every one counts®

RESPONSE

The City and County of San Francisco's Voting System

City and County of San Francisco
Department of Elections
Request for Information (RFI) No. REG2015-01

Everyone Counts, Inc.
August 28, 2015

Prepared by: Everyone Counts, Inc.
Prepared for: City and County of San Francisco
August 28, 2015

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A. SUMMARY STATEMENTS OF PROPOSED SYSTEM AND REFERENCES

1. Provide organization's of firm's legal name and address

Everyone Counts' Response

BUSINESS INFORMATION

Business Name:	Everyone Counts, Inc.
Address of U.S. Headquarters:	4435 Eastgate Mall, Suite 100 San Diego, CA 92121
Office Phone Number:	(858) 427-4673

2. Provide the name, title, address, telephone number, and email address of the person(s) who will serve as the contact(s).

Everyone Counts' Response

PRIMARY POINT OF CONTACT:
Shelley Furse, Sales Director
shelley.furse@everyonecounts.com
858-790-4055

ADDITIONAL CONTACT:
Adam Tesan, Vice President of Sales
adam.tesan@everyonecounts.com
858-242-2248

3. Provide a letter of introduction with a brief description of the organization or firm, including organizational structure, experience in the industry, number of years providing voting systems and election support services to federal, state, or local governments.

Everyone Counts' Response

Everyone Counts is honored to respond to your Request for Information #REG2015-01 for a Voting System. This response provides the City and County of San Francisco a better understanding of the elements of our solution and clearly outlines our capabilities for delivering a quality implementation.

Everyone Counts, Inc. was established in 1996 and is headquartered in San Diego, California with offices around the globe. Innovating since creation, Everyone Counts is credited with many industry firsts. Our CEO, Lori Steele was a key consultant to the team that led the Presidential Commission of Elections Administration research for best practices.

Our track record in public sector and private is second to none. Elections executed using our system have a 100% success rate, with no contested results. In addition to governments around the globe, our online voting solution is used multiple Academy's for major awards, including the Emmy's.

Everyone Counts' solution will be unlike others that you have seen. We continually research and enhance our voting system to remain the leader in state of the art election administration and voting technology. We begin with the big picture goals of your project and drill down to the details. Be assured that all of your Voting System requirements are addressed in this response. The solution will look different than those of our competitors – by intentional design.

Thank you for the opportunity to provide you with detailed information on our groundbreaking eLect Quad Audit Voting System.

4. Provide a summary of the products and services offered, including annual license fees, annual support fees, and/or annual subscription fees. Include third party applications that are being recommended. List prices are acceptable.

Everyone Counts' Response

THE POWER IS IN THE SOFTWARE. The eLect Quad Audit voting system can be implemented in a phased approach and you can start with the capability/capabilities that make the most sense for the City and County of San Francisco.

Final solution pricing is based on a complete needs assessment for the City and County of San Francisco and is driven by a host of factors including capability modules selected, functionality and scale requirements. Budget numbers can be developed using the ranges provided. Everyone Counts can complete a confidential accurate budget quote if requested.

ELECT® QUAD AUDIT PLATFORM AND CAPABILITY PRODUCT MENU AND PRICING MODEL

PRODUCT	DESCRIPTION	LIST PRICING RANGES
eLect® Quad Audit™ Admin Platform with EMS, Poll Station Voting, Ballot Marking Device capability and the Quad Audit Voting & Tabulation engine	The baseline starting point for a tailored eLect Quad Audit Voting system. Provides a complete election administration dashboard with wizard-like functions that guide every step of setting up the election process. Fully functioned with EMS, poll station voting through tabulation. Capability Modules can be added in a phased manner to complete your tailored system.	Perpetually state-of-the-art subscription. $500,000 – $1,000,000 Requires COTS hardware.
eLect® Electronic Ballot Delivery System	An expansion Capability Module for the Quad Audit Voting System or can be the starting element of your eLect implementation. Everyone Counts' system can generate all ballot packet elements (ballot, instructions for returning, voter oath, envelope template, etc.) for both UOCAVA and replacement ballots	Perpetually state-of-the-art subscription. $50,000 – $90,000 Includes training and Professional Services for Ballot Delivery.

eLect® Voter & Candidate Registration	An expansion Capability Module for the Quad Audit Voting System or can be the starting element of your eLect implementation.	Perpetually state-of-the-art subscription. $450,000 – $650,000
eLect® Electronic Poll Book with Scrolling Roster	Separate from the voting system, the eLect Electronic Poll Book leverages eLect Admin platform for set up and administration of the poll books. This can be a starting point of your eLect implementation. Essential to a Vote Center environment, Scrolling Roster is free for real-time display within a vote center on any smart screen. As an option for an additional fee, the Scrolling Roster feed can be integrated into the City and County of San Francisco's own website to enable Poll Watchers to get what they need right from their home.	Perpetually state-of-the-art subscription. $165,000 – $231,000 Requires COTS hardware.
eLect® Election Night Reporting	Complete Election Night Reporting with online visualization of results and a variety of reports that can be exported into downloadable, common file formats.	Perpetually state-of-the-art subscription. $75,000 – $125,000

5. Describe any election-related services that the organization or firm offers, including, without limitation, integration assistance, training, and ongoing support. Provide a rate structure or other costing information (i.e. hourly rate or pricing methodology) for the professional services offering. List prices are acceptable.

Everyone Counts' Response

Everyone Counts offers complete training for elections staff and poll workers.

Everyone Counts' Professional Services training team will provide the City and County of San Francisco's staff with detailed training for the operation, maintenance, and all other aspects of the eLect Quad Audit Voting System. Training will be provided to designated City and County of San Francisco staff, poll workers, and poll worker trainers.

Final Professional Service requirements and pricing is based on a complete needs assessment for the City and County of San Francisco and is driven by a host of factors. All on-site services are offered at a rate of $1,400/per day plus air travel. Everyone Counts can complete a confidential budget quote if requested.

PROFESSIONAL SERVICES:

ITEM	DESCRIPTION	PRICE
Project Management	Fee is per onsite day	$1,400
eLect Administration Training	Onsite training – per day fee Election Builder – 2 hour course Voter Management – 2 hour course Ballot Builder – 3 hour course Central Scan – 4 hour course Tabulation and Reporting – 4 hour course	$1,400
Train the Trainer	4 hours class / 2 classes per day	$1,400
Mock Election Support	Per person / per day	$1,400
Early Voting Support onsite	Per person / per day	$1,400
Election Day Support onsite	Per person / per day	$1,400
Lead Poll Worker Training	2 hour class / up to 3 classes per day	$1,400
Optional additional on-site services	Per person / per day	$1400
Optional additional remote services	Per hour	$125

6. Describe the different implementation approaches (i.e. big bang vs phased roll out) that the organization or firm can offer to the City to fully implement a particular solution. Include the benefits and/or risks of each.

