- ☐ Verify BAL is pointing at correct apps
- ☐ Confirm election applications are locked down

Survey App Confirmed

- ☐ Test Submissions Removed
- ☐ Close Time Confirmed

Eligible Voters

- ☐ Live Voters' added to production website
- ☐ ALL voter files uploaded
- ☐ Total number of eligible voters confirmed

Email Voters

- ☐ Voters Notification emails sent
- ☐ Voter Reminder email scheduled and sent
- ☐ Voter Acknowledgements sent, when applicable

*** Test and Monitor the election daily**

Open Notifications

- ☐ Internal and External contacts notified

eScript and Resources saved to Box

- ☐ Export eScript/Resource Zip
- ☐ Election Survey
- ☐ Landing Page

External Monitoring

- ☐ IT Notified of Live URLs, election open and close dates, and number of potential voters
- ☐ Election monitoring setup

Create "Voter Test"

- ☐ Redirect to %self
- ☐ "XXXX" Survey Link
- ☐ Open Live Voter Test Access Period (## Test Access Period)

eLect Report

- ☐ Verify election is setup
- ☐ eLect Report credentials sent to customer

Election Open Completed By: _____

Election Open Verified By: _____

Election Checklist

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Pre-Election Close

Initial box when task is complete, date and complete name of assigned support personnel where indicated

Initial	Task
☐	Final eLect Notify Reminders sent to voters, if applicable _____ Date
☐	Scheduled on call support, if applicable
	Name: _____
	Name: _____

Close Time Verified

	Automated	Manual	English	Spanish	Chinese	Vietnamese	Hindi	Other	N/A
Voter Intro Page	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ballot Address Lookup	☐	☐	☐	☐	☐	☐	☐	☐	☐
Survey	☐	☐	☐	☐	☐	☐	☐	☐	☐

Close Message Verified

Close Page Message			☐	☐	☐	☐	☐	☐	☐
Close Page Links			☐	☐	☐	☐	☐	☐	☐

Election Checklist

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Election Close

Initial	Task
	Confirm election close successful on all apps
	Verify approved "Election Close" messaging appears when election URL is accessed
	Internal and external customers notified of successful close

Election Close Completed By: _____

Election Close Verified By: _____

Post-Election

Initial	Task
	Create Election Recap stats report
	Configure, format, and create Survey Results report
	Compile final eLect Notify and Voter Management reports, if applicable
	Final Survey and Election Recap report provided to internal and external customers
	Provide eLect Notify Billing Logs to Rick for invoicing
	Close down election VM after 2 weeks

Election Checklist

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Report and Notification Distribution Contacts			
Everyone Counts			
Name	**Title**	**email**	**Phone**
Karen Clakeley	VP Sales	Karen.clakeley@everonecounts.com	858-997-1559
Sheri Charleston	Director Professional Srv.	Sheri.charleston@everyonecounts.com	858-997-1399
Paul DeGregorio	Chief of Elections	paul.degregorio@everyonecounts.com	858.427.4674

Customer			
Name	**Title**	**email**	**Phone**

9.0 GENERAL QUESTIONS

1. What staff support from CDOS and counties do you envision needing during the implementation of the UVS in a county? Identify each resource by location (CDOS or county), role or responsibility, technical skills needed, suggested expertise in years, and any clarifying comments.

Everyone Counts' Response

Successful deployment of Colorado's Uniform Voting System will depend on a mutual understanding of current processes and the CDOS' objectives for the new voting system. For this reason Everyone Counts will engage with the CDOS in planning for this project in a collaborative manner. This planning will result in a detailed conversion and migration plan to incorporate the Everyone Counts eLect system into Colorado elections via a phased approach. It will also ensure that key milestones and risks are incorporated into our project risk management plan.

STATE SUPPORT REQUIRED DURING TESTING AND IMPLEMENTATION

To support the above efforts and ensure an ontime and on budget project, Everyone Counts will require a dedicated Project Manager from the CDOS. In Phase 1 CDOS and Everyone Counts will work together to group the counties into categories based on individual county demographics and data interfaces. We will also complete the first draft of the work process analysis and launch the site survey process of county locations and Voter Service Polling Centers. This will provide a more comprehensive Phase 1 project plan that may then be shared with all stakeholders of the project. The goal at this point is to ensure alignment and encourage collaboration.

If the State of Colorado provides a Web Service for eLect to look up and authenticate voters, there will be minimal, if any, daily tasks to complete once the initial setup is complete.

Phase 1: Proposed High Level Tasks	Owner
Agreement on Scope of Phase 1 gained - including counties to participate and new hardware planned for. Electronic Poll Book Integration underway with Score. Onsite pollcenter evaluations may be conducted by Everyone Counts at this time.	CDOS, SCORE Team, Everyone Counts
Phase 1 counties engaged in Kickoff call and sent the Customer Data Questionnaire. (Includes eLect Electronic Poll Book and VSPC eLect Voting System)	CDOS and Everyone Counts
Review, fill out Customer Data Questionnaire, and return to Everyone Counts	CDOS, Counties
Review Customer Data Questionnaire before follow-up call and complete a county based project plan matrix.	Everyone Counts
Project Planning call with Phase 1 Counties. Discuss additional specifics and schedule data delivery and testing dates. Discuss benefits and reduced efforts due to the UOCAVA set-up already needed.	Everyone Counts Project Manager, CDOS, Counties
Electronic Poll Book: Export SCORE data for each participating county and introduce administration process. Updates to the voter file may be uploaded by the State as desired through electronic poll book process. These updates will also link to the UOCAVA eligible voter database.	CDOS, Everyone Counts Counties serve as reviewer/approver for this first election.
Export ballot data from Election Management System (EMS) – or – Request data exports from EMS Vendor: Everyone Counts will provide instructions for exporting the necessary data for requirements. (Note: Counties familiar with process through existing UOCAVA ballots.)	Counties

Review EMS data files for conformity and process with import tool, address any open issues. Secure additional data if needed.	Everyone Counts and/or Counties
Import produces the following output files: ● Ballot style map, linking precincts and ballot styles for assignment to voters ● Election contest, candidate, and voting instruction layout in correct ballot order and stylistic format	Everyone Counts and/or Counties
Create online ballots out of output files	Everyone Counts
Review ballots for data mapping accuracy with mock voter credentials	Everyone Counts, Counties, CDOS (if required)
Provide verification that data mapping process was accurately performed	Counties, CDOS (if required)
Hardware: This will be a sub-project of the Uniform Voting System Project. Finalization of new and repurposed hardware configuration by Counties.	CDOS, Counties
Poll Book: This will be a project unto itself. Final Configuration of Electronic Poll Book. Deployment of Electronic Poll Book	CDOS, Counties with Everyone Counts

2. How many county implementations do you feel you could support simultaneously?

Everyone Counts' Response

Everyone Counts' is prepared to implement all 64 counties in 2014 as demonstrated in our proposed Phase 1 solution. Under Colorado's HB13-2013 - Voter Access and Modernization Act, all voting centers must meet the law's requirements by the end of 2014 and we are committed to delivering upon this.

PHASE I

To ensure that Colorado is positioned for early success and full compliance with the current legislative changes, Everyone Counts proposes that our first phase focus on

delivering a Voter Service Poll Center Management System.

Such a system will include the following:

- An electronic poll book system that is fully integrated with SCORE
- An electronic poll book system that is fully integrated with an electronic voting system. This system will assign the voter to a voting system and provide for a Voter Verified Paper Audit Trail (VVPAT)
- The process will include poll center scanning
- To allow a county the ability to maintain current central scanning and tabulation systems, Everyone Counts patent pending Transcriber solution integrated with the Runbeck Ballot On Demand system will allow a tabulation ready ballot to be produced.
- If desired the State may choose to have Everyone Counts electronically tabulate Voting Service Poll Center (VSPC) ballots and then integrate them with other ballots.

We recommend that this VSPC Management System be implemented across the state in 2014. Our eLect system has the flexibility to expand and add functionality via a phased approach once there are dedicated funds, and once all nuances of HB13-2013 are known.

The Everyone Counts system will solve the problem of same day voter registration at Voter Service Polling Centers by using an integrated electronic poll book. The eLect poll book is built with today's state-of-the-art design, and will perpetually remain state-of-the-art by incorporating future changes – both technological and legislative.

3. What is your coverage, terms, and duration for warranties of the hardware, software, and other deliverables provided pursuant to this RFP?

Everyone Counts' Response

One of the most important benefits of licensing eLect is the ability to use COTS hardware. Most election companies offer their own vendor-specific hardware. Typically, only the actual provider can maintain and provide service for machines or offer the required accessories, such as paper. By moving to a COTS hardware-based solution, the State of Colorado will have the control over hardware and accessories, and will not be locked into sourcing through a single vendor.

Everyone Counts markets the eLect program via a per-user license fee. As a Software-as-a-Service (SaaS) product, eLect's benefits include continuous updating to remain state-of-the-art,

no installation process, except for the Poll Book product, and the ability to use standard COTS hardware, which provides a number of benefits to the State and Counties:

1. Each hardware piece comes with a standard warranty from the original manufacturer.
2. State and Counties are responsible for maintaining and servicing the hardware.
3. Extended warranties may be available for some components.
4. All hardware Everyone Counts recommends will have at least a 1-year warranty.
5. If hardware fails outside of warranty, the cost to replace will be much lower than for dedicated voting units.

The State and County will have the choice of selecting hardware components from a wide range of suppliers.

4. What is your coverage, terms, and duration for maintenance of the hardware components of your UVS solution?

Everyone Counts' Response

The Everyone Counts' solution allows complete freedom in selecting the best hardware from whoever provides the best price, service and warranties. As discussed in Question 3, Everyone Counts will provide hardware specifications and recommendations. However, the final hardware purchases are up to CDOS and individual counties. Likewise, service, repair and updating or upgrading of hardware including the voting units is the responsibility of the CDOS or Counties.

6. Voters and administrators are familiar with how these devices operate. Additional training is not needed, or is minimal.
7. The ability to purchase directly from a vendor means maintenance, replacement and storage costs are lower.
8. Hardware needs can scale as demands increase, or hardware can be repurposed.
9. There are a larger number of vendors offering more choices for COTS hardware
10. The COTS manufacturer retains a larger research and development group, creating more rapid technology progress.

5. What is your coverage, terms, and duration for licensing of the software components of your UVS solution?

Everyone Counts' Response

eLect is a perpetually state-of-the-art SaaS based solution. All updates and installations

are performed centrally by Everyone Counts through the annual license with no impact to the CDOS.

Benefits realized from using our Next Generation solutions:

Feature	Benefit
Perpetually State of the Art™	Everyone Counts continually updates our solutions providing customers with the latest in features, security patches, and accessibility. Your system grows with you as technology becomes available.
Built-in backups and data recovery	SaaS integrates automatic backups without user intervention, ensuring the protection of your data.
Zero (or low) infrastructure	Users do not need to worry about the maintenance of Data Center hardware or be concerned about which operating system versions support which database.
Quick to deploy	Traditional software can take weeks or even months to deploy whereas SaaS solutions do not require additional software – you can access the software immediately.
Security	Everyone Counts provides geo-failover hosting with the main hosting physically located in Colorado. In the event that a disaster occurs, your data is protected.
Scalable and Modular	Scalability offers rapid support for additional modules and voters
Choice and Accessibility	Unlike vendor-dependent hardware, the system is hardware-agnostic – you can use any computer, tablet, or smartphone.
Simple, low cost implementation for multiple locations	The implementation process is simplified – State and County locations do not require high powered servers for Terminal Server or Citrix architectures to use a SaaS model.
Reduced staffing burden	Overall expenses are reduced – using the SaaS model requires less election staff and less IT personnel.

6. Are updates and modifications to the UVS because of legislative mandates a part of your support agreement or are they custom enhancements?

Everyone Counts' Response

Existing legislative requirements are included as part of this proposed support agreement and any future legislative changes would be treated as custom enhancements. General maintenance is included with the eLect software license. Software enhancements are reviewed and will go through an official Change Control Process. This allows full discussion on what the Change Request covers and allows the CDOS to fully plan for the proposed change.

When necessary, or requested, any changes to the eLect program are easier and less expensive that updating individual software installations. Any changes are usually made in a seamless manner that may not even be noticed by users. This is in sharp contrast to standard upgrades that may cause complete system crashes.

7. What is the certification status of each component within your proposed solution? Include a matrix showing the following:

- Component Identification
- Federal certification date
- The federal certification standard currently met (e.g. 2005 VVSG)
- Any state certifications
- Projected certification date and standard if not currently certified
- Projected certification date and standard for a future planned upgraded certification

Everyone Counts' Response

The eLect voting system is a forward looking solution to today's changing election requirements and challenges. eLect can't be compared to standard voting systems, as it is a transcending leap in both voting and voting management. As such, certification of eLect components is in progress with the EAC, but has not yet been fully implemented. This ongoing process has achieved the following milestones:

CERTIFICATION STATUS

Everyone Counts' eLect Ballot and Marking System with automated ballot remaking (eLect Transcriber) has been approved for use in the State of Florida and has been used in live binding elections since 2012. In 2010 the Department of Defense approved the

eLect Ballot and Marking System with Transcriber for use by EASE Grant 1 participants.

Everyone Counts is registered as an official Registered Manufacturer with the EAC (see the eac.gov website and look for testing and certificate/manufacturers registered) and is currently defining a test campaign for our software elements and hardware options with the EAC to gain certification of our eLect System. In its current state the EAC is without any Commissioners, and thus unable to make binding decisions on new federal Voluntary Voting System Standards (VVSG) that would be applicable to a new and state-of-the-art voting system such that we are offering. Thus the current EAC 2005 VVSG reflect elections and technology that were relevant nearly 10 years ago, as opposed to what can be offered today because of significant advances in software, technology and security.

In spite of this, the Extensions Clause, within the Conformance Clause, of the 2005 Voluntary Voting System Guidelines (VVSG), does allow for the testing and certification of voting systems outside the traditional DRE, optical scan, and ballot marking device parameters.

The EAC is committed to testing and certifying voting systems incorporating new and innovative solutions emerging in the marketplace. Everyone Counts SaaS solution with COTS hardware meets the criteria for solutions using next generation voting architecture centered on election specific software, combined with off-the-shelf laptop computers, tablets, and even smart phones. The VVSG extensions clause, coupled with requirements from the Functional Configuration Audit (FCA), are the vehicles by which these systems can become federally certified. The extensions clause allows for additional functionality and/or features not required by the VVSG, including new and innovative solutions offered through Everyone Counts' eLect system. The Functional Configuration Audit requires that these new and innovative solutions must perform according to the documentation.

Everyone Counts is actively engaged with the EAC in defining the complete process for testing and certifying the eLect system as per the FCA and the federal certification standards of 2005 VVSG. This includes new standards presented in the 2005 VVSG version 2.0. At the same time, we are also engaged in developing new standards that reflect today's elections and technology.

8.	What features of your proposed solution exist to ensure ballot secrecy? Please describe those features.

Everyone Counts' Response

BALLOT SECURITY

Everyone Counts understands security as being about layer upon layer of protection, and cumulatively increasing the safety of the election project right from when the ballot is cast until the election outcome is declared. Everyone Counts understands the criticality of Ballot secrecy and undertakes following steps to keep all types of ballots such as paper and electronic ballots safe.

BALLOT ENCRYPTION

ELECTRONIC BALLOT SUBMISSION AND STORAGE

After a voter has completed and submitted their ballot, it is securely transmitted to the election server from the voter's browser. A voter's identity and eligibility is verified through their entry of authentication tokens. If the credentials entered match those on record, the voter is able to select their preferences using a secure connection to the election server. When the election server receives the ballot information, encryption software on the server retrieves the unique public key for that ballot and encrypts the ballot.

PAPER BALLOT SUBMISSION AND STORAGE

All Paper Ballots such as Absentee Ballots, Early Votes will be scanned and allocated a Batch Control Number. The optical images generated by the scanning process will be use for tabulation. All optical images will be securely transmitted to the central server for storage.

All ballots are encrypted using PKCS#7, with 2048-bit or 3072-bit RSA encryption using 3DES symmetric ephemeral ciphers before storing.

Once the ballot has been securely encrypted, it is stored in trust within the election database for the duration of the election. No voting preferences are ever stored unencrypted. Once a ballot has been cast, there is no facility to decrypt, read, or modify the ballot, even with physical access, without the quorum members unlocking the election.

BALLOT SHUFFLING

Before ballots are decrypted, the order of all ballots, which have been rendered anonymous, are shuffled. Everyone Counts uses an entropy-based one-way shuffler. Shuffling occurs using the following process:

- All encrypted ballots are extracted from the electronic ballot box and randomly sorted.
- Identifying information is removed from the encrypted ballots.
- Encrypted, anonymous ballots are extracted in 500-ballot stacks.
- Single ballots are taken at random from this stack of 500 and placed in the final stack.

Industry standard logic is used to ensure that ballots are decrypted in a non-sequential format.

BALLOT DECRYPTION

Once all ballots have been cast and the election period has concluded, the ballots are ready to be decrypted for tabulation. In order to decrypt votes, the quorum members are required to unlock the election.

The quorum-protected Election Key Envelope is retrieved from secured storage and each Quorum Member is required to enter their secret password in order to unlock the election.

Once the election is unlocked by the quorum, each private key pair is available to decrypt each ballot. In the one-way decryption process, each vote is stripped of all identifying information, shuffled, and then decrypted using the now-unlocked private keys located in the Election Key Envelope. Once all of the ballots are decrypted, they can be included in the election results.

9. What is your organizational chain-of-command for escalating problems needing resolution?

Everyone Counts' Response

As part of our plan for UVS management, we suggest forming an Executive Steering Committee. This group would ensure that the escalation path for issues will move to a timely resolution, which will meet or exceed the expectations of the State and Counties. The Everyone Counts' Project Manager will chair the Project Review meetings and be responsible for tracking escalations.

Everyone Counts proposes a three level point-of-contact for the escalation process

for issues that cannot be resolved through the standard support process.

PROJECT MANAGER LEVEL (LEVEL 1)

In case of any issues arising at the project level, the Everyone Counts' Senior Project Manager, Sheri Charleston, would contact the State Project Manager to help in the resolution. The escalation will be done through regular meetings with the Project Managers.

SENIOR MANAGEMENT (LEVEL 2)

The State Contract Manager and the Everyone Counts' Executive Sponsor, Everyone Counts' VP of Sales, Karen Clakeley or Paul DeGregorio, Chief of Elections, form the second level of escalation for any situations arising out of an unresolved issue at the project management level.

EXECUTIVE SPONSOR (LEVEL 3)

If issues remain unresolved at the second level, the escalation procedure would be invoked at the Project Steering Committee level, which would engage the Everyone Counts' COO, Reed Vickerman, and CEO, Lori Steele. The escalation will be done through monthly meetings or through exception reports in the event of an emergency.

10. What purchase options does your company offer (e.g. payment in full upon delivery, financing, leasing)?

Everyone Counts' Response

One of the many benefits of the Everyone Counts system is flexibility in procurement and purchasing of a SaaS solution with COTS hardware. In our discussions with the CDOS and the Counties we discussed the value of having full payment and leasing options available as well as providing the ability to procure from the state list of approved hardware.

As we demonstrated during our contract discussions for our UOCAVA system, we will work with the CDOS to provide the most ideal options based upon your funding source and the items to be procured.

Everyone Counts proposes a two phase strategy for implementing Colorado's Uniform Voting System.

Phase 1 will take place during 2014 and will allow the state to meet all of the requirements of new election laws through our Voter Service Poll Center solution that is fully integrated with SCORE. This will include electronic poll books, serving voters

with accessibility needs at the voter service poll centers, and voter service poll center scanning and tabulation of ballots. It will also provide the ability to register voters at every voter service poll center on election day without fear that a person may have registered and voted in another center.

Phase 2 will begin in 2015 and will continue until all counties have migrated to the new uniform voting system. Phase 2 will include all of the solutions provided in Phase 1 plus an election management system, precinct and central count scanners, and ballot tracking.

Because our system is software based, and will operate on Commercial, off-the-shelf hardware, there are options in purchasing the next generation voting system. The options will allow each individual jurisdiction to choose the appropriately sized system, with the features they need, without being forced into a one size fits all solution that has been the norm in election equipment.

Our pricing for both phases will have two options. Option A will have Everyone Counts provide software and services only with all hardware costs the responsibility of each jurisdiction. The cost for the software and services will be based on the number of registered voters in the jurisdiction. Under this option, each jurisdiction can decide for itself which, and how much, hardware they want to purchase. Everyone Counts will advise jurisdictions on the most beneficial hardware options based on demographics and size. The jurisdiction may want to multipurpose this hardware so that it is used for voting purposes, but also used for other purposes like scanning voter registration cards, or using tablets to register voters or for candidates to file for office. The hardware could even be used in other departments of the jurisdiction, whatever the jurisdiction feels comfortable with.

Option B will have Everyone Counts provide software and services, but also provide a list of recommended and available hardware that Everyone Counts can provide. It will be left to the jurisdiction which, and how much, hardware they want to purchase from Everyone Counts. The cost of the hardware chosen will be added to the cost of the software and services. After reviewing the list of available equipment, jurisdictions may determine that they already own equipment that they can use on election day. This will allow them to reduce the amount of new COTS hardware that is needed to run a successful election. With this option manufacturer warranties will be provided to the jurisdiction to manage.

Everyone Counts is also willing to work with the State or Counties to finance hardware purchased from any of our partner companies.

INCLUDED IN PHASE 1

The eLect Voter Service Poll Center System: Electronic Poll Book integrated with SCORE and voting stations; includes universally accessible voting system with Quad Audit, Polling Location Scanning and Tabulation, and Reporting.

Purchasing Options	Software and Services	COTS Hardware
Software and Services Only: Software and services are included, jurisdictions to provide own hardware.	✔	
Software, Services, and COTS Hardware: Software and services are included, Everyone Counts procures as much or as little hardware as requested at cost + 10%. Jurisdiction maintains and warranties.	✔	✔

INCLUDED IN PHASE 2:

Includes the eLect Voter Service Poll Center System in Phase 1 and adds all proposed components of the Uniform Voting System. This includes: Election Management System; Polling Location Ballot Scanner and Tabulation Equipment; Central Ballot Scanner and Tabulation Equipment; Electronic Voting Equipment; Mail Ballot Tracking.

Purchasing Options	Software and Services	COTS Hardware
Software and Services Only: Software and services are included, jurisdictions to provide own hardware.	✔	

Software, Services, and COTS Hardware: Software and services are included, Everyone Counts procures as much or as little hardware as requested at cost + 10%. Jurisdiction maintains and warranties.	✔	✔

11. What is the maximum number for each of the following items that your Election Management System allows:

- Precincts
- Contests
- Candidates
- Political Parties
- Ballot Styles
- Precincts per Ballot Style
- Ballot Styles per Precinct
- Other limitations?

Everyone Counts' Response

Our EMS does not impose <u>any</u> limitations on the maximum number of precincts, contests, candidates, Political Parties that can be used during an election. The EMS will also allow generation of any number of Ballot Styles, Precincts per ballot style, Ballot Styles per Precinct

12. What interface capabilities, with the CDOS voter registration system (SCORE), can your Election Management Software provide? Is there a defined extract format for precinct and district definitions, registration statistics, and candidate or contest information that is or may be made compatible with SCORE? What interface data formats are available (e.g. EML, XML, CSV, and ASCII)?

Clarification: This statement is meant to give the vendor the opportunity to identify how information such as Ballot Styles, may be downloaded from the State Voter Registration System (SCORE) into the EMS. All files from SCORE are Text files.

Everyone Counts' Response

Everyone Counts has an existing interface with the SCORE system for voter management processes in serving UOCAVA voters. We have evaluated the use of SCORE for the

creation of election and ballot setup and have a roadmap for how this tool may become part of an enhanced and uniform EMS for the State. We also have proven integration with each of the unique EMS systems used by the 64 counties today. This will be a key benefit in Phase 1 of our proposed approach and will not create any additional work for a county.

eLect includes a full suite of integrated election administration tools, including import features that are accessed using role-based security and access control that enable administrators to easily import voter rolls in from a variety of standard formats, including comma separated value (.csv) files, and MS Excel (.xls) files. Additionally, the EMS will seamlessly export data to file formats ready for multiple external systems without need for data conversion or manual updates. As needs evolve, additional formats or data structures can be considered, tested, and implemented.
The proposed EMS will also offer multiple functionalities:

- The EMS will interface with SCORE and provide the ability to manage data through a single entry and prevent effort of duplicating or updating data multiple times.
- The EMS will allow users to import data from SCORE used for defining elections, such as Voting Service Polling Center (VSPC)s, precincts, districts, political party affiliations, candidates and separate party ballots in the case of primaries. This data can be used to created and customize ballot layouts.
- The EMS will allow archiving and re-use of ballot layout templates
- The EMS will also be able to generate reports by reconciling and tabulating active and total voters and also report voter percent turnout.

Everyone Counts also proposes an API to interface with SCORE to provide a seamless integration with the database while importing and exporting data.

Everyone Counts has successfully deployed the UOCAVA Ballot Delivery & Tracking System which uses a centralized interface for all of the functions related to developing, delivering, and tracking in standard data formats has been successfully deployed for Presidential Elections 2012, Ohio, Colorado, Cook County, and King County, to name a few.

13. What are the security features and capabilities of your proposed system and processes? Include the following areas in your response to this question:

- How do you protect the audit logs (e.g., encryption, hashing)?
- Does your system documentation contain suggested security auditing procedures? If so, please provide.
- Do you provide an executable application whitelist with digitally signed programs?
- How does your system prevent unauthorized, non-whitelisted applications from running?
- What specific hardening procedures and standards are your voting devices held to?
- What database encryption mechanisms are used by your system for data at rest and in transit? Please describe, in detail, all uses of data encryption/decryption in your proposed solution.
- What password features are included in your proposed solution (e.g., complexity, reuse)?
- Is there any remote communication technology associated with your proposed solution? If so, explain.
- What processes are you using for source code review and compiler security verification?
- What independent security audits has your proposed system received?

Everyone Counts' Response

- How do you protect the audit logs (e.g., encryption, hashing)?

We use a WORM (or write once, read many) storage drive. This data storage technology allows information to be written to storage media a single time, preventing the user from accidentally or intentionally altering or erasing the data. Driven by the recent growth of legislation in many countries, WORM storage is now increasingly being used for archiving corporate data such as financial documents, emails, election results and certification documents.

- Does your system documentation contain suggested security auditing procedures? If so, please provide.

As a SaaS product, no security audit procedures are required, as all such activities take place at the remote Data Center. The COTS hardware does not require security auditing.

- Do you provide an executable application whitelist with digitally signed programs?

Everyone Counts does not provide any executable programs to the State or Counties for the purposes of voting or counting votes. All of our software is delivered via the SaaS process. The only application we do provide is for the Poll Book. Each Poll Book is guarded by AirWatch, which can disable other programs running on the device.

- How does your system prevent unauthorized, non-whitelisted applications from running?

Everyone Counts understands security as being about layer upon layer of protection, cumulatively increasing the safety of the election project, and accomplishes this by using military-grade security and industry-standard accredited facilities; ensuring that only security-cleared individuals have access to the infrastructure; deploying software that requires multiple levels of access to be able to see any encrypted data; and having a world-class team of election and technology experts providing election services.

Everyone Counts adheres to the National Institute of Standards and Technology's (NIST) guidelines for encryption, threat modeling, physical server security, and tamper-detection monitoring. These measures enable us to identify suspicious activity and anticipate any potential threats.

- What specific hardening procedures and standards are your voting devices held to?

Since eLect is a SaaS product, there is no hardening procedures or standards required. COTS hardware does not store completed ballots, voter identities or vote tallies. The COTS hardware only provides information that is sent to remote Data Center servers, where it is encrypted. The Data Centers are hardened against physical penetration.

- What database encryption mechanisms are used by your system for data at rest and in transit? Please describe, in detail, all uses of data encryption/decryption in your proposed solution.

Everyone Counts connects devices using a central server housed in our secure, redundant Data Centers. This allows voter files to be managed and routinely updated from one central location. The ability to continually update voter data on the central

server ensures that each poll station has the most current voter data.

All media with sensitive data contained on it is encrypted. Any software deployed by Everyone Counts requires multiple levels of access to have the ability to view encrypted data. During transmission, all information is encrypted using Secure Socket Layer (SSL) transmission that employs AES 1024-bit keys. The SSL protocol enables users to securely communicate in a way that is designed to prevent and detect eavesdropping, tampering, and communications forgery. Additionally, we only accept requests from approve IP. By checking the source, we are able to ignore unsafe requests and securely accept the proper data updates. Security tokens are added to the message headers to prevent man-in-the-middle attacks.

Being experts in the election industry, we understand the sensitivity of private and personal data and hold this data in the highest regard. Our security protocols meet and exceed industry standards. Voter data housed in our highly secure Data Centers and data in cloud-based transmission to offline poll book devices is equally considered and protected.

NIST
National Institute of Standards and Technology
U.S. Department of Commerce

Everyone Counts drastically exceeds the guidelines set for the National Institute of Standards and Technology's (NIST) for encryption, threat modeling, physical server security, and tamper-detection monitoring.

Everyone Counts' state-of-the-art Data Centers perform routine backups and use enterprise-grade, industry standard antivirus software and malware control solutions. Our solutions include ongoing antivirus scanning to prevent infection or contamination of any system, whether connected or static, and the data contained on that system. Our internal procedures ensure routine upgrades antivirus software as new strains of viruses, malware, or other malicious attack or intrusions methods are trending to ensure the safety and usability of our customer's data and systems.

- What password features are included in your proposed solution (e.g., complexity, reuse)?

Administrators have the ability to specify password criteria for poll workers, such as password length, alphanumeric criteria, password aging criteria, and historical information related to that user. In addition, administrators can set a maximum number of failed login attempts and establish an inactivity time in which the device will lock or be disabled. Everyone Counts also has the ability to use RSA security, or to integrate into an existing RSA system.

- Is there any remote communication technology associated with your proposed solution? If so, explain.

Yes there is. Each component in the Voting Center speaks with a server that is part of the Voting Center, or is located remotely. All transmitted data is securely encrypted.

- What processes are you using for source code review and compiler security verification?

The eLect software source code has the advantage of being open code. During an election, all software systems, configuration files, and election assets on election servers are monitored in real time. Any changes to any files or software are detected, logged, and reported to ensure unparalleled auditability for all elections.

- What independent security audits has your proposed system received?

Everyone Counts performs routine internal and external audits. Our tests consist of a combination of external scanning and penetration testing of our secure servers, auditing of the source code, and auditing of election procedures where applicable. Additionally, we strongly advocate the role of third-party organizations delegated by our customers in undertaking comprehensive audits of the source code, procedures, and infrastructure. In numerous past projects, our source code has been reviewed and accredited by third-party auditors to ensure accuracy, security, functionality, and integrity.

Everyone Counts presents the following information, contact addresses, and security certifications by independent authorities that have accredited the Everyone Counts technologies, procedures, and infrastructure:

- RedPhone Security
  2019 Palace Avenue
  Saint Paul, MN 55105 USA

- New South Wales Electoral Commission
  Level 25, 201 Kent Street Sydney NSW 2000
  GPO Box 832, Sydney NSW 2001
  Risk Register available upon request and NDA from Ian Brightwell, NSWEC

- United States Department of Defense, Business Transformation Agency (BTA)

Implemented in Partnership with the Federal Voting Assistance Program (FVAP)
Business Transformation Agency Contracting and Acquisition
1851 S Bell Street, Bldg CM3, Rm 422
Arlington, VA 22240-5291 USA

- Netcraft Ltd. – Tested Swindon Borough Council Elections
  2 Belmont
  Bath BA1 5DZ UK

  - Florida Department of State
    Division of Elections
    500 South Bronough Street
    Tallahassee, FL 32399 USA

  (850)245-6200

- SLI Global Solutions
  216 16th Street #700
  Denver, CO 80202 USA
  (303)575-6881

- Wyle Labs
  7800 Highway 20 West
  Huntsville, Alabama 35806
  Phone (256) 837-4411

- BMM Australia Pty on behalf of the Australian Electoral Commission
  Level 7, 810 Whitehorse Road, Box Hill
  Melbourne, VIC 3128, Australia
  Anna Fernando, Vice President of Technical Services
  This report was commissioned and is owned by NSW. It is available upon request and
  NDA from Ian Brightwell, NSWEC.

NETWORK SECURITY AND VULNERABILITY ASSESSMENT RESULTS

The sections below contain relevant conclusions from our most recent Network Security and Vulnerability Assessments. Upon request, we will provide the detailed reports in their entirety.

RedPhone, LLC, Web Application Security Assessment Conclusions

"The Everyone Counts online voting system security is strong and robust in design and function. The organization continues to maintain a high awareness of security issues, and proactively takes steps to reduce risks, identify vulnerabilities, and improve the security posture of their products. While we did not review any established corporate security policies, it was apparent to us that they have such policies and procedures, and are continuing to expand on them as appropriate. While most of the vulnerabilities identified in this report are informational in nature, those vulnerabilities found were not exploitable in the limited duration of this penetration test. Everyone Counts was exceptional at detecting the source of the attacking IP addresses, quickly escalating and communicating to us throughout the penetration test, and providing technical details that included the times, dates, source IP, and nature of the scan, in addition to other log data. Their technical team aggressively defended and responded to all our attempts, including a distributed denial of service attack. We found their technical staff to be supportive, competent and knowledgeable of security issues and industry best practices."

PwC Independent Audit of Technology

"During the course of our review nothing came to our attention that would indicate that votes cast via the system were not recorded, extracted and printed accurately. We reviewed the testing of the system and validated the test results which indicated that votes cast via the web and phone matched those entered, encrypted, stored, decrypted and subsequently printed. The security of the system was independently reviewed by third party security experts and included reviews covering:

- Penetration testing (web and IVR)
- Source code review
- Cryptography audit
- Infrastructure security design and including processes, people and technology

CALIBRE Independent Audit

In 2013, on behalf of the Federal Voting Assistance Program (FVAP), CALIBRE, performed static (source code review) and dynamic (run-time, functional) analysis of our solution. Based on recommendations from National Security Agency's (NAS) Center for Assured Software (CAS), static analysis tools included HP Fortify, Coverity and Parasoft C++ test and DMS SCSE. Dynamic testing was performed using Hewlett-Packard's WebInspect for the web application scanning and ASI's AppDetective for the database vulnerabilities.

14. What post-election audit capabilities are provided by your system and what processes or procedures do you offer to support a post-election audit, including a risk limiting audit?

Everyone Counts' Response

Everyone Counts provides post-audit capabilities through the eLect Quad Audit™. The following is the process through which electronically cast ballots are stored. The electronically cast ballot are printed and can be saved in four (4) different ways:

Submission Options for Electronically Marked Ballots (combined together to form Quad Audit™):

Paper ballot with text	Print out of voter's selections from electronically marked ballot
Barcode	Printed in the corner of the paper ballot, this bar code captures the voter's selections and can be scanned using any bar code scanner. It does not contain any voter identification
Encrypted Ballot Image	Mirror image of the paper ballot, only electronic and stored securely
Encrypted Electronic Ballot	Voter's selection encrypted and stored electronically

Using Quad Audit™, the State of Colorado will be able to capture a voter's preferences electronically and provide a paper copy for the purposes of tabulation. With electronic backup, no vote can be lost, damaged, or destroyed. This leads to providing a secure voting solution. This procedure generates 4 unique data sets which

can be evaluated independent of each other and stored.

Everyone Counts also offers streamlined and transparent post- election results auditing, or risk limiting audits (RLA). Everyone Counts' technology gives jurisdictions the tools necessary to conduct an efficient and transparent RLA.

Everyone Counts' multilayered security protocol allows voters to simultaneously submit their ballot to the election jurisdiction electronically while printing and reviewing the ballot before submitting the paper record to the election jurisdiction. The ballot is assigned a random, unique identifier which is not tied to the voter, but allows the election jurisdiction to tie the paper and electronically submitted ballots together. At the close of the election, the jurisdiction is able to compare the tabulation of random samples of ballots - manual, scanner and electronic tabulation comparisons - to determine the level of risk associated with the accuracy of the tabulation outcomes.

15. To what extent, if any, do the hardware and software products you are proposing to Colorado meet the requirements of Section 508 of the Rehabilitation Act of 1973 and subsequent amendments to that Act?

Everyone Counts' Response

Everyone Counts eLect solution is designed to be compliant with accessibility web standards defined in Section 508 of the U.S. Rehabilitation Act of 1973, as amended, and with the requirements of HAVA.

Everyone Counts regularly engages disability groups to improve service for voters with disabilities. Each Everyone Counts election is compliant with Section 508 for web standards to enable integration with assistive devices and browsers, such as the JAWS screen-reader browser.

As a system that uses COTS units, eLect already cooperates with many of the standard assistive products that voters with disabilities are already familiar with, or may even have. This saves time and cost over dedicated voting units, and can be much more useful for the average user.

The eLect SaaS system prevents overvoting by users, but does allow undervoting. This feature saves time by eliminating a potential source of spoiled ballots.

16. What products or services do you provide in the areas of Voter Education and Voter Outreach? This is an informational question only.

Everyone Counts' Response

Everyone Counts' will provide Voter Education material in the form of brochures, flyers, and additional print and multimedia materials as needed.

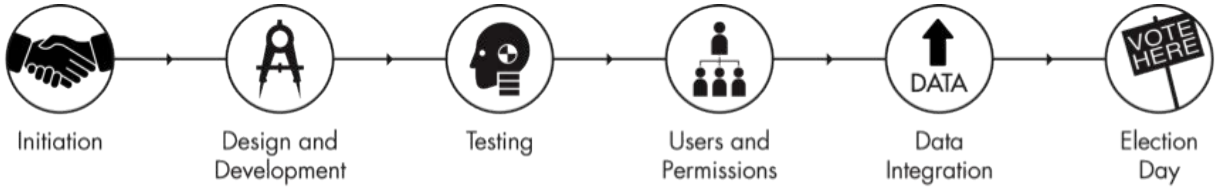
Everyone Counts also possesses the ability to send email updates and newsletters to registered voters throughout Colorado. Everyone Counts believes strongly in being transparent with the public regarding the systems the voters will use on Election Day. Building this public trust will require voter engagement and positive media acceptance. Everyone Counts will work with the State and any County to jointly educate voters and community groups, which have a strong influence on public opinion.

