KING COUNTY
CITIZENS' ELECTION OVERSIGHT COMMITTEE

REPORT ON KING COUNTY ELECTIONS

MAY 2004

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EXECUTIVE SUMMARY

BACKGROUND

In November 2002, tens of thousands of voters failed to receive their absentee ballots until just before Election Day, undermining public confidence in the election process. Alarmed by what had happened, the Metropolitan King County Council brought in an outside consultant to review the election process in King County. The Washington State Secretary of State also conducted an investigation.

In the spring of 2003, while the consultant was conducting that review, a series of serious errors occurred in special elections. In March, the supply of ballots ran low at several polling places. In May, approximately 1,800 voters in vote-by-mail precincts were not mailed ballots until the Friday before the election.

In July of 2003, the Metropolitan King County Council established the Citizens' Election Oversight Committee (CEOC) to investigate, observe, and make recommendations for improvements to King County's election processes.

REVIEW OF OFFICE OF SECRETARY OF STATE'S REPORT AND CONSULTANT'S REPORT

The CEOC reviewed the report from the Secretary of State's Office and the outside consultant. It concluded that there has been significant progress made toward implementing the recommendations made by the Secretary of State's Office and the Council's consultant and that elections are now much more professionally and reliably conducted.

The Elections Section is no longer behind in processing voter registrations. Most of the vacant positions have been filled or are in the process of being filled. Finally, the Elections Section recently signed a contract to purchase and implement a new voter registration/election management system. This system also contains a candidate filing module. Problems with the existing candidate filing system led to the delay in production and mailing of absentee ballots in November 2002.

Absentee ballot processing and tabulating has also improved dramatically. In the fall elections of 2003, the Elections Section:

- met the new statutory deadline of mailing the first batch of absentee ballots (ongoing absentees, military, and early requests) 20 days before the election;

- met the new deadlines imposed by Senate Bill 5218, which requires that new absentee ballot requests be processed within 48 hours;

- established a secure high-speed data connection between MBOS and the Elections office;

- counted all ballots they had received by the day of the primary: and

- tabulated 147,759 absentee ballots on Election Day for the 2003 general election.

On the issue of technical support, the Secretary of State's Office recommended that the Elections Section have information technology workers on its own staff. At this time, the Elections Section relies on technical support from the County's Information Technology Services division.

Finally, the Elections Section has made real progress in the area of crisis communications, but has not yet developed a crisis communications plan.

KEY RECOMMENDATIONS

LEADERSHIP AND ADMINISTRATION

Recommendations

- County elected officials should hire elections managers with proven election expertise and sound management capabilities.

- Elections Section managers should use best management practices in elections operations and develop good working relations with other branches of County government and the public.

- Before County elected officials make any changes to the administrative structure of the Elections Section, it is important to ask whether contemplated changes would ensure the above recommendations.

MANAGEMENT

Recommendations

- The Elections Section managers should take time away from the usual "firefighting" tasks on a regular basis to learn and implement best practices for management of their workers. The effectiveness of these activities should be measured.

- The Elections Section should create a system for organizing any tips, best practices, or similar information that staff members could use to improve individual performance and system improvements.

BUDGET

Recommendations

- Elections should be recognized as a core function of County government and must be funded adequately to ensure public confidence.

- Expense categories must be sufficiently detailed to track cost effectiveness over time as compared internally and to comparable jurisdictions.

OVERSIGHT

Recommendation

King County should establish a means of periodic independent oversight of the Elections Section.

PHYSICAL PLANT

Recommendations

- King County should reorganize and consolidate key parts of its elections operations in order to reduce the potential for errors and to gain efficiencies.

- Specifically, all ballot processing should occur in a single facility that includes appropriate resources for materials handling, security, observation and basic comfort of election workers. Such a "permanent" facility should be able to accommodate election data processing more efficiently and securely as well.

INFORMATION TECHNOLOGY (IT) SUPPORT SERVICES

Recommendations

- Because quality information technology is so critical to conducting free and fair elections, the Elections Section must have adequate, reliable and dedicated IT support personnel and resources.

- IT support could be provided using a matrix management model, where ITS would provide a dedicated staff person to the Elections Section, chosen by ITS with the agreement of Elections, under the authority and management of the director of Records, Elections, and Licensing Services (REALS) and the Elections Superintendent.

- Alternatively, the Elections Section could have its own IT staff and resources under the authority and management of the REALS director and Elections Superintendent.

- In either case, the Elections Section's IT staff resources should be functionally integrated with King County Information Technology Services division to provide additional expertise and backup.

- The REALS director should make the decision about the IT model used.

VENDOR RELATIONS

Recommendations

- The County must ensure adequate oversight when using outside vendors.

- The County must either award bids to vendors who themselves will monitor and report on election activities daily or provide the appropriate funding to hire full time staff to track, monitor and take a proactive approach towards supervising vendors.

STAFF TRAINING

Recommendations

- The Elections Section should create a formal training plan and commit the resources necessary to implement it.

- The Elections Section's training must ensure there is sufficient cross-training of workers to ensure smooth operations and better teamwork.

- There should be a formal and convenient method for employees to submit feedback on procedures.

PROCEDURES AND DOCUMENTATION

Recommendations

- All processes and procedures should be recorded according to best practices for technical documentation and disseminated to workers in the most appropriate form for the situation.
- The Elections Section should institute a quality assurance process that involves users in creating, testing, and updating of documentation.

POLL WORKER RECRUITMENT AND RETENTION

Recommendations

- Provide ongoing communication throughout the year with past and present poll workers, using a variety of communications channels such as a newsletter, postcards, and e-mail
- Develop a poll worker recognition program to demonstrate the value these workers provide to elections and motivate individuals to continue in this service.
- Work with political parties to recruit new poll workers through high schools, colleges, and organizations comprised of underrepresented populations.
- Monitor the effectiveness of the political party efforts to recruit enough qualified poll workers.

POLL WORKER TRAINING AND MATERIALS

Recommendations

- Train all poll workers annually.
- Provide training for those who will be training poll workers.

TEMPORARY WORKERS

Recommendation

- Workers should be trained in specific procedures and always have a copy of the documented procedure they are performing.

POLITICAL PARTY OBSERVERS

Recommendations

- Continue with current valuable practice of using paid party observers.

- Follow the Secretary of State's Office requirements for training observers.

- Provide observers a written copy of the procedure they are observing.

CHINESE LANGUAGE REQUIREMENTS

Recommendations

- Use targeted advertising as a regular part of the recruiting effort to promote diversity and seek bilingual workers.

- Ask party coordinators to recruit Chinese-speaking workers.

- Produce election materials that are bilingual, instead of separate English language and Chinese language materials.

SECURITY

Recommendations

- Develop a security plan covering all election operations that: identifies and assesses risks (rated by severity and probability); evaluates options for mitigating risks; requires that vendors submit similar written security plans; establishes written security policies and procedures for all aspects of the election process; and is clear, comprehensive, and genuinely helpful to election workers and vendors in fulfilling their legal and contractual responsibilities.

- Require full background checks for all County employees and vendor representatives who have a significant responsibility for election security, with the objective of identifying and weeding out individuals with a documented history of fraud, embezzlement, computer hacking or other serious misconduct that poses a direct threat to elections security and public confidence.

- Institute an annual or biennial election security review for all Elections Section work units and vendors, to evaluate and improve security for voter registration, ballot printing, absentee mailings and returns, poll site voting and ballot tabulation

- Require two or more authorized election workers to work with, monitor and double-check each other on ballot enhancements and other ballot-related activities where this precaution is either required by law or would enhance election security. Equally important is to make sure that the rationale behind this requirement is included in training and instructions so that workers understand why they are asked to do certain procedures.

- Continue the new policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities and in an isolated, secure facility.

PROCESS CONTROL AND PUBLIC CONFIDENCE

Recommendations

- Continue the practice of utilizing party observers to view and sign off on the logic and accuracy test.

- Consider conducting a preliminary logic and accuracy test on Election Day prior to the start of tabulation.

- If the voting system has the ability to produce absentee results by batch, one batch from each machine, picked at random, should have one race hand counted to verify the accuracy of each machine.

- Audit one randomly-chosen polling place for each election. That audit would include a full recount of all races and issues and a hand recount of one race or issue. Notice of the random audit provision should be included in poll worker training.

EMERGENCY PREPAREDNESS

Recommendation

- The Elections Section should create and review and update periodically emergency preparedness policies and procedures.

PRECINCT SIZE

Recommendations

The CEOC has not taken a firm position on consolidating precincts, but believes there are a number of factors that must be researched and considered before a

consolidation plan is implemented. Among the factors that need to be considered are:

- Measuring the effect precinct consolidation will have on turnout.

- Determining the cost savings associated with reducing precinct size.

- Determining if fewer precincts and ballot styles would in fact reduce the likelihood of errors.

- Creating a working group that includes both pro-consolidation representatives and anti-consolidation representatives. This group should include – among others -- representatives of the major political parties, the King County Council, state legislative caucus, and the King County Elections Section, the Municipal League, and the League of Women Voters.

VOTING BY MAIL

Recommendations

- While the CEOC has not taken a formal position on moving to all vote-by-mail elections, it believes that moving toward an all vote by mail system should be studied further.

- King County should have the **capacity** to hold a countywide vote-by-mail election and should **demonstrate** that capacity by holding such an election when there is an opportunity to do so.

- Ensure that the voting process has as few barriers as possible – making voters aware of all of their options, including absentee voting.

CHAPTER ONE: CITIZENS' ELECTION OVERSIGHT COMMITTEE

In November 2002, tens of thousands of voters failed to receive their absentee ballots until just before Election Day of November 2002, undermining public confidence in the election process. Alarmed by what had happened, the Metropolitan King County Council brought in an outside consultant to review the election process in King County.

In the spring of 2003, while the consultant was conducting that review, a series of serious errors occurred in special elections. In March, the supply of ballots ran low at several polling places. In May, approximately 1,800 voters in vote-by-mail precincts were not mailed ballots until the Friday before the election.

In recognition of the need to provide more oversight and restore public confidence in the election process, in July of 2003, the Metropolitan King County Council established the Citizens' Election Oversight Committee. [1]

MISSION AND GOALS

In the enabling legislation, the Council prescribed the following mission and goals for the CEOC:

> "The mission of the CEOC is to provide citizen oversight of the operation and management of the elections section of the King County records, elections and licensing services division. The goal of the CEOC shall be to make recommendations to:
> A. Improve performance of the King County elections section;
> B. Improve accountability of the King County elections section; and

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[1] Full text of the enabling legislation can be found in Appendix #1

C. Ensure that accountability and performance of the elections section is provided in an open, transparent manner that is meaningful to the citizens of King County."

The legislation gave the CEOC the following tasks:

- Review "The Final Report to the County Council on Reviewing the Election Process in King County".

- Review the Office of the Secretary of State's report, which reviewed the November 2002 general election in King County.

- Review current King County elections operations and management, policies and procedures, business processes and business practices.

- Monitor the fall 2003 primary and general elections in King County to determine if improvements should be made to ensure the successful operation and management of elections in King County and to ensure that problem areas are discussed in an open and public manner.

And asked that the CEOC report on

- improving the King County Elections Section's mission statement, goals and objectives, performance measures and benchmarks;

- the fall 2003 primary and general elections in King County, including recommendations to improve and make available to citizens elections that will occur in King County in 2004; and

- whether the recommendations made by the Office of the Secretary of State and the council's elections consultant were implemented for the fall 2003 elections.

It should be noted that the Council did not ask the CEOC to recommend a new voting system.

COMMITTEE MEMBERSHIP

The Council determined that the CEOC should be made up of the following members:

- A. J. Culver, representing the Municipal League

- Joan Thomas, representing the League of Women Voters

- Tyler Page, representing the King County Democratic Party

- Michael Snyder, representing the Washington State Democratic Party

- Monica Tracey, representing the King County Republican Party (replaced Elizabeth Bookspan)

- Peter Abbarno, representing the Washington State Republican Party

- Brad Henry, representing the Libertarian Party
- David Elliott, representing the Office of the Secretary of State, with substantial contributions made by Sheryl Moss of that office
- Randy Matheson, representing the Renton school District
- Susanna Chung, representing the Chinese-speaking community
- David Carson, at-large member
- James Morgan, at-large member
- James (Rod) Regan, at-large member

COMMITTEE ORGANIZATION

On August 20, 2003, the CEOC elected A.J. Culver chair and Randy Matheson vice chair. In September, they selected Ellen Hansen to serve as consultant staff to the CEOC, and on October 1 they adopted a mission statement and a charter to guide their operations. [2]

FIRST STEPS

Committee members agreed that their first major task was to become familiar with all phases of the election process. For this reason, they focused their efforts on observing the election process during the 2003 primary and general elections. (See Appendix # 4 for details on their observation work.)

Once the observation schedule was set, the Oversight Committee reviewed the areas they felt deserved the most concentration and subsequently organized into work teams to focus on these issues.

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[2] See mission statement, Appendix #2. The CEOC charter is Appendix 3.

WORK PACKAGE TEAMS AND TASKS

The CEOC devoted an entire meeting to a lively discussion of the areas on which they should focus, narrowed their list down to four work package teams to focus on specific issues, and chose a work package team.

Team One: Vote by Mail/Absentee Voting

Team leader: David Carson
Team members: AJ Culver and Randy Matheson
Team Two: Best Election Practices (Includes new technology, Help America Vote Act [HAVA] Impact, Training, Security, Vendor Relationships, and other issues)

Team leader: Brad Henry
Team members: Susanna Chung, Rod Regan, Michael Snyder, Joan Thomas, and Monica Tracey

Team Three: Review of King County Governance Issues Affecting Elections
(Includes Budget, Facilities, Information Technology Services)

Team leader: Tyler Page
Team members: Peter Abbarno, David Elliott, and Jim Morgan. Staff assistance provided by Michael Alvine.

Team Four: Observation of Primary and General Elections

Team leader: Michael Snyder
Team members: All

METHODOLOGY

The CEOC met for two hours on the first and third Wednesday of every month, and virtually every Wednesday during the month of March. Work teams met occasionally in addition to the regularly scheduled meetings. Committee members spent countless additional hours in observation and site visits.

Leadership of Records, Elections, and Licensing (REALS) – the interim director, newly appointed director, and the Superintendent of Elections – attended most of the CEOC meetings. They made regular reports to the CEOC and answered committee members' questions.

Throughout the CEOC review process, Elections Section staff were courteous and helpful to committee members.

The CEOC took the following steps to gather the information necessary for making recommendations to the Council:

1. Reviewed the Secretary of State's and the Council election consultant reports.

2. Observed pre-election, Election Day, and post-election processes. [3]

3. Took field trips to Pierce, Snohomish, and Multnomah Counties and followed up with questions to those counties.

4. Reviewed trouble desk logs, the Elections Operations Manual, and summaries of Elections Section staff debriefings after primary and general elections.

5. Reviewed Elections Section responses to written questions.

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[3] See Observation Notes, Appendix #4

CHAPTER TWO: REVIEW OF THE REPORTS OF THE OFFICE OF SECRETARY OF STATE AND THE COUNCIL'S CONSULTANT

OVERVIEW

Following their review of the November 2002 election – during which tens of thousands of voters did not receive their absentee ballots in a timely fashion -- the Secretary of State (SOS) made a series of recommendations for improving the election process in King County.

Subsequent to the issuance of that report, the Metropolitan King County Council hired an election consultant to review the Secretary of State's recommendations; to conduct a further review of the election process in King County; and to make recommendations on improvements.

In the spring of 2003, a series of additional serious errors plagued special elections in King County. In March, the supply of ballots ran low at several polling places. In May, approximately 1,800 voters in vote-by-mail precincts were not mailed ballots until the Friday before the election. These problems shook public confidence and brought heavy media scrutiny to the Elections Section.

The Council created the Citizens' Election Oversight Committee (CEOC) to provide additional oversight and restore public confidence. In its charge, the Council asked the CEOC to study the SOS and consultant's reports and determine if their recommendations had been implemented.

Before addressing specifics, the CEOC has some general observations.

First, King County has 1,037,062 active registered voters, 2,616 precincts, 545 polling places and 3,425 poll workers. It is one of the largest and most complex election jurisdictions in the country. King County uses a paper ballot-based voting system, the AccuVote – OS^{TM} Optical Scan voting system – for both its absentee and polling place ballots.

Second, after spending months observing the election process, observing handling of specific issues, and conducting ongoing discussions with Records, Elections and Licensing Services (REALS) Director Dean Logan, the CEOC feels that the department is now more open and accountable.

Third, additional errors have occurred. During the candidate filing process, petitions for the 9th County Council District were not checked properly, and the

petition for placing the candidate on the ballot was certified as sufficient, when in fact, it was not.

In late August, approximately 100 absentee voters in Renton initially received the wrong ballot.

Fourth, when there have been specific problems or concerns, the Elections Section has dealt with the media and the public in an open, professional, and responsible manner. (see Crisis Communications below for detail)

Finally, while progress has been made, the CEOC is concerned, because it has observed or learned of ways in which the system has failed. In Chapter Three, the CEOC has identified additional issues that must be addressed.

Nevertheless, there has been significant progress made toward implementing the recommendations made in the SOS and Council consultant's reports.

VOTER REGISTRATION

At the time of the Secretary of State's review, King County had fallen significantly behind in processing voter registrations. The Secretary of State's Office noted that "the goal should be to process voter registration transactions quickly, with the goal of being no more than two weeks behind."

The report also recommended that the County build or acquire a voter registration system that meets the needs of a county of its size.

The consultant's report noted that the backlog in voter registration had been eliminated, but also recommended that the Elections Section should:

- Lift the County hiring freeze and fill the two vacancies in voter registration with regular staff and not be forced to live with the vacancies or rely on extra help or temporary limited term positions.

- Purchase a version of the Data Information Management System (DIMS) or a similar election management/voter registration system that is compatible with the Elections Section's computers.

Progress to Date

- The Elections Section is now in compliance with state law.

- Vacancies have been filled or are in the process of being filled

- In October, the Elections Section established a project management team to select and implement a new election management/voter registration system

- That team selected the DIMS system, and the DIMS contract was signed in early March.

ABSENTEE BALLOTS

Printing and Mailing

Both reports noted problems with timely mailing and processing of absentee ballots. By the time of the consultant's report, however, the Elections Section had already consolidated absentee ballot printing, stuffing, and mailing in one location, which sped up the process of getting ballots to voters in a timely fashion.

Progress to Date

In the fall elections of 2003, the Elections Section met the new statutory deadline of mailing the first batch of absentee ballots (ongoing absentees, military, and early requests) 20 days before the election.

The Elections Section was also able to meet the new deadlines imposed by Senate Bill 5218, which requires that new absentee ballot requests be processed within 48 hours. To aid this effort, Diebold Election Systems loaned the Elections Section a Bryce envelope printer so that it could address absentee ballot envelopes at the Mail Ballot Operations Satellite (MBOS), instead of at Diebold's Everett area plant. This cut down by nearly a day the time needed to process new absentee ballot applications. The Elections Section has purchased a high-speed Bryce printer and is adopting this process for all future elections.

Processing

The Secretary of State's Office and the Council's consultant also found deficiencies in the processes of signature verification, opening, and tabulating of absentee ballots. Recommendations included:

- Secure additional space in warehouse next door.

- Redesign layout for greater efficiency.

- Bring in more work stations for signature verification.

- Add shifts so equipment is fully utilized.

- Purchase more tabulating machines or if available, high speed tabulating equipment.

Progress to Date

There has been significant improvement in this part of the election process. As part of the Election Improvement Package submitted by the Executive and approved by the Council, the Elections Section has:

- Replaced all desktop work stations with new ones.
- Increased from nine to 20 the number of work stations for verifying signatures.
- Redesigned the layout and work flow at MBOS – opening up space to enable the Elections Section to double the number of staff available to open and separate ballots, ballot envelopes, and outer envelopes.
- Replaced the server that runs election management software and added another to provide redundancy.
- Established a secure high-speed data connection between MBOS and the Elections Section office in the King County Administration Building..

These improvements made it possible for the Elections Section to count all ballots they had received by the day of the primary, including those that arrived that day, for a total of 140,875 ballots. For the November 2003 General Election they tabulated 147,759 absentee ballots on Election Day. That included all voted ballots received before Election Day and approximately 10,000 ballots (out of a total of 41,743) that were returned on Election Day:

CANDIDATE FILING SYSTEM

King County has been using the Clarion system, an outdated but usable database system for candidate filing. As the Secretary of State's report noted, this "software is not widely used and there was no documentation of the software or programs available." In November of 2002, when a problem occurred with exporting the precinct committee officer filing information, a significant period of time was spent to find and fix the problem. This led to a significant delay in printing the ballots and getting absentee ballots out to tens of thousands of voters.

The Council's consultant recommended that the Elections Section should use the candidate filing application that is included in the DIMS system. As noted above, the contract to purchase DIMS was signed in early March.

TECHNICAL SUPPORT

The Secretary of State's report recommended that there be adequate programming staff and that these employees be Elections Section staff with significant experience working in elections. The Council's consultant tended to agree with that recommendation. The Elections Section is currently operating

under a model that utilizes two ITS staff members who are housed in the Elections office. The CEOC will discuss the issue of technical support in its list of recommendations and suggestions.

INTERNAL COMMUNICATION

The Secretary of State's Report noted that internal communication was poor.

Internal communication has improved greatly. Weekly meetings of Elections Section work center supervisors are now open and productive. The division director attends, participates, and ensures follow-up on areas of concern. Participation in post-election debriefings has expanded to include more staff. This will be covered later in this report.

Both reports noted there were deficiencies in dealing with the press and recommended that the Elections Section develop a formal crisis communications plan. While the division has not yet developed such a plan, relations with the media have improved, in large part, because the Records, Elections, and Licensing Services director has been open with the press when addressing problems or sensitive issues. His responses on the incorrect absentee ballots sent to certain voters in Renton and allegations about security of the vote tabulating system represent two notable examples.

CHAPTER THREE: MISSION STATEMENT AND PERFORMANCE MEASURES

The Council asked the Oversight Committee to review the adequacy of the Elections Section mission statement, goals, objectives, performance measures and benchmarks. This charge reflects the County's movement towards adopting a best practice used in the private and public sectors.