Everyone Counts' Response

At Everyone Counts, we are advocates of leveraging Change Management Best Practices and implementing the eLect Quad Audit Voting System in a phased roll out.

With a large voter base, it is essential to have a communications plan that establishes confidence in the voting process and engages voters and candidates throughout the transition to a new voting system. Early education and multi-channel communications, will aid staff, volunteers and ultimately voters in making – and accepting – a successful transition to a new system. A specific communication plan that helps manage change should extend beyond simply first use and roll out; a multi-year plan is recommended. Executing a strategic communications plan designed to educate, influence, and empower all stakeholders before, during and after implementation will aid in achieving a smooth and successful transition.

LEVERAGING STAKEHOLDER RELATIONSHIPS

Everyone Counts understands that successfully managing the expectations of each project stakeholder helps to create a solid foundation and ensure the long-term success of the project. We will work with the City and County of San Francisco to define a universal communication strategy for each stakeholder group. Specifically, we will craft a plan that educates leadership, key stakeholders, and staff to ensure that each individual is well-informed of the changes occurring within the City and County of San Francisco related to this voting system transition and that each individual feels included in the process. Ultimately, this strategy will leverage stakeholder relationships, authority, and knowledge to garner buy-in, which will aid in a smooth transition to the state-of-the-art system.

VOTER EDUCATION

Everyone Counts' eLect solution and has opened the door to making ballots much simpler and more flexible in terms of clearly conveying pertinent content. To educate voters on this change, Everyone Counts can provide voter materials and informational videos and other web content to inform voters of the changes prior to arriving at the polling location.

Voters will be pleasantly surprised to find that the educational material, for once, will show them how much easier the voting process will be, versus having them overwhelmed with a new system that they must learn to use. In addition to using social media channels, Everyone Counts (at the discretion of the City and County of San Francisco) can use the voter database (if email addresses are captured) to deliver targeted electronic messages containing tips, screenshots, videos, and testimonials.

VOTER ENGAGEMENT

When the actual voting begins, a detailed plan and effort must be implemented to ensure that there is not only a smooth election, but one that engenders a high participation rate among voters. Given the overwhelming negative press in the State of California about low voter turnout while the successes of other governments and private organizations publicly trumpet their election turnout successes– places even greater importance on the City and County of San Francisco to produce improved results, especially after an investment in a new voting system. Everyone Counts brings decades of best practices to voter mobilization

and will bring them into play partnering with the City and County of San Francisco to best communicate with your voters to ensure clarity and the highest turnout possible. Everyone Counts' multi-channel engagement approach can include emails, postal mail, website information, and on-demand support available during critical parts of the project.

MEDIA AND PUBLIC RELATIONS

In addition to educating voters, we recommend that the City and County of San Francisco include a purposeful and complete communications plan which extends to the Secretary of State's office, selected peer counties, and to the public-at-large to garner support for the planned transition to the new voting system. Everyone Counts, working with your marketing and communications team, will help develop a media and public relations plan and strategy. Customers of Everyone Counts have experienced highly favorable media coverage upon the adoption of our voting systems. Our proactive, collaborative, and supportive engagement team is well versed in how to best navigate and bring positive media from any situation that could potentially arise during voting periods.

FOCUS GROUPS

We have seen first hand, increased success when our customers gather qualitative feedback from its voters and key stakeholders regarding the voting system and implementation process. The Quad Audit Voting System has many opportunities for tailoring the system to incorporate such feedback. This information is incredibly helpful to ensure that the product is as refined and as user-friendly, mapped to the City and County of San Francisco's own processes as possible. Moreover, politically, this feedback enables the City and County of San Francisco and its leadership to single out tangible data to support decision making and the shaping of the final voting system roll out to its constituencies. Everyone Counts will work with the City and County of San Francisco to form focus groups and manage the project using industry-standard Project Management Institute (PMI) methodologies.

PREPARE FOR SUCCESS

Plans themselves do not capture value. Value is only realized through the collective actions of the core team at the City and County of San Francisco and Everyone Counts. The project team and stakeholders are ultimately responsible for designing and executing the change and creating the changed environment in which we will all live. With these methods in place, expect and plan for success. Increased awareness, initiative, and validation to stakeholder groups that they are being heard will empower the City and County of San Francisco from the start and, as such, empower and engage your voters.

MIGRATING TO YOUR NEW VOTING SYSTEM

In addition to the communication plans outlined, a detailed project plan, with milestones and accountabilities will be developed from the project inception, starting with a joint project kick-off meeting. The transition plan will include a period of parallel operation. We will work with the City and County of San Francisco to identify specific milestones that

incorporate both mock elections and pilot opportunities in real-world situations to fully test for process flow, accuracy, and other important aspects of the system to ensure a completely successful full migration to Quad Audit.

7. Provide a brief description of the overall software and architectural design of applicable products.

Everyone Counts' Response

See section titled *1. Functionality* within *B. Specific Criteria for New Voting System*.

8. Describe the recommended operating environment(s) required to install and use any relevant systems and the minimum system requirements necessary to run such systems. Include any suggested production, development/test, and disaster recovery environments.

Everyone Counts' Response

Everyone Counts can provide further information confidentially. Here is a high-level overview:

CENTRAL SERVER

The Central Server runs eLect Administration, the election management system and dashboard. All pre-vote set up including election and ballot definition are performed in the eLect Administration interface.

The Central Server houses the election data, vote data, and performs tabulation and reporting. The election setup is completed locally and then pushed from the Central Server to the Master Poll Station Machine at each poll station. The dashboard contains other system modules, including eLect Central Scanning for digital scanning and transmission of all vote data.

Vote data is transmitted from the Master Poll Station Machines back to the Central Server for replication, final tabulation, and adjudication.

HARDWARE REQUIREMENTS: Server (1U Rack Server)

CENTRAL SCAN IMAGING SERVER

The purpose of the Central Scan Imaging Server is to process images sent in from the Central Scanner. When offline ballots are scanned through the Central Scanner the data is transmitted to the Central Server. The Central Server passes this data to the Central Scan Imaging Server to process the images and in turn sends the processed data back to the Central Server.

