



IMPLEMENTING A VOTING SYSTEM FROM A LOCAL ELECTION ADMINISTRATOR'S VIEWPOINT

JOHNSON COUNTY KANSAS ELECTION OFFICE

Connie Schmidt, CERA

Election Commissioner

JOHNSON COUNTY KANSAS ELECTION OFFICE

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2101 E Kansas City Road, Olathe KS 66061
Phone 913.782.3441 • Fax 913.791.1753
www.jocoelection.org



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ACKNOWLEDGEMENTS



Front row: The Project Management Team - Debbie Tyrrel, Sarah Horn, and Kris Headrick

In 2002, the Election Office staff in Johnson County, Kansas, survived the ultimate test of any election office staff team – implementing a new countywide voting system.

Operating without the assistance of consultants, this team of fourteen people reinvented the election process in our county...from acceptance testing of 1,085 voting machines and booths...to re-training of over 1,500 election workers...to orchestrating numerous public demonstrations – they did it ALL!

Our success is attributable to individual employees – their dedication, energy, flexibility, commitment, and patriotism. On behalf of the entire staff, special recognition goes to Johnson County's voting system project management team:

Debbie Tyrrel, Election Systems Manager – Project Manager
Kris Headrick, Election Systems Integrator – Team Member
Sarah Horn, Election Systems Manager – Team Member

FOREWORD



Connie Schmidt, Election Commissioner

The Johnson County Kansas Election Office has been a voting machine county since 1968 when lever machines were deployed to all voting locations. In 1988, our county became one of the first counties in the nation to deploy DRE voting machines. The funding to replace these DRE machines was first authorized in mid-1999, only to have it fall prey to budget cutbacks prior to final budget approval. Once again, funding was approved in mid-2000. This time the funding remained intact through final budget approval.

Our office became one of the first, if not the first, county office to issue an RFP for a new voting system immediately after the November 2000 election. Recognizing that local and state election offices across the country would be deploying new voting systems in compliance with the Help America Vote Act (HAVA), our office chose to document our experience in implementing and deploying a voting machine system at the polling places on Election Day.

What follows in this guidebook is the combined work of the most dedicated, committed group of staff members that I have ever had the privilege of working with! We hope that this guidebook will serve as a blueprint as you embark on this mission.

Statistical Profile Johnson County Election Office

Staff Members - 14 full time employees

Voters - Approximately 306,000 registered voters

Precincts - 394 precincts

Precinct Splits - 461 precinct splits

Voting Locations - Up to 259 voting locations for an election

Voting Machines - 1,085 voting machines programmed and transported to voting sites

Election Workers - 1,500 election workers recruited, trained and assigned per election

Ballots - Up to 1,209 ballot formats prepared per election

Elected Positions and Districts in Johnson County - More than 1,900 elected positions in over 500 voting districts

The Johnson County Election Office is responsible for conducting all federal, state, and local elections. Local jurisdictions include 19 incorporated cities, 8 townships, 6 unified school districts, 2 drainage districts, Water District #1, and Johnson County Community College.

BUILDING THE FOUNDATION

REQUEST FOR PROPOSAL (RFP)

Samples

It is a good idea to request samples of RFP's from other departments in your jurisdiction and from other election offices if possible. It helps to have examples of how to format the document and gives you ideas of what to include in your own RFP.

Criteria

When developing your Request For Proposal, specify your minimum requirements for the system in the introduction. This will help to eliminate responses to your RFP that do not meet your needs, but must be evaluated, which is very time-consuming. For example, if you want one central system to support both paper ballots and DRE voting equipment, specify that in your RFP.

Content

Give a thorough description of your jurisdiction including size, background, current voting system, and vision for the future. This will enable the vendor to tailor its response to your needs. Ask very specific questions in order to give yourself concrete items where you can assign points for comparing the systems.

Vendor Contact

Once you enter the RFP process, it is recommended that you insulate yourself from contact with any vendor who may submit a response to your proposal, including your current vendor. You do not want to allow the perception that your decision was unduly influenced. Require that all questions be directed to the purchasing manager of your jurisdiction. Rely on your purchasing manager to enforce deadlines and requirements.

Rating the Responses

Choose a Selection Committee composed of jurisdiction personnel in addition to Election Office staff to evaluate the proposals. Be sure to include information technology staff to bring their technical expertise to the process. Members of the Selection Committee should independently review and rate each proposal based on predetermined criteria.

Once each member of the Selection Committee has rated each proposal and completed a rating sheet, the purchasing department develops a composite that indicates the Committee's collective ranking of the highest rated proposals in descending order. At this point, the Selection Committee may request additional submittals and should conduct

interviews/demonstrations with only the top ranked firms (usually the top three, depending upon the number of proposals received).

In order to select the highest quality product without being influenced by the cost, do not accept proposed costs for the project until after the top-ranking firm has been determined.

Vendor Demonstrations

Furnish finalists with a past election setup for vendor demonstrations. Be sure to provide your most complicated election or a combination of elections, including a two-page paper ballot. Invite election workers, warehouse technicians, county employees, office staff, political party representatives, and elected officials to attend and complete evaluation forms for each demonstration.

Be sure to determine the media involvement in the process. The jurisdiction should take the lead and communicate the ground rules to the vendors.

As part of the demonstration, vendors should bring a machine programmed with a minimum number of ballot styles to demonstrate the machine start up, ballot retrieval response time of the voting machine in a major election, and machine shut down. The demonstration election should include the following:

Checklist and audit trail of election setup (including rotation if applicable) for paper and machine:

- Open the polls
- Print zero proof reports
- Test vote – on paper and machine
- Print totals reports from machines
- Print accumulation of machine reports
- Transfer results to central system
- Display audit trail of machines
- Accumulate machine results with paper results
- Preview of all final election results reports

Include all voter outreach requirements within the RFP, i.e., if a demonstration machine is requested, be sure to include this as a part of the RFP and as a vendor demonstration requirement.

Training Programs

Be sure to request detailed information on training programs for yourself, your internal staff, and your voting machine technicians. Request samples of election worker training materials and voter outreach program materials.

Marketing Programs

If you request the vendor to provide a marketing/strategy plan, request it in writing, including a timeline and milestones.

Selecting the Vendor

The Selection Committee should select and/or recommend to the Board of the jurisdiction one firm to provide the services required in the RFP based on the response to the RFP, any additional required submittals, any interviews or demonstrations, and proposed costs. Try not to be overly influenced by the quality of the RFP response document. The most professional looking document does not necessarily correspond to the highest quality product.

The staff should then endeavor to negotiate a contract with the successful firm. In the event that a mutually agreeable contract could not be negotiated with said firm, the staff would then enter into contract negotiations with the next highest rated firm, and so on until a mutually agreeable contract could be negotiated.