Performance measurement requires a substantial level of effort from top management and throughout the entire organization. Engaging employees in the work of developing vision and mission statements makes them more committed to the vision. As the process continues, the organization can develop a limited number of outcome measures that demonstrate measurable progress in achieving that mission.

Many organizations develop intermediate or process measures such as the number of people served, the number of passengers carried, the number of miles of road paved or the number of ballots cast. While these types of measures can be useful for employees and managers to track of day-to-day production or tasks, they do not measure outcomes.

The Elections Section provided a set of existing performance measures to the Oversight Committee. These were process measures that are designed to meet federal, state or local laws for conducting elections. While it is essential to meet these requirements, they are not really outcomes. For example, one outcome that the County and voters want in the area of elections is **reliable, accurate, open and transparent elections**.

The Director of Records, Elections and Licensing Services has recognized the need to collaboratively develop vision, mission and goal statements as well as performance measures and outcomes. He also understands the need to report these to the public. This will be a large task, but one that is essential to the outcomes that are required of the system. The Oversight Committee identified **suggested** minimum standards and performance measures where it could. Some are process measures, others are outcomes. The CEOC wants to emphasize these are suggestions and can have no meaning unless the Elections Section develops its own version. They are simply offered to stimulate thinking within the Section, for the elected officials and the public.

CHAPTER FOUR: ISSUES, FINDINGS, RECOMMENDATIONS

LEADERSHIP AND ADMINISTRATION

Issue Statement

The election process requires leadership from elected officials as well as leadership, subject matter expertise and professional, competent management from its top appointed staff.

Findings

- Well-run elections require the support of the Executive and the County Council to ensure that the Elections Section has both the resources and the qualified election administrators it needs to manage the election process and conduct fair, open, and error-free elections.

- Accountability and performance of the Elections Section depend on technical expertise, real-world elections experience, and management skills.

- Earlier reviews of the election process in King County identified management deficiencies, noted that several positions in the Elections Section had remained vacant, and that poll worker training had been reduced, apparently due to lack of sufficient resources.

Discussion

As noted in the budget discussion above, the Executive and the County Council have a responsibility to ensure that elections are considered a core function of County government and that they are adequately funded. They also must ensure that qualified election professionals administer elections.

In most Washington counties, elections are the responsibility of an elected County Auditor. Under its home rule charter King County assigns election operations to the County Executive in the Records, Elections and Licensing Services Division (REALS). The director of REALS and the Superintendent of Elections are appointed by the Executive. In 2003, in recognition of the importance of having qualified election administrators, the Council passed legislation requiring that these appointments be confirmed by the County Council.

Elections occur as required by the various jurisdictions in King County. The conduct of elections and related activities – such as voter registration – are regulated by Federal and State law.

The first job of the Elections Section is to deliver these services in compliance with the law.

The Elections Section must also anticipate and adapt to changes in technology, voting trends and public expectations. It must do both while competing for resources with all other County functions.

The administrative leadership of King County's election process must understand the theory and practice of elections in great depth, and be able to guide the Executive and Council in the decisions they must make about the legal framework and budget required to successfully perform its services.

The leadership must be able to assure the public that the processes in place are fundamentally sound when problems occur. Professionalism, breadth of experience and commitment to best practices are key.

Committee Observations

- The CEOC has met regularly with the leadership of the Elections Section and REALS and monitored news coverage of election-related events.

- The current Director and Superintendent of Elections were recruited consistent with the principles discussed above, bringing extensive experience from state government and other counties.

- Inquiries about problems in the conduct of recent elections have been fielded in a consistently professional manner.

- Corrective actions called for in the reviews by the Secretary of State and King County Council have been largely accomplished by the current leadership.

- Much-needed upgrades are underway on an aggressive schedule, showing confidence in the capabilities of the Elections Section.

Recommendations

- County elected officials should hire elections managers with proven election expertise and sound management.

- Elections managers should use sound management in elections operations and develop good working relations with other branches of County government and the public.

- Before making any changes to the administrative structure of the Elections Section, it is important to ask whether such a change would ensure the above recommendations.

MANAGEMENT

Issue Statement

The Elections Section should adopt and stay current on best practices for people management.

Findings

The previous reviews of the Elections Section noted the need for improved people management, primarily to ensure that employees felt free to discuss problems and had regular forums for doing so. The October 2003 follow-up and our own investigation show that the current management has made significant strides in these areas, particularly by including a larger circle in weekly management meetings and instituting regular "lessons-learned" debriefings. The August 2003 report also suggested creation of a plan for crisis communication.

Though the CEOC agrees with the October report indication that current management demonstrates how to communicate effectively during crises, we must note that a plan that would make communication requirements clear to the entire staff is not yet in place and should still be pursued.

The management system inherited by the current managers was largely responsible for the serious errors – such as the delay in mailing absentee ballots to voters in November 2002 – that led to the creation of this committee. The CEOC recognizes that the current management is newly in place and cannot be expected to have everything the way the managers would like. Nonetheless, there are encouraging signs. We did not have the resources to review the specific measures, but managers tell us that they have instituted performance measure tracking and statistical analysis. The director of REALS reports that the staff is empowered to prioritize its workload and select among available options, and that members are encouraged to suggest process changes. While some tools of continuous quality improvement are in place, a formal, standardized system has not yet been established.

One area of weakness is the capture of knowledge, meaning information organized in a context and system that allows reuse by others on the staff. For now, the section relies on routing of articles, memos, etc., that do not provide the means for easy archiving, organizing, and recapture of information.

Discussion

There are a number of people management techniques found to be effective through scholarly research and practitioner successes. These techniques are known to improve organizational work output and quality while lowering overall costs and improving both worker and customer satisfaction. An exhaustive list is beyond the scope of this report, but elements include:

- Establishing and regularly monitoring quantifiable measures for most of the organization's activities ("You get what you measure").

- Allowing decision-making to be made from line workers on up and providing the training, resources, and information needed to optimize those decisions.

- Inspiring workers to learn and to capture new knowledge in ways it can be shared.

- Implementing continuous review of processes and procedures to ensure improvements.

- Implementation of techniques such as these requires time and effort. The council should ensure that Elections Section managers are allotted the time and money necessary to grow as managers and that they make use of them.

Recommendations

- The Elections Section managers should take time away from the usual "firefighting" tasks on a regular basis to learn and implement best practices for management of their workers. The effectiveness of these activities should be measured.

- The Elections Section should create a written crisis communication plan.

- The Elections Section should choose and implement a documented system of continuous review of processes to identify areas for improvement.

- The Elections Section should create a system (perhaps an intranet[4]) for organizing any tips, best practices, or similar information that staff members could use to improve individual and system improvements.

Suggested Minimum Standards of Performance

1. Everyone with significant supervisory responsibilities is appropriately qualified and participates regularly in continuing education concerning the management of people.

2. Employee satisfaction and related measures (such as turnover and absenteeism) are measured and made a part of supervisory performance evaluations.

3. The Elections Section demonstrates service quality or cost-effectiveness improvement over time.

Suggested Measurements

The Elections Section should develop its own performance measurements for management standards

BUDGET

Issue Statement

It is essential that elections are funded appropriately.

Findings

- The County needs to recognize elections as one of its core functions.

- Election budget expenses are not tracked by categories – such as poll worker training, poll worker retention, security, information technology capital expenditures, emergency preparedness, compliance with Section 203 of the Voting Rights Act vendor contract compliance and oversight, etc.

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[4] An intranet is an internal web-based site not open to the public

Discussion

Over the last five to seven years resources available to King County have been constrained by a variety of factors.

Until recently, the County's response to constrained revenues has been to make across-the-board cuts in departments. In the last two years the County has been more strategic in balancing its budget as exhibited by setting new policy directions in the areas of criminal justice and parks.

During its review of budget, the Best Practices subcommittee wished to conduct a review of the Elections Section budget for a number of specific areas and compare spending patterns to those in other jurisdictions. The subcommittee found that budgets are not built in this way.

Recommendations

- Elections should be a core function of County government and must be funded adequately to ensure public confidence.

- The County needs to closely examine the financial requirements of elections every year to ensure that funding is sufficient. This can be accomplished in part by analyzing the number and type of elections to be held in the next calendar year.

- Also, election trends – such as the number of poll voters versus mail voters and other factors that affect costs – should be analyzed.

- Both operating and capital needs must be regularly evaluated.

- Expense categories must be sufficiently detailed to track cost effectiveness over time as compared internally and to comparable jurisdictions.

Suggested Minimum Standards of Performance

1. Staffing levels are adequate to meet federal, state and local mandates/deadlines.
2. Permanent and temporary staff is adequately trained.
3. Elections hardware, software and processes are adequate to meet statutory deadlines and best practices for elections.

Suggested Measurements

1. All statutory deadlines have been met.
2. X percent of regular Elections Section staff are certified. Poll workers have X hours of training (could be differentiated by type of job).

3. Hardware, software, processes and facilities are adequate to meet all statutory deadlines. Equipment/software has only x hours of down time and x hours of maintenance per year.

OVERSIGHT

Issue Statement

Outside oversight of the election process can be a valuable tool that ensures the integrity of the election process.

Findings

- Temporary oversight has been provided by establishing this committee and by contracting with a consultant reporting directly to the council.

- The Washington State Secretary of State conducts periodic reviews of all county elections processes in the state, and also conducted a special review in 2003. The question of permanent outside oversight of the Elections Section was beyond the scope of previous reviews.

- Ongoing review of elections operations and management, policies and procedures, business processes and business practices may prove beneficial.

Discussion

Certainly the goals of this committee will long outlive the CEOC. Adoption of measurable performance standards and checking progress against them annually will go far toward ensuring those goals are met and maintained. The Elections Section should be required to annually issue a public report documenting progress against the existing minimum performance standards. To verify progress, the council has two options:

- Rely upon its own judgment in vetting the annual performance reports, with the aid of public comment.

- Audit annual performance reports, either through an internal analyst or external consultant not reporting to the REALS director and familiar with elections issues.

Each of these options offers unique benefits and costs:

- Using the same individual to perform audits provides continuity and growing expertise, but imposes costs of either lost productivity (if an analyst is used) or fee costs for a consultant.

- Review by the Council appears to be the least costly, but presumably would require more time invested in the reporting process.

Recommendations

- King County should establish a means of periodic independent oversight of the Elections Section.
- The Director of Records, Elections, and Licensing Services should issue an annual report comparing the Elections Section and voting process against minimum standards of performance (discussed elsewhere in this report).

Suggested Minimum Standards of Performance

The progress report is issued in a predictable manner to build public confidence.

Suggested Measurements

Issuance of a final draft by a set date each year.

PHYSICAL PLANT

Issue Statement

It is essential that the election process be adequately housed.

Findings

- The physical facilities used by the Elections Section impose significant limitations, costs and inefficiencies on its operations.
- In the counties of Snohomish, Pierce, and Multnomah, election operations are either housed in a single location or more centralized and integrated than in King County
- Centralizing elections in a single location reduces inefficiencies and the potential for errors.

Discussion

The Elections Section operates out of three facilities: the King County Administration Building fifth floor offices, the Mail Ballot Operations Satellite (MBOS) warehouse on First Avenue South, and the Election Distribution Center (EDC) warehouse on 14th and Fir. Each of these facilities plays a critical role before, during and after each election.

The EDC is used for storage of election equipment and supplies and assembly of polling place kits, including the final testing of the AccuVote machines once they are loaded with the memory cards prepared downtown.

All absentee ballots are processed at the MBOS facility. As the number of mail ballots has grown, the MBOS building's limitations (heat, power, security, and parking) have become significant issues.

The fifth floor of the Administration Building is used for administrative services, master control of election data systems, and tabulating ballots voted at polling places. It has inherent limitations for efficient processing of large amounts of election materials, which is why the other two facilities are required. It is the sole source for customer services, such as late absentee ballot requests, and candidate filing.

Each facility requires a certain amount of overhead for administration, and communications between electronic systems is limited for both security and cost reasons.

Operating out of three separate buildings adds to the cost of elections and also increases the risk of delays and errors in the conduct of elections. Running three interlocking operations requires election staff to travel between the locations as they prepare and run the election. Opportunities to optimize use of space are lost because it is so scattered.

Using two separate facilities to count a portion of every election increases the complexity of the process and raises security and coordination issues. It burdens legally required observers, both during normal counts and during recounts when required.

Members of the CEOC have observed each step of the procedure in three different elections, and observed Election Day operations in Pierce, Snohomish and Multnomah (Oregon) Counties for comparison. Each of these counties visited conducts all its key operations from a single facility.

Consolidation makes it somewhat simpler to make sure that election operations are well secured against disruption or loss. Unifying poll and absentee ballot operations would simplify adjustments as the balance between the two continues to shift.

Recommendations

- King County should reorganize and consolidate key parts of its elections operations.

- Specifically, all ballot processing should occur in a single facility which includes appropriate resources for materials handling, security, observation and basic comfort of election workers. Such a "permanent" facility ought to be able to accommodate election data processing more efficiently and securely as well.

INFORMATION TECHNOLOGY IT) SUPPORT

Issue Statement

Computer systems and information technology play a critical role in modern elections, making reliable, ample and dedicated information technology support absolutely vital for the Elections Section and King County voters.

Findings

- Previous election reviews have documented that lack of timely, adequate and election-appropriate information technology (IT) resources was a major factor behind the serious delays in preparing and printing ballots for the 2002 general election in King County.

- For the 2003 elections, IT support for elections by King County's Information Technology Services (ITS) division has increased, yet over-dependence on general county services could compromise the performance of the Elections Section and diminish voter confidence.

- Election departments in Pierce and Snohomish election counties have their own system administrators and other dedicated, in-house IT staff.

Discussion

There is good reason to believe that the drive to reduce County costs for information technology services through centralization may have undercut the Elections Section's expertise in its critical systems prior to 2003. This was a major problem, because:

- Reliable election management requires detailed understanding of technical procedures and legal requirements in real time.

- Once an election is underway there is little time for catch-up training, especially for those who program or execute the voting process.

- A shortage of expert staff can force the Elections Section to rely more heavily on outside vendors, and reduce its supervision of vendors.

- Dedicated, in-house IT helps ensure that appropriate election security, crisis management and emergency preparedness are top priorities.

- Lack of adequate, reliable IT support can result in major election problems, which in term can seriously compromise the accuracy of the result, put the county into legal jeopardy and undermine voter confidence.

Recommendations

- Because quality information technology is so critical to conducting free and fair elections, the Elections Section must have adequate, reliable and dedicated IT support personnel and resources.

- IT support could be provided using a matrix management model, where ITS could provide a dedicated staff person to the Elections Section, chosen by ITS with the agreement of Elections, under the authority and management of the director of Records, Elections, and Licensing Services (REALS) and the Elections Superintendent.

- Alternatively, the Elections Section could have its own IT staff and resources under the authority and management of the REALS director and Elections Superintendent.

- In either case, the Elections Section's IT staff resources should be functionally integrated with the King County Information Technology Services division to provide additional expertise and backup.

- The REALS Director should make the decision about the IT model used.

VENDOR RELATIONS

Issue Statement

The Elections Section is dependent on the performance of its vendors to ensure the reliability and integrity of elections.

Discussion

It is advisable and beneficial to use vendors who have the specialized equipment and resources that are needed. In the case of elections, the County has a responsibility to ensure that the vendors entrusted to work on various elements of the election process should do so effectively, promptly, and with the integrity and safety of the voting process in mind. The Elections Section has improved its requirements to assure accuracy and security. For example, in the new contract for DIMS, the Elections Section now requires background checks.

The current management's focus on public trust, security, integrity and outreach includes strict vendor oversight.

Findings

- The Elections Section contracts with vendors to carry out steps of the election process.

- Recently, there has been significant public criticism of the County's primary election vendor.

- The absentee ballot program relies heavily on vendors to print, stuff, and mail ballots.

- This reliance on vendors has created anxiety among many in King County not just over the safety of ballots, but also about who is ultimately responsible.

- The Elections Section has in the recent past been ill-equipped and under staffed to closely monitor vendors, especially vendors with the responsibility to prepare, print and mail absentee ballots in and out of the State of Washington.

Recommendations

- The County must ensure adequate oversight when using outside vendors.

- The County must either award bids to vendors who themselves will monitor and report on election activities daily or provide the appropriate funding to hire full time staff to track, monitor and take a proactive approach towards supervising vendors.

Suggested Minimum Standards of Performance

1. Staffing levels are adequate to meet election activity needs.
2. Vendors provide "solid" dates for dropping mail with stiff penalties attached.
3. Vendors outline clearly steps taken to ensure election integrity.

Suggested Measurements

1. Yearly review of vendor contracts to evaluate performance, cost, and quality control.
2. Establish a performance check-off list to determine whether vendor's work was adequately completed.

STAFF TRAINING

Issue Statement

Elections Section staff need regular training to do their jobs well and ensure that elections are well run.

Findings

- The CEOC observed that the Elections Section has hardworking and dedicated staff.

- Earlier reviews found that training was an area in which significant improvements were needed.

- The Elections Section does not have a formal system for identifying training deficiencies in the section and specific individuals within it, including regular, temporary and limited-term employees.

- Training has focused on elections-related topics, which we agree is the first priority, but leaves much room for skills training – such as communication, advanced software use, time management, and so on that can improve section cost-effectiveness and worker satisfaction.

- The Elections Section is in the process of implementing high level statistical methods for measuring training effectiveness

- With rules and requirements are changing, because of the Help America Vote Act (HAVA) and the new primary system, and high turnout expected in the November presidential election, additional training and planning will be critical.

Discussion

A significant investment in staff training is proven to improve the effectiveness of organizations in every type of industry. Research literature shows that comprehensive training programs provide financial returns of $1.30-$3 or more for each dollar spent on training if they:

- identify performance deficiencies relative to organizational goals;

- provide training and follow-up coaching to address those deficiencies; and

- measure performance to assure deficiencies have been addressed.

However, the Elections Section does not have a formal training plan to ensure these steps are taken. Over-reliance on informal, on-the-job training guarantees neither proper nor effective distribution of knowledge and skills. This is important both for growth of skills and keeping knowledge current in a rapidly changing legal and regulatory environment, not to mention efforts at continuous quality improvement.

Recommendations

- The Elections Section should create a formal training plan and commit the resources necessary to implement it.

- Needs analysis, training development, and training delivery should be performed by either consultants or internal staff who have developed recognized qualifications.

- Training effectiveness should be measured based on sustained positive changes of behavior in participants.

- The Section's training must ensure there is sufficient cross-training of workers to ensure smooth operations and better teamwork. This includes the need for a significant number of section leaders to have elections certification.

- Work to increase the number of employees who are state-certified through the Secretary of State's election certification program.

- Continue to train employees on internal policies and procedures.

- Provide train in requirements of HAVA and the new primary system, accommodating the high turnout expected in the November presidential election.

Suggested Minimum Standards of Performance

1. The training needs of all employees are regularly assessed and met.
2. Training effectiveness is measured based on employee behavior one and three months after training.

Suggested Measurements

1. Areas for improvements by individuals identified in annual performance reviews are demonstrably reduced or eliminated by the time of the next review.
2. Dollar return on investment is 120% or better for all training in which a means for measurement can be identified.

PROCEDURES AND DOCUMENTATION

Issue Statement

Proper documentation is essential to ensuring that elections are carried out in an accurate, reliable, transparent, and professional manner.

Findings

- Previous reports stressed the need for proper documentation of procedures for both regular and seasonal election workers.

- The section has made good progress, producing a comprehensive policy and procedure manual and some supporting guidelines that might be referred to as "desktop procedures."

- Temporary workers are not always able to adequately explain what they are doing.

- Paid observers do not always understand the procedures they are observing.

- Even certified employees sometimes have difficulty explaining rare or unfamiliar procedures.

- Committee members observed some problems during processing of provisional ballots.

- Deficiencies that the CEOC observed appear to be the result of inadequate training and documentation.

- Proper documentation and procedures give motivated employees a chance to succeed.

Discussion

Existing documentation materials do not yet meet the standards for professional-quality documentation. There does not appear to be a system in place for review of the documentation by those who must "operate" the procedures. As one result, poll judges have indicated that documentation provided during training contradicts that supplied on election days.

Quality assurance techniques require that all processes and procedures be accurately documented and followed as documented. Good documentation is the basis for good training, and cuts down on the amount of time experts must spend answering the same question repeatedly for various less-experienced workers.

The Elections Section is to be commended for following through with its promise to create a comprehensive procedures manual. Going forward, a whole range of best practices remain to be addressed.

There is also an official guide for poll workers, "Election Official Quick Reference Guide." However, the version used in the most recent elections is dated April 2001. Given that processes have changed in some significant ways since then, it may be out-of-date, and one poll judge indicated it does not concur with the guidance sent out prior to each election.

Recommendations

- All processes and procedures should be recorded according to best practices for technical documentation and disseminated to workers in the most appropriate form for the situation.

- All procedures and user manuals should be edited – if not written – by professional technical communicators. (As with training expenditures, the investment has been shown to pay for itself in better performance.)

- They should also institute a quality assurance process that involves users in creating, testing, and updating of documentation. [5]

- There should be a formal and convenient method for employees to submit feedback on procedures.

Suggested Minimum Standards of Performance

1. All documentation is current and accurate

2. All documentation is reviewed periodically by end users for effectiveness, simplicity, clarity and accuracy.

3. All documentation meets current standards for content and formatting of procedure manuals.

Suggested Measurements

1. Less than 2% of documentation errors are discovered during election-cycle use.

2. There are no mistakes attributable to documentation problems that gain media coverage.

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[5] See Appendix #6 for helpful hints on producing easy-to-edit procedures.

POLL WORKER RECRUITMENT AND RETENTION

Issue Statement

A diverse, well-trained, and sufficient pool of poll workers is essential to conducting elections

Findings

- In accordance with RCW 29.45.010, poll worker slots are filled with the help of the Democratic and Republican parties, and most poll workers are representatives of those parties.

- It appears that compared to the demographics of the county, whites, females, and older citizens are over-represented in the poll worker pool.

- It is difficult to recruit enough poll workers for each election.

- There is an ongoing need for new poll workers.