Through the use of Everyone Counts' eLect Solutions, Voter Outreach can be enhanced as the system is easy to use and could be demonstrated in public settings such as high schools and college campuses. The eLect Solutions would enable counties throughout Colorado to conduct school elections, or easily develop mock elections geared specifically at educating today's youth on the importance of voting and the advancements in Election technology.

10.0 PRELIMINARY PROJECT SCHEDULE AND STAFFING PLAN

PRELIMINARY PROJECT PLAN

If selected as the contractor to build the Colorado UVS, Everyone Counts stands ready to begin work immediately on a pilot project with one or more Counties to demonstrate the complete eLect™ Electronic Voting System. The following preliminary Project Schedule and Staffing Plan will be implemented immediately following contract award date. The schedule clearly states the steps that detail how the project will be implemented. Note that task duration times and start and finish dates for a given task may change based on contract award date and subsequent planning meetings. Support times and specific project personnel will be solidified during the contract negotiation phase.



At Everyone Counts, our team members are experienced business and election professionals who communicate clearly and can effectively interact with the election officials and the public. Our internal training and development includes both written and verbal communication skills, which has proven to provide a strong level of service from our highly effective support resources.

Each element of our plan incorporates Everyone Counts proven best practices and Project Management methodologies to successfully complete each plan phase, including the initiation of training. After contract award, a detailed work and training plan will be provided by the Everyone Counts Project Manager for Colorado, and can be used as a guide to measure task duration and task completion phases.

Notes:

- Any tasks that have dependencies requiring staff input, commitment, or time for Colorado personnel will be clearly indicated in the final schedule, including the name or position of the Colorado resource.
- Note that task duration times and the precise start and finish dates for a given task may change based on contract award date and subsequent planning meetings. All dates and support hours will be solidified during the contract negotiation phase.

COUNTY SIZE

Population does have an impact, however, on time required for the purposes of ballot review and logic and accuracy testing (LAT). Time impact is directly tied to the number of ballot styles in a given jurisdiction. Typically, a jurisdiction with a higher population will also have a higher number of ballot styles. As an example, El Paso County, which has a large population of voters and a high number of ballot styles, is expected to devote 4 to 5 hours for the purposes of ballot review and LAT. The time necessary for a smaller population county and subsequently a smaller number of ballot styles is likely to be less.

To assist counties and ensure their staff resources are used efficiently and time impact is minimized, Everyone Counts systematically conducts an EMS review process with each county. This is done via prepared questionnaire, which typically takes the county no more than one hour to complete. After receipt and review of the county's information by Everyone Counts, a follow-up call is conducted for discussion, and to schedule delivery and testing dates. This process ensures understanding for next steps by both the county and Everyone Counts for each election, and accounts for any EMS version changes between elections and from jurisdiction to jurisdiction.

TECHNICAL CAPABILITY / STAFF RESOURCE

It is expected that there will be considerable differences in technical capability and/or staff resources between Counties. Often smaller counties have fewer staff members or perhaps lack staff members with technical expertise. However, because the processes for data file generation, file transfer, ballot review and LAT are largely defined for participating counties and because Everyone Counts assists counties as needed for each step, there is little concern about a County's ability to participate, even with lesser technical capability and/or staff resource.

STAFFING PLAN

Our proposed Staff Plan for the Test County will work with Colorado's election stakeholders to implement a system that meets and exceeds your standards, needs, election laws, and administrative regulations.

Our engineers, project managers, trainers, compliance managers, and election consultants have built successful careers in election administration and gained invaluable experience through working with governmental election management bodies, international election organizations, and consultancies. Together, these professionals offer the election industry a unique combination of world-class expertise in election administration and technology.

COLORADO ELECTION STAFF REQUIREMENTS

Everyone Counts currently has multiple Statewide implementations including Colorado, Utah and various counties in Illinois, Washington, and Florida. As conveyed in the Support

Requirements and the Project Plan, Everyone Counts will work with the State and County officials to successfully implement Colorado's UVS. The specific amount of time needed for each task will depend on the demographics of the county.

Here is a high-level overview of the resources needed from Colorado at both State and County level:

Task	State or County	Time Required
Customer Data Questionnaire	County / State	1 hour
Export ballot data from EMS or request from EMS Vendor and upload to Ballot Builder	County	Depends on system, less than 8 hours
Export Voter Files and upload to Voter Management	State	Less than 2 hours
Review ballots for data mapping accuracy with mock voter credentials	County/State	Depends on number of ballots styles, 1-20 hours
Provide verification that data mapping process was accurately performed	County/State	Depends on number of ballot styles, 1-20 hours
Functionality/Logic & Accuracy Testing	County/State	1-2 Days

OFFEROR STAFF GUARANTEE

Everyone Counts' proven project management methodologies are woven throughout our proposal to explain and justify our proven approach for each of the deliverables offered. We are an election software company and elections are our only business. To that end, we have the unique ability to anticipate risks and plan for immediate mitigation. This includes, but is not limited to the assignment and placement of staff members, the concentration of effort for each staff member, and the specific attributes that comprise each deliverable.

It is crucial to ensure that the State of Colorado partners with the right vendor. From our Staff Profile Summaries and Staff Plan we want to earn your trust that Everyone Counts will deliver the highest quality solution, as we demonstrate the abilities of our top election and technology industry staff to perform their assigned tasks.

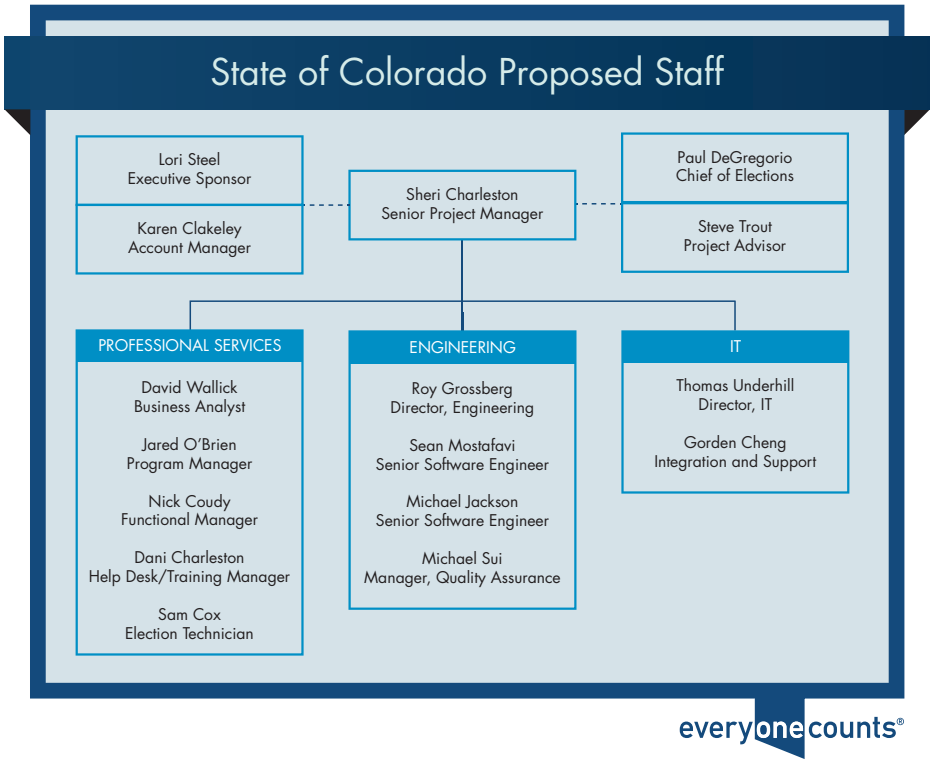
Our company is built on teams that work with each other to ensure customer satisfaction and goal attainment. These teams allow for backup redundancy as we have several highly trained staff members who would be available for backup or replacement on any assigned task should they become necessary.

Everyone Counts will equipped the State of Colorado with the necessary team to be able to meet project due dates and provide onsite support as needed. We do, however, understand the State's request to have a course of action prepared should any potential contingencies arise and a need for more staff be necessary.

Based on our numerous other implementations of election solutions, Everyone Counts does not anticipate staff onsite for extended periods of time.

PROJECT PERSONNEL ORG CHART

See the *11.0 Proposed Staffing* section for backgrounds on the staff assigned to the Colorado UVS project.



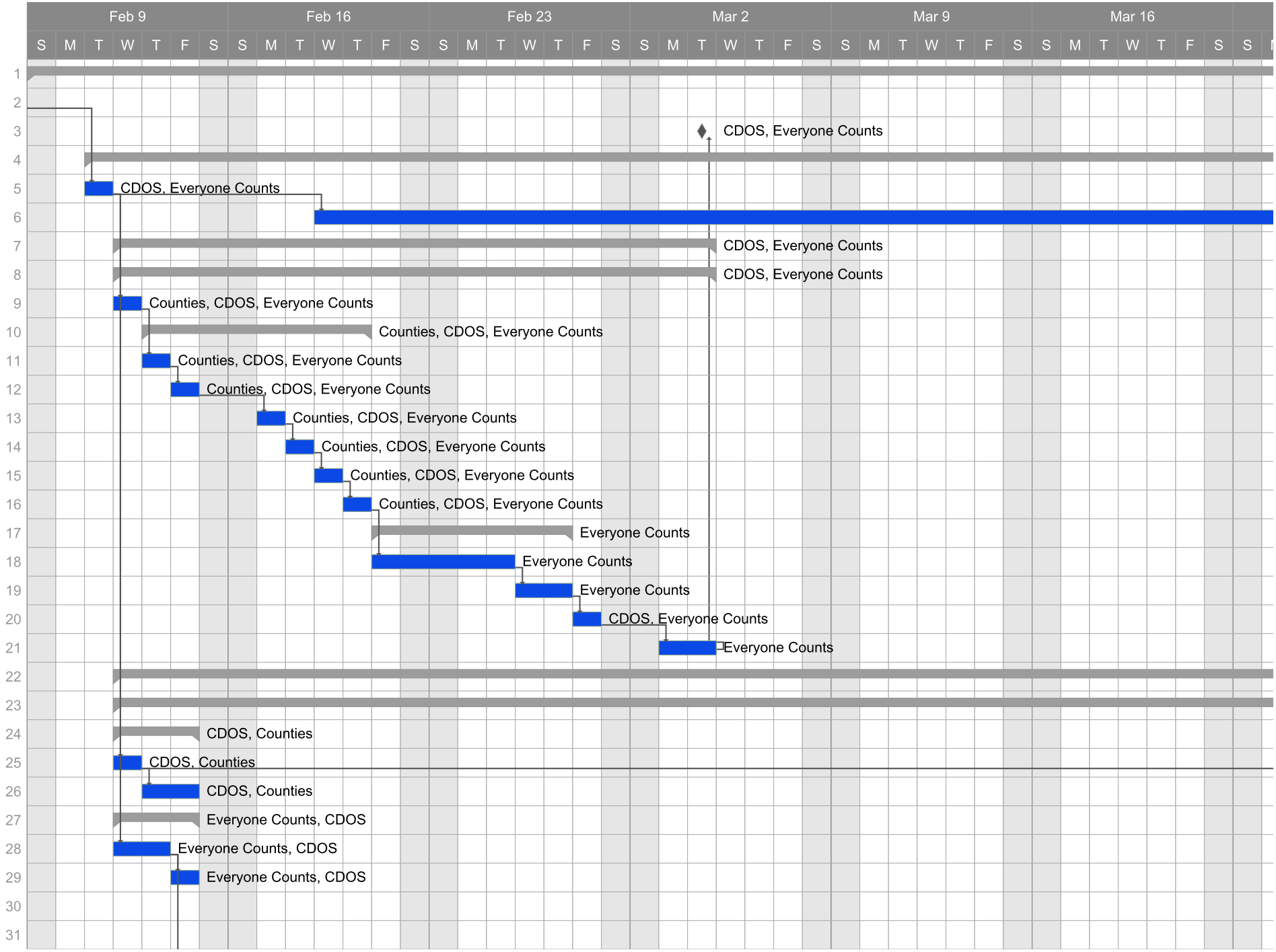
CDOS UVS Preliminary Project Plan

	Task Name	Duration	Start Date	End Date	Predecessors	Assigned To
1	CDOS UVS Implementation Project	391	02/03/14	08/03/15		
2	Contract Signing and Approval of Statement of Work	0	02/03/14	02/03/14		CDOS, Everyone Counts
3	Refine Project Plan	0	03/04/14	03/04/14	21FF	CDOS, Everyone Counts
4	Project Meeting with CDOS and Key Stakeholders	206	02/11/14	11/25/14		CDOS, Everyone Counts
5	Kickoff Meeting with CDOS and Key Stakeholders	1	02/11/14	02/11/14	2FS +5	CDOS, Everyone Counts
6	Implement Weekly Project Team Meetings	200	02/19/14	11/25/14	5FS +5	CDOS, Everyone Counts
7	Conduct Site Survey and Work Process Analysis (WPA)	15	02/12/14	03/04/14		CDOS, Everyone Counts
8	Interview CDOS Team Members	15	02/12/14	03/04/14		CDOS, Everyone Counts
9	Jurisdiction and Election Background Information	1	02/12/14	02/12/14	5	Counties, CDOS, Everyone Counts
10	Election Services Workflow	6	02/13/14	02/20/14		Counties, CDOS, Everyone Counts
11	Ballot Generation Process	0.5	02/13/14	02/13/14	9	Counties, CDOS, Everyone Counts
12	By Mail Voting	0.5	02/14/14	02/14/14	11	Counties, CDOS, Everyone Counts
13	Election Day Voting	0.5	02/17/14	02/17/14	12	Counties, CDOS, Everyone Counts
14	Election Night Process	0.5	02/18/14	02/18/14	13	Counties, CDOS, Everyone Counts
15	Reports and Forms Review	0.5	02/19/14	02/19/14	14	Counties, CDOS, Everyone Counts
16	Warehousing	0.5	02/20/14	02/20/14	15	Counties, CDOS, Everyone Counts
17	WPA Documentation Preparation	5	02/21/14	02/27/14		Everyone Counts
18	WPA Documentation Preparation	3	02/21/14	02/25/14	16	Everyone Counts
19	Work Flow Analysis	2	02/26/14	02/27/14	18	Everyone Counts
20	WPA Review	1	02/28/14	02/28/14	19	CDOS, Everyone Counts
21	Update Project Plan	2	03/03/14	03/04/14	20	Everyone Counts
22	Phase I Vote Centers and UOCAVA Ballot Delivery	209	02/12/14	12/01/14		CDOS, Everyone Counts, Counties
23	Order Hardware and Software	50	02/12/14	04/22/14		CDOS, Everyone Counts
24	Order Hardware	3	02/12/14	02/14/14		CDOS, Counties
25	CDOS desired Voting Units	0.5	02/12/14	02/12/14	5	CDOS, Counties
26	Other Hardware--Printers	2.5	02/13/14	02/14/14	25	CDOS, Counties
27	Order Software	3	02/12/14	02/14/14		Everyone Counts, CDOS
28	eLect Applications Setup	2	02/12/14	02/13/14	5	Everyone Counts, CDOS
29	3rd Party Software, if applicable	0.5	02/14/14	02/14/14	28	Everyone Counts, CDOS
30	Receive and Accept Voting Unit Component Hardware	13	04/04/14	04/22/14		CDOS, Counties, Everyone Counts
31	Acceptance Testing Training	0.5	04/04/14	04/04/14	33FS -	CDOS, Everyone Counts, Counties
32	Receive and Accept Hardware	4	04/17/14	04/22/14		Everyone Counts, Counties, CDOS

	Task Name	Duration	Start Date	End Date	Predecessors	Assigned To
33	Receive Designated Voting Unit Hardware	1	04/17/14	04/17/14	25FS	CDOS, Everyone Counts, Counties
34	Receive & Test Hardware	3	04/18/14	04/22/14	33	CDOS, Counties, Everyone Counts
35	Conduct Customer Acceptance Test	3	04/18/14	04/22/14	34SS	CDOS, Everyone Counts, Counties
36	Configure eLect Applications	13	02/14/14	03/04/14		Everyone Counts
37	Setup CDOS Permissions for eLect Administration Application	5	02/14/14	02/20/14	28	Everyone Counts
38	Configure CDOS Settings	5	02/21/14	02/27/14	37	Everyone Counts
39	Test Application Configurations	3	02/28/14	03/04/14	38	Everyone Counts
40	Deploy eLect Administration Applications	6	03/05/14	03/12/14		CDOS, Counties, Everyone Counts
41	Setup and Test Application	5	03/05/14	03/11/14	39	CDOS, Counties, Everyone Counts
42	Sign off on eLect System Delivery	1	03/12/14	03/12/14	41	CDOS, Counties, Everyone Counts
43	eLect Training & Mock Election	11	04/23/14	05/07/14		CDOS, Counties, Everyone Counts
44	eLect System Administration	1	04/23/14	04/23/14	35	CDOS, Counties, Everyone Counts
45	Election Setup	0.5	04/24/14	04/24/14	44	CDOS, Counties, Everyone Counts
46	Voter Management	0.25	04/25/14	04/25/14	45	CDOS, Counties, Everyone Counts
47	Ballot Builder	1	04/28/14	04/28/14	46	CDOS, Counties, Everyone Counts
48	Train the Trainer	0.5	04/29/14	04/29/14	47	CDOS, Counties, Everyone Counts
49	Reporting	0.5	04/30/14	04/30/14	48	CDOS, Counties, Everyone Counts
50	Intra-Office Mock Election	4	05/02/14	05/07/14		CDOS, Counties, Everyone Counts
51	Mock Election Election and Ballot Build	1	05/02/14	05/02/14	49FS	CDOS, Counties, Everyone Counts
52	Mock Election L&A Testing	0.5	05/05/14	05/05/14	51	CDOS, Counties, Everyone Counts
53	Mock Election Online and Mail Ballots	1	05/06/14	05/06/14	52	CDOS, Counties, Everyone Counts
54	Mock Election Early Voting & Election Day	1	05/07/14	05/07/14	53	CDOS, Counties, Everyone Counts
55	General Election Processing	72	08/18/14	11/25/14		CDOS, Counties, Everyone Counts
56	Prepare Ballot	21	08/18/14	09/15/14		Counties
57	Setup Election Specification in eLect Admin	1	08/18/14	08/18/14		Counties
58	State Ballot Certification	0	09/08/14	09/08/14		State
59	Ballot Data Imported and/or Entered into Ballot Builder	4	09/09/14	09/12/14	58	Counties
60	Proof ballot - Online and VSPC Ballot	1	09/15/14	09/15/14	59	Counties
61	Perform Functionality Testing	1	09/16/14	09/16/14	60	Counties
62	Perform Logic and Accuracy Testing	1	09/16/14	09/16/14	61SS	Counties
63	Ballot ready for election	28	09/17/14	10/24/14		Counties
64	UOCAVA Ballot Ready for CO Website Voting	0	09/17/14	09/17/14	61	Counties
65	Electiion Ballot Ready for VSPCs	0	10/24/14	10/24/14	64FS	Counties

	Task Name	Duration	Start Date	End Date	Predecessors	Assigned To
66	Preview and Prepare VSPC Polling Facilities	4	08/18/14	08/21/14		Counties
67	Visit VSPC's to Determine Space and Layout	4	08/18/14	08/21/14		Counties, Everyone Counts
68	Determine/Verify VSPC Locations	1	08/18/14	08/18/14	56SS	Counties
69	Verify Electric Power and Internet Connectivity	0.25	08/19/14	08/19/14	68	Counties, Everyone Counts
70	Confirm Setup and Voter Flow	0.25	08/20/14	08/20/14	69	Counties, Everyone Counts
71	Verify Security Checks	0.25	08/21/14	08/21/14	70	Counties, Everyone Counts
72	Conduct Vote Center Operations Training	3	10/07/14	10/09/14		Counties
73	Polling Place Operations Train-the-Trainer	0.5	10/07/14	10/07/14	78FS -	Counties
74	Conduct VSPC Polling Place Operations Training	2	10/08/14	10/09/14	73	Counties
75	Conduct UOCAVA Online Ballot Delivery	33	09/19/14	11/04/14		Counties
76	Conduct Election Day Voting	12	10/20/14	11/04/14		Counties
77	Setup VSPC Polls	2	10/20/14	10/21/14		Counties
78	Deploy Equipment to VSPC Polling Places	0.5	10/20/14	10/20/14		Counties
79	Disburse Supplies	0.5	10/20/14	10/20/14	78SS	Counties
80	Setup Polls	0.25	10/21/14	10/21/14	79	Counties
81	Conduct Election Day Voting	11	10/21/14	11/04/14		Counties
82	VSPC Field Support	10	10/21/14	11/03/14	80SS	Counties
83	Conduct VSPC Voting	10	10/21/14	11/03/14	80SS	Counties
84	Close-Out VSPC Polls	0.25	11/04/14	11/04/14	83	Counties
85	Election Reporting	0.25	11/05/14	11/05/14	84	Counties, State
86	Post-Election Warehousing	1	11/06/14	11/06/14		Counties
87	Return Equipment to Warehouse	1	11/06/14	11/06/14	84FS	Counties
88	Conduct Post-Election Analysis	8	11/14/14	11/25/14		Counties
89	Document Lessons Learned	3	11/14/14	11/18/14	87FS	Counties
90	Review Reports	1	11/19/14	11/19/14	89	Counties
91	Election Review Meeting	0.5	11/25/14	11/25/14	90FS	Counties, Everyone Counts
92	Review and Phase I Wrap-up Meeting with CDOS	0.5	12/01/14	12/01/14		CDOS, Everyone Counts
93	**Phase II - Central Count Tabulation**	136	01/05/15	07/13/15		Counties
94	Central Count Station Review	2	01/05/15	01/06/15		Counties
95	Review CCS Procedures	0.5	01/05/15	01/05/15		Counties
96	Tabulate Results	0.5	01/06/15	01/06/15	95	Counties
97	Order Hardware	21	01/07/15	02/04/15		CDOS
98	CDOS desired Voting Units	0.5	01/07/15	01/07/15	96	CDOS, Counties

