



DISTRICT OF COLUMBIA
BOARD OF ELECTIONS AND ETHICS
WASHINGTON, D.C. 20001-2745



February 16, 2012

The Honorable Muriel E. Bowser
Chair, Committee on Government Operations
Council of the District of Columbia
John A. Wilson Building, Suite 6
1350 Pennsylvania Avenue, N.W.
Washington, DC 20004

Dear Councilmember Bowser

Please find enclosed a copy of the responses to your questions for the upcoming Performance Oversight hearing for the D.C. Board of Elections and Ethics. Please contact me if you require additional information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Clifford D. Tatum".

Clifford D. Tatum
Executive Director

Enclosure

Board of Elections and Ethics – Performance Oversight Questions

I. Agency Organization

1. Please provide a complete, up-to-date organizational chart for each division within the agency including, either attached or separately, an explanation of the roles and responsibilities for each division and subdivision.

See attachment 1.1.

- Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.

See attachment 1.2.

- Please provide a narrative explanation of any organizational changes made during the previous year.

The Board created two (2) FTE positions in FY 2011; an election specialist position responsible for federal and local legislative compliance and regulatory support, and an election training position responsible for developing, implementing and coordinating the recruitment, selection and training of polling officials.

II. Personnel

2. Please provide a complete, up-to-date position listing for your agency, which includes the following information:

- Title of position
- Name of employee or statement that the position is vacant, unfunded, or proposed.
- Date employee began in position
- Salary and fringe, including the specific grade, series, and step of position
- Job status (continuing/term/temporary/contract)

Please list this information by program and activity

See Attachment 2.

3. Please provide the number of FY11 full-time equivalents (FTEs) for the agency, broken down by program and activity. Please also note the number of vacancies at the close of FY11, by program and activity, and current vacancy information.

See Attachment 3.

The Board currently has 32 full-time employees (FTEs) and 32 while actually employed (WAEs). As statutorily required election events are conducted, the number of staff and personnel support needed to successful conduct the Board's mission increases. The Board adds WAE, day-rate, and intra-District workers to complement its existing FTE staff in order

to successful conduct our operations. Note: The Board uses vacant FTEs to hire temporary help during each election cycle and for special events.

- For each vacant position, please note how long the position has been vacant and whether or not the position has since been filled.

The Board currently has six (6) permanent vacant positions: (1) the Chief Technology Officer (CTO) (2) the Election Training Coordinator (ETC), (3) a Voter Services Assistant, (4) an Election Program Specialist position, (5) Supervisory IT Specialist, and (6) Voter Registration Assistant. The CTO position has been vacant since August 2011, the ETC position was created in November 2011 and has not been filled as of this date, the Voter Services assistant position has been vacant since February 7, 2011 the Election Program Specialist position has been vacant since February 1, 2012, the Supervisory IT Specialist has been vacant since September 2011, and the Voter Registration Assistant has been vacant since February 2011. The Board plans to fill the CTO and the ETC positions during this fiscal year.

- How many vacancies within the agency were posted during FY11 and FY12, to date?

There were three vacancies posted during FY11-FY12 - the CTO position, an IT Specialist position and the election training position. The CTO and election training position have been posted for filling, but are still vacant at this time.

4. Does the agency currently conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken to train and/or discipline employees who do not meet individual job requirements?

Yes, the Board conducts annual performance evaluations of all its employees. The immediate supervisor of each division within the agency conducts a performance review of each supervised employee. The performance evaluation process includes a review of each employee's job description, performance of each employee, and a series of evaluations to ensure the employee is meeting or exceeding employment expectations.

The office uses a written employee disciplinary process, whereby an employee is written up for any work place violations or disciplinary actions.

New measurements and expectations are being discussed by senior management to ensure the workforce continues to meet its expectations and to expand the growth and opportunities of each employee.

5. Please list all employees detailed to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

There are no employees from this agency detailed to another agency nor are any employees detailed to this agency.

