



SKU CORPORATION

VRMS Solutions for the 21st Century

Response to Washington OSOS RFI No. 16-04

December 23, 2015

SKU Corporation

212 W. Van Buren St., Ste. 300, Chicago, IL 60607

Ms. Stephanie Goebel

RFI Coordinator

Project Manager

Stephanie.goebel@sos.wa.gov

Dear Ms. Goebel:

Please accept this as SKU's response to your Request for Information No. 16-04, Modernized Elections System for Washington State.

I can be reached at the information below should you have any questions.

Best,

Paul Drugan, CEO

SKU Corporation

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SKU CORPORATION

RESPONSE TO WASHINGTON OSOS REQUEST FOR INFORMATION NO. 16-04

MODERNIZED ELECTIONS SYSTEM

Introduction

SKU Corp. is pleased to respond to the Washington OSOS's Request for Information (RFI) No. 16-04, Modernized Elections System project. The project seeks to modernize the state's existing VRMS system and facilitate seamless upgrades to meet the future needs of Washington's elections.

SKU's Voter Registration Next Generation (VRXG) product is well placed to adapt to the intricate demands of a vast voting environment. It was designed, developed and implemented for the City of Chicago Board of Elections over a four year period and accomplished a complete overhaul of the underlying system architecture to ease constraints placed on administrative departments by antiquated methods of operation. The SKU code is the most modern on the market.

We are confident that we can accomplish the specifications outlined in the RFI because we offer a product that is tested and that exceeded the expectations of a large, complicated and dynamic election jurisdiction. We also have the experience in the election space to understand that no two jurisdictions are the same and we will approach your project with the understanding that our system needs to work for your election administrators, whether in King or Asotin counties.

We regard our relatively small size as a distinct advantage. Although we collectively have decades of experience in election administration, including nationally-recognized thought leaders, and decades of information technology experience, we are small enough that every project is critically important to the success of the company. This will not be "just another project" for SKU.

The VRXG Advantage

The VRXG product system development involves critical input from those in the elections field that matter the most – the line supervisors and staff who work on systems every day and who know a system's capabilities and its limitations. SKU staff partners with every department and county official and constructs each module to meet the different administrative needs of the system users. The project management team focuses on functional and design elements during the implementation phase and pays close attention to the comments and requests for changes from elections offices. SKU believes that the most critical phase of any project is customizing the system to meet the customer's needs. We understand that the system needs of a vote-by-

mail state are different and we are prepared to modify the system that we have implemented in Illinois to work for the County Auditors in Washington. The SKU philosophy is that a user shouldn't have to change processes and practices to work with our system, instead our system should be adapted to work the way election officials do. In a recent project implementation, SKU personnel processed over 1,800 requests for changes and modifications to operational models in just over 1.5 years it took to fully implement the system (that is more than five per day).

Additionally, SKU system architects and developers designed the code to adapt to unforeseen environments resulting from policy changes and resultant requests from customers. For example, it recently developed functionality that enabled it to interface with Poll Book technology in just over six weeks. The requested program upgrade resulted in over 400,000 processed real time early and Grace Period votes in the November 2014 Illinois General Election with a confirmed error rate of only .000125.

VRXG interfaces with most voter registration sources and can adapt easily to meet current and future business needs. For example, SKU can be expanded to interface with list maintenance sources such as ERIC and can be seamlessly integrated with most vendor hardware currently on the market. One feature currently in place facilitates near real-time voter registration updates from the Illinois State Board of Elections.

Other unique features the VRXG system possesses that set it apart from its competitors include:

- No charge for upgrades and modifications during the life of the contract, so even if the legislature changes a law that requires modification of the system, you will not pay more.
- Successful completion and system incorporation of the most recent re-districting cycle.
- System components that pass all ballot style, district and precinct information to a Ballot Production System (BPS).
- Updates to the registration database through processing National Change of Address System (NCOA) information; the system automatically sends paper or electronic notices to all affected voters.
- Seamless transitioning from an in-house network to a Cloud-based system with the change of one connection string line of code.
- Complete access to all code, processes, and jointly shared intellectual property rights. This is a Commercial-Off-The-Shelf (COTS) system.
- An accomplished team of seasoned election and IT professionals dedicated to fulfilling the needs of its customers through a comprehensive technical implementation and project management plan.

RESPONSE

Section 1. Response to Items 1-17

1. Validation and Proof of Business Requirements.

Please see Section 2 for a detailed assessment of Exhibit B and Appendix A for additional VRXG components not listed in your Request.

2. Exotic Requirements.

All requirements fall within the rubric of SKU's system capabilities. However, we have no experience with "fuzzy signature" or "nickname" specifications found in item 40. We do have the ability to capture and clip signatures so they can be expanded or contracted within space parameters which may satisfy this request but further discussion is warranted.

3. High Availability During Critical Election Periods With Cost.

Our availability and response during ramp up and post-election periods will be planned and staffed accordingly after discussions with OSOS stakeholders. Our cost for all services takes into consideration our responsibility to meet demands and is all inclusive in the final cost calculation; there is no added cost or opportunity for cost overruns.