	Task Name	Duration	Start Date	End Date	Predecessors	Assigned To
99	Other Hardware--Printers	20	01/08/15	02/04/15	98	CDOS, Counties
100	Order Software	1	01/08/15	01/08/15		CDOS, Counties
101	3rd Party Software, if applicable	0.5	01/08/15	01/08/15	99SS	CDOS, Counties
102	Receive and Accept Voting Unit Component Hardware	16	02/06/15	02/27/15		CDOS, Counties
103	Acceptance Testing Training	0.5	02/06/15	02/06/15	105FS	CDOS, Counties
104	Receive and Accept Hardware	7	02/19/15	02/27/15		CDOS, Counties
105	Receive Designated Voting Unit Hardware	1	02/19/15	02/19/15	98FS	CDOS, Counties
106	Receive & Test Hardware	3	02/20/15	02/24/15	105	CDOS, Counties
107	Conduct Customer Acceptance Test	3	02/25/15	02/27/15	106	CDOS, Counties
108	eLect Admin and Application Training	5	03/02/15	03/06/15		CDOS, Counties, Everyone Counts
109	Election Setup	0.25	03/02/15	03/02/15	107	CDOS, Counties, Everyone Counts
110	Central Scanning Operations	0.5	03/03/15	03/03/15	109	CDOS, Counties, Everyone Counts
111	Reporting	0.25	03/04/15	03/04/15	110	CDOS, Counties, Everyone Counts
112	Intra-Office Mock Election	2	03/05/15	03/06/15		CDOS, Counties, Everyone Counts
113	Mock Election L&A Test	1	03/05/15	03/05/15	111	CDOS, Counties, Everyone Counts
114	Mock Election Election Day	1	03/06/15	03/06/15	113	CDOS, Counties, Everyone Counts
115	Conduct Post-Election Analysis	1	07/13/15	07/13/15		Counties
116	Document Election - Lessons Learned	0	07/13/15	07/13/15		Counties
117	**Final Review and Wrap-up Meeting with CDOS**	1	08/03/15	08/03/15		Counties, CDOS, Everyone Counts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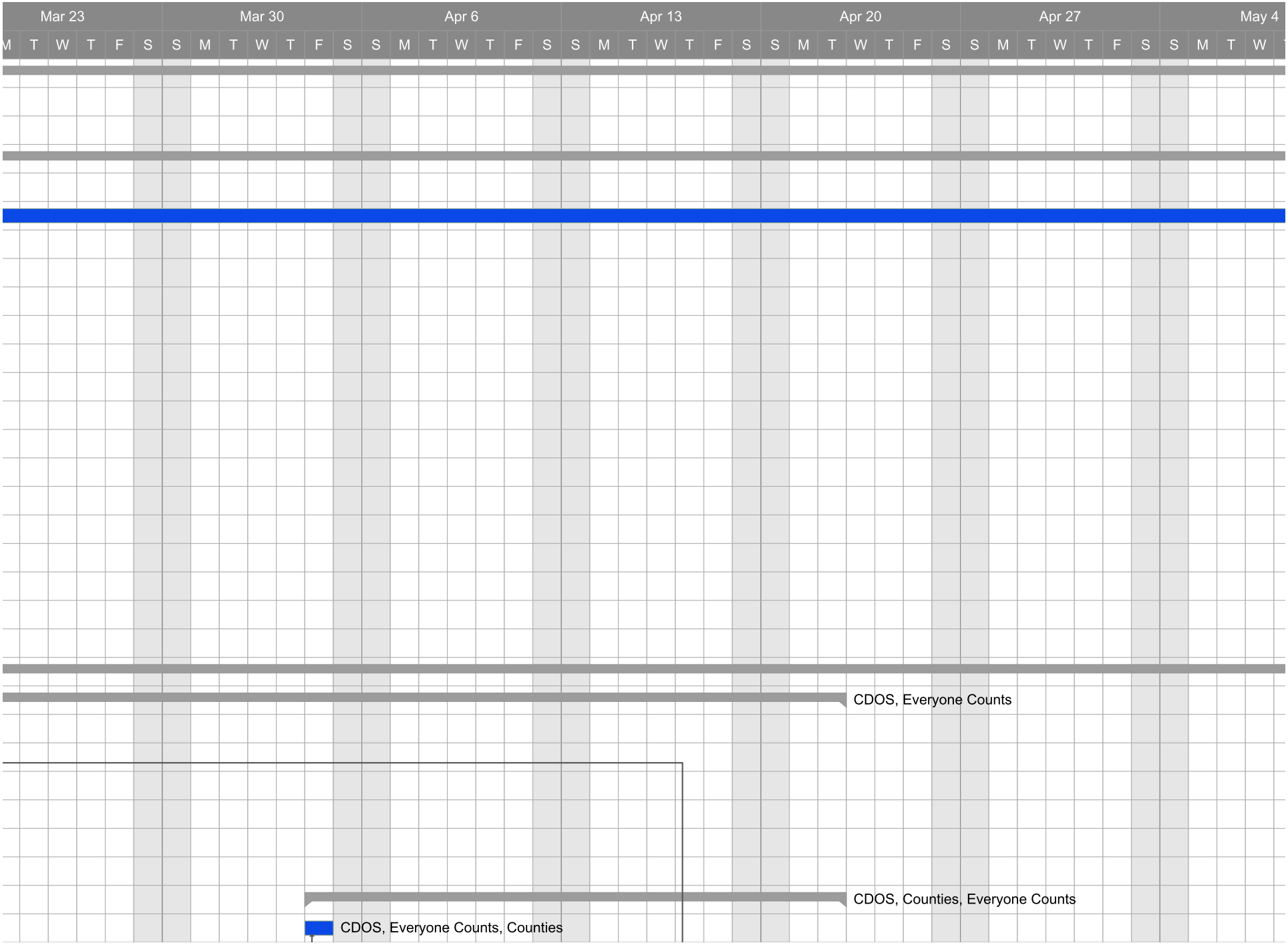
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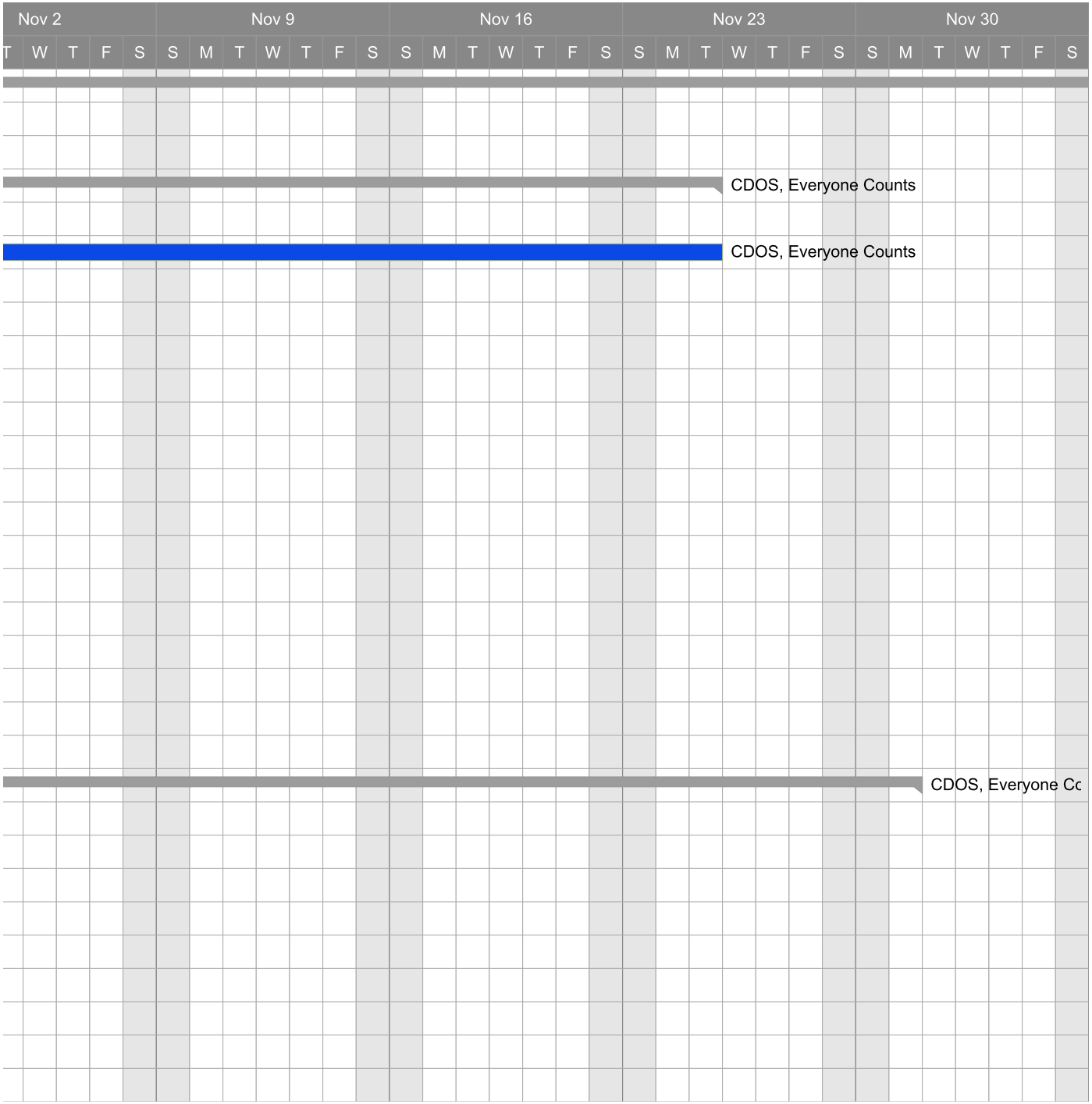
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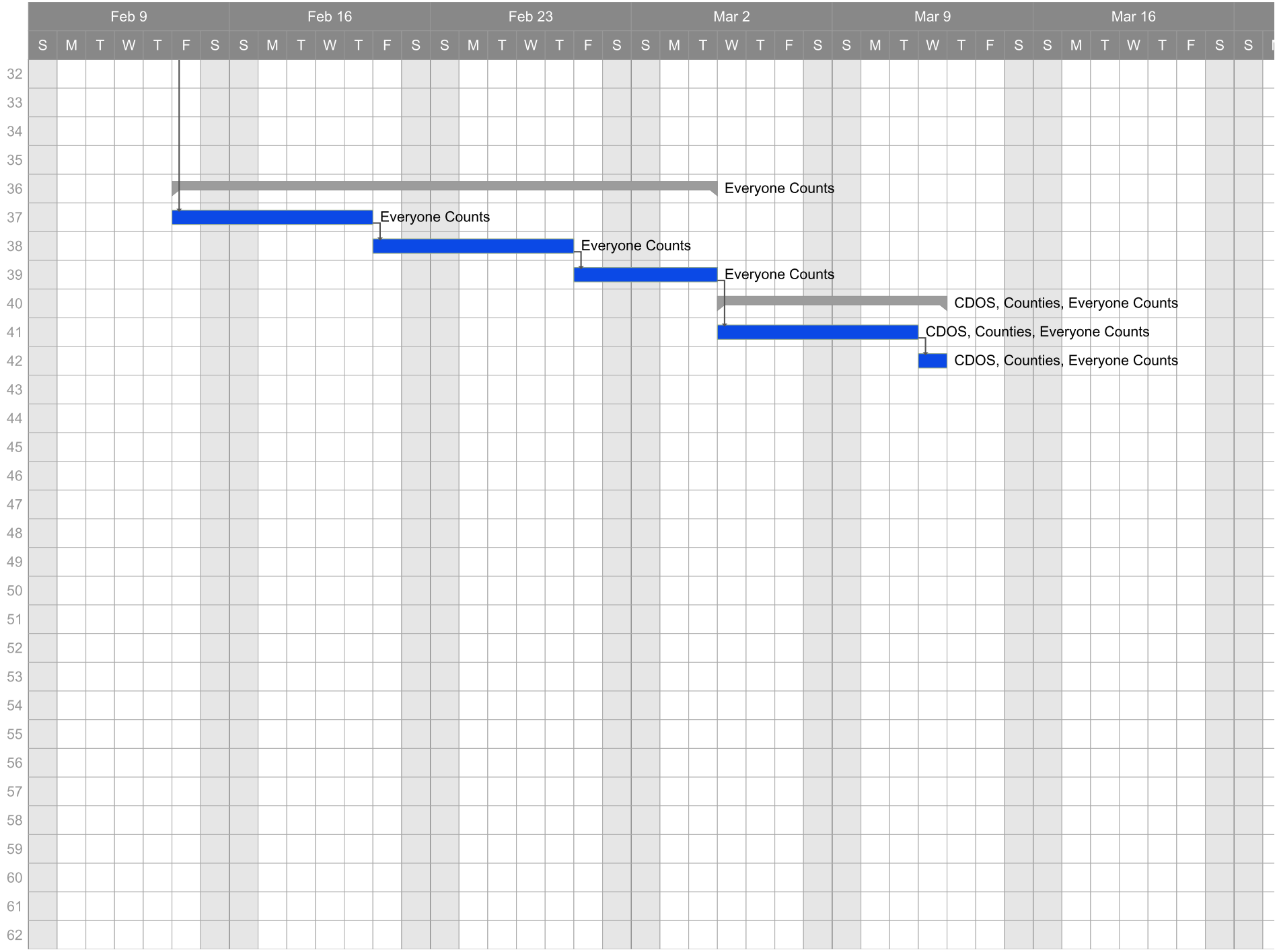
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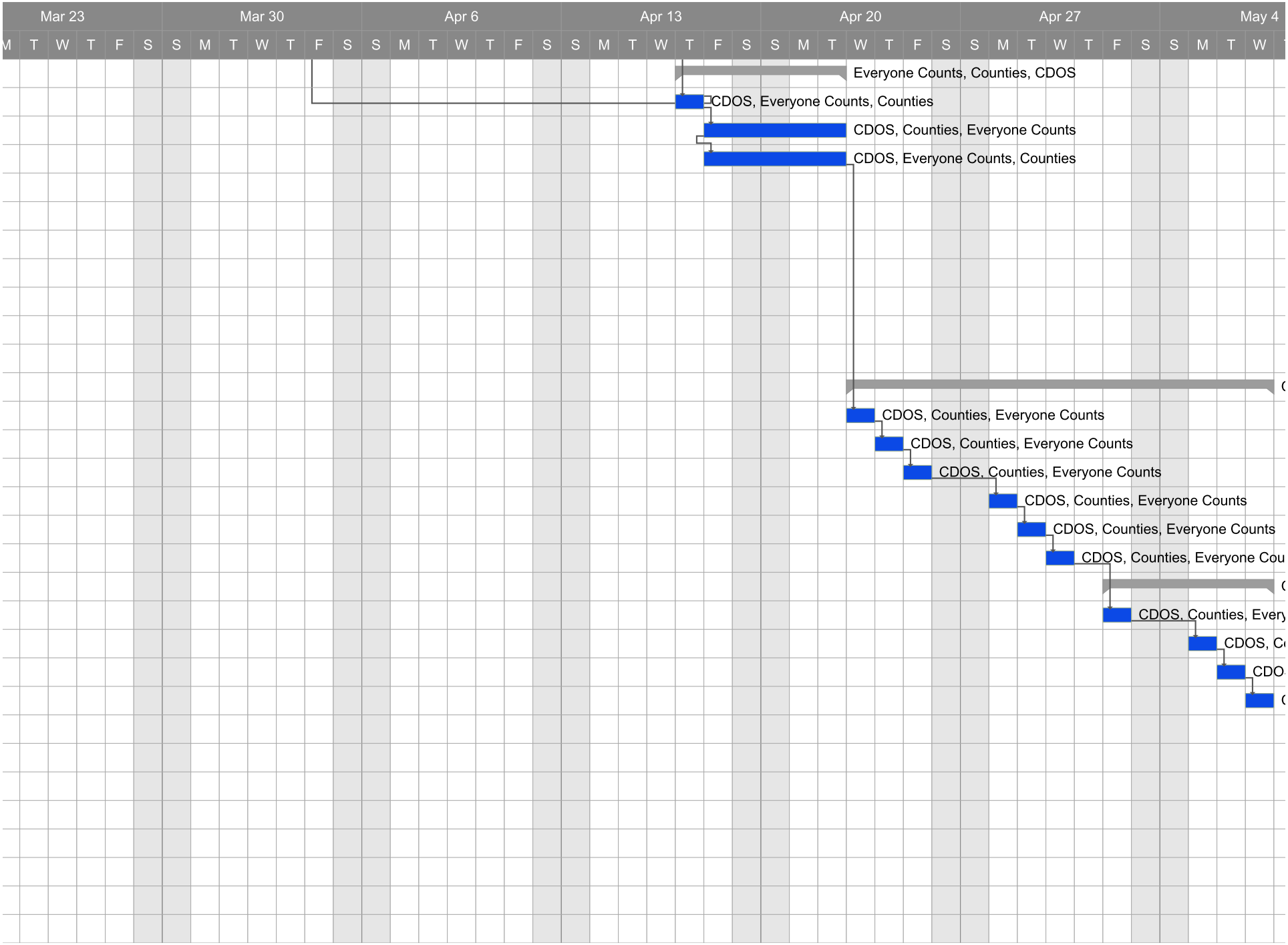
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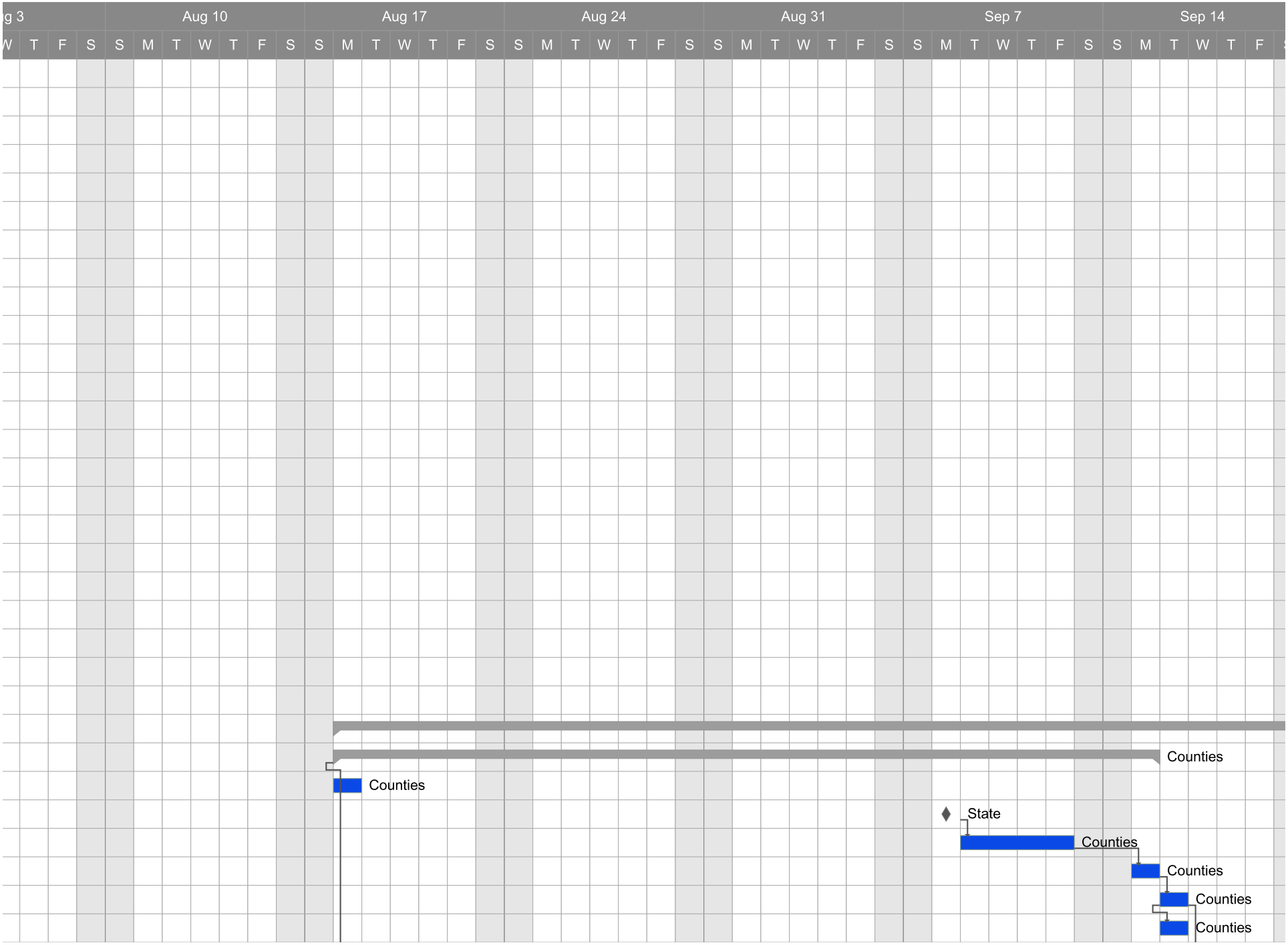
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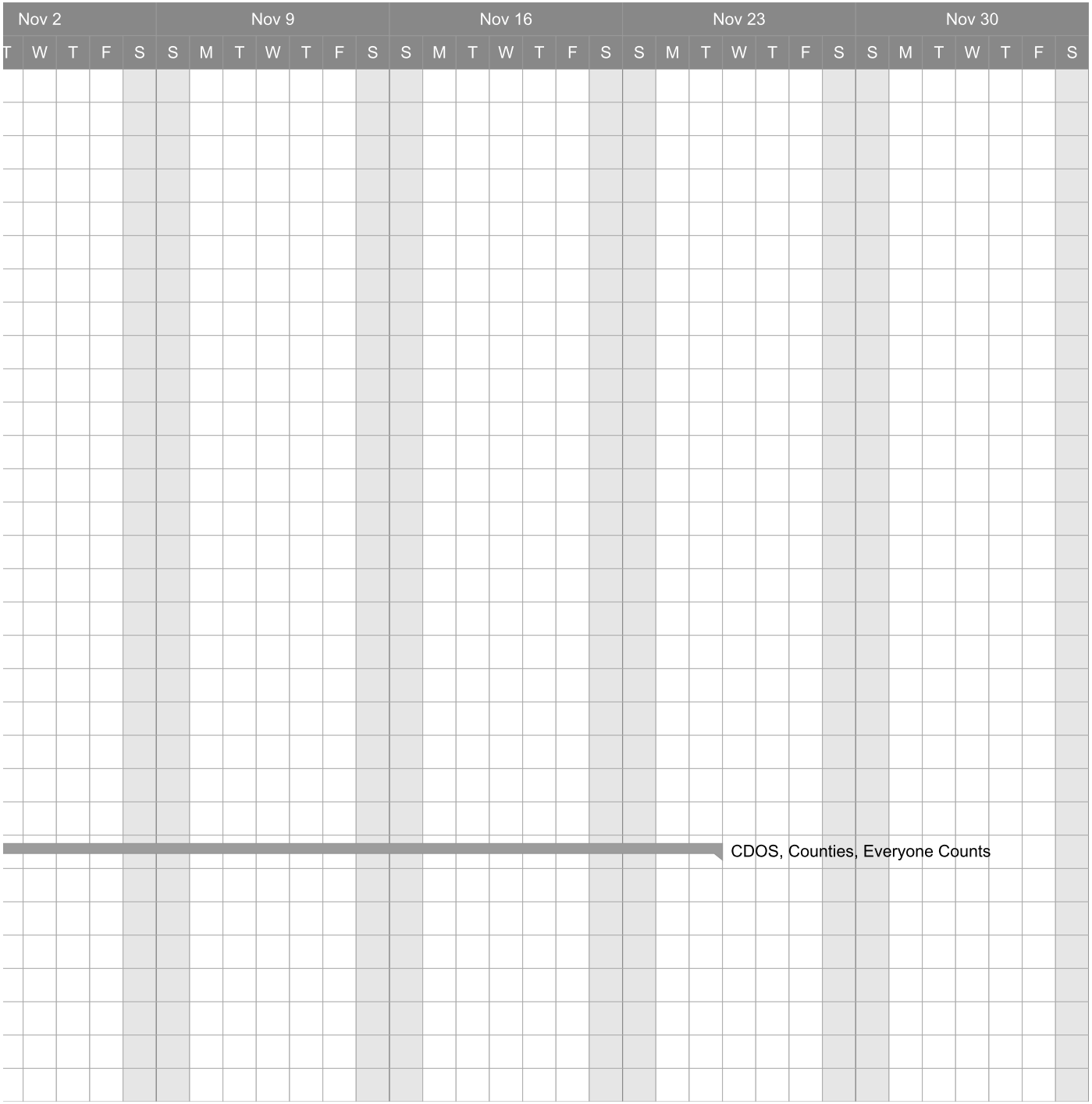
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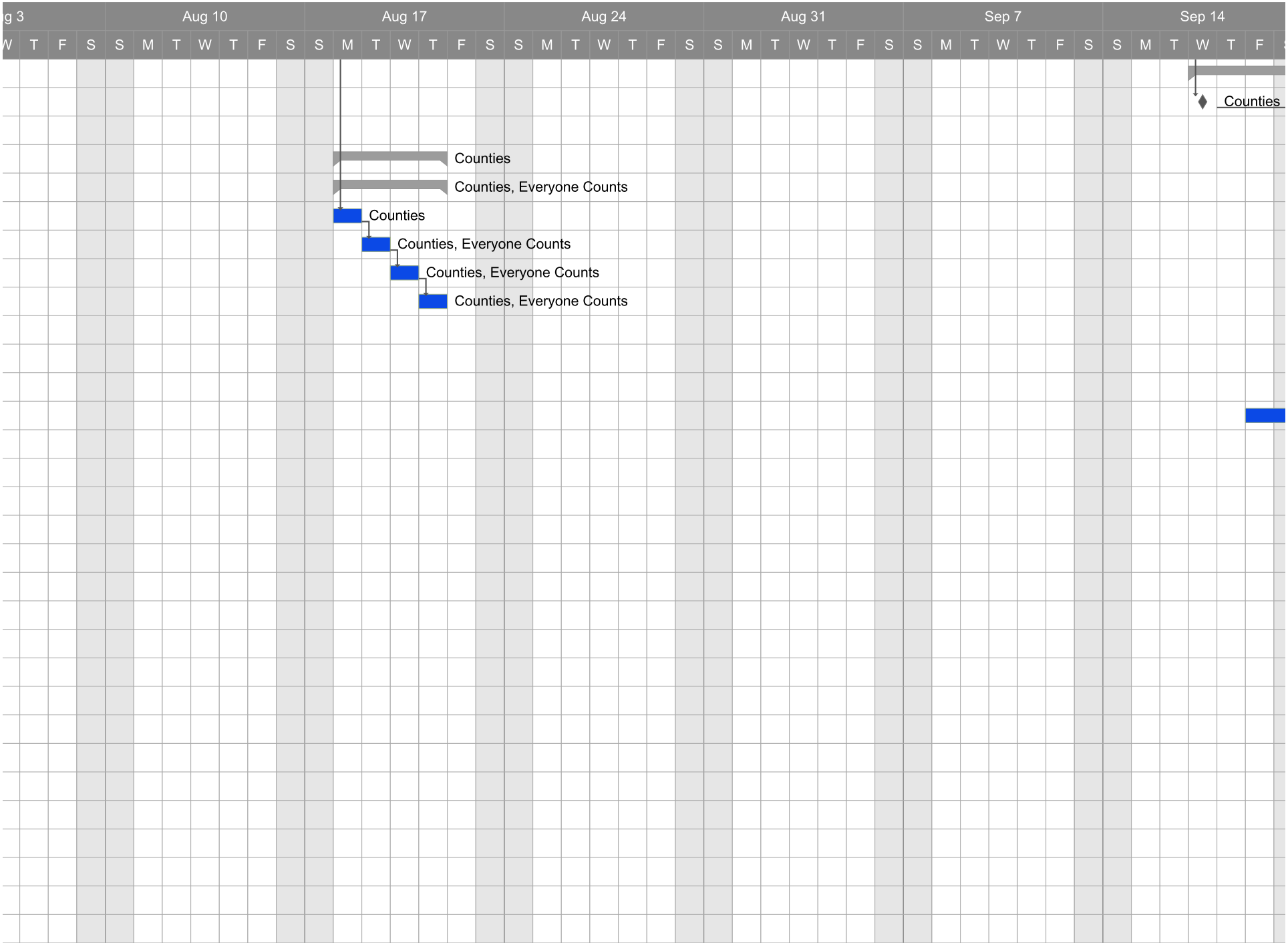
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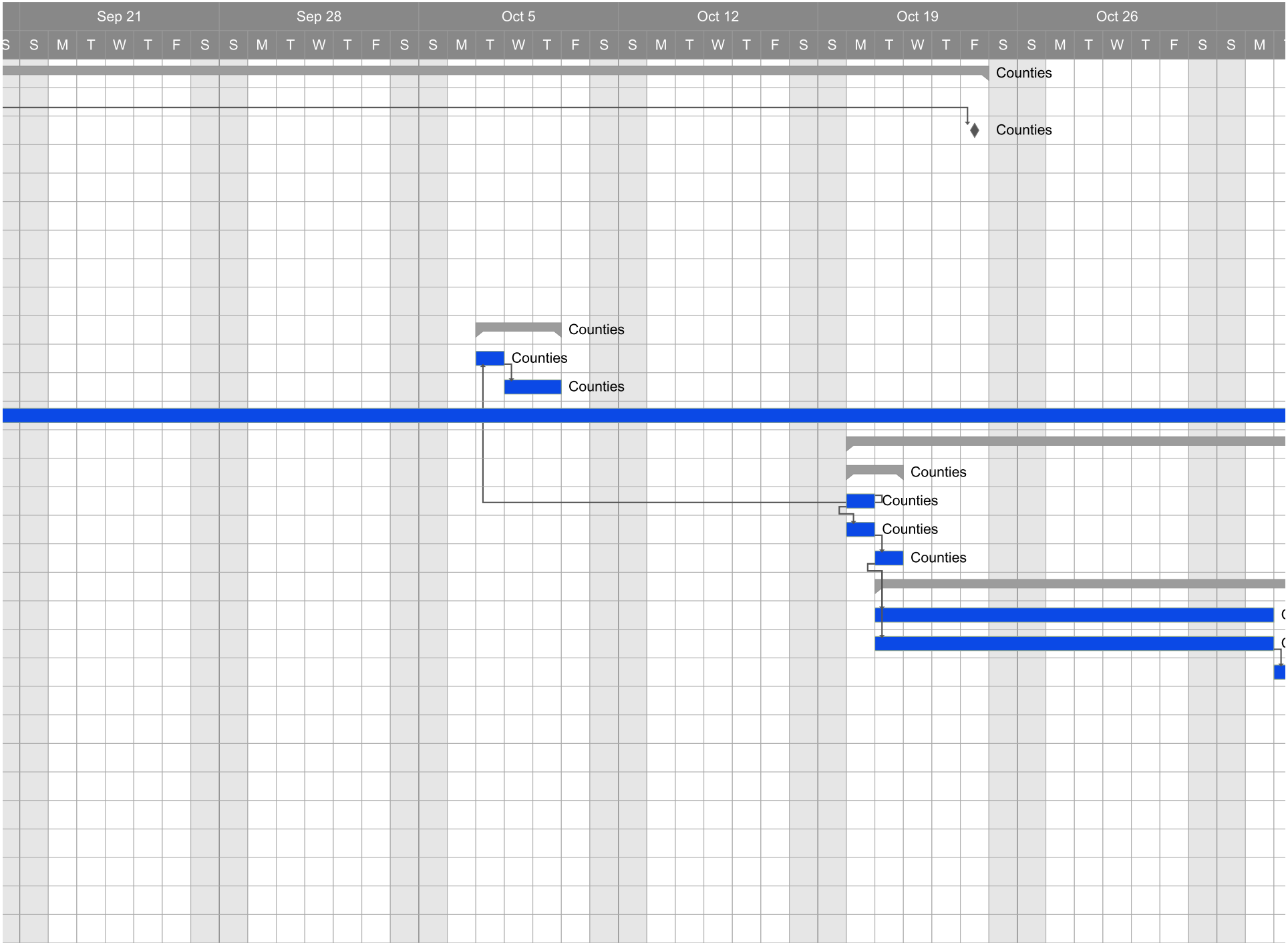
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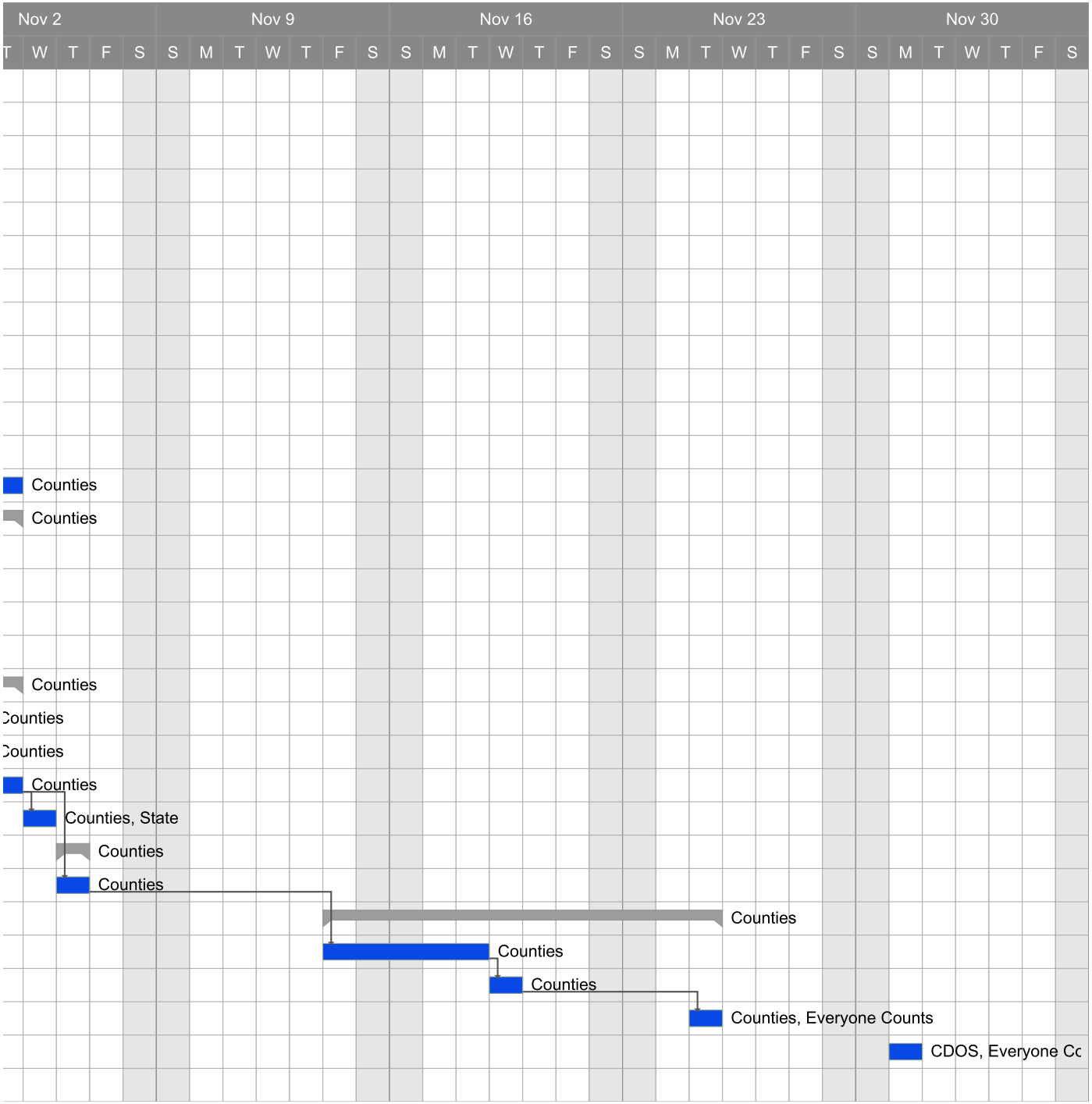
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11.0 PROPOSED STAFFING

Our proposed Key Personnel for the Uniform Voting System (UVS) project will work with the Secretary of State and Colorado's County election stakeholders to implement a system that meets and exceeds your standards, needs, election laws, and administrative regulations. The proposed team will also be involved with the implementation in 2014. Ms. Sheri Charleston, Senior Project Manager at Everyone Counts, will be the primary point of contact.

Our engineers, project managers, trainers, compliance managers, and election consultants have built successful careers in election administration and gained invaluable experience through working with governmental election management bodies, international election organizations, and consultancies. Together, these professionals offer the election industry a unique combination of world-class expertise in election administration and technology.

Lori Steele
Executive Sponsor

Lori Steele is the Chairman and CEO of Everyone Counts and a leading expert in election modernization. Ms. Steele is the go-to source for election officials around the globe, for matters such as decisions on e-voting matters, media interviews, and high-profile public and private hearings. She is dedicated to helping election officials and decision makers serve voters better, faster, and more cost-effectively. Selected in 2013 for Fortunes' "10 Most Powerful Women Entrepreneurs", her vision is exciting, clever, and compelling. Ms. Steele has been featured in Time, The Wall Street Journal, CNN Money, The New York Times, and numerous media outlets located around the world.

For government election departments, Ms. Steele is the world's best-informed and most-experienced implementer of electronic voting projects across a wide range of demographics. Her deep experience and research are the source of her profound expertise. She has served as an advisor to dozens of governments and political parties on writing and implementing legislation for better serving voters, and on building and deploying new election technology.

She employs a full software engineering and network security team, as well as a full team of election administrators and consultants, for the benefit of her government, political party, and private clients.

Ms. Steele will take personal executive responsibility for the oversight and strategic leadership of our services for this project.

Sheri Charleston
Senior Project Manager

Sheri Charleston brings over 20 years in the election management and services industry. She possesses a broad spectrum of account management experience from her work with companies like ES&S and Hart.

At Everyone Counts, Ms. Charleston's election experience includes:

- Creates and Manages the Project Plan and Schedule (Lifecycle project management, from planning through post-implementation support).
- Manages the Project Team Members.
- Liaison between State and Contractor Resources.
- Initiates Quality Assurance Processes to monitor the Project.
- Manages issues and risks.

- Point of escalation for project issues.
- Manages the deliverable acceptance process.
- Ballot production, managing election data, staff training on software and ballot layouts.

Throughout her career, she has lead implementation of complex election systems for major jurisdictions across the nation in numerous states. She has delivered successful electronic voting solutions to many satisfied clients, including:

- State of Colorado.
- State of New Jersey.
- State of Washington.
- State of Virginia.
- State of Hawaii.
- Orange County, California.
- San Mateo, California.
- King County, Washington.
- Bexar County, Texas.
- Travis County, Texas.
- Dallas, Texas.

With her extensive experience in the Election Management industry, Ms. Charleston will be the main contact person for the UVS project. She will work with her PMO team to oversee and deliver all aspects of CDOS's solution.

EDUCATIONAL BACKGROUND

Ms. Charleston has attended the University of Nebraska her course focus has been Project, Management Applications, Project Management Fundamentals, PMP ® Certification Prep 1 and PMP ® Certification Prep 2 and MS Project. She also possesses skills like CSS, XHTML, and creating webpages.

REFERENCE

Gail Weisberg
Cook County, IL
Manager of Voter Services
69 W. Washington, Room 500
Chicago, IL 60602
312.603.0972
gail.weisberg@cookcountyil.gov

Paul DeGregorio
Executive Sponsor

Paul DeGregorio is one of the world's top election experts, devoting his professional career to the promotion of democracy and elections. Mr. DeGregorio has held significant policy-making and top management positions in prominent institutions that have advanced the cause of democracy and freedom throughout the world.

Mr. DeGregorio's many achievements as an international and domestic election administrator and democracy specialist includes:

- In 2006, served as Chairman of the United States' Election Assistance Commission (EAC). As the USA's chief election official, Mr. 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 those with special needs.
- Member of the International Association of Clerks, Recorders, Election Officials, and Treasurers (IACREOT) since 1985. Named Lifetime Member in 2007.
- Member of OSCE expert team that assessed Estonia Internet voting system in 2007. Also served on OSCE assessment missions to Ireland, Belgium and the Netherlands.
- Served as Executive Vice President and Chief Operating Officer of the International Foundation for Electoral Systems (IFES) from 2001–2003.
- Director of Elections from 1985–1993 for St. Louis County, Missouri.

Paul DeGregorio will serve as Executive Sponsor for the CDOS Project. In this role, he will be briefed weekly on the project and serve as an advisor regarding key decisions. He will also serve as the point of escalation for Ms. Charleston, the Project Manager.

EDUCATIONAL BACKGROUND

Mr. DeGregorio holds a Bachelor of Arts-Political Science from University of Missouri-St. Louis. He has also attended St. Louis Community College to study Liberal Arts. Mr. DeGregorio has participated in numerous training conferences for elections such as International Association of Clerks, Recorders, Election Officials & Treasurers (IACREOT).

REFERENCE

Lance Gough
Executive Director
Chicago Board of Election Commissioners
69 W Washington 8th Floor
Chicago, IL
312-269-7970

Karen Clakeley
Account Manager

Karen Clakeley joined Everyone Counts after 20 years of progressive experience in building and leading sales and customer service teams with market-leading, global companies in the printed and electronic communications industry.

Karen takes pride in delivering next generation election solutions to customers throughout the United States. Karen is a driving force for Everyone Counts' customer-first philosophy, and plays a critical role in identifying the right solutions to ensure customer success. She is results driven and moves fluidly from vision and strategy to implementation and successful achievement of desired results.

Karen has overseen the relationship between Everyone Counts and the State of Colorado since 2010 both in management function and now hands-on as the account executive. She played an integral role in developing early UOCAVA initiatives and solutions, and oversaw the deployment of our eLect platform for the Colorado's uniform UOCAVA ballot delivery system. Over the past several years, Karen has worked closely with the CDOS and the 64 counties to understand their current and desired election environment and, where appropriate, introduced new solutions to election hurdles.

EDUCATIONAL BACKGROUND

Ms. Clakeley holds a Bachelor of Arts degree in Public Administration from San Diego State University.

REFERENCE

Mark Thomas
Chief of Staff and State Election Director
State of Utah, Lt. Governor's Office
(801) 538-1494

Steve Trout
Project Advisor

Steve Trout has 15 years experience in election law and administration.

- He has recently served as Oregon's Director of Elections, and as the Western Region Representative on the Executive Board of the National Association of State Election Directors.
- Steve worked in the private sector for 5 years assisting local governments with

compliance with election laws, including HAVA and the Voting Rights Act, as well as with election administration and training.

- Previously, he served as Senior Election Counsel to the California Secretary of State and as Assistant Registrar of Voters in San Bernardino County, CA.
- He has served as counsel to the California Voting Modernization Board, and has taught continuing legal education seminars on election law and HAVA to state and county counsel from throughout the country.
- Steve has defended election procedures in both state and Federal courts, including the US Supreme Court.
- Some of the major projects handled by Steve include:
    - Statewide implementation of Online Voter Registration in Oregon.
    - Statewide implementation of iPad and tablet voting for disabilities in Oregon.
    - Implementation of Diebold DRE voting systems in San Joaquin and Butte County, CA.
    - Implementation of Sequoia DRE, Precinct Count Optical Scan and Central Count Optical Scan in San Bernardino, Monterey, Tulare, Santa Cruz, Yuba, Sutter Counties, CA and Franklin County, WA.

EDUCATIONAL BACKGROUND

Steve holds a Juris Doctor in Law, Bachelor of Science in Managerial Economics, and Bachelor of Arts in Political Science, all from the University of California – Davis.

REFERENCE

Steve Druckenmiller
Linn County Clerk
300 SW 4TH AVE, Room 205
Albany, OR 97321
(541) 967-3831

David Wallick
Business Analyst

David Wallick, before joining Everyone Counts, was a manager for the State of Colorado's statewide rollout of a Ballot-On-Demand project for the 2012 General Election. In this role he:

- Co-managed the project's development and implementation.
- Served as a co-lead trainer to counties and the state office.
- Worked with the project vendor to transfer operational and technical knowledge to county offices.
- Helped develop online eLearning courses sponsored by the Secretary of State's office

with regard to operation.
- Worked in conjunction with the SCORE team at the state level to improve the interface
- Wrote a post-implementation report.
- Worked on FVAP data reporting efforts.
- Helped support Unified Election Systems/Uniform Voting System efforts.

At Everyone Counts, he serves as a Business Analyst:
- Overseeing new product introduction.
- Acts as a liaison between customers and the technical team and ensures that the end product meets customer requirements.
- He works directly with customers, marketing, and engineering to ensure that product meets the intended technical specifications.
- His major projects include the eLect Electronic Poll Book Launch, GIS Integration, and Election Night Reporting.

EDUCATIONAL BACKGROUND

Mr. Wallick holds a master's degree in Urban and Regional Planning, with emphasis in environmental planning, from the University of Colorado, Denver. He has a bachelor's degree in English, with a minor in Biology, from Wabash College in Crawfordsville, Indiana. His additional coursework included remote sensing, GIS and GPS applications and hardware, and ecological studies.

The proposed project will benefit from his expertise in mathematical/statistical training and professional application in quantitative and qualitative methods, writing and presenting technical reports, data products and processes to governmental agencies, and developing and implementing technical training documents and courses.

REFERENCE

Christi McElveen
Colorado Department of State
Voting Systems and Compliance
303-894-2200 Ext 6340
christi.mcelveen@sos.state.co.us

Roy Grossberg
Director, Engineering

With a career spanning 15 years, working with and for high-technology companies, Roy Grossberg is an entrepreneur with passion for innovation and technology. Throughout his career, he has worked with Fortune 500 companies, startup companies, and businesses from

five continents. He has specific expertise in leading technology-driven ventures in e-Government, healthcare, and telecommunication sector.

- In 2008, Mr. Grossberg channeled his passion for technology and helping people to lead a healthier life and founded HelloFood, a technology startup delivering the world's first voice-activated healthcare support and advisory system.
- As Founder and CEO, Mr. Grossberg was responsible for business and product development, releasing the product to the market, and eventually the acquisition of the company.
- Prior to founding HelloFood, Mr. Grossberg worked as a software engineer, development manager, and consulting manager for Fortune 100 clients in diverse markets.

At Everyone Counts, Mr. Grossberg:

- Leads the Development, Quality Assurance, and Program Management teams.
- Also leads the architecture and design of eLect, ensuring it adheres to the highest security standards and meets client needs.
- Is responsible for the eLect product suite and the timely rollout of all new features and products.
- Under Mr. Grossberg's supervision, the Everyone Counts team has successfully delivered many elections in both the private and public sector, including the 2012 Presidential Election and the 85th Academy Awards. He serves as the chief innovator, driving the Everyone Counts patent portfolio, and he is inventor of five current pending patents.

EDUCATIONAL BACKGROUND

Mr. Grossberg holds an undergraduate degree in computer science and math from Haifa University, Israel, as well as a Master of Business Administration with focus on Entrepreneurship from Derby University in the United Kingdom.

REFERENCE

Frank Kohler
Academy of Television Arts & Sciences
5220 Lankershim Blvd
North Hollywood, CA 91601-3109
Contact: 818-754-284

Thomas Underhill
Director, Information Technology

Thomas Underhill brings over 18 years of IT experience of leading world-class technology operations team. His strengths lie in improving the efficiency and scalability of Internet technology platforms and organizations.

His previous experience includes:

- Direct of Global Operations at OpenMarket, a leading mobile aggregator and SaaS provider where he was responsible for a large data warehouse containing data from billions of transactions, maintaining 100 percent availability for a global SMS/MMS platform, and working with product management on the development of Next Generation mobile SaaS solutions. He was responsible for projects in Australia, United Kingdom, and the United States.
- Senior Member of Technology Leadership at Active Network, a leading SaaS provider in the activities and events space, where he was responsible for technology strategy. Under his leadership, the ActiveWorks SaaS hosting platform was completely redesigned, a new operations organization built, and extensive improvements were made to service delivery which were later absorbed into the IT organization as best practices. He was also responsible for managing a global technology organization with operations in the United States, Canada, and China.
- Architect for eBay and PayPal where he served the Corporate Architecture and Global Risk Management organizations on the Trinity project team, which developed a scalable SaaS platform to enable eBay-owned Internet properties to communicate, share data, and process billions of transactions. In this role, he maintained 100 percent availability, architected new solutions, created and maintained automation technologies, and operated an environment with 10,000+ devices with a small and agile team.
- Various technical and leadership roles at EDS (HP Enterprise Services) in the public and private sectors. Notably, Mr. Underhill was an architect for the joint Federal Aviation Administration and Department of Defense NAIMES Program where he built and managed early web services platforms, managed safety critical systems, and built/managed the GIS-based Temporary Flight Restrictions and Wide Area Augmentation System Availability Prediction Systems. He also served as Unix Engineering Leader for an early cloud-services provider that EDS had acquired and which utilized heavy automation to manage a cloud hosting environment a decade before “cloud” became an industry buzzword.

At Everyone Counts, Mr. Underhill has been responsible for several key projects which

included:

- Modernization effort for *New Jersey's Statewide Voter Registration System (SVRS)*. The initial phase of the project consisted of building out an entirely new hardware platform at our state-of-the-art hosting facilities in Edison, New Jersey, and Denver, Colorado, and migrating the SVRS to this platform. The current phase consists of modernizing software services and replacing county hardware with modern equipment.
- Mr. Underhill and his team also migrated Everyone Counts' internal hosting facilities from San Diego, California, and Chicago, Illinois, to Edison and Denver in a relatively short period of time, with no impact to clients or their elections.
- He has also consulted a state voter registration system architectural review project and also proposed major redesigns for several state voter registration systems that are currently in the contracting or client approval stages.
- Mr. Underhill also designed the security architecture for a large, prestigious, private-sector client's election platform.

EDUCATIONAL BACKGROUND

Thomas Underhill is a *Juris Doctor* Candidate and holds a Certificate in Global Legal Studies from Thomas Jefferson School of Law. He also holds a Bachelor of Business Administration Degree from Strayer University, where he graduated summa cum laude.

REFERENCE

Bob Giles
Director of Elections
State of New Jersey Election Director
+1 609 292 3760
Robert.Giles@sos.nj.us

Gorden Cheng
Integration and Support

Gorden Cheng has over 14 years experience in designing and implementing scalable IT solutions. He also has expertise in networking, Windows, VMware/Xen, and Perl and has led many projects, including:

- Creating a web-based tool to enable the Everyone Counts Election Administration team to manage balloting systems without IT assistance.
- Designing and implementing Everyone Counts' geo-failover hosting environments.
- New Jersey SVRS project.
- Implementing central authentication on servers and code repositories.

- Automating VM creation with netboot, kickstart, Cobbler, and other tools.
- Devising a DNS web management system for users to self service.
- Creating APIs for IP Address Management/Monitoring.
- Defining IT infrastructure standards and implementing an Infrastructure as a Service (IaaS).

EDUCATIONAL BACKGROUND

Gorden Cheng holds a Bachelor's degree in Computer Science from the University of Texas and has certifications in Microsoft, Cisco, and Redhat Linux platforms

REFERENCE

Bob Giles
Director of Elections
State of New Jersey Election Director
+1 609 292 3760
Robert.Giles@sos.nj.us

Michael Sui
Manager, Quality Assurance

Michael Siu has over 10 years of experience in software Quality Assurance. Over the 10 years, he has worked with:

- Sony Electronics Speech Recognition R&D Division, testing a speech recognizer.
- Systran Software machine translation software, where he worked on DARPA-funded translation software.
- Mr. Siu also worked at Convera Search Technologies, testing a broad range of Internet search engine tools, from web crawlers to web indexing.
- SEO search technologies at Covario, where he helped implement a test harness and test automation system.

At Everyone Counts, his projects include:

- Quality Assurance planning and testing for the State of New Jersey's Statewide Voter Registration System (SVRS).
- Testing the online voting application for the Academy Awards and PricewaterhouseCoopers (PwC).
- Developing software test plans and conducting automated and manual testing of the software for the State of Utah's UOCAVA Ballot Address Locator.
- Quality Assurance planning and testing for the State of Colorado Election Builder.

- Quality Assurance planning and testing for the State of Washington Ballot Address Locator.

EDUCATIONAL BACKGROUND

Mr. Sui has a bachelor's degree from University of California, Irvine in Linguistics with an emphasis in computational work.

REFERENCES

Nicci Tynen
Quality Assurance Architect
Tealium
1-760-613-1286
ntynen@gmail.com

Sean Mostafavi,
Senior Software Engineer

Sean Mostafavi has extensive cryptography knowledge, with seven years of professional coding experience and 13 years of programming experience. During his career, he has:

- Worked for Isilon Systems, a high-tech clustered storage company in Seattle with customers such as NASA and Facebook.
- Worked for companies that specialize in and emphasize software security.
- Mr. Mostafavi has published articles on security-enhancing software that he has developed, which are being used by organizations around the world.

At Everyone Counts, he has been responsible for:

- Enhancing the security of eLect products. His efforts have been praised by auditors and clients alike for his work.
- He is currently the lead designer and developer of the vote encryption components for our Next Generation voting system.
- He is working as a lead designer and developer of the vote encryption components for the next generation voting system.
- Mr. Mostafavi has developed the original eLect install and deployment apps which allowed Everyone Counts to rapidly deploy eLect systems to virtual machines.
- He has also been involved in major IT infrastructure transitions and has significantly contributed to the design and implementation of the next generation eLect products.

EDUCATIONAL BACKGROUND

Arizona State University, Bachelor of Science, Computational Mathematics

REFERENCES

Ian Brightwell, Chief Information Officer
New South Wales Electoral Commission
+61 (02) 9290 5948
ian.brightwell@elections.nsw.gov.au
Level 25, 201 Kent Street
Sydney, NSW 2000
Australia

Michael Jackson
Senior Software Engineer

Michael Jackson has over 15 years of software engineering experience, working as a system administrator, database architect, and network engineer. Mr. Jackson has worked in CMMI Level 2 and ITIL-compliant environments, including governmental agencies such as:

- Oregon State Police.
- Sacramento County Sheriff's Department.
- Alaska Department of Corrections.
- Portland Police Bureau.

