Observation and Recommendations
November 2013 Municipal Election

Elections Division

Office of the City Clerk
City of Minneapolis, Minnesota

Submitted to: Minneapolis City Council

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March 2014

March 21, 2014

TO: Minneapolis City Council
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Jacob Frey, Chair, Elections Committee
and Council Members

FR: Connie Schmidt, CERA
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Election Consulting Services

RE: Observation and Recommendations
November 2013 Municipal Election
Elections Division, Office of the City Clerk

INTRODUCTION

Under contract with the City Clerk's Office, this consultant was retained to observe and make recommendations to improve internal and external operations leading up to the 2013 Municipal Election, which was the city's second use of the alternative Ranked Choice Voting (RCV) methodology. Key considerations included the deployment of new voting system technology, and with that technology a goal of elimination of the 2009 RCV hand count method. It should be noted that the internal goal of the Minneapolis City Clerk's Election Division was to become the "Gold Standard" for conducting a RCV election.

Additionally, this consultant was onboard periodically throughout the year to review current operating procedures and make recommendations for improvements and present ideas/suggestions for future consideration/implementation.

Specific areas reviewed, included:

- Polling place management
- Election judge recruitment, assignment and training
- Voter outreach
- Absentee voting – by mail and in person
- Deployment of new voting system, including acceptance testing, public test, and Election Day management
- Warehouse operations, including polling place supply preparation, deployment, and return of equipment/supplies
- Election Day operations, including Help Desk and support activities, polling place field inspections, and election night returns – supplies and tabulation
- RCV tabulation and release of final election results

The analysis included the following components:

- Review laws, policies, regulations, and other documents that define and describe the existing operation of the Election Division of the Office of the City Clerk.
- Observation of election judge training, voting system acceptance testing and public test, absentee voting by mail and in person, election judge recruitment and assignment,

Election Day help desk, Election Day polling place visits, RCV tabulation, media/public observation, and voter outreach community sessions, etc.

- Participation in internal team debriefing sessions and election-related meetings, voting system vendor demonstrations, and various Election Committee and City Council meetings.
- Evaluation of internal work processes, including staffing levels, use of facilities and technology, and written documentation, i.e. procedures, flow charts, etc.

This report is divided into six sections, as follows:

- Overview and Methodology
- Elections in Minnesota and Profile of Minneapolis City Clerk's Election Division
- Major Initiatives Undertaken and Results of Those Initiatives
- Organizational Strengths and Weaknesses
  - Staffing
  - Facilities
  - Process Management and Technology
- Summary of Recommendations
- Exhibits
  - Examples of staff competencies for hiring purposes
  - Sample Work Flow Diagram
  - Consultant biographical sketch and summary of work experience

Reader Cautionary Note: *Any election office reviewed, including those in the top five percent, will have items that review teams find can be improved. Statements or recommendations in this report are not intended to be value judgments and should not be interpreted as analyzing the capabilities of the office or its staff. The value judgments are based on the years of experience of the Consultant in looking at specific situations and responding to the needs analysis related to those situations. While the Consultant does provide services to governments to evaluate complete office operations and procedures, that was not the intent of this study. The reader is cautioned to read and accept the recommendations as items the Consultant believes will contribute to good management practices and good election practices.*

OVERVIEW AND METHODOLOGY

The contract for observation and recommendations leading up to the November 2013 Ranked Choice Municipal Election was signed in early February 2013 and work began immediately. The city provided a copy of the Overview and Analysis of the 2012 Presidential Election in the City of Minneapolis. Detailed information was provided regarding the City's municipal ranked choice voting method and the process used to tabulate votes in the first election using this method in November 2009.

The consultant spent a week on the ground in the offices of the Minneapolis Elections Division during the months of February, March, April, May, August, September, October and November. The remainder of the time the consultant participated in several conference calls and email dialogue to assist with plans and preparations for the November 2013 municipal election.

On-site visits provided opportunities to conduct all-staff debriefing sessions following the 2012 election; to determine areas where improvements were needed, followed by prioritization of tasks and responsibilities. Polling places , election judges, and ranked choice voting were on the top of the list. Needs included onsite inspections of each polling place to determine room and parking capacity and accessibility needs. Election judge training and supplies were evaluated, with several changes/improvements implemented in November 2013. New voting equipment vendor meetings were attended by this consultant followed by my recommendation to contract with a private voting system code reviewer to evaluate the Minneapolis "RCV method" as it related to the new voting equipment and a new method of tabulating RCV ballots post-election November 2013. Voter outreach methods were reviewed and several existing web sites were evaluated by staff resulting in a new "branding" of "**Your City. Your Vote"** for the Election Division and a new improved web site including educational videos, and written instructions to educate the voter on how to vote in a RCV election.

ASSISTANCE: It should be noted that the City Clerk's Election Division staff were very cooperative and provided assistance to this consultant throughout the contract. I also want to point out that the staff should be given extra credit for trying new ideas and working beyond the call of duty in every facet of this election process. New equipment was put in place; citizens and election judges were educated on new equipment; new election judge training was implemented; contract voting system software evaluators were on site to test the RCV method with the new equipment by developing a test election; and then another citizen education pilot election was also conducted – all within a very short period of time, while staff remained on task with the normal election duties that must also be completed. They are all to be commended for their efforts and hard work!

LIMITATIONS: Studies of this nature are often referred to as an audit of the entire operation. That type of thorough audit requires a review of the entire elections operations – from top to bottom. Obviously, this requires a team of consultants working together to evaluate and make recommendations. The scope of this review was limited to the areas that needed review and possible upgrading following the November 2012 Presidential election. That said, based on this consultant's experience conducting audits of other jurisdictions, there are recommendations

contained in this report and the ending summary that reflect ideas and suggestions for future implementation and improvement.

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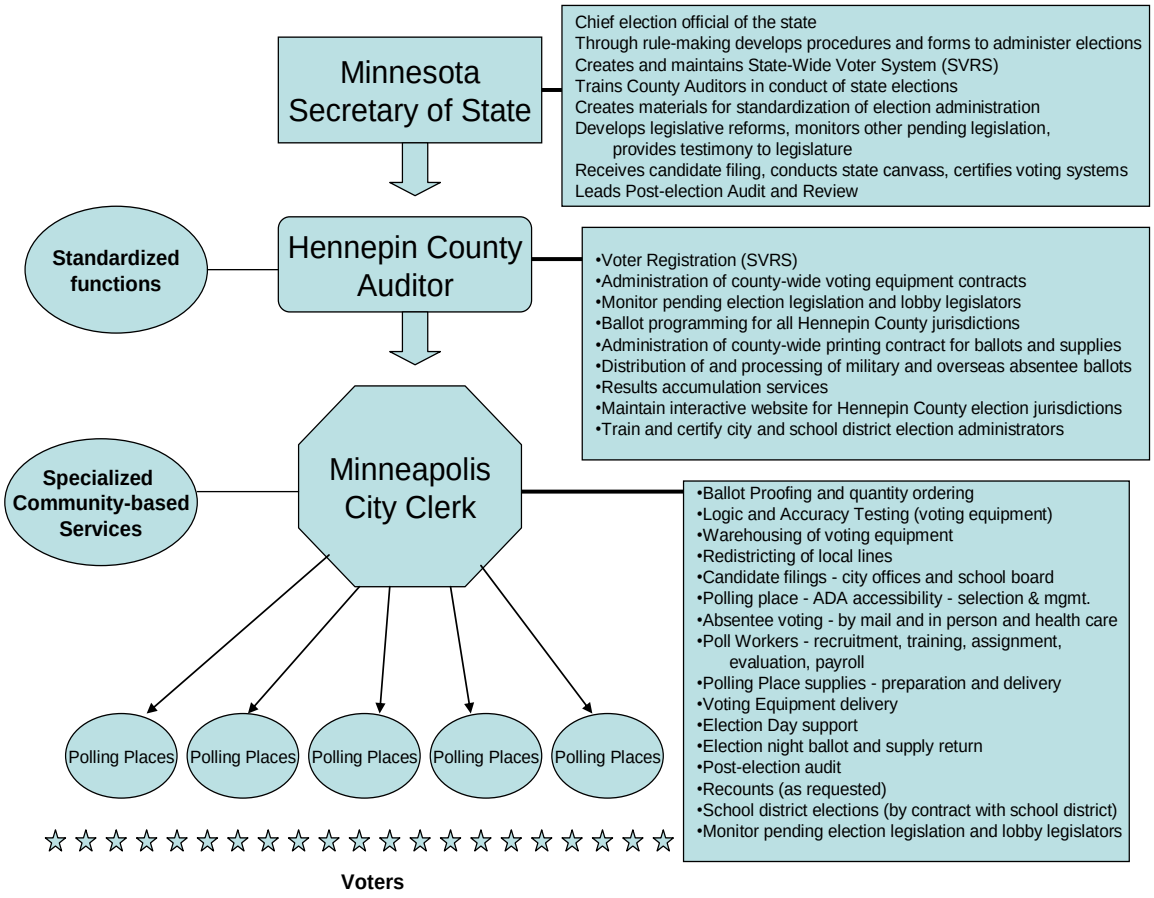
Elections in Minnesota &
Profile of the Minneapolis Office of City Clerk's
Elections & Voter Services Division

ELECTIONS IN MINNESOTA

OVERVIEW

Minnesota state law provides for a decentralized management of elections. Certain duties are assigned by law to the county auditor; and others are assigned to city clerks and school districts.



The County is responsible for providing standardized election services, i.e. voter registration, ballot programming, contracts for printing and supplies, purchase of voting equipment for county-wide use, training of city and school election administrators and county-wide election night results accumulation.

The cities are responsible for providing specialized election services to their citizens. This model acknowledges that the local city staff understands the unique voting needs of their diverse population. As an example, the City of Minneapolis provides language support to voters by: 1) recruiting election judges who can translate; 2) providing paper copies of all election materials made available to the Office of the Secretary of State; and 3) creating a web page that translates

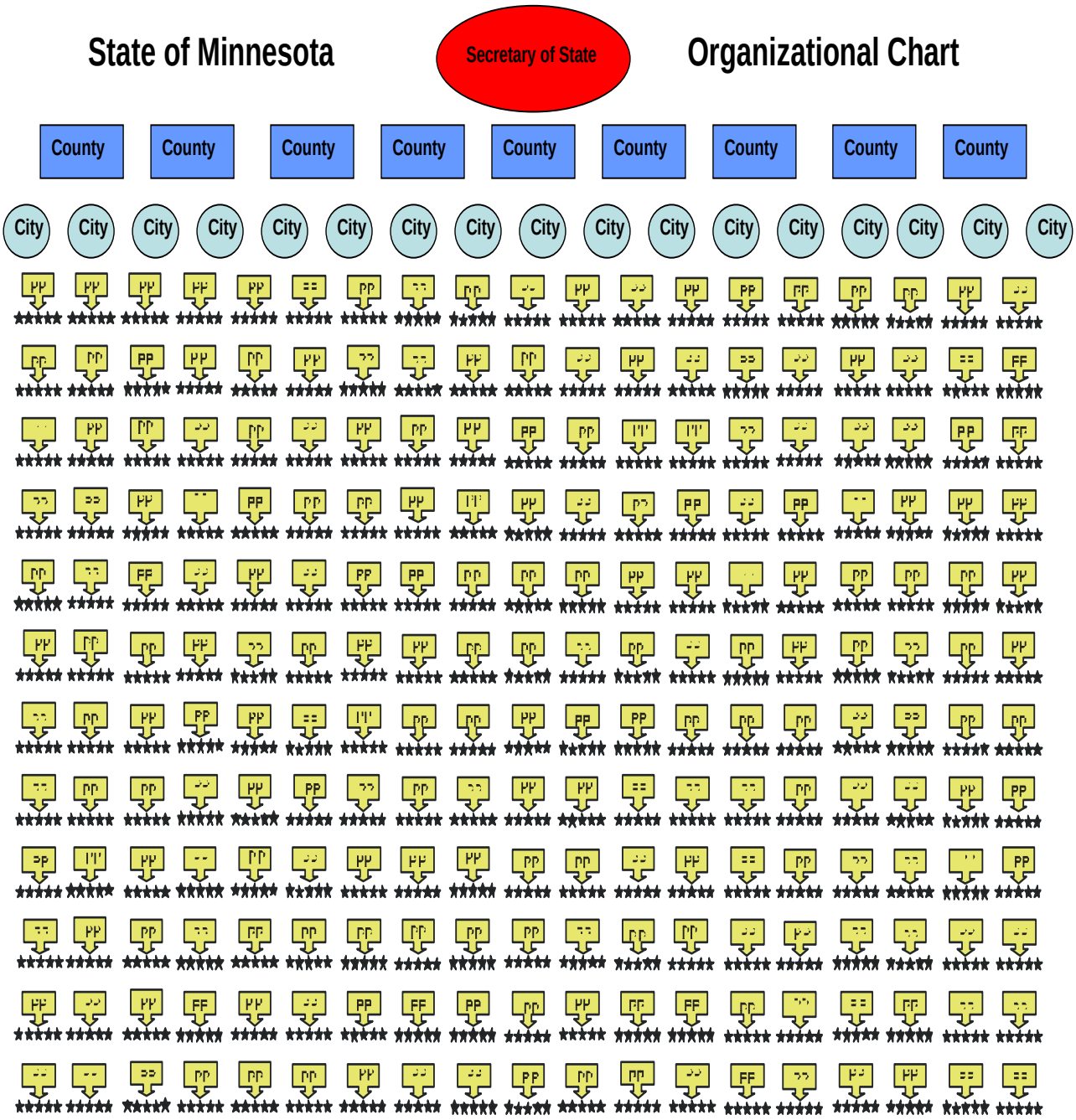
election information and voting instructions into the three most common languages of the city, which can also be used by translation support provided through Minneapolis 311.

Each city also provides in-person absentee services to their citizens at area City Halls. City staffs recruit, train and assign election judges to work at polling places on Election Day. These workers have a strong community-based commitment to work in their city on Election Day. Many of these workers are long tenured election judges who work on every election, not just for the dollars earned, but also because of the human factor and the "relationship" that has been nurtured between the election office staff and the election judges.

In fact, managing elections nationwide is often compared to deploying an army. This service is truly the heart of democracy, where even the smallest error is considered unacceptable. The decentralized nature of elections in the United States is strengthened by the checks and balances inherent in the large number of workers that administer the process.

The infamous 2000 Presidential election produced a turnout of approximately one hundred million (100,000,000) voters. Voting for that election was managed at approximately two hundred thousand (200,000) polling places, which were staffed by approximately 1,400,000 election judges. These individuals work just a few days a year for very long hours and there can be no mistakes. Indeed, the selection of polling places, recruitment, assignment, and training of election judges is one of the most critical functions in election administration.

The chart on the following page depicts the magnitude of managing Election Day activities. On that one day, Election Day, election offices across the country become the largest employer in their community. This chart provides a visual snapshot of the checks and balances that are in place. From the Secretary of State's office…to the County offices…to the City offices…to the polling places and election judges…to the voters, each part of the process is managed by professionals that have been trained to double check each step in the process. One excellent example in Hennepin County is ballot programming. National election standards speak often of the "two person" rule – everything proofed and proofed again by another set of eyes. Hennepin County election staff program all ballots for use countywide. These ballots are then proofed again at the city level. Once both sets of employees have signed off, ballots are ordered and memory cards are downloaded by the county staff and sent to the cities. The city staff is responsible for conducting logic and accuracy (L&A) testing on each voting machine. This separation of duties and two person integrity of the ballot programming and voting machine testing is a testament to the county/city division of duties in the State of Minnesota.