4. Disaster Recovery.

Sensitive data and applications require offsite backup, but for true protection, your backup data must also be secure, compliant, and verified to restore accuracy. You will be able to restore one file or many with the click of a button, or get fully managed support when needed. Our fully encrypted, enterprise-class backup and recovery solution provides the ultimate protection with the option to restore data and applications directly to your own infrastructure on SKU's plan on a fully managed basis. Protecting sensitive information and mission-critical applications is an essential and ongoing effort requiring coordinated partnership and a proactive approach to reducing risk by all parties. We employ a layered, defense-in-depth approach to security with safeguards that encompass all of our people, processes, and technologies. We assess our security monitoring, capabilities, and responses on an ongoing basis to ensure we are keeping up with the evolving cybersecurity landscape and work with clients with sensitive data to make sure they are taking adequate security precautions. Our choice of architecture includes technologies such as encryption and offsite backup and recovery solutions, consistent with our culture of compliance to keep data safe, secure, and private.

- Hardware redundancy at the primary site for critical servers and components

- Contingency site hardware requirements, including environmental requirements for Rackspace power and network switching
- Replication methodology and software requirements
- Estimated bandwidth requirements for internal networking
- Backup methodology for data and environmental software
- Failover procedures
- Testing methodology

We will follow the OSOS's existing hardware backup/recovery plans for the servers. The VRXG database will be scheduled for daily backup by SQL Server and backup files and can be stored in the OSOS's secure network drive.

We will use Windows Server Clustering so if the main VRXG database server is down, the clustering failover process will automatically switch to the backup VRXG database.

5. System Integration Approach and Methodology

The proposed system contains two servers using Microsoft Clustering. The Cluster 1 server has the main VRXG SQL 2012 server database. Cluster 2 is a backup VRXG SQL server database. Our clustering schema dictates that if the Cluster 1 SQL server is down Cluster 2 takes over and provides continuous database service.

The Application server provides the interface with OSOS processes and the VRXG report requests and creates report PDF files. Also, any web portal interface is processed by the application server. The application server resides behind the firewall and passes the information between the VRXG database and external systems.

6. Project Management Approach and Methodology.

All Services performed by SKU shall be provided on a professional services basis and are under the direction of the Executive Officers of the corporation, SKU Project Management Director and her team. A complete project blueprint is provided per the guidelines SKU sets forth in a Scope of Work Agreement (SOW) that is specifically written to accomplish the client's goals. The parties (SKU and client) together will continuously monitor progress and status throughout the project, will formally review project status and provide written sign-off for milestone completion in the following way:

- At the completion of each milestone in the implementation methodology delineated in the SOW, and/or at such other times as may be agreed, the parties' project managers shall together formally review status of the project budget, scope, schedule, and quality of work.
- During these formal project reviews, the SKU and client Project Managers will identify any required changes, deficiencies, and/or additions to the project budget, scope, schedule or quality of work. If the changes, deficiencies, and/or additions identified in a formal review are determined by the parties to result in changes to the overall project budget, scope, schedule, or quality of work, the SOW would be modified in writing in accordance with procedures outlined in the SOW.

An example of the methodology follows:

Project Management Methodology

Notes:

DO = Deliverable Owner

R = Reviewer

M = Moderator

QA = Quality Assurance Representative

STEPS

- (1) Complete the deliverable (DO)
- (2) Plan Meeting (DO)
- (3) Distribute meeting information & review materials (DO)
- (4) Review deliverable, make notes (R); become familiar with deliverable, review criteria, & meeting format (M)
- (5) Conduct review meeting (R/M/DO)
- (6) Determine & document review disposition (R/DO/M)
- (7) Approved
 - (7.1) Complete review verification & exit (QA)
- (8) Approved with changes
 - (8.1) Complete changes & resolve actions (DO)
 - (8.2) Verify closure of changes & actions (QA)

(8.3) Complete review verification & exit (QA)

(9) Rework

1 through 9 above illustrates the general process during which the following steps and actions occur:

Approve with Recommended Changes: if 1) all recommended changes and actions can be easily addressed and 2) the rework and actions are understood by both the reviewers and the Deliverable Owner and both parties agree that no further reviews are needed, the Deliverable Owner will make the changes and resolve the actions, and the QA Representative will verify the closure of these items.

Rework: if recommended changes are required that significantly alter the deliverable, the deliverable will enter the rework phase, and the same group of participants will be asked to review the reworked document.

Exit Criteria for Reviews: in order to closely manage the process, the exit criteria for the process must be clearly defined. The exit criteria for the Deliverables Review Process include:

- Items logged on the Log of Recommended Changes and Actions Form have been addressed and verified as complete.
- Review Verification Form is completed and signed.
- The deliverable was placed under configuration of the management system.
- Completed Log of Recommended Changes and Actions and Review Verification forms are placed in the Project Library.