At Everyone Counts, Mr. Jackson has been responsible for:

- Leading the development of our eLect Administration suite and all enhancements derived from customer feedback, particularly the Voter Management component, which allows election officials to control their own voter rolls.
- Developing a custom tabulation module for the annual Academy Awards.
- Designing and developing a custom authentication module using military Common Access Cards (CACs), which allows military voters to scan their CAC barcode, using their tablet or smartphone, to instantly access their correct ballot from anywhere with Internet access.

Mr. Jackson also sets up and manages our development department's continuous integration (CI) server, artifact repository, and automated build scripts.

EDUCATIONAL BACKGROUND

Mike Jackson holds a bachelor's degree in computer science from California State University, Sacramento

REFERENCE

Garrett Devries
State Elections Coordinator
(605) 773-5666
Garrett.Devries@state.sd.us

Nick Coudsy
Functional Manager

Nick Coudsy has 15 years of experience in U.S. public-sector elections. He has worked for many years as an election administrator and as the director of training for Los Angeles County, California, the largest electoral jurisdiction in the United States, and for Contra Costa County, California. Mr. Coudsy, 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. He will serve as the key trainer for Colorado.

At Everyone Counts, Mr. Coudsy's responsibilities include the following:

- Lead all design, configuration, security design, development, and testing.
- Provide input to training development, and participate as part of the immediate post-go-live support team.

Nick Coudsy will work directly with Sheri Charleston, Project Manager, and the Colorado Department of State, to implement the UVS Solution.

EDUCATIONAL BACKGROUND

Nick Coudsy is a certified Project Management Professional (PMP) and an alumnus of Loyola Marymount University. He has completed graduate work at the H. John Heinz III School of Public Policy at Carnegie Mellon University.

REFERENCE

Brad Nelson, Election Director
Pima County, Arizona
brad.nelson@pima.gov
(520) 724-6830

Dani Charleston
Help Desk / Training Manager

Dani Charleston brings five years of supervisory and training experience with several Election Jurisdictions. Her training and help desk experience are uniquely supplemented with the insight gained from training in Austin, TX, Lincoln, NE, and Kansas City, MO.

At Everyone Counts, Ms. Charleston's election experience includes:

- Leading the Help Desk team to ensure that all issues are solved quickly and within any identified Service Level Agreements
- Analyzes, resolves, tracks, and escalates incidents within a variety of ticketing databases
- Designs, documents, and maintains statistical reports, training materials, and policy materials
- Provides training for internal as well as external personnel

EDUCATIONAL BACKGROUND

Bachelors of Arts in Political Science from the University of Nebraska

REFERENCE

Michael Winn, Director of Elections
Travis County, Texas
michael.winn@co.travis.tx.us
(512) 854-4728

Sam Cox
Election Technician

Samuel Cox has worked in the election industry for over four years. Prior to working at Everyone Counts, Mr. Cox was a Lead Instructor/Training Specialist for the Santa Clara County Registrar of Voters, in California. In this position, he wrote and edited election day support materials to be used by volunteers including procedural training manuals, technical support manuals, and emergency protocol handouts. He also planned and implemented voter outreach events and educational seminars. His experience makes him uniquely qualified to see elections from a variety of perspectives.

Mr. Cox's recent election administration experience includes:

- Professional Engineers and Geoscientists of British Columbia (APEG) Council Election.
- State of Colorado, USA, Statewide 2013 Consolidated Election.
- Cook County, Illinois, USA, 2013 Consolidated Election.
- Pierce County, Washington, USA, 2013 Primary.
- Pierce County, Washington, USA, 2013 General.

EDUCATIONAL BACKGROUND

Bachelors of Arts in Visual Media/Journalism from the American University

REFERENCE

Karin Accorinti, Elections Services Coordinator
Santa Clara County Registrar of Voters, California
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408 282 3092

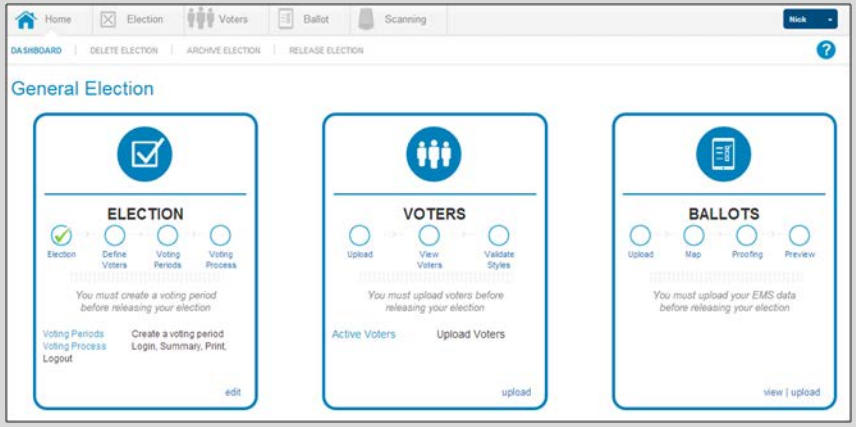
UVS SYSTEM REQUIREMENTS

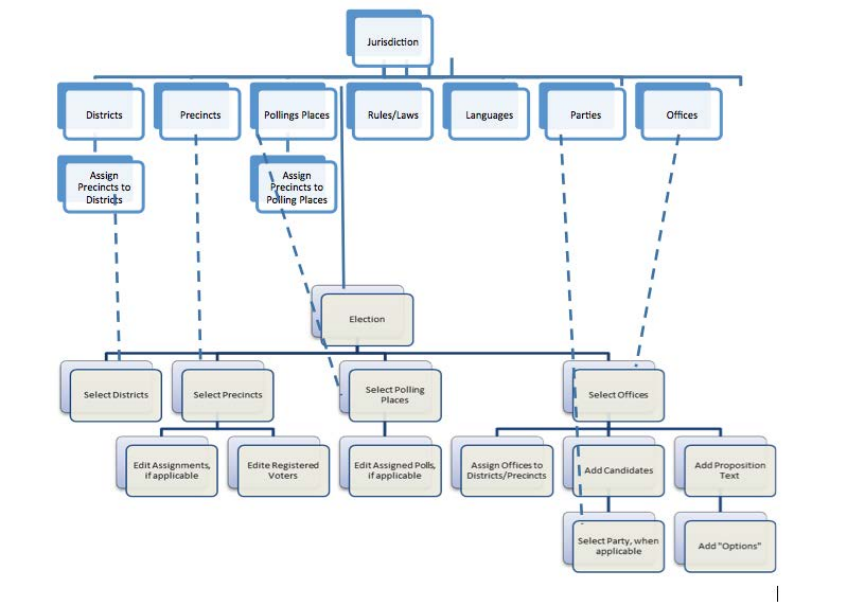
12.0 SECTION A: UVS SYSTEM REQUIREMENTS

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

A – ELECTION MANAGEMENT SYSTEM (EMS)

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Election Creation	A-1	Allow county and state election officials the ability to generate and maintain an administrative database containing the definitions and descriptions of political subdivisions and offices within their jurisdiction.	2	eLect's Election Management System (EMS) will be a single integrated, state-of-the-art Software-as-a-Service (SaaS) solution. The solution has been developed to be intuitive, and allows election officials to effortlessly define, manage, and administer their elections by importing/exporting data from their statewide voter registration database. eLect's EMS will offer multiple functionalities: • Interface with SCORE and be able to import/export and manage election data. • Provide the ability to manage data through a single entry and prevent effort of duplicating or updating data multiple times. • Allow users to import data from SCORE used for defining elections, such as Voting Service Polling Center (VSPCs),

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				precincts, districts, political party affiliations, candidates and separate party ballots in the case of primaries. This data can be used to created and customize ballot layouts. • Allow archiving and re-use of ballot layout templates Multiple functionalities combined with the ease of use will provide an enhanced election administration experience to the user of eLect's EMS. 

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				
Election Creation	A-2	Provide definition for separate ballot styles that reflect different combinations of contests that are included depending on place of residence of the voter or similar administrative criteria.	1	eLect's EMS will import data from SCORE and will allow: • Users to access data on registered voters, administrative information such as place of residence, precincts, precinct splits and districts and maps this information to define ballot styles • Allow the definition of multiple ballot styles and each ballot style can be defined with any possible combination of contests.
Election	A-3	Provide software capability	1	eLect's EMS will allow creation of new elections:

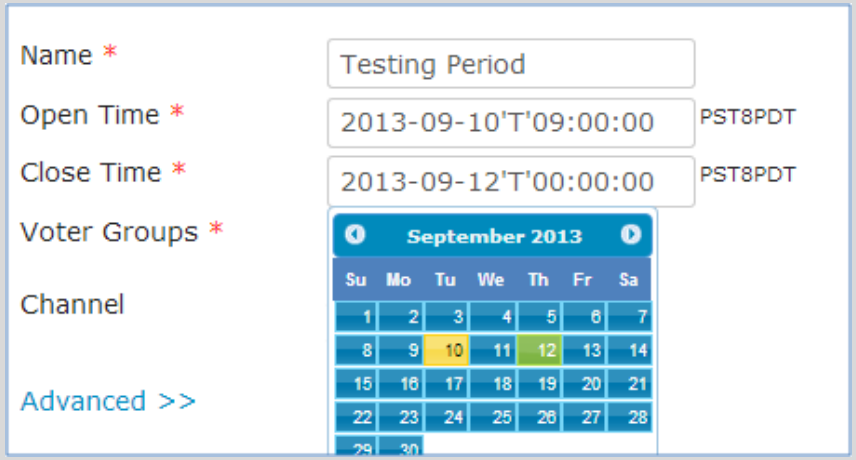
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Creation		for the creation of newly defined elections.		• The easy-to-use interface of eLect will allow election officials to build an election framework specific to each election. • eLect's EMS will import data from SCORE and allow editing, adding or deleting voter information as required for the particular election. • Data files that contain geographic information about political subdivisions, boundaries, and candidates can be imported to create, edit, and set up ballots for the election. • eLect also allows creating and running more than one election concurrently and the ability to switch between elections dashboards.
Election Creation	A-4	Provide software capability for the retention of previously defined election setups.	2	eLect's EMS allows retention and reuse of previously defined elections. • Election officials with specific role based permissions will be allowed to access saved election frameworks. • Each of the fields that make up an election framework will be editable. • While reusing a saved election, the EMS will only copy the election framework without the data in each of the fields, as each election would involve a different set of data.
Election Creation	A-5	Provide software capability to copy, edit, and delete	2	eLect's EMS provides the capability of copying, editing and deleting elections. Election officials with role based permissions

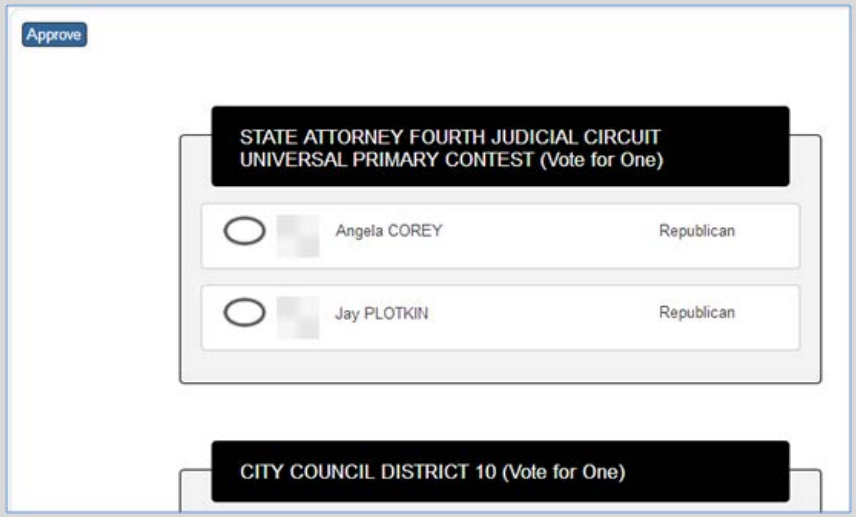
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		previously defined elections.		will be able to perform the following operations: Copying and Deleting Elections: • As a best practice, eLect's EMS only copies contest framework i.e. information on districts (including header fields), Voting Service Polling Center (VSPC) and excludes information such candidate names which are subject to modification for each election. • As the number of candidates to be voted for in an election may also change, the eLect's EMS will verify this number before proceeding to create the election. • Alerts through pop-up messages at every stage will prevent election officials from submitting an incomplete election. The pop-up messages will ensure that each detail is complete and is accurate, before the election is completely defined. • A dashboard can be configured to display a snapshot of all the sections of an election. Status bars (red, yellow and green) corresponding to each of the sections will represent the level of completion of that particular section. Once all sections have a green status bar, the election is considered ready for release (or ready to go live). • The EMS will also provide an option for deleting already existing elections.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				Editing Elections: • Existing elections can be copied and all parameters that define an election can be edited to formulate a new election.
Election Creation	A-6	Generate all required master and distributed copies of the voting program in conformance with the definition of the ballot for each voting location and voting device, including devices required to facilitate mail-in voting and voters with disabilities.	4	• eLect's EMS is a Software-as-a-Service (SaaS) solution. As it is not an installed application, the distribution of the software is carried out through web-portals. • The election officials will be able to access the functionalities required by them and that are specific to their voting location or required for mail-in or voters with disabilities. • As eLect uses COTS devices, the solution is not hardware dependent and the ballot definition will not change with device used. • Before delivery, the solution will be fully tested in an identical environment and the solution will be deployed.
Election Creation	A-7	Provide for all distributed copies of the voting program, resident or installed, in each voting device to include all software modules required to monitor system status and	4	As eLect's EMS is a Software-as-a-Service (SaaS) solution it is not an installed application. The software is distributed through web-portals to deliver all functionalities required by CDOS, such as monitoring system status, generating machine-level audit reports to accept and accumulate votes etc. Use of SaaS solution will provide the following benefits: • Saas solutions do not require device control functions as

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		generate machine-level audit reports, to accommodate device control functions performed by voting location officials and maintenance personnel, and to accept and accumulate votes.		the solution is hardware-agnostic and can be used on any computer, tablet, or smartphone. Users will not need to worry about the maintenance of hardware or software versions installed. • Unlike traditional software, SaaS solutions do not require additional software, so they can be immediately accessed for all its functionality. These solutions can monitor system level status at all times to generate machine level audit reports. • The election officials will be able to access the function of accepting and accumulating votes. The use of SaaS model offers scalability and rapid support for additional modules as required by election officials. • The SaaS model also offers Uniform Platform for Delivering a solution. This feature of on demand software implies that all SaaS solutions can function on a single platform, which is the Internet and offers a uniform type of client delivery mode that is, delivery through a web browser. • The implementation process is simplified as State and County locations will not require high powered servers for Terminal Servers to use a SaaS model.
Election Creation	A-8	Provide for a unified, integrated	1	The SaaS based solutions provides the following benefits: A. Data is stored in an integrated and centralized database,

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		centralized database that allows global edits by authorized users. Note: Please describe how the system minimizes the need to update a particular data element in multiple locations for a change made to that data element anywhere within the database. For instance, removing a candidate that appears in multiple ballot styles or changing a voting location designation that appears in multiple places in the database.		where all edits are real time and global. All the modifications are managed through a single entry. B. Election administrators with the appropriate role based permissions will use the eLect Administration's EMS interface to make any edits. When any data element such as details of a candidate or voting location is required to be edited, it can be done with the help of a pencil icon that appears next to the editable text. Once a change has been made, it will be reflected at all the instances of that data element in the database. C. Audit logs will track all modifications performed by a user. These logs will reflect the changes made to a data element and will also reflect changes made at all the places in the database.
Election Creation	A-9	Provide a test mode which supports testing to validate the correctness of election programming for each voting device and ballot style and ensure that the	3	Everyone Counts understands that transparency is critical to gaining acceptance and trust in any election environment, particularly for elections that are delivered electronically. In eLect EMS, you can create multiple voting periods for the same election, this allows you to create separate modes for testing and proofing and then a live period for when you election is actually accessible

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		ballot display corresponds with the installed election program.		for voting. This gives you the assurance that even though the modes, tallying, open and close times are different - the election that you are testing will be exactly the same in every way. The image below displays the dialog box that allows you to create that test period.  This test mode period allows you to test you electronic ballot marking system and precinct scanning tablets as well as your paper ballots and central scanners. It also provides for full integration into the Election Night Reporting module so that you can ensure that your reporting is set up correctly. eLect EMS also provides for a Ballot Preview module separate

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				from the test modes. This section allows you to view the entire contents of your ballot and approve or modify as needed.  To assist you in approving your ballot styles, a Ballot Styles and Contest Proofing report will assist you by keeping a running total of the ballot styles approved.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 Ballot Styles & Contests Proofing You can switch from Ballot Styles to Contests You have 1,947 ballot styles. 1,805 are pending approval. Ballot Style | Status | Actions 3 | Approved | Approve 02D | Approved | Approve Everyone Counts also actively advocates and promotes the principle of independent source code review through the 'Open Code Advantage' program. This program allows the client or an accredited third party to review the source code of an election. The solutions have undergone rigorous testing and certification by independent companies and government-appointed agencies. Testing includes advanced penetration testing, physical and logical security testing, Denial of Service (DoS) testing, and Logic and Accuracy testing.
Election Creation	A-10	Be able to import electronically from the Secretary of State and counties in an agreed-upon format that contains, at a minimum, the following data:	2	eLect's EMS will be able to: A. Import data which includes all components A through H from State-wide voters registration database, SCORE or any other system as required. B. The solution has a unique ability to integrate with already existing individual modules or databases (such as SCORE) and generate exports/imports in common data formats

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		• Full candidate name • Candidate sequence, title and text of ballot questions, and voting language options • Office name • Contest name, including candidate name in case of retention contest • Maximum number to vote for each office • Party affiliation • Number of eligible registered voters at the precinct • Number of active registered voters at the precinct.		which will contain the data fields required by State of Colorado. C. An API is proposed to be developed which will seamlessly integrate with SCORE and provide consistent programmatic methods to access data and share data between internal software. It will also eliminate the need to repeat any data entry tasks. D. eLect's EMS is currently also able to import data from all the available EMS solutions including GEMS, ES&S Unity, Hart's BOSS, Dominion BPS and others which will allow us to be an effective solution at all points along the implementation timeline for all of the counties.
Election Creation	A-11	Be able to export electronically to the Secretary of State and	3	eLect includes a full suite of integrated election administration tools, including export features that are accessed using role-based security and access control that enable administrators to easily

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		counties in an agreed-upon format that contains, at a minimum, the following information: • Full candidate name • Office name • Contest name • Number of votes for each candidate and ballot question • Number of votes against each ballot question • Number of undervotes in each contest • Number of overvotes in each contest • Number of people voting by precinct and by party affiliation (if applicable) • Number of		export ballot data out to a variety of standard formats, including comma separated value (.csv) files, and MS Excel (.xls) files.The design of the solution for the State of Colorado will ensure that data can work with all these common imports and exports. As needs evolve, additional formats or data structures can be considered, tested, and implemented. Everyone Counts' UOCAVA Ballot Delivery & Tracking System which uses a centralized interface for all of the functions related to developing, delivering, and tracking in standard data formats has been successfully deployed for Presidential Elections 2012, Ohio, Colorado, Cook County (IL), King County (WA), to name a few. For each set of ballot data, the exported file can include, the candidates' full name, office name, contest name, number of votes for each candidate or ballot question, undervotes, overvotes, votes by precincts, votes by party affiliations, registered voters at the precinct level.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		registered voters at the precinct level (by party affiliation, if applicable)		
Election Creation	A-12	Allow EMS authorized users the ability to create custom voter instructions that may include images.	2	eLect's EMS will allow: • Authorized users to customize pages with instructions for the voters. • A page list of components to be added to the election, and each component is fully customizable. • Uploading of images or banners.
Election Creation	A-13	Provide the flexibility to have an election created by an authorized user (vendor, county, state or other third party) and import or export as necessary.	3	Everyone Counts does allow a user to create an election from scratch or to modify a previously created election created by either another user or uploads from SCORE or other EMS systems. eLect's EMS will allow election officials to import/export previously created elections by authorized users such as vendors, county, state or other third party. Our strength is to seamlessly integrate its solutions with existing systems (such as GEMS, ES&S Unity, Hart's BOSS, Dominion's BPS) and to easily import/export data from these systems.
Election Creation	A-14	Accommodate multiple languages (English and Spanish required).	2	• Everyone Counts can support content, instructions as well as ballot user interfaces in multiple languages and is currently providing English and Spanish content in Colorado.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		Note: Please explain the capabilities of your system to handle multiple languages.		• Everyone Counts has successfully produced multilingual ballots and instructions in different parts of the world. Additionally, our ballots can support unlimited number of languages. • Everyone Counts has proven success working with jurisdictions that require up to seven (7) unique language versions.
Election Creation	A-15	Allow for a mock election setup and support for public use prior to the initiation of a live election.	1	Mock elections can be set up, which will reflect the live election, or a famous names ballot can also be incorporate. The public will be allowed to access the election set up during a Test Access Period on either their own devices or on kiosks set up by the State and/or Counties.
Election Creation	A-16	Allow for precinct numbers containing at least 10 digits/characters.	2	While setting up an election, precincts and precinct splits can be named as alpha or numeric or a combination of both. While creating an election, the EMS will be able to: • Accommodate precinct names with 10 or more alphanumeric characters • And, additional 10 characters for precinct splits (alphanumeric characters and symbols)
Ballot Creation	A-17	Provide for standard ballot layout prototypes to be edited for ease of election specification.	3	A. The eLect EMS will allow for the creation of standard ballot layouts and template. These ballot layouts created will hold standard information required for election definition such as: Ballot title, Political Parties, Ballot

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				Instructions, Precincts, Districts, Candidates and Contests. B. Each standard template consists of placeholders for each of the components (ex. Ballot title, political parties etc.), and allows every element within a component to be edited as per a specific election. C. The EMS will be able to save these templates for future reuse.
Ballot Creation	A-18	Provide an authorized user the ability to customize the standard ballot layouts.	3	Authorized election officials will be able to fully customize ballot layouts. The officials will be able to customize the graphical user interface using simple menus and taking input on Voters' database and ballot styles for a given precinct. The officials will be able to: • Customize ballot content: Every element within a given component can be modified. • Customize ballot graphical layout: The graphical layout of each ballot is also customizable, including use of different languages and providing audio ballot capabilities. • After customization of the proposed ballot, the preview feature displays the ballot to the administrator exactly as it will appear to the voter and allows the administrator the option to modify all elements until they are satisfied. • In order to ensure changes to ballot layouts are carried out only by individuals with correct permissions, the ballots cannot be viewed by any individual, other than an administrator with the correct permissions and user roles,

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				until the election is both released and the election has commenced.
Ballot Creation	A-19	Provide software capability for authorized users to create newly defined ballot layouts. The system will be designed so as to facilitate error-free definition of ballot layouts for electronic voting equipment and paper ballot optical scanning equipment. For example, the system should have the capability to report discrepancies between ballot layouts.	3	• The eLect EMS provides a simplified method of defining new ballot styles and layouts, using an intuitive solution with menus, prompts, simple point and click procedures, for all election specific parameters. All relevant information, such as ballot style and precinct, is mapped from eLect's EMS system. The information is then integrated to form the resulting ballot. Once the relevant information is mapped from eLect's EMS system, an XML file is created and that file is used to produce ballot output. From the XML format, the ballot can easily be printed to a PDF, or be printed on demand to a printer of your choice. The printed ballot styles are flexible and customizable and can be printed on two-sided ballot pages, multiple pages, or both, based on your settings. • The EMS allows creation and management of multiple of ballot styles. The ballot layouts can be previewed on the screen before submission. • As the our SaaS solution utilizes a single entry system, it facilitates error-free definition of all ballot layouts. Any modifications to a ballot are saved globally to all the instances of that particular ballot occurring in the database and does not lead to the creation of multiple copies of the

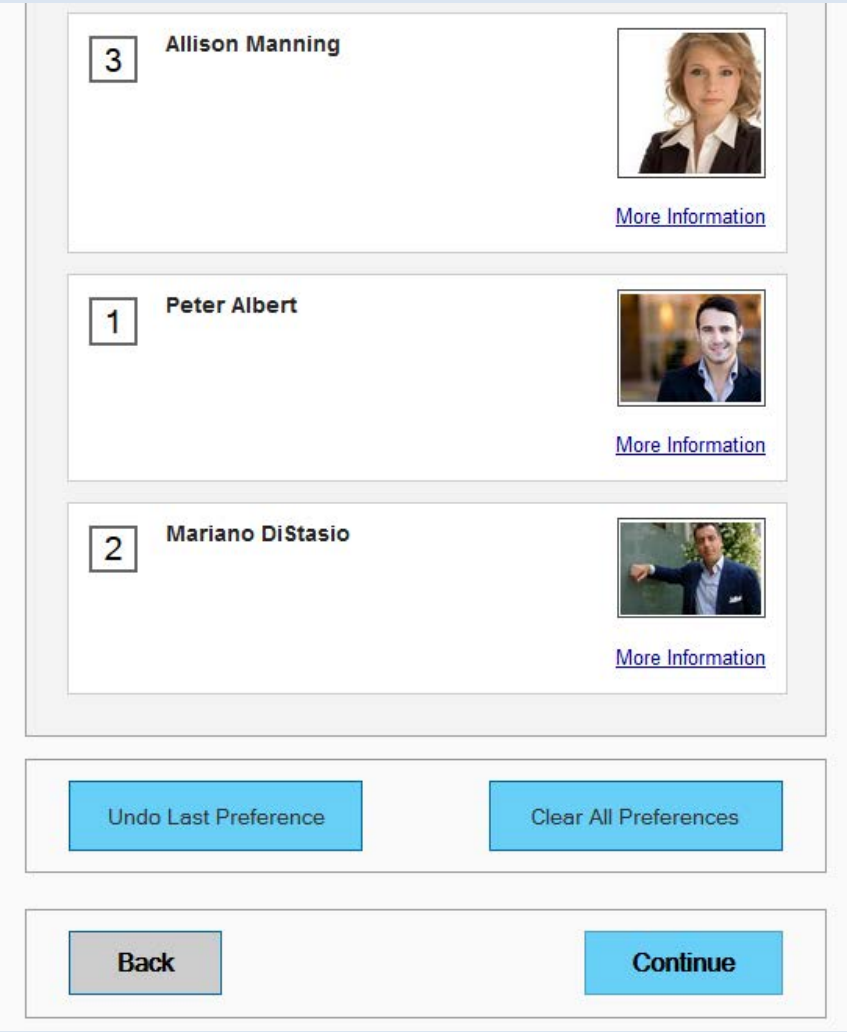
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				ballot. • The EMS also sends the same ballot definition information to the central digital scanners for paper absentee ballots and to the barcode scanning equipment for electronically marked paper ballots in the polling place. Each precinct and central scanner has the ability of acquiring information on ballot styles, and comparing this information to differentiate between ballot styles for accurate reporting.
Ballot Creation	A-20	Allow for creation of two-sided and multi-page ballots. Note 1: Please explain how your system handles the creation of multi-page ballots. Note 2: Please explain any built-in control your system has for preventing bleed-through ink from erroneously marking votes on both sides of a two-sided ballot.	3	eLect's EMS allows for complete customization when it comes to printed ballots and will allow for the creation of two-sided and multi-page paper ballots. The Ballot tab in eLect Administration's EMS allows the user to select one of the following options for paper ballots if the content of the ballot exceeds the space allowable on one side of the selected size paper for the ballot sheets: • Have remaining ballot data appear on the backside of the pdf created for ballot printing. • Have remaining ballot data appear on a second sheet of paper, thus only allowing one sided ballot sheets. The system has built in controls to ensure that ovals appear in different positions on opposite paper size to ensure that bleed through is not an issue. The system can also handle paper of any weight as specified by CDOS.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				The same type of customization applies to ballots that appear on the electronic voting equipment. Electronic ballots can be created: • With one contest per screen, requiring the voter to advance screens to see adjacent contests. • With all contests appearing on a single screen, requiring the voter to scroll down if the number of contests exceed screen size. • With customized pages so that the election official can segregate the pages that the contests appear on by type (Federal, State, Local, Judicial, etc.) or by page size.
Ballot Creation	A-21	Have the capability to reprogram, download, and reinstall a ballot for an electronic voting device or paper ballot optical scanner. Note: Please explain the process and procedure, with time frames, required to reprogram, download, and reinstall a ballot on the voting device in the event that there is a change to a	4	eLect EMS can deliver updated ballots at any time to electronic voting devices, as well as updated ballot information to central and precinct scanners at any time over the secure network. Ballot files for printing paper ballots can be created at any time and sent to a ballot printer. Election officials will not be required to reinstall anything or program memory cards as is common with legacy voting systems. The solution allows only individuals specific access rights to modify the ballot. All the modification to the ballots can be recorded real time and the ballot can be locked down for any further changes before release of elections.

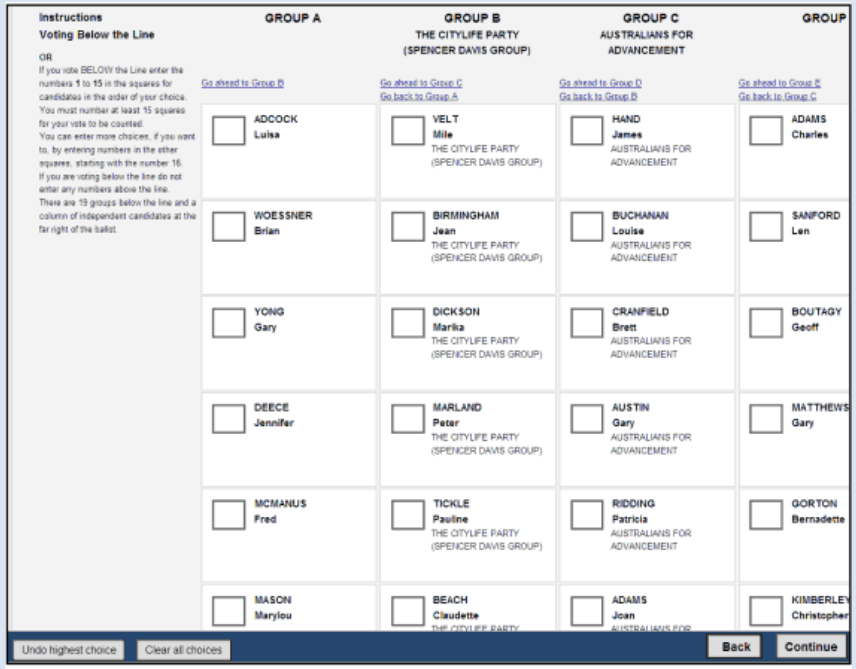
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		name or contest on the ballot in the final few weeks before an election.		
Ballot Creation	A-22	For each election, generate and maintain a contest title and candidate name database and provide for the production or definition of properly formatted ballot layouts for use on paper ballots and electronic voting devices. This database will assist the operator to design and edit ballot layouts for paper ballots and electronic voting devices with a minimum amount of repetitive tasks.	3	The eLect Administration EMS allows the user to generate and maintain a contest title and candidate name database which can be used for ballot layouts on paper ballots as well as the electronic voting devices.
Ballot Creation	A-23	Provide a mechanism for the definition of the ballot, including the definition of the number of allowable choices for each office, contest, measure, and for	3	• eLect's EMS will allow defining of ballots with no cap on the maximum number of choices for each office, contest, measure, and for special voting options such as write-in candidates. • Each of the choices mentioned will be editable • The solution will also support multiple active voting

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		special voting options such as write-in candidates. Note: Please state your solution's maximum number of potentially active voting positions (arranged to identify party affiliations if a primary election), offices and their associated labels and instructions, candidate names and their associated labels and polling instructions, and issues or measures and their associated text and instructions.		positions with no cap on the maximum number of active voting positions.
Ballot Creation	A-24	Provide for the retention of previously defined ballot layouts.	3	All previously defined ballot layouts will be saved in eLect Administration EMS's database. While saving ballot styles, the naming convention will be configured to include the date on which the ballot layout was created and the election it was created for. • The EMS will save templates which can be reused by editing the content. • The EMS will also allow customization or modification of

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				previously defined ballot layouts.
Ballot Creation	A-25	Provide for the modification of previously defined ballot layouts, subject to additional security requirements, after an election has been defined.	3	eLect's EMS will allow reuse and modification of previously defined ballot layouts. In order to provide enhanced security to the solution, it will only allow the ballot templates to be copied without the candidate names and any other election specific information that was used for the previous elections. Unlocking a locked election is a password-protected action, and requires a master, quorum-protected password.
Ballot Creation	A-26	Provide for all voting options and specifications as provided for in the Colorado Revised Statutes, including the requirements for a recall election and instant runoff voting (IRV) (section 1-7-1003, C.R.S.). Note: Ranked Voting Methods, including IRV, are currently features used in local jurisdiction elections and not at the State or County level. However;	3	Everyone Counts' has extensive experience in handling elections of all types including ranking candidates by preference and determining the winner. The ranked voting method supported by eLect administration will be able to allow electors to rank as many choices as the number of candidates. Additionally, the eLect system does not limit the maximum number of candidates that can be included for an election. Everyone Counts has extensive experience with complicated IRV elections and imposes no limits on the complexity of the ballot logic.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		since counties often conduct elections for local jurisdictions, please explain the capabilities of your system to create and process a ballot that contains one or more contests requiring a ranked voting and tabulation process.		

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				For New South Wales, Australia Everyone Counts conducted BOTH computer and telephone based IRV elections with an Upper House ballot of over 300 candidates with preferential, proportional representation using "above the line" (vote by party) or "below the line" (vote by candidate) ballot logic. As well as a Lower House contest with 93 ballot styles and an optional preferential logic.



Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Ballot Creation	A-27	Generate sample ballots for each ballot style that will not be accepted or counted by a scanner.	3	eLect's EMS will generate sample ballots for each ballot style. The ballots will be marked as 'SAMPLE' ballots and will not have a barcode in order to be accepted or counted by the scanner.
Ballot Creation	A-28	Generate a consolidated sample ballot containing all races, issues and questions.	3	eLect's EMS will be able to generate a consolidated sample ballot which will display all information on races, issues and questions.
Ballot Creation	A-29	Produce ballot content output for paper ballot printing, with the following capabilities: • Accommodate non-proprietary print-ready format (e.g. PDF). • Accommodate multiple stub sizes within same election. • Accommodate multiple stubs on a ballot. • Accommodate variable paper ballot	3	A. The eLect administration EMS will be able to produce ballot output to handle multiple font features and special character sets, and will be able to accommodate all CDOS specified non-proprietary and print friendly formats. B. As Everyone Counts uses COTS hardware, all these hardware devices use standard paper sizes. Ballots meeting State requirements can be printed on any COTS printer using standard paper sizes including, but not limited to: Size: in × in Letter: 8.5 × 11 Government-Letter: 8.0 × 10.5 Legal: 8.5 × 14

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		stub sizes up to three inches. • Customize paper ballots with sequential numbering and static fields on ballot stubs. • Handle multiple font features. • Handle special character sets associated only with non-English languages. Note 1: Please provide your ballot size capabilities and layout options. Note 2: Please provide information about your system's font capabilities (e.g. typefaces, sizes, kerning and leading, color,		<table><tr><td>Junior Legal</td><td>8.0 × 5.0</td></tr><tr><td>Ledger[11]</td><td>17 × 11</td></tr><tr><td>Tabloid</td><td>11 × 17</td></tr></table> o Use of standard COTS hardware provides flexibility and reduces reliance on purchasing and maintaining expensive software specific hardware and paper. o Ballot stubs ensure accurate and complete ballot distribution. Ballot stubs can include key identifying information: 1. Identifier on stub to help deliver correct ballot to a voter. Sequential numbering and static fields on ballot stubs. 2. Page identification mark: i.e. "Page 1 of 2", "Page 2 of 2", etc. (stub and/or ballot). 3. Precinct identifier (stub and/or ballot). o An election can have multiple ballot stubs sizes and also accommodate multiple stubs on a ballot. Our solution can also accommodate stub sizes of up to three inches. o Election officials can determine the font, size, color and location for printing each data field. Everyone Counts does not impose any cap on the type or number of font types, sizes, colors or locations that can be used.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		bolding, underscoring, and italics).		o Everyone Counts also provide a comprehensive solution for generating and printing paper ballots, and centrally scanning and resolving absentee/by-mail ballots. Ballots may be printed in-house (on-demand) using standard paper sizes and off-the-shelf printers. o Our flexible solutions incorporate scanners, bar codes, and EMS data, and works using COTS hardware and standard paper stock. o The eLect Administration's EMS offers comprehensive variable data, color and image layout and placement on the header and stub regions of ballots for use with specific county processes, voter education and audit compliance requirements. Some examples of these options include: o Variable text placement on both header and stub regions of a ballot using any color combination requested by the county. o Unique sequencing on headers by precinct, style, party or other data element. o Capability of providing the SCORE voter registration ballot tracking ID on the stub of a ballot. o Ability to provide colors, tints and county/state specific watermarks/art in headers and stubs.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Ballot Processing	A-30	Output ballot content to an election media device for use in equipment (electronic voting devices, scanners, tabulators, etc.).	2	eLect EMS uses network transmission, as opposed to media devices, to output ballot content to our electronic voting devices and scanners/tabulators.
Ballot Processing	A-31	Output ballot content to accommodate accessible voting, including adjustable audio and visual output. Note: Please detail capacity limits of data fields for accessible voting (e.g. font sizes, display options).	2	Everyone Counts' accessibility solution is software based and does not require the election official to perform separate procedures apart from creating the standard election. The software itself is what provides the accessibility and the solution automatically conforms to the ballot created by the election official. Because of our use of modern software and new technology, Everyone Counts' audible ballot does not require additional editing or importing of sound files or pre-recorded audio. Our modern system incorporates screen reader technology to "read" the ballot to the voter. Once changes are made to the primary system, the audible options are also updated. Everyone Counts can customize pronunciation changes within the system if the jurisdiction finds any. Likewise, the integration of our Assistive Technology components are not dependent on ballot content either. (See Section D for complete information on our Accessibility solution).