6. Please provide the Committee with:

- A list of all employees who receive cell phones, personal digital assistants, or similar communications devices at agency expense

NAME	MODEL	PHONE #
Clifford Tatum	Blackberry	(202) 441-1110
Darlene Les-Horton	Motorola Razr	(202) 441-1101
Karen Brooks	Blackberry	(202) 441-1105
Shirley Jackson	Blackberry	(202) 441-1107
Robert Hunter	Motorola Razr	(202) 441-1108
Sylvia Adams	Blackberry	(202) 441-1117
Arlin Budoo	Blackberry	(202) 441-1118
Kathy Fairley	Blackberry	(202) 441-1119
Alysoun McLaughlin	Blackberry	(202) 441-1121
Duan Jones	Blackberry	(202) 834-6334
Kenneth McGhie	Motorola Q	(202) 253-1741
Terry Stroud	Motorola Razr	(202) 631-5266
Rudolph McGann	Motorola Razr	(202) 631-5267
Karla Garcia	Motorola Razr	(202) 631-3159
Paul Stenbjorn	Blackberry	(202) 441-1104
IT Supervisor	Blackberry	(202) 441-1103

The Board has 175 cell phones for use on Election Day. These phones are usually activated 30 days prior to each election for the election workers. The phones are immediately deactivated after each election.

- A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned

The Board currently has three vehicles: One vehicle, a 1998 Ford Cargo van, is owned by the Board and is over 10 years old. The other (2) vehicles, a 2009 Ford E-50 cargo van and 2009 Dodge caravan are leased vehicles. Both leased vehicles use E85 fuel. These vehicles are housed at the Board's warehouse and are utilized by warehouse employees who must routinely travel to and from motor voter registration agencies and voter outreach activities. These vehicles are not assigned to any one employee.

- A list of employee bonuses or special award pay granted in FY11 and FY12, to date

No employees were granted bonuses in FY11 or FY12.

- A list of travel expenses, arranged by employee

See attachment 4.1

- A list of the total overtime and workman’s compensation payments paid in FY 11 and FY12, to date

See Attachment 4.2 for a complete list of overtime hours paid in FY11 & FY12, to date. There have been no workman’s compensation payments made during these fiscal years.

III. Budget

7. Please provide a chart showing your agency’s approved budget and actual spending, by program, for FY11 and FY12, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for FY11 and FY12, to date.

See attachments 5. 1 (FY 2011) and 5.2 (FY 2012).

8. Please list any reprogrammings, in or out, which occurred in FY11 or FY12, to date. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

See attachment 6.

9. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY11 or FY12, to date.

FY 2012 MOUs

Seller Agency	Amount	Purpose
DC Parks & Recreation	13,000.00	Provides election drivers, early voting sites & recreation centers as polling sites
DRES/Protective Services Division	39,000.00	Security at polling sites and election headquarters
DRES/Protective Services Division	23,000.00	Security at Early Voting sites
DPW Sweep	4,500.00	Driver Services
MPD	24,000.00	Ballot Box Detail
DC Public Schools	22,250.00	Janitorial Services
DC Public Schools Security	31,400.00	Security Services
OCTO	3,600.00	Networking services for an increased number of early voting sites
OCTO	17,436.00	OCTO Assessment

10. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY11 or FY12, to date. For each account, please list the following:

- The revenue source name and code
- The source of funding
- A description of the program that generates the funds.
- The amount of funds generated by each source or program in FY11 and FY12, to date
- Expenditures of funds, including the purpose of each expenditure, for FY11 and FY12, to date

None

11. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:

- A description of each project
- The amount of capital funds available for each project
- A status report on each project, including a timeframe for completion
- Planned remaining spending on the project

None

12. Please provide a complete accounting of all federal ARRA (stimulus) funds received or managed by the agency.

None

13. What steps, if any, have been taken during FY11 and FY12, to date, to reduce the following:

- Space utilization
- Communications costs
- Energy use

During FY11, the Board's telephone budget was reduced and all secondary phone lines and some staff cell phone lines were disconnected. In addition, 179 election worker cellular phones were placed in a "penny suspension" mode during FY2011 saving the Board thousands of dollars in cell phone charges. The Board also leases two ethanol-fueled vehicles (E85) in an effort to decrease emissions and support energy security.

14. Please identify all legislative requirements that the agency lacks sufficient resources to implement properly.

The Board's primary function is to run elections in the District. Elections are time dependent and face statutory deadlines that are immovable. The Board cannot support its core function without incurring cost associated to equipment, facilities, intra District transfers, overtime and temporary staffing. As a result unless funding is made available, the Board lacks the ability to meet its statutory mandates.

Currently, the Board lacks appropriate resources to support the May 15, 2012 Special Election to fill the Ward 5 vacancy. The Board has requested \$318,000 in the supplemental budget that has yet to be approved. The lack of these funds will severely hamper the Board's ability to fully conduct the May Special.

We are currently reviewing existing resources and shifting funds to cover already realized cost associated to the May Special planning process; however these funds will have to be replaced in order to cover existing, realized, and anticipated cost for the April 3, 2012 Primary.