HARDWARE REQUIREMENTS: Server (1U Rack Server)

MASTER POLL STATION MACHINE

The election setup is downloaded from the Central Server to the Master Poll Station Machine server for each poll station.

HARDWARE REQUIREMENTS: Laptop

BALLOT MARKING DEVICE (BMD)

The Ballot Marking Devices are connected to the Master Poll Station Machine server at each poll station by means of wired network.

The voter scans a designated election specific QR code token for authentication, and to initiate the voting process.

When voting is initiated, vote data is simultaneously transmitted from each Ballot Marking Device to the Master Poll Station Machine at each polling station.

When voting is complete the voter gets a printout with a new QR code, which is scanned into the Ballot Box for verification.

HARDWARE REQUIREMENTS: Tablet

BALLOT PRINTER

The Canon PIXMA is the ballot printer and is connected to the BMD. After the voter makes and confirms their selections on the BMD, the voter prints their marked ballot.

HARDWARE REQUIREMENTS: Canon Pixma Ballot Printer

BALLOT BOX (TABULATOR)

The eLect Quad Audit ballot box is a custom built enclosure and ballot receptacle device fitted with COTS electronic components within. Each printed ballot contains a QR code, which is scanned by the Ballot Box.

HARDWARE REQUIREMENTS: Everyone Counts Ballot Box and Tablet

SOFTWARE ENVIRONMENT

Everyone Counts' eLect solutions run on the Ubuntu, Linux Operating System (OS). There are no associated software licensing requirements outside of the base eLect licensing fee and no need to procure additional software to use eLect products.

9. Describe how the organization or firm envisions its software and hardware solutions changing over the next five to ten years.

Everyone Counts' Response

THE FUTURE OF VOTING

Today's traditional purpose-built voting machines are rapidly making their way to metal recycling yards around the world. The future of voting requires a secure, scalable, cost-effective solution that enables online voting on mobile devices, and ensures a robust election administration system that authenticates and validates votes while enfranchising voters. A Software as a Service (SaaS) cloud-based delivery system, combined with commercial, off-the-shelf (COTS) hardware and highly secured centralized data centers, offers an election solution that never reaches end of life. Based off of a perpetually state-of-the-art platform, this methodology addresses two critical pain points facing election officials today, cost and sustainability.

Cost-Efficient Solution

Unlike purpose-built voting equipment and legacy software solutions, a perpetually state-of-the-art election solution built on a SaaS platform offers extensive configuration capabilities. This capacity then allows for the seamless expansion of services to be implemented at a later date, or as mandated by legislative requirements. This modular approach reduces upfront capital investment, eases the transition burden, and reduces staffing costs as the need for training and product lifecycle management is greatly diminished.

SECURITY

When software is run on antiquated technology, security risks are higher and product lifecycle management staffing costs are higher. Most businesses and many government organizations, including the IRS, FBI and major metropolitan police departments now choose SaaS delivery methods for mission-critical solutions. SaaS is the only viable method proven to increase security, reliability, and efficiency, while reducing cost.

OVERHEAD

Additional savings of a SaaS-based solution using COTS hardware are realized a result of the inherent flexibility of the system, reduced maintenance and storage costs, reduced printing and mailing costs, less staffing requirements, and reduced training due to the

ease-of-use offered in both the interface and on the device.

Sustainability

Using SaaS delivery methods, election officials can finally have access to a truly sustainable and scalable platform of election administration and voting systems. Governments no longer need to experience the drawbacks of one-time, internally built software solutions. These solutions historically have a long development cycle, reach life expectancy within a few years, and quickly become incompatible with new software, operating systems, and innovative hardware.

With infrastructure costs shared by other customers, SaaS models minimize the initial cost for development and implementation. SaaS solutions can be deployed quickly and, when developed by experts, deliver perpetually state-of-the-art technology. For ongoing maintenance, SaaS-based solutions are continually and seamlessly updated with the latest requirements for security, accessibility, and functionality, and have the capacity to maintain compatibility with ever-changing browser versions, operating systems, and hardware platforms.

Your voting system from Everyone Counts is never obsolete; software capability modules can be added and the latest hardware can be swapped in to update to the latest and greatest technology innovations. The notion of "end of life" goes away and your investment in a voting system has longevity, predictable financing and allows for the responsible use of allocated funds that meet local, state and federal requirements.

10. If applicable, submit at least two (2) references of federal, state or local governments equal in size or larger than the City and County of San Francisco that have implemented the proposed system, or, a similar system, within the last five (5) years. Include:

    a. Name of the client
    b. Contact information (name, address, phone, email)
    c. Date system fully implemented
    d. Total # of employees
    e. Technical environment, i.e. commercial off-the-shelf (COTS), proprietary, mixture of COTS and proprietary. If your organization's or firm's voting system is a combination of elements that are COTS and proprietary, note which items are COTS and those that are proprietary.

Everyone Counts' Response

The eLect Quad Audit Voting System is currently undergoing certification. Other jurisdictions which have used similar Everyone Counts' solutions include:

STATE OF NEW JERSEY

Business Name:	State of New Jersey Division of Elections
Project Name:	Statewide Voter Registration System (Maintenance, Enhancements, and Hosting) Voter Registration Re-write
Contact Name and Title:	Robert Giles, Elections Director
Address:	New Jersey Division of Elections 225 West State Street, 3rd Floor Trenton, NJ 08625-0304
Phone:	(609) 292-3760
E-mail:	robert.giles@sos.nj.us
Nature of Relationship and Service Performed:	SUMMARY: Everyone Counts was awarded a 10-year contract by the State of New Jersey Division of Elections to host, support, and maintain the New Jersey Statewide Voter Registration System (NJ SVRS). VOTERS SERVED: Eligible residents of over 5,500,000. SOFTWARE: Hosting, Maintenance, and Support of the New Jersey Statewide Voter Registration System. PROFESSIONAL SERVICES: Transition of live system from the data centers and support of the former supplier of the system to a brand-new hosting environment in 2 state-of-the-art data centers in New Jersey and Colorado. The transition was successfully delivered in a very compressed time frame of 10 weeks from a standing start, including a private network connecting the State with the 21 Counties of NJ, who all had local servers that replicated with the central system. ONGOING: hosting, maintenance, support, enhancements, and selective redevelopment.