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				The Sony VAIO Tap 20 tablet recommended as our accessibility solution has a 21.5" display in full HD (1920 x 1080). For ease of sight, eLect accommodates font sizes that are adjustable from 14 to 24 point. Magnification can increase the size beyond 24 inches if needed by the voter.
Ballot Processing	A-32	Allow authorized users to electronically adjudicate ballots to reflect voter intent, while retaining the originally marked ballot image. Note: Please explain the process of ballot adjudication using your system.	3	The EMS will allocate ballots electronically for adjudication to authorized users. A scanned image of all ballots issued for adjudication will appear on the screen. Ballots can then be selected, and all areas on the ballot to be resolved will be highlighted. Authorized users will be able to select a highlighted area on the ballot, and a resolution window overlays the ballot, that magnifies the area to be resolved as follows: For Write-in candidates: The election officials will be required to type the name of the write-in candidate in the resolution window. • All cases of misspellings will be resolved through adjudication. • All non-certified write-in candidates, or candidates with misspelled names will go through adjudication process. For marked candidates: The election officials will have to mark the choice in the resolution window. After a ballot is resolved, the system will store the digital

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				information of the ballot and store the originally marked ballot image as well. The issue flag raised corresponding to a ballot control number of the adjudicated ballot will be lowered as indicating resolved in our database.
Vote Results Reporting	A-33	Report vote tally results by individual voting device. Note: For the purposes of this RFP, the Vote Results Reporting requirements are shown as part of the EMS. Some vendors may have a reporting module that is considered separate from their EMS and, if so, can explain that in their response to this requirement.	4	The eLect Reporting function is integrated within eLect's EMS to quickly and accurately count all ballots electronically, replacing error-prone manual or machine processes, and presents the data for fast results reporting. As this is a SaaS based solution, it is not installed on a machine and hence reconciling, tabulation and reporting functions are not carried out by individual machines but is a software functionality and is done as follows: • The eLect solution uses desktops, laptops or tablets to securely capture, tabulate and transmit the official recorded voting data, including the data input or scanned from paper ballots, accessible ballots and UOCAVA results. Since each voter's activity takes place in the same solution, the results are uniform. This system ensures that election results are provided quickly while providing a unique audit trail.
Vote Results Reporting	A-34	Report vote tally results by contest jurisdiction-wide.	3	The eLect Reporting functionality will be able to sort and report by contest jurisdiction-wide.

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Vote Results Reporting	A-35	Report vote tally results by contest by precinct.	3	The eLect Reporting functionality will be able to sort and report by contest by precinct.
Vote Results Reporting	A-36	Report the total votes for each candidate for each contest, as well as by candidate by precinct.	3	The eLect Reporting functionality will be able to report the total votes received by each candidate for every contest, as well as segregated by candidates and by precincts.
Vote Results Reporting	A-37	Report vote tally results by voting location.	3	The eLect Reporting functionality will be able to report results for each voting location.
Vote Results Reporting	A-38	Report vote tally results by ballot source (e.g. Early Vote, Election Day, Mail, and Provisional).	3	The eLect Reporting functionality will be able to report results by each ballot source.
Vote Results Reporting	A-39	Report votes by ballot style.	3	The eLect Reporting functionality will enable reporting votes for each ballot style.
Vote Results Reporting	A-40	Report votes by ballot batch.	3	The eLect Reporting functionality will enable reporting votes for each ballot batch.
Vote Results Reporting	A-41	Report votes by ballot style within precinct.	3	The eLect Reporting functionality will enable reporting votes for each ballot style within each precinct.
Vote Results Reporting	A-42	Report undervotes and overvotes in each contest,	3	During the ballot scanning process, the eLect system sorts ballot images and assigns a specific flag to each ballot for over vote,

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		with the option to exclude from reports.		under vote, blank, etc., before sending the images for adjudication. The system will be able tabulate all the flagged ballots to generate a report with a summary of undervotes and overvotes for each election. Users will also be provided with an option to exclude undervotes and overvotes from reports.
Vote Results Reporting	A-43	Provide the capability to report ranked-choice voting results.	3	eLect EMS will be able to report ranked choice voting results for each round of voting as well as the final results.
Vote Results Reporting	A-44	Report a summary of results in addition to the detailed Statement of Votes Cast reports.	3	eLect's EMS will be able to generate a result summary with essential components of the election, along with the detailed statement of votes cast reports, which can be customized for viewing results for each precinct, ballot style etc.
Vote Results Reporting	A-45	Report certified write-in candidate results in each contest with the ability to exclude from reports.	3	• The eLect's EMS will be able to generate reports with results of certified write-in candidates for each contest. • The election administrators will be given the rights to include / exclude the write-in candidates from the reports.
Vote Results Reporting	A-46	Import election night voter registration counts for Active and Total voters and report percent turnout relevant to vote tally for both Active and Total	3	eLect Administration's EMS can constantly perform imports on SCORE, thus being able to access the same day registered voters as well. Reports generated by the EMS will reconcile and tabulate active and total voters and also report voter percent turnout. Everyone Counts also proposes an API to interface with SCORE to provide a seamless integration with the database while

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		registrations.		importing and exporting data.
Vote Results Reporting	A-47	Report and export each report in either PDF, XLS, TXT, EML, or CSV formats. Note: Please identify the formats available in your system.	3	The standard practice of Everyone Counts is to design solutions that are neutral in nature, and do not require any component that is vendor-specific, and can perform exports/imports in common data formats. The State of Colorado design will ensure that data can work with all common formats including PDF, XLS, TXT or CSV for all the exports, etc. Exporting in such formats prevents multiple data conversion operations to make the data ready for external systems.
Vote Results Reporting	A-48	Provide for Zero reports to be printed prior to first upload of voting results.	3	eLect allows conducting a full suite of election testing. Upon completion of testing or before releasing a new election, the system can generate zero reports indicating that the devices have no previously stored reports or votes. The election administrators can then lock the election and resources. Locking the election prevents the election administrators or election officials from tampering with the election logic or resources. The election cannot be taken offline or tampered with when locked.
Vote Results Reporting	A-49	Allow the capability to select any combination of reports to be run and logged at any time permissible.	3	The eLect's EMS provides the capability to generate fully customized reports including all possible combinations of reports to be run and logged at any time.
Vote Results	A-50	Provide customization of	3	All the report headers can be customized and the system does not

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Reporting		report headers (e.g. "Unofficial" or "Final Unofficial"), contest labels and print layout. Note: Please explain any character limitations imposed by your system on labeling, reporting or exporting.		impose any character limitation on labeling, reporting or exporting.
Vote Results Reporting	A-51	Include creation date, time, and page numbers on all reports.	3	All reports generated include date and time of creation and page numbers. The audit logs generated by the eLect's EMS will also contain time stamps when reports are generated.
Vote Results Reporting	A-52	When the total number of votes cast by voters on a specific ballot style/precinct or with a particular voting method or at a particular voting location is less than the currently allowed threshold of ten, the vote tallies for all such subgroups are to be reported in aggregations such that each	3	If the vote total for a particular contest(s) is less than ten, or any specified number, those races can be reported together in a separate report from the standard results reports. The standard results report will still list the races with vote totals under ten, though not the vote totals, a customized message will be displayed directing the viewer to the Under Ten report pursuant to 1-8-308(b), C.R.S.

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		category always contains at least ten, per section 1-8-308(b), C.R.S. This is also applicable to property owner ballots. Note: Please explain how your system will accommodate this requirement for all reports to maintain voter privacy.		
Vote Results Reporting	A-53	Allow the minimum threshold number of votes to be changed if the legal requirement changes. This requirement refers to section 1-8-308(b), C.R.S.	3	The system will be able to change the minimum threshold (which is currently set to 10) of the number of votes cast and counted in any precinct for each ballot style to the new legal requirements.
Vote Results Reporting	A-54	Be able to include or exclude property owner ballot results from reports.	3	Ballot results for property owner contests can be filtered out, if desired, from standard reports and can also receive their own separate set of reports.
Vote Results Reporting	A-55	Provide an option to suppress a race or candidate	3	The system will be able to exclude a specific race or candidate from reports.

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		from all reports, when either is withdrawn from the ballot.		
Vote Results Reporting	A-56	Provide an easily readable method to identify the candidate(s)/measure with the most votes in each contest. If more than one winner is possible, identify all winners. Note: Your system should have this feature as an option, so not used on partial results reports.	3	Reports can be generated to include list of candidates/measures in order of votes received, i.e. the winner will be listed first. In case of multiple winners, all of them would be listed with a bold, asterisk with the details on the number of votes received.
Vote Results Reporting	A-57	Have the capability to report political party designation for each candidate for partisan elections.	3	The system will be able to produce reports with candidate names that include their respective party designations.
Import/Export	A-58	Import/export ballot information and voter registration information files to be exchanged from/to	3	eLect's EMS will be able to perform import/export from the current voter registration database (SCORE). An API is proposed to be developed which will seamlessly

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		Colorado's centralized statewide voter registration database (SCORE).		integrate with SCORE and provide consistent programmatic methods to access data and share data between internal software. It will also eliminate the need to repeat any data entry tasks.
Import/Export	A-59	Display detailed upload status for each portable vote storage media unit (e.g. memory card) by polling location and counting center. Note: For example, users should be able to visually confirm an exact match between the physical portable vote storage media unit being uploaded and the unit identified by the EMS. (e.g. If an authorized user is uploading "Polling Location A, Memory Card 01", onscreen the user should be able to visually confirm that the system is uploading "Polling Location	3	The eLect solution does not incorporate portable vote storage media units or memory cards. However, eLect Administration's EMS will be able to provide detailed status of the source of election data by mapping it to the device it is coming from. This will be done through an interactive map which will allow users to navigate through to a particular city and drill down to a particular county, VSPC and to the hardware devices located at each of the VSPCs. It will further enable election officials to determine the devices from which a particular ballot was cast or election data has originated. All the ballot information will be updated in real time to a centralized database which will provide election officials with the ability to access this data.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		A, Memory Card 01." Please explain how your solution handles this scenario.		
Import/Export	A-60	Prevent the upload of wrong or duplicate portable vote storage media units. Note: Please explain your system's safeguards against errant or multiple uploads from portable vote storage media units and how to correct the problem if it should happen.	3	The upload or wrong or duplicate portable storage units is not an issue with the Everyone Counts solution since storage media units are not a part of the system.
Import/Export	A-61	Produce and print a list, at any time in the process, showing which portable vote storage media units have and which have not been uploaded.	3	eLect Administration uses network transmission as opposed to portable vote storage media units. However, lists can be printed at any time showing which precinct scanning tablet or central scanning station has or has not been uploaded at any time.
Import/Export	A-62	Save a report to a local or portable drive for transfer to	2	The eLect's EMS will generate reports in non-proprietary formats making it easier to save them to any portable device. Use of non-

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		a networked computer in a non-proprietary format.		proprietary formats ensures compatibility with any device. The reports can be transferred to networked computers through portable devices.
Import/Export	A-63	Display error messages and instructions to recover during importing and exporting operations.	2	The EMS has been developed to be very intuitive. Alert or warning messages will pop-up when any operation or instruction cannot be executed successfully. The system will also navigate the user to resolve the problem immediately. Each of the successful or unsuccessful transactions will be uploaded in an event log for reference purposes.
Data Storage and Processing	A-64	Maintain election data in a secure environment. Note: Please describe how EMS data is stored and secured from unauthorized access and/or manipulation.	1	An election is formulated of many components, one of the most critical being security. An election solution - the infrastructure (hardware, networks, and software) and the actual data (elector registration information, ballots cast, and results) - must be protected from both intentional and unintentional interference. Everyone Counts understands security as being about layer upon layer of protection, and deploys software that requires multiple levels of access to reach any encrypted data. The various levels of security around the EMS are as follows: Access Controls to EMS: Individual users will be provided with specific access rights and the system will enable role-based access. The security measures associated with each role will allow appropriate access to election

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				data, results before, after, and during the entire course of the election process. Roles and access levels will be defined for administrators and poll workers based on the authority they hold during elections. The EMS can be accessed by a secure user name, password and a token device. Firewalls: Firewalls will ensure data is protected and any kind of intentional or unintentional tampering or manipulation of the data can be prevented. Everyone Counts utilizes a variety of cryptographic techniques to ensure that all information within the system is protected at all times. All cryptographic algorithms used by Everyone Counts adheres to the National Institute of Standards and Technology's (NIST) guidelines for encryption, threat modelling, physical server security and tamper-detection monitoring. These measures enable us to identify suspicious activity and anticipate any potential threats. Specifically, Everyone Counts utilizes the following algorithms for encryption: • Ballot Transmission - HTTPS AES-256-bit (2048-bit keyed) SSL

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				• Credential Storage - Salted MD5, SHA256 Hashes (256-bit) • Ballot Encryption - PKCS#7, 2048-bit RSA (3DES symmetric ephemeral ciphers) After an election is defined it will be locked down by the election administrators before it can go live. Under locked down mode no changes can be made to the elections. If any changes are required to the election, the election will have to be copied before making any modifications. As an experienced provider of secure voting solutions, Everyone Counts has a demonstrated understanding of software, data security and management, accessibility, and elections management. In the dozens of binding government elections Everyone Counts has deployed, there has never been a security breach, with no loss of votes and no election has ever been disputed or de-certified.
Data Storage and Processing	A-65	Provide the capability for counties to upload, from election media, externally created election setup data.	1	eLect EMS can import election data from external media devices containing setup data from external software.
Data Storage and Processing	A-66	Provide a means to upload vote count results to the	4	Vote totals reside in the eLect's Election Night Reporting module.

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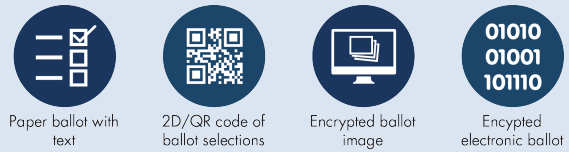
		EMS from vote collection/tabulation equipment.		Using eLect's Election Night Results Reporting feature delivers faster and more accurate and auditable unofficial results. Typically, data from Voting Service Polling Centers (VSPC) (held on single-purpose voting machines) is often phoned in or even transported by car. The eLect solution uses laptops or tablets to securely capture, tabulate, and transmit the official recorded voting data. This enables results to be provided faster to the voters, the media, and the candidates. It also provides an additional unique audit trail. The following examples display some of the many key functions of eLect's Election Night Reporting (ENR). Key functions: o Integration with Devices • Precinct Scanning tablets at each Voting Service Polling Centers (VSPC), tabulates, encrypts and transmits voting data into ENR. • Central scanning devices at the election headquarters tabulating, encrypting and transmitting voting data into ENR. • Printer: Printed copy of results retained for each machine. o Software GUIs for: o Voting Service Polling Centers

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				(VSPC). ○ Pollworker login and permissions. ○ Capturing, tabulation, consolidation and transmission of results. ○ Central Election Office ○ Login via credentials, and permissions. ○ Results and progress (reported locations) displays (Lists/Maps). ○ Alerts ○ Incoming data. ○ Pending or imminent data. ○ Published unofficial results: ■ Website updating. ■ Messaging (email, SMS). ■ Social Media interfaces.
Data Storage and Processing	A-67	Provide statistics of batches (e.g. number of ballots in each batch, number of batches pending, number of batches deleted, and number of batches saved).	3	• Everyone Counts' EMS system does not impose any limitation on the number of ballots that can form a batch. • While initiating a scan, the user will be able enter in the solution the number of ballots forming that batch. Each batch can contain varied number of ballots. • A control page can be generated to contain the details on

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		Note: Does your system have a batch size and/or number of batches limitation and, if so, what is it?		the number of ballots that constitute a batch. • The dashboard can provide an indicator on the number of batches pending for scan. Statistics on deleted and pending ballots will be extracted from the vote totals and related reports and various statistics can be generated as desired such as details on pending, deleted or saved batches.
Data Storage and Processing	A-68	Have the ability to delete saved ballot batches from the system. Note: Please explain how your system manages batch accountability identification.	3	• The system will allow deleting of ballot batches from the system. Ballot batches can be retrieved using a batch id. All the ballots in a batch or selected ballots from a batch can be deleted. • The deleted ballots can be physically removed from the batch by checking the ballot id (control number) and the batch can be rescanned to generate a new control page. • The event log will contain information on the ballots deleted and rescanned. • In order to have enhanced security for the ballots, users with the specific access rights will only be able to perform the delete operation.
Data Storage and Processing	A-69	Have data backup capabilities. Note: Please explain any system data backup	1	Everyone Counts recommends using a Write Once Read Many (WORM) device to protect data from any changes (intentional or unintentional). Everyone Counts' proven methods ensure that the database asynchronously writes, independent of the main program flow, to the WORM drives (or to other memory devices). The

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		capabilities and protocols within your system.		advantage of using a WORM drive is that it is tamper-proof and tamper-evident.
Data Storage and Processing	A-70	Have redundancy capabilities. Note: Please explain any general and real time redundancy features.	1	eLect with Quad Audit™ captures votes electronically and for printing. The electronically cast ballot can be saved in four (4) different ways:  Submission Options for Electronically Marked Ballots (combined together to form Quad Audit): **Paper ballot with text**: Print out voter's selections from electronically marked ballot. **Bar code**: Printed in the corner of the paper ballot, this bar code captures the voter's selections and can be scanned using any bar code scanner. It does not contain any voter identification. **Encrypted Ballot Image**: Mirror image of the paper ballot, only electronic and stored securely. **Encrypted**: Voter's selection encrypted and stored

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				Electronic Ballot: electronically. Using Quad Audit, the State of Colorado will be able to capture a voter's preferences electronically and provide a paper copy for the purposes of tabulation. With electronic backup, no vote can be lost, damaged, or destroyed. This leads to providing a secure voting solution. All election solutions deployed by Everyone Counts have run successfully without any security breach, loss of votes, or have lead to a dispute or de-certification of an election.

12.0 SECTION B: POLLING LOCATION BALLOT SCANNING AND TABULATION EQUIPMENT

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

B – POLLING LOCATION BALLOT SCANNING AND TABULATION EQUIPMENT

VOTE CENTER WORKFLOW

The Vote Centers proposed by Everyone Counts consist of check-in stations supplied with tablet-based electronic poll books. The devices are connected to a local server containing all Voter Lists, which are continually updated to and from Colorado's SCORE system using a live connection. Poll workers use the continually updated tablet devices to verify each voter's eligibility to vote. Upon successful check-in, the correct ballot is assigned and the voter is directed to a vote station that displays the ballot on a fully-accessible touchscreen device.

After completing their selections, the voter's completed ballot containing their selections is printed on paper. The voter takes the completed ballot from the printer and carries the paper record of their selections to a second station. At the second station, the completed paper ballot is scanned to display a digital image of the selections verified by the voter. The voter inspects the ballot displayed and, if satisfied, submits the digital copy from the screen and deposits the paper ballot in the secure ballot box, adjacent to the station.

Note: Each jurisdiction has the opportunity to decide which completed ballot, the digital copy or the paper ballot, becomes the official record and is incorporated into the unofficial results report.

ASSET TRACKING AND ASSET MANAGEMENT

Everyone Counts provides the State and individual counties with intuitive Asset Tracking and Asset Management tools that can be used to locate and track existing resources and equipment as well as plan for future procurement efforts at both the county and State Level. Using a single web-based tracking system controlled by user roles and permissions, the State can monitor and coordinate the hardware needs of each county to assist in budgeting and planning for future procurements.

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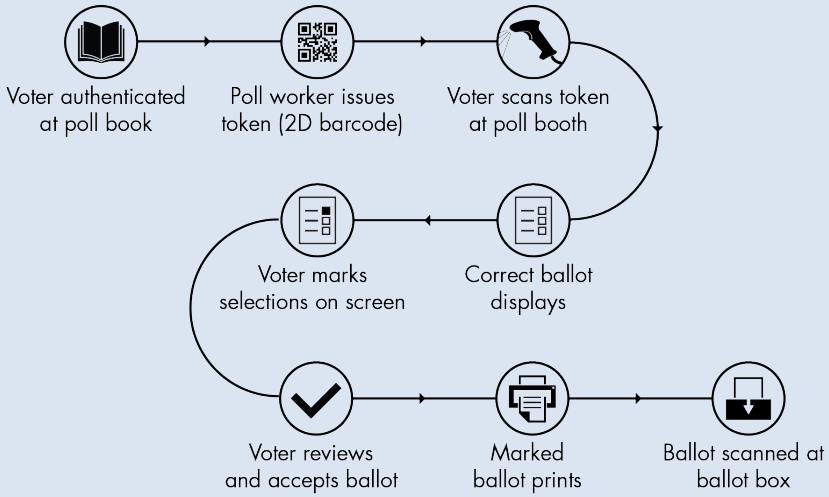
Using the centralized Asset Management system, all parties—the State, Counties, and Everyone Counts—can access the same real-time information with reasonable expectations regarding hardware ordering, delivering, and maintenance. If the scenario in which Everyone Counts provides hardware recommendations only and is not involved in the direct purchasing and delivery of the hardware is selected, Everyone Counts will not need to access the tracking tools.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Scanning	B-1	Accurately capture votes from paper ballots. **Note 1:** Please indicate the speed of your polling location ballot scanner. **Note 2:** Please describe how acceptance/rejection criteria for ballot marks are established for your polling location scanner. **Note 3:** Please explain how your polling location scanner is impacted by ballots containing fold creases or other irregularities.	3	With eLect, voters make their choices electronically while printing out a machine marked paper ballot. The machine-marked ballot displays the voter's choices both in a human readable text as well as a 2D/QR barcode. The voter takes this printed marked ballot, scans the barcode, and places their ballot into the ballot box. It is at this point when the voter selects CAST BALLOT from the ballot scanning device, that the votes captured from the barcode on the paper ballot are sent to Everyone Counts central ballot box.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 Our secure scanning and tabulation technologies rely on robust software first, and reliable equipment second. The software drives the solution and the hardware only serves as an input device. This fresh and unique approach reduces dependencies on antiquated, custom, single-purpose election hardware. Our poll location ballot scanning offers more flexible features, they are easier to setup, distribute, use, update, and maintain than traditional ballot scanners, and are also much more efficient in terms of storage. These devices can even be repurposed during non-peak election times. SCANNER SPEED AND PERFORMANCE Everyone Counts' polling location ballot scanning is not custom

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				election hardware dependent. Our technology uses commercial, off-the-shelf devices that instantly capture the ballot for immediate processing. Ballots are scanned almost instantaneously, virtually as long as it takes for a voter to wave their ballot in front of a barcode scanner. Voters can scan and cast their ballot independently and accurately, without the need to feed pages into a scanner. CAPTURING VOTER INTENT Since the paper ballot is a machine marked paper ballot, acceptance and rejection criteria are no longer an issue for the ballot scanner. The electronically marked ballot choices are stored in the proprietary barcode and the data is scanned from that barcode for tabulation. This means no more dealing with ambiguous ballot marks and oval fill ratios. Votes are accurately cast, eliminating human error inherent with traditional ballot marking and inspection. HANDLING PAPER IRREGULARITIES Our scanning technologies are not reliant on being fed through traditional scanning machinery where folds, creases, or other irregularities can cause paper to stick, be rejected, or damage machinery. Our solutions use optical technology to capture and process an image without physically touching that ballot paper, preventing any wear or interference caused by defects inherent to repeated handling of paper. In addition, our barcodes hold

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				mathematical backup data–votes can still be cast accurately and efficiently from the barcode, even if a barcode was damaged or even ripped and partially missing.
Scanning	B-2	Notify the voter or an authorized user of errors before accepting the ballot.	3	As the eLect voting system uses a machine marked paper ballots, any errors in regards to voting will be relayed to the voter on the electronic voting equipment prior to printing. This is noticeably different from the older model of ballot scanning with human marked paper ballots where errors were caught at either the precinct or central scanner, slowing down the flow of accepted ballots. If there is an error in scanning or reading their ballot, for any reason, voters are clearly notified on-screen.
Scanning	B-3	Accept overvoted ballots, upon review, in a manner that allows the voter to review each case of an overvote, one case at a time, and to provide clearly understandable options to further review the ballot, or cast the ballot without further review if the voter chooses not to ask for a	3	Since eLect's Polling Location Ballot Scanning relies on a machine-marked paper ballot, overvotes are prevented prior to scanning and casting, alleviating the bottleneck common with traditional precinct-based scanners. Most election officials configure electronic ballots so that a voter would need to deselect a current selection prior to selecting an additional selection in a race. Not only does this prevent overvoting, this also prevents voters from accidentally moving their selection to another preference by forcing voter to deliberately deselect a preference before selecting a new one.

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		replacement ballot.		
Scanning	B-4	Accept undervoted ballots, upon review, in a manner that allows the voter to review each case of an undervote, one case at a time, and to provide clearly understandable options to further review the ballot, or cast the ballot without further review.	3	As with overvotes, undervotes are handled within the device used to mark the ballot and are dealt with prior to the point when the voter casts and scans their ballot.
Scanning	B-5	Handle, and reliably account for, multi-page ballots, including when the pages become separated from each other. Count votes regardless of the sequence that pages are scanned or if some pages are not scanned. **Note:** Please explain how your system reliably accounts for multi-page ballots, including when the	3	When a voter presents a multi-page ballot to the ballot box for scanning, the system is not reliant on the order or number of pages presented. Using eLect, the voter completes the voting process, accepts their selections, and prints their multi-page ballot. The first page of the printed ballot contains a 2D barcode. When the voter presents the multi-page ballot to the ballot box for scanning, they may insert the pages in any order.

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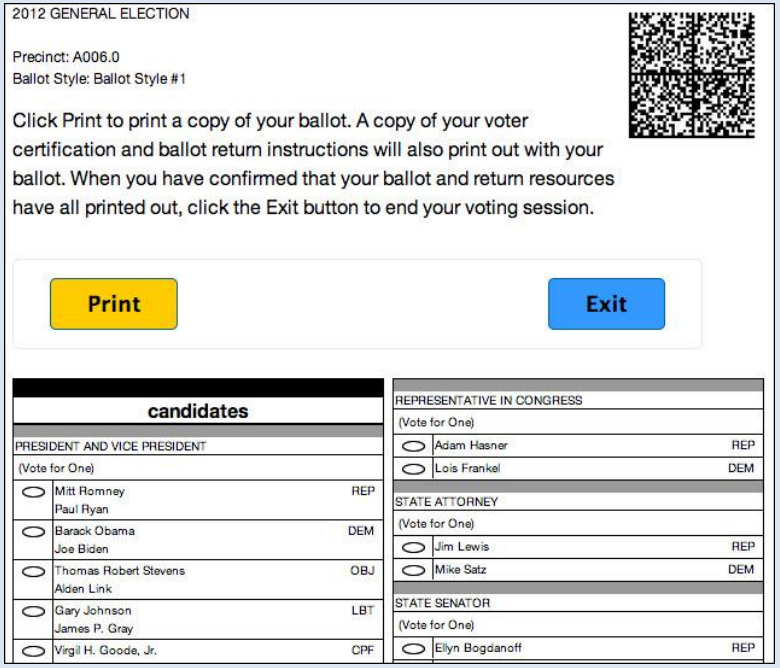
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		pages become separated from each other.		 *Ballot Sample with 2D Barcode* The first page containing the barcode has all selections embedded in the barcode. Regardless of the number or order of pages scanned, as long as the first page is scanned, the results are received, in order, as sequenced on the barcode.
Scanning	B-6	Display a Public Counter, which shows the number of ballot pages processed.	3	A count of total ballot pages processed is available on the eLect Electronic Poll Book(s), as well as centrally through the eLect Administration. Ballot pages processed can be viewed for

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				either each scanning unit or as an aggregate by location, precinct, or jurisdiction. This count could easily be incorporated directly in scanning the unit, if required, at no additional cost.
Scanning	B-7	Display a Protective Counter showing the count of all ballot pages processed on the equipment, which is not reset after an election.	1	As with the options for a Public Counter, count totals of all pages processed on the equipment during the life of the device is recorded electronically and not reset after an election.
Scanning	B-8	Accept ballots in any of the four possible orientations.	3	Using Everyone Counts' scanning technologies, a ballot can be scanned in any of the four (4) possible directions, including any skewed or angled variation of those directions. The only placement criterion is that the barcode is face up. Regardless of the angle of the barcode, the software captures the image and adjusts the orientation internally to properly read and interpret the results.
Hardware	B-9	Display the unit serial number(s) of tabulation devices both physically and within any applicable software, logs, or reports.	1	Each device is marked with a unique serial number physically and within the device's software. This unique serial number corresponds in all log reports and recorded device interactions.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Tabulation	B-10	Have the ability to write cast vote records to an election media device during operation that the EMS can only read if the election media device has been appropriately closed on the voting device in which it was used. **Note:** Please describe the security your equipment provides for ensuring media is not removed until procedurally authorized.	4	Everyone Counts' eLect solution records votes that have been cast to our secure, hosted servers in our Data Centers. At no point during the election do we recommend or require the use of a detachable media device of any kind. With our unique SaaS solutions, premature or unauthorized removal of a media device is not an issue. SECURITY OF VOTER SELECTIONS Voter's selections are safe and secure on enterprise grade hardware in our state-of-the-art Data Centers. We use application-side cryptography to ensure the safety of each ballot cast and the private information related to the voter casting the ballot. Neither the solution nor the software is ever located on the voting equipment or any media device. Each server that houses the solution that the user will access utilizes application-level cryptography to ensure that ballot data cannot be read, decrypted, or modified in any way. The entire server uses an encrypted file system, which renders the data unreadable to anyone without proper authorization. SECURITY OF EQUIPMENT All Everyone Counts systems are protected by Enterprise-grade stateful firewalls and intrusion detection systems. These systems enforce strict rules associated with each election server within the Data Center. All unauthorized and suspicious activities are proactively blocked, logged, and reported for investigation by

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				trained personnel.
Tabulation	B-11	Provide a secure means to upload vote count results to the EMS.	3	The polling location scanning devices communicate with eLect's EMS through a closed secure intranet or via Everyone Counts' secure network. Everyone Counts uses HTTPS AES-256-bit (2048-bit keyed) SSL for transmission of ballot data. We maintain redundant and secure data centers in two physically different locations. Besides being locked in steel cages, the data servers can only be accessed by trusted personnel at the data center. The server center is surrounded by multiple layers of physically security.
Error Handling	B-12	Identify and reject ballots that are not valid. **Note:** Please explain how your system identifies ballots that have been printed on nonstandard paper or on a home printer.	3	Only ballots printed at the polling location on ballot marking machines activated by the electronic poll book from the same location will be read and tabulated by the ballot scanning equipment. To achieve this, the system generates a unique control ID number on each ballot printed from the Electronic Voting Equipment. When scanned, the control ID number is validated and accepted.
Transportability	B-13	Be easily transported by one person. **Note:** Describe the	1	Though Everyone Counts polling location scanning solution is a software solution with a multitude of hardware options, we recommend the Samsung Galaxy Note 10.1 and enclosure, transported and stored in the durable, watertight Pelican im2200

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		transportability characteristics of your equipment (e.g. weight, width, height, wheels).		Storm case. The entire package, including case is less than 10 lbs. BALLOT SCANNING EQUIPMENT Tablet Product Dimensions: 7.1" x 10.3" x 0.35" Product Weight: 1.31 lbs. Security Enclosure Galaxy Tab 3 Enclosure 360 Product Dimensions: 11.7” x 7.9 “ x .8.1” Product Weight 1.2 lbs

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				Transportation and Storage Case Pelican iM2200 Storm Case Dimensions: 19.20” x 15.20” x 9.00” Weight: 6.1 lbs
Supplies	B-14	Provide dust-and-moisture-proof covers for transportation and storage purposes. **Note:** Please describe your equipment covers.	1	The aforementioned Pelican Storm Case is lightweight and virtually indestructible. Constructed of injection-molded lightweight HPX high-performance resin, it resists impacts even at low temperatures. The case is watertight and comes with a lifetime guarantee. Features include: ● Two press and pull latches ● Double-layered, soft-grip handle ● Two padlockable handle hasps ● Vortex (R) Valve ● Flush powerful hinges ● Watertight

12.0 SECTION C: CENTRAL BALLOT SCANNING AND TABULATION EQUIPMENT

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

C – CENTRAL BALLOT SCANNING AND TABULATION EQUIPMENT

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Scanning	C-1	Accurately scan paper ballots into identifiable and locatable batches. **Note 1:** Please indicate the speed of your central location ballot scanner. **Note 2:** Please explain how your central location scanner is impacted by ballots containing fold creases or other irregularities.	2	The Everyone Counts eLect™ web-based software suite is hardware-agnostic. Its work with any TWAIN compliant scanner, although it is recommended that only departmental and production quality scanners be used. Before scanning, an election worker uses the eLect Administrative module to create a Batch ID and print a Batch Control sheet. The Batch ID and the number of ballots in a batch is completely flexible. To process, the batch control page is placed on top of the ballots and everything is scanned, processed, adjudicated, and stored to the system. The control page must be the first page scanned. All voting issues are adjudicated after the scan and ballot information is processed. No physical ballots are ejected for review during the scan. This feature permits smaller, less expensive scanners to be used in single or group operation. Commercial or event consumer scanners with scanning rates of between 900 and 7800 pages per hour can be used in smaller counties. Two-sided or multiple page ballots can be accommodated by most of these units. Malfunctioning equipment can be more easily and rapidly

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				replaced. Election administrators buy only what is needed in the way of election hardware. Ballots containing folds or irregularities will impact the speed of scanning on any scanner. This impact will depend on the amount of damage done to the ballot as well as quality of the scanning hardware.
Scanning	C-2	Be capable of establishing single ballot batches.	1	eLect can scan and store a single ballot under it's own Batch ID. A batch control page is generated, then scanned, processed and stored in the same manner as any other batch.
Scanning	C-3	Retain an electronic image of each voted paper ballot in a non-proprietary format. **Note 1:** Please describe the format(s) you offer for ballot images. Also describe how your system handles adequate resolution of saved images relative to the paper original. **Note 2:** Please describe how each electronic image will retain its relationship to the voted paper ballot and any reduction in resolution or	1	eLect Administration's EMS encrypts all ballot images in standard image formats to allow for processing or review. Decrypted images are available to be used by other systems. The default image storage is Tagged Image Format (.tif) with at least 200 dots-per-inch resolution (dpi) and with Group 4 compression. Other common image formats, such as .jpg and .png, can be used. Each image retains sufficient resolution to be easily readable when printed or viewed on-screen. Image compression is limited to maintain good resolution. All ballot images are stored on archival media after tabulation. All digital ballot images are stored in a disk folder marked by the Batch ID and named individually by ballot control number. Likewise, the paper ballots are stored together in batches. Both

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		compression used before retention of the image.		digital ballot images and paper ballots are linked to each other with the ballot control number barcode. For adjudication or other purposes, the ballot control number on the digital ballot image can be used to locate the paper ballot with the same control number. There is no further image compression beyond the original scan settings.
Scanning	C-4	Allow the authorized user to verify ballot quantities counted to ballots provided by batch prior to saving to the system.	1	Authorized users can access Batch reports at any time to verify the quantity of images scanned. Those reports can then be compared to the number of ballots that are present in each batch.
Scanning	C-5	Allow the authorized user to verify ballot quantities counted to ballots provided by batch after saving to the system.	2	The number of images created when scanning a batch is recorded, along with the Batch ID. A hand count of paper ballots can be done to confirm if pages scanned equals number in the batch. eLect allows the ballots scanned into a batch to be mixed between single page, two-sided, and multiple page.
Scanning	C-6	Allow the authorized user to rerun a batch of ballots, if necessary, without impacting results to date.	2	Authorized users can rerun a batch of ballots previously processed. The authorized user can access the batch list in eLect and remove the existing Batch ID and all scanned ballots from results. The same Batch ID can be reused, or a new Batch identification created before the rescanning. All existing ballot control numbers and the Batch ID must be removed from the system before the new scan. All such actions are recorded in the events logs.
Scanning	C-7	Appropriate entries shall be	2	As mentioned in C-6, the event log monitors and records the

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		made in the audit logs whenever a batch is entered, modified, replaced or deleted. **Note:** Please explain how your system manages batch accountability identification.		removing and replacement of a batch. It also records when batches were initiated as well as any modifications. Batches are automatically assigned sequential IDs and access to the modification of batches can be restricted by access rights. ● The system will allow removal of ballot batches from the system. Ballot batches can be retrieved using a Batch ID. All ballots in a batch or selected ballots from a batch can be removed. ● The removed ballots can be physically removed from the batch by checking the ballot id (control number) and the batch can be rescanned to generate a new control page. ● The event log will contain information on the ballots removed and rescanned. ● In order to have enhanced security for the ballots, user with the specific access rights will only be able to perform the removal operation.
Scanning	C-8	Identify and segregate ballots or ballot images with overvotes for adjudication. **Note:** Please explain how your central count solution allows for physically locating a specific ballot in a batch of ballots.	1	Authorized users can adjudicate ballot discrepancies, such as overvotes. Ballots identified for adjudication are flagged during ballot processing and marked with colored rectangles to indicate what type of adjudication is required. Since eLect allows for adjudication review and resolution directly from the processed image, there is no need for a physical ballot during the review. However, if desired, the paper ballot can be located, based on the batch ID and ballot control bar code.
Scanning	C-9	Identify and segregate	2	This activity is the same as Section C-8. eLect detects the that a

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		ballots or ballot images with write-ins for adjudication.		write-in name may be present based on a marked selection (oval, checkbox, etc.) next to a write-in slot when processing the ballot, it is then marked for the adjudication of the write-in text. eLect allows the authorized user to enter the name of the write-in candidate from the ballot image into the system based on jurisdiction rules and authorized write-in candidates. eLect will monitor and report votes for each unique write-in entry.
Scanning	C-10	Identify and segregate, for adjudication, ballots or ballot images that cannot be read.	1	This process is the same as Section C-8. eLect detects that a ballot is unreadable when processed, and flags it for adjudication. If necessary, the paper ballot can be pulled from the ballot batch and consulted, or rescanned.
Scanning	C-11	Identify and segregate, for adjudication, ballots or ballot images that are read as blank.	1	This process is the same as in Section C-8. eLect detects that a ballot is blank and flags it for adjudication, if this is flagged as a condition by the administrator. If necessary, the paper ballot can be consulted. If it has been determined that some choices have been marked, those entries can be adjudicated by the administrator if election rules allow for partial ballot voting.
Scanning	C-12	Provide information to an authorized user as to why a ballot was segregated.	1	eLect does not physically segregate ballots containing possible errors. Instead, possible errors detected during the processing are electronically segregated and possible errors on the ballot image are highlighted with rectangles of different colors. The meanings attached to each color are determined by the user. Reasons for highlighted errors can range from undervoting, overvoting, blank ballot, torn ballot, or others. Each highlighted area can be selected and enlarged to review

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				for adjudication. If necessary, the paper ballot can be compared to the electronic scan for a final decision.
Scanning	C-13	Assign a unique number to the batch of ballots and verify that the count is zero upon beginning a scan and giving a total number of ballot pages processed at the close of the batch scan.	1	After printing a Batch ID control page, the ballots and control page are scanned. eLect Administration shows the number of scanned images recorded. Batch control sheets must be the first sheet scanned, or the scan is aborted. The Batch ID scan count shown in the dashboard is always set to zero to start.
Scanning	C-14	Handle scanning of both front and back page of a ballot when data is contained on back of ballot page.	1	eLect Administration records the number of scanned images. The sheets scanned can be single-sided, double-sided or multiple pages per ballot.
Scanning	C-15	Handle and reliably account for multi-page ballots, including when the pages become separated from each other. Count votes regardless of the sequence that pages are scanned or if some pages are not scanned. **Note:** Please explain how your system reliably accounts for multi-page ballots when pages are out of order or when all ballot pages are not returned,	2	During image processing, eLect analyzes each ballot control number and collates segments of a multiple page ballot, even if separated. This will also determine if all ballot segments have been returned to the election headquarters. If ballot segments are missing, election officials will have the option to review all ballots segments marked within that control number. Review can determine if such ballot pieces are to be counted or rejected. This option is determined by each jurisdiction's election administrators. Because ballot control numbers are printed on every ballot, there is no risk of “orphaned” ballots.