- The Elections Section has established an on-call list to fill positions when they become vacant.

Discussion

It appears that retention of trained poll workers may pose a problem and that there is a need to develop new strategies to retain experienced poll workers and recruit new ones.

Recommendations

- Provide ongoing communication throughout the year with past and present poll workers, using a variety of communications channels – such as a newsletter, postcards, and e-mail.

- Develop a poll worker recognition program.

- Evaluate the governing guidelines and study the feasibility of instituting split shifts for the long 15-hour day.

- Establish institutionalized recruiting policy, process, and procedures that are documented, repeatable, measured, and continually improved.

- Use targeted advertising as a regular part of the recruiting effort to promote diversity and find bilingual workers – Chinese, which is currently required

by the Voting Rights Act – and languages such as Spanish – in certain polling places.

- Use multiple resources to supplement political party lists.

- Work with political parties to contact nonprofit groups that represent underrepresented populations.

- Work with political parties to enlist the help of high schools and colleges, perhaps making poll work a means of gaining class credit.

- Monitor the effectiveness of the political party efforts to recruit enough qualified poll workers.

Suggested Minimum Standards of Performance

Poll voters feel welcome, because they see a diverse group of poll workers representing a variety of backgrounds.

Suggested Performance Measurements

1. Vacant positions are reduced by a targeted percentage
2. A maximum level of annual turnover should be established and used as a benchmark.

POLL WORKER TRAINING AND MATERIALS

Issue Statement

Well trained poll workers play a key role in ensuring open, responsive, efficient and error free elections.

Findings

- Currently, not all poll workers in King County receive training.

- State law (RCW 29.33.340) mandates annual training of poll workers.

- The quality of training does not appear to be consistent.

- There does not appear to be cross training of poll workers so that they can perform all polling place functions, if necessary.

- The poll workers guide available to poll workers is a quality resource that improves the accuracy of poll site ballot handling and reduces the risk of serious mistakes or errors.

- Poll workers have reported to committee members that materials contain duplicate or incompatible information. (See Documentation section)

- Requirements of HAVA and the new primary system will require additional training.

- There is the perception that specific wheelchair or low height booths are not provided at polling places.

- Some poll workers do not seem to know how to make voting booths accessible to those who must vote sitting down.

- Pierce County administers a written self-graded test at the end of poll worker training sessions.

Discussion

In the past, training was handled by the Superintendent and Assistant Superintendent of Elections. In the fall of 2003, training was provided by two of the poll worker coordinators and observed on two occasions by the Assistant Superintendent.

Recommendations

- Train all poll workers annually.

- Recognize and provide resources for poll worker training to meet current and future needs.

- Make sure that poll workers know the Election Day resources that are available – such as the trouble desk and roving troubleshooters.

- Provide recognition of importance of job – pride in civic participation, high morale.

- Include training in how to accommodate voters who must vote while they are seated.

- Prepare a video for orientation, training and citizen education. Everyone should know how the system works both for absentees and those who vote at the polls, what the safeguards are, and the importance of the process.

- Develop separate training sets for new and returning poll workers.

- Administer proficiency test at the end of the training sessions.

- Consider use of computer-based training (CBT).

- Include sensitivity/diversity training as part of the curriculum (for regular workers also).

- Include clarification of any mandates specified by state and federal law – such as the Voting Rights Act Section 203 Limited English Proficient voter assistance.

- Give trainers the tools they need, including courses in training..

- Assess effectiveness of training by measuring desired outcomes.
- Track the source of problems reported to the Trouble Desk on Election Day to determine if they are caused by gaps or deficiencies in training or attributable to a procedural problem.

Suggested Minimum Standards of Performance

1. Professional and welcoming atmosphere for all voters who come to the polls.
2. There is ongoing improvement in the rate of technical errors.
3. Poll workers understand how absentee system works.
4. Provisional ballots are issued appropriately.

Suggested Measurements

1. Poll worker technical errors do not exceed 1 per 1,000 votes cast.
2. No improper conduct is observed or reported.

TEMPORARY WORKERS

Issue Statement

Temporary workers play a key role in processing ballots during elections, particularly absentee ballots.

Findings

- There is a core group of experienced and committed temporary election workers.
- Each election, there are new hires who come to the process for the first time.
- Accuracy of ballot processing can be improved.
- The risk of serious mistakes or errors can be reduced.

Discussion

Temporary workers are critical to the elections process and should have the training and tools they need to do their job. The CEOC observed that temporary workers are not always able to adequately explain what they are doing, and on occasions – such as during the processing of provisional ballots – have been observed making a mistake.

Recommendations

- Ballot processing procedures at MBOS and the canvass process at the administration building should be documented in a clear step-by-step manner.

- Workers should be trained in procedures and always have a copy of the documented procedure they are performing.

POLITICAL PARTY OBSERVERS

Issue Statement

Political party observers contribute to the election process by ensuring that elections are open and transparent.

Findings

- Political party observers make the process more accountable to the public.

- King County pays its political party observers and this provides benefit to the electorate, because paying political party observers ensures that they are available when needed.

- The ballot enhancement process and determination of voter intent take place under close supervision of observers.

- Paid observers do not always understand the procedures they are observing.

Recommendations

- Continue with current usage of paid political observers.

- If available, distribute training curriculum provided by Secretary of State to all observers and temporary workers.

- Solicit feedback from observers, perhaps through party coordinators.

- Review and summarize observer feedback during post-election debriefing meeting.

- Follow the Secretary of State's Office requirements for training observers.

- Provide to observers a written copy of the procedure they are observing.

CHINESE LANGUAGE REQUIREMENTS

Issue Statement

Because the number of Chinese speaking citizens in King County meets the threshold set by Section 203 of the federal Voting Rights Act, King County must make available Chinese language election materials and provide Chinese speaking poll workers at key polling places.

Findings

- The Federal government requires that there be an effort to recruit Chinese speaking poll workers; compliance is monitored by the Department of Justice.

- The Elections Section specifically works with the Chinese speaking community to recruit poll workers.

- Turnover rate for poll workers with Chinese language skills appears to be high.

- The Elections Section has produced some separate Chinese language materials, and is working on producing more.

- Some poll workers have not been diligent or receptive to displaying Chinese language materials.

- In the summer of 2003, King County hired a Chinese speaking outreach coordinator.

Discussion

- The way King County implements the Chinese language requirement could serve as a model when other languages must be added.

Recommendations

- Increase outreach activities on multiple fronts – such as the National Asian Pacific American Legal Consortium (NAPALC) and local APA workshop held in January 2004.

- Regularly recruit for Chinese speaking poll workers.

- Ask party coordinators to recruit Chinese speaking workers

- Have the outreach coordinator evaluate the success of recruiting and retaining Chinese speaking workers.

- Produce election materials that are bilingual, instead of separate English language and Chinese language materials.

- Closely monitor what other jurisdictions are doing to comply with the requirements for alternative languages.

Suggested Minimum Standards of Performance

1. The number of Chinese speaking poll workers increases over time.
2. Strive for at least one Chinese speaking poll worker for targeted polling places.

PROVISIONAL BALLOTS

Issue Statement

Provisional ballots help to ensure that everyone has the opportunity to vote.

Findings

- Provisional ballots are a necessary, valuable, and complex part of the election process.
- There is currently no way to identify a provisional ballot that has been counted in error at the polling place.
- Some provisional ballots are counted at poll sites in error during each election.
- Some provisional ballots are incorrectly processed during the canvass period.
- With the increased turnout expected in the 2004 presidential election, there will be an increase in the number of provisional ballots cast.

Discussion

Washington State has a long and successful tradition of using provisional ballots to enable voters to cast a ballot when there is a question about their registration/ absentee ballot status or if they cannot make it to their assigned polling place on Election Day.

While the CEOC has not thoroughly observed or investigated this process, it is clear that processing provisional ballots is labor intensive. The more than 17,000 provisional ballots received during the 2000 presidential election may have led to incorrect processing by election workers.

- While the correct process requires that provisional ballots should be validated during canvassing before being tabulated and that they should not be counted at polling places, running a ballot through the poll site

tabulator is an easy mistake for a voter to make. Poll workers are not always able to watch provisional ballots closely enough to prevent them from being counted.

Recommendations

- Review the reasons provisional ballots are issued and note any cost effective steps that can be taken to reduce their number – such as timely processing of voter registration and early voter registration drives – without interfering with a citizen's right to vote.

- Estimate the number of provisional ballots that will be returned during the 2004 presidential election and person hours required to process them to ensure adequate staffing.

- Consider establishing a position of provisional ballot judge for general elections in high turnout polling places.

- During the canvass process, track the number of provisional ballots counted by poll machines each election.

- Determine provisional ballots counted by poll machines during the canvass process and subtract from machine totals

- Track the error rate and if significant, implement procedural and/or technical changes to reduce errors.

- Consider strategies – such as color coding ballots – so that they can be identified more easily during canvass.

Suggested Minimum Standards of Performance

The number or provisional ballots counted at the polling place decreases over time.

SECURITY

Issue Statement

Security of the voting process is key to ensuring the public's confidence in elections.

Findings

- Reviews of Elections Section by the Secretary of State and the King County Council's consultant have highlighted significant shortcomings with basic election security.

- Serious issues have been raised by national computer experts and local activists concerned with the security of our elections, including the activities of the County's major elections vendor.
- Some poor security practices have already been addressed.

Discussion

- Security practices have been improved in response to concerns. However, security should be addressed proactively; fixing issues after they arise harms public confidence. Indeed, some observers have expressed concerns about MBOS security

Security Principles

- Make safeguarding the secrecy of each individual ballot and legitimacy of every result a top priority in the core mission statement for the Elections Section.

- Keep expanding the new practice of transparency, by listening to voter problems and concerns, addressing specific criticisms and allegations, and making information and answers available to experts, observers, critics and voters in a timely, proactive way.

- Strike the right balance between the voter's right to a secret ballot, the necessity to safeguard the election system from security threats, and the openness required so that voters and observers can understand and evaluate the election process and its security.

Recommendations

- Develop a security plan covering all election operations that: identifies and assesses risks (rated by severity and probability); evaluates options for mitigating risks; requires that vendors submit similar written security plans; establishes written security policies and procedures for all aspects of the election process; and is clear, comprehensive, and genuinely helpful to election workers and vendors in fulfilling their legal and contractual responsibilities.

- Require full background checks for all county employees and vendor representatives who have a significant responsibility for election security, with the object of identifying and weeding out individuals with a documented history of fraud, embezzlement, computer hacking or other serious misconduct that poses a direct threat to elections security and public confidence.

- Institute an annual or biennial election security review for all Elections Section work units and vendors, to evaluate and improve security for voter registration, ballot printing, absentee mailings and returns, poll site voting and ballot tabulation.

- Document via logs and other written documents as much of elections process and security protocol as possible, and evaluate this information on a regular basis to ensure compliance, and also to evaluate the information thus provided.

- Require two or more authorized election workers to work with, monitor and double-check each other on ballot enhancements and important jobs where this precaution is either required by law or would enhance election security; just as important, make sure that the rationale behind this requirement is included in training and instructions.

- Give the Elections Section IT and other technical staff specific, ongoing responsibility for ensuring election security, including the job of anticipating problems, evaluating performance and making necessary upgrades and improvements.

- Continue the new policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities and in an isolated, secure facility.

- Provide even more space and better facilities for the main computer room, improve the physical separation of observers and the tabulation process within the computer room, and make it possible to accommodate observers without impeding the tabulation process.

- Increase the existing role of Elections Section staff in monitoring and supervising the important work of vendors in preparing and processing ballots. For example, have at least two people – one staff member and one other individual – accompany every drop-off or pickup of vote-by-mail ballots to or from the United States Postal Service.

- Provide training in security to all election managers, regular staff, temporary election workers and observers.

- Continue to address and rectify the security problems noted in the election reviews, including ongoing monitoring of compliance with new policies and procedures.

- Create additional checks and double-checks throughout the election management system, thus improving deterrence against potential election fraud and abuse and also the ability to detect, rectify and punish any actual criminality or misconduct.

- Ensure that the new voter registration system being developed in compliance with HAVA includes ample security in its makeup and coordination with other systems.

PROCESS CONTROL AND PUBLIC CONFIDENCE

Issue Statement

Allegations about serious problems with electronic voting, concerns about security, and the problems encountered during the November 2002 election in King County have undermined the public's confidence in the election process.

Findings

- Election equipment and software in Washington State are certified by the Secretary of State's Office.

- Logic and accuracy tests, mandated by the state and conducted the Friday before each election, are overseen by the Secretary of State's Office and political party observers.

- Comprehensive testing can help alleviate concerns about accuracy and reliability.

- This report, which documents the oversight of the election process in King County, should also help alleviate concerns.

- According to the Secretary of State's web site, King County had been using a network of tabulation machines that exceeds the number of machines approved during the State's certification.[6]

- There is room for improvement of poll site accuracy.

- Regular audits increase public confidence and demonstrate a focus on accuracy, regardless of voting method.

- Logic and accuracy tests on polling place tabulating equipment are conducted prior to delivery to polling places.

- Poll book precinct totals are currently reconciled within two votes of precinct vote counts.

- Statutory recounts – both hand and machine – have been beneficial in validating the accuracy and reliability of King County's voting system.

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[6] Elections Section acknowledges this and will only use 16 tabulating devices at MBOS until it can receive certification to add additional units.

Discussion

Some people are actively hunting for any flaws in the election process and are not always concerned with context or perspective. This has been exacerbated by the poor reputation currently held by the County's major election vendor, which over the last few months has received ongoing negative coverage in the media.

Although unlikely, if a malicious programmer did gain access to the tabulation programming, it would not be difficult to evade detection by the current testing process, because absentee counting is spread out over many days.

It is also possible that there could be software flaws that have no effect on accuracy. Audits help to ensure that discovery of such a flaw after an election will not erode public confidence in the results.

No machines or procedures are totally foolproof, and it is a good idea to double check. Questions of a system's accuracy can be verified with regular audits, and regular "human" audits become more necessary as technological complexity increases.

Statutory recounts have been beneficial in validating accuracy and reliability of voting system.

Recommendations

- At least annually, verify compliance with state certification requirements.

- If state certification requires additional procedures, those procedures should be written and distributed to all relevant workers prior to and during tabulation.

- Continue the practice of utilizing political observers to view and sign off on the logic and accuracy test.

- Schedule the official logic and accuracy test at MBOS at least four business days before the election.

- Repeat the logic and accuracy test after tabulation is complete.

- Continue the practice of conducting informal internal logic and accuracy tests prior to the official one.

- Consider conducting an informal logic and accuracy test on Election Day prior to the start of tabulation.

- If the voting system has the ability to produce absentee results by batch, one batch from each machine, picked at random, should have one race hand counted to verify the accuracy of each machine.

- Each election, randomly choose one polling place to audit. That audit would include a full recount of all races and issues and a hand recount of

one race or issue. Notice of the random audit provision should be included in poll worker training.

EMERGENCY PREPAREDNESS

Issue Statement

An emergency preparedness plan is essential to ensure that the election process can continue uninterrupted and adjust to unexpected situations.

Findings

- The Elections Section is not adequately prepared for a natural or unnatural disaster that would impact ballot tabulation and processing.

- Pierce County has detailed procedures for work stoppage due to power outage or other cause and all key workers/supervisors have this document in their possession on Election Day.[7]

- In the recent past, power outages at MBOS have caused problems.

Discussion

While the Elections Section does have a procedure for handling power outages and other unexpected problems at the polling place, written procedures for interruption of ballot processing due to natural/unnatural disaster are limited.

Recommendations

- The Elections Section should create and review and update periodically emergency preparedness policies and procedures.

- All key workers at these facilities should be trained in these procedures and have them easily accessible in writing. Troubleshooters in the field on Election Day should have these procedures with them.

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[7] See Appendix #7

- For comparison purposes, the Elections Section should examine the emergency preparedness procedures in surrounding and similar-sized counties
- Remote facilities should have monitored alarm and fire systems.

POLLING PLACES

Issue Statement

The number of polling places may affect the cost and convenience of voting.

Finding

The relatively large number of polling places in King County has a significant impact on the cost of elections**.**

Discussion

King County currently operates over five hundred polling places in a countywide election, serving an average of five precincts apiece. Each location requires three or more paid election workers, an AccuVote system, and its own supply kit which must be assembled for each election.

Voting at the neighborhood polling place is an honored tradition which is still very important to many voters. Election inspectors and judges regard their work as a community service, and the use of local residents as election workers is intended to serve as a deterrent to fraudulent voting. These benefits have declined as now nearly two thirds of votes cast are absentee ballots.

Some polling place costs are proportional to the number of precincts and cannot be reduced by consolidating polling locations. There are also real costs associated with reorganizing precincts and fully advising voters of changes.

Members of the CEOC have observed polling place operations during three recent elections.

Staff oversight of polling place operations, especially in the implementation of new procedures, is very difficult, more so because of their large numbers. Recruiting sufficient numbers of suitable poll workers has become more challenging in recent years.

Many of those who continue to vote at the polls do so by choice and would be at least somewhat displeased by dramatic change.

Recommendation

King County should continue to strategically manage its polling location inventory downward, identifying low-production locations and moving toward optimum sizing (which may be different for urban, suburban and rural areas). Note that this process will be significantly different if the County moves towards fewer precincts and/or all-mail balloting.

MEMORY CARDS

Issue Statement

Reliable computer memory cards for polling place tabulating machines are a critical element in ensuring that elections run smoothly.

Findings

- Every election a small number of memory cards fail and must be replaced.
- The cause of memory card failures has not been determined and warrants further study.

Discussion

AccuVote machines use memory cards that contain the programming for the ballot and also record and store the votes cast in each race. The failure rate of memory cards could be due to software issues. If failures are related to software, this could raise concerns about the accuracy of results on cards and the quality of software.

Chelan, Klickitat, and San Juan counties use similar equipment

Recommendation

The Elections Section should investigate and determine cause of memory card failures.

PRECINCT SIZE

Issue Statement

The issue of precinct consolidation is complicated and potentially divisive. Handling this issue with delicacy is the key to enlisting cooperation among all the stakeholders.

Findings

- State law mandates that precincts should have no more than 900 poll voters.

- State law establishes the office of precinct committee officer (PCO), allowing one PCO per precinct for each major political party.

- King County Code requires that precincts be even smaller, with no more than 300 voters per precinct.

- King County has more than 2,600 precincts.

Discussion

With more than 2,600 precincts in King County, elections are more expensive and complicated than they would be if precincts were larger. This appears to increase the likelihood of errors and add to the cost of elections.

Recommendations

The CEOC reviewed the issue of consolidating precincts, and believes it needs further study. Factors that need to be considered are:

- Measure the effect precinct consolidation will have on turnout. Determine whether increasing precinct size leads to lower turnout, because precinct committee officers may not have a precinct size that is easily door belled by one person.

- Determine the potential cost savings. Printing costs may or may not be reduced if there are fewer precincts and ballot styles.

- Determine if reducing the number of precincts and ballot styles would in fact reduce the likelihood of errors.

- Determine a time for precinct consolidation. In the wake of HAVA, it may be less expensive to re-district the precinct at the time King County must produce a list for the Secretary of State's "master file."

- Create a working group that includes pro-consolidation representatives and anti-consolidation representatives. This group should include representatives of the major political parties, County Council, state legislative caucus, the Elections Section, the Municipal League, the League of Women Voters, and at-large members.

- Develop a list of alternatives to precinct organization currently established in state law such as: proposing state legislation that would make the number of precinct committee officers (PCOs) proportional to the number of registered voters in a precinct; or enabling county political parties to add additional PCOs to the ballots at their discretion.

VOTING BY MAIL

Issue Statement

The increase in the number of people voting by mail has changed the way elections and campaigns are conducted.

Findings

- State law has made it easy for voters to vote by mail on an ongoing basis

- With the dramatic rise in the number of people voting absentee, King County is now operating a dual system: polling place voting and voting by mail.

- Nearly two-thirds of votes cast in King County are absentees, and those who vote by mail appear to prefer to do so.

- Utilizing a dual system appears to have increased costs.

- There is anecdotal evidence that increased absentee voting has led to greater participation in off-year elections.

Discussion

- Acceptance of voting by mail may be an issue. While an increasing number of citizens are choosing to vote by mail and seem to prefer it, the CEOC expects that many of those who vote at the polls prefer to do so. It is likely that even if it can be demonstrated that voting exclusively by mail would save money, those who vote at the polls now might still prefer to do so.

- Cost is also a consideration. The CEOC has not studied the costs of operating each of the two systems currently in place. Common sense does, however, suggest that the cost per vote in a system that includes both mail and polling place voting would be higher with a dual system, especially because cost for polling place voting have remained fairly static, while those voting at the polls are now less than one third of the votes cast.

- In addition, a voting system that is entirely vote-by-mail would require different kinds of security measures and oversight than that at polling places.

- Elections where voting is entirely by mail change the dynamics of political campaigns. As a higher percentage of absentee ballots are cast, the timing of candidate and issue campaigns has changed. Mailings and other advertising must dovetail with distribution of the ballots to voters. The time period has been compressed and the intensity increased.

- Voting by mail appears to increase voter participation. King County has been able to attract greater participation with extensive utilization of the absentee ballot. Steps could be taken to encourage an even greater number of voters to receive absentee ballots on a regular basis, which, in turn can be tied in with a campaign to increase the return rate. Turnout in off-year elections could increase if King County moved to vote by mail elections.

- Finally, moving to an all vote-by-mail system could impact the speed and accuracy of vote tabulation. The results of most contests are known by the time television stations begin broadcasting the eleven o'clock news. Those that are too close sometimes take days, or even weeks, to finalize. This is driven by the acceptance in this state, of absentee ballots post marked by the day of elections.

- As we move to a higher and higher percent of participation in absentee voting, the sheer number of contests that depend on those last-minute ballots will increase. With the largest county in the state moving toward a 100% absentee voting, this should supply the clout to get the state law changed to match most other states. That is to have the ballots received by the close of business on the day set forth for the election.

Recommendations

- The CEOC examined the issue of moving to all vote-by-mail elections, but recommends that the issue be studied further.

- King County should have the capacity to hold a countywide vote-by-mail election and should demonstrate that capacity by holding such an election when there is an opportunity to do so.