During negotiations, be aware of peripheral equipment/parts and the costs associated with them – i.e. printers, tape, ribbons, booths, voting device encoders, voting device readers, voting machines, power cords, transportation/storage components, maintenance/repair, and paper ballots.

Be sure to request details on repair costs, including parts. Require written assurances regarding turnaround time for repair of voting machines. Require written assurances regarding the turnaround time for the receipt of paper ballots (if applicable) after the vendor receives your ballot file and the turnaround time for receiving a supplemental shipment of paper ballots.

The jurisdiction should reserve the right to reject any and all proposals without indicating any reason for such rejection. You do not want to be placed in the position of awarding a contract for a product that does not fulfill your needs.

<u>SAMPLE RANKING SHEET NO. 1</u>				
Firm:				
<u>SCORING GUIDELINES</u>				
	<u>35 Point Question</u>	<u>25 Point Question</u>	<u>20 Point Question</u>	<u>10 Point Question</u>
Outstanding	35	25	20	10
Exceeds Acceptable	28	20	16	8
Acceptable	21	15	12	6
Marginal	14	10	8	4
			<u>Maximum Points</u>	<u>Score</u>
1. Project Scope:			35	
Does the proposed equipment fulfill the Election Office vision of a seamless system that integrates voter registration information with election creation, setup, management, operations, tabulation, and reporting that will accommodate advance voting in person and by mail and Election Day precinct voting with the flexibility to incorporate future possibilities such as Internet voting and consolidated voting locations?				
2. Equipment Accuracy:			25	
Does the equipment have the ability to produce a detailed audit trail of election setup and accumulation and transfer of votes with the ability to recount results and are results stored in multiple locations with a backup power system?				
3. Voter and election worker utilization:			20	
Based upon the proposal/interview is the equipment easily operated by election workers and by voters including disabled voters without assistance?				
4. Equipment Adaptability:			10	
Based on the proposal/interview, are the machines stand alone machines that will contain the entire election with precinct accountability for in-person advance voting with the ability to reassign the same machine for precinct voting?				
				SUBTOTAL POINTS _____ (Exclusive of Cost Proposal)

SAMPLE RFP QUESTIONS

1. Give a brief history of your company and a statement of your future strategy for the election/voting system and for the company.
2. Provide the total number of clients currently using your system, clients of similar size and complexity to our jurisdiction, and the number of new election system installations pending.
3. Attach a complete client reference list. Include jurisdiction, contact name, address, telephone, fax number, and size of installation.
4. Describe available financing options, including possible lease purchase arrangements.
5. How often are major system revisions released? Briefly explain system updates, releases and revisions for the last three years.
6. Describe your company's policy relating to source code.
7. Briefly explain what distinguishes your company from other election/voting system vendors.
8. Describe your basic election system, detailing all components included in the base price, i.e., battery, modem, case, voting booth, NIC card, etc. Also provide a detailed listing of available options.
9. Describe repair and maintenance of the equipment. Do the machines have proprietary components that must be purchased from the vendor? Please provide a complete component listing, including type of hardware, size, screen size, type of screen, type of CPU, dimensions, weight, and software operating system.
10. How do you recommend: a) Storing the machines at the Election Office or storage site? b) Transporting them? c) Securing them at the polling place?
11. Describe the procedures, equipment, instructions and time for the election department to prepare the system for use in a major national election, assuming that some machines must be ready prior to the election for advance voting and that polling place equipment must be ready in time for delivery prior to the election date. Will existing staff be able to set up and control the election?
12. Describe the reporting and auditing procedures for a machine.
13. Can the setup of an election take place over a secured LAN, flash card and/or other media? Can multiple machines be programmed simultaneously? Please elaborate.
14. What is the procedure to close advance voting on a machine and prepare it for use at a polling place? Give time estimates and logistical suggestions for redeploying the machines.
15. Describe the procedures and instructions for election workers to open the polls at the polling place and to close down the machines after voting is complete.
16. Describe the procedures and instructions for informing the voters on the use of the equipment.
17. Describe in detail the casting of a ballot by the voter. How is the machine activated? How is the selection validated to the voter? How does the voter change a selection? How is the voter prevented from voting twice? How does the system accommodate disabled voters? Visually impaired voters? How much time do you estimate each voter will need to vote on supplied election?
18. In how many locations and on what media are the votes stored? Where and on what medium is the operating system stored? Are votes recorded on multiple media simultaneously? Is at least one removable?
19. Describe the redundant or "fail-safe" provisions for the system. How do you correct a lock-up situation? How does it affect the current and all previous votes? If the machine fails on Election Day, how are the votes retrieved? How is tampering with the ballots and/or the cast votes prevented? Does the machine encrypt votes, both internally and on the removable media? What happens if the machine is turned off inadvertently during the day?
20. Describe the procedure for handling "write-in" votes. How does the system handle provisional/challenged votes?
21. Describe the procedures, equipment and instructions for election workers to transmit the polling place results to either a single central counting station or to multiple locations, either by hand delivery, electronic, or telephonic means. Can votes be consolidated for transmission while maintaining machine accountability? Can these be transmitted through a modem? How does the election worker know that all votes have been successfully consolidated from a number of machines? How long does it take to transfer results from the vote collector device in the field to the tabulation software?
22. How are results compiled and how much time is required?
23. Describe your recount system.
24. Describe the support your company provides, both on-site and by phone.
25. Describe the warranty on your voting system. Describe your maintenance program, including a sample agreement with cost breakdown.
26. Describe your training program and procedures.
27. Provide copies of all reports from your system's NASED Independent Testing Authority certifications. The equipment must be certified in the State before a contract is signed.
28. How many machines would be recommended for our jurisdiction? What factors were used in this recommendation?
29. What is unique about your system? You may provide any additional capabilities or features of your system that are not addressed in this Request for Proposal.
30. Approximately how many contests and candidates can be displayed at once on the face of the voting machines, assuming three candidates per contest?
31. How is a paper ballot produced? Is there a unique identifier on each ballot? What equipment reads the paper ballot? How does the tabulation software handle paper ballots? How are paper ballot results returned to the voting system?
32. Can a machine be used for in-person advance (early) voting and polling place voting in the same election? If so, detail the procedure (including time required) to collect results from machines used for in-person advance voting and to prepare them for polls voting.
33. Describe Logic and Accuracy testing for verifying that an election is set up correctly – in the machine system, the paper ballot system, and on individual machines.
34. Detail the process for purging the ballot files after each election – how long will it take?
35. Describe the relationship of the data elements of the election setup software.
36. How are results integrated with a Geographic Information System?
37. Do the machines meet Underwriters Laboratories safety standards?

CONTRACT

Do's and Don'ts



DO tie the Request For Proposal response to the contract. You have spent a lot of time and energy developing an RFP that fully outlines the product that you want. Make the RFP response an official contract document to ensure that everything you read in the RFP and saw in the vendor demonstration is included in your final product. This assures that the product discussed must exist and be developed and provided as presented in the RFP response.