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		including when the pages become separated from each other.		
Scanning	C-16	Accept ballots in any of the four possible orientations.	3	Ballot may be scanned in any of the four possible orientations. During image processing, eLect corrects page orientation and pagination to ease review.
Scanning	C-17	Display publicly the number of ballot pages processed.	1	The number of ballot pages processed is displayed within the eLect Administration's Central Scanning module.
Scanning	C-18	Display a Protective counter showing the count of all ballot pages processed on the equipment, which is not reset after an election.	4	eLect is not hardware dependent and therefore the inclusion of a mechanical counter on the hardware itself is dependent on the hardware choice of each jurisdiction. eLect electronically tracks and logs all pages processed on each scanner and can be configured to keep a running total that is not reset after an election.
Scanning	C-19	Allow the option to disable or enable the review of under voted ballots.	3	In eLect's Central Scanning module, users can turn "on" or "off" the option that flags ballots for the resolution of undervotes, overvotes, blank ballots, and write-in votes.
Hardware	C-20	Display the unit serial number(s) of tabulation devices both physically and within any applicable software, logs, or reports.	4	Each device is tracked in an Asset Management system and includes all devices that are used in or comprise the election. Everyone Counts' asset tracking tools clearly display device serial numbers in all logs and reports which record all device interactions. The scanner serial number is also added to the name or the note section of each Batch ID control page. This information is directly saved with every batch of ballots scanned by that unit.

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Tabulation	C-21	Accurately capture votes marked by a voter or a ballot-marking device on a paper ballot without adjusting machine thresholds. **Note 1:** Please characterize the accuracy of your central ballot scanner in capturing voter intent. **Note 2:** Please describe how acceptance/rejection criteria for ballot marks are established for your central location scanner.	3	eLect's Central Scanning accepts ballot scans, then processes each ballot to determine if there is an issue with reading the voter's selections on any of the ballots. Scanning thresholds will be preset at an optimal level, but can be customized within the system. Resolution of any ballot issue occurs at the separate image processing unit, as opposed to the scanning unit. Election officials can directly view the ballot image to determine voter intent, or can retrieve the paper ballot for further review. Because paper ballots are generated in eLect, ballots are stored in its memory. There is no manual programming required. eLect uses it's memory map to determine all the locations a voter can make a selection. If any area within a ballot has a problem in reading the voter's selections, those ballot images are flagged for adjudication. Election officials can examined the ballot digitally, and even enlarged the image in an effort to determine the voter's intent. If the electronic image cannot resolve the issue, the physical paper ballot can be further reviewed.
Tabulation	C-22	Account for overvotes in every contest where overvotes occur. **Note:** Please explain how overvotes are handled by your system.	3	When the ballot scanning and processing identifies more selections than a contest allows, the ballot image is electronically flagged for adjudication. During the adjudication process, election administrators are prompted to resolve each contest individually where an overvote has occurred, ignoring the correctly marked contests in other areas of the ballot. If election laws do not allow overvoting, then the overvoted selections within a contest will be cancelled out.
Tabulation	C-23	Account for undervotes in	3	An election administrator can either allow undervotes to be

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		every contest where undervotes occur. **Note:** Please explain how undervotes are handled by your system.		processed or they can change the settings in the system to flag undervotes for resolution if desired. Typically a ballot with an undervote will be processed as voted, without a selection being made or counted in the undervoted contest. However, election administrators can process undervotes similar to overvotes, so that when the ballot processing identifies an undervote, the ballot image is segregated for adjudication.
Tabulation	C-24	Have the ability to write cast vote records to an election media device during operation that the EMS can disallow from being tabulated prior to the close of polls on Election Day. **Note:** Please describe the security your equipment provides for ensuring media is not removed until procedurally authorized.	1	eLect writes cast vote records directly to Everyone Counts' Denver-based secure election servers with redundancy to Edison, New Jersey locked in steel cages. They can only be accessed by trusted personnel at the data center. Although processing ballot can be performed throughout the election, tabulation is not possible prior to close of polls on election day. Since vote records are stored in a secure, central server and do not incorporate media devices within the scanning equipment, the possibility of premature or unauthorized removal is not an issue.
Tabulation	C-25	Provide a secure means to upload vote count results to the EMS.	3	The central scan processing servers, adjudication laptops, and EMS server communicate via Everyone Counts' secure network. Everyone Counts uses HTTPS AES-256-bit (2048-bit keyed) SSL for ballot transmission. We maintain redundant and secure data centers in two physically different locations. Besides being locked in steel

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				cages, the data servers can only be accessed by trusted personnel at the data center. The server center is surrounded by multiple layers of physical security.
Error Handling	C-26	Identify and reject ballots that are not valid. **Note:** Please explain how your system identifies ballots that have been printed on nonstandard paper or on a home printer.	3	All ballots have a control number. Only ballot control numbers that are within the range assigned to the particular election will be accepted by the system. Since ballot control numbers are never reused in future elections, because they come with election ID's, all ballots within the ID range of the previous election will be closed and none will be counted. All mailed ballots are printed professionally, based on designs established by local or state election officials. All of these ballots have ballot control barcodes and ballot style barcodes.
Error Handling	C-27	Continue ballot scanning while electronically or physically segregating and sorting ballots to user-identified categories that need additional attention. **Note 1:** Please describe how your system handles these situations: ● Ballots are unreadable by the scanner. ● Notifying an authorized user	3	eLect scans physical ballots and processes ballot images, it then segregates those electronic images for adjudication as opposed to physical ballots. This allows for an uninterrupted batch processing session. Segregated ballot images are dependent on flags set up by the election administrator, for issues such as overvoting, undervoting, blank ballots, and unreadable ballots. If the ballot is unreadable by the system, it is still flagged by the system after processing where it can be deleted from the batch record. The event log records the rejection by ballot control number. If the ballot is damaged, it can be remade and scanned again into another batch according to jurisdiction procedures.

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		whether a ballot has been scanned successfully or not. ● Notifying an authorized user that a ballot has been previously scanned. ● Identifies where a voter marked the box for a write-in but did not write in a name, and where the voter did not mark the box but did enter a write-in candidate on the line. **Note 2:** Please describe how the relationship of paper ballot to ballot scan to cast vote record will be maintained when this physical or electronic sorting or segregation is taking place.		As each ballot goes through the scanner, the scanner event logs populate the status of each ballot. This includes whether the ballot was scanned successfully, whether the ballot has been flagged according to rules, or whether the ballot is unreadable. eLect records each unique ballot control number as each ballot is scanned. If a second scanning is attempted, the control number will cause that ballot to be rejected and the ballot will be flagged as a duplicate in the batch, and the selections will not be tabulated. Depending on state laws and jurisdiction preferences, the eLect software can address write-in ballot in a number of ways: a. It can flag a ballot for adjudication as a write-in, ONLY if the box or oval is marked. b. It can flag a ballot for adjudication as a write-in if either the box is marked OR text is detected on a write-in line. To adjudicate write-in text on the ballot, if the ballot is flagged: c. Manual Validation: All write-in ballots would be adjudicated and the name written in by a voter would then be entered into the system manually. The vote would be recorded, as long as it abided by state rules in relation to qualified write-in candidates. d. Automatic Validation: Validation of the text entered by the voter can be achieved automatically by OCR. Ballots

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Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				would only need to be adjudicated if the system can not make out the text entered. After sorting and segregation, all digital ballot images are stored in a disk folder marked by the Batch ID and named individually by ballot control number, assigned during processing to protect voter privacy. Both digital ballot images and paper ballots are linked to each other with the ballot control number. This ballot control number is also connected to the cast vote record within the virtual ballot box within eLect, enabling identification of all three.

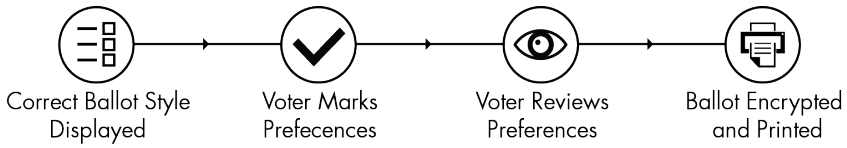
12.0 SECTION D: ELECTRONIC VOTING EQUIPMENT

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

D – ELECTRONIC VOTING EQUIPMENT

INTRODUCTION

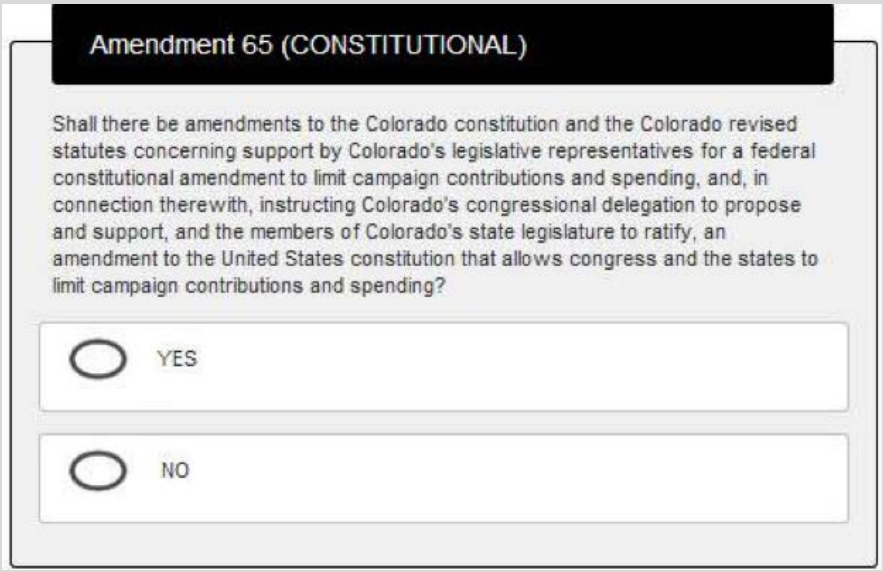
All voters can mark and print their HAVA-compliant and universally accessible ballots utilizing the eLect™ Voting Unit, the eLect module for secure, in-person voting. This module allows voters, regardless of their ability, to privately and independently mark their ballots without the risk of overvoting and unintentional undervoting.



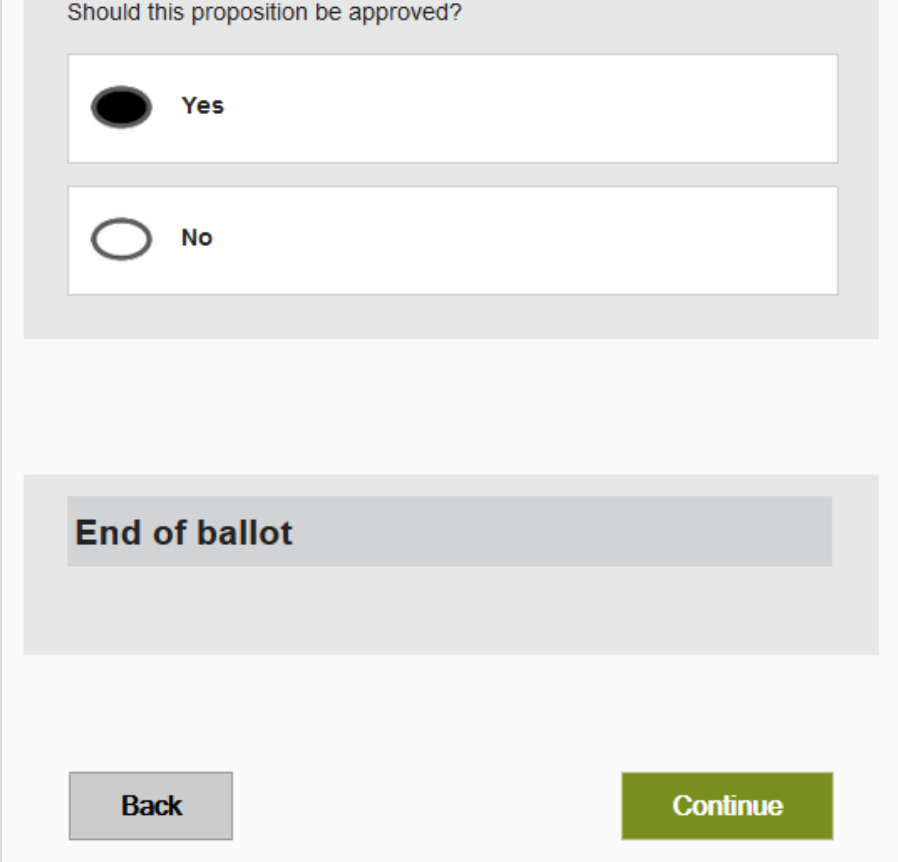
Unlike traditional voting equipment, eLect does not require election administrators to program ballots and has no limitation to the number of ballot styles that can be made available during an election or to any given voting unit. Through eLect Administration, ballot building, proofing, and distribution are automated, greatly easing the administrative burden associated with traditional, antiquated voting equipment.

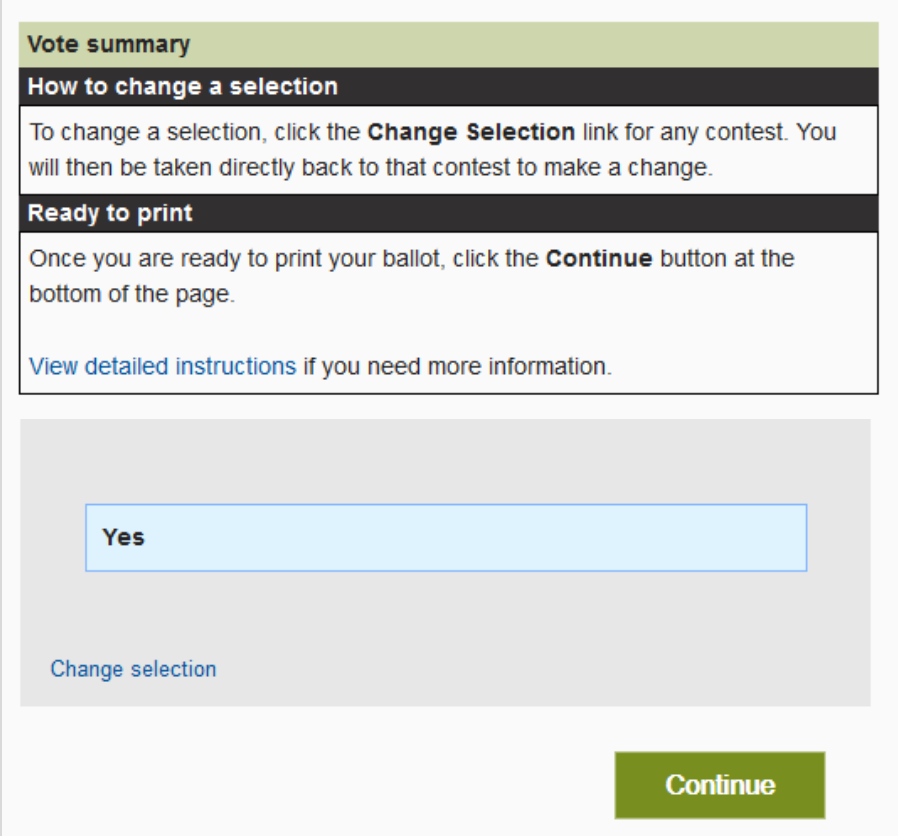
After the voter has voted, eLect stores multiple audit trails of the marked ballot and then prints a marked, voter verified paper audit trail (VVPAT) with a QR/2D barcode. Stored in the barcode are the anonymous preferences marked by the voter on-screen.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Ballot	D-1	Display choices for the contests, (candidates and measures) of the election for each ballot style.	1	Ballots generated using eLect offers voters a clear and crisp ballot display for each ballot style. Voter instructions and choices are clearly displayed on each ballot. *Sample Ballot Style: State Senate - District 21*

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 *Sample Ballot Style: Constitutional Amendment*
Ballot	D-2	When activated for the voter, display prominent ballot identifiers, including precinct, party, and similar identifiers, in order to give the voter the opportunity to verify that they will be voting on the correct ballot.	2	Ballots presented to voters clearly and prominently display precinct, party, or additional identifiers customized by the election administrator for voters to verify and confirm their correct ballot allocation.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Ballot	D-3	Record each voter's candidate and measure selections as the ballot is cast. Note: This requirement is not applicable to certain ballot marking devices that depend on a produced paper ballot being processed and tabulated elsewhere.	1	eLect simultaneously records each voter's candidate and measure selections electronically and prints a voter verified marked paper ballot.
Ballot	D-4	Have a public counter that displays the number of ballots cast or marked, depending on the functionality of the electronic voting equipment.	4	Everyone Counts' incorporates a counter into the software, to provide a sequential tally of ballots marked.
Ballot	D-5	Make clear to the voter how to cast a ballot or print a marked ballot, such that the voter has minimal risk of doing so accidentally, but when the voter intends to cast the ballot or complete the ballot	1	Though instructions can be customizable, by default, eLect is designed intuitively to ensure that the voter only prints the marked paper ballot at the end of the voting session after confirmation of their choices. BALLOT SELECTION OPTIONS Voters are instructed to advance throughout the ballot selection pages, there is no ability to print from this page.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		marking session, the action can be easily performed.		 VOTE SUMMARY PAGE On the next page, voters are instructed to confirm their choices and that they would need to advance in order to print their ballot. There is no ability of printing a marked ballot page at this point.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 BALLOT PRINT PAGE After the voter has confirmed their choices and when they have advanced to the ballot printing page, they are given their only option throughout the process to print their marked paper ballot.
Ballot	D-6	Assure that the ballot-	1	Once a voter has printed their completed ballot, the electronic voting

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		marking device automatically returns to a state such the next voter cannot learn how the previous voter voted, once the paper ballot is printed.		equipment logs the voter out and the session expires immediately and automatically returns to the start page for the next voter.
Ballot	D-7	Allow voters, including voters with disabilities, to be able to review their write-in input to the ballot interface, edit that input, and confirm that the edits meet their intent. Note: Please describe how voters, including voters with disabilities, will be able to review their write-in input to the ballot interface, edit that input, and confirm that the edits meet their intent.	1	Voters enter their write-in choice by navigating the virtual keyboard via the touch screen or with provided assistive devices, including audio. Write-in input is confirmed visually or audibly. Editing that input can occur up until the voter confirms their ballot and submits. If allowed, drop down listing of certified write-in candidates would be an easier option to incorporate for voters that have to use Assistive Technology at the polls. During ballot review, the voter's write-in input can be visually confirmed prior to printing and submission, or it is read aloud.
Ballot	D-8	Provide a method by which voters with	2	Everyone Counts understands the importance of enfranchising all

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		disabilities can choose the language of the ballot visually and through the audio interface. Note: Please describe how your electronic voting units provide a method by which voters with disabilities can choose the language of the ballot visually and through the audio interface.		voters who speak a primary language other than English. We are experienced in providing multiple languages on ballots in a variety of eLect deployments. In the ballot building stage, election administrators select how language choices will be offered for an election. Multilingual ballots can be provided in the following two ways: ● Multiple languages on the same ballot ● Multiple ballots with different languages After authentication, the voter is presented with a landing page prompts them to select the language of their choice prior to receiving their ballot. For voters with disabilities, it is optimal to set up ballots with different and separate languages so that voters can choose their language. This ensures that voters using the audio ballot feature do not have to navigate through and listen to multiple languages that they may not understand. Unlike traditional electronic voting equipment, there is no limit to the number of single-language ballots that can be provided.
Hardware	D-9	Display a Protective counter showing the count of all ballots processed on the equipment, which is	1	The ballots cast will be counted and recorded to be viewed through the eLect Administration interface. eLect tracks and logs all ballots and the statistical information is available to administrators and through reporting at any phase of the election process.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		not reset after an election.		
Hardware	D-10	Display the unit serial number(s) of tabulation devices both physically and within any applicable software, logs or reports.	1	Each device is marked with a unique serial number physically and within the device's software. This unique serial number corresponds in all logs and reports and recorded device interactions.
Accessibility	D-11	Provide electronic voting equipment designed to allow for installation in a voting location accommodating access by voters with disabilities in compliance with the Americans with Disabilities Act (ADA), HAVA and all applicable federal and state laws that address accessibility to voting for persons with disabilities. Note: Please describe how your system's	1	We appreciate and understand the importance of delivering services that are accessible by all individuals with disabilities. Our philosophy is that a well-engineered solution is one that meets the requirements of all system users, regardless of physical capability. With this in mind, all elements of the eLect solution are engineered to deliver universal access. Everyone Counts is proud to have deployed the latest iteration of our polling place accessibility solution in Pima County, Arizona in November 2013. This system, designed to replace made for purpose voting equipment, provides the voter with an experience that requires virtually no learning curve while at the same time using the some of the most well researched assistive technology. We incorporate physical tools into the system so that the voter can go through the voting experience only initiating three inputs: forward, back, and select. They do not need to be nor can they be expected to be familiar with assistive technology and screen readers.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		features comply with HAVA, ADA and other Federal and State laws that require accessibility for voters with a variety of disabilities, including visual or cognitive impairments. Identify the EAC standards your system meets.		This integration also extends into our audio ballot, as the voter navigates through instructions, candidates and buttons - text is automatically read to the voter in the language of the voters choice. All they need to do is put on the headphones. Our electronic ballot marking device assists persons with: ● Visual impairments ● Hearing impairments ● Motor disabilities ● Cognitive disabilities Assistive technology provided: ● Touchscreen functions (Font expansion) ● Audio Ballot (Multilingual, if required) ● Three Button Input Switch ● Foot Pedal Input Switch ● Can connect any USB assistive device, including Sip & Puff. COMPLIANCE WITH ACCESSIBILITY STANDARDS As experts in the election industry, our team is up to date on most compliance and legislation issues and our flexible solutions are designed to continually meet those changing needs. Everyone Counts' solutions are compliant with the following: ● Americans with Disabilities Act (ADA)

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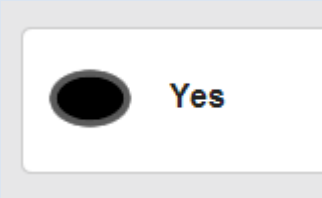
				• Help America Vote Act (HAVA) • Election Assistance Commission (EAC) Standards • Federal election laws • Election laws dictated by the State of Colorado Our voting solutions ensure the most intuitive and efficient user experience, and our support team is trained in assisting members of the disabled population, ensuring that they are able to cast their ballot privately and independently. Our vast experience in the area of accessible technologies will empower your voters with the latest, most convenient, and highest quality accessibility solutions.
Accessibility	D-12	Meet the standards for accessible voting systems listed in section 1-5-704, C.R.S. The size of a ballot position and the font size of candidate information must be in accordance with Colorado Election Rules. Note: Please stipulate the maximum available positions on the voting device, based on such size of a	3	eLect offers customizable font size and meets the standards for Accessible Voting Systems, as listed in the Colorado Election Rules, Section 1-5-704, C.R.S. Accessible font size availability is from 14 to 24 points. The example below shows standard ballot selection with a ballot position size of 50 x 50 pixels and candidate information font size of 16 pixels. 

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		ballot position and the font size of candidate information, to be used for an election.		eLect's Ballot Builder offers an easy to use text editor with a variety of common formatting options, including font size. COLORADO MUNICIPAL ELECTION CODE COMPLIANCE The following table demonstrates Everyone Counts' eLect accessibility features compliance to the *Colorado Municipal Election Code , Part 7, Accessibility for Electors with Disabilities, 1-5-704 C.R.S., Standards for Accessible Voting Systems*.

Accepts accessible voter interface device	✓
Tactile and audio input devices	✓
The ability to confirm choices using a tactile or audio input device	✓
Ability to use synthetic or recorded human speech for audio output	✓
Supplies operable input controls for the visually impaired	✓
Key actuation is not required when using Braille	✓
Audio and visual access devices work separately or simultaneously	✓
For non-audio approaches, color perception is not required	✓
For graphics, black text is on white background or white text on black background Note: Optional use of high contrast	✓

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response	
				colors can be approved by the Colorado Secretary of State	
				Where visual perception is required, font size range is a minimum for 14 points and a maximum of 24 points	✓
				Accessible solutions that require visual perception are preset with a 14 to 24 point font size prior to poll station opening.	✓
				The voting system shall provide audio information, including any audio output using synthetic or recorded human speech or any auditory feedback tones that are important for the use of the audio approach, through at least one mode, by handset or headset, at high volume and shall provide incremental volume control with output amplification up to a level of at least ninety-seven decibel sound pressure level	✓
				For voice signals transmitted to the elector, the voting system shall provide a gain adjustable up to a minimum of twenty decibels with at least one intermediate step of twelve decibels	✓
				If the voting system can exceed one hundred twenty decibel sound pressure level, a mechanism shall be included to reset the volume automatically to the voting system's default volume level after every use, such as when the handset is replaced, but not before. Universal precautions in the use and sharing of headsets should be followed.	✓
				If sound cues and audible information such as "beeps" are used, simultaneous corresponding visual cues and information shall be provided.	✓

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response	
				Controls and mechanisms shall be operable with one hand, including with a closed fist, and operable without tight grasping, pinching, or twisting of the wrist.	✓
				The force required to operate or activate the controls may not exceed five pounds of force	✓
				Controls in voting booths ensure the following accessible dimensions: • Minimum height of 36” above the finished floor • Minimum knee clearance of 27” • Width of 30” • Depth of 19”	✓
				The ability to operate the interface and any devices independently, through the final step of casting a ballot	✓
				The ability to determine the candidates for each offices they are eligible to vote	✓
				The ability to determine the number of candidates that may be selected for each office	✓
				The ability to verify that their physical or vocal inputs to the system have captured their intentions	✓
				The ability to review their candidate selections	✓

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response	
				The opportunity to review and change previous selections and confirm a new selection	✓
				The ability to notify the voter if they fail to vote in an office or select less than the number of allowable candidates, including requiring the elector to confirm their intent to undervote before casting the ballot	✓
				The voter is warned of the consequences of overvoting for an office *The eLect solution does not permit overvoting. The voter receives a message that overvoting is not allowed.	✓
				The opportunity to input a Write-In name for offices that allow a write-in candidate	✓
				The opportunity to review their Write-In input, edit the input, and confirm that their intentions were correctly captured	✓
				Provide clear and identifiable actions	✓
				Provide an explanation on how to take action for minimal risk of incorrect actions and provide simple means of correction in the event of a user	✓
				The ability to confirm that their ballot was cast and the voting process is complete	✓

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				The system prevents the voter from modifying the ballot cast or any other ballot for the election ✓
				ACCESSIBILITY STANDARDS FOR BALLOT MARKING DEVICES The following table lists Everyone Counts' specific compliance points for ballot marking devices:
				Ability to simultaneously view ballot choices on a high-resolution visual display and to listen to ballot choices with headphones ✓
				Ability to listen to ballot choices privately and be able to turn off the visual display ✓
				Provide multiple output connections to accommodate a variety of headsets, including the ability for the voter to use their own headset ✓
				The ability to mark the ballot with complete independence, in accordance with federal and state law regarding mandatory accessibility for persons with disabilities ✓
				Complete privacy for the blind or visually impaired ✓
				Provision of an integrated input keypad containing commonly accepted voter accessibility keys and Braille markings ✓

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				The ability to enter ballot choices using assistive devices, such as Sip-n-Puff or a jelly switch ✓
				The ability to magnify the ballot choices on the visual display and adjust the volume and speed of audio output ✓
				The capacity to use each device in multiple languages ✓
				Ability to write in a candidate's name, review and edit the input, and confirm voter intent ✓
				The ability to review ballot choices independently and make corrections, including the ability to receive a replacement ballot if needed ✓
				The ability to visually verify or verify by means of the audio interface that the ballot is blank at the start and contained their precise intentions when complete ✓
				The device has the ability to alert the voter in the event of an undervote and make corrections if desired ✓
Accessibility	D-13	Include a privacy enclosure or voting booth that contains the electronic voting device(s) designated for voters with disabilities and complies with the Americans with	2	Everyone Counts' can offer proven industry standard voting booths specifically designed for voters with physical or motor disabilities. Each secure, private enclosure complies with the Americans with Disabilities Act (ADA), ADA Standards of Accessible Design, 28 CFR Part 3, and the Americans with Disabilities Act Accessibility Guidelines (ADAAG). Entrance to the booth provides compliant dimensions in opening width, as well as forward and side reach capacity that allows easy access to voters who use wheelchairs for mobility.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		Disabilities Act Accessibility Guidelines (ADAAG) providing sufficient dimensions to allow access to voters who use wheelchairs. Note: Please explain how your voting device complies with all forward and side reach requirements of the ADA and ADAAG.		Everyone Counts' electronic voting equipment easily fits into voting booths currently used for paper marking. No specialized bulky DRE voting booths are needed and State and Counties could use current supply of booths with our equipment contained within. *Model 2000*

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 Starfire
Accessibility	D-14	Include electronic voting units adaptable for voters with disabilities either through adjustability of the device or the	1	ACCOMMODATIONS FOR VOTERS WITH MOTOR IMPAIRMENTS Everyone Counts' accessible voting solution comes with: • Foot Pedals, for voters with a variety of disabilities, especially

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		voting booth or inclusion of an auxiliary device. The auxiliary device should also be lightweight and removable making it portable for use on a voter's lap or provide an alternative solution. Note 1: Please describe your accessible alternative input devices. List such devices and explain the operation of each device and how it accommodates voters with disabilities. Note 2: Please explain how your proposed system accommodates voters with visual disabilities. Include with the description how portions of the displayed ballot may		for those without the use of their upper bodies. The devices is USB based and weighs less than two pounds. ● Three Button Switch Box, for voters that have difficulties in using the touchscreen. This weighs less than two pounds and can easily fit on someone's lap. ● Adjustable headphones with headphone covers for voters using the audio ballot. ● The fact that the system runs on a Windows 8 touchscreen computer, also means compatibility with a number of Assistive Devices that a voter might bring with them. ACCOMMODATIONS FOR VOTERS WITH VISUAL IMPAIREMENTS For blind voters, the eLect solution incorporates an audio ballot that allows the user to listen to the ballot in tandem with using the three-button switch box listed above. The actual ballot pages will have settings to allow other voters with visual impairments to alter the font size or contrast. REPOSITIONING AND INDEPENDENT ADJUSTMENT The voting device can be housed in a secure housing that fully tilts forward and backward that the voter may adjust to suit their needs. POSITIONING AND GLARE To position the screen to avoid glare, the voter has the ability to tilt the unit forward or backward to suit their needs. The voting device

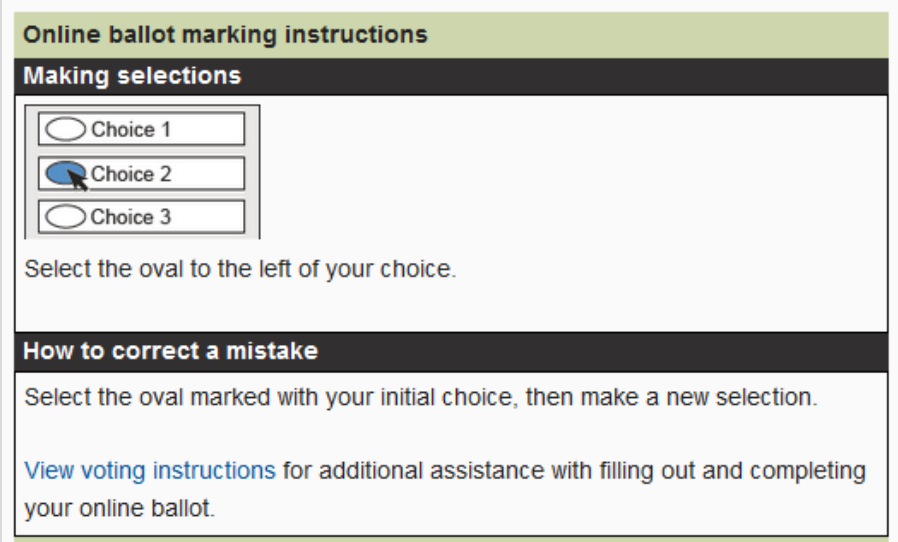
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		be intensified and/or enhanced, in contrast and font size and then restored to the initial size. Note 3: Please explain how your electronic voting device can be repositioned to accommodate a variety of voters with disabilities. Include any information about the ability of the voter to independently adjust the device. Note 4: Is the voting screen glare-free regardless of positioning? Note 5: Please explain any magnifying capacity of the electronic voting device. Note 6: If your		can also have an anti-glare cover placed on it. MAGNIFICATION CAPACITY For magnification, voters can select a larger magnification level after arriving at the unit, or they can simply double tap or pinch the screen to zoom in. Note that if a voter is using their own device to cast their ballot, magnification levels are dependent on the capacity of that device. ACCESSING ACTIVATION CARD PORTS Entering an activation card is not a requirement for eLect. PRIVACY ENCLOSURE FOR WHEELCHAIR BOUND VOTERS For voters who are bound to a wheelchair for mobility, complete partitioning, similar to the partitions used in the standing model, are built-in to assure voter privacy. The sitting model has a deeper depth on the right and left side sufficient to accommodate a reach of up to 25”. VALIDATING BALLOT CAST USING ACCESSIBLE MEANS Voters will be able to review their choices accessibly prior to printing their ballot. Once they arrive at the ballot box, the poll station ballot scanner, mentioned in Section 16, is a separate device that allows the voter to cast the printed ballot that was printed from the accessibility device. This device will also provide an audio reading of the voter verification as well as allow for magnification. ADDITIONAL ACCESSIBILITY FEATURES eLect runs on COTS Windows 8 computer, or similar hardware, as opposed to a made-for-purpose piece of hardware and provides for

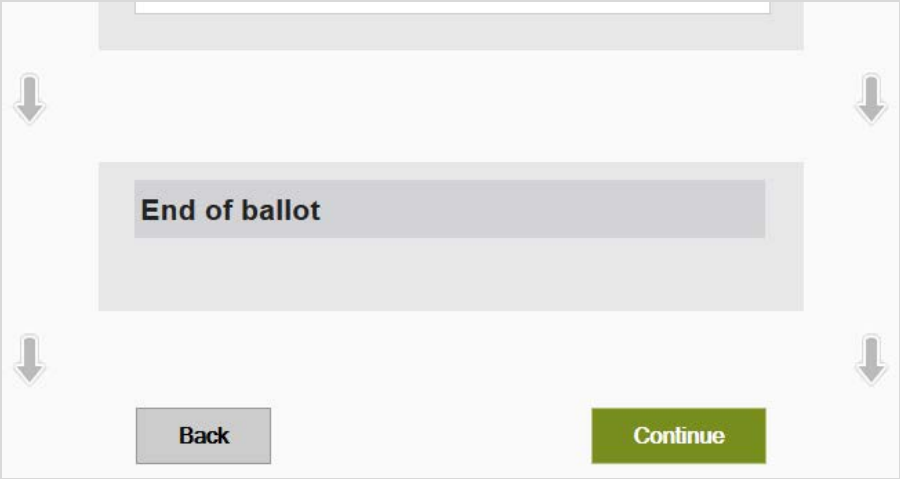
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		electronic voting unit uses an activation card, please explain how it may be used easily by voters, including voters with disabilities. Note 7: Please explain how your electronic voting unit adequately provides privacy for a voter who uses a wheelchair. Note 8: Please explain how a voter can verify the accuracy of the cast votes. Note 9: Please describe additional features of your system that are designed to accommodate voters with disabilities.		endless opportunities for accessibility and ensures that Everyone Counts' accessibility offerings are the most versatile and flexible in the election industry today, going beyond the reach of the typical offerings and types of disabilities served.
Accessibility	D-15	Allow for importing of audio ballot content	2	Because of our use of modern software and new technology, Everyone Counts' audible ballot does not require additional editing or

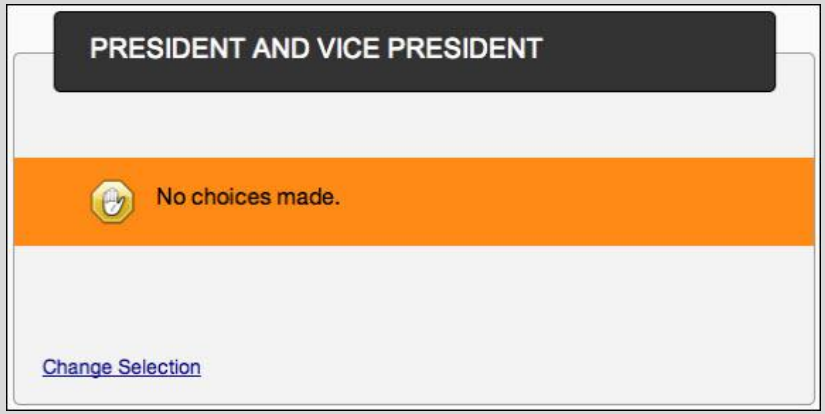
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		from an outside source (e.g. candidates or pre-recorded audio.). Note: Please explain the process and procedure, with time frames, required to re-program the audio read-back on the voting device in the event that there is a change to a name or contest on the ballot in the final few weeks before an election.		importing of sound files or pre-recorded audio. Our modern system incorporates screen reader technology to "read" the ballot to the voter. Once changes are made to the primary system, the audible options are also updated. Everyone Counts can customize pronunciation changes within the system if the jurisdiction finds any.
Accessibility	D-16	Allow for a voter to change volume and/or speed of an audio ballot. Note: Explain how the voter can fast-forward through instructions and measure text.	2	Our audible ballot for blind or visually impaired users allows for flexible volume and speed control of the audio ballot as well as language selection. As a blind or visually impaired voter, to fast forward through any portion of the audible ballot text, such as the lengthy description of a specific measure, the voter simply selects the physical FORWARD button to advance to hear and/or see the next element of the ballot. The same applies to any portion of the ballot (instructions, candidate listings, etc.). Similarly, the voter can press the physical BACK button if they want to go back and see or hear the previous ballot element.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Accessibility	D-17	Provide for audio instructions for the ballot and a mechanism for voters with visual impairments to cast a ballot or print a marked ballot, either on the voting unit itself or on a separate device designed for this purpose. The process shall imitate the process used by sighted voters with the exception of the audio interface.	1	Everyone Counts' audio ballot gives blind or visually impaired voters the exact same features as a voter not using the audio ballot. Features include: ● Announces instructions to the voter at the start of the ballot. ● Allows the voter to select the language of their choice. ● Has volume and speed control. ● Provides for ballot review before submission. ● Allows voter to send the ballot to a printer located within the booth in hands reach of the voter. The process of the audible ballot follows the same task-based flow of the ballot used by sighted voters.
Accessibility	D-18	Support an enlarged-print ballot screen image for voters with visual impairments. Following the casting of a vote or the printing of a marked ballot, the machine must reset to its initial state to accommodate the next voter.	3	Accessibility settings are optionally selected by the voter upon authentication, including whether or not a voter with visual impairments desires to view their ballot in enlarged print. Once the voter has cast their ballot, the next voter is presented with the standard start page. Returning to the standard screen is a configurable default behavior and does not require human or machine interaction to return the setting to the original state.
Accessibility	D-19	Accommodate voters	1	Voters that are unable to read can use the audible ballot for easy

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		regardless of their ability to read.		navigation and successful casting of their ballot.
Accessibility	D-20	Allow for connection of personal auxiliary devices, such as sip/puff or jelly switch devices. Note: Please describe such capabilities provided by your system.	2	Everyone Counts provides accessibility devices that accommodate the majority of disabilities including foot pedals, headphones and button switches. eLect uses COTS hardware that is compatible the most commonly used accessibility devices that persons with disabilities use and may bring with them to the polls. Any standard Assistive Technology (AT) devices can be used, including Sip and Puff devices, braille keyboards, etc.
Ease of Use	D-21	Be designed so that actions performed by the voter, such as making a vote selection or changing a vote, are easily understood so that errors are prevented to the maximum extent possible, and so that recovery from an erroneous action is facilitated by the features of the system prior to casting the ballot or printing a marked ballot.	1	Everyone Counts' eLect follows a task-based approach and provides an intuitive interface that requires the least amount of taps, moves, or clicks possible to reduce the possibility of voter error. Voters are provided with clear, yet customizable instruction on filling out their ballot using the ballot marking system, as well as how to change their choice.