CITY AND COUNTY OF HONOLULU

Business Name:	City and County of Honolulu
Project Name:	Online Voting System and Candidate Registration for the Neighborhood Board Elections, 2011 – 2015
Contact Name and Title:	Bryan Mick, Election Coordinator
Address:	Neighborhood Commission Office 530 South King Street, Room 406 Honolulu, Hawaii 96813
Phone:	(808) 768-3717
E-mail:	bmick@honolulu.gov
Nature of Relationship and Service Performed:	Voters from the City and County of Honolulu were able to cast their ballot online or by telephone. Everyone Counts built and conducted a fully digital election for Honolulu, and in 2009, it was the first time that this had ever been done in the US. Due to the delayed contracting process, the entire election for 150,000 voters of 22 unique ballots and 153 ballots had to be operational in 17 days, which did not pose any issues for Everyone Counts, Inc. Everyone Counts conducted the entire election, including the hosting and tabulation of votes.

COOK COUNTY, ILLINOIS

Business Name:	Cook County Clerk's Office
Project Name:	Electronic Ballot Delivery System &/or Mail Ballot Processing Modernization
Contact Name and Title:	Gail Weisberg, Manager of Voter Services
Address:	Cook County Clerk 69 W. Washington, Room 500 Chicago, IL 60602
Phone:	(312) 603-0972
E-mail:	gail.weisberg@cookcountyil.gov
Nature of Relationship and Service Performed:	Cook County, Illinois, selected Everyone Counts to implement a new, state-of-the-art ballot delivery system for military service personnel and overseas voters. Traditional vote-by-mail had historically made it difficult for overseas ballots to make it back in time to be counted. The Everyone Counts system was first used for the March 2012 Presidential Primary Election. Military and overseas voters were able to go online to securely access and mark their ballots, prior to printing and returning by mail.

CITY OF CHICAGO, ILLINOIS

Business Name:	Board of Elections, City of Chicago
Project Name:	Secure Online Ballot Delivery and Marking System with Integrated Voter Management and Communications
Contact Name and Title:	Kelly Bateman, Assistant Executive Director
Address:	Chicago Election Board 69 W. Washington St. Suite 600 Chicago IL 60602
Phone:	(312) 269-7919
E-mail:	kellyb@chicagoelections.net
Nature of Relationship and Service Performed:	Since the March 2012 Presidential Primary, The Chicago Election Board has used the eLect SaaS system to automate and simplify balloting for military and overseas voters. Using the online ballot delivery and marking system Chicago's military/overseas voters returned ballots at a rate that was 28% higher than the 2008 Primary. Everyone Counts' patented Transcriber™ ballot remaking technology allows ballots to be automatically scanned and remade into optical scan-ready ballots, eliminating the previous time-intensive, manual task for election administrators.

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B. SPECIFIC CRITERIA FOR NEW VOTING SYSTEM

1. FUNCTIONALITY

a. Approved by the Secretary of State for use in California before the City obtains the new system.

Everyone Counts' Response

Everyone Counts fully understands this requirement and is currently in the process of obtaining EAC certification. Following EAC certification, we will seek approval from the California Secretary of State.

b. Designed for votes to be cast and tabulated using paper ballots

Everyone Counts' Response

ELECT QUAD AUDIT, POLL STATION VOTING

The proposed poll station voting solution utilizes commercial, off-the-shelf (COTS) hardware, combined with Everyone Counts' election administration and voting platform, eLect. This combination provides the experience of a DRE while meeting optical scan certification requirements. Additionally, eLect allows all voters, regardless of ability or disability, to use a uniform ballot on the same voting system, eliminating the need to segregate voting populations.

Ballot Marking

At the voting booth, voters will activate, mark, review, and print their HAVA-compliant, universally accessible ballot on an Everyone Counts' ballot marking device.

Everyone Counts' Ballot Marking Device (BMD), as proposed, is available to all voters, maintaining the expectation of touchscreen voting, while adding a paper ballot to satisfy the precinct-based scanning requirement, and eliminating the need to provide pre-printed ballots. The accessible solution within the polling station is the same for both abled and disabled voters and eliminates the singling out of voting populations with a separate system.

Deployment and setup of the poll station for election administrators and poll workers is drastically simplified. The BMD is driven from the Master Poll Station Machine, requiring no poll station-specific configuration or data loading.

UNIFORM AND UNIVERSALLY-ACCESSIBLE VOTING

Everyone Counts' solution solves the dilemma that election officials face today of having different voting systems and ballot styles for different voters. In addition, our solution additionally lowers the quantity of booths needed at each station due to the interchangeability and the "on-the-fly" conversion of booths from accessible to traditional. Voters can mark their ballots by using the intuitive touchscreen, or by using an assistive device to initiate one of three actions: Forward, Backward, and Select.

Most importantly, all voters, regardless of whether or not they have a disability, can now use the same voting system. Poll workers no longer need to be responsible for the maintenance of stand alone specialty systems or be anxious about the steep learning curves that are often associated with purpose-built accessible systems.

Everyone Counts' platform is built with intuitive interfaces and operates using familiar adaptive accessories to ensure that all voters can fully participate in the democratic process and no voter faces barriers in casting their ballot, including the increasing population of the newly disabled.

FONT SIZE ADJUSTMENT | HIGH SCREEN CONTRAST | TEXT-TO-SPEECH AUDIO BALLOT | TEMPORARY SCREEN BLACKOUT | ADAPTIVE ACCESSORIES

FONT SIZE ADJUSTMENT

For voters with a visual impairment, the ballot text size can be increased to aid voters in reading instructions and contest descriptions.

HIGH SCREEN CONTRAST

To aid voters with low vision, the high contrast screen setting can be toggled on or off to apply a high contrast color scheme to increase usability during the ballot marking process.

TEXT-TO-SPEECH AUDIO BALLOT

With the attachment of headphones to the BMD, voters with a visual impairment can have the text of the ballot read to them aloud. Everyone Counts' BMD provides the familiar experience of text-to-speech screen readers, such as JAWS, NVDA, and VoiceOver, to improving the voter experience while eliminating the need for a pre-recorded audio ballot or concern about inappropriate voice inflections and tone.

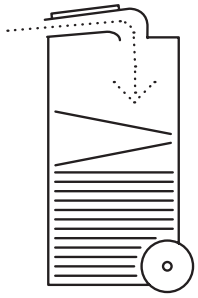
Temporary screen blackout

To maintain privacy throughout the ballot marking process, the screen of the BMD can be toggled on and off to blackout the screen of the device for voters who are blind and utilizing the audio ballot or for those who require assistance.