The Help America Vote Act funds (HAVA Funds) are not available for this May Special election because the May Special is a local election, not a federal election, and HAVA funds cannot be used to supplant a local budget event.

Delays in the allocation of these funds for the May Special will eventually reach critical mass for planning and acquisition of supplies, specifically related to voting equipment, fixed cost, ballot orders, personnel cost and other variable cost associated to the May Special.

15. Please describe your agency's efforts to utilize federal grants and other alternative funding sources.

Where available and appropriate, the Board uses HAVA funds to implement election reform efforts associated to voting equipment, the voter registration system and other programs associated to the enhancement of federal elections. The Board recently partnered with the Federal Voting Assistance Program, a division in the Department of Defense, to implement an online voter registration and absentee ballot request system for military and overseas citizens. This partnership has resulted in a grant being awarded to the agency to implement a system that allows for the transfer of certain types of election materials over the internet.

IV. Agency Programs and Policies

16. Please list each policy initiative of your agency during FY11 and FY12, to date. For each initiative please provide:

- A detailed description of the program
- The name of the employee who is responsible for the program
- The total number of FTE's assigned to the program
- The amount of funding budgeted to the program

The Board is continuing to expand on the previously implemented policy initiatives of 2009 and 2010 designed to improve the function and structure of the agency and to assist in meeting the agency's core mission. These initiatives include improving the existing documentation of office policies and procedures, establishing and revising standard operating procedures for each section of the office and for specific staff and employees, continual software upgrades and in-sourcing of technology and services provided by the agency, continued development of the employee performance review process and an adoption of a formalized project management framework to

introduce predictability, consistency, accuracy, and accountability into the elections management processes.

17. Please provide updates on the progress and results of implementing: on-line poll worker training; use of electronic poll books; completion of After-Action Reports; partnering with local universities; customer service training; increased election worker recruitment; and increasing the use of online voters registration systems – all of which were described in the Board’s February 2011 response to the Committee on Government Operations FY11 and FY 12 Performance Oversight Questions.

On-line Election Worker Training

The Board’s objective to fully implement on-line election worker training has not been realized at this point. On-line training is a great concept and we fully intend to utilize the process to enhance election worker training; however at this time a significant portion of our existing election worker force have not yet achieved the on-line presence necessary to make on-line training a success.

To move us closer to this goal, our office has increased the level of on-line communication with our workers through email, and as that level of communication continues to grow, we anticipate utilizing our on-line training module to enhance election worker training.

Electronic Poll books

The Board successfully implemented electronic poll books in FY 2010 with the purchase and roll-out of electronic pollbooks (epollbooks). The primary use of our epollbooks include: checking in voters at the early vote centers, processing in-person absentee voting at One Judiciary Square and processing same day registration lookup at the early vote centers.

In general, the use of our epollbooks at the early vote centers and for same day registration has improved the data quality associated to processing voters and preparing our epollbooks for Election Day voting. As our polling place locations continue to migrate to more public and government buildings that allow for greater internet connectivity, we anticipate deploying epollbooks into every precinct throughout the District for use on Election Day.

Completion of After-Action Reports

The Board successfully compiled “After-Action Reports” for the September 2010 Primary Election, the November 2010 General Election and the April 2011 Special Election. These reports have assisted the agency in reviewing the election process and analyzing what worked and what didn’t work for future election planning, and allowed us to make changes to the election process.

Partnering with local universities

The Board entered into a partnership with several different universities, including American University and Catholic University that included observations at polling places on Election Day. Additionally, students have worked in our office on Election Day, and a number of students will be serving internships with our office during this fiscal year.

Customer Service Training

The Board encourages our staff and provides our staff with opportunities to participate in the DC Development program which provides training opportunities and skill development programs to increase an individual staff member's skills, software education and general customer service awareness.

Increased Election worker recruitment

The Board has expanded its election worker recruitment program to include on-line solicitation and recruitment through the website as well as through Twitter and Facebook interaction. These activities have allowed our staff to increase our election worker database to well over 5,000 names. The agency is also continuing its push to identify corporate and business partners that will adopt a precinct and allow their workers to serve as an election worker on Election Day.

Increased online voter registration

The Board is currently working on developing an electronic signature application that will allow registrations to be completed thru the web without the necessity of signing the application. The signature verification of the voter would be captured at the precinct, early voting centers or on an absentee ballot application and scanned into the system. This process will shorten the steps in which it takes a voter to complete the application and be entered into the system as a pending registrant to be completed on Election Day or through the absentee voting process. Additionally, the on-line application will be updated to make for a more streamlined and user friendly process.