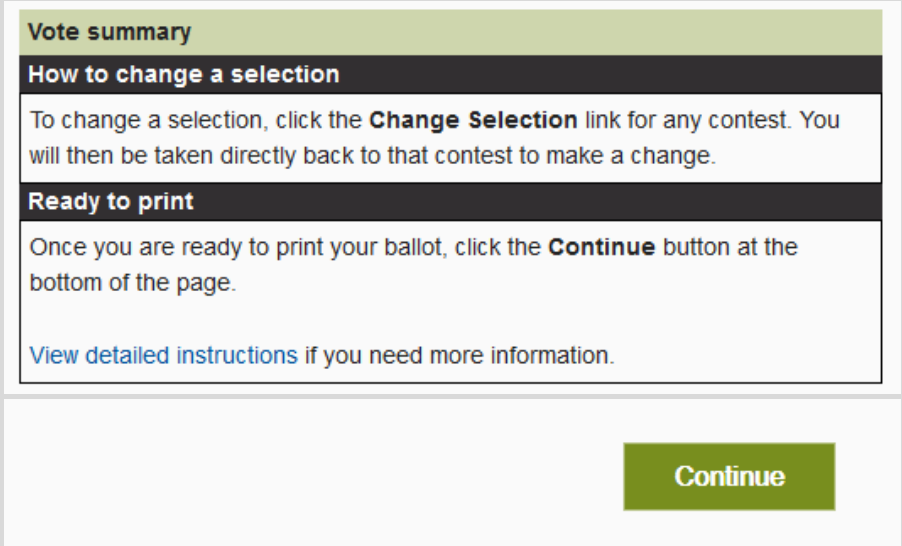
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		Note: Please explain how your proposed system facilitates voter actions prior to casting a ballot or printing a marked ballot.		 Easily navigable pages and clear buttons provide for a smooth guided voting experience

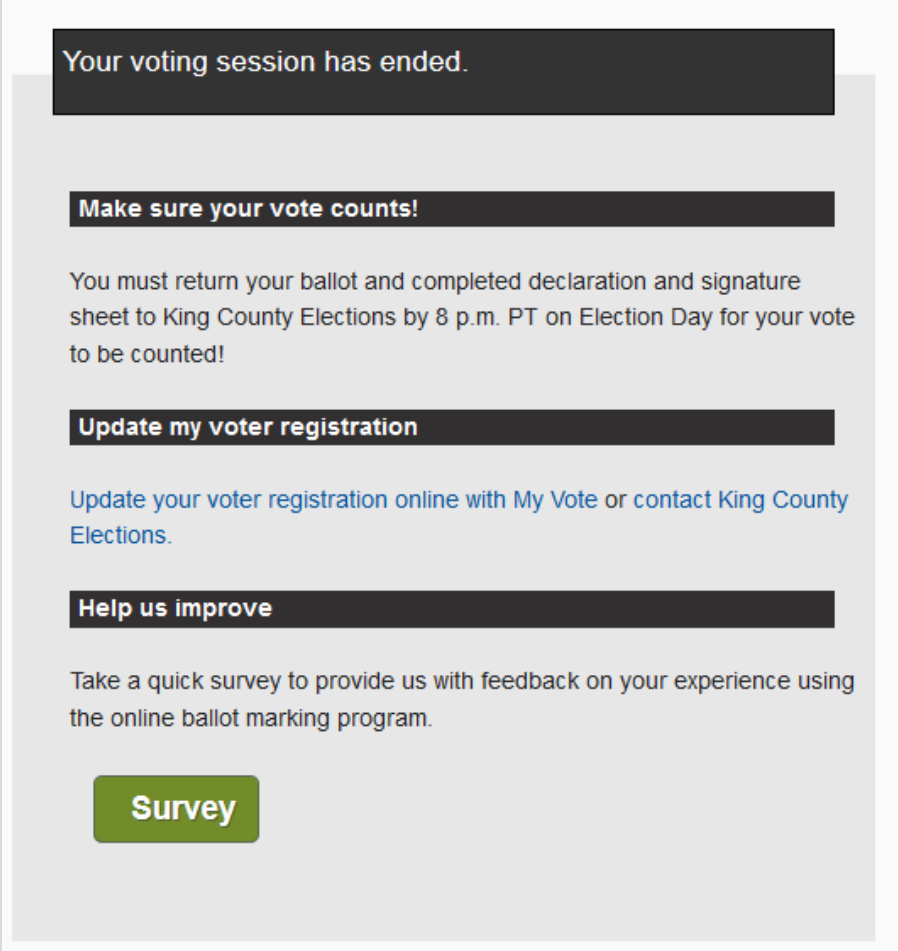
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 Election officials can choose to disable a voter from overvoting in the system, making it impossible for the voter to select more than the allowable number of selections. If a voter makes an undervote, though not usually a “mistake,” the system does warn that voter with a clear message.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				
Ease of Use	D-22	Accommodate font sizes that are adjustable for ease of sight.	1	For ease of sight, eLect accommodates font sizes that are adjustable from 14 to 24 point.
Ease of Use	D-23	During the voting process or prior to casting the vote, display (visually or using audio, as applicable) a summary indicating the choices made or skipped.	1	After the voter makes their selections and prior to printing their ballot, ballot confirmation procedures are the same for visual voters as well as voters using the audio ballot: ● Voters are presented (audibly and visually) with a ballot confirmation portion. ● Voter will read or listen to their choices. ● Voters will be notified of undervotes, and be provided links to change their selections. ● They will then be able to access the print feature.
Ease of Use	D-24	Allow the voter the ability to change a selection until the	1	Before ballots are cast, a ballot summary is provided to the voter with details of all their selections, including undervotes. After verification, if the voters wish to alter the choices, they can scroll through the

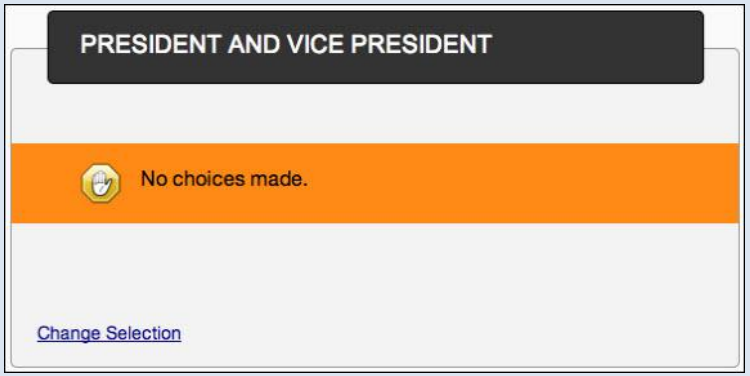
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		voter is satisfied with the choice at any time prior to the final casting of a ballot or printing a marked ballot. Note: Please explain here how your proposed voting system allows the voter to review and/or modify his/her selections before final casting of the vote or printing of the marked ballot.		selections to view each race and optionally click the direct link beneath each contest entry to change their selection. After making any changes, the voter will arrive at the ballot summary again, here they will be able make additional changes or advance to print their ballot.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				King County Fire Protection District No. 16 Proposition No. 1 Benefit Charge Continuation Yes Change selection Woodinville Fire & Rescue Proposition No. 1 Benefit Charge Continuation No choices made. Click **Change Selection** below to go back to the contest if you would like to make a choice. Change selection

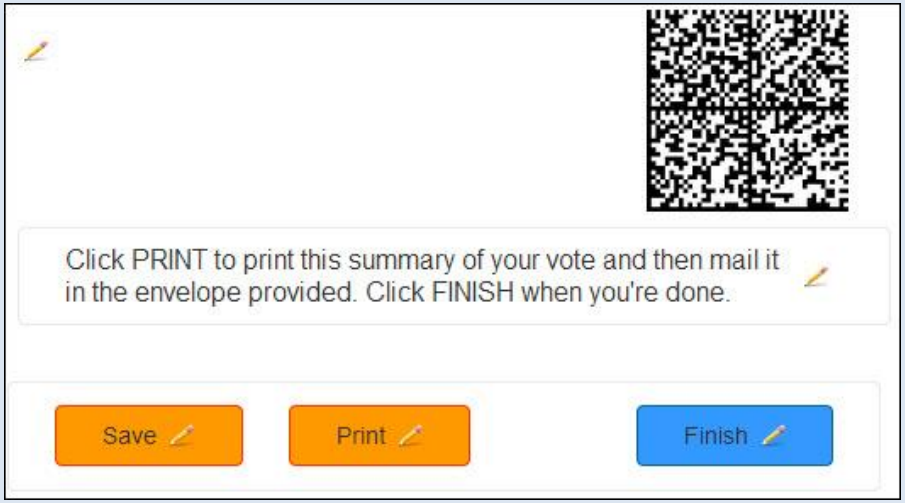
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Ease of Use	D-25	Provide a method for the voter to confirm the choices before casting the ballot or printing a marked ballot, signifying to the voter that casting or printing the ballot is irrevocable and directing the voter to confirm his/her intention to cast or print the ballot, and shall further signify to the voter that the ballot has been cast or printed after the voting session is complete.	1	The Ballot Builder feature in eLect is highly customizable and may contain as much or as little information as election administrators see fit. Voters are presented with a summary screen that alerts them that they are given the option of making changes to their ballot or advancing to the next section to print that confirmed ballot.  After the voter has printed their ballot, they are alerted that the voting session is ended. This last screen can be customizable as well, the example below shows a jurisdiction that included a survey on the voting experience.

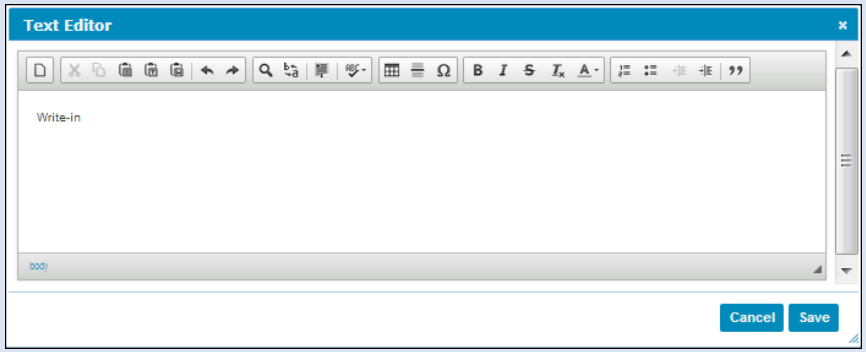
Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				
Ease of Use	D-26	Provide a means to demonstrate the	1	Everyone Counts offers a variety of methods to demonstrate the operation of the electronic voting devices, including voter

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		operation of the electronic voting device to the voters.		authentication steps and navigating the interface. We can augment your processes or use our proven best practices in training and education. We can also provide a demonstration unit to allow the voters to test the machines prior to entering the voting booth. On request, and if agreed on in the final schedule, a general training session can be made available for the voting public to educate those interested in new technologies being used in their jurisdictions. Experience has shown that offering the public choices and education increase enfranchisement. For details regarding each of these methods and a sample training curriculum, see *Section 6.2: Project Management*.
Ease of Use	D-27	Disallow a voter to overvote a contest and will enable the voter to correct the selections. Note: Please explain how your proposed system shall not allow a voter to overvote a contest and enable the voter to correct his or her selections.	1	Most election officials configure their ballots so that a voter would need to deselect a current selection, prior to selecting an additional selection in a race. Thus not allowing for an overvote, while instilling in the mind of the voter the fact that they have made a deselection prior to making that additional selection.
Ease of Use	D-28	Warn voters that they have undervoted a	1	After a voter marks their ballot, a confirmation page displays to warn of undervotes and to alert the voter if there are races that allow

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		contest and permit them to correct or accept the undervote. Note: Please explain here how your proposed system shall warn voters that they have undervoted a contest and permit them to correct or accept the undervote.		additional choices. When a voter receives a "No Choices Made" warning, the warning message text includes a direct link that the voter may click to correct the undervoted contest. The link returns the voter to the precise position on the ballot that was undervoted and allows them to make necessary changes.  *Example: Undervote Warning*
Ease of Use	D-29	Provide a means of recording the votes cast for write-in candidates for any contest that allows write-in candidates. This capability shall allow the entry of as many names of	1	The Ballot Building features available in eLect Administration are highly configurable and allow for election administrators to provide space on the ballot for write-in candidates in any qualifying contest, in compliance with Colorado's Election Laws. Votes cast for write-in candidates are efficiently stored and logged and allow as many names of candidates as the administrator provides spaces for when designing the ballot.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		candidates as the voter is entitled to select for each contest in compliance with Colorado's Election Law. Note: Please explain how your proposed system allows for write-in votes for any authorized contest.		 *Sample: Write-In Candidate Text Box* Each ballot is presented in the same order, according to the final approved design in Ballot Builder. The option to type in a write-in candidate typically appears as the last choice in a selection group. Note that, when typing a selection for a write-in candidate, the voter must also select the bubble adjacent to the write-in selection.
Ease of Use	D-30	During election setup, provide an option to provide the voter with a list of certified write-in candidates.	3	The voters can be provided with a drop down list with the names of all certified write-in candidates that a voter can select. Alternately, a link could appear under a contest opening a popup screen listing the certified write-in names, which the voter would then have to enter in the write-in space.
Ease of Use	D-31	Provide a screen response that will allow a voter to request a list of certified write-ins if the election setup provided that option.	3	As mentioned in D-30, a link could appear under a contest opening a popup screen listing the certified write-in names, which the voter would then have to enter in the write-in space.
Ease of Use	D-32	Allow authorized users the ability to modify	1	eLect is highly configurable by precinct, ballot, or any combination of

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		the voter instructions for an electronic or audio voting session.		statistics imported from the EMS. Users with the proper roles and permissions, typically an election administrator who builds and approves ballots, perform these actions. Instructions can be edited in the preview mode by clicking on the pencil icon adjacent to the instructional text.  *Editable Areas of Ballot in Preview Mode* In Preview mode, any area of the ballot that displays a pencil icon, including the text that displays on a button, can be edited. A full-featured pop-up Text Editor displays immediately on selecting the pencil.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 *Ballot Builder Text Editor* Audio text operates using a reader; therefore the change is inherited from the amended text, no adjustment or re-recording is required.
Ease of Use	D-33	Provide an authorized user an ability to reset screen calibration, including between uses in an election. Note: Please explain if your electronic voting equipment logs such calibration and produces any warnings when calibration needs to be reset.	1	Election administrators with the correct roles and permissions have the capacity to periodically review and update system settings when desired. Recalibration of screens is always done before and after an election and should not be an issue, even during peak election times. Calibration settings are logged in the actual device and are not part of the eLect logging system. For administrators with permission to access these settings, they simply navigate to Settings > Display > Screen Mode and initiate an automated calibration procedure.
Uninterrupted Operation	D-34	Provide, in case of power interruption, a	1	UNINTERRUPTED POWER SUPPLY FOR VOTING DEVICES

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		means for voting operations to continue. This feature shall consist of either an un-interruptible power supply (UPS) or other means to keep electronic voting equipment active. Note: Please specify how your system will provide notice of power loss or low-battery state, so that election judges or election officials can take appropriate steps.		All voting devices are fully charged with up to 2 hours and 45 minutes of battery life for each unit, in addition to being plugged in directly to a surge protecting powerstrip. This ensures that each device, in the event of a power failure, has almost 3 hours of uninterrupted power remaining. Poll workers check each unit and see a visual indicator on the units indicating that they are running on battery. The printer itself is supplied with a long life lithium ion battery which will last throughout the day and print up to 500 ballots on battery life. UNINTERRUPTED DATA CENTER POWER SUPPLY All power entering the Data Center is normalized through a power conditioner. This ensures that a steady stream of clean power is provided to each electronic component. Everyone Counts' Data Centers have been strategically selected for their ability to use two power grids, providing an extra layer of redundancy in the event of a power failure on one power grid and ensuring an uninterruptible power supply (UPS) for your election. Each Data Center is additionally equipped with diesel generators that can fully power the Data Centers—independently from external power sources. Diesel fuel is stored on site and generators are routinely tested for automatic startup and uninterrupted delivery of power into the Data Center. UNINTERRUPTED HIGH-SPEED INTERNET ACCESS Everyone Counts uses highly redundant Internet Service Providers (ISPs) which are configured for automatic failover in the event of any service incident. If any one ISP experiences an incident, another takes

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				over and connectivity is not impacted.
Uninterrupted Operation	D-35	Provide for continuous uninterrupted operation for a minimum of two hours in case of power failure. Note: Please specify how long your system will operate without an external power source and under what conditions. If the device does not have a battery backup, what size of UPS will be required to maintain operation for two hours?	1	VOTING DEVICE BATTERY LIFE Voting devices ensure a minimum of 2 hours and 45 minutes of uninterrupted power in the event of a power failure. PRINTER BATTERY LIFE The printer has a long life lithium ion battery that will last all day and can print up to 500 ballots in the event of a power failure. BACKUP POWER REQUIREMENTS Everyone Counts' fully hosted eLect solution and marking devices do not require additional equipment, generators, or an uninterrupted power supply (UPS) unit of any kind.
Uninterrupted Operation	D-36	In the event of the failure of an electronic voting unit, retain a record of all votes cast prior to the failure. Note: Please explain how your system retains and reports	1	eLect's Electronic Voting Equipment does not retain any vote cast records. Voted ballots will not be affected in any way in the event of a power failure.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		votes cast in the event of a loss of power.		
Voter Verifiable Paper Trail	D-37	Include, with each voting device, the functionality of a Voter-Verified Paper Audit Trail (VVPAT) that meets all Federal and State Certification requirements. Note 1: Please explain how your proposed voting device complies with this requirement. Note 2: Explain if your proposed system has an alternate means of counting a non-ballot type of VVPAT for audit purposes. The alternative means can include but is not limited to the availability of bar codes and readers for the VVPAT.	4	VOTER VERIFIED AUDIT TRAIL (VVPAT) Everyone Counts' Electronic Voting Equipment's printed marked ballot is the actual VVPAT. No additional or function-specific hardware is required as the ability to provide the paper trail is build into the system. DUAL PAPER AND ELECTRONIC TRAILS WITH QUAD AUDIT To ensure and verify the integrity of your election, including VVPAT requirements, Everyone Counts' Quad Audit process provides dual paper trails and dual electronic trails. Our innovative and patent-pending technology verifies a precise snapshot of what the voters sees at the time of ballot submission without the need for voters to print and return a paper ballot. This unique offering adds an additional element of auditability and cost savings in replacing the traditional VVPAT.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				 Our Quad Audit processes meet and exceed both Federal and Colorado State requirements for VVPAT.
Voter Verifiable Paper Trail	D-38	Provide a means for voters with disabilities (visually impaired or unable to read) to review the VVPAT. Note: The review of the VVPAT by voters that cannot see or read the VVPAT requires a feature that enables read-back from the physical VVPAT.	1	Voters with visual impairments or without the ability to read will be able to review the accessible printed ballot (VVPAT) at the Precinct Scanning tablet after they print the ballot and deposit it into the ballot box. Section 16, describes Precinct Scanning and the Samsung Galaxy tab which be configured not only to display a ballot for confirmation - but it will be able to be read back to voters as well using an Android configured screen reader.

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Voter Verifiable Paper Trail	D-39	Have the capability, if proposing a VVPAT solution that is not an official marked ballot, for the print on the VVPAT to be large enough and dark enough for voters to verify and for election judges to read easily during a recount. Note: Please explain the type of paper used to record the VVPAT and the characteristics of the paper impression to ensure ease of reading and fade resistance. For instance; 18 point font, bold and double spaced would be preferred.	3	Since the eLect accessibility solution is a ballot marking solution, the VVPAT is ALSO the printed ballot. Characteristics of the printed ballot are configured by administrators using eLect Administration. Configurable options include the capacity to print a double-spaced VVPAT ballot with a bold font size that ranges from 14 to 24 points, which is within the preferred 18-point preference for Colorado. The 18-point size is recommended for ease of reading if poll workers need to perform a recount. VVPAT BALLOT CHARACTERISTICS The VVPAT ballot proposed for Colorado has the following physical characteristics, each of which are configurable. The precise numbers will be decided and agreed upon by the State during the contract negotiation phase. Ballot Characteristic: Specification Paper type and weight: (configurable) Spacing: Double-spaced Font Size: 18 pt. Font Effects: Bold
Transportability	D-40	Be easily transported. Note: Describe the	1	SONY VAIO TAP 21 The recommended tablet PC for use with the accessibility solution is

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
		transportability characteristics of your electronic voting equipment (e.g. weight, width, height, wheels).		the Sony VAIO Tap 21 device which provides a 21.5” Full HD touchscreen display. Larger than the current 15” standard used by most accessible voting displays, this device provides a sturdy capacitive touchscreen interface with a much larger viewing area. PELICAN™ TRANSPORTATION CASE The Pelican Storm Case is lightweight and virtually indestructible. Constructed of injection-molded lightweight HPX high-performance resin, it resists impacts even at low temperatures. The case comes with a lifetime guarantee. The case will include: ● Voting Device ● Printer ● Three Button Switch Box (Accessibility) ● Foot Pedals ● USB Hub ● and periperals Features include: ● Two press and pull latches ● Double-layered, soft-grip handle ● Two padlockable handle hasps ● Vortex® Valve ● Flush powerful hinges ● Watertight **Model Number** | iM2720 Storm Case

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
				Dimensions 24.6” x 19.7” x 11.7” **Weight** 23 lbs **Range Temperature** -20 F/ 140 F **Total weight with equipment** 32 lbs

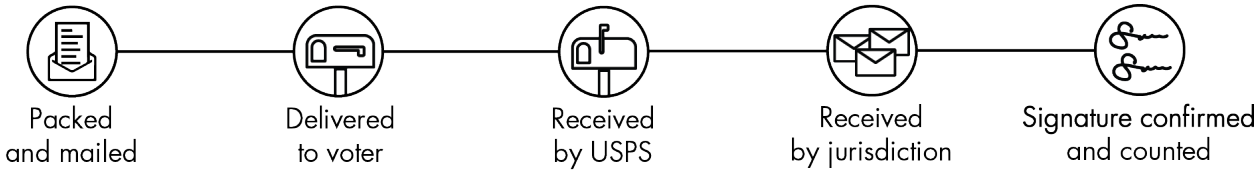
12.0 SECTION F: MAIL BALLOT TRACKING

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

F – MAIL BALLOT TRACKING

Everyone Counts understands that ballots travel a long way when making the full trip from your county election offices to the voter and back again. Knowing the status of that ballot can help improve the effectiveness of your communications with voters and allow counties to plan for processing peaks and valleys to ensure staffing models are there to meet the demand for processing ballots on time.

We have seen statewide systems be very effective in communicating these results to voters. We do realize that some counties have existing ballot tracking tools and systems. The data that is collected for the purpose of tracking ballots will be a combination of data from the U.S. Postal Service and the individual counties. Utilizing the USPS Intelligent Mail Barcode (IMb) on the outgoing and return envelopes will provide for full tracking capabilities as the ballot travels to the voter and back to the election office. eLect allows for the tracking of the ballot at the following milestones:



Voters will be able to access this data through the designated landing page. As we have demonstrated with the current UOCAVA solution, voters may automatically receive these updates via email notification or retrieve their updates via the website.

Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Mail Ballot Tracking	F-1	Track a mail ballot envelope from the time it is prepared for the voter in an elections office or by a vendor, through every stage of the U.S. Postal Service mail delivery system.	3	Upcoming United States Postal Service (USPS) rule changes will soon require large mailers to use the new USPS intelligent mail barcode and tracking system. Current tracking functions can only "see" a mail ballot when it is dropped into the mail stream going to a voter, and when the ballots arrive back and are scanned at the Clerk's office. Although not mandatory for all County Clerks, the new intelligent mail barcodes do provide a wealth of tracking information, and have the potential to provide greater election transparency to voters and election officials. Most ballots mailed to voters are for absentee voting, or for those voters who are outside the election area, such as military personnel serving overseas. Ballots are usually sent at the USPS nonprofit rate, or by 1st class service level. eLect program operations will be designed to give election workers the ability to track mailed ballots, an ability that could be scaled up to all 4-million Colorado voters. This tracking capability would be integrated into the soon to be released USPS IMb intelligent bar code tracking system, and could enhance ballot tracking in following ways: Outbound mail tracking would: ● Provide mail tracking and reporting as absentee ballots

				are sent to voters. • Allow tracking of delivery trends to ensure mailed ballots arrive within a prescribed time frame. This is particularly important for overseas voters. For Incoming ballots, enhanced tracking would: • Allow tracking to start as soon as a returning ballot enters the system on its way back. • Project how many ballots are arriving by date and time. This would allow optimum sizing of election staffing to handle the incoming ballots. • Track ballots coming from remote locations. Actual tracking operations are still in the planning stage. However, a basic tracking system could operate by: ● Sending an email or SMS message to the voter and the election control office when a ballot is mailed out to the voter. ● Voter could use an election office web site, or USPS web site, to track ballot by intelligent bar code. Election office could do the same, or arrange another way to track ballots. ● When ballot returns, an email or SMS message to voter and election control office is sent with the same or a new intelligent tracking code. This would allow complete ballot tracking until it reaches the election office. The enhanced mail tracking system could be integrated with

				many current bar code printers and mail scanners. The advanced tracking abilities will allow election workers more time to follow-up on issues like missing ballots, or slowdowns in ballot returns.
Mail Ballot MailTracking	F-2	Track a mail ballot through stages of the ballot acceptance process after return to the County by the voter. **Note:** Explain which processes within the Election Office can be tracked by your system after the ballot envelope is received in that office.	3	The Everyone Counts eLect solution gives election officials the ability to track and scan ballots at these points: ● When the ballot is received. ● Envelope signature verification. ● When the ballot is removed from the envelope for scanning. ● When the ballot is scanned and processed.
Mail Ballot Tracking	F-3	Provide sufficient report capability for the election officials to ascertain the status of any and all mail ballots in each stage of the mail ballot process tracked by the system.	3	The eLect solution can generate reports on any facet being watched during mail ballot handling. Report information would have to be provided by the USPS through an integrated link with the eLect Administration unit. Typical administrator reports include: ● Ballot location, based on last tracking point. ● Location and time when returning ballots enter the USPS system. ● Anticipated arrival time for each returning ballot. ● Number of ballots currently in the system, both outgoing and incoming. ● Expected arrival times for bulk of mailed ballots. ● Number of ballots mailed vs. number of ballots returned.

				• Number of ballots delivered vs. returned ballots.
Mail Ballot Tracking	F-4	Provide a system whereby voters can "opt in" to receive messages about their ballot's status in the process.	3	Because eLect is a SaaS program, all features of the electronic or paper ballot can be altered to meet the customer's needs. Selection options would give election workers the capability to: • Place an "opt in" button or "check-off" box on the election jurisdiction web page to select for tracking notification. Selecting the option send a confirmation message to the voter via or SMS message notification. • Put a check-off box on the appropriate printed form or envelope. Notification would be the same as above. • Create customized notification message content. Besides location, notification messages could have information about voting deadlines or other instructions.
Mail Ballot Tracking	F-5	Provide a system whereby voters who have chosen to "opt in" to receive messages about their ballot's status in the process can choose to "opt out".	3	As discussed in F-4, the web page could have a button or check-off box to allow the voter to "discontinue" ballot tracking. In addition, there can be an "opt out" or "unsubscribe" button located at the bottom of each email or SMS notice sent to a voter. Unsubscribe selections are standard web interactions.
Mail Ballot Tracking	F-6	Provide a messaging system that delivers messages via a website to voters who have requested notification about their ballot's status.	3	A voter accessible website would have a feature to accept a ballot receipt code, removed by the voter after voting. This code, which does not carry any identifying information, would match a bar code on the ballot envelope. Each time the bar code is scanned, a message would show the location of the ballot in the mail process. The website would not collect information which could link a ballot to any specific voter.

Mail Ballot Tracking	F-7	Provide a messaging system that delivers messages via email to voters who have requested notification about their ballot's status.	3	The same website discussed in section F-6 would also have an "opt-in" selection to let the voter receive email notification of a ballot's current status in the USPS mail system. The email content would be created by election workers and could contain additional customized content, such as election deadlines.
Mail Ballot Tracking	F-8	Provide a messaging system that delivers messages via text messaging to voters who have requested notification about their ballot's status.	3	As part of eLect, a voter could opt to receive a SMS message notification of a ballot's current status on the portable communications device of their choosing. This option could be part of the voter webpage discussed in F-6. The SMS message content would be created by election workers and could contain additional customized content, such as election deadlines.
Mail Ballot Tracking	F-9	Have sufficient capacity to provide the same level of service to as few as one or as many as 64 counties at the same time. (Estimate up to 4 million records if all counties are participating.)	3	Clerks would have a scalable system built in partnership with an existing 3rd party communication provider. The notification system would be designed to handle all four (4) million Colorado voters. Election officials would have the ability to track ballots within any of Colorado's 64 counties.
Mail Ballot Tracking	F-10	Be able to utilize all email and text messaging vendor systems in use in Colorado.	3	eLect's scalable communications system–built in partnership with an existing 3rd party communication provider–would have the ability to use any email or text messaging system available in Colorado.
Mail Ballot Tracking	F-11	Provide each individual county the ability to	3	The Everyone Counts solution would give the State, and/or each Clerk's office the ability for full customization of voter

		personalize messages to its voters based on its elections setup, processes, etc.		messages, including image and text editing. Each could create their own branding image and text message or use on all of the election materials beyond voter messages.