Acceptance Process for Project Deliverables: the acceptance process provides a roadmap for incremental acceptance by the customer of the software application and associated project deliverables at the following **Key Milestones**:

- Project Phase Concept Complete
- Phase Requirements Complete
- Phase Design Complete
- Phase Application Ready for Pilot
- Phase Application Ready for Rollout
- Acceptance Phase Complete

During the Contract Performance Review the following project deliverables are subject to acceptance within the context of the above milestones:

- Milestone Deliverables Complete
- Project Phase Concept Complete
- Project Initiation and Implementation Document Complete
- Software Project Management Plan Phase Requirements Complete
- Transition Plan, Training Plan Complete
- User's Handbook, Business Continuity Plan Complete
- Phase Application Ready for Rollout
- Application and Software Test Plan Review Completed
- Software Transition Plan Completed
- Training Plan Review Completed
- User's Handbook Review Completed
- Business Continuity Plan Completed
- Closeout Review, Lessons learned

The following defines the sequence of activities that must be performed in support of the acceptance process and who is responsible for those activities.

- Activity Individual(s) Responsible
- Define acceptance criteria for milestones and deliverables in the current project phase
- Select QA Manager, Project Manager, IS Sponsor, and Business Sponsor(s) for current phase
- Identify and plan for verification and validation activities necessary to support acceptance criteria for deliverables subject to acceptance by QA Manager and Project Manager
- Complete project deliverables for milestone--Project team members responsible for project deliverable
- Ensure completion of any necessary verification and validation activities for deliverables--QA Manager and Project Manager
- Complete the Request for Acceptance form--Project Manager

- Forward the Request for Acceptance form attached to the deliverables for the milestone and any outputs from verification and validation activities to the list of approvers for the milestone and its deliverables--Project Manager
- Schedule and conduct a meeting for approvers to review the milestone and its deliverables with respect to their acceptance criteria--Project Manager
- During acceptance review meeting, sign-off on acceptance and include any desired comments on signature page for milestone/deliverables. (Note: Rejected deliverables are returned to the deliverable owner to rework along with the Request for Acceptance forms and will be reviewed for acceptance again once the necessary changes have been made. Reasons for rejection are documented on the signature form. If sign-off is not obtained within five business days, then the project will proceed as though acceptance was obtained, and an issue will be logged to escalate the official acceptance.)--QA Manager, Project Manager, IS Sponsor, and Business Sponsor(s) for current phase
- Return Request for Acceptance Signature page to Project Manager--QA Manager, Project Manager, and Business Sponsor(s) for current phase
- Submit completed Request for Acceptance form and signature pages to QA manager for inclusion in the Project Notebook--Project Manager
- File Request for Acceptance form and signature pages in Project Notebook--QA Manager
- Place accepted deliverables in the Project Notebook--QA Manager
- Ensure the new version of the deliverable is in the Project File repository and is marked as the current version--QA Manager
- Report overdue Request for Acceptance signature pages as issued on status reports to management--Project Manager
- Acceptance Criteria for Milestones and Deliverables. The acceptance criteria below define the conditions under which the Client, the Module Leads, and the Project Manager agree that they will accept completion of the milestones and deliverables subject to these acceptance criteria.

Milestone Deliverable Acceptance Criteria

Prioritized scope and high level requirements have been reviewed by the combined SKU and Client's teams, which consist of stakeholders from both organizations in addition to key members of the project team.

Complete closeout review document all project activities defined in the project initiation and implementation document and any approved change requests have been completed.

All users have been trained and provided access to the application as specified in the software transition plan and training plan.

The project closeout review document includes all project outcomes, costs, and lessons learned for the current project phase.

7. Funding Approach and Cost Distribution.

Project management and deliverable cost schedules will be based on the specific requirements outlined in the actual request for proposal. In the absence of specific requirements, it is not possible for us to provide cost estimates.

8. Data Conversion and Migration.

Our data conversion approach is a two-step process. First SKU will convert an Oracle database to a SQL Server 12 database, which is a straightforward table-to-table conversion using Microsoft SQL Server Migration Assistant. Second, we convert the SQL Server database from the first step to SQL Server's VRXG database. This will be a conversion script and we can schedule daily updates. We can achieve data synchronization by utilizing export/import functionality in the VRXG system. Also VRXG can easily exchange data with external systems using web services. We already are using SOAP/WCF based web services for Illinois' IVRS and POVA.

9. User Experience and Design Approach and Methodology.

In general SKU's philosophy is to follow these steps to provide maximum stakeholder usability. This practice is known as the "blueprint" phase. SKU feels this process allows for a meaningful and productive user experience that facilitates an easier transfer of knowledge to the client's frontline staff:

Typically, the steps of the project would be defined during post award during "blueprint" phase and will include the following:

- Recruitment including tracking, issue monitoring and correction reporting
- Performance appraisal reporting, monitoring and entry
- Qualifications and Task Catalogs
- Training Events

- Grievance tracking
- Employee training configuration. (Note: Functionality roll out to the Client's employees will be determined during the blueprint phase. However, all elements of training functionality pertinent to the Client will be configured during the implementation.)

Additionally, the entire future state of business solution for the Client will be defined in a blueprint. The functionality that will actually be configured and implemented will be determined at the end of the blueprint phase of the implementation. This functionality will be the complete Project Scope.

Note: As a part of our service SKU offers clients a Future Enhanced Functionality Assessment (FEFA). This FEFA is contained in the blueprint but not implemented by the estimated "go-live" date. The purpose of the FEFA is to underscore what could be implemented in future project phases but will not be considered part of a project. These segments will be noted as future features and are optional at The Client's discretion.

