



Section 1

Letter of Transmittal

June 16, 2003

Ms. Jenny Olberding
Purchasing Division
Boulder County
2020 13th Street
Boulder, CO 80302

Re: RFP # 4437-03
Request for Proposals for a New Voting Tabulation System

Dear Ms. Olberding:

Recent state and federal legislation is forcing many counties, including Boulder County, to replace existing punch card systems. The County recognizes this opportunity to address additional election needs and to lay a foundation for a long term, efficient, secure election system.

Enclosed is Hart InterCivic's proposal in response to Boulder County's Request for Proposals for a New Voting Tabulation System, as released by Boulder County. The Hart InterCivic eSlate™ Electronic Voting System, along with the election and technical expertise of the Hart staff, offers Boulder County a voting solution to meet the County's specific voting requirements.

The eSlate System is a comprehensive, integrated system that includes the eSlate Direct Record Electronic (DRE) component and Hart's Ballot Now for absentee/provisional mail balloting. Our proposed solution is a value-rich, multi-faceted architecture surrounded by four key components – project management, training, service/support, and voter outreach. The eSlate System provides a secure, accurate, lightweight, and durable DRE voting system that is easy to use for both voters and election officials and offers a low total cost of ownership. Key features of the eSlate System for Boulder County include the following.

- Simple and efficient storage and warehousing of the voting units
- Secure and simple use in the polling place
- Accessibility features to meet the needs of *all* voters
- Project management, training, service and support, and voter outreach
- Full integration of DRE and absentee/ mail voting applications
- Integration with the County's existing Sequoia Integrity Election Management System
- An absentee/by mail solution that offers flexible ballot printing and can easily be adapted to Boulder County's absentee volume variations
- Lower total cost of ownership

(continued...)

Hart InterCivic has provided election products and services to counties throughout the nation since 1912. We provide turnkey election management services, as well as ballot formatting and production, field support and troubleshooting, Election Day support, by-mail election management, and a wide range of other election products and services. Hart InterCivic introduced the eSlate Electronic Voting System in 2000, and has since sold nearly 20,000 units to jurisdictions representing a total of more than five million registered voters. In the November 2002 elections, nearly one million ballots were successfully cast and accurately recorded on the eSlate System.

In all future discussions involving this Request for Proposal, I will be the person legally authorized to obligate Hart InterCivic, Inc. and to conduct any/all future negotiations on behalf of Hart. I may be contacted at the following address:

Mr. Bill Stotesbery
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We understand that the selection of an electronic voting system is very important to all stakeholders in Boulder County. You are buying more than voting machines. You want the assurance that you are procuring a complete solution that will result in accurate, secure, and efficient elections, while at the same time, providing the best value to the County's taxpayers. Hart InterCivic assures this through a complete voting system solution and a dedicated team that is ready to serve you. We look forward to partnering with you on this important procurement.

The balance of this document provides complete details describing the eSlate Electronic Voting System and our proposed approach. In addition, we provide an Executive Summary detailing the benefits and features of selecting Hart and the eSlate System. We are prepared to answer any questions you may have and look forward to the opportunity to meet with you in the planned presentation sessions.

Sincerely,

William D. Stotesbery
Vice President, Marketing and Sales

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Section 2

Executive Summary



EXECUTIVE SUMMARY

Boulder County Clerk and Recorder's Office is seeking a new voting tabulation system to replace the current Datavote punch card system. The County requires a fully integrated voting system, with a DRE component for Early Voting and Election Day plus an optical scan component for absentee/by mail/provisional voting. The solution must meet federal and State certification requirements, as well as provide a superior level of service and support to the County election staff and voters.

The process by which elections are conducted is the foundation of the public's trust in its governmental institutions. Elections must be fair, accurate, and private, with no margin for error and no possibility of tampering or abuse. At the same time, elections, like any other public program, must be conducted efficiently and cost effectively.

This document details Hart InterCivic's response to Boulder County's Request for Proposal No. 4437-03, "*New Voting Tabulation System.*" Hart InterCivic proposes to deliver to Boulder County our eSlate Electronic Voting System, supported by a comprehensive program of support and training. The eSlate System is fully certified in the State of Colorado and meets all requirements of the Help America Vote Act.

Scope and Objectives of the Proposal

Our proposed solution includes every aspect of the voting system requested by Boulder County, including delivery, acceptance, and support of the DRE and optical scan system components; project planning and management; hardware and software training for Boulder County Clerk and Recorder staff; training for poll workers; service and support prior to, during, and after elections; and voter education and outreach.

Hart InterCivic's response to Boulder County's RFP has the following key elements:

- Hart InterCivic's eSlate Electronic Voting System will be deployed by Boulder County for use in the County's approximately 250 polling places on Election Day and in the County's 3 Early Voting locations. This will include a control unit (Judges Booth Controller) and five DRE voting devices (eSlates) at each polling place.
- One voting device at each polling place will be fully accessible to voters with disabilities.
- The Ballot Now application will provide printed ballots for Absentee-by-Mail/provisional voting and a scanning/imaging solution for efficient tabulation and integration with the cumulative results.