Actual data for the State of Minnesota is as follows:

Number of counties in Minnesota: 87

Number of total precincts in Minnesota: 4,102

Number of total precincts in Hennepin County: 401 (plus 4 with no voters)

Number of total precincts in the City of Minneapolis: 117 (plus 2 with no voters)

PROFILE OF ELECTION DIVISION, CITY CLERK'S OFFICE
CITY OF MINNEAPOLIS

STATISTICAL PROFILE

- The City of Minneapolis is the largest and most populated municipality in the state, with a population of 392,880. It ranks as the 48th largest city in the nation.

- The City has 236,493 registered voters and is the third largest jurisdiction in the State of Minnesota, based on registered voters (counties and cities). The City of Minneapolis is larger than every other Minnesota County except Hennepin and Ramsey. Registered voters in the City of Minneapolis is comparable to all of Ramsey County (293,800 registered voters).

- There are currently 117 precincts within the City, encompassing a total of 13 Wards.

- The City Clerk's Election Division has a total of 5 full time positions (including the Director of Elections).

- A total of 2,142 election judges manned the polling places in November 2012; and 1,595 were on duty at the polling places in November 2013.

- The operating budget for 2012 was $1,323,135.

- The City contracts with the School District Number 1 to manage their elections. The value of this contract is $ 46,000 annually.

Major Initiatives Undertaken and Results

MAJOR INTIATIVES UNDERTAKEN AND RESULTS

The City's Election Division took an aggressive approach to reinventing elections in the City of Minneapolis in 2013.

The efforts were prioritized into the following major areas:

PRECINCTS AND POLLING PLACES:

A thorough study was conducted using data collected from the November 2012 election. Polling places and precincts were identified where voters experienced longer lines. Some precincts were changed to begin the process of matching available polling place locations, size, square footage and parking, to the number of registered voters assigned to those locations. Obviously, many of the places where long lines were experienced in November 2012 were locations that were too small to adequately manage the voter flow, and also these locations experienced a larger percentage of Election Day registration activity.

Staff began the laborious process of doing an on-site inspection of every polling place in the City of Minneapolis. This inspection included taking photographs of the building, the interior voting area, determining accessibility needs, and for the first time in the history of elections in Minneapolis – to develop a diagram of the setup for the polling place for each location on Election Day. These diagrams were provided to election judges and included in their new training. This provided the full staff an opportunity to determine the proper setup for managing voters in each polling place. This would be compared to previous elections where the election judges used their best ideas on how to set up each location. This new direction correctly placed the responsibility for setup of each polling place directly on the full time Election Division staff. This new approach was very well received by the election judges.

Staff also went to work on developing new signage – interior and exterior – to provide more assistance to the voters to help them confirm that they are at the correct polling place and further to provide information on acceptable voter identification to register on Election Day and, in November 2013, to provide handouts on how to vote a RCV ballot. Again, response from election judges and voters has been very positive to these new efforts to make polling places in the City of Minneapolis more "voter-friendly".

VOTER OUTREACH AND EDUCATION:

Operating with a very limited staff, the City Clerk's Division reached out to other employees in the City Clerk's Office to provide assistance in creating the first major voter outreach and education program. This was accomplished through a variety of meetings with voter interest groups in an effort to develop a consistent message for the citizens of Minneapolis. This was accomplished with a branding for this outreach called, **"Your City. Your Vote."** This became a consistent message on all mailings, handouts, press releases, and the web site was designed around this theme. The City staff also, for the first time, developed a presence on social media, using Twitter and Facebook, as additional tools to reach out to citizens in the community.

The Voter Ambassador Program is an innovative program and was yet another new initiative developed for the first time in 2013. Community leaders were recruited to serve as ambassadors to targeted communities to provide information and answer questions on how to vote an RCV ballot. The effort of the staff who worked on this project is to be commended. It is an innovative and new program and it really paid off when voters appeared on Election Day and were well versed on how to vote an RCV ballot.

ELECTION JUDGE RECRUITMENT AND TRAINING:

One of the primary goals for November 2013 was to raise the bar on recruitment of election judges, with another goal of creating a diverse pool of election judges. A final goal was an effort to assign election judges to polling places to reflect the diversity of the precinct that the election judges were assigned to work. A stellar effort was made by staff to accomplish this goal. The existing internal software is awkward to say the least. This will be mentioned in the section on process management and technology. The effort was very inefficient, primarily due to the software that is currently in place. The good news is that all the polling places were staffed on

Election Day. Additional language assistance election judges were recruited, and identified by a lapel button in the polling place, so that voters with language needs, could quickly identify an election judge that could answer their questions.

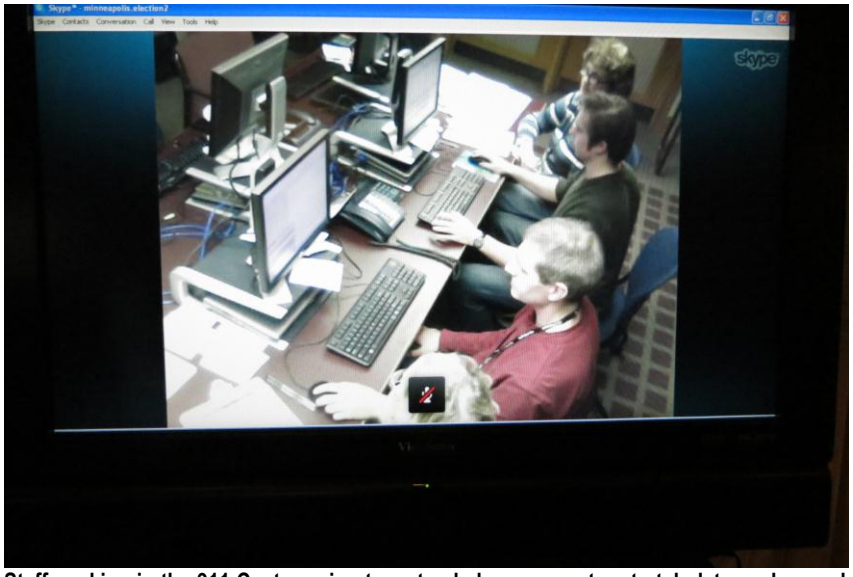
Also, for the first time this year, the Head Judge and Assistant Head Judge received specialized training on their responsibilities. A new Head Judge/Asst. Head Judge manual was developed. The responsibilities of the Head Judge/Asst. Judge were changed to a supervisory role ONLY. In the past elections, these election judges were also doing the regular work of checking in voters, etc. In November 2013, their role was changed to that of supervising the polling place ONLY. This new approach to polling place management was a huge success.

Deployment of New Voting Equipment:

In addition to all of the above new initiatives undertaken by the Election Division staff, a major effort was undertaken with the coordination with Hennepin County Election Office on the selection, purchase, and deployment of new voting equipment. Staff attended a variety of demonstration sessions leading up the County's issuance of an RFP. City staff participated in the review of the RFP document, the final contract with the vendor and the additional contract between the City of Minneapolis and Hennepin County for the use and storage of the voting machines. All were very time consuming and completed in addition to normal election work required during this time period.

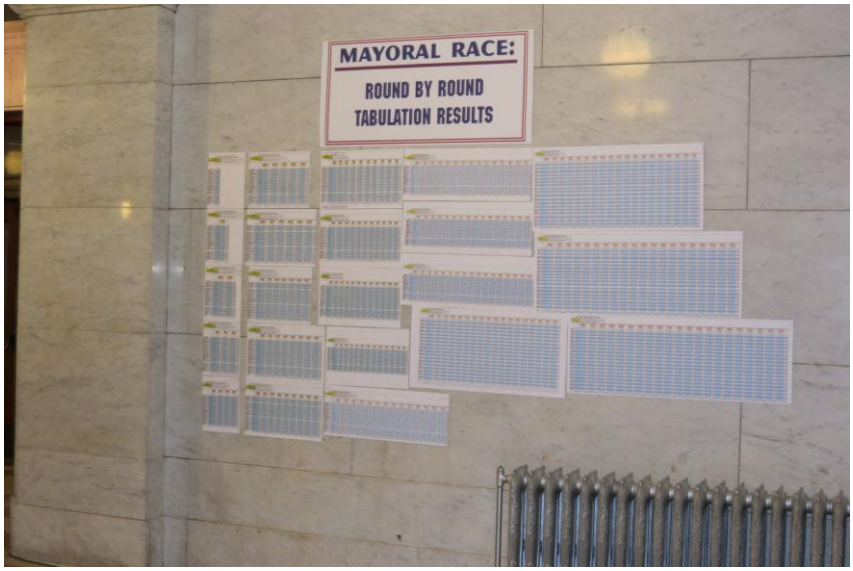
Further complicating this effort was the fact that a newer version of software was to be available in late summer that was developed to provide for an export of vote data for a more seamless tabulation of ranked choice voting ballots. This new software was to eliminate the need to hand count ballots, which was done in November 2009. With the large number of candidates for Mayor in November 2013, the pressure was on to ensure that this could be done

in a more effective, efficient, secure and accurate manner. To assist with this effort and to further provide another level of scrutiny of the new software release for ranked choice voting, this consultant recommended that the City retain the services of a voting system software testing vendor to be onsite and conduct a test election. Freeman, Craft, McGregor Group, Inc. was retained to conduct this software analysis and test election. A report is on file with the City, indicating that the software did pass the test. This provided a greater level of confidence to the Elections Division as they moved forward with using new voting equipment and new software to conduct the November 2013 RCV election.

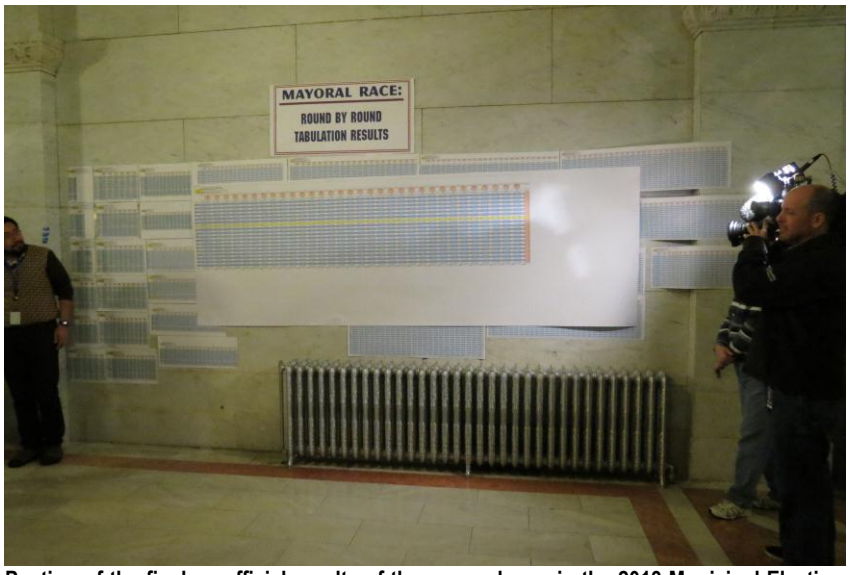


Staff working in the 911 Center using two stand-alone computers to tabulate each round for each candidate.

The media/public information center in the City Hall Rotund. Establishing this information center allowed the staff to provide a centralized location where the media/public could monitor tabulation and receive announcements as rounds of tabulation where concluded.



Each round of tabulation in the mayoral race was publicly announced and posted for public viewing in the information center in the City Hall Rotunda.



Posting of the final, unofficial results of the mayoral race in the 2013 Municipal Election, after 34 rounds of tabluation.

ORGANIZATIONAL STRENGTHS AND WEAKNESSES

STAFFING

A properly staffed, trained and compensated workforce is essential

The election office is a "fishbowl" and employees work under constant stress, deadlines, and public scrutiny. Any mistake, large or small, is front page news. Under these circumstances it is difficult to recruit and hire the best people for the job. In many cases the job is much too difficult for the skill sets of the employees hired in the existing job range classifications.

There are currently 5 permanent positions in the Elections Division, including the Director of Election. All were filled at the time this review was conducted. In addition to these employees, the department must hire between 20-25 temporary employees during major election cycles.

The election process has, over the last several years, become increasingly reliant on technology. Almost every routine office function, including processes for accounting, assigning election judges and subsequent payroll, absentee voting by mail and in person and tabulation of election results, (including RCV election results) now relies on software systems. Position classifications and job descriptions have not, in many cases, been updated to reflect this new emphasis on technology skill sets. More critically, the infrastructure of the voting process itself is now much more dependent on technology.

Two of the existing staff on board during November 2013 were tenured employees totaling more than 35+ years of service. The other two staff members are relatively new to the operation. This was an interesting mix during the 2013 election cycle. One other item of note is that the Director of Election's position had been unfilled for a period of time and the current Director has been on board for 1 ½ years. That said, the staff performed admirably in the current situation. Obviously, there is a need for more full time staff in the City of Minneapolis Election Division. Following are a couple of comparisons for your review:

Hennepin County Election Office	7 full time permanent positions in 2013 7 full time permanent positions in 2011
Ramsey County Election Office	9 full time permanent positions in 2013 7 full time permanent positions in 2011
City of Minneapolis Election Office	5 full time permanent positions in 2013 4 full time permanent positions in 2011

[*NOTE: These positions all include the Director in the above jurisdictions*]

Recognizing that one of the 5 full time positions in Minneapolis is the Elections Director, and noting that Minneapolis conducts elections in various buildings/locations, compared to Ramsey County, which is all under one roof, it is quite obvious to the experienced observer that the full time staff is spread way too thin. Another area that was observed is the lack of cross training in the various aspects of the operation. In elections, cross training is mandatory. Based on the

small number of full time staff, this is even more critical. Unfortunately, it is a very weak area in the current situation. If the operation was under one roof that would certainly position the staff to work together as a team and learn each other's jobs in order to move to the area with the greatest need during the election cycle. The current operating environment makes it very difficult, if not impossible, for the Director to maintain internal control and to ensure that appropriate checks and balances are in place in all areas of the election process.

The existing situation which was observed at various times was two full time staff members at the warehouse facility – one doing election judge training, the other managing the voting system and supplies. One full time staff member was out in the field a significant amount of time conducting polling place inspections. That left one full time staff at the City Hall office. That person was in charge of managing a team of seasonal, temp employees with varying levels of skill sets and knowledge of the process.

The **addition of a minimum of two more full time permanent staff**, operating under one roof, will result in greater teamwork, cross training, debriefing sessions, and sharing of knowledge and ideas that cannot happen in the current working environment.

Another issue that should be addressed relating to personnel/staffing is the need to develop new position descriptions, with required skill sets. Staff should be assigned responsibilities based on the required skill sets for the task. For example, technology based work should only be assigned to staff that have passed a series of technology skill sets test requirements. Recruitment of future staff should be based on these position descriptions and skill set requirements and also based on a listing of competencies (see Exhibit A) required for working in an election office environment. Current and new employees should become CERA certified as soon as possible. This is a national Certified Election Registration Administrator (CERA) program that provides 12 days of curriculum taught by professors at Auburn University. There are currently almost 1,000 CERA graduates nationally working in elections.

Some inefficiencies occur in any office due to the fact that employees are assigned tasks that they are not qualified to perform. Every effort should be made to redo position descriptions and assign full time staff to the tasks that they are qualified to perform.

Due to the need for this small number of full time staff to supervise seasonal and temporary employees, all full time staff should have managerial skill sets as a required skill set. The desire to innovate, the ability to see the big picture and look for ways to improve the operation and increase efficiencies should be reinforced to all employees.