Project Plan and Project Timeline—post award

A detailed project plan will be developed and communicated to all project team members. The project plan will follow the ASAP implementation methodology which includes the following project phases: 1) Project Preparation, 2) Blueprint, 3) Realization, 4) Final Preparation, and 5) Go-Live and Support. Each task on the Project plan will have an expected start date, planned completion date, and the resources responsible for completing that task. The initial project plan will be completed as part of the Project Preparation phase. The project plan will be revised as necessary throughout the project to incorporate more detailed tasks as they become known.

10. System Support (Service and Maintenance, Service Level and Help Desk)

Detailed Support Plan

SKU assigns a "Director" level employee who will act as a liaison between the client's executive staff and the project's team leads; this is done to mitigate any issues that may arise during the course of the contract. An SKU Senior Technical Lead will oversee all aspects of data conversion, data synchronization, modifications and changes to the code based on client requests. Additionally an SKU's in-house Project Manager will interact with client personnel on a daily basis throughout product implementation. As an added level of client service SKU's Director of Project Management along with the Senior Technical Lead will oversee **all** phases of project management including training, testing and material development.

Typically, personnel from SKU will perform in-house project management duties under a contract and will offer full time management of the day-to-day functions during the implementation, testing and training phases. Additionally, SKU provides invoicing services and technical development support. Normally SKU provides the following:

- Full time on-site support and maintenance over the design, implementation and go live portions of the contract.
- Online and phone help desk services for the life of the contract.
- Populated database for the “asked help desk” tracking system that provides historical data for all incoming calls and problem resolution.
- An escalation plan for all calls that includes each project manager’s initial involvement which will be escalated to the tech and program management team leads if necessary
- A project lead who will be available throughout the project to develop all administrative protocols, training/user manuals and the necessary documentation to facilitate the transfer of knowledge to the client for utilization in the implementation of the project.
- SKU develops and releases all technical documentation to the client for their use.
- Maintenance service levels will be maintained throughout the life of the contract. Post contract ongoing maintenance contracts are negotiated under very client favorable terms.

A typical SERVICE LEVEL AGREEMENT (SLA) follows:

Assistance with Problem Resolution

SKU support staff will assist client team members with diagnosing problems and working in partnership to their resolution, including configuration changes to servers. Where necessary, SKU will assume responsibility for all diagnostic and corrective actions involved in solving a problem where client staff is unable to provide assistance.

Knowledge Management Research

All research, examination, comparisons, extracts, recommendations, etc. are performed by SKU personnel and offered to the client at no additional charge as part of our blueprint.

Specific Training

SKU will provide the training for client support staff (support prime and backup) in software specific to a single application prior to transition of a new application to the client support team.

Service Packs or Hot Fixes

SKU will provide support to clients when a Service Pack or Hot Fixes to an existing vendor-supplied system (e.g. SharePoint, Microsoft CRM, etc.) is released. This includes application systems, databases, authentication software, and vendor-required systems. (Vendor(s) may require clients to install such Service Packs or Hot Fixes in order to maintain vendor support.)

Preventive Maintenance

For applications considered critical (i.e., a criticality level of high) by clients, and when corrective maintenance activities are low, work may be conducted with prior authorization from client staff to analyze and take steps to prevent potential problems.

Enhancements to Production Application Software

SKU will provide minor enhancements when such enhancements to an existing production application are required. This includes changes to the application only. Should the volume and timing of enhancements affect the timely resolution of support requests, SKU's support manager shall inform client support manager and the SKU account manager.

Application Monitoring

SKU will provide regular, periodic monitoring of production applications hosted by SKU to assess application availability or diagnose problems.

Evaluation of New Software or Hardware

SKU will provide, upon request, assistance in developing estimates for new development, significant enhancements to existing systems and evaluations of new third party software and its potential applicability to client's application environment.

Minor Enhancements

SKU will provide, upon request, minor changes in a database or application system that involves functionality not within the currently signed and approved release specification, provided that the work effort involves less than two (2) days of programmer effort.

Modifications to Original Application Specification

Changes in a client's organization or business needs (such as legislative changes or changes in business practice) may make portions of a covered system obsolete or incorrect. When this occurs, the client shall initiate a request for enhancement to update the system, for which SKU will provide an estimate of hours and costs.

Help Desk

An online Help Desk module will be developed for the client. VRXG currently has a real-time online problem and request tracking system. Any time a problem is encountered the user has the ability to create a problem report and forward it to development. Completed and outstanding problems are tracked and reported to both development and management. Typically our “real time” help desk resolves issues in less than two minutes and most solutions are remotely corrected. In the rare event this does not occur we dispatch on site help quickly and remain on site to ensure viability.

General Communication

The client and SKU Project Managers will have direct contact with each other. Each Project Manager will delegate issues to their respective teams internally. In addition to regularly scheduled Status meetings, Project Managers may schedule meetings to discuss issues as they arise, if necessary.