Adaptive accessories

All BMDs within the solution are identical and interchangeable between voters. Instead of having a dedicated accessible poll booth that is infrequently used, poll workers simply attach and detach the appropriate adaptive accessory to any available BMD, on demand. The range of adaptive accessory compatibility is continually expanded as technology is introduced and includes commonly used input devices such as Sip-N-Puff, jelly bean switches, foot pedals, Braille keyboards, and pointers.

Ballot Submission



After printing and placing the ballot in the privacy sleeve, voters advance to the Precinct Based Scanner (PBS). The voter then slides the marked paper ballot into the scanning device. Once the touchscreen provides the voter with visual and audible confirmation that the ballot has been successfully accepted and recorded to the encrypted electronic ballot box, the paper ballot is deposited into the secure ballot box underneath.

This process greatly streamlines the poll station traffic flow and eliminates bottlenecks. Voters were previously warned of unintentional undervotes and prevented from overvoting at the voting booth on the BMD and therefore the submission point is swift and smooth.

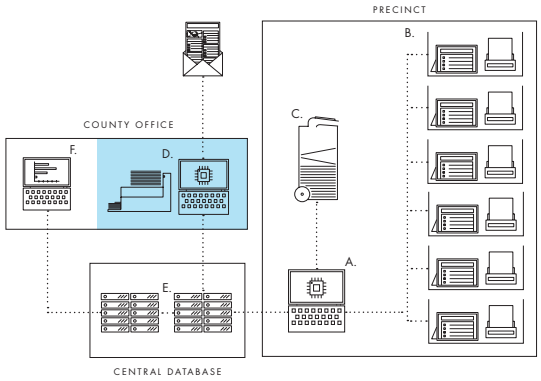
POLL STATION CLOSING, TABULATION AND REPORTING

After the poll station has closed, poll workers perform closing procedures, which include aggregating, tabulating, and transmitting results and the final replication of audit trails and audit logs to the central database from the Master Poll Station Machine.

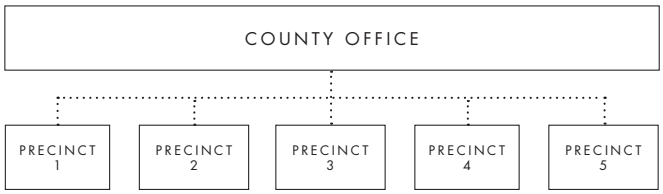
REPORTING, RESULTS, AND AUDITING

Everyone Counts will uniquely offer the City and County of San Francisco an unparalleled hierarchy of control, reporting, results, and auditing. This revolution is only possible with Everyone Counts election administration solution, eLect.

The flexibility of eLect allows for numerous configurations to be deployed. The following illustration demonstrates how tabulation and risk-limiting audits can be executed through the hierarchal levels. As previously shown, throughout the voting process, four (4) independent ballot records were captured.



JURISDICTION-WIDE RISK-LIMITING AUDIT OF RESULTS



SBE tabulates quorum encrypted ballot data for entire County and additional audit trails.

Precinct tabulates machine-readable ballot data with PBS.

In this scenario, the precinct tabulates the ballot of record and the county audits all of its precincts. The ballot of record and additional audit trails are automatically recorded to the central database and access is limited to the appropriate party. It is important to note that each audit is tabulated using a unique record of each vote using independent tabulation methods allowing election officials to perform a risk-limiting audit, of the entire jurisdiction, which can all be performed as soon as election night. The system additionally holds true for controls such as ballot layout, reporting and participation, and results.

Audit Trails

Throughout the voting process, in addition to the official ballot of record, three (3) independently stored audit trails are generated for each ballot. Any one of these records can be tallied independently to verify the results and perform a risk-limiting audit.

BALLOT RECORD	TABULATION METHOD(S)
Encrypted machine-readable ballot data (Ballot of record)	• Decrypt, tabulate, report, and transmit from precinct. • Decrypt and tabulate replicated data to audit or recount results.
Quorum encrypted ballot data (Audit trail)	• Decrypt, shuffle, and tabulate to audit results.
Encrypted ballot image (Audit trail)	• Decrypted and tabulated through image processor to audit results. • Decrypted and printed for paper ballot tabulation (HSS or PBS) to audit results.
Voter verified paper ballot (Audit trail)	• Tabulate through Precinct Based Scanner (PBS) to audit results. • Tabulate through Central Scanner to audit results.

Everyone Counts' election administration and voting system, eLect, offers the most advanced auditing features available to the market today to instill confidence in the democratic process, perform canvassing and certification, and provide an efficient and transparent risk-limiting audit of election results.

c. Designed so that all or part of the system's software operates using open source software.

Everyone Counts' Response

Everyone Counts is based on open-source software while maintaining the security of a locked down system. Everyone Counts' servers use Linux operating machines.

d. Assigns the least restrictive software license so that third parties may also utilize the code.

Everyone Counts' Response

Everyone Counts offers a software license to ensure that the jurisdiction can meet all of their needs. In addition, if particular third party integration is desired, we will work closely with that third party to ensure City and County of San Francisco's requirements are met.

e.	Incorporates ranked-choice voting and allows for the formatting and tabulation of ballots that list the same number of selections as there are candidates, including qualified write-in candidates.

Everyone Counts' Response

Everyone Counts currently offers ranked-choice voting, including write-ins.

f.	Accommodates the formatting of multiple-language ballots and is designed to integrate additional languages with minimal preparation of and modification to the overall system.

Everyone Counts' Response

eLect allows for the addition of multiple languages through the central portal of eLect Administration.

g.	Requires the staging of one piece of equipment per precinct for each polling place and supports all voters.

Everyone Counts' Response

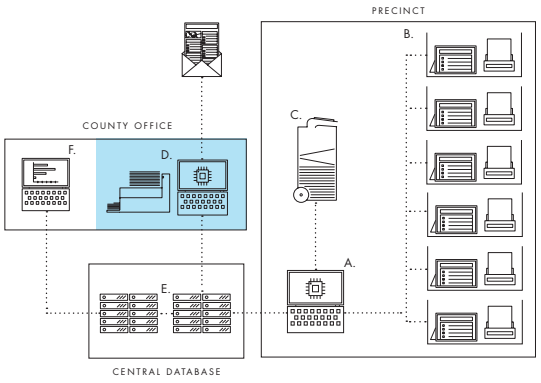
See response to *Requirement b*. Everyone Counts' solution uses COTS tablets and printers for each booth, combining the best of optical scan and DRE solutions.

h.	Utilizes high-speed scanners to tabulate vote-by-mail ballots.