18. Please describe any initiatives your agency implemented within FY11 or FY12, to date, to improve the internal operation of the agency, reduce waste, fraud and abuse, or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

The Board has strategically chosen not to implement any new initiatives for Fiscal Year 2011 or 2012, but instead has focused its energies and resources on improving the previously implemented initiatives of 2009 and 2010. These prior initiatives expanded the Board's reservoir of election initiatives, which now require the Board to streamline and enhance these implementation initiatives and procedures for efficiencies and proficiencies in our operations.

The Agency continues to refine the following initiatives as previously reported to the Council:

Election worker training and methods for measuring success of the training:

Continuing the development of the online election worker training module
Creation of election training position
Standardization of training techniques

Improving technological advances to streamline and improve the elections process and office efficiencies:

Finalizing the electronic component of the online voter registration system
Updating website interaction and streamlining operations
Continued review of in sourcing specific operations currently provided by external partners

Improving the processing of voter registration applications, voter services requests and responses to public inquiries:

Revisiting current operating procedures
Evaluating technical developments that will allow for more efficient operating procedures
Establishing more efficient procedures

Increasing the level of professionalism and customer service interaction of the Office and staff:

Encouraging the use of the developmental training program offered by District of Columbia Human Resources Center for Workforce Development
Reinforcing the established operating procedures for each function in the office, and
Pursuing software enhancements that will assist with more effective customer service measurements

19. Please provide a list of all studies, research papers, and analyses (“studies”) the agency prepared, or contracted for, during FY11 and FY12, to date. Please state the status and purpose of each study.

None

20. Please explain the impact on your agency of any legislation passed at the federal level during FY11 or FY12, to date.

No federal legislation was passed during FY 2011 or FY 2012, to date that has impacted the agency.

21. Did the agency meet the objectives set forth in the performance plan for FY11? Please provide a narrative description of what actions the agency undertook to meet the key performance indicators or any reasons why such indicators were not met.

Yes, the Board met a substantial number of its objectives in the performance plan for Fiscal Year 2011.

See attachment 7.

22. Please list and describe any ongoing investigations, studies, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY11 or FY12, to date.

There were no ongoing investigations, studies, audits or reports on any employee or the agency in FY 2011 or 2012.

23. Please identify all electronic databases maintained by your agency, including the following:

- A detailed description of the information tracked within each system
- Identification of persons who have access to each system, and whether the public can be granted access to all or part of each system
- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system

Integrity, Voter Registration Database

The primary database managed by the Board is the Voter Registration Database. This database is a component of the Integrity voter registration management system that stores data related to voter registration and election management in the District. The database houses the following data:

- voter registration data
- polling place data
- candidate qualification data
- voter participation data
- street segment data
- district to precinct split data
- election worker participation data
- absentee ballot data
- provisional ballot data
- process data generated through the use of the application

There are several staff members with access to the data stored in the database. Each staff member is assigned a user role and user-Id that is defined by the system administrator. Users are given permission to access data required to complete their essential job functions. Two system administrators within the Board establish permission rules for other staff. This system is not accessible from the Internet, and is not available for direct public access. However, the voter registration data maintained by the database is made available to the public, and reports regarding voter registration data, voter participation data, and absentee data are regularly published to the Board's website for public consumption.

The Integrity management system was installed in 2002 as part of HAVA compliance and has been upgraded periodically in the past six years. In 2011, the agency upgraded the system to new database servers and upgraded the database software from Microsoft SQL 2000 to Microsoft SQL 2008.

Unity Election Management Database

The second, but as equally important database maintained by the Board is the election management system that is used to create an election and prepare ballots for use on Election Day. This database stores all election configuration, ballot design and election results data for each election. It is from this system that all election results are tabulated and reported.

24. What has the agency done in the past year to make the activities of the agency more transparent to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.

During the past year, the Board continued its frequency and comprehensiveness of election information uploaded to the web site, including same-day updates of candidate filings and transcripts of all Board meetings. Additionally, the Board has enhanced its social networking platform utilizing Twitter and Facebook. It is noteworthy that the Board has received accolades and acknowledgments from external election entities, private citizens and news type groups regarding our platform and communication activities.

For the April 2011 Special Election, the agency continued to provide ballot access in an html format version of the Candidate Guide on the web site for easier access to information. The Board will continue to identify opportunities to enhance the transparency of the agency by making more information available online and on the web, including pursuing options to webcast Board meetings.