11. Contract Vehicles and Strategies.

SKU recommends we submit a sample contract to OSOS for consideration and negotiate from that basis. We also recommend that the SOW and schedule of milestones be written into any contract vehicle. Note that the OSOS acquires code ownership upon the start of data conversion and integration but SKU requires that the OSOS not sell, donate or otherwise relinquish the code to any third party.

12. Testing recommendation.

The tester will actively review their list of issues in issue tracker and test the issues according to the descriptions in the comments of the issues from the Developer. If the test passed, the Tester will update the ticket that the issue passed Development Testing and re-assign the ticket to the client Project Manager for User Acceptance Testing. If the test failed, the Tester will update the ticket with the issue that arose and re-assign the ticket to the Developer for further review.

13. Training recommendation.

Our prior training experience and project approach sets us apart. It is an approach that we apply to all projects. By properly following the project approach we unveil potential risks in the initial stages of the project. This allows the project team the ability to determine the correct solution to a risk without re-working the plan, eliminating design or functionality, or delaying the project’s “Go-Live” date which often occurs if a risk is identified in later phases of implementation.

Below we have identified our project approach for the design, construction and installation of the new systems.

- SKU will conduct a Business Process Review (BPR). During the BPR, we will review and discuss the current process and existing VRMS application, meet with stakeholders and conduct interviews with business owners. The purpose is to identify the gaps in the current process and system and identify the requirements for the new application.
- We will discuss and document the requirements for the design of the new Voter Registration Election System. During these discussions, we will provide recommendations, guidance, and best practices towards the design and implementation of the new application.
- Once we compile the VRMS requirements, we create a requirements document – a project “blueprint”.
- We will incorporate a final project timeline into the requirements documentation which defines the duration and milestones of the project. The documentation will be used to define the final project scope that we use throughout the development of the system.
- We understand all requirement documents are not final until the primary project owner along with senior leadership approves the documentation. We will work with the client to refine and finalize the requirement documentation towards final approval by all stakeholders.
- We recommend that you identify a business owner during the requirements gathering phase. Your business owner will coordinate meeting times with requested staff/teams. The project team will meet at least once a week to monitor project progress. • We will provide demonstrations and status updates throughout the project to display key application features and report on development progress. We will establish a development site during the early stage of the project to allow your personnel the ability to review the design progress. Suggestions or concerns resulting from this aspect of the project are reviewed during weekly meetings.
- We stress the need for constant and open communication between all of the project team members. We are available at any time to discuss any matters involving the development and implementation of the application. We will assign a project manager and a business development manager for communication purposes.

A transfer of technology skills for designated members of the client’s staff is part of the overall training plan and ongoing throughout the duration of the project. To achieve this, the scope of work includes:

- Development of a function specification and a detailed specification including any custom changes to the base software (if required).
- Testing of all applications and interfaces to assure error-free and reliable processing.
- Preparation of appropriate user and system instructions.

- Training of affected personnel.
- Conversion to the new system.

Following software development and conversion planning, system implementation and conversion procedures will be defined. The primary tasks to be performed are finalizing system and user documentation; training selected employees; controlling the implementation of the system; and obtaining final system acceptance and sign-off.

Specifically this includes:

- Finalizing system documentation (any customization and changes to the base software are included).
- Finalizing user documentation for employee training and future reference. This document will incorporate all changes and additions to existing operating policies and procedures.
- Conducting formal user and system administration training for the initial installation.

We will provide training to assure that each selected employee understands the daily, weekly, monthly and other periodic requirements for operating and maintaining the system. Participants will include specific user and interface function personnel as required.

- Making necessary programming and operating procedural modifications/improvements as required.
- Implementing the new system and continuing to field support on an “as-needed” basis.
- Reviewing implementation results with the respective user group; obtaining sign-offs; documenting “desired” enhancements for future consideration as appropriate.
- Reviewing implementation results with project team and obtaining final project sign-offs.

14. Provide a recommendation for documentation.

Please see our document recommendations in Item 6 above.

15. Provide a voter outreach plan.

We recommend working with the OSOS and counties in order to tailor a plan that makes the most use of disseminating voter materials via the web site or other social media outlets.

16. Timeline Estimate.

We implemented the City of Chicago in 1.5 years (complete: 1.6 registered voters) and we plan to implement McHenry County (in progress: 210,000 registered voters) in 1 year. Depending on the specifications detailed in the RFP, we will be able to more accurately gage an overall timeline but our initial estimate would be a two year effort.

17. Cost Estimate.

Please see Item 7 above.

Section 2. Response to Exhibit B

The following is a section-by-section response to Exhibit B.

1. General Information.

- 1-7: Affirmative
- 8,9: Planned
- 10-12: Affirmative
- 13: We log field level data change by date, user, from value, to value. A user can view all the audit log data from the screen.
- 14-20: Affirmative
- 21,22: Planned
- 23-32: Affirmative
- 33: We utilized the latest Microsoft technologies not only for back end but front end (UI) to implement most user friendly UI and workflow.

2. Voter Registration Requirements

- 34-38: Affirmative
- 39: Planned
- 40: See Item 2, Section 1.

41: We already exchange data using many different API, Web services, Export/Import.