Of course, in any election office, the most important skill set is the ability to work together as a strong team – when one team member needs help – others should immediately step forward to provide whatever help is needed. In some areas, this consultant observed that team spirit; in other areas, it was sorely lacking.

FACILITIES

The election office of the 21st Century is a far cry from that of the 20th Century. Just as in other walks of life - technology and changes in election law at the state and federal level have dramatically changed the face of elections. It can no longer be considered a "clerical" function that is performed by hiring ever-increasing numbers of temporary workers. Ten years ago, elections were cyclical – peaks of extreme workloads and pressure followed by valleys where the office could de-brief, look at new opportunities, implement new procedures and technology. That is no longer the case.

KEY FINDING: The Elections Division needs to recruit and retain additional employees. It also needs to eliminate the biggest obstacle of all, which is the necessity to conduct business in several different places, with insufficient space and accessibility.

Consolidation is critical to an efficient, accurate, and transparent election

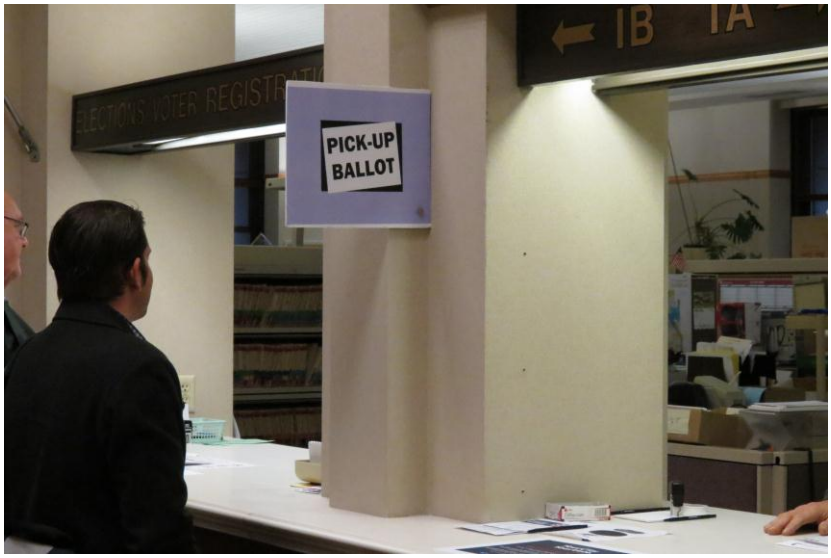
The report previously noted that there were no "road blocks" during this election observation. That is true; however, a major road block for the consultant, the staff and for the public is the use of separate facilities. A great deal of valuable staff time is spent moving from one facility to another and back again. Due to the space constraints, staff must often move supplies, ballots, and equipment back and forth throughout City Hall to Hennepin County Offices to the Warehouse and back to City Hall.

As depicted on the following flow diagrams, the election division is currently housed in small office space located on the first floor of City Hall. This space houses the cubicle office space for four full time staff members plus the Director of Elections. It should be noted that the Director of Election's previous office was located down a hallway, completely isolated from the staff that she is charged with supervising. In mid-September 2013, her office was relocated to a cubicle space in the central office area so that she could be connected (both by physical location and supervisory abilities) to the entire operation conducted within the 1st Floor Election Division. The Director of Election's previous isolated office space was transformed to a conference room so that the staff could have regular private debriefings during peak election time. This space was also utilized for the new Help Desk that was piloted for the first time on Election Night November 2013. In addition to the full time staff, contractual, seasonal, and temporary employees are added to this space at the beginning of each election cycle (which usually begins 10-11 months prior to Election Day). A variety of functions are handled in this small area, including customer service front counter; receptionist and phone attendants, election judge recruitment and assignment, incoming/outgoing mail, absentee ballot by mail receipt and data entry, administrative functions such as ordering of supplies, storage of official ballots, etc. This is a secured area, with a key code door entry.

Staff efficiency is impacted due to the number of people and variety of functions that are occurring at the same time in this small space. As an example, election judge recruitment and assignment is a phone intensive job, requiring several staff to be working on this task at the same time. The noise level and privacy for each employee doing work in this open office area is challenging to say the least. At the same time, other employees are processing applications for ballots by mail using computer software that requires concentration. As Election Day approaches, more and more seasonal staff is added into this confined work area. In addition to

the space issues, the noise level grows and the public's impression of the division is often based on the appearance of the reception area, which looks directly into the maze of workers. An added task occurs during in-person absentee voting, when every voter must receive their ballot at this small front counter. Lines form in the lobby area, making the voter flow through the rotunda very inconvenient for the voter. It is similar to working in a fishbowl environment.

Front office area before 10-12 temporary and seasonal staff are added.



Customer service counter where ballots are distributed to in-person absentee voters.

Due to the volume and the number of tasks being accomplished in the small work area on the 1st Floor, many rooms must be reserved in advance by the Municipal Building Commission, who manages the City Hall facility. Election judges providing absentee balloting for the health care facilities (known as HCF election judges) must be housed in a room on the 3rd floor, referred to as the "3rd Floor Annex". During a twenty day period prior to the election, the HCF election

judges use this room to prepare and process the necessary forms and documents as they serve each health care facility located throughout the City of Minneapolis.

During peak absentee by mail work periods – blank ballots are being sent out and voted ballots are being returned in the mail. The state voter registration system is accessed to accomplish both of these tasks. At the designated date, the returned voted ballots are opened and processed. Again, due to the volume and number of tasks being accomplished in the small work area on the 1st Floor, the voted ballots are transported to Room 319 on the 3rd floor of City Hall. The tedious task of opening, separating, flattening and processing the voted ballots is done in this room. Again, at the designated time, several staff members seal the voted ballots and once again transport them through the City Hall building annex tunnel to Hennepin County election office where the central count ballot scanner is located. During this time period several Minneapolis Election staff members must remain with the ballots in the event that a ballot is skewed or does not scan, requiring duplication by Minneapolis bi-partisan team of employees. During this time period, these Minneapolis employees are basically "standing by" in the Hennepin County Election Office.

Absentee ballot processing in Room 319 on Election Day. This room will fill with at least 20-25 seasonal employees during peak processing periods.

The off-site warehouse is approximately an 8 mile round trip from City Hall. It takes approximately 10-15 minutes by car each way to reach the warehouse. An added inconvenience for staff is the use of parking facilities, adding additional time to the trip. Also, it should be pointed out that several of the existing full time employees do not own vehicles, using public transportation or bikes to travel back and forth. This type of situation in the business of elections actually creates a "silo" operation, one that operates independently of the rest of the election division. Obviously, this is not efficient, and further does not promote teamwork and sharing of knowledge and work tasks, as needed.

The current tasks accomplished at the warehouse include voting equipment storage, maintenance, testing, and deployment to polling places and receipt post-election; preparation of polling place supplies; election judge training; and election night drop off of supplies from election judges. The pieces of this operation that are awkward and inefficient include the following:

1. Election Judge Training – the facility is not large enough to train 50-60 people per training session. Printed material distributed to each trainee is printed at the copy center at City Hall and transported to the warehouse on a daily basis. Part time warehouse staff assists

with checking in the election judges prior to each training session. A portion of the front of the warehouse is dedicated to this check-in process. The election judge trainers are City Hall Election Division staff who must travel to the warehouse for each training session in personal vehicles. There were many times, due to the scheduling of a morning and late afternoon training session, where these trainers just remained at the warehouse rather than travel back and forth between these offices.

2. Voting Equipment Testing – this is a very controlled process, requiring separation of duties to maintain the integrity of the entire process. Example: One staff member performs the test on a voting machine, completes a checklist, and prints out the audit tapes. These checklists should move to a separate team of auditors who would proof the checklists and audit tapes to the expected outcomes and sign off on each machine's checklist. Due to the time constraints and shortage of staff at the warehouse, this was a problem again in 2013. Contractual employees were called in to complete this task as described above. From time to time it is also necessary to transport voting machines to City Hall from the warehouse. Currently this requires the added cost and usage of a trucking company. It is **mission critical** for the Director of Elections to be available to supervise and answer questions on each election preparation task. The isolation of the warehouse "silo" is not conducive to this type of environment.

3. Polling Place Supplies and Preparation – obviously if the Election Division was under one roof, all staff could be cross-trained to multi-task as needed. There are peaks in various stages of election preparation. Having more staff available to assist on all tasks is very efficient, and also empowers all staff to learn about the entire operation.

4. Election Day Pickup of Supplies – for this consultant, this operation seemed awkward. The staff must prepare specific supplies that are required to be picked up the day before the election. Supplies include keys to the voting equipment, rosters, election judge assignment schedules, and pertinent forms and documents for the head election judges. Due to limited space, storage of supplies are split between room 1B and a storage room located in the basement of City Hall. Because of space needs, the staff is required to wait until the moring of the day before Election Day to begin the process of setting up tables and supplies in the basement area of City Hall for the Head Election Judges to pick them up. Parking spaces in front of the City Hall entrance must be marked as "reserved for election judges" due to the lack of parking at City Hall. If the election judges attend training at the warehouse and return Election night supplies back to the warehouse, it would have made sense for them to pick up supplies at the same location.

Pickup of supplies on Monday prior to Election Day in the City Hall Basement.

5. Election Night Return of Supplies – these supplies are transported by car by two election judges back to the warehouse. The judges are required to park their cars, and bring the supplies and voted ballots into the warehouse where they are checked in and move from table to table to have each item checked off. There was one full time staff member at this location, and the rest of the operation was staffed by election judges. The big issue with the two facilities on Election Night is that critical issues that are being reported to the Help Desk back at City Hall are being handled by phone calls in a hurried fashion with calls back and forth from City Hall to the Warehouse, lacking the direct supervision of the Director of Elections. A couple of issues occurred on Election Night, November 2013 that highlighted this as an extreme concern.

Election judges prepared to receive Election Night supplies at the warehouse.

Head judges from the 117 polls wait in line at the warehouse to return their supplies.

Sample of how supplies were collected at the warehouse from election judges. Unfortunately, mission-critical Election Night supplies were later found to be inside two of these blue tote bags.

All supplies were separated by precinct and type of supply by election workers.

6. Post-Election Night – many of the supplies that are brought to the warehouse on Election Night stay at the warehouse, while many of the other supplies are needed at City Hall as soon as possible the day after Election Day. Once again, the back and forth transporting of critical election data in personal vehicles is a concern as well as an extremely inefficient method of operating post-election.

Prior to Election Day, staff made a good decision to isolate the Help Desk operation to a conference room environment, rather than the old method of answering all of the polling place and election judge phone calls in the middle of the small office area where other transactions are occurring and customers are being helped at the counter. The only issue was the size of the conference room and the communication process for managing the calls. There was a very good effort to develop a spreadsheet to track these calls, but throughout the morning, that process fell backwards to employees answering calls independently. The goal was to have one place where all calls were being tracked to see the nature of the calls, which ones had been resolved, and if there were any indications of reoccurring issues in the polling places. This is an area that needs continued work, and again, the space requirements are not satisfactory.

Photos of Election Day Headquarters in action at the Elections & Voter Services Division in Room 1-B at City Hall. Headquarters provides real-time help-desk support and consultation for all 117 precincts before, during, and after polls have served voters.

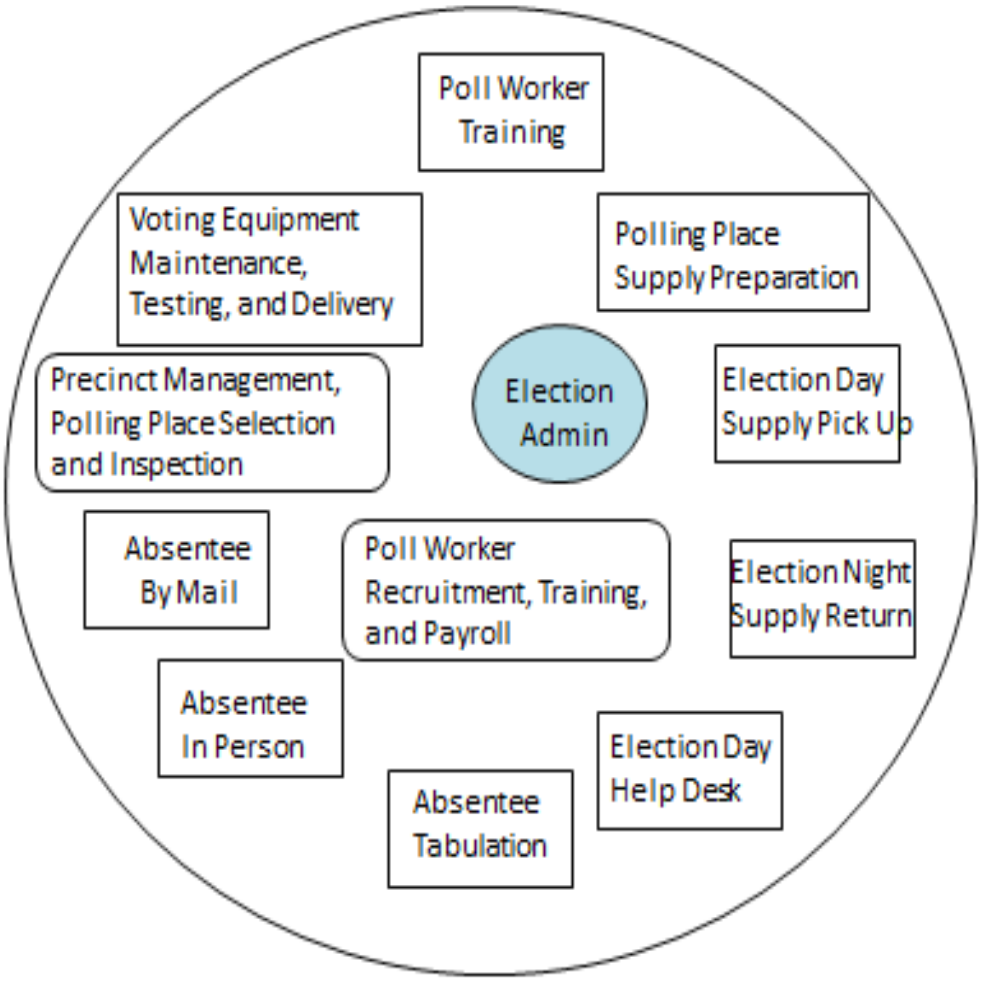
SUMMARY:

There is a strong need for one consolidated election facility. Several processes were observed that required an incredible amount of duplication, added quality control, transportation, increased staffing, and security. People and materials move from one facility to another and sometimes back again. Staff appears to be taking appropriate steps to conduct an election under these circumstances but it is an incredible challenge. The variety of facilities is inefficient, costly, and makes it extremely difficult to form an election team that communicates quickly and efficiently. Just the simple task of having a daily check-in meeting with all staff becomes a huge

