



April 7, 2015

Edgardo Cortés, Commissioner of Elections  
Virginia Department of Elections  
Washington Building  
1100 Bank Street, First Floor  
Richmond, Virginia 23219

RE: Hart InterCivic WinVote Replacement Program

Dear Mr. Cortés:

Hart InterCivic is fully able and prepared to assist and support all of the Virginia localities affected by a potential WinVote recall immediately and completely. Hart offers:

- A proven vendor who currently does business in Virginia
- Specific and flexible implementation options for rapid deployment and a smooth transition
- A successful track record in other similar urgent situations
- Industry-leading customer satisfaction, especially in Virginia
- Flexible financing options for localities
- Competitive pricing
- Voting equipment that is available now

If WinVote is decertified in the Commonwealth, a plan must be developed—swiftly—to position the localities to administer their upcoming elections in a fair and lawful manner, accommodating the needs of voters with and without disabilities. For some, this will mean completing all tasks necessary to conduct primary elections on June 9, 2015. For all, the alternative solution must be in place in time to support the November 2015 General Election.

We have the proven track record and capacity to alleviate the risks inherent in adopting an alternative voting equipment solution within a tight timeframe. Time and again, our experienced Professional Services team has successfully navigated significant transitions alongside the election officials whose jurisdictions we serve.

We offer the Commonwealth our extensive expertise and comprehensive suite of change management best practices. In addition, we offer flexible, favorable financing to assist all of the affected Virginia localities in responding to the unanticipated expense of purchasing new voting equipment. Finally, we offer our industry-leading Verity Voting system, the most secure and modern system available today.

### Turnkey, flexible services

To assist the affected Virginia localities in meeting the deadlines to administer their upcoming elections, Hart recommends a turnkey process whereby we handle many of the necessary tasks, as shown in the following table:

<b>Turnkey Election Tasks for 2015 Elections</b>	
✓ Ballot programming	Hart InterCivic
✓ Ballot printing	Hart InterCivic
✓ Tabulator media preparation	Hart InterCivic
✓ Equipment acceptance testing	Hart InterCivic and locality
✓ Election equipment preparation	Hart InterCivic and locality
✓ Election official train-the-trainer	Hart InterCivic
✓ Absentee-in-person support	Hart InterCivic
✓ Election Day support	Hart InterCivic

This adaptable process can accommodate localities that prefer extensive Hart support as well as those that prefer to perform more of these tasks independently.

In addition, we will offer the following special services to further reassure affected localities of a successful transition:

- Special customer care hotline dedicated solely to affected localities
- Removal and environmentally responsible disposal of all decertified WinVote equipment at no additional charge
- Regional support center for nearby in-person support when needed
- Regional inventory of spare equipment to accommodate incremental needs in hours

### Trusted change agent

A 102-year veteran in the elections industry, Hart has developed deep expertise in helping jurisdictions of all sizes safely and efficiently transition from outdated voting equipment to reliable, modern solutions. We have gained a reputation as a trusted partner for high-challenge implementations such as those the Virginia localities face. The following are just a few examples that illustrate our proven track record of successful transitions on behalf of our customers.

<b>Harris County, Texas (over 2 million registered voters)</b>	
<b>Challenge</b>	In the worst election equipment disaster in U.S. history, a three-alarm fire devastated Harris County’s Election Technology Center building and destroyed more than 10,000 units of voting equipment and all of the County’s election supplies less than 60 days before the November 2010 General Election. Despite

	the disaster, County election administrators were determined to provide Early Voting and Election Day Voting as usual.
<b>Solution</b>	Hart and the County worked together tirelessly to plan every aspect of supplying and deploying enough equipment, and the procedures to go with it, so that the election could take place as scheduled. In six weeks, Hart manufactured and deployed 6,000 pieces of voting equipment.
<b>Results</b>	Not a single polling place was closed. Voter turnout was high for this important General and Gubernatorial Election; a total of 798,995 voters cast their ballots in Harris County's successful election.