"We were very pleased with the eSlate's performance, and both poll workers and voters have given us a strong vote of confidence on this system. Ballot setup was very intuitive, and results were tabulated quickly." Sheri Lachetta, General Registrar for the City of Charlottesville, VA.

Hart InterCivic has established an aggressive research and development operation supporting the eSlate Electronic Voting System. Located in Boulder County (Lafayette), the R&D organization includes software engineers, manufacturing specialists, computer scientists and others dedicated to constant improvement and innovation in the eSlate System.



- All ballot formatting, vote recording, tabulation, and reporting components of Hart InterCivic's eSlate Electronic Voting System have been tested and certified by the National Association of State Election Directors (NASSED) Independent Testing Authority (ITA) and the Colorado Secretary of State.
- The eSlate deployment program includes project management, equipment storage and deployment planning, a comprehensive curriculum for training and voter education and outreach, and on-site support.
- The deployment program also includes a comprehensive Election Day support program. Boulder County election staff, poll workers, and voters will be supported by a team of experts from Hart InterCivic, providing professional project management, a highly developed and well-documented training curriculum, and award-winning voter education and outreach supported by GBSM, a prestigious Denver-based public affairs/communications firm.
- All Hart InterCivic hardware and software is covered by a three-year warranty with an extended warranty option available to the County.

"The data [from exit polls conducted during the November 2002 Harris County elections] show a very positive reaction from voters in the field, across all demographic groupings." Dr. Richard Murray, The Center for Public Policy, The University of Houston.

Why Hart InterCivic's eSlate System is the Right Choice for Boulder County

There are several reasons the Hart InterCivic eSlate System is the right choice for Boulder County.

1. ***Hart InterCivic is an election leader in Colorado and across the nation.*** Hart InterCivic has provided election products and services since 1912, including turnkey election services in multiple states, including ballot formatting and generation, polling place set-up, pre-Election Day and Election Day equipment support (including multi-county Election Day Support Command Centers), tabulation room management, integration of multiple voting systems, publishing state election law books, and much more.

Throughout our history, we have been proud to serve Colorado counties with election products and services, as well as other solutions that have assisted Colorado counties meet the growing needs of the citizens they serve. In addition our eSlate Research and Development Center is based in Boulder County, located in Lafayette. This proximity is a distinct advantage in meeting the needs of Boulder County.

In November 2002, Hart was one of three companies presented with *The Samaritan Center Ethics in Business Award*. This award



The eSlate's success in the Harris County November 2002 election led County Clerk Beverly Kaufman to state: "We selected the eSlate System because we believed it was the best system on the market, and our experience in this week's election confirmed our decision. We also were impressed by Hart InterCivic's service, support and training, and throughout the months of careful implementation, Hart InterCivic always met or exceeded our expectations."

"During Early Voting, the eSlate performed flawlessly. Voters and poll workers consistently expressed strong support for the new system. Visually impaired and other special needs voters were particularly vocal in their endorsement of the system." Robert Parten, Tarrant County elections Administrator.

was established to honor those "good Samaritans" who practice the highest ethical principles in their daily business.

2. ***The eSlate is a proven solution.*** Since introducing the unique eSlate electronic voting solution in 2000, Hart InterCivic has sold nearly 20,000 eSlate units to jurisdictions in multiple states (including Colorado) totaling 4,000 precincts and more than 5 million registered voters. In November 2002, more than one million voters cast ballots on the eSlate System.

The eSlate System has been selected after extensive review by two of the top five counties in the United States – Orange County, CA (the fifth largest county) and Harris County, TX (the third largest county). The eSlate installation in Harris County, Texas, is the nation's largest single county implementation.

The system is currently used in Arapahoe County, Colorado, for early voting and has been used successfully in demonstration elections in the Boulder County communities of Superior and Longmont.

3. ***eSlate embodies sound technological advances, providing accuracy, security, and reliability.*** The eSlate System is the only system to combine a state-of-the-art interface, a highly secure, real time non-Windows operating system at the polling place, and the convenience and integration of Windows™-based election management software. The eSlate uses technology adapted from the medical instruments industry to provide 100 percent accuracy at all times, unlike touch screen systems that may suffer from imprecise registration, the need to recalibrate, limited accessibility for special needs voters, and limited flexibility in ballot design.

The eSlate's PrecisionVote™ design means that Boulder County NEVER has to worry about calibration problems causing voting errors. Every time a vote is cast, it is recorded in triplicate in physically separated data storage, ensuring data integrity. Furthermore, PrecisionVote provides the highest level of assurance that voter intent has been accurately recorded, eliminating selection errors caused by inadvertent bumps or imprecision on a touch screen.

The eSlate system was also designed with integrated security features including automatic processes verifying and authenticating the output of each component through multiple, independent data paths through the system. Proprietary database structures protect the ballot layout and tally databases from functioning within any other applications. The eSlate DREs rely on a highly secure real-time non-Windows operating system in the polling place.