During the 2010 primary and general elections, reporters and other observers were granted unfettered access to the Board's offices and preparation rooms where tabulation occurred on election night. During this process, our staff experienced disruption in the process, distraction from the process and broken equipment.

Unfortunately, as a result of this experience, this access will not be allowed during this present election cycle. In lieu of access to the server room, the Board will re-establish its closed-circuit video observation process that will allow citizens the opportunity to observe the tabulation process.

25. Please identify any statutory or regulatory impediments to your agency's operations.

None

26. How does the agency solicit feedback from customers? Please describe.

- What has the agency learned from this feedback?
- How has the agency changed its practices as a result of this feedback?

On a daily basis, the Board receives and responds to requests and comments from voters via telephone and internet communications. Our Voter Services, Public Information and Facility Coordination staff conducts outreach events and speaks with voters, election workers and candidates about topics ranging from where polling places should be to the types of information provided on our website.

The Board distributes a comment card to the polls during early voting and on Election Day, has a comment box with survey cards on the front counter of our office, and includes feedback surveys in our training sessions for petition circulators and for election workers. We relay comments submitted using these cards, using the “Ask the Director” feature on our website, or by telephone, email to the staff person responsible for handling the issue.

After each election, we compile comments from voters and election workers and use them in developing our After-Action Report and conducting a thorough review of our training and procedures.

Most of the comments that we receive are positive, praising our staff and the content of our training sessions or our participation in outreach events. Whenever a comment proposes a change or improvement to our services, we consider it in our planning for future elections. Some examples of customer comments that have resulted in changes include, the initiation of curbside voting, our popular brown bag training sessions for petition circulators, and other revisions to presentation of forms and pages on our website as a result of customer comments.

27. Does your staff participate in ethics training? Please describe.

No

V. Contracting and Procurement

28. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY11 and FY12, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party
- The nature of the contract, including the end product or service
- The dollar amount of the contract, including budgeted amount and actually spent
- The term of the contract
- Whether the contract was competitively bid or not
- The name of the agency’s contract monitor and the results of any monitoring activity
- Funding source

See attachment 8.

29. Please provide a list of all MOUs currently in place, all MOUs entered into within the last year, and any MOUs planned for the coming year.

The Board currently has MOUs in place for the existing election cycle with the following District agencies: DC Public Schools; DC Dept of Parks & Recreation; Metropolitan Police Department; DC Real Estate Office (formerly OPM); Protective Services Division; DC Public School Security; DC Public Works (Sweep Division); DC Public Libraries, and OCTO. We also maintain a continuing MOU with the Department of Motor Vehicles for the electronic transmission of voter registration data.

See attachment 9.

30. Please describe the steps taken by the agency to provide oversight and management for contracts. Specifically, how does the agency ensure that its programmatic needs are being met? How does the agency ensure that contracting actions are standardized across various programs?

The Board currently utilizes the services of the District's citywide contracting office, Office of Contracting and Procurement (OCP), for all of its contracts and procurement needs. Any contracts that are competitively bid or sole-sourced are assigned a COTR in the Board's office for contract monitoring activity.

31. What steps has the agency taken in FY 11 and FY 12 to increase efficiency and cost savings in the District contracting and procurement process?

As stated above, the Board utilizes OCP for all purchases and procurements. Pursuant to District law, any contracts or purchases above a certain threshold are provided through the competitive bid process. We also are in compliance with our threshold requirements for doing business with LSDBEs.

VI. Information and Technology

32. Please describe how the Board is currently using social media sites to help fulfill its mission?

The Board currently uses Twitter to communicate to well over 650 followers on a daily basis. These followers consist of members of the media, candidates and community activists. The Board publishes public notices, reminders about deadlines, meeting information and other types of information that we believe the public has an interest in.

The Board also uses Twitter to recruit election workers, answer questions about voter registration and spread the word about polling place changes – all of the same things that we would do at any community event, just online.

We also live tweet events such as candidate petition pickups and filing deadlines, the lottery for the order that candidates will appear on the ballot, and official actions taken at Board meetings. During early voting and on Election Day, we have a rapid fire dialogue on social media with candidates, reporters and voters, answering all the same questions online as we do over the telephone.

Using laptops and walkie-talkie type radios, our Public Information Officer and a team of helpers are able to communicate directly with roving troubleshooters in the field, take reports of issues in the field and respond to them in real time rather than reacting to rumors after the fact.

The Board also maintains a Facebook page which is also updated on a daily basis by the public information officer. We are continuously seeking ways to distribute our message via the website and these socially meaningful channels.

