MEMORANDUM

To: Mark Wlaschin, Deputy for Elections

From: Barbara Cegavske

Date: February 24, 2022

Subject: Decision Regarding Voter Registration and Election Management Solution (VREMS) Assessment

Following my review of the final product[1] provided by the Voter Registration and Election Management Solution (VREMS) Assessment team and pursuant to the provisions of Assembly Bill 422 (AB 422) of the 2021 legislative session, I have determined the following:

- **Options** – There were three options identified during the assessment. They were 1) Procure a Commercial Off-the-Shelf (COTS) Voter Registration and Election Management Solution 2) Procure a custom built Voter Registration and Election Management Solution or 3) Build a Voter Registration and Election Management Solution using Secretary of State (SOS) Information Technology (IT) staff.

- **Areas of Concern** – The three options were assessed against the requirements of AB 422, the operational and technical needs of the state and 17 county election officials, the fiscal impact to the state, and the timeline to completion in light of the needs of the 2022 and 2024 election cycles. Of the three options, certain areas of concern were identified as carrying significant risk. Specifically:

  1. Procure a custom built VREMS – This option has a Rough Order of Magnitude (ROM)[2] cost of approximately $12,700,000 initially with support costs approaching $1,270,000 annually. This cost estimate greatly exceeds the acceptable cost estimate of this project and is untenable.

  2. Build a VREMS using Secretary of State IT Staff – The assessment of this option identified that the SOS IT staff would need a combination of 19 Full Time Equivalent

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[1] Titled 'NVSPS VREMS Solution Assessment Report and Roadmaps 2-4-2022.pdf'; available upon request from sospio@sos.nv.gov
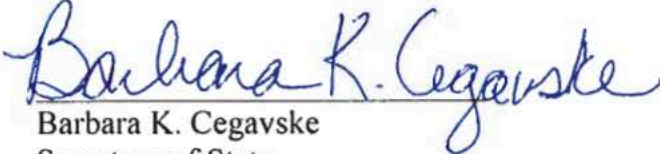
[2] A Rough Order of Magnitude estimate may have -25% to +75% accuracy. Project Management Institute. (2017). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (6th ed.). Project Management Institute.

(FTE) and contracted staff members dedicated to this project.[3] Given the challenges the SOS and other state agencies have had in hiring IT staff during 2021-2022, this option would carry significant risk for the duration of the multi-year project and is therefore not selected.

- **Selection** – The option to procure a COTS Voter Registration and Election Management Solution is therefore the ideal option given the statewide constraints and restraints identified during the assessment.
- **Follow-on Actions** – Given this decision, Staff are directed to take the following actions:
  1. Initiate the Technology Investment Notification (TIN) process in order to comply with State Enterprise IT Services (EITS) requirements.
  2. Provide information to the State Purchasing Division in order to begin the Request for Proposal (RFP) process relating to a COTS Voter Registration and Election Management Solution.
  3. Use cost estimates identified during the RFP process to develop the SOS budget request for the 2023 Legislative Session.
  4. Develop a Bill Draft Request (BDR) proposing to amend Section 88 of chapter 546, Statutes of Nevada 2019, at page 3426 to change the implementation date from January 1, 2024 to January 1, 2026. Doing so will ensure that this extremely complex and important project will be properly implemented with all required security measures.

The transition from a "bottom-up" to a "top-down" voter registration and election management solution will create a more unified, consistent, and efficient elections system that will impact all 1.8 million registered voters and the 3.2 million Nevadans affected by their votes. This project must not be rushed and should remain at the highest level of priority for the agency and our local election officials.

Respectfully,

Barbara K. Cegavske
Secretary of State

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[3] The anticipated 19 IT staff members include two teams of seven staff members (2 Analysts, 4 Developers, 1 Scrum Master), 1 Architect, 1 Development Security Operations, and 3 Quality Assurance.