4. ***The eSlate is accessible and easy to use for all voters.*** In exit polls conducted during eSlate elections, more than 95% of the voters, across all age groups, consistently ranked the eSlate easy-to-use. In



Boulder County, voters in the City of Superior used the eSlate System during the March 2002 municipal election. In that election, 99% of the voters rated the eSlate easy to use.¹

Furthermore, the eSlate has been designed to meet the needs of *all* voters, including those with special needs. The eSlate System’s accessibility features were ranked first among election systems reviewed in the November issue of AccessWorld Magazine.

“I personally found the eSlate system very easy to use and I have received a great deal of positive feedback from Ward 13 voters about their Election Day experience. I was especially impressed with how well elderly voters adapted to this electronic voting system.” The Hon. Joe Cimperman, Ward 13 Councilmen, Cleveland, Ohio.

5. ***eSlate’s durability and design makes storage and warehousing simple.*** Storage and warehousing are simplified because of the efficient design and durable construction of the voting units and booths. eSlates are designed to meet military specifications for durability, and are routinely subjected to various stress tests to confirm the effectiveness of the design. The voting units and booths have also proven themselves to be sturdy and easy to maintain. No special environmental, building, or power accommodations are necessary, and eSlates can be reset, data archived, and upgrades installed through the exterior port connection without opening the eSlate’s case.

6. ***Boulder County poll workers will benefit from eSlate’s design-for-simplicity.*** The eSlate System’s lightweight, efficient architecture, and unique polling place management features make it the leader in ease-of-use for poll workers. Weighing just 5.2 pounds, eSlate is the lightest weight system on the market. Opening and closing the polls takes minutes and equipment is designed for fast set-up and breakdown. With eSlate, polls open and close in minutes with the push of a button and there are no activators or smart cards to complicate the process for poll workers and voters, eliminating a key point of failure and a potential security weakness.

“...we do rate the eSlate as the best machine we looked at. It scored highest in overall usability and our testers liked the easy to use linear ballot and the fact that audio and visual voting can be used simultaneously. We also found the eSlate to have the highest level of cross-disability access.” AccessWorld Magazine, November 2002.

Poll workers are spared the complexity and potential confusion of multiple activation devices, individual machine programming, harvesting votes from standalone machine at the end of voting, individually deactivating each machine. There is no requirement for additional poll workers to initialize the voting unit for each and every individual voter, resulting in significant cost savings.

The eSlate System’s unique polling place management features allow poll workers to monitor the status of each voting booth, identifying open booths, active booths, and enabling the voter to silently signal for assistance. Poll workers can also monitor system power status, the number of votes cast, and the status of voter access codes, among other features.

Dana DeBeauvoir, County Clerk and Chief Election Official of Travis County, Texas, praised eSlate’s easy setup and operation: “*Our election judges and poll workers were delighted with how*

¹ Ballot Now, the eSlate System’s absentee/by mail system was used in Longmont, Colorado’s special municipal election. Because all balloting was done by mail, voter surveys were not collected.



simple the eSlate System is to set up at the polling place and manage throughout the voting process. Voters were enthusiastic, and Hart's support throughout the process, including final count and reporting, was exceptional."

"I was very impressed with how Ballot Now performed for us," said Joe Kidd, Director of the Lucas County (Ohio) Board of Elections. "The scanning and tabulation of the absentee ballots was very smooth and fast, much quicker than with our current system. The support and flexibility of Hart's project manager and support personnel was outstanding. We had a last minute change in how we wanted to view the reports and they were able to easily accommodate our request."

7. ***Ballot Now is an innovative application that combines state of the art digital imaging and intelligent ballot management for absentee/mail voting.*** Ballot Now is a fully integrated part of the eSlate System. Paper ballots are formatted and generated from the same database as DRE ballots, and both DRE and Ballot Now create cast vote records that are structured identically, enabling seamless tabulation and reporting.

Ballot Now is highly scalable, and can easily be adapted as Boulder County's absentee volume increases. Ballots are printed on-demand, using commercial off-the shelf printers, or printed by commercial printing firms from the electronic files produced by the system. The highly accurate and reliable Ballot Now application includes numerous features that increase the efficiency of the Absentee-by-Mail process, including the unique on-screen resolution capability for resolving voter intent.

Conclusion

We understand that the selection of an electronic voting system is very important to all stakeholders in Boulder County. You are buying more than voting machines. You want the assurance that you are procuring a complete solution that will result in accurate, secure, and efficient elections while, at the same time, providing the best value to the County's taxpayers. Hart InterCivic assures this through a complete election system solution and a dedicated professional team that is ready to serve you. We look forward to partnering with you on this very important procurement, and we will provide responsive, attentive service.

The balance of this document provides complete details describing the eSlate System and our proposed approach. We are prepared to answer any questions you may have and look forward to the opportunity to meet with you at the community demonstrations and presentation sessions.

"Hart InterCivic was presented with The Samaritan Center Ethics in Business Award honoring those "good Samaritans" who practice the highest ethical principles in their daily business. The company was honored at an awards dinner held at the Etter-Harbin Alumni Center at The University of Texas at Austin on November 12th paying tribute to Central Texas businesses, non-profit organizations and individuals for their ethical standards and behavior."