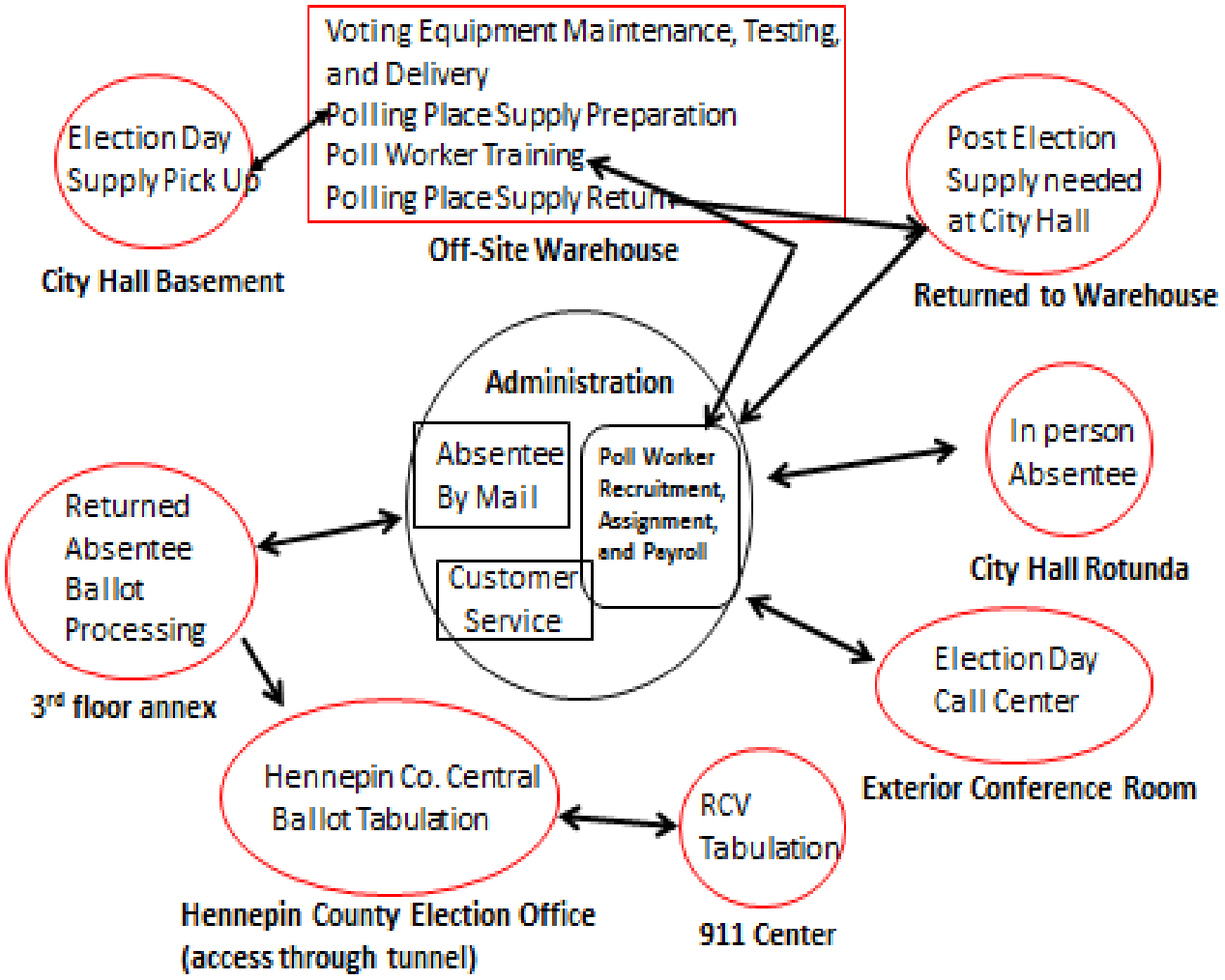
event. This is something that should occur on a daily basis in peak election time, but currently is an event that is challenging to coordinate, and inefficient for the staff due to the time required to get all staff in the same location.

It is also important to note that Ramsey County Election Office, who contract with the City of St. Paul, Minnesota to conduct elections, is located within one central facility. Nationally, the trend is moving towards centralizing the entire election operation under one roof. Examples include King County, Washington, which previously maintained facilities throughout the county for elections, and are now located in one central facility. Sacramento County, California, is located in one central election facility. These are just a few examples of jurisdictions, including Ramsey County, the jurisdiction adjacent to the City of Minneapolis, who operate their election division all under one roof.

UNDER ONE ROOF – ALL OPERATIONS WORKING AS ONE UNIT



EXISTING ELECTION OPERATION FUNCTIONING IN MULTIPLE LOCATIONS



PROCESS MANAGEMENT AND TECHNOLOGY

Every election office is unique because it is the only department that grows from a regular staffing level to the largest department in the jurisdiction on Election Day, when over 2,000+ election judges are deployed citywide. These election judges work long hours in polling places throughout the city. It is also unique because the polling places are private buildings, whose owners have agreed to open their doors to voters on every Election Day.

As Election Day gets closer and closer, the workload increases internally, with many tasks dependent upon other tasks being completed on a certain timeline. For example, scheduling election judge training is dependent upon the assignment and recruitment of election judges. As this workload increases, the amount of staff and available resources often does not increase. It should also be noted that a single change in federal or state election laws may have a major impact on the established processes, staffing, and resource needs.

Every election office must manage similar functions of other departments: purchasing, accounts payable, payroll, budgeting, developing reports and making Committee/Council presentations, as well as continued voter outreach endeavors which are ongoing throughout the year. During election mode, which begins 10-11 months prior to every election, the workload grows exponentially the closer they get to Election Day. Also, the tasks often overlap; requiring staff to understand which part of the operation is dependent upon the next critical task.

Policies and Procedures: To be fair, this consultant must state that this is an area that is often lacking in many election offices. However, it is one of extreme importance particularly in a small office, such as the Minneapolis Election Division. When one staff member has an emergency or illness and is out of the office during peak election time, procedures, work flow diagrams, checklists and timeline of activities for that staff member's responsibility is critical!

An example that occurred in 2013 was the retirement of the tenured staff member who had always handled election judge recruitment, assignment, and election judge payroll. With no written procedures, checklists, timeline, or software instructions, the contract employee assigned to do this task was, unfortunately, from the beginning in a "no win" situation. Due to the weaknesses of the internal software that manages this process, the only clear way to know where workers were needed was to resort to an old-fashioned whiteboard system. Actually, this whiteboard system became the "go to" place for staff, the Director, and the City Clerk to know exactly what the status was for election judge assignment. This obviously is a very, very weak area in the Election Division.

A whiteboard was divided into 13 wards with subdivisions to indicate which precincts needed head, assistant head, team, and specialized judges based on a thorough staffing analysis and precinct profile prepared by staff. The notes section provided a quick look to see what the overall status was as it related to election judge recruitment and assignment. The entire whiteboard had to be updated daily by hand and, in the final days leading up to Election Day, it had to be updated almost hourly. This intense, manual system was necessary due to a lack of formal policies, procedures, and sufficient tools—including technology—to support a critical function: election judge recruitment, training, staffing and deployment.

Again, many city departments can plan their budgets and activities on an annual basis. Election offices are unique and must plan their budgets on a 4 year election cycle, with a Presidential election occurring on that fourth year. Many factors impact the budget, staffing and planning for elections each year. Unknown special elections can occur. It is always wise for election office budgets to maintain a "contingency fund" for those unique situations.

An example for 2014 is the new state law allowing no-excuse absentee voting by mail or in person. In 2012, the City of Minneapolis Election Division spent $69,000 to process 15,000 absentee by mail voters. NOTE: This additional cost was partially due to staff shortage, long hours resulting in overtime costs. Similarly, Joe Mansky, Director of Elections in Ramsey County, estimated that their cost per absentee by mail ballot was $7.28.

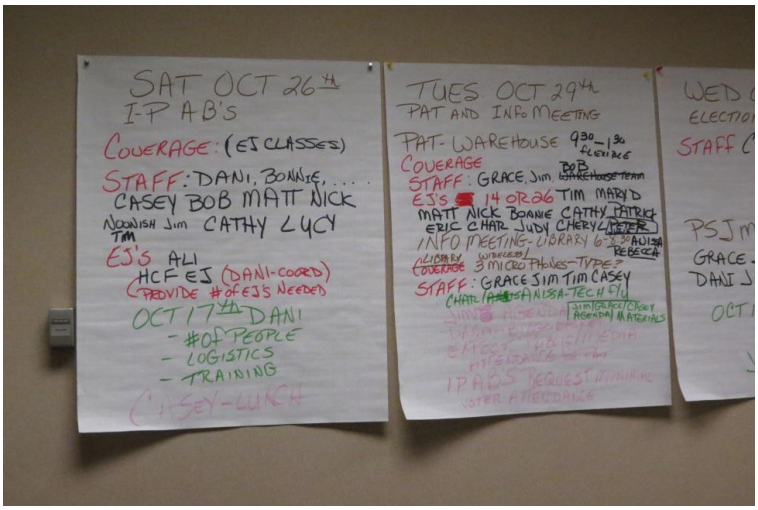
This is a huge unknown for 2014 – how many voters will take advantage of this opportunity to request an absentee ballot? How many staff will be required to handle this increase in voting no excuse both in person and by mail? What type of facilities will be required to efficiently manage these requests in a timely fashion? What type of security will need to be in place to properly secure the blank ballots and the returned voted ballots?

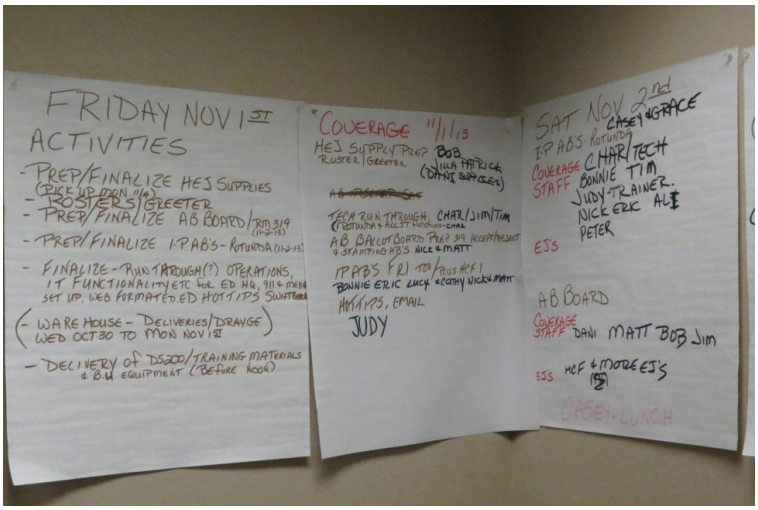
Another area that this **consultant recommends be addressed is either the purchase or rental of a central count scanner to be housed in the Minneapolis Elections Division**. The work flow for managing an increased volume of absentee ballots will require the redesign of the process of opening, preparing, and scanning of ballots. The current method of transporting these ballots back and forth through the City Hall tunnel to the Hennepin County Election Office is inefficient for the staff in Minneapolis Elections. This operation should function similar to a very large polling place on Election Day, with ballots opened, flattened, scanned and secured, with the final upload to Hennepin County for final tabulation occurring on Election Day.

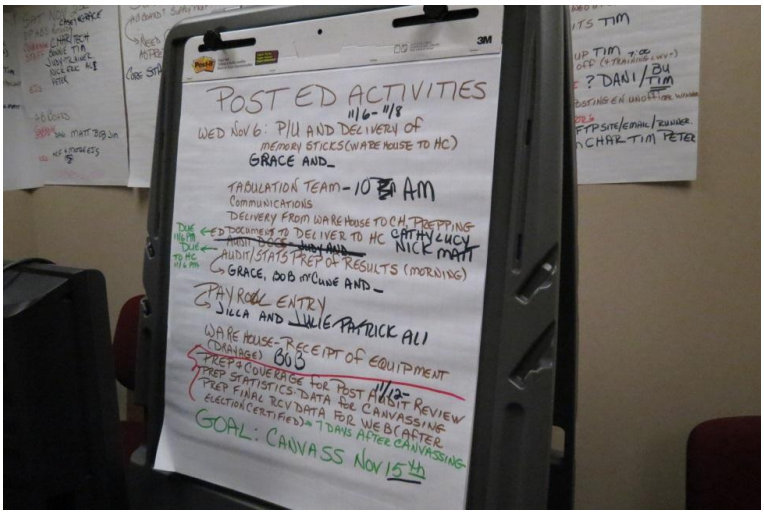
The staff should communicate with and/or visit other jurisdictions of similar size that have already faced this challenge. Those jurisdictions can provide tips, advice and tools for assisting in the planning for this first year of no excuse absentee voting in Minneapolis.

<u>Election Calendars, Timelines, and Meetings</u>: Each election is similar to a huge project and must be managed with the use of project management tools.

The election calendar/timeline provides an overview of which tasks must be completed by a certain time and by which staff member. These tasks need to be very detailed so that the entire big picture is seen by all staff members. The overall calendar/timeline can be distributed to everyone, but it is very important to distribute a weekly timeline with assigned tasks so that the office stays up to date on those items that are







Due to lack of adequate technology, flip charts were extensively used to detail a daily and ultimately hourly summary of tasks and assignments leading up to and throughout Election Day and in the weeks that followed with post-election activities.

dependent the upon tasks that must be accomplished the following week.

The calendar/timeline also provides management the tool to know when to bring onboard additional temporary, seasonal staff. Many State offices provide all jurisdictions a state calendar of statutory requirements by date. The office internal operational calendar/timeline would include those dates provided by the State, but also must include all of the tiniest details that must be completed during election mode.

This is a weak area that was observed by this consultant. Again, many of the tenured staff seem to be accustomed to operating in more of a "silo" staff role. They knew what they were doing and when it needed to be done, so for them there appeared to be no need to write it down or attend weekly meetings about the progress of the election. To her credit, the Director of Elections made every effort to pull all of this information from various staff memories and their individual work areas into one document that could provide the overview that was needed. It was a great start, but it remains a very weak area. The Director of Elections needs an assistant who can work directly with the Director to develop a election cycle detailed calendar/timeline as well as develop policy and procedure manuals, checklists, work flow diagrams and set-up flow charts for specific processes that occur, such as: pickup of election judge supplies; return of election judge supplies; setup for election judge training; in person absentee voting; by mail outgoing and return ballot processing, staging area for recounts, canvassing, etc.

Once again, because this is a very weak area, the Director of Elections resorted to the large white post-it method in the small conference for meetings with staff.

Staff meetings were difficult to conduct due to the election facilities being in various locations around the city. Often meetings were conducted without staff from the warehouse. Obviously, this is not the ideal situation for a major project such as a Presidential election. Again, the consultant also noticed that tenured staff seemed to object to having meetings and felt that the meetings were insignificant and unnecessary. It is important that the entire Election team be provided with a timeline/calendar of events, indicating when all-staff meetings will occur and that they are mandatory. Staff should come prepared to those meetings to bring the entire team up to date on their particular areas of responsibility. These meetings are an opportunity for everyone involved, new and tenured staff, to hear what is happening in other areas of the operation and also to understand the importance of their tasks as it relates to the entire Election project. Staff should also be prepared at any time for impromptu meetings called by the Director or City Clerk. This consultant witnessed a lack of urgency displayed by some staff members.

Technology needs: Technology needs, beyond the voting system, is changing as well. The statewide voter registration system is in place in the State of Minnesota and provides access for registration of voters and the absentee balloting process. Many jurisdictions have implemented internal technology such as GIS, election judge/polling place software, and help desk/Election Day management software.

Content management software can help an election office manage work flows and maximize staff efficiencies. This is basically a software that contains information on voter history, polling places, election judges, absentee voting, etc.

This software should contain user rights to protect the data from being changed by mistake, but yet still provide certain users the rights to view the information for statistical and management purposes. This type of software can be developed in house by the City's IT Department or outsourced. Regardless of which method is chosen, this consultant recommends that the staff

participate in a needs assessment exercise so that every employee that needs data and reports can have input into the initial design of the software.