DO require detailed documentation from the vendor – manuals and checklists as a part of the RFP and contract document. Also require an updated certification document and detailed documentation for every new software/firmware/operating system upgrade.

DO include a definition of the voting system unit – to include the machine, power cord, booth, encoding device, etc.

DO try to negotiate extended warranties. Voting machine technology is new and some products are not much more than prototypes. Be sure that your investment is protected.

DO include pricing for parts and repairs. After your warranty has expired, don't be blind-sided by expensive replacement parts and repairs that you must have to conduct your elections.

DO include working relationships in the contract. If a product is in development, include product design requirements and delivery timetable in the contract. Remember that if it is not documented in the contract it probably is not going to happen.

DO include the legal staff from your jurisdiction in all contract negotiations.

DO write the contract so that payments are contingent upon the vendor's having met certain milestones.

DO include costs for election support, software maintenance, upgrades, and paper ballots if applicable.

DO guarantee prices for a period of time – at least two years if possible.



DON'T use the vendor's standard contract. The contract should be prepared by your jurisdiction to meet its needs.

DON'T sign the final document without having your Legal Department review the entire document from beginning to end. During negotiations, the document has probably been revised numerous times. Be sure that the document you are signing is the final product.

DON'T automatically make payments when scheduled unless the vendor has met all of its contractual obligations. Do not pay for products or services that have not been received. Retain at least a portion of your money until everything has been delivered.

Don't assume things will go smoothly. In spite of the best efforts on both sides, problems will occur. Anticipate as many as you can and spell out safeguards in the contract.

Guidelines for Working with a Vendor

- Assign an internal project manager and implementation team.
- Go through the contract thoroughly and determine all the applicable deadlines. Prepare a timeline to follow to be sure that the project remains on schedule and that you or the vendor does not miss a deadline. Determine dates and number of days for action.
- Keep copies of all correspondence in a permanent file. Document all telephone communication. Keep track of who placed the phone call, the date and time, the situation discussed, the vendor representative who took the call, the expected outcome, to whom the situation is being given for resolution, etc.
- If you don't receive the product or the vendor does not meet its schedule, do not make payments. Document any delays that you experience and any delays that you allow. Make it clear that just because you have allowed a delay on a certain aspect, you are not allowing delays in successive aspects.
- Establish a policy to be sure that payments of any kind are not made without authorization from the election director or the project leader.
- Consult with your Legal Department regarding the propriety of authorizing delays, etc. Recommend that the vendor consult its legal counsel as well.
- Take affirmative steps to see that the software is kept confidential. Mark items (manuals, etc.) "Confidential" and notify staff of their responsibility to guard the confidentiality of the software on a recurring basis.
- Warranty – if something is not working, notify the vendor right away. Inform them in writing and place a copy in the file. Be sure to make a note also of anyone you talked to, the date, who placed the call, what was the outcome of the call, etc. Ask Legal for assistance if the response is not satisfactory.
- Never agree to amend the contract without your Legal Department's approval.
- Document your timeline for canceling any agreements with previous vendors.
- If the vendor asks to change something, explain that you are not authorized to make any changes of any nature without the consent of the Legal Department.
- Don't accept anything if it is not perfect. Consult with Legal regarding appropriate action to take. Do not agree to "forgive" anything.
- Review the contract on a regular basis to confirm that the terms and conditions are being met. Do not put it in a file and forget about it.

VOTING SYSTEM NASED CERTIFICATION

The National Association of State Election Directors (NASED), in cooperation with the Federal Election Commission and the Election Center, contract with Independent Testing Authorities (ITA's) to certify voting systems hardware and software. The testing is extensive. Most states require that a voting system be NASED certified before it can be certified by the state, and further require that only state-certified systems may be used by jurisdictions within the state.

To protect yourself and your jurisdiction, do not use a voting system or version of the election software unless it has received NASED Certification under the 2002 NASED standards. Be sure to obtain the certification documentation directly from the Independent Testing Authority. You will need the vendor to agree to provide an authorization letter to the ITA's in order to do this.



Johnson County Kansas Election Office Staff 2003

INITIAL PREPARATIONS

PROCEDURES

Focus Groups

You may wish to set up focus groups involving your staff, staff from other jurisdictional departments, election workers, warehouse technicians, etc. Some suggested focus groups are: satellite/early/advance voting, by mail advance voting, candidate packets, mock election, public relations, web site, promotional items, election worker training, voter training, training manuals, Election Day polls manuals, and warehouse layout. The purpose of these groups is to begin to identify how procedures will be affected by the new voting system and to develop a plan of action.

Mock Election

Be sure to conduct a thorough mock election and to time the entire process – voting machine start up, voter check in, actual voting on the new system, and closing down. Use the largest ballot that your jurisdiction could have and be sure to include an audio ballot and whatever multiple languages you are required to provide. Continue through returning of results and printing of reports. This is a good opportunity to test the instructions received from the vendor and to begin to modify them to incorporate your own procedures. Include some of your key election workers in this exercise. Their “in the trenches” perspective will provide invaluable feedback.

On-Site Visits

If at all possible, visit other election jurisdictions that use your new equipment. Also consider conducting on-site visits to tour your vendor’s production/repair facility, ballot printing plant, and training facility.

Community Outreach

Program a demonstration election and set up demonstration machines in your local libraries, city halls, civic centers, chambers of commerce, and shopping malls. Take advantage of speaking engagements to introduce the machines to the public. Conduct student elections for local schools on your new equipment. Student elections provide a training ground for your staff and offer a non-threatening environment for staging media events.

WAREHOUSE

Storage

When designing the layout of your warehouse, consider how the machines will be prepared, programmed, tested, and repaired in addition to how they will be stored. Although machines

will take up far less room when they are stacked; they must be unstacked to work on them. Take into consideration the number of elections you will have in a year, the number of machines that you will be preparing for elections, and the number of times that you will be required to handle each machine in preparing it for an election. It may not be worth the wear and tear on the machines or the physical labor required of your staff to stack and unstack the machines.

You may or may not decide that it is more efficient to spread the machines out so that they are accessible. In either event, you must know the dimensions of the machines when they are stored, which will probably mean that you must plan your layout to accommodate the machines in their booths. You must also know how much the machines (and booths) weigh and the load capacity of the equipment that you plan to use for storage. For example, if you have decided to store your machines two deep on tabletops, 6 machines per table and each machine weighs 48 pounds, then each table must support 288 pounds. You would then need to determine how many tables you will need and if you have the warehouse floor space to hold them.

The warehouse climate should be within normal working conditions – not too cold, warm, or damp. The vendor should specify any further requirements.