Everyone Counts' Response

HIGH-SPEED CENTRAL SCAN

Utilizing commercially available and cost-effective scanners, Everyone Counts' Central Scan accurately and rapidly scans, digitizes, encrypts, and stores paper mail ballots into the eLect system for later tabulation. Batching, capturing, and securely storing these images gives election administrators a head start and eases election closing procedures when pressured to quickly and reliably tabulate results.



Post-election close, election administrators initiate the tabulation process. Any anomalies detected during processing are electronically segregated with potential issues on the ballot image being highlighted with rectangles of different colors for review. The meaning attached to each color is determined by the user. Reasons for highlighted anomalies can range from undervoting or overvoting, to blank or damaged ballots to write-ins for manual adjudication.

Each highlighted area of the ballot can be selected and enlarged to review for adjudication. If necessary, the paper ballot can be compared to the electronic scan for a final adjudication decision.

i. Creates a digital image of all (paper) ballots cast and facilitates the posting of the images on the Department's website while allowing for quick referencing between the paper ballot and its digital image.

Everyone Counts' Response

eLect Quad Audit allows administrators to review, process, and adjudicate in eLect Administration with quick reference to both a digital scanned image and the original paper ballot.

k. Creates a digital image of all (paper) ballots cast and facilitates the posting of the images on the Department's website while allowing for quick referencing between the paper ballot and its digital image.

Everyone Counts' Response

While the eLect Quad Audit Voting System allows for the import of candidates, the system is designed to use the internal EMS, eLect Administration.

An important note is that while the City and County of San Francisco work to transition from the current EMS to our Quad Audit EMS, our solutions can coexist during the change management process until a full cutover is deemed ready and timely.

l. Includes auxiliary battery power to run polling place equipment for at least two hours of continuous use.

Everyone Counts' Response

The Ballot Box (tabulator) power cable is connected into the Eaton UPS outlet. The UPS is connected to the AC-power system via a wall outlet with an earth connector thus providing continual battery backup power and surge protection. The UPS displays critical information on battery time and outage tracking through a user-friendly LCD interface.

The backup battery life of the Eaton UPS with the ballot box plugged into it is approximately 2 hours. Data is safeguarded with the APC backup battery that ensures a soft shutdown during power outages.

m. Designed with minimal moving parts to reduce maintenance and associated costs of any mechanical operations.

Everyone Counts' Response

Everyone Counts' solutions are designed to drastically reduce maintenance costs by using COTS equipment. See response to *Requirement b* for further information.

n. Includes clearly written documentation available before implementation for both hardware and software functions and provides instruction and reference materials for all system-related processes.

Everyone Counts' Response

Full documentation is available for all COTS devices. Everyone Counts also provides an eLect Administrative User Guide a Security Suite User Guide as well as all materials needed for training.

o. Permits the auditing of ballot cards at multiple points in the tabulation process and with minimal disturbance of operations to reduce the reliance on post-Election Day audits and to affirm the system is operating successfully.

Everyone Counts' Response

eLect Quad Audit provides four audit trails. Any one of these records can be tallied independently to verify the results and perform a risk-limiting audit.

BALLOT RECORD	TABULATION METHOD(S)
Encrypted machine-readable ballot data (Ballot of record)	• Decrypt, tabulate, report, and transmit from precinct. • Decrypt and tabulate replicated data to audit or recount results.
Quorum encrypted ballot data (Audit trail)	• Decrypt, shuffle, and tabulate to audit results.
Encrypted ballot image (Audit trail)	• Decrypted and tabulated through image processor to audit results. • Decrypted and printed for paper ballot tabulation (HSS or PBS) to audit results.
Voter verified paper ballot (Audit trail)	• Tabulate through Precinct Based Scanner (PBS) to audit results. • Tabulate through Central Scanner to audit results.

Everyone Counts' election administration and voting system, eLect, offers the most advanced auditing features available to the market today to instill confidence in the democratic process, perform canvassing and certification, and provide an efficient and transparent risk-limiting audit of election results.

This cross audit trail ballot of record can be done through eLect Administration with no disturbance.

p. Produces easily customizable reports containing any audit data or other information collected by the system.

Everyone Counts' Response

eLect delivers a full suite of data reports to election administrators and provides around-the-clock monitoring and tracking of all election administration data to produce reports for management, auditing, and publication. Data includes ballot allocation, inventory management, election worker management, and polling place management.

Efficient reporting functions are accessed through the eLect reports component. Within the interface, an easy-to-use dashboard lists all available reports. Election results can be viewed, exported, 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 data when a more granular overview is desired.

Reporting access is highly configurable and restricted by user permissions. The reporting interface is clear, intuitive, and follows a logical workflow. For precise snapshots, reporting data can be filtered and sorted as desired by election administrators.

q. Logs all normal and abnormal events and ensures that event logging cannot be disabled or altered.

Everyone Counts' Response

AUDIT EVENT LOGGING OVERVIEW

Within eLect Administration an audit event module exists which allows for storing auditable events into a database. This module supports finding auditable events by either a system or a user, including identification of program and version being run; identification of the election file being used; a record of all options entered by the operator; and the number of voters by precinct and ballot style who have used the system.

r. Logs all normal and abnormal events and ensures that event logging cannot be disabled or altered.

Everyone Counts' Response

Everyone Counts' solutions are fully auditable, including the ability to randomly audit electronic voting and tabulation methods.

See response to *Requirement o* for additional details.

s. Facilitates the review of voted ballots or contests by election personnel using digital images to resolve issues when possible using a digital interface, and subsequently facilitates the posting of such actions on the Department's website.