This consultant also recommends that a complete catalog and/or reports library be developed. This should contain every report that any software in use within the Elections Division can provide, what the report is called, which software it is generated from, what it is used for, and when it should be printed.

Access to GIS software would empower the staff to visually match polling place data, i.e. size of facility, to the number of expected voters on each Election Day. By color coding, this would provide a visual picture of the entire City showing where the needs are the greatest. As no-excuse absentee progresses leading up to Election Day, this map should be updated so that the staff have a clear visual picture of which locations have the largest remaining to vote on Election Day so that resources can be properly assigned to manage a successful Election Day. GIS software can also provide a visual picture of which precincts had the largest number of absentee voters. This information can be provided to the media and the state offices for their use.

Just as no excuse absentee voting is on the horizon for Minneapolis and the State of Minnesota, also is the implementation of electronic pollbooks to replace the paper based current system. Again, more technology equals the need to employ staff that brings a certain required level of technology-based skill sets to the office. Electronic pollbooks are another example of something NEW that will require a complete change in work processes, training programs and support systems on Election Day.

SUMMARY OF RECOMMENDATIONS

SUMMARY OF RECOMMENDATIONS

OVERVIEW:

The City of Minneapolis City Clerk's Election Division did achieve the Gold Standard for conducting a Ranked Choice Voting (RCV) election! The Elections Division has reason to be proud of the progress that has been made and of the people who contributed to the success of the November 2013 Municipal election. They implemented an incredible amount of change, while at the same time deploying new election equipment and developing a new process for tabulation of the RCV ballots. There is still work to be done. This summary section will focus on a high level overview of the critical issues that have been reported throughout this document.

RECOMMENDATIONS:

Staffing:

- The **addition of a minimum of two more full time permanent staff**, operating under one roof, will result in greater teamwork, cross training, debriefing sessions, and sharing of knowledge and ideas that cannot happen in the current working environment.
- Another issue that should be addressed relating to personnel/staffing is the need to develop new position descriptions, with required skill sets. Staff should be assigned responsibilities based on the required skill sets for the task.
- Current and new employees should become CERA certified as soon as possible.
- The desire to innovate, the ability to see the big picture and look for ways to improve the operation and increase efficiencies should be reinforced to all employees.

Facilities:

- The Elections Division needs to eliminate the biggest obstacle of all, which is the necessity to conduct business in several different places, with insufficient space and accessibility. This type of situation in the business of elections actually creates a "silo" operation, one that operates independently of the rest of the election division. Obviously, this is not efficient, and further does not promote teamwork and sharing of knowledge and work tasks, as needed.

- **There is a strong need for one consolidated election facility**. Several processes were observed that required an incredible amount of duplication, added quality control, transportation, increased staffing, and security. People and materials move from one facility to another and sometimes back again. Staff appears to be taking appropriate steps to conduct an election under these circumstances but it is an incredible challenge. The variety of facilities is inefficient, costly, and makes it extremely difficult to form an election team that communicates quickly and efficiently.

Funding:

- Election offices are unique and must plan their budgets on a 4 year election cycle, with a Presidential election occurring on that fourth year. Many factors impact the budget, staffing and planning for elections each year. Unknown special elections can occur. It is always wise for election office budgets to maintain a "contingency fund" for those unique situations. NOTE: Sample flow charts showing the processes that occur in an election office are included in this report as Exhibit B and C.

Technology:

- Another area that this **consultant recommends be addressed is either the purchase or rental of a central count scanner to be housed in the Minneapolis Elections Division**. The work flow for managing an increased volume of absentee ballots will require the redesign of the process of opening, preparing, and scanning of ballots. The current method of transporting these ballots back and forth through the City Hall tunnel to the Hennepin County Election Office is inefficient for the staff in Minneapolis Elections.
- Technology needs, beyond the voting system, are changing as well. The statewide voter registration system is in place in the State of Minnesota and provides access for registration of voters and the absentee balloting process. Many jurisdictions have implemented internal technology such as GIS, election judge/polling place software, and help desk/Election Day management software.
- This consultant also recommends that a complete catalog and/or reports library be developed. This should contain every report that any software in use within the Elections Division can provide, what the report is called, which software it is generated from, what it is used for, and when it should be printed.
- Access to GIS software would empower the staff to visually match polling place data, i.e. size of facility, to the number of expected voters on each Election Day. By color coding, this would provide a visual picture of the entire City showing where the needs are the greatest.
- Just as no excuse absentee voting is on the horizon for Minneapolis and the State of Minnesota, also is the implementation of electronic pollbooks to replace the paper

based current system. Again, more technology equals the need to employ staff that brings a certain required level of technology-based skill sets to the office.

Process Management:

- The Director of Elections needs an assistant who can work directly with the Director to develop an election cycle detailed calendar/timeline as well as develop policy and procedure manuals, checklists, work flow diagrams and set-up flow charts for specific processes that occur, such as: pickup of election judge supplies; return of election judge supplies; setup for election judge training; in person absentee voting; by mail outgoing and return ballot processing, staging area for recounts, canvassing, etc.

EXHIBITS

EXHIBIT A

EXAMPLES OF ELECTION STAFF COMPETENCIES

ELECTION MANAGEMENT

Is the act of administering the election process to assure timely, accurate and honest elections.

Behaviors

Accurate, Analytical, Creative, Dependable, Enthusiastic, Innovative, Motivated, Organized, and Positive Attitude.

Competencies

- Has a general understanding and knowledge of the election process and is willing to actively participate in all activities required to accomplish goals and deadlines.
- Is committed and accountable to the overall process.
- Has the ability and willingness to align one's own behavior with the needs, priorities and goals of the organization.
- Conducts self in a professional manner and accepts responsibility for the professional image of the office.
- Exhibits actions that reflect the Mission Statement and exemplify confidentiality, trust and loyalty.

INTEGRITY, HONESTY, AND IMPARTIALITY

As the public's guardians of freedom within a democratic society, we protect and promote public trust and confidence by our conduct of accurate and fair elections.

Behaviors

Willing to admit mistakes, Impartial, Fair, Honest, Truthful, Loyal, Courageous, and Accountable.

Competencies

- Adheres to the United States Constitution, the laws of the State of Kansas, and the Johnson County Code of Ethics both in personal and professional situations.
- Assures just and equitable treatment of the general public, candidates and elected officials.

- Protects the public's trust in fair and impartial elections free from manipulation for personal and/or partisan gain.

- Takes actions in the pursuit of flawless elections based on values regardless of cost or risk.

- Actions reflect pride in the democratic process by encouraging equal opportunity and participation.

TEAMWORK AND COOPERATION

A group of people working together toward a common goal.

Behaviors

Commitment, Consideration, Trust, Involvement, Cooperative, Communicates, Supportive, Understanding, Willing to see others points of view, Sense of humor, and Kindness.

Competencies

- Ability to work well with others.

- Respects the way things are done in the group and works to accomplish goals.

- Encourages others to express ideas and skills and supports the group's mission to achieve its objectives.

- Is a team role model by collaborating, sharing information, keeping a positive attitude and maintaining constructive working relationships.

- Takes initiative to enhance the team effectiveness by making sacrifices and putting the group's needs before one's own.

RELIABILITY AND COMMITMENT

Reliability is a willingness, ability, and commitment to do what is needed to get the job done.

Behaviors

Punctual, Dependable, Worthy of Confidence, Dedicated, Committed, and Trustworthy.

Competencies

- Is punctual, reliable, and committed to setting a good standard.

- Accomplishes task assigned on a timely basis.

- Takes personal responsibility for completing assignments and demonstrates a commitment to their excellence.

- Encourages others to be reliable, dedicated and to use their abilities to the fullest.

- Is a role model by honoring commitments and devoting time and energy for the betterment of the workplace and fellow workers.

ATTENTION TO DETAIL AND RESPONSIBILITY

Is readily and willingly accountable for the exactness and completeness of office procedures and projects.

Behaviors

Takes care in performance of all duties in an organized and observant manner; Dedicates the time needed to see that all requirements are satisfied; Is alert and consciously watching for veracity at all times; Knows that accuracy is vital to the credibility of elections; Strives for perfection at all levels of a project from grammar, spelling, and punctuation to facts and figures to interpretation; Never knowingly allows anything to leave this office in error even though not directly responsible for it.

Competencies

- Knows office procedures and the reasons behind them.

- Performs tasks precisely and timely according to office procedures and Kansas law.

- Effectively completes even the minute details without omission in order to ensure the order and integrity of the office.

- Is considerate and thoughtful in setting an example for full and part time staff in the care and commitment to doing a job right.

- Is flexible and creative in the continued pursuit of flawless elections.

FLEXIBILITY

The ability to adapt to and work effectively within a variety of situations, and with various individuals or groups.

Behaviors

Agreeable, Compliant, Adjustable, Able to change gears, Available, Adaptable, Commitment, Loyal, Tolerant, Teamwork, Versatile, Creative, Collaborative, and Rises to the challenge.

Competencies

- Alters normal procedures and is available and responsive to the requirements of a situation.

- Willingly takes the initiative to accomplish a common goal.

- Makes sacrifices for the team's overall objectives in a supportive and cooperative manner.

STRESS TOLERANCE AND STAMINA

Consistently copes in a calm and effective manner under difficult circumstances.

Behaviors

Maintains a balanced lifestyle including rest; Has strength and patience; Has a sound mind and firm convictions; Rises to a challenge and thrives on activity.

Competencies

- Performs efficiently under pressure and remains focused despite disruptions.
- Has endurance and works extra hours when necessary.
- Is poised and polite and refuses to respond to provocation.
- Projects confidence and restores serenity in chaotic situations.
- Displays ingenuity in resolving problems and eliminating stressful conditions.

CHANGE AND CREATE

Analyzes tasks and procedures to see how they can be improved, and is willing to take the risk to pursue the change.

Behaviors

"Thinking Outside the Box", Flexible, Creative, Innovative, Enthusiastic, Cooperative, Positive Attitude, Versatile, Realistic, and Open Minded.

Competencies

- Tolerates change and learns to adapt to it.
- Proactive in learning new technology.
- Looks beyond the data for solutions.
- Anticipates opportunities for change and participates in open dialogue to evaluate new ideas.
- Envisions the future, balanced by "real world" constraints, i.e., budgets, laws, technology, etc.

COMMUNICATIONS AND PUBLIC RELATIONS

Communications and Public Relations are the acts of transmitting and exchanging information to promote the election process, and of creating favorable relationships with the general public.

Behaviors

Concerned about public satisfaction, Positive Attitude, Sharing of ideas and factual information, Accurate, Pleasant, Patient, Self-directed, Resourceful, Open to new ideas, and Creative.

Competencies

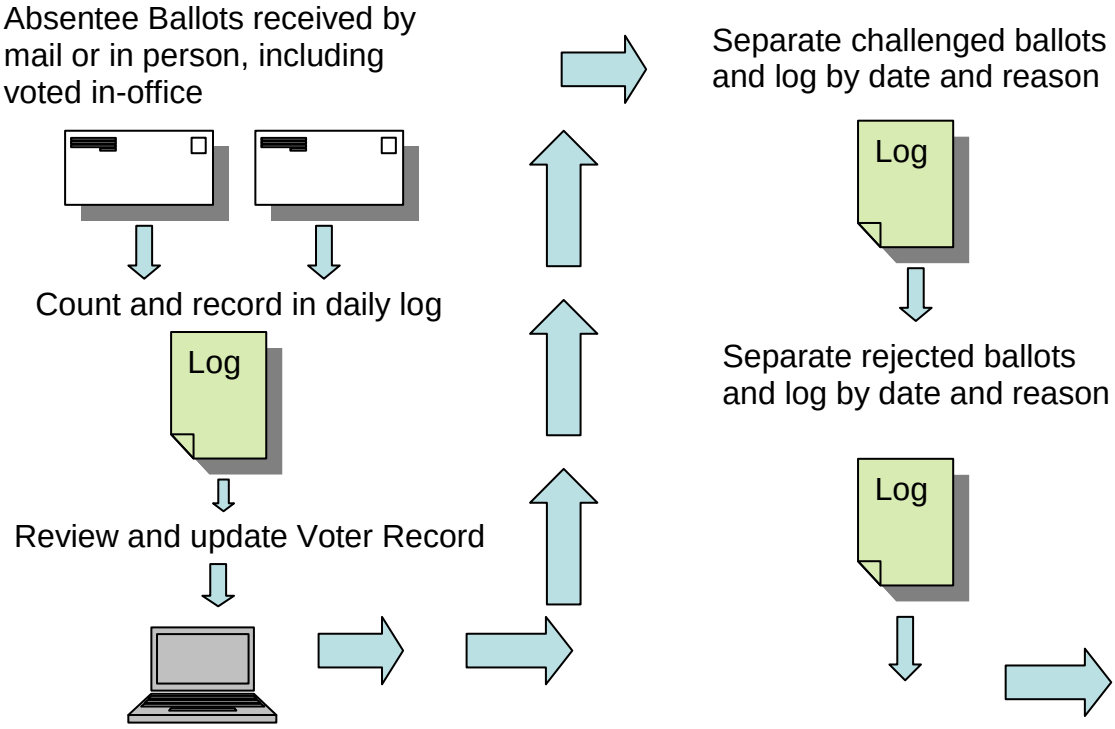
- Has a general understanding and knowledge of the election process. Can efficiently provide information in both written and verbal forms. Acts as a liaison to the public. Assumes a personal responsibility to project a positive image of this office.

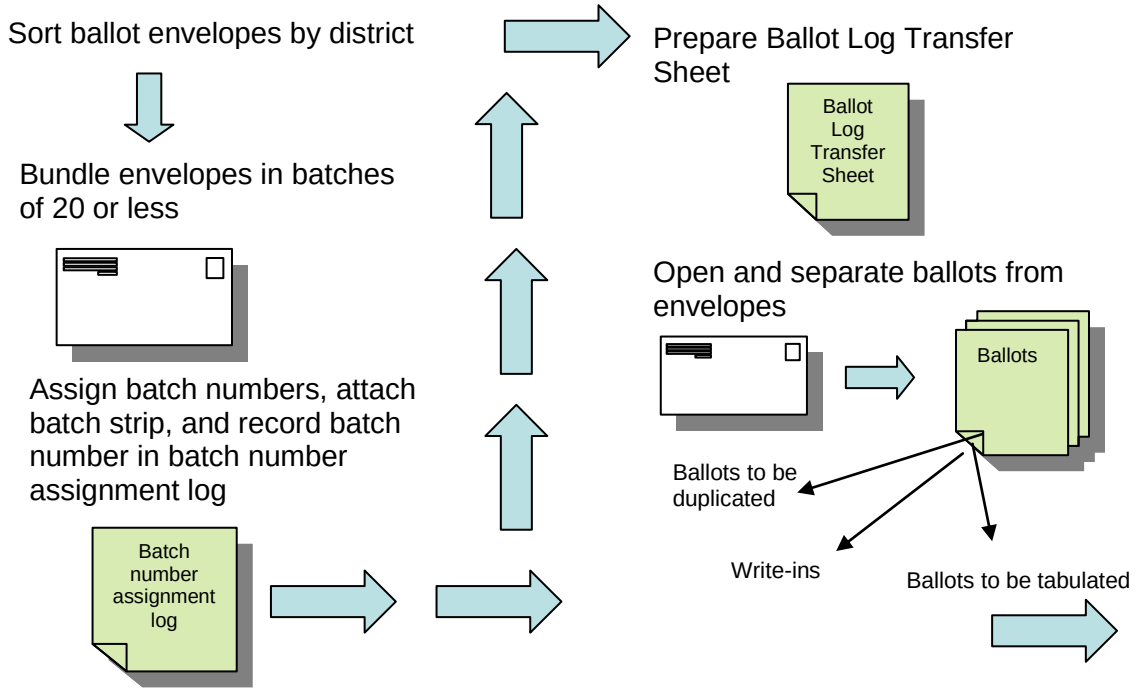
- Has an in-depth understanding of the election process. Anticipates informational needs and has the ability to generate, research and actively produce appropriate materials for staff and public use.