Electrical

It is essential that you have a means for charging the backup batteries in your machines. Machines should be charged before elections to assure a full charge if the polling place loses power and following elections so that the battery will not become depleted as it sits, if the machine is stored without being plugged into an electrical source. A fully depleted battery may not take a charge when the time comes and may need to be replaced.

If you have the financial means for an electrical system that will charge the machines on a continual basis, you must know what amperage the machines require when charging and when in use (if you plan to program your machines using the same electrical source). Machines can usually be “daisy-chained” together (plug one machine into the electrical outlet and plug the second machine into the first, third machine into the second, etc.). You need to know how many machines can be plugged into each other and how many can be on the same outlet. You must know whether your circuit is 10, 15, or 20 amp. You do not want to overload your electrical system.

Be sure that you understand the terminology regarding the status of the battery. Does the software have the ability to assess the battery’s condition? What is an indicator of a low battery? What is the indicator that the machine is operating on battery power instead of electrical current? Does the machine have an indicator for a fully charged battery? This information is critical on Election Day. Election workers must be alerted to monitor these indicators to avoid machine shutdowns.

Determine if the machine is dependent on the booth for electricity. If so, you must test the electrical in both the booth and the machine and may want to invest in circuit analyzers for your warehouse technicians to use for testing purposes. If the booth is not properly wired, the machine will run on battery power for a number of hours, but will probably not last the entire Election Day.

INITIAL PREPARATIONS



Warehouse configuration-- Johnson County Kansas



Charging the voting machines in the warehouse

DELIVERY AND ACCEPTANCE PROCEDURES

RECEIVING AND ACCEPTANCE TESTING OF EQUIPMENT

Voting Machine Acceptance Testing

Prior to accepting your voting machines, you should perform acceptance testing on every unit. Ideally, the vendor will supply you with a form to use in evaluating the equipment and instructions on how to operate the equipment to perform this function. Consider collecting samples from other jurisdictions and requiring joint approval of the acceptance-testing checklist.

Whenever machines are delivered from the vendor, whether initial delivery or return after repair, acceptance testing should be performed. If the machine fails acceptance testing it should be returned to the vendor. If there appears to be a pattern of failure, you may opt to have the vendor send a crew to your site in order to cure the problem or you may, depending upon the standards set by your jurisdiction or the terms of your contract, reject the entire shipment when the failure rate reaches a predetermined criteria.

Do not rely on the vendor to do the acceptance testing for you. You want to be in control of the process, determine for yourself whether or not a machine meets your specifications, and begin to develop the skills within your own staff.

It is helpful to pull together the tools needed for acceptance testing into kits for use by the warehouse technicians in order to keep all the necessary equipment together.

Sample contents of an acceptance testing kit:

- Administrator Card or Supervisor Card
- Storage Media
- Voter Card
- Phillips Screwdriver
- Optical Cloth
- Polarity Checker
- Scotch Tape
- Erasable Pen
- Loop Back Connector for testing serial port if applicable

The warranty period should not begin until all machines and all machine components have passed acceptance testing.



Acceptance testing of second shipment of voting machines

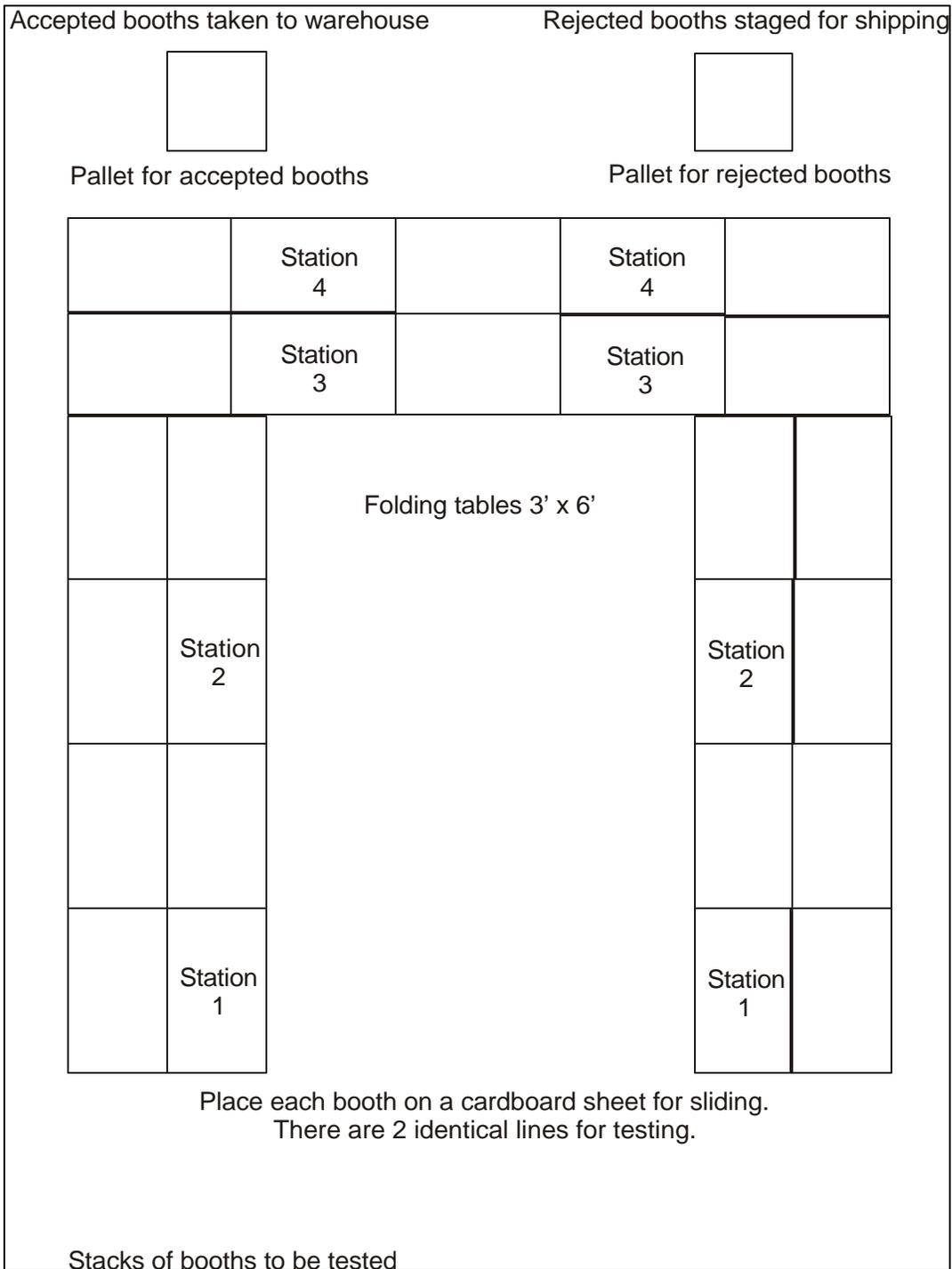


Booth acceptance testing assembly line

Booth Acceptance Testing

Voting machine booths may be delivered to you independent of the voting machines themselves and may come to you from a subcontractor. Whenever booths are delivered from the vendor, whether initial delivery or return after repair, acceptance testing must be performed on the booths. If the booth fails initial acceptance testing, it is returned to the vendor for replacement. When receiving and testing large numbers of booths, it is very efficient to run the booths through an “assembly line” of tests, with the same technician performing the same test on each booth. For tracking purposes, each booth should be assigned a number if it does not already have a visible serial number.