- If and when King County holds a countywide vote-by-mail election, it should include with each ballot an application for ongoing absentee voiting status.

- Since there are state government and other forces pushing toward an all vote-by-mail system, the County should analyze the cost effectiveness of such a system.

- Ensure that the voting process has as few barriers as possible – making voters aware of all of their options, including voting by mail.

- Have poll workers account for absentee ballots dropped at polling places to see how many voters are actually using that drop-off option.

AFTERWORD

The CEOC believes that King County is capable of meeting its elections responsibilities. In the course of our work we have seen the County recognize existing shortcomings and begin to implement changes to address them, even as it adapts to new legal requirements and closer public scrutiny of the election process. While there is much to be done, we are encouraged by the course which has been set.

The citizens of King County have a right to expect high quality performance in the conduct of our elections. We cannot demand perfection; we know that there will be breakdowns and errors in the future. But we can insist that the Elections Section operate on a standard of professionalism, expertise, accountability and continuous improvement, and by the same token must insist that our elected officials provide the resources and organization required to achieve that standard.

We can have a highly reliable, highly accountable election system that deserves the public's confidence. Reaching and maintaining that level will require the ongoing attention and involvement of all stakeholders in the election process. The CEOC hopes its efforts will be a useful model for collaboration to make sure the system on which our democracy depends works well.

ACKNOWLEDGEMENTS

As with any complex enterprise, the success of the Elections Section depends on its people, from the Director and Superintendent to the poll workers. Much of our optimism comes from our confidence in the current leadership of the Elections Section, who were very supportive oft the CEOC's work.

We are grateful to Jim Buck, acting director of Records, Elections, and Licensing Services (REALS);. Dean Logan, the current director of REALS, and Bill Huennekens, the Superintendent of Elections, all of whom assisted us with our observations, provided much valuable information and attended many of our committee meetings.

We are grateful as well to the many Elections Section staff members who helped us during our field observations of the election process.

We would also recognize the election officials from other jurisdictions who generously gave time and access to members of our committee so we could understand better the business of conducting elections: Mr. Bob Terwilliger, Snohomish County Auditor; Carolyn Diepenbrock, Snohomish County Director of Elections; Carolyn Abelman, Chief Deputy Auditor, Snohomish County; Pat McCarthy, Pierce County Auditor; Keri Rooney, Chief Deputy Auditor, Pierce County, Lori Augino, Pierce County, Election Manager: and John Kauffman, Director of Elections for Multnomah County, Oregon.

Finally, we wish to thank Michael Alvine of the King County Council staff, who facilitated our committee's operations in every way, and provided invaluable insights into County operations; Joanne Rasmussen, staff to the King County Council, who provided support services early in the process; and Kimberly Nuber, aide to Councilmember Jane Hague, for overseeing the complex process of appointing committee members.

ABOUT THIS REPORT

Many individuals helped make this report possible:

- CEOC members, all of whom contributed material to this report.
- The report review subcommittee, Brad Henry, David Carson, Michael Snyder, and Tyler Page.
- Helen Chatalas, aide to Councilmember Dwight Pelz, copy editing.
- Michael Alvine, senior legislative analyst, who kept us on track.
- Ellen Hansen, consultant, contributor and editor.

APPENDIX

APPENDIX #1, ENABLING LEGISLATION

Ordinance 14711

Proposed No.	2003-0270.2	**Sponsors**	Hague, Lambert and Hammond

1   AN ORDINANCE establishing the King County

2   citizens' elections oversight committee.

3

4

5   PREAMBLE:

6   1. The proper administration of elections is an essential function of

7   county government in Washington state. Public confidence in the

8   prompt and accurate counting of ballots is of the utmost importance

9   to our democratic society. Conducting elections requires numerous

10   other important administrative matters including registering voters,

11   processing filings for candidates and measures, and publishing

12   voters' pamphlets.

13   2. Tens of thousands of absentee ballots were mailed two weeks

14   late for the November 2002 general election. In many cases, the

15   ballots did not arrive in voters mailboxes until the day of the

16   election.

17   3. The metropolitan King County council has provided leadership

18   and strong oversight to restore public confidence in the King

19   County election system.

20   4. The council's committee-of-the-whole received a briefing on

21   December 9, 2002, on the operations of the King County elections

22   office in general and the distribution of absentee ballots for the

23   November 2002 general election in particular.

24   5. In February 2003, the Secretary of State's Office released a

25   report reviewing the November 2002 general election in King

26   County. The report found that King County had fallen significantly

27   behind in processing voter registrations. The report also

28   recommended that the county develop or acquire a voter

29   registration system that meets the needs of the county.

30   6. On February 3, 2003, the CEOC-of-the-whole held a special

31   meeting at the King County mail ballot operations satellite, where

32   absentee ballots are counted. The council toured and inspected

33   the facility.

34   7. On February 14, 2003, the metropolitan King County council

35   adopted Ordinance 14570, which was enacted. The ordinance

36   requires council confirmation of the position of manager of the King

37   County records, elections and licensing services division and the

38   position of superintendent of elections.

39   8. On February 25, 2003, the council's labor, operations and

40   technology committee received a briefing on the review of King

41   County election process by the Office of the Secretary of State, and

42   the King County records, elections and licensing services division.

43   9. In March 2003, the metropolitan King County council hired an

44   elections consultant, a former county elections manager, to conduct

45   an independent review of county elections.

46   10. On April 22, 2003, the labor, operations and technology

47   committee received a briefing on the elections consultant's review

48   of the county election process.

49   11. Several polling places ran out of ballots during the April 22,

50   2003 special election for the Highline School District.

51   12. On April 22, 2003, the council's elections consultant produced

52   "The Final Report to the County Council on Reviewing the Election

53   Process in King County". The report makes short- and long-term

54   recommendations for improving the election process in King

55   County.

56   13. More than one thousand five hundred absentee ballots for

57   vote-by-mail precincts in unincorporated King County were not

58   mailed until four days before the May 20, 2003 election.

59   14. On May 20, 2003, the metropolitan King County council sent

60   King County executive Ron Sims a letter signed by all

61   councilmembers confirming an agreement between the council and

62   executive to use the council's elections consultant to closely

63   monitor the elections process from within the elections section.

64   The letter also recommended increased consultation and

65   assistance from the Washington Secretary of State for the fall 2003

66   elections and encouraged appointment of a citizen panel to monitor

67   the fall elections and restore voter confidence.

68   15. The council now desires to establish such a panel in the form

69   of a citizen's oversight committee with the ultimate goal of restoring

70   public confidence in King County elections.

71   BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

72   <u>SECTION 1.</u> **Establishment – definition.** The King County citizens'

73 elections oversight committee is hereby established. For the purposes of this

74 ordinance, "the CEOC" means the King County elections citizen oversight

75 committee.

76   <u>SECTION 2.</u> **Membership – appointment process, requirements and**

77 **restrictions.**

78   A. The CEOC shall consist of nine voting members. The members shall

79 be appointed by the executive from nominations submitted by the chair of the

80 council. The appointments shall be subject to confirmation by the council.

81   B. Membership shall include one representative from the Municipal

82 League, League of Women Voters, the King County Democratic Party, the King

83 County Republican Party, the Office of the Secretary of State and a King County

84 school district and three King County registered voters.

85   C. All nominees should have:

86   1. Substantial working knowledge of local or state government elections

87 operations and management;

88   2. A strong commitment to an accountable, transparent, well-managed

89 and efficient elections operation in King County; and

90   3. A willingness to commit the time necessary to attend committee

91 meetings and activities.

92   D. A nominee or appointee shall not hold or be a candidate for elected

93 office.

94   E. The chair of the council shall submit nominations to the executive. The

95 executive shall transmit to the council nine appointments to the CEOC by July

96 31, 2003. The transmittal shall be accompanied by appropriate contact

97 information for the appointees.

98   F. Terms of committee membership shall be eight months and shall not

99 be for staggered terms.

100   SECTION 3. **Mission and goals.** The mission of the CEOC is to provide

101 citizen oversight of the operation and management of the elections section of the

102 King County records, elections and licensing services division. The goal of the

103 CEOC shall be to make recommendations to:

104   A. Improve performance of the King County elections section;

105   B. Improve accountability of the King County elections section; and

106   C. Ensure that accountability and performance of the elections section is

107   provided in an open, transparent manner that is meaningful to the citizens of King

108   County.

109   <u>SECTION 4.</u> **Responsibilities.**

110   A. Before undertaking its other responsibilities identified in this ordinance,

111   the CEOC shall elect officers and adopt administrative procedures.

112   B. To accomplish its missions and goal, the CEOC shall complete the

113   following tasks:

114   1. Reviewing "The Final Report to the County Council on Reviewing the

115   Election Process in King County" and the Office of the Secretary of State's

116   report, which reviewed the November 2002 general election in King County;

117   2. Reviewing current King County elections operations and

118   management, policies and procedures, business processes and business

119   practices; and

120   3. Monitoring the fall 2003 primary and general elections in King County

121   to determine if improvements should be made to ensure the successful operation

122   and management of elections in King County and to ensure that problem areas

123   are discussed in an open and public manner.

124   C. The CEOC shall also develop the following reports:

125   1. A report on improving the King County elections section's mission

126   statement, goals and objectives, performance measures and benchmarks; and

127   2. A report on the fall 2003 primary and general elections in King

128   County, including recommendations to improve and make available to citizens

129   elections that will occur in King County in 2004. This report should also

130   determine if the recommendations made by the Office of the Secretary of State

131   and the council's elections consultant were implemented for the fall 2003

132   elections.

133   SECTION 5. **Staffing and operations.**

134   A. The lead analyst for the King County labor, operations and technology

135   committee, or its successor, or another staff person designated by the chair of

136   the council, shall assist with coordinating the initial staffing and operation of the

137   CEOC.

138   B. The CEOC shall identify an independent contractor to support the

139   CEOC, and shall request that the chair of the council hire those persons or

140   contractor as provided in the council's organizational motion. The person,

141   persons or contractor shall assist and facilitate the CEOC, conduct independent

142   research and analysis, review best practices for operations and management of

143   elections, review current and proposed information systems for elections, and

144   prepare final reports of the CEOC's findings and recommendations, as required

145   herein.

146   C. County staff in the department of executive services shall be available

147   to answer questions and provide information to the CEOC.

148   SECTION 6. **Compensation and reimbursement.** The county shall

149   reimburse committee members for mileage at the standard county

150   reimbursement rate for travel within the county and to and from scheduled

151   committee meetings. The county shall provide parking space free of charge in

152   the county garage to committee members while attending meetings where

153   committee business is conducted.

154   SECTION 7. **Expiration.** The CEOC expires on March 31, 2004. It is the

155   intent of the council to evaluate the continued need of the CEOC before the

156   CEOC sunsets and to consider whether to repeal or continue the CEOC.

157

Ordinance 14711 was introduced on 6/9/2003 and passed by the Metropolitan King County Council on 7/14/2003, by the following vote:

Yes: 13 - Ms. Sullivan, Ms. Edmonds, Mr. von Reichbauer, Ms. Lambert, Mr. Phillips, Mr. Pelz, Mr. McKenna, Mr. Constantine, Mr. Hammond, Mr. Gossett, Ms. Hague, Mr. Irons and Ms. Patterson
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

ATTEST:

_____

APPROVED this 25th day of July, 2003.

_____

APPENDIX # 2, CITIZENS' ELECTION OVERSIGHT COMMITTEE
MISSION, GOALS, AND OBJECTIVES

Mission

To restore voter confidence in King County elections.

Goal

By the CEOC's sunset date of March 31, 2004, recommend practices shown by our analyses to promise measurable improvements in the performance and accountability of the King County elections process during the Fall 2004 elections.

Objectives

Improve the performance of the King County elections operations;
Improve accountability of the King County elections management and staff;
Ensure that accountability and performance of the elections section is provided in an open, transparent manner that is meaningful to the citizens of King County.

APPENDIX #3, CEOC CHARTER

Administrative Procedures

1. Minutes for this committee will reflect votes taken, consensus decisions, policy direction, requests for information from members and consultants, and follow-up on those requests.
2. A quorum for this committee will consist of 7 members.
3. Voting:
   - Process issues will require 60% of the members present and voting to concur (at least 5 if the minimum quorum is present).
   - Policy decisions and recommendations of the CEOC will require 60% of the entire membership to concur (8).
   - Members attending the meeting via conference call are allowed to vote on issues as long as members physically present at the meeting are convinced it is actually the member on the phone.
   - A minority report can be produced in addition to the majority report.
4. Consultant's time must be used effectively and efficiently. Only the CEOC, through the Chair, will direct consultant's activities; except that consultant may be assigned to assist Work Package teams, and they will then direct consultant's activity.
5. REALS Management has total responsibility for managing the election process. Committee members will not interfere with that relationship. Requests for information/research or suggestion for improvements will only be made by the CEOC acting in concert with #3 above and expressed in writing.

Code of Conduct

Committee members will conduct themselves in a professional manner, treating Staff, Consultant, and each other with respect. Members will give everyone an opportunity to participate and be heard.

Work Packages

1. The CEOC will identify the tasks needed to achieve its objectives and break them down to subtasks meeting the SMART criteria (specific, measurable, assignable, realistic, and time-bound).
2. These "Work Tasks" will be assigned deadline dates and responsible parties.
3. Tasks will be grouped into "work packages" and assigned to Work Package Teams
4. Each Work Package Team will consist of an assigned team leader, any interested committee members, and the CEOC consultant when appropriate.
5. The attached work program will list each work package, team leader, team members, and due dates.

APPENDIX # 4, OBSERVATION NOTES

Date	Location	Activity	Observations
7/28/04	553 King County Administration Building	First Day of Candidate Filing	Observed candidate filing for 2003 Primary. Elections Section staff helped candidates at different work stations, each handling one part of the filing process, for example verification of each candidate's voter registration and payment of filing fees. (*A week after filing, the Elections Section, responding to a citizen complaint, announced that Phil Fortunato, a declared indigent certified a candidate for King County Council District 13 via petition signatures in lieu of the filing fee, had not turned in enough valid voter signatures to qualify for the ballot. The Superior Court, citing errors by the Elections Section, upheld his right to remain on the primary ballot, ruling the mistake was not his.*)
8/1/2003	553 King County Admin. Bldg.	Candidate Ballot Order Determination	Immediately following close of filing, observed use of dice to determine by lot the order certain candidates were listed on the 2003 Primary ballot, This process was witnessed by candidates and the public.
9/3/2003	Diebold Plant, Mukilteo	Absentee Ballot Printing and Processing	Following press reports of errors in printing of absentee ballots, the new REALS Director briefed the committee on the situation. A processing error by Diebold Election Systems led to the mailing of the wrong ballot to some Renton voters.
9/4/2003	553 Admin.	Canvassing Board Meeting	Observed meeting of King County Canvassing Board (the REALS Director and designees of the Prosecutor and chair of the County Council Chair.) The Elections Superintendent, the Board's legal counsel and other observers attended. The Board delegated legal authority to Elections Section staff for conducting the 2003 primary and discussed the scope and management of the 2003 primary, including Chinese language requirements and absentee operations.
9/5/2003	North Seattle Community College	Poll Worker Inspector Training	Attended three-hour training session for polling place election inspectors, who were paid for mandatory attendance. Training was conducted by veteran Election staff and former staff, and inspectors were given training materials including the ready-reference poll worker flip-chart. Instruction and discussion included basic tasks, recent changes in law and procedure, and Chinese-language requirements. (*NOTE: Elections staff reported that at another training one inspector made repeated inappropriate comments about these language requirements*).
Date	**Location**	**Activity**	**Observations**

9/11/2003	2nd Floor, King County Admin. Bldg.	Petition Signature Verification	Observed verification of voter signatures on petitions for Seattle Districts Now initiative measure for the 2003 general election ballot. Petition signatures verified by regular and temporary Elections staff using computer terminals, and credited each voter, also noting those who signed more than once. Signatures that could not be verified were double checked at least once by supervisors before being rejected as invalid. Twelve staff were dedicated to verifying Seattle District Now petitions at this location; more petitions were verified at MBOS when workers had finished verifying returned absentee ballots for the primary.
9/11/2003	2nd Floor	Voter Phone Bank Operations	Observed regular and temporary Election staff working at approximately twelve work stations handling calls and providing detailed information for voters.
9/12/2003	Mail Ballot Operations Satellite (MBOS)	Logic and Accuracy Test (L&A Test)	Observed official logic and accuracy test required by state law to certify vote tabulation equipment for each election. Test of twenty Accuvote tabulation machines and related systems went smoothly, conducted by full-time and temporary Election staff and witnessed by party observers and Secretary of State's office.
9/12/2003	MBOS	Absentee Ballot Verification and Preparation	After the L&A test, CEOC members toured MBOS, observing verification of absentee ballot signatures and preparation of verified absentees for tabulation. Ballots were quickly verified by pulling up original signatures from the voter registration database to match with those on absentee ballot oath. Observed processing of verified absentee ballots to prepare them for tabulation on Primary Day. Spoke with paid party observers (Democrats, Republicans and Libertarians) who had generally positive comments on current absentee operations.

Date	Location	Activity	Observations
9/13/2003	Election Distribution Center (EDC)	Distribution of Election Supplies	Observed distribution of polling place tabulators, ballots, and supplies to Seattle poll inspectors for the 2003 primary. Inspectors lined up and drove in to get their supplies at the Election Distribution Center, assisted by full-time and temporary Elections staff; King County Sheriff's Dept. provided security. Observers were given a tour of the EDC, including areas used for storing election supplies and maintaining the poll site tabulators.
9/13/2003	EDC	Absentee Ballot Security	Observed ballot security for returned absentee ballots delivered by US Postal Service to the Elections Section. Process involved breaking the seal on the lock box and noting in the accompanying log; opening the ballot cage with a key kept in the box; putting the returned ballots in sealed mailing envelopes into the cage; relocking it and putting the key back in the box; affixing a new seal and recording in log.
9/13/2003	5th Floor	Absentee Ballot Application Processing	Observed Elections Section staff processing absentee ballot requests f to comply with state law requiring all requests must be processed within 48 hours (passed by the 2003 legislature in response to problems with 2002 King County absentees) to ensure voters got ballots in time to vote.
9/14/2003	Area Depots	Supply Distribution	Observed distribution of tabulators, ballots and supplies to inspectors outside Seattle
9/16/2003 Primary Election AM on	5th Floor	Trouble Desk Operations	Observed Trouble Desk. Peak periods were before polls opened. Elections Section staff took calls from polling place inspectors and troubleshooters in field. Most problems resolved over the phone and logged for immediate processing and future analysis. Troubleshooters and staff were sent to deal with problems poll workers couldn't fix by themselves. Number and general severity of reported problems was fairly low, with trouble desk staff logging around 150 calls.

Date	Location	Activity	Observations
9/16/2003 Election Day	5th Floor	Poll worker Operations	Observed poll worker coordinators scrambling to deal with vacancies and other personnel issues on Primary morning. Only a handful of problems, which were resolved by staff with the help of workers who agreed to be reassigned to help out.
9/16/2003 Election Day	Polling Places	Troubleshooter Polling Place Support	Accompanied Elections staff to polling places to handle problems that couldn't be resolved over the phone. Observed troubleshooters install new memory cards and provide other assistance to poll workers.
9/16/2003 Primary Election Day	Polling Places	Polling Place Voting	CEOC members observed voting at polling places. Turnout was light; so observers had time to talk with poll workers. In general, poll worker performance, attention to detail and assistance to voters was good, as was support from troubleshooters and Elections Section staff, and cooperation by schools, churches and locations serving as polling places. Poll workers were concerned about the high level of staffing for small numbers of voters and the adequacy of some polling locations. Posting of Chinese-language was inconsistent (sometimes nonexistent) and many workers had concerns with the requirements. (T*he Organization of Chinese Americans visited locations with large numbers of Chinese-language voters, noting several problems, including inappropriate comments by poll workers taking issue with Chinese-language requirements.)*
9/16/2003 Primary Election Day	MBOS	Absentee Ballot Tabulation	Observed tabulation of verified absentee ballots by temporary staff supervised by full-time Elections staff. Previously prepared ballots were run in small batches through 20 Accuvote tabulators. Ballots that wouldn't run properly were visually inspected, and were either enhanced or duplicated so they could be run through the machines and correctly reflect the intent of the voter. At the end of the day's counting, results from each machine were combined and tabulated. The total number of absentees counted on Primary Day was announced, but not the results (embargoed until after polls closed at 8 PM).

Date	Location	Activity	Observations
9/16/2003	MBOS	Absentee Ballot Enhancement and Duplication	Observed regular Elections staff enhance and duplicate absentee ballots either too damaged to run through the ballot tabulators, or marked in a way that the machines could not correctly record voter intent. Throughout, party observers observed and logged ballots; originals of duplicated ballots were preserved, and enhancements handled in a way that would preserve the original marks. Ballots without clear voter intent referred to the Canvassing Board.
9/16/2003	King County Garage	Return of Ballots and Supplies	Observed inspectors from Seattle polling places returning voted ballots, tabulators and other polling place supplies to regular and temporary Elections Section staff. Staff took ballots and Accuvote memory cards up to the 5th Floor Elections office for further processing.
9/16/2003	Depots	Return of Ballots and Supplies	Observed inspectors from suburban and rural polling places return ballots, tabulators and other supplies to staff at area depots. After checking in ballots and supplies, staff transmitted returns from the Accuvote memory cards via telephone modem to the 5th Floor Elections office computer so they could be tabulated and included in the primary vote count.
9/16/2003 Primary Election Day. 8:00 PM to 11:30 PM	5th Floor	Ballot Tabulation and Processing	After polls closed, observed Elections staff process and count ballots. First report (absentees only) released right after 8:00 PM; later reports with returns from the polls continued until 11:30 PM, when 98% of polling place ballots were counted Staff brought memory cards and ballots from the County garage to 5th Floor. Memory cards went to computer room to record results; voted ballots went to the 5th Floor ballot security room; other materials were taken to EDC. Returns from suburban and rural depots were received via modem, and ballots, memory cards and other materials went to EDC for storage and security. Returns from 6 polling places were not available, because of memory card problems; those ballots were tabulated with new memory cards the next day. In the Falk Annexation area, (only part of one precinct) poll workers had mistakenly issued ballots to voters from outside the annexation area; the next day these ballots were removed from the vote count on the annexation issue.