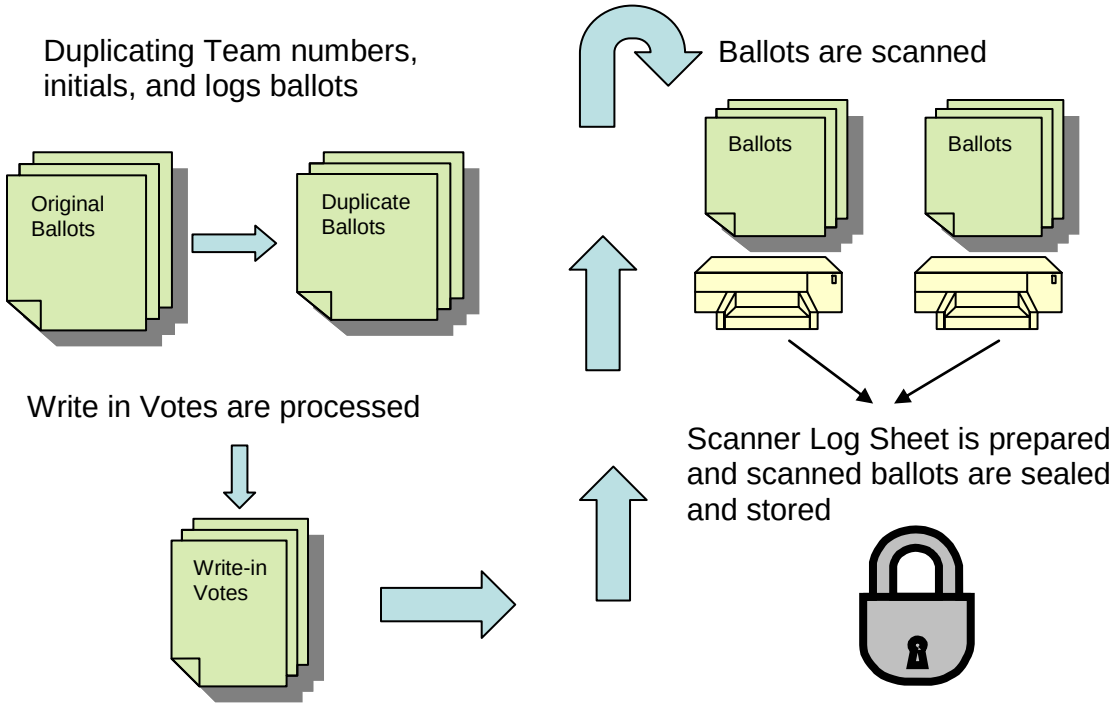
- Actively participates in assisting the public with open, honest, accurate and timely information. Considers impact before making communiqué with the public. Initiates creative opportunities to expand and further improve our presence in the community. Serves as a trusted advisor to the public.

EXHIBIT B

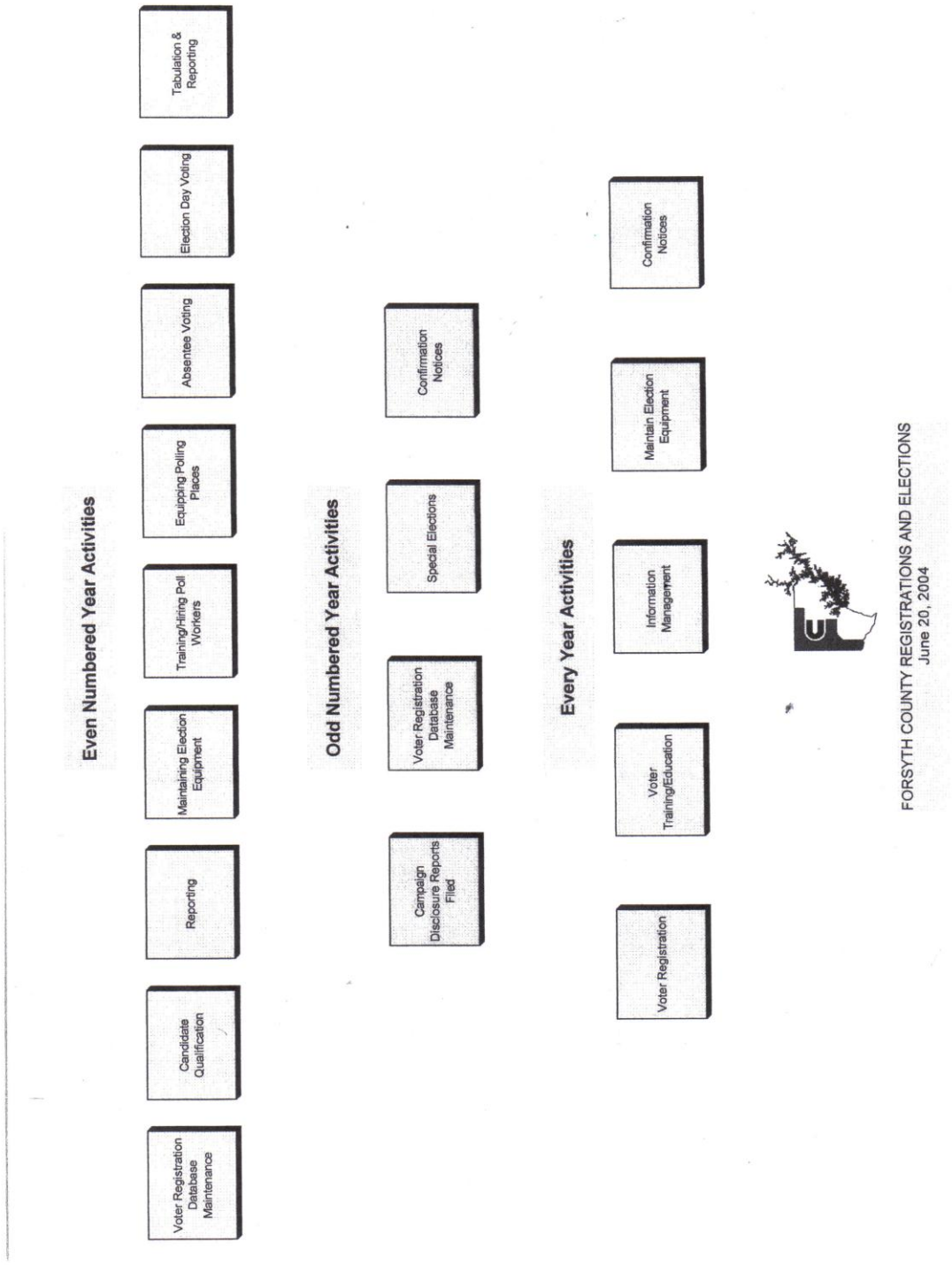
Sample Work Flow Overview

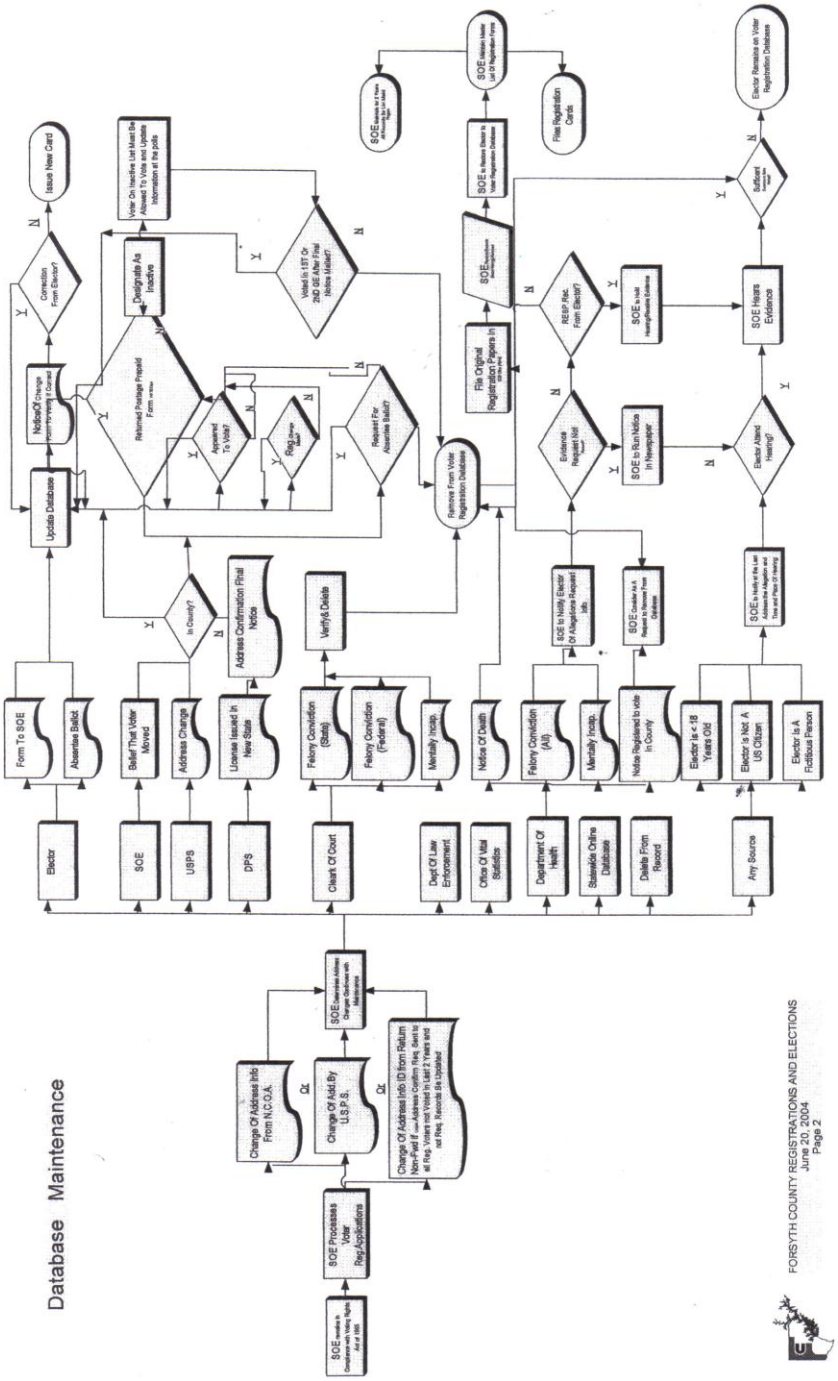



Sort ballot envelopes by district
Bundle envelopes in batches of 20 or less
Assign batch numbers, attach batch strip, and record batch number in batch number assignment log
Batch number assignment log
Prepare Ballot Log Transfer Sheet
Ballot Log Transfer Sheet
Open and separate ballots from envelopes
Ballots
Ballots to be duplicated
Write-ins
Ballots to be tabulated


Duplicating Team numbers, initials, and logs ballots
Original Ballots
Duplicate Ballots
Ballots are scanned
Ballots
Ballots
Write in Votes are processed
Write-in Votes
Scanner Log Sheet is prepared and scanned ballots are sealed and stored