3. View Voter Information

42-54: Affirmative

4. Maintain Voter Registration

55-57: Affirmative

5. Interface With DOL

58-67: Affirmative

6. Online Voter Registration

68-76: Affirmative

7. UOCAVA

77-81: Affirmative

8. Transfers

82-85: Affirmative

9. Duplicate Management

86-90: Affirmative

91: See Item 2, Section 1

92-95: Affirmative

10. Felon Management

96: Planned

97,98 Affirmative

11. Deceased Voter Management

99-107: Affirmative

12. Incapacitated Voter Management

109-112: Affirmative

13. Voter Address Maintenance

- 113-123: Affirmative
- 14. Add Voters
 - 124-140: Affirmative
- 15. Voter Precinct and District Assignment
 - 141-159: Affirmative
- 16. Interstate Matching Program
 - 160,161: Affirmative
 - 162-166: Planned
- 17. Signature Maintenance
 - 167-172: Affirmative
- 18. CASS Address Certification
 - 173-178: Affirmative
- 19. Interactive Registration
 - 179-187: Affirmative
- 20. Scan Documents
 - 188-198: Affirmative
- 21. Correspondence Maintenance
 - 199-209: Affirmative
- 22. Report and Export Information
 - 210-221: Affirmative
- 23. Maintain Voter History
 - 222-231: Affirmative
- 24. Ballot Maintenance Requirements
 - 232-243: Prepare data for vendor
- 25. Process Ballots Received
 - 244-246: Affirmative
- 26. Deliver Ballots by Mail

- 247-250: Affirmative
- 27. Deliver Ballots Electronically
 - 251-253: Affirmative
- 28. Ballot Replacement
 - 254-260: Affirmative
- 29. Process Ballots Received
 - 261-264: Affirmative
 - 265: Planned
- 30. Receive Ballots
 - 266: Affirmative
- 31. Process Non Standard Ballots
 - 267-269: Affirmative
- 32. Verify Signatures
 - 270-285: Affirmative
- 33. Open Ballots
 - 286-289: Planned
- 34. Duplicate Ballots
 - 290, 291: Affirmative
- 35. Process Electronically Received Ballots
 - 292-295: Affirmative
- 36. Process Provisional Ballots
 - 296,297: Affirmative
- 37. Process FWABs
 - 298: Affirmative
- 38. Process Challenged Ballots
 - 299-302: Affirmative
- 39. Display Ballot Status Online

- 303-306: Planned
- 40. Ballot Reporting
 - 307-315: Prepare data for vendor
- 41. Election Management Requirements/Office and Terms
 - 316-326: Affirmative
- 42. Candidate Filing
 - 327-360: Affirmative
- 43. Measure Filing
 - 361-386: In development
- 44. Elections
 - 387-393: Affirmative
- 45. Setup:
 - 394-408: Affirmative
- 46. Voter Pamphlet
 - 409-418: In development
- 47. Ballots
 - 419-427: Planned
- 48. Election Results Reporting
 - 428-435: Prepare data for vendor

- 49. Certification and Recounts
 - 436-445: Affirmative
- 50. Vote Publishing
 - 446-454: Prepare data for vendor
- 51. Accessible Voting
 - 455-461: Affirmative
- 52. Cost Distribution

462,463: In development

APPENDIX

	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
BUSINESS FUNCTION/REQUIREMENTS					
Voter Registration Module – New Add/Update					
Utilization of OCR/ICR for data entry such as, prepopulating fields	YES-OCR			ICR	Basic OCR is included
Interface with SOS, POVA, IVRS, Webdr for data entry	YES-POVA,IVRS	SOS, Webdr			
Generate unique identification number automatically	YES				
Ability to record NVRA source automatically	YES				
Ability to capture and maintain document locator information					
Ability to view potential possible duplicates in local database and IVRS	YES				
Maintain incomplete voter records and invalid addresses in a holding table for further research	YES-Incomplete	YES-Invalid addresses			
Accept and record a "Minor" status, registrant will be who will 18 by the next election date or 17 by the next Federal Election	YES				
Verification of valid street address	YES				
Automatic precinct assignment with applicable districts	YES				
Along with voter registration information also capture mailing address, email, phone numbers, previous registration information, etc.	YES				
<i>Image/Signature Capture Storage</i>					
Clips signature image – stores only current signature image	YES				
Stores and indexes card image – maintains all card images with date and source	YES				
Ability to record and print changes made to a voter registration record	YES				
Automatically increments next record and displays data in correct fields	YES				
Ability to input, process, and report provisional applications	YES				
<i>Voter Searches</i>					
Search on primary name using both exact match and wildcard, and unique ID number	YES				