Date	Location	Activity	Observations
9/18/2003	5th Floor	Canvassing Board Meeting	Observed meeting of King County Canvassing Board, which received an update on the status of the vote count and other issues with the primary, including potential recounts.
9/23/2003	5th Floor	Canvassing Board Meeting	Observed meeting of the Board, which received update on status of the vote count and considered ballots forwarded for determination of ballot validity and voter intent. Board considered and voted on each ballot, based on available evidence and advice of counsel.
9/25/2003	5th Floor	Canvassing Board Meeting	Observed meeting of Canvassing Board, which certified the final, official King County returns for the 2003 primary. Total ballots counted = 304,217 (29.5% of active registration). Based on the results, the board also ordered two mandatory recounts required by state law for city council races in Bellevue and Seattle.
9/30/2003	5th Floor and MBOS	Primary Election Recounts	Observed mandatory machine recounts of ballots cast in Bellevue and Seattle city council races, where the margin between the top two candidates was less than one-half of one percent. Regular and temporary Elections Section staff conducted the recount: poll votes were recounted at the 5th Floor Elections Section office; absentees at MBOS. Results of both confirmed the original certification.
10/10/2003	Diebold Plant, Mukilteo	Printing and Insertion of Absentee Ballots for the November 2003 General Election	Observed printing of absentee ballots and insertion into envelopes for mailing to ongoing absentee voters and those living in vote by mail precincts. Diebold employees handled ballot printing, and Elections Section staff inserted printed ballots into envelopes. Elections Section managers supervised, checked and double checked printing and insertion. NOTE: as a result of some incorrect ballots initially sent to some voters in Renton procedures both Diebold and the Elections Section had revised and tightened procedures.

Date	Location	Activity	Observations
10/23/2003	5th Floor	Canvassing Board Meeting	Observed meeting of Canvassing Board, which discussed the scope and management of the 2003 general election, including Chinese-language requirements and absentee operations.
10/30/2003	PSI, the County's Mailing Vendor	Sorting of Returned Absentee Ballots	Observed sorting of returned absentee ballots in preparation for signature verification and further processing. Elections Section staff picked up ballots and drove them locked ballot cages to PSI, the Diebold subcontractor responsible for sorting. Elections Section staff supervised and re-checked the work of PSI employees who sorted and batched ballots via machine, Computer records of sorted ballots were double-checked by Diebold employees and Elections staff, then uploaded onto computer disks. Then ballots and sort record were transported to MBOS by Elections staff.
10/30/2003	MBOS	Processing of Returned Absentee Ballots	Observed processing of returned absentee ballots received from PSI by regular and temporary Elections Section staff at MBOS. Computer records for sorted batches were double-checked, discrepancies and problems noted and resolved, and then batches were assigned for verification.
10/30/2003	MBOS	Processing of Unsigned and Unvalidated Absentee Ballots	Observed processing of returned absentees without valid voter signatures (both unsigned ballots and those with signatures not matching the one on file) required by law. Regular and temporary Election staff prepared and mailed letters to affected voters requesting them to sign the oath and return to Elections Section immediately so their vote could be counted.
10/31/2003	MBOS	Logic and Accuracy Test	Observed official logic and accuracy test required by state law to certify vote tabulation equipment for each election. Test of twenty Accuvote tabulation machines and related systems at MBOS went smoothly, conducted by regular and temporary Elections Section staff and witnessed by party observers and the Secretary of State's office.

Date	Location	Activity	Observations
11/1/2003	EDC	Distribution of Election Supplies	Observed distribution of polling place tabulators, ballots and other election supplies to Seattle poll inspectors for the 2003 general election. Inspectors lined up and drove in to get their supplies at the Election Distribution Center, assisted by regular and temporary Elections Section staff; King County Sheriff's Dept provided security.
11/2/2003	Depots	Distribution of Election Supplies	Observed distribution of polling place tabulators, ballots, etc for the 2003 general election to inspectors outside of Seattle from area depots located in schools and city halls. Elections staff took supplies to depots and distributed them to local inspectors.
11/3/2003	5th Floor	Computer Room Observer Training	Participated in training for those observing the computer room, where vote tabulations from individual Accuvote devices are combined to produce total for each office and issue on the King County ballot. Senior staff and IT personnel conducted training on building of ballots for each precinct, preparation and processing of Accuvote memory cards, transmission of returns via telephone modem from suburban and rural depots, compilation and reporting of returns on Election Night. Discussion also included new computer security measures, such as isolating vote tabulation software and systems from other computers, programs and connections. Space in the computer room is very limited, restricting useful observation as well as the available workspace for Elections Section staff, but improvements are positive and ongoing.)
11/4/2003 General Election	Pierce County Auditor's Office	Pierce County Election Management	Observed Election Day activities at Pierce County Elections, including briefings and tours of operations and facilities by Auditor and senior staff. Noted similarities and differences with King County's election operations and policies.
11/4/2003 Election Day	Snohomish County Auditor	Snohomish County Election Management	Observed Election Day activities in Snohomish County, including briefings and tours of operations and facilities by the Auditor and his senior elections staff. Noted similarities and differences with King County election operations and policies.

Date	Location	Activity	Observations
11/4/2003 General Election Day	5th Floor	Trouble Desk Operations	Observed the Trouble Desk starting at 5:45 AM on Election Day. Peak periods were before polls opened at 7:00 AM and after they closed at 8:00 PM. The trouble desk took phone calls from polling place inspectors and area troubleshooters. Most problems were resolved over the phone; all were logged. Troubleshooters were dispatched as needed to assist at polling places. Call volume was 100+ and most problems were minor.
11/4/2003 General Election	5th Floor	Poll worker Central Operations	Observed Elections Section staff in charge of assigning inspectors and election workers to polling places. As in the primary, overall level of problems was low; staff resolved them with help of election workers and troubleshooters .
11/4/2003	Polling Places	Troubleshooter Poll worker Support	Traveled with Elections Section staff sent to handle problems at polling places. Observed troubleshooters install replacement memory cards and provide other assistance to poll workers at King County polling places.
11/4/2003 General Election	Polling Places	Voting at the Polling Place	Observed voting activity at precincts across King County. Turnout higher than primary but still low. Poll workers/troubleshooters were dedicated, though hardly swamped. As in the primary, some problems were noted, particularly with respect to Chinese-language requirements, though on-going efforts by KC Elections were also evident. (*As in the primary, monitors from the Organization of Chinese Americans observed selected poll sites and noted some problems in their own reports.*
11/4/2003 General Election Day	MBOS	Tabulation of Absentee Ballots	Observed tabulation of absentee ballots by temporary and regular staff. Ballots ran in small batches through 20 Accuvote tabulators. Ballots that wouldn't run properly were visually inspected, and were either enhanced or duplicated so they could run through the machines and correctly reflect voter intent. At the end of the day, results from each machine were combined and tabulated, with number of votes announced but not the results.

Date	Location	Activity	Observations
11/4/2003 General Election	King County Garage	Return of Polling Place Ballots and Supplies	Observed inspectors from Seattle polling places returning voted ballots, tabulators and other polling place supplies to regular and temporary Election staff, who took ballots and Accuvote memory cards up to the 5th Floor Elections office for further processing.
11/4/2003 General Election Day	Depots	Return of Polling Place Ballots and Supplies	Observed inspectors from suburban and rural polling places return voted ballots, tabulators and other supplies to Elections staff stationed at area depots. After checking in ballots and supplies, staff transmitted returns from the Accuvote memory cards via telephone modem to the 5th Floor Elections office computer so they could be tabulated and included in the primary vote count.
11/4/2003 General Election Day 8:00 PM to 11:30 PM	5th Floor	Processing and Tabulation of Polling Place Ballots	Observed staff process and count ballots. The first cumulative report (absentees only) was released shortly after 8:00 PM, followed by regular reports – continuing until 11:00 PM – that included polling place returns. Seven polling places were still outstanding (those ballots were counted the next day).Staff brought memory cards and ballots from the garage to the 5th Floor for processing. Memory cards went to the computer room for counting, voted ballots went into the ballot security room; other materials were transported to the EDC. Returns from suburban and rural deports were received via modem, and ballots, memory cards and supplies were taken to EDC for secure storage..
11/4/2003 General Election	2nd Floor	Voter Phone Bank Operations	Observed regular and temporary Elections Section staff working the voter information phone bank, with a dozen work stations with computer access for pulling up voter information. Election Day was a busy day, but the bank's staff was up-to-speed and adequate to the task.

Date	Location	Activity	Observations
11/5/2003	5th Floor	Canvassing of Votes Cast at Polling Places	Observed canvassing of polling place ballots. Regular and temporary Elections Section staff examined ballots, poll books, reports and other materials from Seattle polling places. (Polling places outside Seattle were canvassed on subsequent days). Absentees dropped off at the polls were removed for processing at MBOS after being checked against the tally taken by poll workers (an innovation previously recommended by the Oversight Committee). The number of poll ballots returned from each polling place was checked against the number of voter signatures in each precinct poll book; discrepancies were resolved down to plus-or-minus two votes per precinct. Canvass was observed by paid political party observers
11/12/2003	MBOS	Tabulation of Absentee Ballots	Observed ongoing tabulation of absentee ballots by regular and temporary Elections Section staff. Also observed processing of unsigned absentee ballots, including the matching of ballots to signed oaths returned by voters in response to a letter from the Elections Section.
11/14/2003	5th Floor	Canvassing Board Meeting	Observed Canvassing Board meeting, which discussed progress of general election count and related issues, and also examined questionable ballots referred by staff. The Board rejected ten ballots received after Election Day via King County's internal mail system; counted just one of six ballots submitted from the same household under the same signature; and ruled on 44 cases where the intent of the voter was unclear. Board members debated and voted on each ballot based on the merits of the case, the consistency of the voter and the advice of counsel.

Date	Location	Activity	Observations
11/17/2003	5th Floor	Write-in Vote Canvassing	Observed canvass of ballots cast for two city council races in Duvall and Medina that featured declared write-in candidates. Absentee and poll ballots were canvassed by hand by to determine the exact number of valid votes cast for each candidate ;in some cases, the name written was not that of the declared write-in candidate. Political party observers, candidates and candidate representatives witnessed this process. In each race, a small number of ballots with unclear voter intent were referred to the Canvassing Board.
11/18/2003	Fifth Floor	Canvassing Board Meeting	Observed meeting, which received an on the ongoing election count, and then examined questionable ballots referred from Elections Section's hand canvass of write-in votes, 3 from Duvall and 8 from Medina. In cases where the voter made a mistake writing the name but the intent seemed clear, members awarded the vote to the write-in candidate. However, after considerable discussion and upon legal advice, the Canvassing Board refused to count write-ins where the voter wrote in the name but did not fill in the oval next to the write-in, because this is a specific legal requirement for counting write-ins cast on optical scan ballots.
11/19/2003	5th Floor	Canvassing of Write-in Votes	Observed canvass of additional write-in votes received for Duvall and Medina city council; canvass of Medina votes put declared write-in candidate within mandatory recount range (margin less than one-half of 1%) of her opponent.
11/19/2003	5th Floor	Canvassing Board Meeting	Observed meeting, which certified general election results. Ballots counted = 369,779 (35.7% of active registration). Provisional (special) ballots = 1,793 out of 1,892 issued. Absentees validated and counted = 261,861 (54.6% of total issued and 70.8% of total ballots cast). 726 absentees (1.5%) were returned by Post Office as undeliverable. 3,220 were returned but not counted: 2,590 postmarked late, 319 without signature, 205 bad signatures, and 82 returned as deceased or moved. Board authorized mandatory recount in the Medina city council race.

Date	Location	Activity	Observations
11/24/2003	5th Floor	General Election Recount	Observed mandatory recount of ballots cast in Medina city council race, using a hand count, because one candidate was a declared write-in and all ovalled write-in ballots were counted. The recount confirmed original result, with the candidate printed on the ballot winning by a margin of three votes. However, on 29 ballots (which were not counted) the voter wrote in the write-in candidate, but failed to fill in the oval next to the write-in line.
11/24/2003	5th Floor	Canvassing Board Meeting	Observed Canvassing Board meeting, which certified the results of the Medina recount. After considerable discussion and advice of counsel, the board did not count write-ins with unfilled ovals.
12/23/2003	5th Floor	General Election Recount	Observed Superior Court ordered recount of Medina council race. Witnessed by party observers, .candidates and candidate representatives, this recount included the tabulation of 30 write-in ballots with unfilled ovals, making Ms. Becker the winner by 27 votes.
12/23/2003	5th Floor	Canvassing Board Meeting	Observed meeting of the Canvassing Board, which certified Ms Becker's election to the Medina city council.
1/16/2004	5th Floor	Computer Memory Card Formatting	Observed formatting of memory cards for polling place ballot tabulators for February 2004 special election, conducted by regular Elections Section staff in the 5th Floor computer room. Only problem noted was the wrong year ("2003") printed on card labels and Accuvote tape; this error was quickly discovered by one of the workers.
1/21/2004	EDC	Testing of Polling Place Vote Tabulators	Observed testing of Accuvote polling place ballot tabulators and programming for February special election. Testing was done by regular Elections Section staff. Also toured the EDC facility, with special focus on instructional materials for poll workers and security for ballots and the facility.

Date	Location	Activity	Observations
1/30/2004	MBOS	Logic/Accuracy Test	Observed attempted logic and accuracy test for the February 2004 special election; the test was postponed because a power failure the night before temporarily shut down the tabulation system; test rescheduled
2/2/2004	MBOS	L&A Test	Observed L&A test of ballot tabulators and computer systems for February special election.
2/3/2004	Portland	Multnomah County, Oregon Vote By Mail Election	Observed election-day operations. CEOC members tour the facilities. Observation and questions focused on processing ballots and operation of satellite drop-off sites; these locations were convenient for voters, but some appeared less than secure. While exact budget comparisons were unavailable, it appeared that these elections are less expensive than a mixed absentee-polling place system, but also pose challenges.

APPENDIX #5, MINUTES OF COMMITTEE MEETINGS

Citizens' Election Oversight Committee (CEOC)
August 20, 2003

Present: A.J. Culver, Joan Thomas, Elizabeth Bookspan, David Elliott,
            Randy Matheson, David Carson, Brad Henry, Susanna Chung
Absent: Tyler Page, Rod Regan, Michael Snyder, Peter Abbarno

Guests: Dean Logan, Director Designate, Records, Elections & Licensing
Services (REALS)
            Jim Buck, Interim Director, (REALS)
            Sean Bouffiou, Finance & Human Resources Administrator, REALS

Staff: Mike Alvine, Joanne Rasmussen

The meeting was called to order at 11:10 a.m. by Mike Alvine, staff to the
Citizens' Election Oversight Committee, in the King Conference Room, 6th Floor,
King Street Center, 201 South Jackson Street, Seattle, WA.

Item #1, Election of Chair and Vice Chair

In separate votes, the members voted unanimously to appoint A.J. Culver chair
and Randy Matheson vice chair of the CEOC.

Item #2, Committee procedures and guidelines

The members decided the following procedures and guidelines would be in effect
for this committee:

- Minutes for this committee will reflect votes taken, consensus
  decisions, policy direction, requests for information from members
  and consultants, and follow-up on those requests.
- A quorum for this committee will consist of 7 members.
- Voting:
  1) process issues will require 60% of the members present
     and voting to concur (at least 5 if the minimum quorum is
     present).
  2) policy decisions and recommendations of the CEOC will
     require 60% of the entire membership to concur (8).

3) Members attending the meeting via conference call are allowed to vote on issues as long as members physically present at the meeting are convinced it is actually the member on the phone.

- A minority report can be produced in addition to the majority report.

Item #3, Consultant Selection Process

The members decided to invite the consultant candidates to the September 3rd meeting of the CEOC in order to interview them prior to selecting the person the CEOC will recommend for the position of consultant to the CEOC. The final selection of the consultant will be made by the Chair of the King County Council. The following are possible candidates for the consultant position: Gary MacIntosh, Cathy Pearsall-Stipek, Ellen Hansen. Don Whiting (a retired OSOS employee) was mentioned as a possible staff person for the CEOC. The members requested that Mike Alvine provide resumes for the consulting candidates before the next meeting.

Item #4, Draft RFP/Scope of Work for the Consultant

The members asked Mike Alvine to expand the "Consultant Role" in the Consultant Scope of Work document and to somewhat reduce the staffing discussion. Mike will research the possibility of separate contracts for several consultants for specialized presentations and the use of a temporary employee for the purely administrative responsibilities of staffing the CEOC.

Item #5, Development of the Work Plan

This item was held.

Item #6, Update On Tours Of Election Facilities And Processes

Jim Buck, Interim Director, Records, Elections and Licensing Services Division (REALS), briefed the members on several opportunities to view the process of ballot printing (August 21, 22 and again in October). There will be a tour of MBOS, (First Avenue S. and Spokane Street), on Wednesday, September 10, at 11:00 a.m. and Friday, September 12, at 1:00 p.m. The tour on Friday will include the viewing of the Logic and Accuracy Test conducted by the OSOS.

At the September 3rd meeting, Mr. Buck will provide a list of the election activities/processes for the members. He will also provide a list of election worker training classes that the members may wish attend.

The Chair indicated to Mr. Buck that the members of the CEOC would be interested in spending some time on the evening of the election observing the election department activities as the returns come in to the election office on the 5th floor of the King County Administration Building.

Item #7, Response To Cost Per Ballot Question

Sean Bouffiou, Finance and Human Resources Administrator, REALS answered questions from the members regarding estimated costs per processed ballot.

The meeting was adjourned at 1:00 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   3rd day of September, 2003

Joanne Rasmussen
Committee Clerk

Minutes approved 3rd day of September, 2003.

Citizens' Election Oversight Committee (CEOC)
Minutes of September 3, 2003 Meeting

Members
Present: A.J. Culver, Joan Thomas, David Elliott, Jim Morgan
             Randy Matheson, Peter Abbarno, Tyler Page, Brad Henry,
             Michael Snyder, Susanna Chung (Conference Call)

Excused;   Elizabeth Bookspan, Rod Regan
Absent: David Carson

Guests: Cathy Pearsall-Stipek, Consultant
             Ellen Hansen, Consultant
             Dean Logan, Director Designee, Records, Elections & Licensing
             Services (REALS)
             Jim Buck, Acting Director, REALS
             Sean Bouffiou, Finance and Human Resources Administrator,
REALS

Staff: Mike Alvine, Joanne Rasmussen

The meeting was called to order at 11:05 a.m. by A.J. Culver, Chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, 12th Floor, King County Courthouse, 516 Third Avenue, Seattle, WA.

Item #2, Process for Interviewing Consultants

The members discussed the process for interviewing the two potential consultants. Mr. Alvine noted that Gary McIntosh, a possible candidate for consultant, was unable to attend the meeting.

Item #3, Interview of Cathy Pearsall-Stipek

Ms. Pearsall-Stipek introduced herself to the CEOC members, discussed her qualifications for the position of consultant to the CEOC, and answered questions from the members.

Item #4, Interview of Ellen Hansen

Ms. Hansen, known to the members from previous meetings in her capacity as the elections' consultant to the King County Council, discussed her qualifications for the position of consultant to the CEOC. She responded to members' questions.

Item #5, Committee Recommendation of Consultant

The members discussed the information provided during the interview of the two consultants.

Mr. Tyler moved that Ellen Hansen be offered the position of consultant to the CEOC. Ms. Thomas seconded the motion. The CEOC voted to offer the position of consultant to Ellen Hansen and to set aside money to pay Ms. Pearsall-Stipek, and perhaps other consultants, for information on specific areas of expertise. The vote was 9 to 1, with Mr. Morgan voting no, and Ms. Bookspan, Mr. Carson and Mr. Regan not present.

The members noted that the Elections Division staff offered clerical help to offset CEOC expenses.

Item #6, Work Plan

This item was held.

Item #7, Report from REALS

Jim Buck, Manager, Acting Director, Records, Elections and Licensing Services Division (REALS), updated the members on ballot mailings, challenges to candidates, and certification problems.

ITEM #8, Update on tours

Dean Logan, Director Designee, Records, Elections & Licensing Services (REALS), discussed the tour of MBOS on September 12. He noted that his department would create a list of poll worker training times and locations and other locations and activities for members to choose from if they were interested in attending. The CEOC members noted that all activities might not be attended by each member.

Mr. Culver suggested that a subgroup interested in "Best Election Technologies" would be valuable. Mr. Page and Mr. Henry expressed an interest to be part of such a subgroup.

Mr. Culver announced that the next meeting would be September 17 at 11:00 a.m. in the Southwest Conference Room, 12th Floor, King County Courthouse.

The meeting was adjourned at 1:30 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   17th day of September, 2003

Joanne Rasmussen
Committee Clerk

Minutes approved, 17th day of September, 2003.

Members
Present: A.J. Culver, Joan Thomas, David Elliott, Jim Morgan,
             Tyler Page, Brad Henry, Michael Snyder, Susanna Chung,
             Elizabeth Bookspan, David Carson (conference call) (Conference
Call)
Excused: Rod Regan
Absent: Randy Matheson, Peter Abbarno

Guests: Ellen Hansen, Consultant
             Dean Logan, Director Designee, Records, Elections & Licensing
             Services (REALS)
             Jim Buck, Manager, REALS

Staff: Mike Alvine, Joanne Rasmussen

The meeting was called to order at 11:05 a.m. by A.J. Culver, Chair, Citizens'
Election Oversight Committee, in the Southwest Conference Room, 12th Floor,
King County Courthouse, 516 Third Avenue, Seattle, WA.

Minutes

Mr. Page moved to approve the minutes and Ms. Thomas seconded the motion.
The CEOC members unanimously approved the minutes as presented.

Item #1, Report of Primary

Mr. Logan, Director Designee, REALS briefed the CEOC on the September 16
Primary Election process noting process improvements and areas still needing
attention. Overall, Mr. Logan felt the election ran very smoothly.