SAMPLE ASSEMBLY LINE LAYOUT



SAMPLE BOOTH ACCEPTANCE TESTING FORM

BOOTH NUMBER	FAIL (CIRCLE)			PASS (CHECK)
	Ground	Neutral	Hot	
• Outside electrical Open	Ground	Neutral	Hot	
• Outside electrical reversed Hot &	Ground	Neutral		
• Inside electrical Open	Ground	Neutral	Hot	
• Inside electrical reversed Hot &	Ground	Neutral		
• Cracks/damage to interior			Y	
• Square inside electrical cord strain relief missing			Y	
• Side panel missing	L	R	B	
• Side panel hinge cracked/broken or pin missing	L	R	B	
• Side panel not attached at top/bottom	L	R	B	
• Side panel plastic broken	L	R	B	
• Lid hinge inside cracked/broken/missing pieces	L	R	B	
1 Technician Initial & Date:				

• Wheel missing	L	R	B	
• Wheel bent/crooked	L	R	B	
• Luggage handle missing			Y	
• Luggage handle will not extend/retract			Y	
• Carrying handle missing			Y	
• Lid hinge outside cracked/broken/missing pieces	L	R	B	
• "Perch" missing on outside of bottom hinge	L	R	B	
• Booth stabilizer cracked/broken	L	R	B	
• Stabilizer has not been radiused (use Square)	Top	Bottom	B	
2 Technician Initial & Date:				

• Screws/pieces rattling inside			Y	
• Leg broken/missing/too short			Y	
• Leg clips broken/missing			Y	
• Leg screws missing			Y	
• Leg bracket bent/shortened			Y	
• Leg bullet missing/broken			Y	
3 Technician Initial & Date:				

• Revision 4 Sticker	Not Present	
• Luggage handle	Round	Square
• "Pass" sticker (orange) applied to accepted booth		
4 Technician Initial & Date:		

Recommended equipment for testing the booths:

- Flashlight for detecting cracks
- Polarity checker (circuit analyzer) to check wiring
- Voltage meter or other device to check inside power cord
- Screwdriver to tighten loose screws, clips, and other parts
- Method for measuring the legs for uniform length

SUPPLIES

Voter Cards

Voter cards are used to hold the ballot style for a particular voter and to activate the voting machine for voting. Voter cards are normally cleared when the “Cast Vote” action is performed and can be programmed over and over again on Election Day. You will, therefore, want to have at least 10 – 20 per polling place, depending on the number of voters expected. Or you may want to purchase 5 – 10 per voting machine and use the number of machines assigned to a polling place to determine how many voter cards should be sent to that location. Test all cards before sending them to the polls.

Administrator/Supervisor Cards

Administrator/Supervisor cards are used to access Supervisor Functions, including closing the machine on election night. You will need at least one Administrator card per polling place and may opt to have a second one for backup. “Field Supervisors” could carry extra Administrator cards in case the single Administrator card in a location would malfunction. The Administrator card should be secured on Election Day and removed only when it is needed to close the polls. Test all Administrator cards before distribution.

Vote Storage Media

You will need a storage device for every election-day machine, another for every machine that will also be used in advance/early voting, storage media set aside for training election workers, and extras for other outreach activities or to replace those that may fail to program properly. Be sure that your storage device has sufficient capacity for audio ballots and/or ballots with multiple languages.

Keys

Voting machines typically come with keys. Issue keys only to the election worker who has ultimate responsibility for the polling place. If the keys are generic, there is no need to send a key for every machine on Election Day. You can purchase wrist coils, attach one key to each, and send 2 wrist coils to each polling place. The extra keys should be boxed and stored in a secured area. As the keys on wrist coils become worn from use, they can be replaced from your reserve. It also works well to use lanyards for the machine keys at the advance/early voting sites and during training sessions.

When the voting machines are delivered to the polling sites, they should be secured with a cable and lock. Use a generic lock for the cables and then you can put the generic key to those locks on a lanyard or wrist coil, so that the election workers have all the keys together. If the voting machine keys are not generic, specific machines will need to go to specific locations and specific keys will need to go to specific locations along with the other election-day supplies. Those keys will need to be proofed after they have gone into the supplies.

Power Cords

Power cords come in varying lengths and may be attached or separate from the machine. They should be at least 8 feet in length. A 15 ft. power cords is desirable for use on Election Day in order to configure the voting machines so that the voter’s back may be turned to the wall and the power cord can be taped down to prevent falls. If the power cord is a separate piece of equipment, you may decide to purchase the longer cords even if a shorter cord is standard. The shorter cords may be used in the warehouse for recharging the machines.

ELECTION WORKER TRAINING

INSTRUCTIONS

Manuals

Prepare the instructions in your manual in the same order that they will be performed for an election. For example, begin with when and how to pick up supplies, how to contact each other, how to gain entry into the polling place, how to set up the voting location, how to open the machines, how to encode voter cards, how to process voters, how to troubleshoot election-day situations, how to close the machines, how to return results and supplies. Include as many pictures and screen shots as you can.

Machine Instructions

For Election Day, have separate machine instructions for each machine function. Again, include pictures and screen shots when applicable:

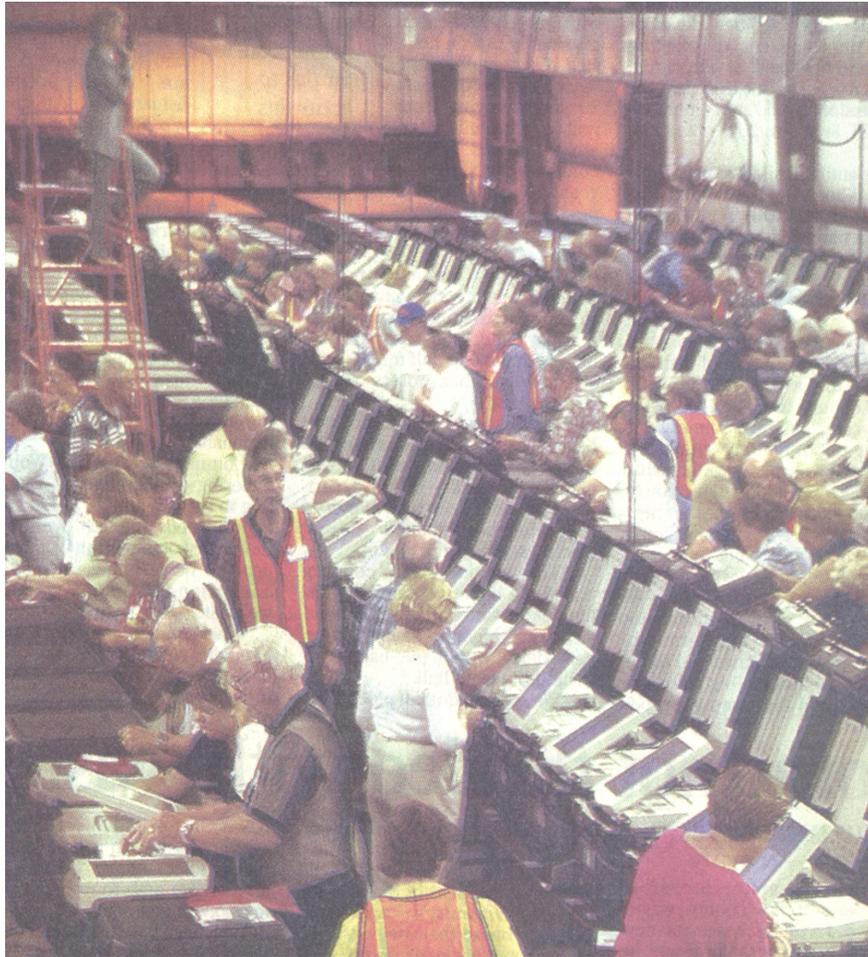
- Opening Instructions
- Encoding Instructions
- Troubleshooting Instructions
- Closing Instructions

Mini Instructions

Although machine instructions are extremely important, election workers may not read them on election morning because they either get in a panic because they think they don't have time and are afraid that they will not have the machines ready when the polls open or they think that they remember how to do it and they don't need to read all those instructions. Therefore, it may be very helpful and more effective in the long run to develop "mini instructions" that are very brief and to the point. Begin each sentence with an action word and keep it short – "Open this," "Print this," "Push this button," "Lock the door," etc. One person can read the "cheat sheet" while the other person performs the task.

Laminated Reminders

Instructions are also ineffective if the election workers can't find them. It is very helpful to put laminated reminders in crucial locations. For example, on the bag or box that is used to return the election results to the election office, put a laminated tag that says, "Be sure to include the storage media, the machine reports, and the Administrator/Supervisor card" or whatever it is that you need on election night.



Mass training 2002

TRAINING ELECTION WORKERS

Your election workers are the key to successful elections. Training is critical, especially on a new system.

Mass Trainings

When you are implementing a new voting system, **all** election workers will need to be trained. It is helpful to train as many people at one time as possible. This requires an area that is large enough for all the people and enough machines for everyone to have hands-on experience, either individually or in pairs. A warehouse will work if you have an adequate sound system. It is also helpful if the person leading the instruction is elevated (on a staircase or ladder) in order to see that everyone is keeping up and is ready to go on to the next step.

During the training, guide the election workers through all the stages of Election Day – opening the machine, printing a zero proof report, programming a voter card for a voter, activating the machine for a voter, voting, canceling an incorrect ballot, troubleshooting, printing the results, and closing the machine. Use full-time staff members as “spotters” who rove among the trainees wearing orange vests to assist and answer questions. Prepare handouts that will be useful as a refresher tool between the training and the actual election. Include screen shots and/or pictures when applicable. A “quiz” that they can score

themselves will give them useful feedback into what they have understood and misunderstood.



The Perfect Polling Place

“Perfect” Polling Place

Set up a demonstration polling place that shows the “correct” or preferred way to lay out the machines, check-in table, provisional ballot table, etc. It is much easier to absorb when they can actually see what it is supposed to look like.

Role-Playing/Skits

Role-playing in a skit is a very effective training tool. Have staff members pretend to be election workers in the perfect polling place and others pretend to be voters. In the skit, workers will see how the flow of voters moves through the polling place. Think of as many scenarios as you can that will demonstrate how to problem solve on Election Day. Have your “election board” deal with a voter who has moved, a voter who is in the wrong location, a voter whose voter card was improperly encoded, a voter who leaves without casting the ballot, etc. The election workers laugh when they recognize some of the situations and they remember the resolution when it comes up on Election Day.

Practice Makes Perfect Sessions

Make the machines available to your workers for practice on their own the week before the election. Find a few public locations that are strategically located around your jurisdiction and take a few machines to each location. Train enough handpicked skilled election workers to staff the sites. Send all of the machine-specific equipment that they will need during the day exactly as it will be packaged on Election Day. Let them open the voting machine, print the zero report, encode a voter card, vote, cancel a ballot, print the results, and close the machine. They may attend as many practice sessions as necessary to feel comfortable using the new equipment. Their comfort level will rise with every session and it will pay off in fewer election worker error calls on Election Day.

SPECIALTY TRAINING

In addition to the election workers, you will need to train your various other workers.

Voting Machine Technicians

Depending on the number of machines you own, you will probably need a crew of workers who are available on a temporary basis to prepare machines for elections. Most election offices do not have enough full time staff members to do all the election preparation including the voting machine diagnostics themselves. You will need to develop a pool of workers who are available for several days at a time, but do not need full time employment. Your instructions for diagnostics need to be very thorough, as these technicians will generally work prior to elections only and could have many months pass between elections. If your instructions are good, they will be able to pick up their skills again quickly. Prior to the expiration of the warranty period, you may wish for these workers to receive training in repairing the machines as well.

Supervising Judges

Supervising Judges should attend the comprehensive training for all election workers and should attend at least an additional meeting to remind them of current election requirements, changes in election procedures, and refreshers in machine operation immediately prior to every Election Day.



Johnson County Field Supervisors 2003

Field Supervisors

For Election Day coverage, it may be helpful to divide your jurisdiction into areas and assign a trained "Field Supervisor" to each area. Field Supervisors need to be trained on all the election-day procedures, so that they can evaluate each location and answer questions from the boards. It is a very good idea to select current Supervising Judges who have expressed an interest in serving as Field Supervisors. Field Supervisors will need very thorough training in operating and troubleshooting the voting machines. They need additional opportunities to handle the machines, so that they reach a comfort level in problem solving the various situations that they will encounter. It is extremely helpful if your Field Supervisors are also available to serve as voting machine technicians in your warehouse.