BUSINESS FUNCTION/REQUIREMENTS	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
View all voters from a particular address with signatures	YES				
View change history and voting history	YES				
View petitions voter has signed		YES			
View polling location, current election ballot style, and district information, and incumbents	YES				
Ability to print individual voter registration, voter ID, and voting history	YES				
Ability to assign special circumstances to a voter record such as, homeless, elected official, nursing home voter etc.		YES			
Street Address and Precinct Management					
Standardization and maintenance of address formats, standard USPS abbreviations including street types, city names, and zip codes	YES				
Odd and Even street designation	YES				
Capture pre and post directions, unit type, house number, fractions, street name, city, and zip	YES				
Select users can add, change or extend street addresses defined in security module	YES				
Ability to record street maintenance adds/changes by user	YES				
Ability to link individual addresses to parcels and interface with existing GIS		YES			
Ability to create, combine, rename, duplicate, and delete precincts	YES				
Ability to create, renumber, duplicate, combine, delete groups (splits) within precincts	YES				
Associate majority party, special languages, and polling places to a precinct	YES				
Associate tax codes to a street range or an address	YES				
Ability to move a address, a street range, group, or precinct from another and one precinct to another	YES				
Election Setup and Election Management					
Define an election, including election name and ID, various voting periods, early, grace, absentee, start and end dates	YES				

Included in Standard Product	Available Customization No Extra Cost	Available Customization No Extra Cost	Comments
BUSINESS FUNCTION/REQUIREMENTS			
YES	YES	YES-Multiple Active Elections	
Ability to create more than (1) election including, mail, grace, and early voting election which could be active at same time	YES		
Assignment of specific districts/offices and precincts to the election	YES		
Generate unique ballot styles based on T/W/P and split	YES-Export		
Ability to interface with various third party vendors, such as, ECI, Electronic Poll Book (Vote), and BPS/WinEDS (Dominion)	YES		
Ability to generate pre-formatted or ad hoc election specific data into a report or file	YES-Report/Export		
Utilizing GPS to track and scanners to input/verify materials associated with a precinct or carrier etc.	YES		
Non-Election Day Voting			
<i>Mail Voting</i>			
Ability to add, update, and delete military/overseas, disabled voters in the system	YES		
Automatically assigns ballot style based on residence and party (if applicable)	YES		
Ability to track absentee ballot from sending out of absentee application, return of application, mailing of ballot, return of ballot, and processing of ballot	YES		
Ability to communicate with voters about mail applications, ballots, and rejections through email or letters	YES-Letters		
Ability to import and export data between third party vendor applications via input by scan, keyboard data entry, or flash drive	YES-Export		
Ability to interface online mail ballot request application (OMB) and State Board of Elections (SBOE)	YES-Export		YES
<i>Nursing Home Voting</i>			
Ability to create, maintain, and schedule Elections and communicate with nursing home administrator via email or letter	YES-Letters		
Ability to associate voters and create reports with voter information related to nursing home	YES		
Ability to maintain change history for all voters and nursing home records for current and past Elections	YES		
Site Location Module			

	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
BUSINESS FUNCTION/REQUIREMENTS					
Ability to add, update, and delete election specific Early Voting sites, Grace Period sites, Polling Places, and Receiving Station with name, unique ID, address, associated precincts, and voter information	YES	YES-Receiving Station			
Ability to store images, photos, graphs, forms, and maps associated with the sites	YES				
Ability to record facility information such as time open, accessibility information, set up delivery of equipment, etc.					
Ability to set up and record serial numbers of equipment sent to each site location (See Election Equipment Inventory Module Requirements			YES		
Maintain historical information and ability to view for each Election	YES				
Ability to pay site per Election and record remarks/comments to records	YES				
Poll Workers					
Ability to copy a previous elections and judge information to a current election	YES				
Ability to recruit and communicate via email, letter, and text message to existing or new judges	YES-Letters		YES-Email,Text		
Ability for the judges to confirm/deny their availability/assignment, take survey, and take tests via web portal			YES		
Ability for township committeeman to assign or deny judges to precinct			YES		
Ability to create training sites, schedule classes, enroll/communicate with judges regarding training classes via email, letter, and text message.	YES-Letters		YES-Email,Text		
Interface and exchange data with other modules and third party vendors including, electronic poll book, election tally system, and county email server	YES-Export				
Ability to automate performance evaluation including, test results for election workers and polling sites			YES		
Deputy Registrar					
Ability to setup Deputy Registrar agencies and associated Deputy Registrars	YES				

Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
BUSINESS FUNCTION/REQUIREMENTS				
Ability to capture agency name and number, address, and other contact information such as phone, email etc. for both agencies and Deputy Registrars	YES	YES-Email		
Ability to communicate with agency or individual registrar via email/letters about training, re-commissions, and ID numbers	YES			
Ability to attach images of deputy registrars oaths and audit sheets to individual deputy registrar records	YES-Export			
Ability to produce pre-formatted and ad hoc reports and exchange data with 3rd party application such as Tally system, Online Help Desk, Epoll etc.				
Special Applications				
<i>Candidate/Objection Management</i>				
Ability to enter data or import candidate information for a specific Election such as, name, address, contact information, filing date, filing location, party, offices, districts, etc.	YES			
Interface with existing web applications, ballot layout system, election tally system, and candidate certification applications	YES-Export			
Ability to input, update, report, and communicate objection filing information to attorneys, public, and electoral board	YES			<i>Petition Record Examination</i>
Ability to enter details of a petition, types of challenges into an application including, page numbers and line numbers	YES			
Compare and adjudicate petition lines with voter records regarding registration, districts, and signatures	YES			
Ability to create reports for the public, candidates, and Electoral Board for a variety of information	YES			
<i>Election Calendar</i>				
Create an election calendar to capture i: Important pre and post-Election deadlines, project dates, and staffing information	YES			<i>Online Helpdesk</i>