Item #2, Observers' Reports

Each member present reported briefly on his/her observations at polling places,
trouble desk, and MBOS during the election. Generally, the members felt the

election ran smoothly. Members indicated a desire to further study the following issues:

- clearly posted signs indicating availability of Chinese ballots
- reduction of number of precincts

Item #3, Committee Processes and Procedures

The CEOC members agreed the meetings would not be taped in the future unless a member specifically requested it.

The CEOC members agreed that the minutes should reflect the attendance and absence of members. Absences will be noted as excused if the absent member notifies the Chair prior to the meeting that he/she will be absent.

The CEOC members agreed that reports from REALS department representatives would be listed at the beginning of the agenda in order to allow them to leave after their presentations.

Item #4, Mission Statement/Charter

The members discussed the mission statement, deferring action on it. Ellen Hansen will make the next draft of the mission statement/charter and bring it back for discussion and possible action at the next meeting. Jim Morgan will lead a group of volunteers to work with Ellen in completing a draft for adoption at the next CEOC meeting.

Item #5, Consultant Report

Ms. Hansen noted tremendous progress in the process since the last election. Many of the recommendations from the Office of the Secretary of State and from Ms. Hansen's report as the Council Election Consultant have been implemented by REALS.

Item #6, Report from REALS

Mr. Logan, Director Designee, REALS, noted there is more work to be done in refining the workings of the REALS department. Areas that need immediate attention are filling of key lead and management positions and Council mandated replacement of voter registration election management system for the Fall 2004

election. He noted the department will be certifying petitions for the City of Seattle ballot measure and handling voter registration challenges. The CEOC agreed that the CEOC might want to make a recommendation to the council regarding these types of activities that add to the workload of the department.

Item #7, Work Plan, Schedules and Significant Events

The Chair suggested, and members agreed to define the CEOC work as being divided into "work packages" open for participation to all interested members. The following "work packages" were suggested: process improvement, technology, absentee voting, and performance measures/metrics.

Item #8, Action Assignments

- The CEOC recommended that Mr. Culver send a letter to Council Chair Sullivan requesting Ellen Hansen be hired as a consultant to the CEOC with a contract for $9,000 with the remaining funds to be used for other consultants.
- Ellen Hansen will be responsible for generating a new version of the mission statement/charter, with the assistance of members, for adoption by the CEOC.

Item # 9, New Business

The CEOC asked for a volunteer to write a letter acknowledging the excellent work Jim Buck, Acting manger of REALS, did in preparing the County for a successful primary election. His efforts made a huge difference from last year to this year. Also, thanks to Jim Buck for all the help he has given to the CEOC. Tyler Page volunteered to draft the letter.

Congratulations to Elizabeth Bookspan on her announced pregnancy.

The meeting was adjourned at 1:00 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   1st day of October, 2003

Joanne Rasmussen

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Committee Clerk

Minutes approved, 1st day of October, 2003.

Citizens' Election Oversight Committee (CEOC)
Minutes of October 1, 2003 Meeting

Members
Present: A.J. Culver, Joan Thomas, David Elliott, Tyler Page, Brad Henry,
                  Michael Snyder, Randy Matheson, Rod Regan
Excused: Peter Abbarno, Elizabeth Bookspan, David Carson, Susanna
                  Chung,
                  Jim Morgan

Guests: Dean Logan, Director Designee, Records, Elections & Licensing
                  Services
                   (REALS)
                  Michael Sheridan

Staff: Mike Alvine, Ellen Hansen, Consultant

The meeting was called to order at 11:10 a.m. by A.J. Culver, Chair, Citizens'
Election Oversight Committee, in the Southwest Conference Room, 12th Floor,
King County Courthouse, 516 Third Avenue, Seattle, WA.

Minutes

Ms. Thomas moved to approve the minutes and Mr. Snyder seconded the
motion. The CEOC members unanimously approved the minutes as presented.

Item #1, REALS Report

Mr. Logan, Director Designee, REALS, informed the CEOC that the September
16 Primary Election had been certified on September 26 and that the Bellevue
and Seattle City Council races involving recounts had been certified at 10:00 AM
on October 1.

He reported on ballot preparation for the November 4 Election was now on track
after the Supreme Court decision and subsequent County Council ordinance on
Initiative 18 had resulted in first adding and then deleting one ballot measure.
Target date for mailing the voters pamphlet and absentee ballots is October 15.

Finally, Mr. Logan briefed the CEOC on allegations about security problems for the voting system used by King County and explained the added precautions he is taking to ensure there are no risks to the tabulating system. He has had Access removed from the GEMS server and has set up a dual log-in system.

He also told the CEOC about a report published by SAIC, which had studied a similar system in Maryland. The report noted that in the context of election administration and procedures, that the Diebold system is one of the most secure voting systems available.

Mr. Logan also updated the CEOC on steps he has taken to begin work on upgrading the voter registration/election management system.

Joan Thomas commended Mr. Logan for how he has addressed the Diebold issue and how he has communicated these actions to the media.

Mr. Logan closed by promising to develop a list of observing opportunities for the November election and the dates, times, and places for each.

Media Relations

Mr. Culver suggested that Randy Matheson should handle any press inquiries directed to the CEOC. Mr. Snyder moved that Mr. Matheson serve as committee spokesperson, and Mr. Regan seconded the motion, which passed unanimously.

Item #2, CEOC Activities for the Next 3-4 Weeks

Mr. Culver asked committee members to identify a list of potential work package areas and they developed the following list:

1. Security

2. Absentee Ballots/Vote By Mail

3. New Technology

4. Voter Outreach

5. Comparison Analysis/Best Practices

6. HAVA Impacts

7. Training (Election Staff and Poll Workers)a

8. Vendor Relationships

9. Voter Registration

10. Review of County Legislation Impacting/Constraining Elections Operations
    - Precinct size
    - Polling places
    - Budget
    - Infrastructure

Each committee member then was asked to pick two areas he/she would like to focus on, and ended up choosing the following three areas:
    - Absentee voting/vote by mail;
    - Comparison Analysis/Best practices; and
    - Review of County Legislation Impacting/Constraining Elections Operations

The CEOC noted that Mr. Logan was already handling security issues and moving forward on a voter registration/election management system. Members also suggested that New Technology, HAVA Impacts, Training, and Vendor Relationships could be folded into Best Practices.

Items #3 and 4, Mission and Goals Statement and Charter

Joan Thomas moved and Randy Matheson seconded, that the CEOC adopt the Mission and Goals statement dated September 29, 2003, and the Charter as revised October 1, 2003. The motion passed unanimously.

Item #6, Consultant Report

Ms. Hansen noted that except for a final report, she has completed her original contract and scope of work for the King County Council. Once the report is completed, it will be available to committee members.

Item #7, Action Assignments

Michael Alvine, Joan Thomas, and Ellen Hansen will meet to develop work plans for each work package area.

Item # 8 New Business

The CEOC discussed the offer by Mr. Morgan to set up and chair a KCEOC group on Yahoo. Members expressed appreciation to Mr. Morgan for his offer and felt the site would be useful for archiving committee documents and minutes and keeping threaded communication going. However, at least one individual felt that security constraints at work would make it impossible for him to access the site.

The CEOC decided to communicate via regular e-mail and to use the Yahoo site to post articles, archive documents and minutes.

Mr. Alvine informed the CEOC that, because of staffing cuts at the garage, he would arrange to have access cards made for committee members that would enable them to park during regular meeting times only.

The meeting was adjourned at 1:00 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   15th day of October, 2003

Ellen Hansen,
Consultant

Minutes approved October 15, 2003

Citizens' Election Oversight Committee (CEOC)
Minutes of October 15, 2003 Meeting

Members

Present: A.J. Culver, Randy Matheson, Elizabeth Bookspan, David Carson, Susanna Chung, David Elliott, Brad Henry, Jim Morgan, Tyler Page, Michael Snyder, and Joan Thomas.

Excused: Peter Abbarno and Rod Regan

Guests: Dean Logan, Director Designee, Records, Elections & Licensing Services
 (REALS)

Staff: Mike Alvine, Ellen Hansen, Consultant

The meeting was called to order at 11:05 a.m. by A.J. Culver, Chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, 12th Floor, King County Courthouse, 516 Third Avenue, Seattle, WA.

Minutes

Tyler Page moved and Joan Thomas seconded, that the minutes be approved. The motion passed unanimously.

Item #1, REALS Report

Dean Logan brought the CEOC up to date on the November election, reporting that all ongoing absentees, military absentees, submarine ballots, oversized ballots, and voter pamphlets have been mailed. He briefed the group on the division's technology project and promised to provide the project time line at the next meeting.

Mr. Logan also demonstrated the beta version of the polling place look-up feature for the web site and invited members to try the telephone based version on their own. Both were to roll out the week of October 20

Dean also announced the appointment of Bill Huennekens, currently a policy analyst in Elections at the Secretary of State's Office, as the new Superintendent of Elections. Mr. Huennekens is expected to start work at King County the day before the November 4 General Election, and will require confirmation by the County Council.

Item #2, Report from the Chinese Speaking Community

With the agreement of Susanna Chung, this item was tabled until the next meeting.

Items #3 and #4, CEOC Activities for the Next Two to Three Weeks, Work Packages Work Plan

The CEOC then combined these two agenda items and discussed them fully. The group chose team leaders for each work package area:

Team One, Voting By Mail/Absentee Ballots: David Carson, Team Leader. Team Members: AJ Culver and Randy Matheson.

Team Two, Best Elections Practices Analysis: Brad Henry, Team Leader. Team members: Monica Tracy (when confirmed), Joan Thomas, Michael Snyder, Tyler Page (self-declared "backbencher"), and Susanna Chung

Team Three, Review of County governance of elections: Tyler Page, Lead. Team members: David Elliott, Randy Matheson Jim Morgan, and Susanna Chung.

Team Four, Observation of Primary and General Elections: Team Leader, Michael Snyder. Team members: Joan Thomas and, if interested, Monica Tracy.

Jim Morgan offered to assist each group when needed. Michael Snyder also offered to help other groups.

Next Steps: Each group is to meet separately, draft Specific, Measurable, Assign5. Committee members agreed it would be a good idea to schedule these

group meetings for October 29, and Michael Alvine will try to locate space for these meetings.

Teams 2 and 3 will discuss whether it makes sense to bring on Cathy Pearsall-Stipek to provide expert elections assistance, what information they might need from her, and report back at the next regularly scheduled meeting.

Item #5, Consultant Report

There was nothing significant to report.

Item #6, Action Assignments

Jim Morgan will draft a set of meeting procedures for the CEOC to adopt at the next meeting. As noted above, Teams 2 and 3 will bring back their recommendation on whether to engage Ms. Stipek to provide election expertise.

Item #7, New Business/Good of the Order

Dave Elliott answered questions about the voter registration process and about ways those who are ineligible to register are kept from doing so.

Elizabeth Bookspan announced she will be relocating to the state of Florida and that Monica Tracey will be taking her place as soon as she is confirmed. Committee members wished her the best and thanked her for her service.

The meeting was adjourned at 1:00 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   5th day of November, 2003

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of November 5, 2003 Meeting

Members

Present: A.J. Culver, Randy Matheson, , David Carson, David Elliott, Brad Henry, Jim Morgan, Tyler Page, Michael Snyder, Rod Regan, Joan Thomas, and Monica Tracey.

Excused: Susanna Chung

Guests: Dean Logan, Director Designee, Records, Elections & Licensing Services
 (REALS)

Staff: Mike Alvine, Ellen Hansen, Consultant

The meeting was called to order at 11:10 a.m. by A.J. Culver, Chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, 12th Floor, King County Courthouse, 516 Third Avenue, Seattle, WA.

Minutes

Tyler Page moved and Jim Morgan seconded, that the minutes be approved. The motion passed unanimously.

Item #1, Observation

Committee members reported on their observation experiences. One member noted that there appear to be too many poll workers for the work that needs to be done. It was also noted that there were significantly more ballots than were used.

One member noted that the close out instructions for the end of the day did not match the Inspector's flip chart.

Brad Henry and Joan Thomas reported on their visits to Pierce County and Snohomish County respectively. Both were impressed by what they saw. Joan reviewed some of the operations of DRE voting devices. She reported that voters were very comfortable using them.

David Elliott said that he saw continued improvement in King County. Monica Tracey , who visited a number of polling places, founded that poll workers were fairly negative about Chinese language requirements.

Jim Morgan suggested that committee members send their notes on their observation experiences and their suggestions for improvement to Michael Snyder by November 12. He will distill them and send a summary to me by November 17.

Item #2, REALS Report

Dean Logan introduced Bill Huennekens, the new Superintendent of Elections. He then reported on the November 4 general election. He noted that he had revised the voter turnout forecast downward from the original projection of 47% down to 35% and expected that would turn out to be close to the final number.

Dean reported that the election went well. The new security measures had been implemented. There was onsite support from Diebold, and that Elections had (at the suggestion of the CEOC) added the number of absentees return at the polls to the accountability sheet completed at the end of Election Day.

Calls to the Call Center were significantly fewer than in previous elections, perhaps due to the new web and phone based poll site look-up features implemented for this election.

They received 40,000 absentee ballots on Election Day and counted 13,000 of them that day. A total of 147,759 ballots were counted on Election Day.

He noted that Chinese language requirements are still an issue. However there will be bilingual signs in 2004, which should help. He will bring statistics about the number of Chinese language ballots issued to the next meeting.

The last Election Day cumulative report was run at 10:25 PM.

Item #3 Work Package Team Reports

- The Vote By Mail report was expected to be complete by November 7.
- Tyler Page distributed a draft summary from his team meeting.
- Michael Snyder will put together an e-mail summarizing notes from all observers by November 17.
- Brad Henry is working to schedule a meeting of the Best Practices team.

Items #4 and 5, New Business/Good of the Order

The next meeting will be on November 19, with location still to be determined.

As teams move forward in their work, AJ reminded the CEOC that it is important to identify areas where the CEOC can really make a difference.
I will contact election officials in Multnomah County to determine when a site visit there would be appropriate.

The meeting was adjourned at 1:00 p.m. by A.J. Culver, Chair.

Respectfully Submitted,   19th day of November, 2003

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of November 19, 2003 Meeting

Members

Present: Randy Matheson, Peter Abbarno, David Carson, Susanna Chung, Brad Henry, Jim Morgan, Tyler Page, Michael Snyder, Rod Regan, Joan Thomas, and Monica Tracey.

Excused: A.J. Culver and David Elliott

Guests: Dean Logan, Director, Records, Elections & Licensing Services (REALS), and Bill Huennekens, Superintendent of Elections

Staff: Mike Alvine, Ellen Hansen, Consultant

The meeting was called to order at 11:00 a.m. by Randy Matheson, Co-chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, 12th Floor, King County Courthouse, 516 Third Avenue, Seattle, WA.

<u>Minutes</u>

Tyler Page moved and Joan Thomas seconded, that the minutes be approved, with a minor addition of two words (offered by Michael Snyder as a friendly amendment). The motion passed unanimously.

<u>Item #1, REALS Report</u>

Dean Logan handed out two reports: a cumulative report of absentee ballot activity and a special ballot summary report listing the number of special ballots issued, the number found valid and tabulated, the number of invalid ballots and the reasons ballots they were determined to be invalid.

Dean also reported about the November 18 Canvassing Board meeting that included a review of write-in votes for Medina and Duvall city council races. After advice from legal counsel, the Board voted to disallow write-in votes where voters had written in a name, but had failed to fill in the oval as directed in the

instructions for write-ins. Dean said there is clear direction from a state law requiring write-in voters to fill in the oval on optical scan ballots in addition to writing in the name. At the same time, other, more general laws and administrative rules requires voter intent to be honored. He would not be surprised to see one of the write-in candidates take the issue to court.

Joan asked Bill Huennekens if he thought anything related to the review of write-in ballots could have been conducted differently. He responded that, while there are some small areas of improvement needed, the election went well.

Dean said that the election will be certified today. If there are any recounts necessary, they will probably take place on Monday, November 24.

Looking ahead, Dean said he will focus on leadership transitions; conduct comprehensive reviews (with line staff involved) of the primary and general elections; and continue to work on a communications plan to be in place for the February 3 special election.

Item #2, Meeting Procedures

Jim Morgan told committee members he was offering this as a suggestion to make the CEOC work more smoothly and be more effective. A number of committee members questioned the need for adopting this proposed process. Peter Abbarno moved, and Michael Snyder seconded, to table this to the next meeting. The motion passed unanimously.

Item #3 Report from the Chinese Speaking Community

Susanna Chung distributed the draft report on poll monitoring.

Susanna said that there is a need for more oral language assistance at the polls; more Chinese language materials; more visibility of Chinese language materials, more training – especially in cultural sensitivity – for poll workers; and more aggressive recruiting of bilingual poll workers.

Dean Logan distributed a summary of REALS activities around Chinese language ballots, materials and voting. The REALS report documents an increase in voters using the Chinese language ballots.

Dean added that the active involvement of Susanna and her group has been very helpful as King County implements the requirement for Chinese language voting

materials, for evaluating the success so far, and for recommending additional measures.

Item # 4, Work Package Team Report

- Vote By Mail: David Carson notified the CEOC that the report is coming.
- Best Practices Team : Brad announced the team will meet following this meeting.
- Governance Team: Tyler reported that he and Brad will meet to discuss areas common to both teams.
- Observation: Michael Snyder reported that he is still working on collating observation notes and waiting to receive them from those who haven't turned them in. He expressed thanks to AJ and Jim for sending detailed reports.

  David Carson thanked Michael for his detail e-mails summarizing what he has observed.

<u>Item # 5, Consultant Report</u>

I told the CEOC members about a potential observation opportunity/site visit in Multnomah County on February 3rd and asked who might be interested in going. Rod, Brad, Michael, Jim, David Carson, Joan, and Peter expressed an interest in going.

I will get back to everyone as soon as we know if the election will take place.

I distributed copies of my final report to the Council and also informed I would be traveling to the East Coast for 10 days (November 23-December 2) to deal with a family matter. During that time, I will be reachable by e-mail and cell phone (the latter when I am outside the confines of the hospital).

The meeting was adjourned at 12:50 p.m. by Randy Matheson, Co-Chair.

Respectfully Submitted,   <u>3rd </u>day of <u>December</u>, 2003

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of December 3, 2003 Meeting

Members

Present: AJ Culver, Randy Matheson, Brad Henry, Jim Morgan, Michael
             Snyder,
             Joan Thomas, and Monica Tracey.
Excused;   David Elliott, Rod Regan, and Tyler Page. Susanna Chung, David
             Carson, and Joan Thomas tried to participate by phone, but could
             not, due to technical difficulties.
Absent: Peter Abbarno

Guests: Dean Logan, Director, Records, Elections & Licensing Services
             (REALS), and Bill Huennekens, Superintendent of Elections,

Staff: Ellen Hansen, Consultant

The meeting was called to order at 11:10 a.m. by AJ Culver Chair, Citizens'
Election Oversight Committee, in the Southwest Conference Room, 12th Floor,
King County Courthouse, 516 Third Avenue, Seattle, WA.

Item #1, REALS Report

Dean Logan briefed us on the Medina recount and the lawsuit filed by the ACLU
under the errors and omissions section of state law governing elections. That
section requires a judge of the Superior Court to hold a hearing on the matter
within 20 days, and Dean expects that hearing could be scheduled for some time
next week. Dean also invited committee members to a demonstration of a new
touch screen voting machine developed by Vogue Voting Systems that includes
a paper receipt. That demonstration, which I e-mailed you about earlier, will take
place on Tuesday, December 16, from 9 to 11 AM at the Elections Department.

Dean and Bill Huennekens also answered questions about how voter registration
rolls are maintained. If Elections has mail to a voter returned, they send another
mailing to confirm the voter no longer lives at that address. If that comes back,
the voter is placed on inactive status. Two federal elections after being placed

on inactive status, if the voter has not voted, he/she can be removed from poll lists.

Jim Morgan asked if this procedure is documented, and Bill said that it is in the policy and procedures manual.

Michael Snyder noted that Washington State's process is considered a model by the federal government.

By 2006, there will be a statewide voter registration database in place. Ownership and the official record will remain with the Secretary of State's Office. King County's new system must and will be compatible.

Brad Henry first suggested that the CEOC review progress toward HAVA requirements in the areas of voter registration and disability, but then noted that such a review is not a required or desirable action of the CEOC.

Jim Morgan asked the status of the Elections Department's Lessons Learned (from last election) meeting. Bill said it would take place the next day. In response to a question by Jim Morgan, Dean said that the matrix developed from that meeting will be provided to the CEOC.

Bill Huennekens will also look at the trouble desk spread sheet and see if the problems can be quantified.

AJ asked what jurisdictions will be holding elections on February 2. At the time of the meeting, the Seattle, Renton and Auburn school districts had already scheduled elections for that day.

Bill Huennekens will give the CEOC a schedule of when the polling place machines will be programmed for that election.

Dean noted that we will know by December 5 if there will be a presidential primary.
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Item #2, Meeting Procedures

Jim Morgan answered questions about his proposed meeting procedures. He said that Robert's Rules are appropriate, but more work can be done to make

things work better, which is why he has proposed this process. Actions items would be key to developing the agenda and would be tracked.

With no quorum, due to technical difficulties, the CEOC agreed to vote this up or down at the next meeting. Jim will send me a copy of the process, which I will attach to the minutes so that people can review in advance of the meeting.

Michael Snyder also suggested that I put together a calendar with due dates for the draft and final reports. I will also review the ordinance establishing the CEOC to make sure the CEOC is on track in fulfilling its responsibilities.

Continuing the discussion of the next meeting, members agreed that the work teams will meet during the first hour and that the CEOC would meet as a whole for the second half. AJ encouraged members to consider bringing goodies in recognition of the holiday season.

Item # 4, Work Package Team Report

- Best Practices Team: Brad promised to summarize what was decided in the last team meeting, distribute that summary and then at the next team meeting have the group prioritize and take on assignments.
- Observation: Michael Snyder will design an observation questionnaire and prepare a summary of observation notes.
- Governance: AJ suggested that Dean Logan and I meet to identify things under control of King County that affect elections.