Setup Teams

If you have elected to employ setup teams to assemble your voting machines on the day before the election and take them down again for transporting the day after the election, they will need training also. They will need to know how to route themselves, how to set up the machines, how to plug them into the electrical source and/or each other, how to confirm that the electrical is working on each machine, how to troubleshoot electrical problems, how to arrange the voting location, how to secure the machines, and how to make minor repairs to the voting machine booth.

Practice Makes Perfect Staff

You will need to staff the “Practice Makes Perfect” locations with some of your most capable election workers. These workers will need to have thorough training in the operation of the voting machines – how to open, print zero report, encode voter card, vote, cancel an incorrect ballot, change a selection, close, and print results. They will need to have a sufficient supply of storage media and, if applicable, to be trained in how to reset the media for reuse.

Drivers to the Consolidation/Drop-off Sites

You will need to make it clear where the consolidation site is for each given voting location and exactly what materials the driver is to take to the consolidation site ahead of the remaining election supplies.

Drivers from Consolidation/Drop-off Sites to Election Office

If you have designated locations for the election workers to deliver their storage media and supplies at the close of the election, you will need to have someone there to receive those items and to drive the supplies to the Election Office. These drivers do not need to be trained on the voting equipment. Their function is to account for everything assigned to them, and they need to be trained in what is expected of them only as far as that is concerned. They should have a list of what they are to receive and have a means for keeping track of what they have received. There should be a cut-off time for them, after which they are no longer required to wait for outstanding items. Election workers should be properly informed of the cut-off time and understand that after that time, they are required to drive their supplies to the office themselves.

Laborers

You may find that your machines are heavy enough that your part-time technicians and/or regular staff are not able to lift them on a regular basis. You may need to hire part-time help to come in and assist in staging machines for delivery and in returning machines to their storage location following elections. You may be able to establish a partnership with the corrections department of your jurisdiction that enables clients of a residential center to provide labor to you as part of their requirements for community service. Whichever option you chose, you should be well organized, so that the work will go quickly, and should give adequate instruction so that your machines are not damaged by lifting incorrectly or dropping.

Develop a checklist that can be followed for setting up elections. Detail all steps, so that the election setup may proceed if a key staff member is not available for an extended period of time.

Security

Your election software computer should be freestanding. It should not be networked to the rest of the office and should not be connected to the Internet. You should not allow the vendor to have remote access to your election software computer.

Physically, the election software and any current elections should be secured on a computer that is not accessible by office staff or vendor staff. You must insure that no one can tamper with your election. The computer itself should be installed in a secured room kept under lock and key at all times, except when an authorized staff member is working on the election. The election director and his/her designee in the director's absence should secure the room keys and no one should be admitted to the room without the director's knowledge. Install a video camera in the secured room to record all activity. All election files should be backed up periodically at designated milestones and secured in a fireproof safe or vault.

Machine keys, Supervisor/Administrator cards, voter cards, storage media, and power cords should be secured in a locked room. Staff should maintain a detailed inventory control on activity regarding these items.

DEVELOPING AN INTERNAL AUDIT TRAIL

As you work with your new election software, begin to identify reports that document the setup of the election. Establish "milestones" in the election setup and decide which reports should be kept in your audit trail file for that election.

Sample Document Proofing Checklist			
Election:		Date:	
I.	ELECTION SOFTWARE		
	Vote Center Status Report		
	Vote Centers with Races		
	Voter Registration		
	Districts with Races		
	Races with Candidates		
	Race Rotation with Precinct Detail		
	Voter Group Report		
	Ballot Deck		
	Ballot Proofs from Printer		
II.	COUNTER GROUPS		

P R E - E L E C T I O N

	Proof on Screen		
III.	L & A USING TEST DECK		
	Advance L & A Zero Proof		
	Advance L & A Results		
	Combined L & A Zero Proof		
	Advance L & A Results Transfer		
	Final L & A Results		
IV.	MACHINE SETUP DIAGNOSTICS		
	Machine Diagnostics Sheets		
V.	Storage Media L & A		
	Storage Media L & A Sheets		
VI.	PUBLIC TEST		
	Advance Public Test Zero Proof		
	Advance Public Test Results Machines		
	Combined Public Test Zero Proof		
	Advance Public Test Results Transfer - Paper		
	Final Public Test Results - Machines and Paper		
VII.	ELECTION RESULTS REPORTS		
	Advance Zero Proof- Before Advance Voting Begins		
	Advance Results		
	Election Day Zero Proof		
	Advance Transfer		
	Voting Machine Results		
	Final Results		
VIII.	POST-ELECTION REPORTS		
	Election Summary		
	Statement of Votes Cast		

Create a checklist of reports that you want to print and proof. Print the reports and review them thoroughly. The election director or his/her designee should proof these documents before proceeding to the next milestone.

UNDERSTANDING SYSTEM REPORTS

When you change your voting system, you will probably also experience changes to the reports that you are accustomed to producing following your elections. There will, undoubtedly, be an education process during which staff, the public, candidates and the media become familiar with the new reports and the information that is available from the system. The new reports will look different and may, indeed, present information in an entirely different format.

Determine Needs

Determine exactly what information you are required by law to produce for the retention of records and what exactly you wish to distribute to the public and media. Review reports that your old system produced and decide which reports are required and which are desirable.

Print Sample Reports

Use the current election or a demonstration election to print as many of the available reports as possible. Review each report and determine what information it is reporting or, in the case of pre-election reports, proving to you. Try to determine which reports, if any, are comparable to the reports that you are accustomed to receiving from your old system.

Finalize Selections

Try to narrow down the number of reports that you are printing to those that fulfill your needs and document the names of the applicable reports. Add them to your election checklist and begin to produce the same reports routinely for all elections. You will probably need a report that is a "summary" of the results for all races and a report that is an "abstract" of the results for each race by precinct.

Educate the Public/Media

Give the public and media a "heads-up" that the information they receive will be in a new format due to the new election system. Develop a one-page user's guide for all election-related reports from your new system. Post this on your web site and provide it to all candidates and the media. Try to give helpful information for reading the reports and be responsive to requests for information that may not be included in the new reports, but unknown to you, was valuable to your users.

SYSTEM DIAGNOSTICS

Voting Machine System Diagnostics

Prior to each election, the hardware of the voting machines must be tested to insure that the machines are operating properly. System Diagnostics would consist mainly of a printer test and a card reader test if applicable. You would also want to test that buttons or screens that respond to touch are working properly and that lights are lighting. The power system and battery should be evaluated during the diagnostics as well. You may also choose to purge old elections from your voting machines' archives to be sure that there is sufficient space for the current election. Consider testing and timing the actual purging of past election data from the system. If a machine has been used for early/advance voting, uploading of storage media or logic and accuracy testing of

storage media, the time required for purging could be significant and you will want to allow for it during your diagnostic time frame.