BUSINESS FUNCTION/REQUIREMENTS	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
Online helpdesk to categorize and report real-time complaints and requests from Election Day fieldworkers to the Election Center Online helpdesk to categorize and report real-time complaints and requests from Election Day fieldworkers to the Election Center	YES-Export		YES		
Ability to exchange data with the in-house web application in relation to Election results and certification Ability to exchange data with the in-house web application in relation to Election results and certification					
System Security					
Various types of users defined within groups according to function	YES				
Quality Assurance/Quality Control					
Ability to identify/merge duplicate voter records within the local database	YES				
Ability to display voter signatures by precinct or districts	YES				
Ability to display card images for selected voters by various user selected criteria	YES				
Ability to quality check and correct voter records	YES				Depends on Quality Check Rules
Reporting/Query Building					
Provide authorized users with pre-formatted election specific reports and files for any information available	YES				
Ad-hoc queries to extract and format data from voter registration and election management database into Excel and other common formats	YES				
Ability to repair, identify, and report precinct-level changes between two user specified elections namely, voters, polling places, early voting sites, etc.					Needd more clarification
Ability to produce reports on user transactions by date, by module, or by functions. This productivity module will also user to input daily log of work completed that is not automatically captured by the system			YES		

BUSINESS FUNCTION/REQUIREMENTS	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Comments
Additional Features included in Standard Product	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Comments
Voter Registration Module				
Ability to create and print Voter Registration Certificate on the fly	YES			
Ability to view online map of Voter's address	YES			
Judicial Privacy Masking	YES			
Provide authorized users can view/edit Judicial Privacy Records	YES			
Ability to make notes in Voter Record	YES			
Ability to track Voter's Challenged history	YES			
Ability to maintain Voter's DVI information	YES			
Scan various Voter document, ability to review for indexing	YES			
Ability to correct Voter Number	YES			
Ability to transfer voting history between Voter Numbers	YES			
Ability to save signature image in database with encryption	YES			
Ability to process barcoded voter document	YES			
Absentee Voter Module				
Ability to transfer voter information to Absentee Module	YES			
Ability to track Absentee information changes	YES			
Maintain different type of addresses - standard/international/po box	YES			
Maintain Rejected Absentee Application	YES			
Maintain and process Pretrial Detainee Absentee Application	YES			
Import and Process Online Absentee Application	YES			
Early Voting/Grace Period Module				
Ability to exchange data with VR in real time	YES			
Ability to Activate Dominion Voting machine voter card	YES			
Ability to read voter card status	YES			
Show voter's eligibility indicator - Eligible/ID required/Cancel Absentee/Provisional/Voted	YES			
Process Provisional Early Voting	YES			
Show Vote's selection code	YES			

BUSINESS FUNCTION/REQUIREMENTS	Included in Standard Product	Available Customization No		Comments
		Extra Cost	Not Included	
Show voter's signature in real time	YES			
Ability to correct Early Voting record if there was mistake	YES			
Ability to transfer EV record from one Voter to another if the record was saved incorrectly by mistake	YES			
Ability to create provisional ID for Dominion Voting machine	YES			
Mask Judicial Privay information	YES			
Site Location Module				
Ability to search by name/address/district	YES			
Show assigned district information	YES			
Maintain district assignment(Add/Update/Delete)	YES			
Show assigned Election Judges	YES			
Create Election Supply Carrier Receipt on the fly	YES			
Integrate Barcode, QR Code in Election Supply Carrier Receipt	YES			
Poll Workers - Election Judges				
Maintain each precinct's Dem and Rep EJ Limit	YES			
Assign up to 3 language requirements for EJ in each precinct	YES			
Search by name/address/district	YES			
Compare new application with State's Sex Offender List	YES			
Ability to indicate Language/Translator Judge	YES			
Show all other Judges assigned together	YES			
Poll Workers - Polling Place Administrators				
Search by name/address/district	YES			
Ability to show top 30 closest polling locations from the PPA home address to identify ideal assignment	YES			
Show online map from PPA address to Polling Site	YES			
Poll Workers - Investigators				
Search by name/address/district	YES			
Ability to add/update various types of Investigator	YES			
Ability to add/update/delete assignment	YES			
Ability to track correspondence and response	YES			
Show work history	YES			
Poll Workers - Nursing Home Judges				
Search by name/address/district	YES			
Assign up to 3 nurshing homes to a Judge	YES			

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Functional Matrix

	Included in Standard Product	Available Customization No Extra Cost	Available Customization Extra Cost	Not Included	Comments
BUSINESS FUNCTION/REQUIREMENTS					
Show all other judges assigned together	YES				
Nursing Home					
Search by name/address/district	YES				
Show number of voters how many returned ballot in each Nursing Home	YES				
System Security					
Ability to assign user's permission by module	YES				
Ability to assign user's permission by read-only or update, delete	YES				
Ability to assign special field level permission	YES				
Ability to monitor application error log by user machine, version number, module	YES				