The Board gained widespread attention and national media for its use of the web and social media to provide information to voters on wait times during the busiest days of early voting. The Board's Twitter feed was nominated as one of the best of local social media in a competition on the Washington Post's web site.

33. Are Board meetings currently being webcast? If not, please explain the challenges preventing the Board from doing so.

Board meetings are not being webcast at this time. As previously reported, we are revisiting the ability to webcast election night reporting for the Primary Election. This may give the Board the opportunity to consider webcasting its meetings; however the Board as a whole would make that determination.

VII. Americans with Disabilities Act

34. Please describe efforts the Board is taking to comply with federal ADA mandates in the 2012 primary and general elections. In doing so, specifically address:

- How polling locations used in past elections that were previously found to be inaccessible by disabled voters have been improved or changed.
- Updates in Board policies and procedures, including election worker training and precinct monitoring, to better accommodate disabled voters.

The Board spends considerable time and resources to ensure accessibility at all of its polling locations. During this fiscal year, the Board entered into an MOU with the Office of Disability Rights to assist our office in inspecting our polling place locations and reviewing training materials to ensure accessibility is in the forefront of our activities.

The Board also collaborated with University Legal Services (ULS) to inspect several polling place locations that ULS had reported as being inaccessible, and found that either the locations that had been identified were no longer in use, or that program accessibility solved the concerns that ULS had identified.

To continue our accessibility improvement efforts, the Board consulted with a leading advocate for voters with disabilities to create an accessibility checklist, which is distributed to our Precinct Captains and Area Representatives to ensure accessibility on Election Day. The checklist also serves as a reminder to election workers that accessibility is a primary concern.

VIII. Registration and Voter Services

35. Please provide the status of the Board's efforts to draft and implement a 5-year plan "to improve the professionalism and efficiency of services provided to voters" as mentioned in its answers to this Committee's budget oversight questions in February 2011.

The Board is committed to improving the professionalism and efficiencies of the office relating to conducting elections and providing services to our customers. We are maintaining our focus on reviewing standard operating procedures, revising processes and procedures, reviewing and identifying strengths and weaknesses, and taking steps to establish better training and developmental opportunities to increase our strengths.

To that end, we are taking steps to map out the elections office process and procedures, plan out the elections process, strengthen the documentation process and increase the efficiencies of the office. The Board has adopted a formalized project management framework to introduce predictability, consistency, accuracy, reproducibility, and accountability into its election management processes. This process alleviates the need for a 5 year plan.

36. Please describe the Board's effort to formally document policies, procedures and other institutional knowledge into manuals as mentioned in its answers to this Committee's budget oversight questions in February 2011.

The Board is continuing its efforts to update policies and procedures, and where necessary establish new or revised standard operating procedures for each position in the office.

37. Please describe all initiatives to reduce the number of errors in the voter-registration database during FY11 and FY12, to date.

As previously reported, the Board receives electronic data from the DMV as well as from the On-line voter registration portal, both of which has significantly reducing the potential for error due to manual data entry into the system. Additionally, the Board has worked with its voter registration system vendor to identify duplicate records and improve processes to prevent duplicate information from being entered into the system. This is an ongoing process and has been incorporated into the standard operating procedures for the data services division.

The Board will continue the use of electronic pollbooks for same day registrations and same day change of addresses, thus reducing the potential for data entry errors at the polling locations.

Additionally, the Board continues to collaborate with its neighboring states Virginia and Maryland to improve the quality of data in our voter registration database as well as from other sources such as the previously reported national initiative of the Pew Center on the States to develop a common platform for sharing data between states.

Finally, the Board continues to receive monthly vital records updates from the Department of Health for the purposes of cancelling the registrations of deceased individuals.

38. Please describe all initiatives to increase the number of registrations completed online or at voter-registration agencies during FY11 and FY12, to date.

The Board continues to support its online tool for voters to complete, print, sign and mail their voter registration form and to provide voter registration forms and information to agencies that are responsible for providing voter registration services under the National Voter Registration Act.

As previously mentioned, we are exploring the creation of an electronic signature process that will allow for the application to be completed totally on line and for the voter's signature to be captured through a secondary process. We believe that this initiative along with streamlining the online voter registration document will increase the number of applications submitted and processed on line.