12.0 SECTION G: VENDOR TRAINING & SUPPORT

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

G – VENDOR TRAINING & SUPPORT

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Hardware & Software Support	G-1	Include availability of vendor support personnel to assist in hardware and software installation and setup onsite.	1	Everyone Counts can train County staff so that technical support will be available at all locations where the hardware & software is being deployed, throughout the project. As the eLect software uses a perpetually state-of-the-art, Software-as-a-Service (SaaS) model, most components do not require any installation, and hardware utilized is available Commercial-off-the-Shelf (COTS), hence it does not require intensive setup or configuration procedures. The exception is, of course, minimal configuration for polling place devices to ensure that proper lockdown and accessibility enhancements are incorporated. Everyone Counts provides onsite technical support prior to and during installation and setup: TECHNICAL SUPPORT SERVICES DURING INSTALLATION AND ACCEPTANCE TESTING: A. Everyone Counts will work the State and Counties to train staff so that on-site support will be Statewide throughout the installation. We will make both the Project Manager and IT professional available at the

				State offices for the duration of the installation phase. B. Additionally, Everyone Counts will retain an authorized supplier and efficient service depot with expedited shipping capacity to ensure that any hardware issues discovered during the installation and acceptance testing phase are resolved promptly. STATE SUPPORT REQUIRED DURING TESTING AND INSTALLATION Everyone Counts will require a minimal level of support from State and County personnel. In the initial stages, our staff will need support to become oriented with any physical facilities that we will require access to, and an introduction to stakeholders or contact information for those individuals. In the later stages of the contract, we anticipate only needing State support for stakeholder approvals, document sign-off, and participation in mandatory meetings that address the system acceptance and milestone completion. The Colorado Department of State (CDOS) may designate specific staff members or stakeholders to participate in refining the final project schedule in the following areas: • Participation in the initial kickoff meeting to verify milestones or other specific targets of the project. • Designation of a CDOS representative for the Everyone Counts Project Manager. This individual will serve as a liaison, as well as a coordination and escalation point

				throughout the installation and testing phase of the project. • Assistance in securing training facilities. • Providing a list of individuals to be trained, including the preferred training method for each personnel type and the level of training required. • Designation of stakeholders or other personnel to participate in user testing phases for acceptance.
Hardware & Software Support	G-2	Include availability of vendor support personnel to assist in hardware and software installation and setup from a remote help desk.	2	Everyone Counts will provide remote help desk facility with a staff that is experienced in election administration, as well as hardware and software maintenance and configuration. At the request of the Colorado Department of State, we will staff the Help Desk with a technical engineer to prioritize the support needs. We also offer extended and 24x7 onsite and Help Desk support during peak election times. • As a first level of support, Everyone Counts provides a Help Desk staffed with IT and Election Administrators. Each is prepared with a list of general Frequently Asked Questions (FAQs) specific to eLect, as well as those specific to your environment. • Issues that cannot be resolved by the Help Desk are escalated to the second level, to Everyone Counts' technical and network services support team. Under normal operation, and during non-peak election times, the following response times can be expected:

				<table><tr><th>Priority</th><th>Onsite Response</th><th>Initial Phone Response</th></tr><tr><td>Priority 1</td><td>3 hours of receipt</td><td>1 hour of receipt</td></tr><tr><td>Priority 2</td><td>4 hours of receipt</td><td>2 hour of receipt</td></tr><tr><td>Priority 3</td><td>Same day as receipt</td><td>3 hours of receipt</td></tr></table> Along with the help desk service, context-sensitive help is provided throughout eLect, and a knowledge repository in the form of FAQs is also made available to address any issues.
Training	G-3	Include availability of vendor supported onsite training personnel to train CDOS and County users.	1	Everyone Counts' offers comprehensive training sessions for all election staff (State as well as County). The training ensures that all staff is competent and confident in using the solution. Everyone Counts provides following types of trainings: TRAINING TO THE USERS OF THE SYSTEM • Classroom style training with hands-on interactive training on the system is provided at a facility designated by the State. The training also includes documentation and quick-reference material. Each attendee participates using scenarios from their actual work environment. • Training and documentation is task-oriented, role-based, and specifically tailored to follow the workflow for the intended audience. TRAINING SERVICES FOR IMPLEMENTATION AND

				OPERATION PHASE • Our training team will provide the State's staff with detailed training in the operation, maintenance, and repair of all aspects of the eLect. This training will be provided to designated State and County staff, poll workers, or other personnel, as approved by the State. If requested, a general session can also be made available for the voting public to educate those interested in new technologies being used in their jurisdictions. OUTCOME OF THE TRAINING After appropriate training and orientation, participants can be expected to have the ability to maintain eLect, without assistance, for general day-to-day usage and normal business operations.
Training	G-4	Include availability of self-study user training via the Internet or electronic media.	3	In addition to the initial training sessions and documentation, users can access the context-sensitive help topics throughout eLect. For staff unavailable for in-person training, the following alternatives will be made available: • Everyone Counts will assist the State and Counties in selecting the correct combination of training modules for each user type. All training options have a "Train the Trainer" session available to ensure that your poll workers, as well as any new personnel who come on board after training, can quickly learn the tasks required of them. No single administrator need carry the burden of scheduling planned or unplanned training tasks. Train-

				the-Trainer classes provide a robust format for different types of learning styles and are typically led by a trainer. Classes could include: o Online computer-based training (CBT) modules. o Class participation. o Hands-on activities. o Knowledge assessments for each lesson. o Self-paced training. • For those who cannot attend in-person sessions, a webcast, video conferencing and/or online training session will be made available. These sessions may also be maintained in an online reference library to assist new associates, promoted associates, or those in need of a refresher on a given topic or process to be accessed on demand. • Each training module uses real scenarios, such as actual data from your voter registration system, so that each exercise more closely represents the unique features of the jurisdiction being served.
Voting Period Support	G-5	Provide 24-hour available technical support for all system components beginning sixty days prior to an election and continuing until the completion of the official canvass (generally twenty days after an election).	1	Everyone Counts will conform with the requirements stated by CDOS and provide a 24X7 technical support for all system components, sixty (60) days prior to election start, and up to but not limited to twenty (20) days until completion of canvass. The support would be provided as follows: STATE SUPPORT REQUIRED FOR ONGOING MAINTENANCE For ongoing maintenance and support, trained personnel from the State as well as from the Counties should be able to perform

		Note: Please describe your capability to provide extended support, beyond twenty days after and election, for circumstances such as a recount.		the following functions: • Setup, assign, and distribute eLect hardware to the selected sites to be secured until early voting begins. • Setup, assign, and distribute Poll Book hardware to Voter Service and Polling Centers (VSPCs) to be secured until Election Day. • Set up and secure power supplies and power sources • Ensure the physical security and accountability for eLect hardware. • Pack and store hardware after an election. • Navigate the eLect Administration interface. HARDWARE SUPPORT AND MAINTENANCE Hardware support and maintenance is included for the first two years of the contract. Our technical support team will be available for any questions, problems, or maintenance issues that may arise regarding the eLect hardware, as follows: • Prompt hardware maintenance or replacement • Help Desk Phone Support: 8:30 a.m. to 4:30 p.m. MDT, Monday through Friday. • Help Desk Phone Support 7 days a week, 30 days prior to an election, from 8:30 a.m. to 4:30 p.m. MDT, Monday through Friday. • Help Desk Phone Support on Election Day, from 5:00 a.m. to 9:00 p.m. MDT. SOFTWARE SUPPORT AND MAINTENANCE

				Ongoing maintenance and support for the duration of the contract will be provided as follows: • Help Desk Phone Support: 8:30 a.m. to 4:30 p.m. MDT, Monday through Friday • Help Desk Phone Support 7 days a week, 27 days prior to an Election, from 8:30 a.m. to 4:30 p.m. MDT • Help Desk Phone Support during all live voting periods, including grace period, early voting, and on election day, from 5:00 a.m. to 9:00 p.m. MDT KNOWLEDGE RESOURCES AND FREQUENTLY ASKED QUESTIONS Context-specific help is embedded into eLect's interfaces to assist administrators and poll workers with both common and complex tasks. • The Help topics can be accessed from a Help menu in the dashboard or the user can navigate over specific fields and features in the interface to view the hover-help associated with that field or task. • eLect offers a highly intuitive interface that guides election officials, administrators, and poll workers through each of their common and daily tasks. • The system design and architecture follows a task-based workflow that is specific to each user type. • Frequently Asked Questions (FAQs) will also be made available in the Help section of the eLect solution interface, in both online and offline modes. The FAQs include best practices and common topics based on our

				decades of experience with questions on the eLect solution and modules customized for CDOS. • The FAQs can also contain general information with instructions on using the voting system. The content for the same will be approved by CDOS. Upon request, Everyone Counts can also provide additional context-specific Help topics, and provide direct links to other, approved external resources. Our proven experience in both election technology and election administration ensures that the State of Colorado is fully supported with using proven best practices as an integral part of a proactive solution. Everyone Counts recommends being onsite at the State and at chosen Counties during the first activation of the eLect solution. Approval of the system and the process will already have been provided, and onsite presence will ensure the right level of support during inaugural use. Specific dates and times will be agreed upon after the award of the contract. Everyone Counts also understands that any problem, error, or defect will have a direct impact on the failure of the election operations and the election system. The incident severity level will be determined and assigned initially by our team. CDOS may submit a written request to modify the severity level and, upon approval, the incident will be handled according to the Service Level Agreement (SLA) for that severity. The following table defines Severity Levels 1 through 3, using

relevant examples:

Severity	Severity 1 (Critical)	Severity 2 (Medium)	Severity 3 (Low)
Definition	High impact to the Elections The problem creates a serious business and financial exposure. The problem reported prevents the election user from performing a business function and there is no workaround defined or the workaround is not acceptable to the CDOS	Medium impact to the Elections The problem reported limits the use of a Voting System feature or function but CDOS is able to use or take advantage of the related feature or function. The Elections can continue	Low Impact to the Elections The problem reported has very minimal or no impact to the use of the feature or function. The issue is related to a cosmetic issue or enhancement request outside of the initial scope of

					There is material impact to the Elections Division prevents the CDOS from fulfilling its legislated mandate to conduct and support an election event.	business despite the unresolved problem using an acceptable Voting System workaround	work.
				Response Time	Within one (1) hour, an assessment of the problem, a resolution, and an estimated time to resolution is provided. The problem is resolved to the CDOS's satisfaction	Within four (4) hours, an assessment of the problem, a resolution, and an estimated time to resolution is provided. The problem is resolved to	Within two (2) calendar days, an assessment of the problem, a resolution, and an estimated time to resolution is provided The problem

	within four (4) hours.	the CDOS's satisfaction within eight (8) hours.	is resolved to the CDOS's satisfaction within four (4) calendar days.
Communication	Every two (2) hours until the problem is resolved, or as agreed upon by the CDOS.	Daily and upon problem resolution.	Daily and upon problem resolution.
Examples	The Online Voting System is unavailable to the public.	There is a spelling error on the website.	There is a spelling mistake on one of the Online Voting System reports.
Penalties	If the problem remains unresolved beyond four (4) hours, the Vendor will	If the problem remains unresolved beyond eight (8) hours, the	If the problem remains unresolved beyond four (4) Business

					issue a credit. In addition to the above, for each partial or complete hour beyond five (5) hours that a problem remains unresolved, the Vendor will issue a credit.	Vendor will issue a credit. In addition to the above, for each partial or complete hour beyond nine (9) hours that a problem remains unresolved, the Vendor will issue a credit.	Days, the Vendor will issue a credit. In addition to the above, for each partial or complete Business Day beyond five (5) Business Days that a problem remains unresolved, the Vendor will issue a credit.
Hardware Parts and Supplies	G-6	Include hardware solutions for the UVS that are supported by a supply chain contingency plan. **Note:** Please provide an	1	Everyone Counts exclusively uses commercial, off-the-shelf (COTS) hardware and thus all accessories and consumable supplies are available as off the shelf supplies. Our SaaS solutions are hardware-agnostic and can be used on most any device which gives you the flexibility of using or replacing devices with other brands. Use of such COTS hardware will			

		explanation of your supply chain contingency planning. The intent of this requirement is to assess the risk to Colorado of one or more of your suppliers not being able to provide needed components. Identify the depth of your supply chain (e.g. one, two, or more suppliers deep).		ensure there is no supply disruption and it completely eliminates the risk of non-availability when using hardware dependent software. Also, Everyone Counts retains an authorized supplier and an efficient service depot with expedited shipping capacity to ensure that hardware issues are resolved promptly. There are many benefits to using COTS hardware, in addition to easy availability, for example: **Feature** — **Benefit** Increased Usability — Voters and Election Administrators are familiar with how these devices operate and use them on a daily basis. Additional training is not required for the device Reduced Cost — The ability to purchase directly from vendor. Maintenance, replacement, and storage costs are lower Scalable — Hardware can rapidly grow as your demands increase. Hardware can be repurposed Choice — There is a larger group of vendors offering more choices of hardware

				Increased Resources: Having a larger research and development group is inherent to COTS devices
Hardware Parts and Supplies	G-7	Make equipment parts and supplies available through December 31, 2020.	1	Using commercial, off-the-shelf hardware provides flexibility to purchase hardware from the large ecosystem of vendors. This will guarantee the availability of the hardware at all times and through December 31, 2020.
Hardware Parts and Supplies	G-8	Not require royalty fees, user fees, or other charges or limitations on the printing of ballots designed or printed on vendor devices. Similarly, no fee or limitation shall be placed on any electronic file, report or representation of the vote produced by vendor devices or software.	1	Everyone Counts will not charge any royalty fees, user fees or any other charges for printing and designing of ballots and will allow unlimited printing and designing of the ballots.

12.0 SECTION H: MISCELLANEOUS REQUIREMENTS

SYSTEM REQUIREMENTS TABLE for the COLORADO UNIFORM VOTING SYSTEM

H – MISCELLANEOUS REQUIREMENTS

Requirement Sub-Category	Req. ID	UVS Requirement (The System will …)	Response Code	Vendor Response
Auditing	H-1	Store sufficient data in an unalterable system audit log file to allow the auditing of all operations related to election setup, ballot creation, ballot tabulation, results consolidation and report generation. The audit log file shall contain: • An identification of the program and version being run. • An identification of the election file being used. • A record of all options entered by the operator, including operator ID. • A record of all actions performed by a	3	Everyone Counts' auditing procedures ensure that sufficient data is stored in a secure and unalterable system audit log file to enable the auditing of all operations related to election setup, ballot creation, ballot tabulation, results consolidation, and report generation. The following sample log file contains all of the criteria specified by the state, such as: A. Program Identification and Version • Identification of the election file being used • A log entry (record) of all options entered by the operator, including operator ID • A record of all actions performed by a subsystem of the system, or subroutines • A record of all tabulation and consolidation input NOTE 1: AUDIT TRAIL TECHNIQUES AND REPORTS Audit log records are created and maintained in the sequence in which operations were performed, including date/time stamps.

		subsystem of the system. • A record of all tabulation and consolidation input. • Audit log records that are created and maintained in the sequence in which operations were performed, with date/time stamps. **Note 1:** Please explain what audit trail techniques and audit reports are incorporated in your proposed system. **Note 2:** Please provide a list of all audit log files, the file location within the voting system, and the procedures to navigate to and retrieve them from the voting system. **Note 3:** Please describe steps needed to protect the audit logs from possible unintentional or intentional erasure or alteration. **Note 4**: Please provide a sample set of audit reports		NOTE 2: VIEWING AND RETRIEVING AUDIT LOG FILES All audit log files are stored within the database in our secure Data Centers. Administrators with the appropriate roles and permissions can use eLect Administration to export audit log files. The exported files can be stored and received in a convenient location. NOTE 3: PROTECTING AUDIT LOG FILES To protect the audit logs from possible unintentional or intentional erasure or alteration, all audit log files are stored within the database in our secure Data Centers. Everyone Counts recommends using a Write Once Read Many (WORM) device to protect audit logs from intentional or unintentional alterations. Using our proven methods ensures that the database asynchronously writes, independent of the main program flow, to the WORM drives (or to another memory device). The advantage of using a WORM drive is that it is tamper-proof and tamper-evident. NOTE 4: AUDIT REPORT SAMPLES The following sample Audit System log file provides a sample of audit reports (system logs, etc.) from an election in a county with 200,000 or more registered voters (not necessarily in Colorado).

		(system logs, etc.) from an election in a county with 200,000 or more registered voters (not necessarily in Colorado).		

Access Period	Time (US/Pacific)	Time (System S	Username	SessionID	Event	UserAgent	IP Address
UOCAVA Test	18-06-2013 16:20:22	1371597622	3223_508	933bb84bc5a78	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:21:25	1371597685	3223_508	933bb84bc5a78	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:21:56	1371597716	3223_508	933bb84bc5a78	Logout	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:26:55	1371598015	3223_508	933bb84bc5a78	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:27:37	1371598057	3223_508	933bb84bc5a78	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:27:46	1371598066	3223_508	933bb84bc5a78	Logout	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:27:52	1371598072		2519139efa8f09	Session - Expired	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:01	1371598081	ffbc6f89-e56e-	dba6a0770e759	Login - Webcross User Created	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:31	1371598111	ffbc6f89-e56e-	dba6a0770e759	Project requested	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:31	1371598111	ffbc6f89-e56e-	dba6a0770e759	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:35	1371598115	ffbc6f89-e56e-	dba6a0770e759	Forward from project page [Received page number 2]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:38	1371598118	ffbc6f89-e56e-	dba6a0770e759	Blank ballot summary displayed	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:46	1371598126	ffbc6f89-e56e-	dba6a0770e759	Submission made to project [Received page number 2]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:28:49	1371598129	ffbc6f89-e56e-	dba6a0770e759	Logout	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 16:49:38	1371599378		4a5f986b7c8e3	Session - Expired	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:02	1371602762	b5ea827b-0a4	ffdb744e57d8d	Login - User Details Updated	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:03	1371602763	b5ea827b-0a4	ffdb744e57d8d	Project requested	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:03	1371602763	b5ea827b-0a4	ffdb744e57d8d	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:06	1371602766	b5ea827b-0a4	ffdb744e57d8d	Forward from project page [Received page number 2]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:11	1371602771	b5ea827b-0a4	ffdb744e57d8d	Back from project page [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:58	1371602818	c0337f50-867e	cc1b6226c288e	Login - Webcross User Created	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:58	1371602818	c0337f50-867e	cc1b6226c288e	Project requested	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:46:59	1371602819	c0337f50-867e	cc1b6226c288e	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:47:34	1371602854	e186df90-88fd	338078f071a4e	Login - Webcross User Created	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:47:35	1371602855	e186df90-88fd	338078f071a4e	Project requested	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:47:35	1371602855	e186df90-88fd	338078f071a4e	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:47:37	1371602857	e186df90-88fd	338078f071a4e	Forward from project page [Received page number 2]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:47:47	1371602867	c0337f50-867e	cc1b6226c288e	Logout	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:48:07	1371602887	3224c3c6-ff45-	7f8b42d35d4da	Login - Webcross User Created	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:48:07	1371602887	3224c3c6-ff45-	7f8b42d35d4da	Project requested	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:48:07	1371602887	3224c3c6-ff45-	7f8b42d35d4da	Project requested [Received page number 1]	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:48:13	1371602893	3224c3c6-ff45-	7f8b42d35d4da	Logout	Mozilla/5.0	10.22.3.253
UOCAVA Test	18-06-2013 17:48:21	1371602901	8e193a99-b19	100b0d700f66c	Login - Webcross User Created	Mozilla/5.0	10.22.3.253

Sample Audit System Log File

Auditing	H-2	Accommodate random audits on electronic voting and tabulation devices.	4	Everyone Counts' auditing solutions are fully auditable, including the ability to randomly audit electronic voting and tabulation methods.
Auditing	H-3	Accommodate random audits on paper vote capture and tabulation devices.	5	Everyone Counts' auditing solutions are fully auditable, including the ability to randomly audit electronic voting and tabulation methods.
Auditing	H-4	Log all activity on voting equipment including: when turned on/off, any errors, power failure, power restoration, when an error occurred and when an error was resolved.	4	All voting equipment activity is logged and reported. Activity logs include the following information, at a minimum: ● Power On ● Power Off ● Power Failures ● Power Restoration ● Error Start Time

				• Error Description • Error Resolution Time
Auditing	H-5	Run real time reports, when needed.	1	Everyone Counts' extensive reporting portfolio includes the ability for administrators and auditing personnel with the correct roles and permissions to run auditing reports, in real time, on request. Reports can be selected from a library of the most frequently used audit results, or custom criteria can be added and saved as an option in the report selection menu. Some frequent reports include: **Voter Participation Report** Provides information about how many voters participated in an election in conjunction with how many were eligible. Voting participation information can be broken down by voting area. **Voting by Time** Provides information regarding when voters cast their votes by time of day. By default the time period begins with the start of the election and ends with the current time. **Login Activity** Shows all successful and unsuccessful login attempts to your election content. **Voters Report** Shows information for specific voters that have accessed your election. **Voter Location** Provides a view of the locations across the world from which voters have accessed their ballots.

Auditing	H-6	Run post-election diagnostics on all auditable equipment in a manner that does not endanger the integrity of the election record. **Note:** Please explain your system's post-election diagnostic capabilities.	5	Using eLect Administration, election personnel with the correct roles and permissions have the ability to run diagnostic reports that display voting totals, in real time, at any point in the counting process. Diagnostic reports can be run as a batch process or in aggregate, filtered by precinct. In the event that an election official needs to validate if a particular batch has already been processed or needs to be processed, diagnostic results can be used to compare the number of voted ballots in the system to the physical count of recently scanned ballots. POST-ELECTION DIAGNOSTICS The diagnosis capacity and statistical reporting functions in eLect offer unlimited options due to the flexible reporting architecture and sorting ability.
Auditing	H-7	Provide for adequate information to facilitate a recount under Colorado law.	3	Our Risk Limiting Audit procedures and Quad Audit™ ensure that the State will have above and beyond the required information to facilitate a fair and secure recount. Our team of election experts works year round to ensure that all of our procedures are compliant with Federal election laws and, in the case of Colorado, current Colorado laws.
Auditing	H-8	Have a permanent paper record of each vote for audit purposes.	3	Everyone Counts' eLect solution uses our patented Quad Audit™ process to produce a permanent paper record of each vote for audit purposes. CAPTURING VOTES WITH QUAD AUDIT™ eLect with Quad Audit™ captures votes electronically and

for printing. The electronically cast ballot can be saved in four (4) different ways:

Quad Audit™ Submission Options

The following submission options for electronically marked ballots are combined together to form Quad Audit™.

Paper ballot with text	Print out of voter's selections from electronically marked ballot
Bar code	Printed in the corner of the paper ballot, this bar code captures the voter's selections and can be scanned using any bar code scanner. It does not contain any voter identification
Encrypted Ballot Image	Mirror image of the paper ballot, only electronic and stored securely
Encrypted Electronic Ballot	Voter's selection encrypted and stored electronically

Using eLect™ with Quad Audit™, the State of Colorado, and county clerks, can capture a voter's preference electronically

				and provide a paper copy for the purposes of tabulation. There are many inherent benefits to using more than one submission option, such as the ability to perform Risk Limiting Audits (RLAs).
Auditing	H-9	Support a Risk Limiting Audit, as defined in section 1-7-515(5)(b), C.R.S. sufficient to audit the functionality of electronic and paper vote capture as well as vote tabulation devices. **Note 1:** Please describe how your proposed system supports the execution of a Risk Limiting Audit. **Note 2:** Does your solution place unique identifying numbers on ballots as they are scanned? **Note 3:** Section 1-7-515, C.R.S. stated that Colorado must begin risk-limiting audits in 2014, but was revised in the 2013 session to extend the start of the requirement to 2017.	3	Everyone Counts' secure eLect Platform offers streamlined and transparent post-election results auditing, or risk limiting audits (RLA). The underlying goal of RLA is to determine, using a voter verified ballot as the official record, whether the election outcome is reliable enough to determine the actual winners. Everyone Counts' technology gives jurisdictions the tools necessary to conduct an efficient and transparent RLA. Two types of risk-limiting audits can be conducted, ballot-polling audits and comparison audits. Everyone Counts' multilayered security protocol allows voters to simultaneously submit their ballot to the election jurisdiction electronically while printing and reviewing the ballot before submitting the paper record to the election jurisdiction. The ballot is assigned a random, unique identifier which is not tied to the voter, but allows the election jurisdiction to tie the paper and electronically submitted ballots together. At the close of the election, the jurisdiction will be able to compare the tabulation of random samples of ballots - manual, scanner and electronic tabulation comparisons - to determine the level of risk associated with the accuracy of the tabulation outcomes. Everyone Counts will be ready to perform Risk Limiting Audits as required by State of Colorado.

Auditing	H-10	Incorporate a real time clock as part of the system hardware and all audit log record entries shall include a date/time stamp.	4	All audit logs or other records will be date and time stamped, based on a real time value kept by the Data Center's server. No hardware clock on precinct or central hardware is required.
Auditing	H-11	Use a real time clock that will continue to run during a power loss.	4	The real time clock is controlled by the remote Data Center server, which is protected from power loss by multiple redundancy and multiple locations. All server transactions are logged according to the server's real time clock.
Auditing	H-12	Print audit reports on the standard system hardcopy output device when the following conditions are met: A. The generation of an audit trail report does not interfere with the production of other output reports. B. The entries can be identified so as to facilitate their recognition, segregation and retention. C. The physical security of the audit record entries can be ensured.	4	Everyone Counts has implemented and integrated audit features throughout all stages of the end-to-end voting solution. As a result, the eLect system is purposely and uniquely designed to enable auditing of critical system components on request. All reports are printed from eLect's Administration portal in a format to meet any printer requirements. All audit records and reports are fully protected in the remote Data Centers, but can be easily accessed and printed at any time by those election officials with approved access. A: Yes, an audit trail report can be generated without interference with the production of other reports. B: Report entries can be identified for follow-up purposes. No physical segregation of ballots takes place. C: Duplicate data is stored at two geographically different

				data centers, where backups are made. Each server uses application level cryptography to ensure that ballot data cannot be read, decrypted, or modified in any way. To further ensure there has been no tampering or changes made, the two sets of backup data are verified and compared. The entire server uses encrypted file system, making it unreadable to anyone without proper authorizations.
Auditing	H-13	Create audit records during the election definition and ballot preparation phases showing completion of the baseline ballot layouts and any modifications to them, a description of the modifications and a date/time stamp.	1	All activities, such as ballot preparation, layouts and ballot editing are recorded in full detail by the audit system in Administration Ballot Builder module. This system records all actions in real time and date/time stamp is attached to all of the records.
Auditing	H-14	Create audit records during the pre-election phase that include electronic and manual data entered and maintained by election personnel, election definitions, instances of all final ballot layouts and the ballot preparation edit event log.	1	All activities, such as ballot preparation, layouts and ballot editing are recorded in full detail by the audit system in the eLect Administration module. This system records all actions in real time and places a date/time stamp on the records. Audit logs of all data accessed and modified by users will also be timestamped and recorded.
Auditing	H-15	Create audit records prior to the initiation of ballot counting to verify hardware and software status. These	2	All activities, such as ballot preparation, layout and ballot editing are recorded in full detail by the audit system in eLect's Administration record. This system records all actions in real time and places a date/time stamp on the

		particular audit records shall include the identification of the software release, the identification of the election to be processed and the results of hardware and software diagnostic tests.		records. Additionally, the election code and resources are locked by the election administrators to prevent any changes to the election logic or election resources. eLect is a SaaS based solution, all the election data will be stored in a centralized server. Since all SaaS based solutions are hardware independent, it will not be necessary to generate audit logs for individual hardware devices or software. However, it is possible to generate reports with information on the voting history of a particular device.
Auditing	H-16	Create in-process audit records containing data documenting system operation during diagnostic routines and any machine generated error and exception messages. Examples of these audit records include: ● System startup diagnostic and status messages. ● Checks that pre-count reports show zeroes. ● The source and disposition of system interrupts resulting in entry into exception handling routines. ● All messages	4	All activities, such as ballot preparation, layout and ballot editing are recorded in full detail by the audit recorders in eLect's Administration module. This system records all actions in real time and places a date/time stamp on the records. A. No, the SaaS software is hardware independent and does not record the hardware startup, diagnostic or status messages. B. Yes. When the Logic and Accuracy (L&A) testing is complete and the election locked, a zero status report is recorded. C. No. eLect is cloud based and works from a Data Center with failsafe server hardware. Local hardware events are not recorded.

		generated by exception handlers. ● The identification code and number of occurrences for each hardware and software error or failure. ● All operator actions. ● Notification of system login or access errors, file access errors and physical violations of security. ● Other exception events such as power failures, failure of critical hardware components, data transmission errors, and other types of operating anomalies.		D. No. eLect is cloud based and works from a Data Center with failsafe server hardware. Local hardware events are not recorded. E. No. eLect is cloud based and works from a Data Center with failsafe server hardware. Local hardware or the hardware's software events are not recorded. F. Yes, all operator interactions with eLect are recorded and stored in the audit records. G. Yes, all operator interactions with eLect are recorded and stored in the audit records. H. No. Everyone Counts delivers eLect as a SaaS program supported in a remote Data Center. It runs on fully failsafe servers. Any server problems or issues related to operating the Data Center are transparent to the eLect users. A report is generated and delivered to users if requested.
Auditing	H-17	Provide an in-process audit report, for post-election use, consisting of data containing a record when each vote is initiated and each ballot is cast.	2	Everyone Counts will create and supply in-process audit reports for post-election containing data regarding votes being initiated and cast.
Auditing	H-18	Print reports necessary to assist election officials in performing a manual count as	1	eLect can support a manual recount of any election, as directed by Colorado Election law. eLect maintains a complete ballot image and paper ballot for each vote counted

		required by Colorado election law and rules. **Note 1:** Please explain how your proposed system can create the reports necessary to allow election officials to perform and validate a manual count. **Note 2:** Please explain how, in the case of a recount, the election can be reconstructed ballot by ballot, while still maintaining voter privacy.		by the election system. In case the election officials want to tally paper ballots vs. electronic ballots, eLect can provide all electronic voter tabulations. NOTE 1: eLect Administration can provide any required report to perform and validate a manual ballot count from a central location. NOTE 2: In case an election has to be reconstructed, existing elections can be copied and all parameters that define an election can be edited to formulate a new election. Also, all ballots are encrypted and the voter information is stripped to ensure complete voter privacy.
Auditing	H-19	Record audit log entries onto durable non-volatile storage.	3	To protect against unintentional or intentional erasure or alteration, all audit log files are stored within a database in our secure Data Centers. Everyone Counts recommends using a WORM memory device to protect audit logs. Using our proven methods ensures that the database asynchronously writes, independent of the main program flow, to the WORM drives (or to another memory device). The advantage of using a WORM drive is that it is tamper-proof and tamper-evident.
Auditing	H-20	Export audit logs in formats suitable for use by elections officials and the public including common electronic formats (PDF, Excel, CSV, TXT, EML).	2	The standard practice of Everyone Counts is to design solutions that are neutral in nature, and do not require any component that is vendor-specific, and which can perform exports/imports in common data formats. eLect includes a full suite of integrated election administration tools, including import features that are accessed using role-based security and access control that enable administrators to easily import

				voter rolls from a variety of standard formats, including comma separated value (.csv) files, and MS Excel (.xls) files.The design of the solution for the State of Colorado will ensure that data can work with all these common imports and exports. As needs evolve, additional formats or data structures can be considered, tested, and implemented. All audit logs exported will be in standard electronic formats such as PDF, Excel, CSV, EML etc.
Certification	H-21	Be certified or certifiable by the EAC, another state, or Colorado. **Note 1:** If not certified, please explain. **Note 2:** See section 1-5-601.5, C.R.S. for Colorado voting system certification compliance with federal regulations. RFP section 5.3.11 has a question on certification status of vendor proposed solutions.		Everyone Counts is not yet certified for the State of Colorado. However, Everyone Counts performs routine internal audits, as well as external audits. These tests consist of a combination of: A. External scanning and penetration testing of Everyone Counts Secure Servers B. Audit of the Everyone Counts eLect Platform source code C. Audit of Election Procedures Additionally, Everyone Counts strongly advocates the role of third party organizations delegated by the County in undertaking a comprehensive audit of the source code, procedure, and infrastructure. In numerous past projects the Everyone Counts eLect source code has been reviewed and accredited by third party auditors to ensure the accuracy, security, functionality, and integrity of the eLect Platform. NOTE 1: It would be the company's policy to become certified in the

				State of Colorado by the time the Everyone Counts Uniform Voter System is fully functional in early 2015. NOTE 2: No part of the Everyone Counts election solution is currently certified as discussed in RFP section 5.3.11. However, certifications would be secured for all modules of the eLect solution for use in the Colorado UVS by early 2015.
Testing	H-22	Be configurable so as to be capable of performing the following functions on all system hardware/software, in compliance with current Colorado statutes and rules: ● Hardware test ● Logic and Accuracy Test ● Post-Election Audit ● Pre-Recount Logic and Accuracy Test ● And capable of performing the Colorado Risk Limiting Audit commencing no later than 2017.	A - 4 B - 1 C - 3 D - 1 E - 3	The eLect system can be configured for the performing of all tests in compliance with Colorado rules and statutes. Hardware testing will be dependent on the COTS hardware choices the State determines to use.
Testing	H-23	Allow authorized user creation of scripted simulation	3	In eLect EMS, you can create multiple voting periods for the same election, this allows you to create separate modes for

		Logic and Accuracy tests with various patterns (e.g. 1,2,3 or 1,1,1 or 1,2,3,4,5…). **Note:** Please explain how your system allows for pre-determined simulation for creating test ballots and electronic voting equipment test input.		L&A testing in addition to the live period for when your election is actually accessible for voting. This gives you the assurance that even though the modes, tallying, open and close times are different - the election that you are testing will be exactly the same in every way. Authorized personnel can create and execute scripted simulation of Logic and Accuracy tests with any type of voting pattern desired. This test mode period allows you perform your L&A testing on your electronic ballot marking system and precinct scanning tablets as well as your paper ballots and central scanners.
Testing	H-24	Have the capability to test ballot layouts to verify the allowable number of votes for a contest or question and the combinations of voting patterns permitted or required by the using jurisdiction.	1	eLect provides the ability to test ballot layouts and verify votes and voting patterns by using test modes. In eLect EMS, you can create multiple voting periods for the same election, this allows you to create separate modes for testing and proofing and then a live period for when you election is actually accessible for voting. This gives you the assurance that even though the modes, tallying, open and close times are different - the election that you are testing will be exactly the same in every way. This test mode period allows you to test you electronic ballot marking system and precinct scanning tablets as well as your paper ballots and central scanners. It also provides for full integration into the Election Night Reporting module so that you can ensure that your reporting is set up correctly.

Testing	H-25	Provide capability to permit diagnostic testing of all the major components within each electronic vote capture device.	1	eLect is hardware independent, and has no operational control over any hardware used in the election system. Therefore, the program has no impact on any hardware component testing.
Testing	H-26	Ensure non-contamination of voting data through tests of all data paths and memory locations to be used in actual vote recording.	2	eLect is hardware independent, and the data is stored in a centralized database and not on individual hardware devices. To ensure that eLect is operating in a secured environment, with no external interference from memory or devices the solution is running on, Everyone Counts recommends carrying out testing by using test modes as described above. Zero reports can be subsequently generated to ensure there is no previously stored information in the solution. All eLect Data Center servers are kept under close surveillance to insure no voting data is contaminated. Further, all voted ballots are stored using the latest data encryption methods, which do not allow decryption except by multiple passwords. Data Centers are also backed up physically, meaning there is a constantly updated duplication of all ballots cast until the election period closes. When elections are closed, all ballots are decrypted and tabulated for the final results.
Testing	H-27	Provide evidence in an audit record that test data has been expunged.	2	Audit records will show that test data has been expunged and when it occurred.

Testing	H-28	Allow the ability to load and test audio ballots in electronic vote capture equipment.	1	Audio ballots would be part of the election ballot design process, and would be tested along with all of the other ballot designs. Everyone Counts' audible eLect solution does not require additional editing of sound files or pre-recorded audio. Our system uses Reader technology to "read" the ballot to the voter. Once changes are made to the primary system, the audible options are also updated.
Testing	H-29	Provide the ability to print all necessary reports for proofing the results of logic and accuracy testing.		The eLect system can print test results and all related reports from the L&A testing to demonstrate that all systems a fully functional and producing accurate results before the election is locked down.
Security	H-30	Provide an environment whereby all databases and data are maintained with provisions for operational security, access control and auditability. **Note 1:** Please describe the authentication protocols for access to the EMS database and your system's processes for providing operational security and auditability. **Note 2:** System security must not obstruct authorized access to event or audit logs, and	1	All parts of the eLect SaaS service are housed in redundant Data Centers located in different parts of the world. When queried, these units respond with any report(s) required by election officials. Full security is maintained on all information as reports are created and delivered by storing the information on WORM drives or other write-once, read-many storage devices. NOTE 1: Everyone Counts understands security as being about layer upon layer of protection, and deploys software that requires multiple levels of access to reach any encrypted data. The various levels of security around the EMS are as follows: Access Controls to EMS: Individual users will be provided with specific access rights and the system will enable role-based access. The security measures associated with each role will allow appropriate

		printing or exporting of reports.		access to election data, results before, after, and during the entire course of the election process. Roles and access levels will be defined for administrators and poll workers based on the authority they hold during elections. Firewalls: Firewalls will ensure data is protected and any kind of intentional or unintentional tampering or manipulation of the data can be prevented. Everyone Counts utilizes a variety of cryptographic techniques to ensure that all information within the system is protected at all times. All cryptographic algorithms used by Everyone Counts adhere to the National Institute of Standards and Technology's (NIST) guidelines for encryption, threat modelling, physical server security and tamper-detection monitoring. These measures enable us to identify suspicious activity and anticipate any potential threats. Specifically, Everyone Counts utilizes the following algorithms for encryption: ● Ballot Transmission - HTTPS AES-256-bit (2048-bit keyed) SSL ● Credential Storage - Salted MD5, SHA256 Hashes (256-bit) ● Ballot Encryption - PKCS#7, 2048-bit RSA (3DES symmetric ephemeral ciphers)

				After an election is defined it will be locked down by the election administrators before it can go live. Under locked down mode no changes can be made to the elections. If any changes are required, the election will have to be copied before making any modifications. NOTE 2: The security system permits those with proper credentials to fully access the system, including event, audit logs and printed reports.
Security	H-31	Require two factor authentication for access to the EMS and all tabulation equipment. This means an authorized user will need a physical device (e.g. token, card) and something memorized (e.g. password) to access the software or equipment.	4	All election data is stored in eLect's centralized storage database and not on individual tabulation devices. Reconciling and tabulation is done completely within the eLect program. The EMS server and tabulation equipment are COTS based and will require a password, and can be configured to require a physical device as well.
Security	H-32	Allow tamper evident seals to be placed on all equipment doors, openings, and data access points such that unauthorized access is either prevented or clearly indicated by the damage to or destruction of a seal. **Note:** Please describe the security offered by your	2	Everyone Counts supports any COTS hardware security the Colorado election officials require. We would certainly allow and recommend blocking access to all USB, DVD and memory card access points on all servers and computers. All records, audits, ballot scans, etc that eLect gathers during all elections are securely protected in our Data Centers. This information is written to recording devices and memory units that cannot be altered.

		proposed system relating to tamper evident seal placements.		
Security	H-33	Allow all access points to equipment to be visible and subject to oversight of seals, unless the access point is behind doors or a cover. Access points that are not visible should also accommodate tamper evident seals.	1	As the eLect solution is network based and does not incorporate access points, all access points on the hardware will be subject to the oversight of seals, or whatever Colorado deems sufficient. Our recommended configuration includes stands and covers that removes the access to these points on certain pieces of hardware.
Security	H-34	Report unauthorized modifications to audit data or audit logs. **Note:** Please explain your system's capabilities to restrict user authorizations and access rights for creating, reading, modifying, and deleting audit data or logs.	2	To protect the audit logs from possible unintentional or intentional erasure or alteration, all audit log files are stored within the database in our secure Data Centers. Everyone Counts recommends using a Write Once Read Many (WORM) device to protect audit logs from intentional or unintentional alterations. Using our proven methods ensures that the database asynchronously writes, independent of the main program flow, to the WORM drives (or to another memory device). The advantage of using a WORM drive is that it is tamper-proof and tamper-evident. The security system permits those with proper credentials to fully access the system, including event, audit logs and printed reports.
Security	H-35	Allow for installation and auditing of a Trusted Build per Colorado Election Rules.	1	The eLect solution will allow for installation and auditing of a trusted build on all elements of our solution by Colorado or affiliated test labs.

Documentation	H-36	Include a clear set of documented instructions for election judges to set up voting equipment. These instructions should be modifiable by county personnel.	1	A clear set of instructions will be provided for set up of equipment that can be modified by County personnel for use in training, or for any other purposes.
Documentation	H-37	Include documented instructions for troubleshooting any voting equipment issues that may arise.	1	A clear set of troubleshooting instructions will be created for all pieces of hardware used in the system either at the Vote Centers or at the Central location. Determining the State's choice of hardware components of the system will be a prerequisite of this documentation.
Documentation	H-38	Include a complete set of User and Technical documentation.	1	Everyone Counts will include a complete set of User and Technical documentation for all portions of the eLect system. Determining the State's choice of hardware components of the system will be a prerequisite of this documentation.
Documentation	H-39	Include current certification documentation and VSTL and/or state test reports.	1	The sections below contain relevant conclusions from our most recent Network Security and Vulnerability Assessments. Upon request, we will provide the detailed reports in their entirety. RedPhone, LLC, Web Application Security Assessment Conclusions "The Everyone Counts online voting system security is strong and robust in design and function. The organization continues to maintain a high awareness of security issues, and proactively takes steps to reduce risks, identify vulnerabilities, and improve the security posture of their

				products. While we did not review any established corporate security policies, it was apparent to us that they have such policies and procedures, and are continuing to expand on them as appropriate. While most of the vulnerabilities identified in this report are informational in nature, those vulnerabilities found were not exploitable in the limited duration of this penetration test. Everyone Counts was exceptional at detecting the source of the attacking IP addresses, quickly escalating and communicating to us throughout the penetration test, and providing technical details that included the times, dates, source IP, and nature of the scan, in addition to other log data. Their technical team aggressively defended and responded to all our attempts, including a distributed denial of service attack. We found their technical staff to be supportive, competent and knowledgeable of security issues and industry best practices." PwC Independent Audit of Technology "During the course of our review nothing came to our attention that would indicate that votes cast via the system were not recorded, extracted and printed accurately. We reviewed the testing of the system and validated the test results which indicated that votes cast via the web and phone matched those entered, encrypted, stored, decrypted and subsequently printed. The security of the system was independently reviewed by third party security experts and included reviews covering: Penetration testing (web and IVR) Source code review

				Cryptography audit Infrastructure security design and including processes, people and technology CALIBRE Independent Audit In 2013, on behalf of the Federal Voting Assistance Program (FVAP), CALIBRE, performed static (source code review) and dynamic (run-time, functional) analysis of our solution. Based on recommendations from National Security Agency's (NAS) Center for Assured Software (CAS), static analysis tools included HP Fortify, Coverity and Parasoft C++ test and DMS SCSE. Dynamic testing was performed using Hewlett-Packard's WebInspect for the web application scanning and ASI's AppDetective for the database vulnerabilities.