<b>State of Hawaii (689,000 registered voters)</b>	
<b>Challenge</b>	In 2004, the State of Hawaii awarded Hart a contract to supply a HAVA compliant ADA voting solution statewide, just over two months before the November General Election day.
<b>Solution</b>	Hart fielded a team of election experts on the ground in Hawaii to provide a full turnkey election solution to the State. Hart's solution included interfacing with the State's legacy vendor, poll worker training, equipment delivery, ballot creation, ballot tabulation, and results integration with the legacy vendor.
<b>Result</b>	The 2004 General election was a success in Hawaii, opening the door to Hart winning all contracts to run elections for the State as the sole election provider statewide, since 2004.

<b>Orange County, California (over 1.75 million registered voters)</b>	
<b>Challenge</b>	A statewide gubernatorial recall necessitated a fast contingency plan.  Orange County signed a contract to purchase Hart voting equipment in March 2003. The then-ROV administration immediately disposed of the County's old punch card voting equipment, anticipating a June Primary the following year as the next election. A statewide gubernatorial recall was issued in October 2003, and the new equipment, scheduled for delivery in June, could not be delivered in time for the November election.
<b>Solution</b>	Hart supported the County by creating a statewide election ballot and running the election on Ballot Now, our first-in-the industry digital scanning solution, processing some 780,000 ballots.
<b>Result</b>	Orange County successfully administered its 2003 Gubernatorial Recall Election.

<b>Wichita County, Texas (72,000 registered voters)</b>	
<b>Challenge</b>	Extremely dissatisfied with its previous vendor, Wichita County signed a contract with Hart 46 days before Election Day.  Having problems with its previous vendor, Wichita County concluded moving to a new vendor presented less risk than conducting another election with the existing one. The County selected Hart based on our reputation for excellent

	service and products.
<b>Solution</b>	Hart developed and adhered to a strict, comprehensive implementation timeline to ensure Wichita County had MOVE ballots out on time as well as the equipment and training needed for Early Voting and Election Day.
<b>Result</b>	Wichita County experienced a successful implementation and election with Hart.

### Unmatched customer satisfaction

With Hart, the Virginia localities are assured of the smoothest possible implementation of their new voting equipment, as well as responsive service going forward. We have the highest customer satisfaction ratings in the elections industry. In our 2014 Customer Satisfaction Survey, 95 percent of Hart customers nationwide and 100 percent of our Virginia customers rated our service as excellent or above average. We believe it is even more telling that 100 percent of our Virginia customers said they would recommend Hart to an industry colleague.

### Favorable financing options

Hart understands that the Virginia localities affected by a potential WinVote decertification will need attractive pricing and flexible financing in order to move quickly. We are prepared to help in this critical area as well.

**Commonwealth of Virginia Contract** – As you know, there is already a contract in place between the Commonwealth and Hart, which will make it easier and faster to get affected localities up and running. The contract includes a schedule of approved pricing and discounts for equipment and services.

**WinVote Decertification Discount Program** – Hart will offer a one-time additional discount off existing Commonwealth contract pricing to localities impacted by the WinVote decertification.

**Special Financing Terms With Deferred Payment Option** – To assist localities that may not have immediate funding available, Hart will offer financing options to include either a 3 or 5 year term *and* the locality need not make any payments for one year. The first payment will not be due until 2016, one year from the contract date, with subsequent payments due annually thereafter.

### Industry-leading Verity Voting system

The Commonwealth of Virginia’s immediate concern is continuing to uphold legality and purity in all elections while addressing critical security concerns about the WinVote system. Hart’s accessible Verity Voting system represents a lasting investment in the future of the Commonwealth’s elections. Verity is the latest, most comprehensive solution on the market today. While other industry vendors continue to sell solutions based on technology and devices that were designed years ago, Verity



incorporates the latest security protocols and features. A truly different voting system, Verity is designed from the ground up to be usable, adaptable and transparent.

**Capacity and capability**

Hart clearly understands the challenges facing Virginia's election stakeholders. We have the experience, the capacity and the dedication to assist the Commonwealth in meeting these challenges while minimizing risks. Our solution is available now, and our recommended plan of action for the Virginia localities is based on best practices established by the Project Management Institute and gained through our extensive track record of success in numerous comparable implementations.

We are ready to work with your localities—to *listen* to their needs—and provide the flexible solutions required for properly administering the upcoming elections and those in the years ahead.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Phillip W. Braithwaite'.

Phillip W. Braithwaite  
President and CEO