SAMPLE ELECTION ADMINISTRATION BY CATEGORY FLOW DIAGRAMS




Database Maintenance
Elector
SOE
USPS
DPS
Clerk Of Court
Dept Of Law Enforcement
Office Of Vital Statistics
Department Of Health
Statewide Online Database
Deaths From Record
Any Source
Form To SOE
Absentee Ballot
Belief That Voter Moved
Address Change
License Issued In New State
Felony Conviction (State)
Felony Conviction (Federal)
Mentally Incap.
Notice Of Death
Felony Conviction (All)
Mentally Incap.
Notice Registered to vote In County
Elector Is < 18 Years Old
Elector Is Not A US Citizen
Elector Is A Fictitious Person
Change Of Address Info From N.C.O.A.
Or
Change Of Add By U.S.P.S.
Or
Change Of Address Info ID from Return Non-Fwd If ... Address Confirm Req. Sent to all Reg. Voters not Voted In Last 2 Years and not Req. Records Be Updated
SOE Processes Voter Reg/Applications
Update Database
Notice Of Change
Correction From Elector?
Issue New Card
Returned Postage Prepaid Form
Designate As Inactive
Voter On Inactive List Must Be Allowed To Vote and Update Information at the polls
Voted In 1ST Or 2ND GE After Final Notice Mailed?
Appeared To Vote?
Request For Absentee Ballot?
In County?
Address Confirmation Final Notice
Verify & Delete
Remove From Voter Registration Database
File Original Registration Papers In Office
Evidence Relevant Info
SOE To Notify Elector Of Additional Requested Info.
SOE To Run Notice In Newspaper
Elector Attend Hearing?
SOE Hears Evidence
Sufficient Evidence To Remove
Elector Remains on Voter Registration Database
File Registration Cards
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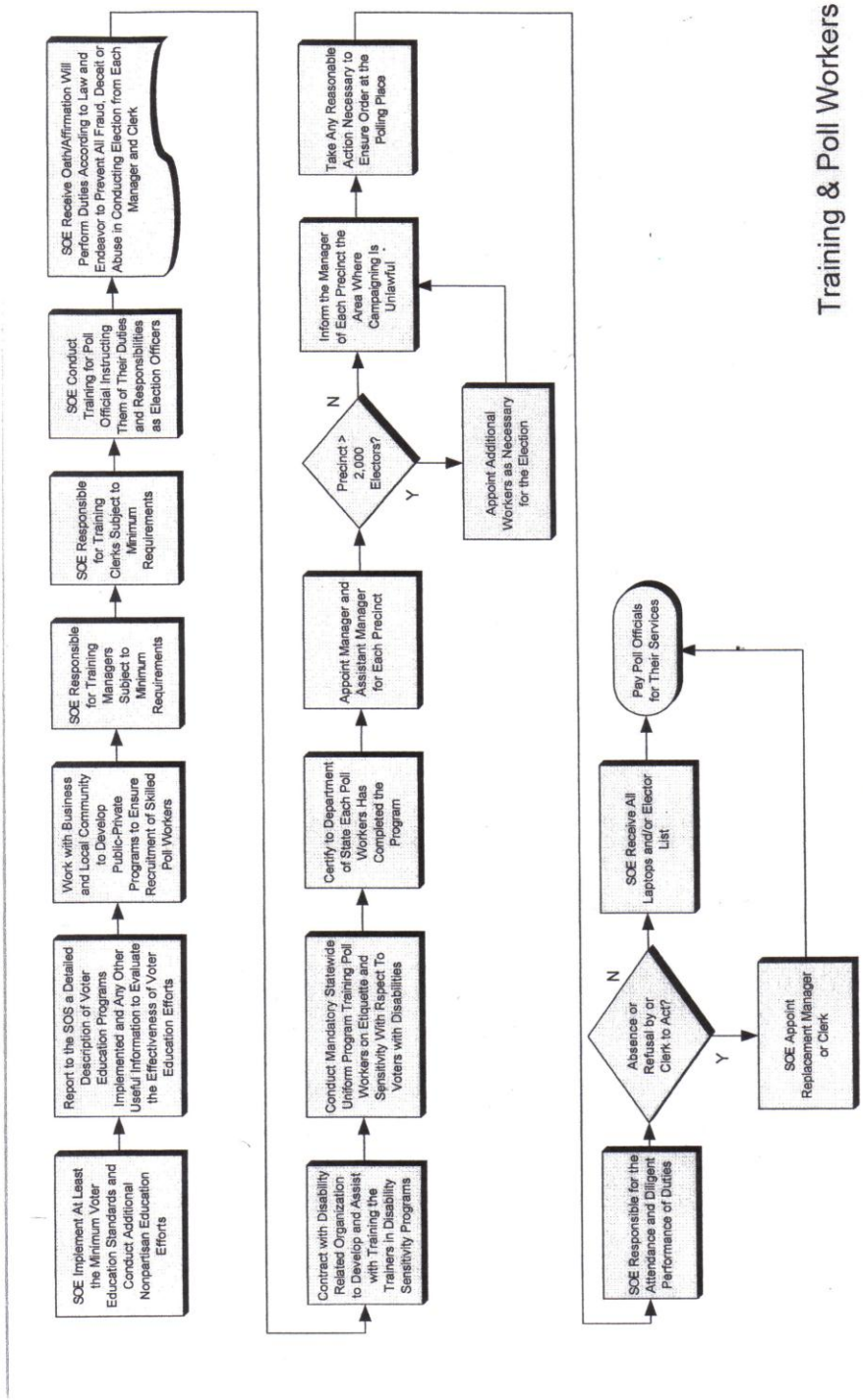
SOE Implement At Least the Minimum Voter Education Standards and Conduct Additional Nonpartisan Education Efforts
Report to the SOS a Detailed Description of Voter Education Programs Implemented and Any Other Useful Information to Evaluate the Effectiveness of Voter Education Efforts
Work with Business and Local Community to Develop Public-Private Programs to Ensure Recruitment of Skilled Poll Workers
SOE Responsible for Training Managers Subject to Minimum Requirements
SOE Responsible for Training Clerks Subject to Minimum Requirements
SOE Conduct Training for Poll Official Instructing Them of Their Duties and Responsibilities as Election Officers
SOE Receive Oath/Affirmation Will Perform Duties According to Law and Endeavor to Prevent All Fraud, Deceit or Abuse in Conducting Election from Each Manager and Clerk
Contract with Disability Related Organization to Develop and Assist with Training the Trainers in Disability Sensitivity Programs
Conduct Mandatory Statewide Uniform Program Training Poll Workers on Etiquette and Sensitivity With Rspect To Voters with Disabilities
Certify to Department of State Each Poll Workers Has Completed the Program
Appoint Manager and Assistant Manager for Each Precinct
Precinct > 2,000 Electors?
N
Y
Appoint Additional Workers as Necessary for the Election
Inform the Manager of Each Precinct the Area Where Campaigning Is Unlawful
Take Any Reasonable Action Necessary to Ensure Order at the Polling Place
SOE Responsible for the Attendance and Diligent Performance of Duties
Absence or Refusal by or Clerk to Act?
N
Y
SOE Appoint Replacement Manager or Clerk
SOE Receive All Laptops and/or Elector List
Pay Poll Officials for Their Services
Training & Poll Workers
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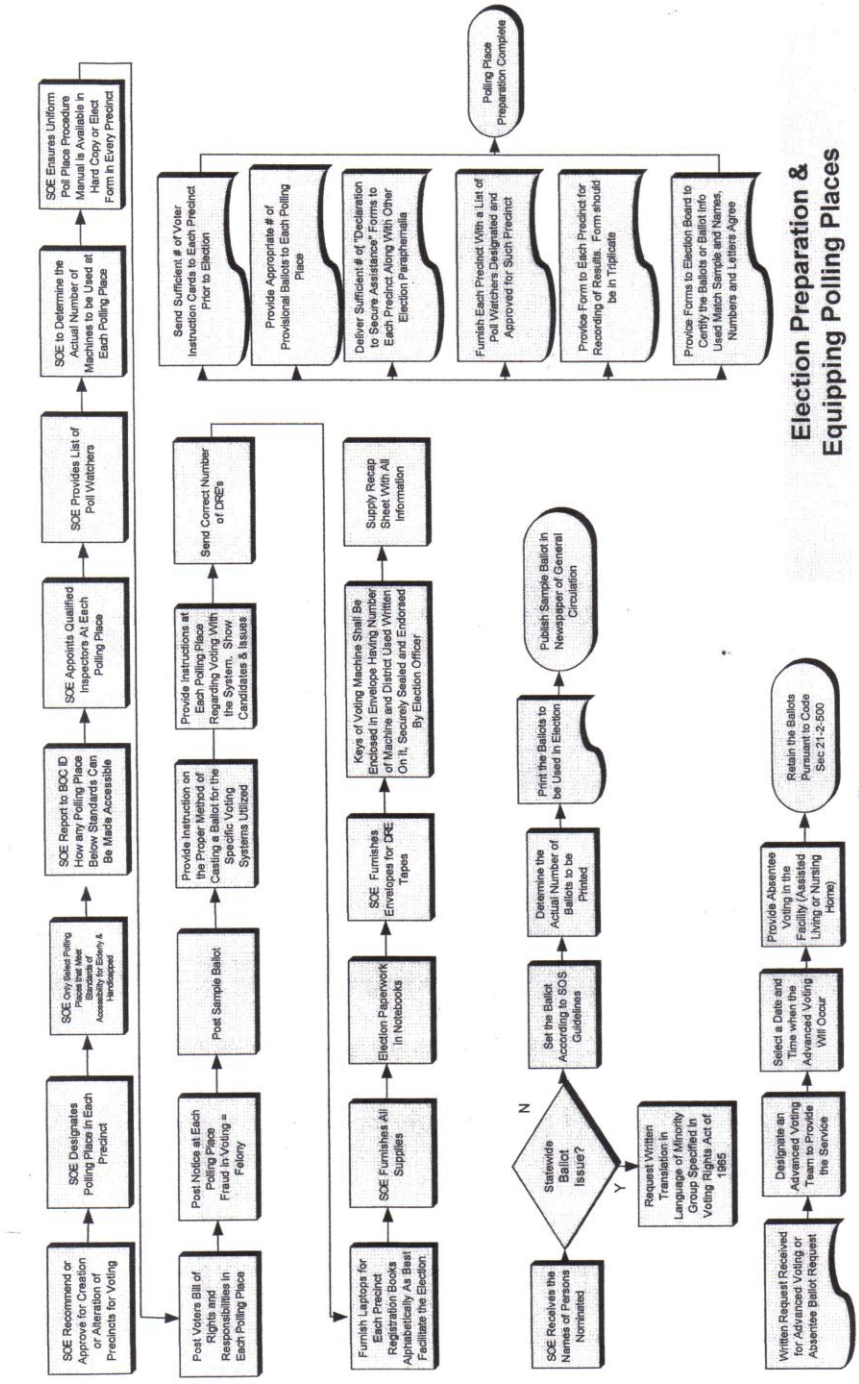
Election Preparation & Equipping Polling Places
SOE Recommend or Approve for Creation or Alteration of Precincts for Voting
SOE Designates Polling Place in Each Precinct
SOE Only Select Polling Places that Meet Standards of Accessibility for Elderly & Handicapped
SOE Report to BOC ID How any Polling Place Below Standards Can Be Made Accessible
SOE Appoints Qualified Inspectors At Each Polling Place
SOE Provides List of Poll Watchers
SOE to Determine the Actual Number of Machines to be Used at Each Polling Place
SOE Ensures Uniform Poll Place Procedure Manual is Available in Hard Copy or Elect Form in Every Precinct
Post Voters Bill of Rights and Responsibilities In Each Polling Place
Post Notice at Each Polling Place Fraud In Voting = Felony
Post Sample Ballot
Provide Instruction on the Proper Method of Casting a Ballot for the Specific Voting Systems Utilized
Provide Instructions at Each Polling Place Regarding Voting With the System. Show Candidates & Issues.
Send Correct Number of DRE's
Furnish Laptops for Each Precinct Registration Books Alphabetically As Best Facilitate the Election
SOE Furnishes All Supplies
Election Paperwork In Notebooks
SOE Furnishes Envelopes for DRE Tapes
Keys of Voting Machine Shall Be Enclosed In Envelope Having Number of Machine and District Used Written On It, Securely Sealed and Endorsed By Election Officer
Supply Recap Sheet With All Information
SOE Receives the Names of Persons Nominated
Statewide Ballot Issue?
N
Y
Request Written Translation in Language of Minority Group Specified In Voting Rights Act of 1965
Set the Ballot According to SOS Guidelines
Determine the Actual Number of Ballots to be Printed
Print the Ballots to be Used in Election
Publish Sample Ballot In Newspaper of General Circulation
Send Sufficient # of Voter Instruction Cards to Each Precinct Prior to Election
Provide Appropriate # of Provisional Ballots to Each Polling Place
Deliver Sufficient # of "Declaration to Secure Assistance" Forms to Each Precinct Along With Other Election Paraphernalia
Furnish Each Precinct With a List of Poll Watchers Designated and Approved for Such Precinct
Provice Form to Each Precinct for Recording of Results. Form should be in Triplicate
Provice Forms to Election Board to Certify the Ballots or Ballot Info Used Match Sample and Names, Numbers and Letters Agree
Polling Place Preparation Complete
Written Request Received for Advanced Voting or Absentee Ballot Request
Designate an Advanced Voting Team to Provide the Service
Select a Date and Time when the Advanced Voting Will Occur
Provide Absentee Voting in the Facility (Assisted Living or Nursing Home)
Retain the Ballots Pursuant to Code Sec 21-2-500
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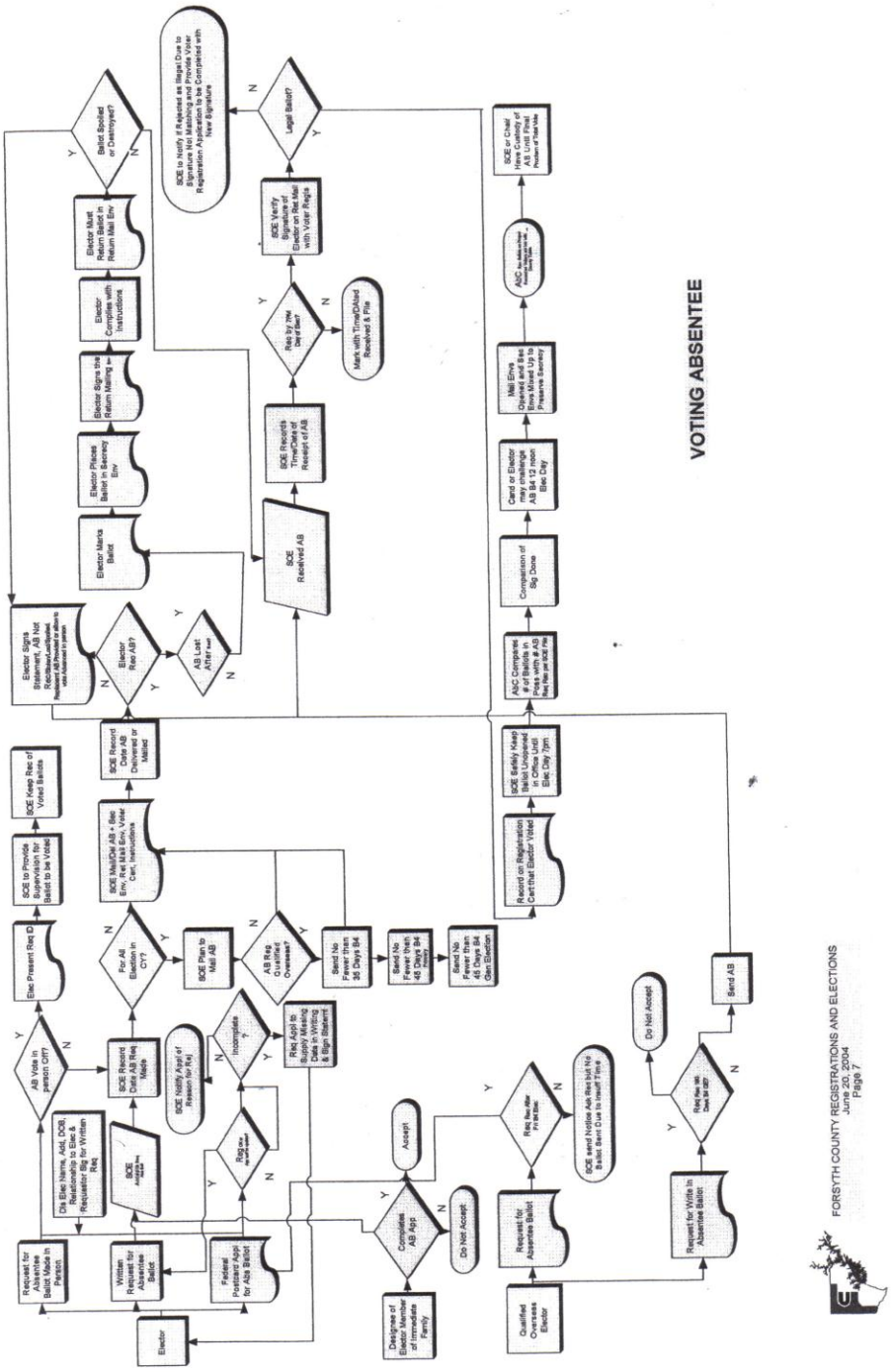
VOTING ABSENTEE
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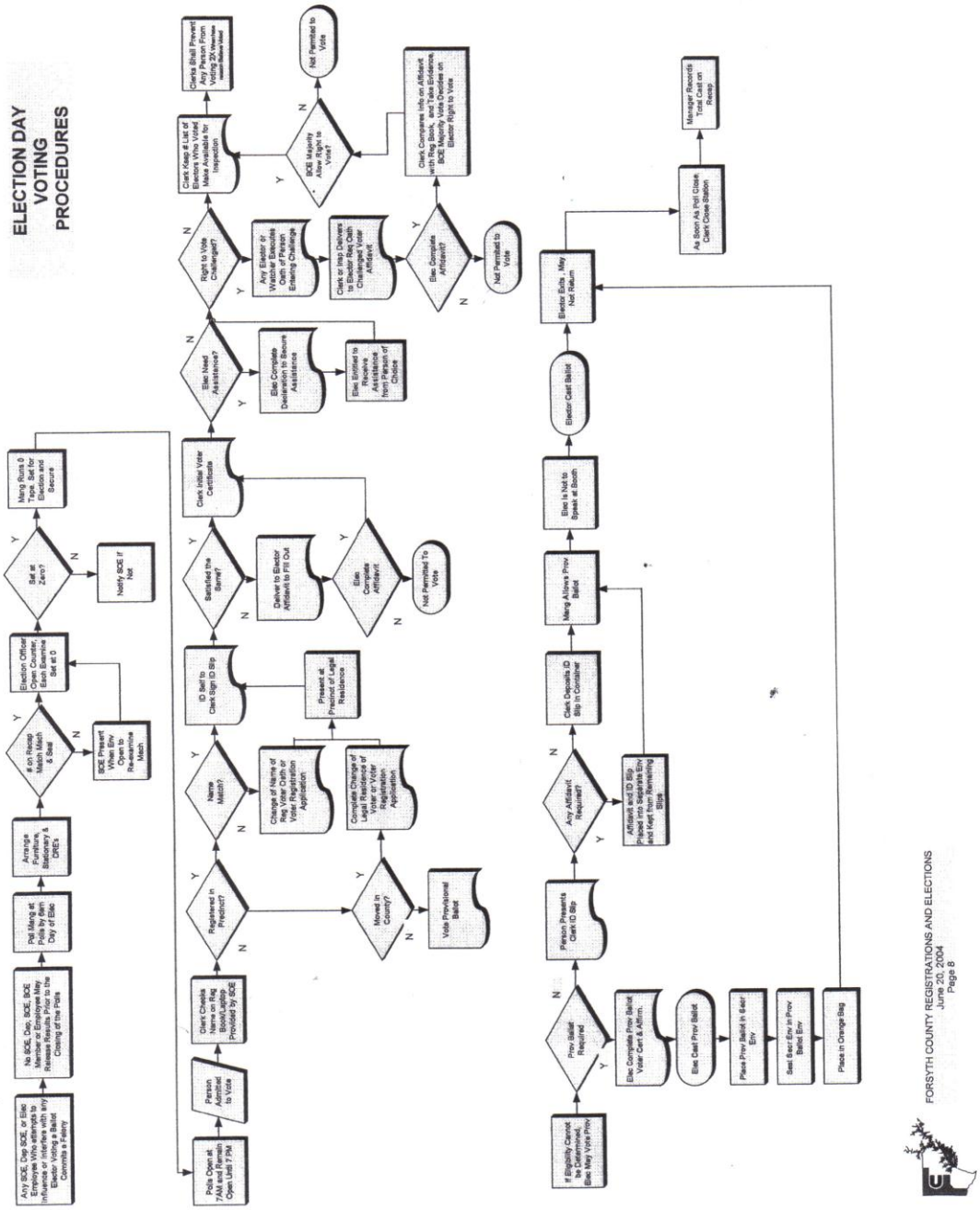
ELECTION DAY
VOTING
PROCEDURES
Any BOE, Dep BOE, or Elec Employee Who attempts to influence or interfere with any Elector Voting a Ballot Commits a Felony
No BOE, Dep. BOE, BOE Member or Employee May Release Results Prior to the Closing of the Polls
Poll Meing at Polls by 6am Day of Elec
Arrange Furniture, Stationary & DRE's
on Recap Matches Seals & Seal
BOE Present When Env Open to Reconcile Mach
Election Officer Open Counter, Each Examine Set at 0
Set at Zero?
Notify BOE if Not
Mang Runs 0 Tape, Set for Elections and Secure
Polls Open at 7AM Until Ready Open Until 7 PM
Person Admitted to Vote
Clerk Checks Name on Reg Book/Laptop Provided by BOE
Registered in Precinct?
Name Match?
Change of Name of Reg Voter Oath or Voter Registration Application
Complete Change of Legal Name of Voter or Voter Registration Application
Moved In County?
Vote Provisional Ballot
Present at Precinct of Legal Residence
ID Bell to Clerk Sign ID Slip
Satisfied the Same?
Deliver to Elector Affidavit to Fill Out
Elec Complete Affidavit
Not Permitted To Vote
Clerk Initial Voter Certificate
Elec Need Assistance?
Elec Complete Declaration to Receive Assistance
Elec Entitled to Receive Assistance from Person of Choice
Right to Vote Challenged?
Any Elector or Witness Provides Oath of Person Entering Challenge
Clerk or Insp Delivers Affidavit to Person Challenged Voter Affidavit
Elec Complete Affidavit?
Not Permitted to Vote
Clerk Compares Info on Affidavit with Reg Book, and Take Evidence. BOE Majority Vote Decide on Elector Right to Vote
BOE Majority Allow Right to Vote?
Not Permitted to Vote
Clerks Shall Prevent Any Person From Voting 2X
Clerk Keep # List of Electors Who Voted Make Available for Inspection
Prov Ballot Required
Person Presents Clerk ID Slip
Elec Complete Prov Ballot Voter Cert & Affirm.
Elec Cast Prov Ballot
Place Prov Ballot in Gear Env
Seal Gear Env in Prov Ballot Env
Place in Orange Bag
If Eligibility Cannot be Determined, Elec May Vote Prov
Any Affidavit Required?
Affidavit and ID Slip Placed into Separate Env and Kept from Remaining Slips
Clerk Deposits ID Slip in Container
Meng Allows Prov Ballot
Elec Is Not to Speak at Booth
Elector Cast Ballot
Elector Exits , May Not Return
As Soon As Poll Close Clerk Close Station
Manager Records Total Cast on Recap
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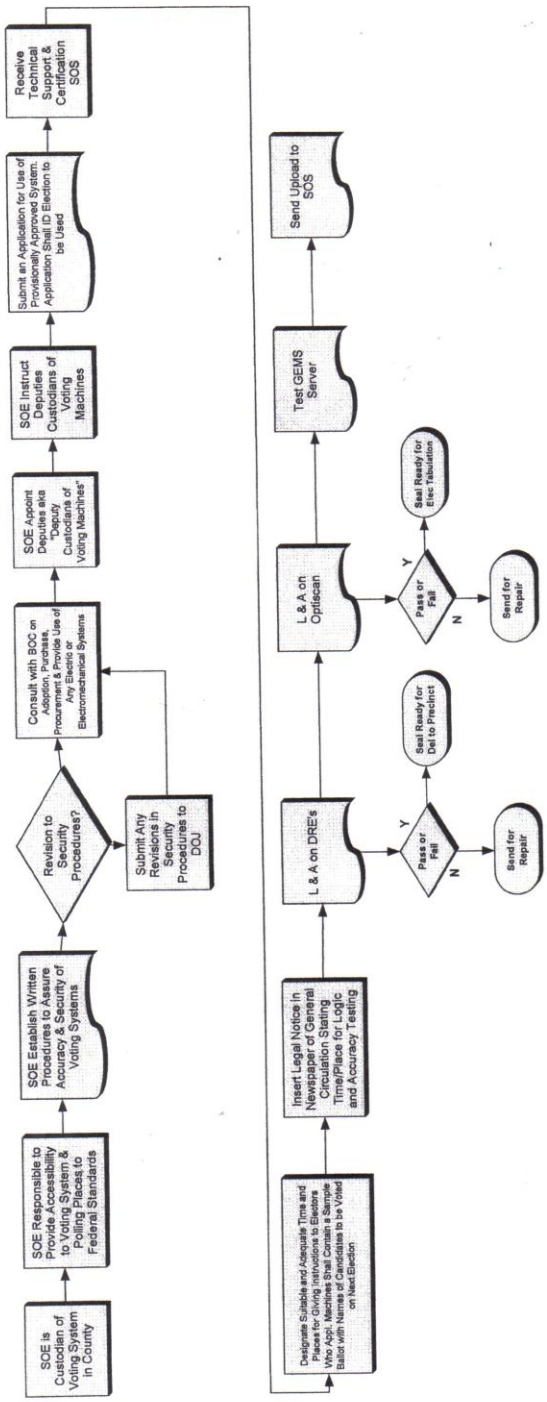