39. Please describe all initiatives to make voter-registration more accessible during FY11 and FY12, to date.

The Board's efforts to expand voter registration accessibility during FY11 and FY 12, to date include the continuation of the following:

- Voter registration drives for residents at District nursing homes, assisted living and senior residential facilities;
- Public awareness of Same Day Registration and distribution of educational materials at community outreach events and meetings;
- Staff attending the U.S. Naturalization and Immigration Services ceremonies, in which District residents are sworn in as new citizens to the United States, to register persons to vote;
- Voter registration applications made available to local colleges and universities;
- Voter registration applications delivered to all District high schools to register DC citizens who are at least 16 years of age; and
- Continued presence at multiple voter outreach drives as requested by citizen groups and other outreach organizations.

40. Please describe the Board's position with regard for the potential to adopt an automatic voter registration system as described in its April 2010 report, including the potential costs and hurdles.

The Board continues to engage in discussions with state election officials in other states on the prospect of nationwide information sharing. Automatic voter registration is still several leaps in technology from becoming a reality and will require working with other DC governmental agencies to build the foundation for this process.

41. Please describe the Board's efforts in FY11 and FY12, to date, in improving and updating the HAVA-required voter registration database.

The Board continues to update reporting parameters and processing measures of the data maintained in the VR system. The system has gone through an array of upgrades designed to stabilize and lengthen the life of the system exponentially. In 2011, the agency upgraded the system to new database servers and upgraded the database software from Microsoft SQL 2000 to Microsoft SQL 2008.

42. What steps has the Board taken to once again receive vital records from the Department of Health for the purposes of cancelling the registrations of deceased individuals? What steps remain to be completed, if any?

The Board entered into a Statement of Assurances with the Vital Records Division of the Department of Health to receive vital records data on a monthly basis. The Board also receives the master death file from the US Department of Commerce.

IX. Election Planning and Support

43. Please describe what efforts the Board has undertaken to increase voter outreach and election worker recruitment efforts.

The Board increased its On-line presence through Twitter and Facebook to expand its interaction and outreach to more technically savvy election workers and voters. The Board also executed a concerted effort to reach out to colleges and universities, community groups, disability advocacy groups, and minority language groups to increase the diversity and technological knowledge of its election workers.

This election cycle, the Board launched a voter education campaign "Registered and Ready" with an emphasis on asking voters not simply to register to vote, but to look up their registration and confirm its accuracy and their party affiliation for the Primary. Many voters do not remember whether they are registered to vote in a Party and more importantly do not realize that if they are not in a Party, they are unable to vote, or if they vote a special ballot, it will not count.

44. Please describe the steps taken by the agency to implement the Military and Overseas Voter Empowerment (MOVE) Act and District laws to implement that federal law, including an explanation of what actions with Board will take to surmount any difficulties.

The Council assisted the Board in meeting the Federal Military Overseas Voter Empowerment Act (MOVE Act) by proposing and passing legislation, the Primary Date Alteration Amendment Act, which moved the District's Primary Election from September to April. This alteration to the Primary schedule allowed the Board to meet the 45 day UOCAVA absentee ballot deadline.

There were additional changes in District law that finalized compliance with the federal law. The District's Comprehensive Military and Overseas Voters Accommodation Amendment Act supplemented the initial primary election legislation by moving up additional dates for ballot

access activities leading up to the election, i.e., changing the qualifying time, the challenge period and the determination of when a candidate's name appears on the ballot.

Additionally, the Board would like to applaud the Council for adopting the Uniform Military and Overseas Voters Act ("UMOVA"), as developed by the Uniform Law Commission. The enactment of UMOVA extended the benefits of the MOVE Act and the Uniformed and Overseas Citizens Absentee Voting Act ("UOCAVA") to elections for District offices as well as federal offices, which we believe reduced the potential for confusion that overseas voters face when trying to register and cast their ballot.

45. Please describe the Board's training for election workers including any new changes for the 2012 primary and general elections.

The Board conducted an analysis of the election worker performance from the 2010 election cycle and the April 2011 Special Election conducted in the District. From this analysis, we were able to identify common areas in each polling place that required additional training to strengthen our election worker performance. To that end, we have made revisions to forms, the processes and procedures, as well as training materials in order to strengthen election worker performance. We also created an election worker advisory committee to review the election procedures for operational feedback on new processes and procedures.

We have added additional training staff onto our employee roster as WAEs to assist in training multiple classes and election workers. We have developed a sound training schedule that allows for optimum capacity in each training class to allow for more hands on training and individual development of each election worker. The Board has developed new standard operating procedures for each election worker position and training materials including power points have been developed to enhance the learning experience.

46. Please describe the steps taken by the Board to implement new Ward and precinct boundaries following the recent redistricting process, with particular emphasis on voter outreach and notification of the changes.