Item # 5, Consultant Report

I reported that there will be an election in Oregon on February 3. Sheryl Moss offered to talk with John Kauffman about what we would be interested in seeing during a site visit to Multnomah County. We listed the following as areas of interest to us:

- Tabulation
- Signature Verification
- Operation of their Election Center
- Drop Sites
- Comparison of their facilities and procedures
- Return rate

- Cost per ballot

The meeting was adjourned at 1:00 p.m. by AJ Culver, Chair.

Respectfully Submitted, this 17th day of December, 2003

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of December 17, 2003 Meeting

Members

Present: AJ Culver, Susanna Chung, David Carson, Brad Henry, Jim Morgan, Michael Snyder, Tyler Page, Joan Thomas, and Monica Tracey.

Excused;   David Elliott, Rod Regan.

Absent: Peter Abbarno, Randy Matheson

Guests: Dean Logan, Director, Records, Elections & Licensing Services (REALS), and Bill Huennekens, Superintendent of Elections,

Staff: Michael Alvine, Council Staff; Ellen Hansen, Consultant

The meeting of the whole was called to order at 12:40 PM. by AJ Culver Chair, Citizens' Election Oversight Committee, in the Catherine Conference Room, 215 King County Administration Building, 500 Fourth Avenue, Seattle, WA.

Minutes

Tyler Page moved and Joan Thomas seconded that the minutes of November 19 and December 3rd be adopted. The motion passed unanimously.

Item #1, REALS Q&A

Dean Logan announced that the hearing on the Medina case would be held at 1:30 in Judge Doherty's chambers.

He reported that he and Bill had met with the Organization of Chinese Americans and they would continue to work with this group to ensure the division successfully meets the needs of Chinese speaking voters.

Dean has been invited to serve on a panel at an early January forum of the Election Administration Commission. He also reported to that the Secretary of

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State held a press conference on December 16 to announce he will be submitting legislation requiring that there be paper verification for electronic voting systems.

AJ asked Dean what process he uses to respond to allegations made about the security of the election process. He noted that he believes the CEOC's job is to build confidence in the election process. Dean made it clear that he will continue to respond in ways that will build confidence in King County's election process.

Jim Morgan asked how the Lessons Learned meeting had gone. Dean and Bill responded that there was good participation, that they are documenting the meeting, and that there

are action items that came out of the meeting and that supervisors and staff are being assigned to follow through on those action items.

When asked about the trouble desk spread sheet, Bill said that he needs to do more work to broadly categorize issues and promised to do so. He will e-mail me that broad brush summary by the end of the year, and I will forward to committee members.

Finally, the CEOC asked what process Dean will undergo to review and update the division's mission statement. Dean said he will use the first quarter to work on management and team building issues. He is planning a retreat for supervisors and leads to address those. Once that has been accomplished they will turn to review of the mission statement. Dean will keep the CEOC informed.

Item #2, Vogue Voting Systems Demonstration

Michael Snyder provided an overview of the demonstration, saying it offered a very elegant approach. All of those who attended the demonstration spoke positively about the potential of this system to make it possible to meet HAVA requirements for people with disabilities and also for alternative language ballots.

Item #3, Work Package Team Reports

- **Vote By Mail** – David Carson distributed a report on issues his team has identified. David said he would email to all members so they could comment prior to the next work package meeting.
  Action item: Set aside time for discussion of approach and direction at next meeting.
- Best Practices – Joan Thomas reported that the team had reduced the list of 10 topics to seven.
  Action items: Brad will revise and distribute. Joan will match these against the Secretary of State's and the consultant's reports. Joan and Brad will come back with a list of assignments that will need to be made.
- **Governance** – Tyler began, then asked Jim Morgan to provide details. Jim reported that the team had identified major areas to make statements about.
  Action item: Jim Morgan will send a summary to the CEOC within a week. The summary will be discussed at the next meeting.

Committee members agreed that budget is a critical limiting factor and that lack of adequate funding had led to the problems experienced last year and earlier this year. Monica said that she feels the Council will be looking for our affirmation of funding needs.

AJ noted that he is pleased at the progress made by each work team and that we should have some good material to discuss at our January meetings. He suggested we should organize the next meeting the way we had done so for this meeting: work team meetings for the first hour, followed by a meeting of the whole committee. Those work team meetings will start at 11:00 am. Michael Alvine and I will find meeting locations for those. Meeting location for the group will be in the Catherine Room again. Committee members concurred with this approach.

In addition, the group agreed that members should choose a primary subteam to serve on to eliminate schedule conflicts when the subteams meet at the same time, with the understanding that those assigned to other teams would be kept informed of the secondary subteam's work and have opportunities for input.

Finally, after lengthy discussion, the group agreed that comments go to work team leaders only so that those comments can be organized for discussion at the next team meeting.

Item #4, Meeting Procedures

Tyler Page moved and Joan Thomas seconded, that the rules be suspended so the CEOC could vote on the meeting procedures. The motion passed 5 to 1.

After discussion of item #3, Jim Morgan agreed to add a fifth bullet point under that section to reflect that discussion.

Tyler Page moved (and Joan Thomas seconded) that the CEOC adopt the meeting procedures with the understanding that Jim Morgan will make the requested change. The motion carried 4 to 2.

All agreed that the CEOC would return to Roberts Rules for committee votes on recommendations for the CEOC's final report.

Action Item: Jim Morgan will revise the procedure and distribute it to committee members.

Item # 5, Consultant Report

I reported that I am putting together a plan for the February 3 site visit to Multnomah County. After some discussion, the CEOC concluded that in order to be respectful of John Kauffman's time, we should visit as a group on February 3 and not ask Mr. Kauffman to handle multiple visits.

Next, I briefly discussed due dates. The CEOC agreed that each team will be responsible for wording of final recommendations and that I should set a deadline for their work so that I will have time to complete the final report before the March 31 sunset date.

Action Items: complete planning of Multnomah site visit. Submit a calendar with deadlines at the next meeting.

The meeting was adjourned at 2:15 p.m. by AJ Culver, Chair.

Respectfully Submitted, this <u>7th</u> day of <u>January</u>, 2004

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of January 7, 2004 Meeting

Members

Present: AJ Culver, Susanna Chung, Brad Henry, Jim Morgan, Rod Regan,
                 Michael Snyder, Joan Thomas, and Monica Tracey.
Excused;   Peter Abbarno, David Carson, Randy Matheson, Tyler Page, and
                 David Elliott.
Guests: Bill Huennekens, Superintendent of Elections,

Staff: Michael Alvine, Council Staff; Ellen Hansen, Consultant

The meeting of the whole was called to order at 12:15 PM. by AJ Culver Chair, Citizens' Election Oversight Committee, in the small conference room, 43rd Floor, Bank of America Tower Seattle, WA.

Minutes

There was a motion to adopt the minutes of the December 17 meeting and the motion passed unanimously.

Item #1, REALS Q&A

Bill Huennekens distributed a summary of the Trouble Desk logs from the November 2003 general election. He told the CEOC that absentee ballots were in the process of being printed and stuffed and would be mailed on January 15. He added that AccuVote preparation, burning of memory cards, loading into the AccuVote machines, and delivery of machines would be taking place over the next two weeks. He promised to provide firm schedules for observation opportunities to Michael Snyder for circulation to CEOC members.

Item #2, Work Package Team Reports

- **Vote By Mail** – Not available, because the majority of team members were not able to attend, because of the weather.
  Action Item: AJ will contact David Carson and ask him to send his report.
- Best Practices – Brad Henry reported that they had met, assigned leaders for each topic, and will be setting deadlines for each task.
  Action Items: Brad will prepare a report and circulate by the end of the week. Joan will match the progress made against both the Secretary of State's report and consultant's reports by January 16.
- **Governance** – In Tyler Page's absence, Jim Morgan reported that his small group (assisted by AJ and Ellen) had further refined its direction, agreeing that they need to define certain acceptable level of performance for each area and recommend adequate funding be provided to meet this expected level of performance.
  Action item: By the end of the week, Jim Morgan will send a summary of the meeting to Tyler Page and Dave Elliott and hand the baton back to Tyler.
- **Observation**: Michael Snyder is still working on his summary of observation notes from committee members
  Action Item: Michael will provide information about observation opportunities for the February 3rd . At Monica's suggestion, he will also assign observation tasks to those who will not be going to Portland on February 3.

Item #3, Report from the Chair

AJ noted how important it is to move forward in planning for the production of the CEOC's final report. He asked Michael Alvine to distribute a draft outline for the report. Joan noted that she thinks it is important to include areas of focus and recommendations about those areas in the same section of a report.

> **Action Item**: By the end of the week, Michael Alvine will distribute a revised draft outline of the report.

Michael Snyder asked whether the CEOC should consider setting up a subcommittee to work on production of the report. No action was taken.

Jim Morgan pointed out that work package rough drafts should be completed first.

> Action Item: By January 16, Ellen Hansen will prepare and distribute a draft project schedule for the final report.

Item # 4, Consultant Report

I reported that I have firmed up the plans for Portland and that Michael Alvine has made arrangements for us to use a County vehicle for the trip..

> **Action Item**: Committee members must let me know by the next meeting on January 21 if they will be going on the site visit to Multnomah County..

Item # 5 Action Item Review

I reviewed my notes and read the action items agreed to throughout the meeting. The meeting was adjourned at 1:15 p.m. by AJ Culver, Chair.

Respectfully Submitted, this 21st day of January, 2004

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of January 21, 2004 Meeting

Members

Present: AJ Culver, Peter Abbarno, David Carson, Susanna Chung, Brad
            Henry, Randy Matheson, Jim Morgan, Rod Regan, Michael Snyder,
            Tyler Page, and Monica Tracey.
Excused;   David Elliott and Joan Thomas
Guests: Bill Huennekens, Superintendent of Elections,

Staff: Michael Alvine, Council Staff; Ellen Hansen, Consultant

The meeting of the whole was called to order at 12:00 PM. by AJ Culver Chair,
Citizens' Election Oversight Committee, in a conference room, on the 41st[d] Floor,
Bank of America Tower Seattle, WA.

Minutes

Randy Matheson moved to adopt the minutes of the January 7 meeting and the
motion passed unanimously.

Item #1, REALS Q&A

Bill Huennekens reported that 240,000 absentee ballots for the February 3rd
election had been mailed the week before and that 40,000 had already been
returned. He also informed the CEOC that there will be a special election in
March.

He also reported that final negotiation of contracts for the new election
management/voter registration system is under way and that they have a change
management consultant documenting all processes. When asked, he confirmed
that the new system is Diebold's Data Information Management System (DIMS).

Item #2, Work Package Team Reports

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- **Vote by Mail:** David Carson distributed a draft of the issues involved and said that there were no work team recommendations at this point. He noted that there is a trend toward increased mail voting and decreased voting at polling places. Michael Snyder said that counties that push absentee voting have seen turnout increase. He feels that King County has been more passive and that overall turnout is tending to decline.

    AJ noted that this work team may not be making recommendations, but they do need to show that certain issues have been considered. As an example, they might ask if King County has done as well as other counties in increasing participation in the ongoing absentee program. This could lead to a recommendation about outreach.

    <u>Action Items</u>: David Carson will research this question and gather other information on the site visit to Multnomah County.

    CEOC members should respond to Carson's draft by January 26 and Team One will review, combine and bring back to the next meeting.

- **Best Practices**: Brad Henry reported the following schedule for his work team:
    By February 4, they will complete data collection.
    By February 18, they will complete their draft report;
    By February 25, they will complete their final report.

    He also said they need budget information from King County and other jurisdictions.

    Action Items: Michael Alvine will work with Monica to frame the questions about budget. Monica, Tyler, and Michael will set up a conference call with Dean Logan to discuss this with him sometime next week.

    Susanna Chung will hold a meeting about training for poll workers and seasonal employees on January 28 or 29. Interested committee members should contact Susanna to find out more about this meeting.

- **Governance:** Tyler reported .that they have agreed on which areas to concentrate on (areas where King County has the ability and authority to make choices):
    - Authority and accountability
    - Appointed and confirmed Director and Superintendent

- Budget. County must recognize this as a core function and fund appropriately. Are there ways to reduce costs, without sacrificing good elections?
- Precinct size

Action Item: By January 26, Jim Morgan will combine discussion points from the last two meetings and forward to Team Three members. By January 30, each team member will pick one of the topics and draft an issues statement for the report.

- **Observation**: Michael Snyder reported that committee members had observed memory cards being burned for the February 3 election, and testing of poll site devices. He noted that processing of absentees and signature verification would begin shortly.

Action Item: Michael will complete his team's draft report by January 28.

Item #3, Planning and Schedule for Final Report

The CEOC agreed that team leaders would serve as the report drafting subcommittee. Committee members voted to adopt the schedule and work plan distributed by the consultant, with one change: The Best Practices draft report will be due on February 18 and the final report will be due on February 25

Item # 4, Consultant Report

The consultant asked for a final count of those planning to travel with me to Portland on February 3. Those planning to attend are Tyler Page, Jim Morgan, Michael Snyder, David Carson, Brad Henry, and Joan Thomas. Tyler Page and David Carson agreed to drive and will provide insurance and other information to Michael Alvine.

Other Items

Michael Alvine distributed ethics forms to committee members. Forms are due on April 15.

The meeting was adjourned at 1:15 p.m. by AJ Culver, Chair.

Respectfully submitted, this 4th day of February, 2004

Ellen Hansen,
Consultant

**Citizens' Election Oversight Committee (CEOC)
Minutes of February 4, 2004 Meeting**

Members

Present: AJ Culver, Peter Abbarno, David Carson, Susanna Chung, Brad
             Henry, Randy Matheson, Jim Morgan, Tyler Page, Rod Regan,
             Michael Snyder, Joan Thomas, and Monica Tracey.
Excused;   David Elliott
Guests: Dean Logan, Director of REALS and Bill Huennekens,
             Superintendent of Elections, and Sheryl Moss, Secretary of State's
             Office

Staff: Michael Alvine, Council Staff; Ellen Hansen, Consultant

The meeting of the whole was called to order at 11:45 AM. by AJ Culver Chair,
Citizens' Election Oversight Committee, in the Southwest Conference Room, on
43rd Floor, Bank of America Tower Seattle, WA.

Minutes

Tyler Page moved to adopt the minutes of the January 21 meeting, David Carson
seconded, and the motion passed unanimously.

Item #1, REALS Q&A

Dean Logan distributed cumulative reports from the February 3 election. He
noted that the election went smoothly, and that all jurisdictions except Fife (most
of whose votes are in Pierce County) had passed their measures.

Dean also distributed a list of those employees certified by the Secretary of
State's Office and a summary of staff debriefings from the recent fall elections.
He also announced there will be elections held in March, April, and May.

Tyler Page asked about the power failure at MBOS that had forced delay of the
logic and accuracy test. Dean replied that they are obtaining a longer running
backup power supply. He added that the alarm system will now alert Elections

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staff if the power goes out. Brad and David noted that some systems will automatically shut down if the power fails.

Item #2, Report on Multnomah County Visit

Tyler reported that the group had an extensive tour of the Multnomah County facility and had observed each step: signature verification, envelope processing, and vote tabulation. He noted that this is a very compact organization with an appointed Director of Elections, a precinct size of 5000, 175 precincts, and 360,000 registered voters. There are ballot drop boxes located in each branch library (approximately 10), and the boxes are cardboard.

Jim Morgan said that the general concept of voting by mail exclusively is very doable. He also gave kudos to King County for handling mail ballots so well. He noted that the visit gave us an opportunity to realize how much King County is doing right.

Dean Logan mentioned that Oregon had moved to vote by mail elections after passage of a citizen initiative.

Item #3, Work Package Team Reports

- **Vote by Mail:** David Carson said that he is still waiting for feedback. Randy Matheson has volunteered to write this team's report.

  Action Items: Comments on David's initial draft should be sent to him by February 6. David will get together with Randy, and David, Randy, and AJ will have their draft final report ready by February 11...

  Best Practices: Brad Henry reported that they have a number of open items, especially budget. Poll worker training is moving ahead under Susanna's leadership. They are making a lot of progress and will focus on poll workers, budget, power failures, and memory card failures.

  Action Items: Michael Alvine will set up a conference call with Dean Logan Monica, and Tyler by the end of the week to discuss budget.

- **Governance:** Tyler reported .that they had reviewed Jim Morgan's outline and that they may not have hard recommendations, but instead, a list of

pros and cons around certain issues – such as an elected auditor position. They will address budget by suggesting that funding should be at a level that is appropriate for a core function of government ant that there should be a base level of staffing.

Action Item: Jim Morgan will re-send his revised outline. By February 6. The team will communicate by e-mail or conference call to decide who will take on which subject area. The team will then complete their draft final report.

- **Observation**: Michael Snyder reported that committee members had observed the logic and accuracy test and ballot tabulation. All absentee ballots that were in by February 3 were counted that day.

Action Item: Michael will send the Observation draft report by February 13.

During this agenda item, AJ asked if we could give all teams a style for their part of the report.

Action Item: Michael Alvine will have a template to everyone by February 6.

Item # 4, Report from the Chair

AJ noted that everyone is doing great work and said that he hoped the CEOC can meet the end date as planned. He also asked everyone to add Sheryl Moss to their e-mail distribution list.

Item #5, Consultant Report

The consultant reported that she and Michael Alvine had conducted a short briefing for Julia Patterson, new chair of the Council's Labor, Operations, and Technology Committee.

The meeting was adjourned at 1:05 p.m. by AJ Culver, Chair.

Respectfully submitted, this <u>18th</u> day of <u>February</u>, 2004

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Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of February 18, 2004 Meeting

Members

Present: AJ Culver, David Carson, Brad Henry, Randy Matheson, Jim
             Morgan, Tyler Page, Rod Regan, Michael Snyder, Joan Thomas,
             and Monica Tracey.
Excused;   Susanna Chung, David Elliott, Rod Regan

Guests: Dean Logan, Director of REALS and Bill Huennekens,
             Superintendent of Elections, and Sheryl Moss, Secretary of State's
             Office

Staff: Michael Alvine, Council Staff; Ellen Hansen, Consultant

The meeting was called to order at 11:10 AM. by AJ Culver Chair, Citizens'
Election Oversight Committee, in the Southwest Conference Room, on 43rd
Floor, Bank of America Tower Seattle, WA.

Minutes

Joan Thomas moved that the minutes be adopted, Tyler Page seconded, and the
motion was approved unanimously.

Item # 1, REALS Q and A

Dean Logan reported that the February 3 election was certified last week and
that they are moving ahead to get ready for the March 9 special election. There
are three elections on the ballot that day.

Michael Snyder asked what kind of contact there has been from the public since
the recent newspaper articles, and learned there had been very little.

Dean also reported that they are monitoring developments in Olympia to see
what kind of primary system the legislature will pass. In response to a question
from Michael Snyder, he said they were doing some high level strategizing about
how they would administer each type of primary proposed.

Item #2, CEOC Budget

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AJ told the group that they need more consultant time to complete the CEOC's work and proposed that he contact Council Chair Larry Phillips to ask for an increase in the budget. There was consensus on this approach.

Item #3, Process for Completing Final Report

AJ Culver pointed out that the CEOC had already completed the tasks laid out in the Council's enabling legislation and had gone beyond that initial charge, which is good. He reminded the CEOC that it needs to reach consensus on recommendations and also list additional issues that could be addressed.

Michael Alvine added that the Council had wanted an independent body to see if the major problems in Elections were on the way to being fixed. He pointed out that the CEOC had gone further, to see if they could recommend additional areas to focus on.

Tyler Page said that he agrees we can make these kinds of statements. Joan Thomas asked if it were possible for the CEOC to restore public confidence in today's climate.

David Carson noted that the CEOC could note in its report that we believe the current leadership has addressed the issues sufficiently and that we have confidence in it.

Tyler Page added that part of our message should be that there are other things that could continue to be addressed.

Michael Snyder suggested the Council could hold a hearing after the CEOC's report is completed.

Monica Tracey recommended that at the beginning of the report, we could describe the current landscape. She added that if the CEOC cannot reach a conclusion on a given issue, it is O.K. to say that it deserves further review.

The group agreed that the reports should list recommendations and suggestions. Michael Snyder observed that the recommendations should be on those issues the CEOC considers to be most import.

Adjourn

The meeting adjourned at 11:45 so that the work teams could meet, develop action items and suggestions and bring to the March 4 meeting.

Respectfully submitted, this <u>3rd</u> day of <u>March</u>, 2004

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of March 3, 2004 Meeting

Members

Present: AJ Culver, Peter Abbarno, Susanna Chung, Brad Henry, Randy Matheson, Jim Morgan, Tyler Page, Rod Regan, Michael Snyder, Joan Thomas, and Monica Tracey.

Excused: David Elliott

Absent: David Carson

Guests: Sheryl Moss, Secretary of State's Office

Staff: Michael Alvine, Council Staff; Kimberly Nuber, Council Staff, and Ellen Hansen, Consultant

The meeting was called to order at 11:40 AM. by AJ Culver Chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, on 43rd Floor, Bank of America Tower Seattle, WA.

Minutes

The minutes were approved unanimously.

Item #2, The Voting Process

AJ told the CEOC they needed to reach agreement on principles and recommendations for the report and there were no questions and no discussion.

Item #2, Work Package Team Reports

Governance Team

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1. Tyler Page began presenting his report sections on Administration/Leadership, Facilities, Polling Places, and Support Services.

   Committee members commended his language on the issue of elected auditor vs. the status quo.

   They also approved his recommendations on the importance of consolidating facilities and reducing the number of polling places.

   There was general agreement that the section on IT services (Technical Support) should be made stronger, that while a matrix management approach might work, that the preferred option might in fact be a technical support/systems position on staff in REALS. There will be more discussion of this point at the next meeting.

2. Jim Morgan presented his draft sections on Oversight, Management, Training, Documentation, Poll Workers, and Technical Support.

   Committee members approved most of his recommendations about oversight, but voted against recommending an ongoing Citizens' Election Oversight Committee.

   Michael Alvine suggested that some of the detail contained in Jim's recommendations on management, documentation, and training might be moved into the Appendix section, and there was concurrence that this would be appropriate.

   There was discussion about reworking the section on poll workers, and it was noted that Best Practices is also working on this area, so we should work to combine the two discussions into one section.