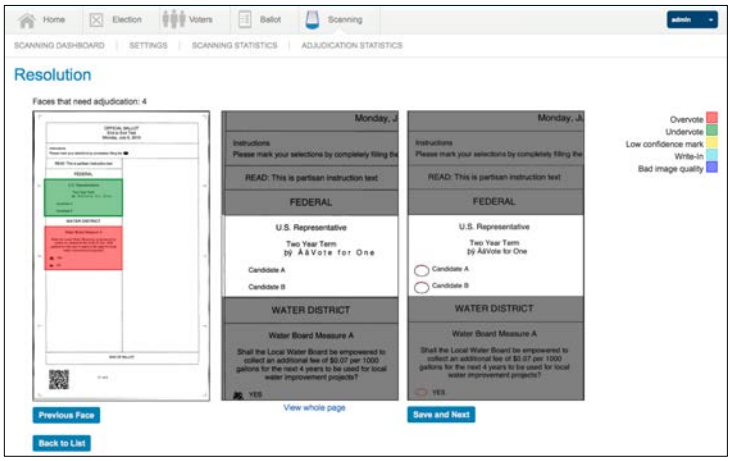
Everyone Counts' Response

How to enter: Adjudication can only performed on a batch when the batch has completed the image processing stage and all image QA issues have been resolved. An example of a batch ready for adjudication is shown in the following image:

Figure: Batch Ready for Adjudication

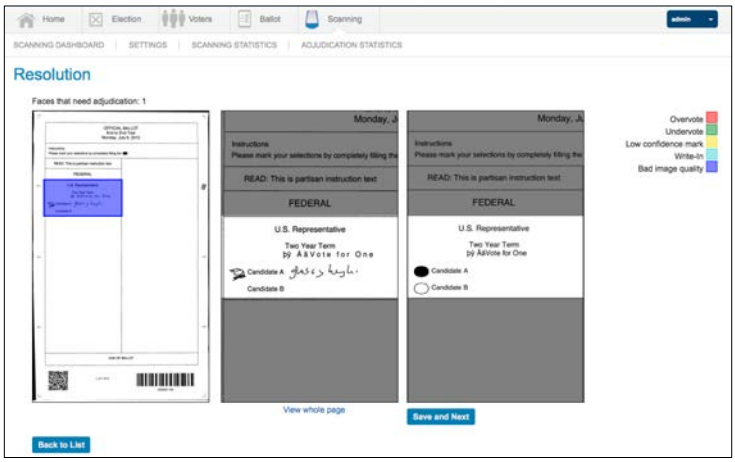
Use the following steps to perform batch Adjudication:

1. Click **RESOLVE** link for a batch that is ready for adjudication.
   The first image with an issue displays.



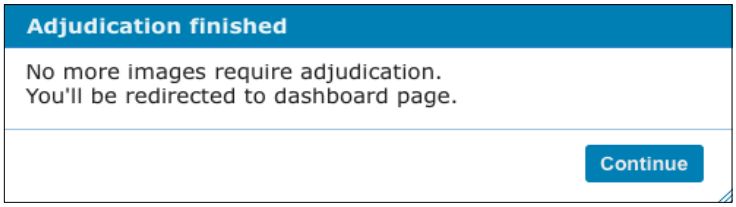
Issue types are color-coded, as shown in the legend that displays in the upper-right of the screen. A view of the whole image displays on the left. The first issue on the image is highlighted.

2. Click the color box on the image view to select a specific issue.
   In the far right hand image select intended mark selected by the voter by clicking the correct ovals, as shown in the following image:



3. Click **SAVE AND NEXT** to proceed to the next issue on the image.
   If there are no more issues on this image, the next image with issues displays.

4. If there are no more images with issues to resolve in this batch, the *Adjudication finished* message displays.



t. Allows for reporting results in near real time in such manner that does not require elections personnel to manually prepare and post results-related information.

Everyone Counts' Response

Election Night Reporting is fully incorporated into eLect Quad Audit.

u. Designed so that the Department can transport equipment using minimal resources and requires a small footprint inside delivery vehicles.

Everyone Counts' Response

Everyone Counts recommends jurisdictions use third-party padded transport cases for all COTS devices during transport to and from polling locations, and for storage purposes. This practice will protect internal circuitry lengthen the life of the COTS equipment, and can support polling station setup if a case is organized to hold all device components, including associated cables, power cords and peripherals.

v. Allows elections personnel to set voting patterns when preparing logic and accuracy testing.

Everyone Counts' Response

eLect Quad Audit allows for testing to be conducted using automation to reduce administrative burdens.

w. Operates in a manner that is compatible with the Department's existing election management system from DFM Associates.

Everyone Counts' Response

Everyone Counts looks forward to understanding the existing system further. eLect Quad Audit is designed to be scalable and to integrate with legacy systems during the change management process.

x. Allows elections personnel to meet the pre-election testing requirements for automated reporting established by the California Secretary of State in such a manner that does not require manual results generation.

Everyone Counts' Response

eLect Quad Audit provides numerous automated reports. Everyone Counts will work with the Secretary of State to ensure these are acceptable.

2. USABILITY/TRANSPARENCY

a. Accessible to all voters to cast ballots in an independent and confidential manner.

Everyone Counts' Response

Everyone Counts' solution solves the dilemma that election officials face today of having different voting systems and ballot styles for different voters. In addition, our solution additionally lowers the quantity of booths needed at each station due to the interchangeability and the "on-the-fly" conversion of booths from accessible to traditional. Voters can mark their ballots by using the intuitive touchscreen, or by using an assistive device to initiate one of three actions: Forward, Backward, and Select.

Most importantly, all voters, regardless of whether or not they have a disability, can now use the same voting system. Poll workers no longer need to be responsible for the maintenance of stand alone specialty systems or be anxious about the steep learning curves that are often associated with purpose-built accessible systems.

Everyone Counts' platform is built with intuitive interfaces and operates using familiar adaptive accessories to ensure that all voters can fully participate in the democratic process and no voter faces barriers in casting their ballot, including the increasing population of the newly disabled.

FONT SIZE ADJUSTMENT | HIGH SCREEN CONTRAST | TEXT-TO-SPEECH AUDIO BALLOT | TEMPORARY SCREEN BLACKOUT | ADAPTIVE ACCESSORIES

FONT SIZE ADJUSTMENT

For voters with a visual impairment, the ballot text size can be increased to aid voters in reading instructions and contest descriptions.

HIGH SCREEN CONTRAST

To aid voters with low vision, the high contrast screen setting can be toggled on or off to apply a high contrast color scheme to increase usability during the ballot marking process.

TEXT-TO-SPEECH AUDIO BALLOT

With the attachment of headphones to the BMD, voters with a visual impairment can have the text of the ballot read to them aloud. Everyone Counts' BMD provides the familiar experience of text-to-speech screen readers, such as JAWS, NVDA, and VoiceOver, to

improving the voter experience while eliminating the need for a pre-recorded audio ballot or concern about inappropriate voice inflections and tone.

TEMPORARY SCREEN BLACKOUT

To maintain privacy throughout the ballot marking process, the screen of the BMD can be toggled on and off to blackout the screen of the device for voters who are blind and utilizing the audio ballot or for those who require assistance.