The Board approved changes to the boundaries of precincts 1, 16, 18, 21, 80, 87, 111, 128, 129, 133, 140, 142, and 143 and the relocation of precincts 112 and 136, in their entirety, to different wards. After the Board approved the realignment of precinct boundaries to conform to the Ward boundaries established in the "Ward Redistricting Amendment Act of 2011." The Board began working with OCTO, Office of Planning and GIS Mapping services to map the address changes and solidify the precinct and ward changes in order to notify voters. We worked to make as few changes as possible while satisfying our legal obligation to make sure that each precinct was located entirely within a ward.

The Board mailed out over 15,000 voter notices to affected voters informing them that their Ward and Precinct had changed. Because of some latent system and mapping changes, several voters received the wrong precinct information. Through the collaboration with OCTO and GIS mapping, this issue was addressed and replacement cards were sent out to the affected voters. The Board is mailing updated voter registration cards to all voters in the District during the week

of February 20th. These voter cards will correctly identify the voters' precincts, wards, and party affiliation status and ensure that all voters know the location of their local polling place.

47. What steps is the Board taking to make results public on the night of an election while maintaining accuracy? Please also describe the hurdles to this goal.

The Board has conducted an analysis of the method in which election results are delivered from each precinct to the election office for tabulation. We have reviewed the mode of transportation, the time it takes to have the election material delivered from the precinct to the loading dock, the time from the dock to the tabulation center, the time for tabulating, the time for Board review of preliminary results and the time of publication of the preliminary results to the public.

Based on this analysis, the Board is comfortable that we are expending the right amount of resources and energy in this process for this election cycle. As previously mentioned, observers will not be able to enter the tabulation center, however they will be able to stand outside the center and watch through the glass. Additionally, the tabulation process will be webcast so that interested parties will be able to watch the broadcast from their computer or handheld device. The Board believes this process will continue to ensure accuracy, transparency and security in the election night reporting process. The Board further believes that the procedures we followed in the April 2011 reflect our improved speed and accuracy of publishing election results. We know that the further adjustment of tabulation center logistics will allow us to maintain our efficiency while providing the citizens with the transparency required for maintaining trust in the election process.

48. Please describe the Board's efforts to prepare for the special election of the Ward 5 Council seat, including efforts to minimize or recoup the costs associated with that election.

The Board is preparing for the May Special in concert with preparing for the April 3rd Primary election. While many of the initial steps in preparing for the May Special are just beginning, they are occurring simultaneously with the April Primary election. Accordingly, office staff is required to pull double duty to ensure both processes are moving forward.

For the May Special, we are currently in the qualifying period. At this time, there are at 17 candidates who filed nominating petitions for the open seat. The day to challenge a candidate's nominating petition is February 27, 2012. Once the challenge period ends, the Board will turn its attention to recruiting and scheduling election workers, creating a ballot, procuring goods and services, contracting services & logistical support operations, i.e., securing voting equipment, testing voting equipment, ordering ballots, preparing for absentee voting for overseas and military voters and all other voters and setting up the voting equipment for in-person absentee and Election Day voting on May 15, 2012.

As indicated, planning is well under way. And while the Board will strive to reuse what materials and resources we can from the April election, we have identified extra cost associated to conducting this special election. Our cost projections have been submitted to the Council through the Mayor's supplemental budget; however as you know, the supplemental budget is currently pending consideration by the Council. To date, we have not received the funds from

any other source. Without these funds, there are certain aspects of the May Special Election that we will not be able to fund. We, of course, will utilize existing resources to cover the upfront costs associated to this election; however those resources are being shifted from one budget line item to another and at the end of the day, will need to be replaced to prevent anti-deficiency issues associated to acquiring services without funds to adequately do so.

The critical cost associated to the May Special are ballot printing, and the ballot vendor, IT support, additional election equipment for use during the May Special, election worker payments, and fixed cost associated to facilities, security, transportation and other intra district services provided by other District agencies. The general lead time for processing these service requests through Office of Contract and Procurement on an expedited basis is 30 days.

X. Board of Ethics and Government Accountability Establishment and Comprehensive Ethics Reform Amendment Act of 2011

49. Please describe the Board's plans to comply with this recently adopted ethics legislation, including transitioning many of the Board's functions to-, and coordination with-, the new Board of Ethics and Government Accountability.

- Include a discussion of anticipated difficulties and budget constraints there-in.

As the impact of the Board of Ethics and Government Accountability Establishment and Comprehensive Ethics Reform Amendment Act of 2011 impacts one division of the Board, the Office of Campaign Finance (OCF), please refer to the OCF questionnaire response to this question.