   With time running, out, Rod Regan, who had to leave on schedule, requested that the discussion of precinct size and organization be deferred until the next meeting.

   The remaining committee members moved down to the Rainier Room on the 42nd Floor for further discussion on other items until 1:30 PM.

3. Michael Alvine presented his draft section on Budget.

   Committee members suggested, and everyone agreed, that the second finding statement be deleted and the first rewritten to

include reference statements from earlier reports reviewing elections.

The group also agreed that the three bullet points under the discussion section should be deleted. They suggested rewriting the discussion to include language such as this: "While County revenues have gone up and down over the years, this should not determine how elections are funded. Elections are a core function of County government and must be funded adequately to ensure public confidence. They should not be subject to across the board cuts."

Michael offered to rewrite the section for presentation at the next meeting.

Best Practices

1. Brad Henry distributed a draft of his team's recommendations. The group began reviewing, and then deferred discussion until the next meeting.

Item #3, Report from the Chair

AJ Culver and Michael Alvine suggested that the next meeting be extended to three hours, running from 11 am to 2 pm to ensure that the CEOC completes voting on recommendations for the report

Adjourn

The meeting adjourned at 1:45.

Respectfully submitted, this <u>17th</u> day of <u>March</u>, 2004

Ellen Hansen,
Consultant

Citizens' Election Oversight Committee (CEOC)
Minutes of March 17, 2004 Meeting

Members

Present: AJ Culver, Peter Abbarno, Susanna Chung (phone), David Carson, Brad Henry, Randy Matheson, Jim Morgan, Tyler Page, Rod Regan, Michael Snyder, Joan Thomas, and Monica Tracey.

Excused: David Elliott

Guests: Sheryl Moss, Secretary of State's Office

Staff: Michael Alvine, Council Staff; Kimberly Nuber, Council Staff, and Ellen Hansen, Consultant

The meeting was called to order at 11:05 AM. by AJ Culver Chair, Citizens' Election Oversight Committee, in the Southwest Conference Room, on 43rd Floor, Bank of America Tower Seattle, WA.

Minutes

The minutes were approved unanimously.

Item #1, Work Package Team Recommendations

Governance Team

4. Peter Abbarno began presenting his report sections on Precinct Size and Precinct Organization.

   There was a lively debate about political party interests. Mr. Morgan felt strongly that political party interests should not be a major consideration and at the least, the public should not subsidize the party activities Other members pointed out that the political parties are major stakeholders in this issue and would play a key role in making any changes.

   The CEOC agreed with the consultant's suggestion that these two sections be combined into one, that the CEOC note that the issue

is outside the County's authority, but that the report should recognize that the issue should be addressed and make recommendations about how a review of precinct size might be conducted and what considerations and stakeholders should be included in the process.

The group also noted that maximum precinct size and the office of precinct committee officer are codified in state legislation, though King County has lowered the maximum number of registered voters in any given precinct.   The CEOC gave the consultant further guidance on specific wording.

All agreed that the CEOC should not make a specific recommendation about precinct size, but should instead recommend that the issue be studied.

5. Mr. Abbarno then presented his section on vendors. The CEOC provided guidance to the consultant about wording of the section. It also concluded that there should be a strong statement about REALS' responsibility to manage vendors appropriately, including sentences and phrases such as the following:

"The Election Department must be held responsible for oversight and management of the entire election process, regardless of who performs each step. It should be subject to scrutiny and be transparent and responsible."

Best Practices

Brad Henry distributed a draft of his team's recommendations.

1. Poll worker and temporary worker recruitment was the first section reviewed. Early on, the CEOC agreed to break out Chinese language/Section 203 issues into a separate section. They also agreed to merge Jim Morgan's language on poll workers into this so that there will be one section on poll workers.
2. Ballot processing by temporary workers at MBOS and the Administration Building was the next section reviewed. The CEOC gave the consultant guidance about wording and suggested the reference to the "flip book" be moved to the poll worker section.

3. Provisional ballot processing: there was agreement that the report should lists the positive reasons for provisional ballots, but include the problems experienced in processing them. The CEOC agreed there should be language saying that REALS should be prepared to handle the increased volume expected in a presidential year; reduce the volume by processing voter registrations in a timely fashion; and provide better training to poll workers on provisional ballots.
4. Political observers: Committee members approved most of the language about political observers, with some tweaking suggested. Mr. Morgan I stated he believed that hat the county should also pay for a couple of nonaligned observers if it is going to pay political party observers.
5. Trouble desk log: Most of the language was approved. The consultant was asked to change the finding sentence to read this way: "The trouble desk is an efficient, professional, and effective operation, and the trouble desk log is a valuable resource."
6. Election debriefing meeting: draft language approved.
7. Poll and temporary worker feedback. Draft language approved. Additions: integrate feedback with training. Include a poll worker in debriefings.
8. Provisional ballot process at polls. Add "in error" at end of finding sentence. Under Recommendations add: "Develop a way to identify provisional ballots – such as color coding – to aid in the canvass process."
9. Poll worker materials: Jim Morgan suggested this be cross referenced to his documentation section. He also suggested that there be a recommendation that each document have its own discrete information.
10. Quality of training: Jim Morgan urged inclusion of a provision that people training poll workers receive training on training. Sheryl Moss pointed out that RCW 39.33.340 requires training of all poll workers annually. Proficiency testing section was changed to read: "Measure effectiveness of training." The importance of poll worker recognition was stressed.
11. Vendor section. The CEOC agreed this should be combined with the other section on vendors.
12. Logic and Accuracy Test and Public Confidence: Combine sections, renaming to Process control and public confidence. Delete manual inspection bullet under discussion section. Change

second bullet under findings to read: "Comprehensive testing can help alleviate concerns about accuracy and reliability. This report should also be a reflection of the oversight we have conducted."

Add bullet under Recommendations section under public confidence: Continue to be open and transparent.

"Delete bullet starting with "A formal…" Replace with: Continue the practice of conducting an informal logic and accuracy test prior to the official one". Make this the first bullet, followed by the other bullet point.

Change bullet about shortened L & A to read: An internal, county-run L & A watched by political party observers, should be run on Election Day before tabulation begins

Polling machine accuracy should be changed to poll site accuracy. Add third bullet under findings: Currently, poll book precinct totals are not fully reconciled with machine counts.

Insert "both hand and machine" before "have been beneficial."(Page 9). Delete two bullet points about recount and polling site audits. Change to "Require one random audit. Additional audits are encouraged in precincts where concerns are raised."

The CEOC ended discussion of Best Practices draft recommendations before the Memory card failures section.

Item #2, Next Steps

The CEOC voted to hold two special meetings: one on March 24, from 11 to 2 in the Rainier Room, to complete voting on draft recommendations, and the second on March 31 from 11 to 1 in the Rainier Room to take care of unfinished business and perhaps review the draft final report. It is anticipated that CEOC members will also review drafts of the final report via e-mail and fax.

Adjourn

The meeting adjourned at 2.05

Respectfully submitted, this <u>24th</u> day of <u>March</u>, 2004

Ellen Hansen,
Consultant

Members

Present: AJ Culver, Susanna Chung (phone), David Carson, Brad Henry, Randy Matheson, Jim Morgan, Michael Snyder, Joan Thomas (phone), and Monica Tracey (phone).
Excused: Peter Abbarno, Tyler Page, Rod Regan

Guests: Sheryl Moss, Secretary of State's Office, Keith Ervin, Seattle Times

Staff: Michael Alvine, Council Staff and Ellen Hansen, Consultant

The meeting was called to order at 1110 AM. by AJ Culver Chair, Citizens' Election Oversight Committee, in the Rainier Conference Room, on 42nd Floor, Bank of America Tower Seattle, WA.

Minutes

The minutes were approved unanimously.

Item #1, Work Package Team Recommendations

Best Practices Team

1. Brad Henry distributed picked up where the CEOC left off the week before, the Memory Card failure section. Section approved with only minor changes
2. Process Control and Public Confidence taken up next. The CEOC agreed that there should be language outlining a process for random checks of absentee ballots. Sheryl Moss agreed to draft language.
3. Security. Section adopted with the changes reflected in the document itself. Stress the importance of public confidence, add language detailing the very public allegations in the media about Diebold. Use security as a justification for an IT professional as part of REALS staff.

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4. Emergency Preparedness approved with addition of language for the issues statement.
5. Vote By Mail. Add to Findings: there is anecdotal evidence that suggests that increased absentee voting has led to greater participation in off year elections. 80 to 90% of absentee voters return their ballots, versus poor turnout at polls. Other suggested changes are were noted on rough draft.
6.

Item #2, Next Steps

The CEOC agreed that the March 31 meeting will be for the subcommittee reviewing the draft. The April 7 meeting will be for the full committee. David Carson requested that the March 31 meeting start at 11:30. His request is to be honored.

Adjourn

The meeting adjourned at 2:15

Respectfully submitted, this 7th day of April 2004

Ellen Hansen,
Consultant

APPENDIX # 6, DOCUMENTATION HINTS

The Elections Section is to be commended for following through with its promise to create a comprehensive procedures manual. Going forward, these best practices remain to be addressed:

The manual was produced without leveraging advanced productivity tools offered by the application used, Microsoft Word, that would substantially improve usability and speed future updates, such as:

> Incorporation of the sections into a "Master Document" and proper use of formatting "styles," which speeds formatting; facilitates global searches; allows for automated creation of the table of contents and an index; and makes publication (whether paper or electronic) much easier.

> Use of "fields" for automated section numbering, cross-references, etc.

Providing ready access by establishing a process for "single-sourcing" of the document to an intranet (as HTML or Adobe Acrobat PDF) and paper.

Significant editing to correct spelling and grammatical errors and, more importantly, to ensure all text is written at a high school reading level; this practice has been shown to pay for itself by reducing user errors.

Moving "Definitions" subsections to the start of each section so those terms will be understood as the reader moves through the document.

Addition of process-flow diagrams for all procedure descriptions, to aid people who learn better visually.

Use of Word's table- and figure-numbering tools, to aid cross-referencing and allow creation of table and figure lists for quick look-ups once the master document is created.

APPENDIX #7, PIERCE COUNTY POWER OUTAGE PROCEDURES

Power Outage/Emergency Work Stoppage Procedures Elections Center

Each work location will have an Emergency Bin in an assigned location.

Emergency Bin Contents
1. Flash light
2. Battery operated lamp
3. RED Emergency Work Stoppage Forms

In the event of a power outage or other work stoppage emergency, the following procedures will be followed. The goal of this directive is to ensure the safety of the workers, observers and the public while maintaining the security of all election materials. The lead worker in each area will be responsible for carrying out the emergency procedures.

IV-C Room and Tabulating Office

Lead: Mike Rooney
Backup: Steve Kosche

❖ Turn on emergency light source.
❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
❖ Instruct each operator to stop counting and to isolate all ballots in the current batch.
❖ Distribute Red Forms to each operator.
❖ Remove write-in ballots and rubber band together and place in cardboard ballot box.
❖ Complete Red Form noting batch number, machine number and sign.
❖ Have Observers or public sign the red form as well, if they are present.

- ❖ Close cardboard ballot box placing red form on top.
- ❖ Place cardboard box on top of IV-C.
- ❖ Turn surge protectors off.
- ❖ Evacuate room directing all people out of room and out main public entrance.
- ❖ Take lantern and flash lights with you as you evacuate.
- ❖ Lock IV-C Door.
- ❖ In tabulating office lock computer cases.
- ❖ Lock tabulating office door.
- ❖ Verify Ballot Storage (Spider) Room door is locked.

Main Absentee Processing Area (Area 1)

Lead: Sharon Harris, Dean Zvorak
Backup: Kay Booth
Runners: Don Tavern, Paul Dove

- ❖ Turn on emergency light source(s).
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each table to stop the work in progress.
- ❖ Lead worker will distribute Red Forms to the runner(s).
- ❖ Runner(s) will secure the tables and isolate the work in progress.
- ❖ Runner will complete the Red Form for each table, noting status of work being performed and have all members at the table sign the form.
- ❖ Leave form on table.
- ❖ Evacuate room directing all people to exit through the public entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

Ballot Room (Area 2)

Lead: Tammy Goodman
Backup: Kay Casteel

- ❖ Turn on emergency light source.
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."

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- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each remake team to stop remaking ballots. Place ballots in remake tray.
- ❖ Distribute Red Forms to each remake team.
- ❖ Complete Red Form noting the remake number of the ballot being remade or being verified and sign form.
- ❖ Place Red Form on top of the ballot where work stoppage occurred.
- ❖ Evacuate room directing all people to exit through the public entrance.
- ❖ Take lantern and flash lights with you as you evacuate.
- ❖ Lock Remake Door.

Signature Check Area (Area 3)

Lead: Linda Jones
Backup: Linda Noble

- ❖ Turn on emergency light source.
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each employee to stop the work in progress.
- ❖ Distribute Red Forms to each worker.
- ❖ Complete the Red Form for each area, noting the tray number which is in progress.
- ❖ Sign Form.
- ❖ Have Observers or public sign the red form as well, if they are present.
- ❖ Turn last envelope completed upright and place Red Form at this point in the tray.
- ❖ Evacuate area directing all people to exit through the employee entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

Zip Code/Mail Processing Area (Area 4)

Lead: Dave Romer
Backup: Linda Noble

- ❖ Turn on emergency light source.

- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each employee to stop the work in progress.
- ❖ Distribute Red Forms to each worker.
- ❖ Complete the Red Form for each area, noting status of work being performed.
- ❖ Sign Form and place on top of work in progress.
- ❖ If letter openers are being operated, distribute Red Forms to each worker.
- ❖ Complete the Red Form for each opener, noting status of work being performed.
- ❖ Sign Form and place form on tray being opened.
- ❖ Evacuate area directing all people to exit through the employee entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

Canvassing and Wanda Download Area (Area 5)

Lead: Dayton Wetzel
Backup: Sharon Panchot

- ❖ Turn on emergency light source.
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each employee to stop the work in progress.
- ❖ Distribute Red Forms to each worker.
- ❖ Complete the Red Form for each area, noting status of work being performed.
- ❖ Sign Form and place on top of the work in progress.
- ❖ Evacuate area directing all people to exit through the employee entrance.
- ❖ Take lantern and flash lights with you as you evacuate.
- ❖ Verify that all people have exited the men's bathroom.

Machine Room (Bursters and Printers) (Area 6)

Lead: Dave Romer
Backup: Dean Zvorak

- ❖ Turn on emergency light source.
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each employee to stop the work in progress.
- ❖ Distribute Red Forms to each worker.
- ❖ Complete the Red Form for each area, noting status of work being performed.
- ❖ Sign Form and place on top of work in progress.
- ❖ If possible turn machines off.
- ❖ Evacuate area directing all people to exit through the employee entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

Mail Check In/Wanding Area (Area 7)

Lead: Marilyn Sundquist
Backup: Barb Boskovich

- ❖ Turn on emergency light source(s).
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each table to stop the work in progress.
- ❖ Lead worker will distribute Red Forms.
- ❖ Secure the tables and isolate the work in progress.
- ❖ Complete the Red Form for each table, noting status of work being performed and have all members at the table sign the form.
- ❖ Leave form on table.
- ❖ Evacuate room directing all people to exit through the public entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

At this point the Floor Manager will give the final word to exit. Areas 1 through 7 should exit in order, one table at a time, at the direction of the area lead. After each area has exit, the lead should notify the next area, so that they may begin to exit. If time and situation allows, the lead will direct staff to the coat rack area to collect coats and purses. All leads should exit the Absentee Processing Area making sure that all entrance doors are locked behind them.

Supply and Polling Place Machine Area

Lead: Bob Ceccarelli

❖ Turn on emergency light source.
❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
❖ Instruct each employee to stop the work in progress.
❖ Distribute Red Forms to each worker.
❖ Isolate work in progress.
❖ Complete the Red Form for each area, noting status of work being performed.
❖ Sign Form.
❖ Have Observers or public sign the red form as well, if they are present.
❖ Unplug the coffee pot.
❖ Evacuate area directing all people to exit through the employee entrance.
❖ Take lantern and flash lights with you as you evacuate.
❖ Verify that door to the public viewing area is locked.
❖ Verify all other doors are closed.
❖ Stand by the door next to the time clock until everyone has evacuated the building.

Securing the Election Center

Lead: Bob Ceccarelli, Joanne Inglett
Backup: Marilyn Sundquist

❖ Unplug all coffee pots.
❖ Joanne/Marilyn to check women's restroom.
❖ Verify that no one is in the utility room.
❖ Check to make sure everyone has exited the public viewing area.
❖ Lock Front Public Entrance Doors.
❖ Lock the large roll up door.
❖ Turn off lanterns and flashlights and leave inside the building by the roll up door.
❖ Yell to make sure everyone is out of the building.
❖ Attempt to set the Sonitrol Alarm.
❖ Leave the building closing door behind you.

- ❖ Verify that all three outside entrances are locked.
- ❖ If unable to arm building contact Sonitrol at (253) 383-5051.

Assemble in parking lot

Lead: Bob Ceccarelli, Joanne Inglett

- ❖ Lead workers shall direct all employees to the first light standard in the parking lot.
- ❖ Account for all employees and public known to be in the facility.
- ❖ Contact Administration for instructions:
    - ○ Pat McCarthy 253-798-3188 or cell 253-208-4160
    - ○ Lori Augino 253-798-3217 or cell 253-208-9923
    - ○ Keri Rooney 253-798-7186 or cell 253-208-4183
    - ○ Or Trish Adams 253-798-3189 or cell 253-208-9465
- ❖ Give all people further instructions, which could include:
    - ○ Remain assembled.
    - ○ Instruct employees to go home.
- ❖ Upon re-entry to the building, gather all red forms and give to Joanne to store with election materials.

Power Outage/Emergency Work Stoppage Procedures
Elections Center – Night Groups

All Areas

Lead: Joanne Inglett
Backup: Marilyn Sundquist

- ❖ Turn on emergency light source(s).
- ❖ Make Announcements: "Stay calm and stay where you are. Observers and visitors, please stay with me."
- ❖ Instruct the Observers and Public to stay with you during the length of the evacuation.
- ❖ Instruct each table to stop the work in progress.
- ❖ Lead worker will distribute Red Forms to the runner(s).
- ❖ Runner(s) will secure the tables and isolate the work in progress.

- ❖ Runner will complete the Red Form for each table, noting status of work being performed and have all members at the table sign the form.
- ❖ Leave form on table.
- ❖ Check all bathrooms and utility room to make sure they are vacant.
- ❖ Turn off all coffee pots.
- ❖ Evacuate room directing all people to exit through the public entrance.
- ❖ Take lantern and flash lights with you as you evacuate.

Assemble at the Roll-Up Door for Instructions

Lead: Joanne Inglett
Backup: Marilyn Sundquist

- ❖ Lead workers shall direct all employees to the roll up door area.
- ❖ Account for all employees and public known to be in the facility.
- ❖ Remain inside for 15 to 30 minutes. If power is restored, return to work. Otherwise instruct employees to go home.
- ❖ Contact Administration if necessary:
  - o Pat McCarthy 253-798-3188 or cell 253-208-4160
  - o Lori Augino 253-798-3217 or cell 253-208-9923
  - o Keri Rooney 253-798-7186 or cell 253-208-4183
  - o Or Trish Adams 253-798-3189 or cell 253-208-9465
- ❖ Secure and arm facility.
- ❖ Upon re-entry to the building, gather all red forms and give to Joanne to store with election materials.

Power Outage/Emergency Work Stoppage Procedures Elections Center – Election Night

Each work location will have an Emergency Bin in an assigned location.

Emergency Bin Contents
1. Flash light
2. Battery operated lamp
3. RED Emergency Work Stoppage Forms

In the event of a power outage or other work stoppage emergency, the following procedures will be followed. The goal of this directive is to ensure the safety of the workers, observers and the public while maintaining the security of all

election materials. The lead worker in each area will be responsible for carrying out the emergency procedures.

Tabulating Office

Lead: Mike Rooney
Backup: Mary Johnson-Hall

- ❖ Turn on emergency light source.
- ❖ Complete Red Form noting status of work in progress.
- ❖ Place any back-up diskettes in computer cases.
- ❖ Lock computer cases.
- ❖ Evacuate room directing everyone into the public viewing area.
- ❖ Have public exit through the Visitor's Entrance and direct them to assemble at the roll-up door.
- ❖ Lock Tabulating Office door.
- ❖ Verify that the IV-C Room and Spider Room doors are locked.
- ❖ Verify that the Polling Place/Supply Area Door is locked.
- ❖ Lock Visitor's Entrance Door.

Main Absentee Processing Area

Lead: Pat McCarthy
Backup: Keri Rooney, Lori Augino

- ❖ Turn on emergency light source.
- ❖ Check Bathrooms and Utility Room.
- ❖ Unplug the coffee pot.
- ❖ Evacuate room directing everyone into the public viewing area.
- ❖ Yell to make sure everyone is out of the area.
- ❖ Lock both doors accessing this area.

Supply and Polling Place Machine Area

Lead: Dave Hedberg
Backup: Bob Ceccarelli

- ❖ Turn on emergency light source.
- ❖ Complete Red Form noting status of work in progress.
- ❖ Evacuate the Public from this area and direct them to the Public Viewing Area.

❖ Verify that the Tabulating Office door is locked.
❖ Verify that the IV-C Room and Spider Room doors are locked.
❖ Lock Polling Place/Supply Area Door.

Assemble at the Roll-Up Door for Instructions

Lead: Pat McCarthy
Backup: Keri Rooney, Lori Augino

❖ Direct Public to come to the Roll-Up door.
❖ Account for all employees and public known to be in the facility.
❖ Give everyone further instructions, which *could* include:
   o Proceed with the return of election night supplies.
      ▪ Direct Staff/Official Observers to appropriate areas.
      ▪ Direct Public to designated areas:
         • Loading Dock.
         • Inside the roll-up doors.
      ▪ Accept Supplies and Memory Packs through loading dock door.
      ▪ Check in Supplies as normal.
      ▪ Secure Memory Packs in Transfer Cases and Seal.
   o Remain assembled.
   o Instruct some employees to go home, if necessary.
   o Close facility, if necessary.
❖ Upon re-entry to the building, gather all red forms and give to Joanne to store with election materials.