MAINTAINING/TESTING ELECTION EQUIPMENT

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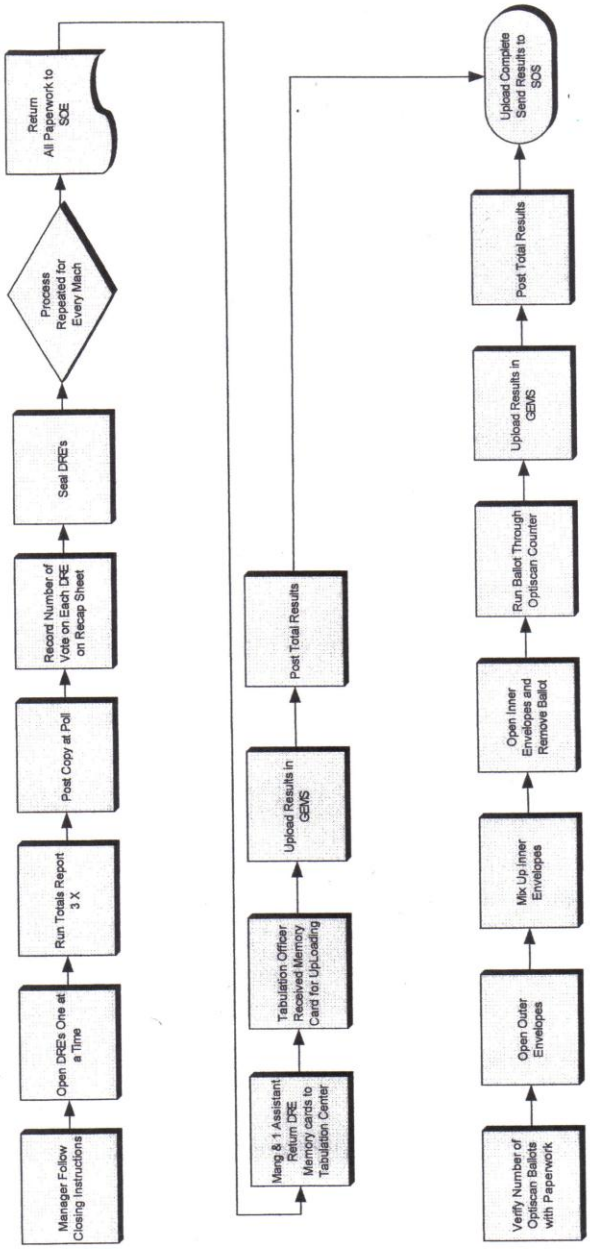

TABULATION DRE AND OPTISCAN

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EXHIBIT D

Biographical Sketch – Connie Schmidt, CERA

Connie Schmidt retired as Election Commissioner for Johnson County, Kansas on December 17, 2004. She served in that capacity since her appointment by Secretary of State Ron Thornburgh on September 14, 1995.

She worked in local government in Johnson County for a total of 31 years and previously served as City Clerk for the City of Merriam, Kansas. During her tenure as City Clerk, her office received two national awards - the 1991 Grand Prize, International Institute of Municipal Clerks Records Management Award and the 1991 William Olsten Award for Excellence in Records Management. In 1993 she was named the City Clerk/Finance Officer of the Year in the State of Kansas. In 1995 she was named Citizen of the Year for the City of Merriam, Kansas. In 1996 she received the prestigious Quill Award from the International Institute of Municipal Clerks. She attained the status of Certified Municipal Clerk (CMC) in 1990.

During her tenure as Election Commissioner, her office introduced many new voter outreach and education programs. In 1996, the Johnson County Election Office was one of the first election agencies to launch a web site for voter information. Again, in 1996, Johnson County was the first county in Kansas to post election results on the web and provide voters the opportunity to log on to the Internet to view their sample ballot and find their voting location. In November 2000, Johnson County became the first county in the State to open satellite advance/early voting locations for 20 days prior to Election Day and also to provide an informational tool enabling voters to access their voter registration status via the Internet. In 1999 the office transitioned from a mainframe voter registration/election management system to internal Windows-based software, with integration to GIS software in 2002. Also in 2002 the Johnson County Election Office became one of the first offices nationwide to implement a countywide touch screen voting system for early voting in person and Election Day polling places. This system was upgraded to the latest model in another system implementation in late September 2004.

The Johnson County Kansas Election Office received numerous awards, including (1) 1997 IACREOT Money Savings Ideas Contest; (2) 1997 NACO Achievement Award for its civic education and public information program entitled "Promoting Voting – Student and Community Outreach"; (3) "Best of the Web" in the January 1998 issue of Government Technology magazine; (4) "Digital Government Award of Excellence" July 1998; (5) 1999 NACO Achievement Award for its bi-state public/private partnership program to recruit election workers, entitled "Making Voting Popular"; (6) Honorable Mention, Best Professional Practices, The Election Center, for development of a non-partisan, non-profit Celebration of Patriotism Foundation; (7) 2001 NACO Achievement Award, Civic Education and Public Information, for implementation of Celebration of Patriotism Foundation; (8) 2002 NACIO Superior Award for her testimony before the House Administration Committee which focused on national election reform; (9) 2002 NACRC Best Practices Award for the "Celebrate the Vote" program (10) 2004 NACIO Meritorious Award for election office informational brochures, 2004 NACIO Meritorious Award for "White Paper – Voting Systems in Johnson County, Kansas", 2004 NACIO Meritorious Award for "Implementing a Voting System from a Local Election Administrator's Viewpoint" publication, and 2004 NACIO Excellence Award for "2002-2003 Progress Report" annual report.

At the national level, she served as the chair of the Professional Education Program Certification Board for The Election Center, and as a member of the NASED Voting Systems Standards Board. At the state level, she served as a member of the State of Kansas HAVA Implementation Committee. She attained the status of Certified Election/Registration Administrator (CERA) in 2002. In December 2004 she received the National Association of Secretaries of State (NASS) Medallion Award for outstanding service to American democracy. In August 2007 she received the Elections Hall of Fame Award from The Election Center, Inc.

Since 2005 she has operated an election consulting business and has provided services to local, state and federal government, including the U.S. Election Assistance Commission (EAC). She served as the co-project manager for the EAC's Election Management Guidelines and Quick Start Guides, and was the principal consultant of the recently completed EAC's Best Practices in Poll Worker Recruitment, Training and Retention, and Voter Hotline Study. She also serves as a consultant for The Election Center, Inc., including management of the Center's State Registered Election Official (REO) training program. She currently serves as an instructor for the State REO training program and the Center's national CERA (Certified Election and Registration Administrator) program.

Connie Schmidt, CERA - Additional election consultant experience

King County, Washington – June – November 2005

Served as member of the audit team from The Election Center. Conducted management audit of the Elections Section of the King County Records, Elections and Licensing Services Division, following the issues that impacted the accuracy and timeliness of the November 2004 election results.

Solano County, California – January – March 2008

Project manager for team from The Election Center. Conducted a "Review of Ballot Handling Procedures". The review was conducted to document processes and procedures, identify strengths and weaknesses of the processes and procedures, evaluate work assignments and personnel use, and determine the appropriateness of processes and procedures, and recommend alternative processes and procedures, where appropriate.

State of Delaware – March 2006

Project manager for team from The Election Center. Developed statewide central count optical procedures, and instructed all state/county staff on new procedures, following deployment of new equipment.

District of Columbia – September – October 2008

Project manager for team from The Election Center. Conducted analysis and recommendations following election night reporting irregularities of the District's September 9, 2008 primary election.

St. Louis County, Missouri -2006

Consultant to the St. Louis County Elections Office to oversee the contract negotiations, on-site vendor demonstrations, acceptance testing, and deployment of optical scan precinct scanners and touch screen voting machines countywide at the precinct level.

Franklin County, Ohio – 2006

Served as team member working with IFES to develop and implement poll worker training manuals and in-person instruction for deployment of new touch screen voting equipment countywide at the precinct level.

City of St. Louis, Missouri – 2008

Consultant working with The Pollworker Institute to review and analyze existing poll worker training procedures and tools; and recommend improvements and/or new techniques.

City of Minneapolis, Minnesota – 2011

Consultant retained by City Clerk's Office to conduct analysis of the existing legal, policy, and regulatory requirements and operating structure of the Election Division of the Office of the City Clerk.

St. Louis County, Missouri – 2012

Consultant to St. Louis County Elections Office to provide management support during the transition of a new Director leading up to and throughout the 2012 Presidential election cycle.

City of Minneapolis, Minnesota – 2013-2014

Consultant to the City Clerk's Election Division on an annual contract to assist with deployment of new voting equipment, including a review and analysis of existing operational processes/techniques and provide recommendations for improvements in efficiency and staffing organization wide.