ADAPTIVE ACCESSORIES

All BMDs within the solution are identical and interchangeable between voters. Instead of having a dedicated accessible poll booth that is infrequently used, poll workers simply attach and detach the appropriate adaptive accessory to any available BMD, on demand. The range of adaptive accessory compatibility is continually expanded as technology is introduced and includes commonly used input devices such as Sip-N-Puff, jelly bean switches, foot pedals, Braille keyboards, and pointers.

b. Provides fully accessible and intuitive features for all voters and includes connections and ports to fit all currently known types of assistive devices.

Everyone Counts' Response

eLect Quad Audit fully meets this requirement.

c. Promotes intuitive setup and operation of equipment in the polling places so that poll workers do not require specialized training on the equipment.

Everyone Counts' Response

No special training is required to operate assistive devices.

d. Indicates how the system tallied each vote on every ballot card and indicates if any votes were unreadable while ensuring the confidentiality of each voter's ballot.

Everyone Counts' Response

eLect Quad Audit utilizes BMD and printers for all voters. See *Functionality; Requirement 'b'* for a detailed explanation.

e. Indicates any action taken for every ballot card or contest that elections personnel reviewed and generates a digital audit log for posting on the Department's website that records such actions.

Everyone Counts' Response

eLect maintains detailed audit logs of all system interactions and the users associated with each action. Audit logs can be exported from the system and distributed as prescribed by the Department.

f. Issues all result reports, ballot tally files, audit logs, in open data formats (machine-readable) and human readable formats to increase the scope of election transparency.

Everyone Counts' Response

All reports in eLect Quad Audit are human-readable.

g. Creates and facilitates the posting of ballot image files on the Department's website so that members of the public can tabulate the same vote information that the Department uses when tallying the official results.

Everyone Counts' Response

During the voting process, a digital ballot image is captured. Digital images can be exported and distributed as prescribed by the Department.

h. Collects and then converts the election information in a manner that facilitates the Department's ability to provide reports in data formats and styles requested from other agencies, the media, and members of the public.

Everyone Counts' Response

eLect allows for all election assets to be exported in a common data format.

3. RESULTS REPORTS

a. Produces rapid, versatile, and easily customizable reports, including in real-time, when issuing results reports on Election Night.

Everyone Counts' Response

Everyone Counts' robust reports engine allows election administrators to produce rapid reports, including those on Election Night.

eLect delivers a full suite of data reports to election administrators and provides around-the-clock monitoring and tracking of all election administration data to produce reports for management, auditing, and publication. Data includes ballot allocation, inventory management, election worker management, polling place management, participation, and results.

Efficient reporting functions are accessed through the reports component of eLect Administration. Within the interface, an easy-to-use dashboard lists all available reports. Election results can be viewed, exported, 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 data when a more granular overview is desired.

Reporting access is highly configurable and restricted by user permissions allowing city and county election officials to see the big picture while other officials are only presented with information that is relevant to them. The reporting interface is clear, intuitive, and follows a logical workflow. For precise snapshots, reporting data can be filtered and sorted as desired by election administrators.

b. Provides easily customizable reports for a wide variety of purposes, including the reporting of partial election returns throughout Election Night, final unofficial election returns, and canvass reports.

Everyone Counts' Response

The public and media demands near real-time reporting. Everyone Counts' reporting and Election Night Reporting tools allows our customers to meet these demands by publishing election results as soon as they become available. Feedback on current election reporting tools in the market revealed that voters are most interested in the results of contests they participated in. To improve the voter experience, Everyone Counts developed the unique

tool My Results™, which displays personalized results. By simply entering his or her address, the voter is presented with a clear graphical results reporting of the contests which appeared on their ballot.

Everyone Counts' eLect EMS and voting system, offers the most advanced reporting auditing features available to the market today to instill confidence in the democratic process, perform canvassing and certification, and provide an efficient and transparent risk-limiting audit of election results.

c. Organizes and exports data in a variety of formats including but not limited to TXT (delimiter-separated), CSV, XLSX, PDF, and XML/EML that the Department can upload to its website and provide to the Secretary of State, the media, etc. with minimal intervention.

Everyone Counts' Response

Using eLect, election results data can be exported in the following formats:

- Portable Document Format (pdf)
- Extensible Markup Language (xml)
- JavaScript Object Notation (json)

Election results data exports in .mdb, .xls, .html, .csv, .doc, .txt, and ASCII are not supported. If desired, one of the supported formats can be converted to a file type that is not directly supported in the solution interface.

Data elements from the election configuration within eLect Administration, with the exception of ballot layout data, can be exported in the following formats:

- Extensible Markup Language (.xml)
- Comma Separated Value (.csv)
- Microsoft Excel Format (.xls)

Using eLect Administration, ballot layouts are automatically generated using the configuration settings determined during the election setup process.

4. ADAPTABILITY

a. Anticipates the City modifying its use of the system or the system's components in response to changes in law such as the possible implementation of Senate Bill 450 that would allow the City to conduct mail-ballot elections with voting centers staged at multiple locations in the City.

Everyone Counts' Response

In anticipation for the ongoing trend of transitioning to vote centers, Everyone Counts' voting system, election management system, and electronic poll books have been designed to seamlessly accommodate voting centers.

b. Implemented in the City under a possible final agreement that institutes a purchase, lease, lease-to-own, or any other mechanism that best suits the City's interests in obtaining a new system.

Everyone Counts' Response

Everyone Counts offers many purchase options including those listed above.

c. Allows the City to obtain the new system and its components and also provides the City with the flexibility throughout the term of the agreement to upgrade components, including software, when improvements to the new system become available, including an option to fully replace the new system.

Everyone Counts' Response

As a Software as a Service solution, flexibility is built into the Quad Audit Voting System from the ground up. Our systems unlikely maintain the highest level of security, auditability, and usability. System components, such as commercial, off-the-shelf hardware can be upgraded and replaces as needed.

d. Allows the Department to continue to select how all voting-related services are obtained such as for ballot printing and translations without restrictions from the design of the new system.

Everyone Counts' Response

Everyone Counts uses non-proprietary data formats allowing our customers to choose voting-related services of their liking.

OUR MISSION

SECURE. TRANSPARENT. PERPETUALLY STATE OF THE ART™.

Everyone Counts has uniquely built a team of industry-leading, internationally recognized election administration, computer security, and usability experts to bring modern election administration and voting systems to election officials. We have achieved this by using technologies, processes, and best practices that have been proven in other mission-critical industries throughout the world for decades. Our eLect voting solution allows election administrators to cost-effectively ensure that every person in every democracy or membership organization in the world with the right to vote can easily do so privately, independently, and securely—and with full confidence that their vote is counted.

everyonecounts®

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