If the diagnostics for your system are not dependent on the election specific storage media, the system diagnostics can be performed in the warehouse long before the election is actually programmed in the election software. Using a demonstration election on a designated storage device, you can proceed with the diagnostics at whatever point you decide. Therefore, system diagnostics can be performed early enabling you to get a head start on your election. You do not have to wait until other election activities heat up and staff resources are spread thin. This may allow you to utilize existing staff and will reduce overtime expenses during peak election work cycles.

If your voting system is dependent on the election specific storage media, then you will need to wait until your election is programmed in the election software. This will put you further into the election cycle, so be sure to plan for sufficient manpower to complete the job in the allotted time. In the past, some systems required diagnostics to be performed within so many days of installing the election specific media. Be sure that you are aware of any time constraints in your system.

As diagnostics are completed on the machines, apply a colored dot to the outside of the machine/booth, so that you can tell with a quick visual check whether a machine is ready or not and have a broad overview of how many machines are ready and how many still need diagnostics. As machines are staged for delivery, the dot is a signal that the machine has passed diagnostics and is qualified for usage.

Test Vote

A test vote should also be performed on each machine to insure that the mechanism is reacting to touch, the selection is being recorded for the correct candidate, and the tabulation system is functioning.

Booth Diagnostics

As part of the voting machine diagnostics, if the voting machine is dependent upon an operational booth, you should check to see that the machine in the booth is displaying the correct indicator for the electrical system. If the machine is displaying the correct information in the power field, the booth electrical is functioning correctly. If the wrong information is displayed in the power field, the voting machine may have a power supply problem or the booth may not be properly wired. You should investigate to determine which is the case and correct the situation. Develop a workaround in the event that the booth fails on Election Day. For example, if the power cord is a separate piece of equipment that attaches to the booth and then the machine plugs into the booth, it may be possible to remove the power cord from the booth and plug it directly into the machine, bypassing the booth.

The side privacy panels should be opened and closed and the lid hinges should be examined for cracks and breakage. Whether a setup team or an election worker sets up the booth for Election Day will determine the need for examining the booth legs. If a setup crew will set up the machines on the day before the election, the setup team can examine the legs for loose screws and clips at that time. If the setup of the machine is left for the election workers on election morning, the warehouse crew should examine the legs for loose parts.



Performing System Diagnostics – Techs stand for the top row and sit on chairs with rollers for the bottom row



Reviewing Logic & Accuracy Printouts for the Satellite Sites

SAMPLE VOTING MACHINE DIAGNOSTICS

ELECTION: APRIL 1, 2003	SERIAL NUMBER:«Number»	Check off as completed. Do not seal if not complete.
Inspect for physical damage, such as cracks.		
Plug unit into electrical source. Raise screen.		
Unlock storage media compartment on right side of unit.		
Unlock printer compartment and remove lid. Make sure there is enough paper for test.		
Insert storage media.		
Power On by pressing red button. Wait for the unit to boot up.		
Confirm that the unit says "Charging" in the Power field.		
Insert Administrator card. Touch the password and "OK."		
Touch "Election Archives." Remove all elections except current and 2003 Spring Primary		
Touch the election to be purged to highlight. Hit "Purge" button. Answer "OK" to warning.		
Continue until all but current & 2003 Spring Primary elections are removed. Touch "Done."		
Touch "System Setup"		
Confirm that the number on the screen, the sticker on the machine, the sticker on the booth, & the serial number plate all match. Write Serial number on this sheet if needed.		
Touch "Set Date." Select "Central Time" from the drop-down list if not already selected.		
Uncheck "Daylight saving time currently in effect" if necessary. Touch "Apply."		
Touch arrows to set the correct month, year and time if necessary. Be careful of AM & PM.		
If necessary, touch the correct date on the calendar.		
Touch "Apply" after setting date, time, and time zone or "OK" if no changes necessary. Touch "OK" or "X" to exit.		
Touch the large "OK" at the bottom of the screen. An hourglass will appear.		
Touch "System Setup." Touch "Diagnostics." Touch "Test Card Reader."		
Administrator card is ejected. Remove the Administrator card as requested.		
Insert a voter card when prompted.		
Remove voter card when prompted after test. Reinsert Administrator card. Touch "Done."		
Touch "OK." Touch "Exit Administrator." Remove Administrator card.		
Touch "Clear Totals." Answer "OK" to message.		
Touch "Test Count." Touch "Not Using Voter Card."		
Touch "Count Test." Touch "Demo Precinct." Touch "Vote."		
Vote one time for the first candidate in every race, except write in "yam" for favorite food.		
Touch "Cast Ballot." Touch "Done" on the "Select Precinct and Party" screen.		
Touch "Done" on the "Pre-Election Testing Mode" screen.		
Touch "Reporting." Touch "Include write-in names." Touch "Print Totals Report."		
After the printer stops, touch "Done Reporting."		
Tear off printer tape. Confirm that there is one vote for the first candidate in each race & the write-in. Fold printout facing out and tape at top & bottom to the back of this form.		
Use the eject button to remove the storage media.		
Confirm that the new version has been loaded.		
Push red button to turn unit Off.		
Make sure there is enough paper. Close and lock both compartments. Lower the screen.		
If the storage media compartment does not open or close easily, use screwdriver to adjust until it does open and close smoothly.		
Confirm that the "Property of" sticker is placed on the booth and the machine.		
Confirm that there is a white line marking the card reader slot.		
Confirm voter receipt envelope number. Place inside lid behind both privacy panels.		
Fold in panels behind the "catch." Clean screen with nonabrasive, dry cloth.		
Close lid. Secure with plastic tie. Confirm "End of Day" sticker is present. Apply colored dot		
TECHNICIAN:	DATE:	

LOGIC AND ACCURACY TESTING

Storage Media

Logic & Accuracy testing should be performed on all storage media after downloading the election onto them from a designated voting machine or other device networked to the election software computer and prior to loading them into the election machines.

There are three points at which the storage media may be “married up” with the voting machines:

- In the warehouse prior to delivering the machines.
- By a setup team at the polling place the day before an election.
- By the election workers on Election Day.

The advantage of the first two methods is that it is the easiest for the election workers, who are sometimes elderly and not familiar with “computers.” The disadvantage of the first method is the voting machines then become polling place specific and certain machines must be delivered to certain polling places. The disadvantage to the second method is the machine should be booted up to insure that the storage media is inserted properly, which takes a lot of time, slows down the setup teams, and makes it difficult to set up all locations in just one day. The third method requires more of the election workers, but can be managed with sufficient election worker training.

All storage media for a polling place need to be labeled with the proper information and bundled together until tested. The label should be applied so it can be read when inserting the card into the machine. Use **removable** labels, so that they can be easily removed and the storage media can be relabeled for the next elections. The Avery Laser 6460 label is a good size for some storage media.

If you are using the first method of inserting the storage media in the machines, you must keep track of which ones go in which machines and where those machines need to be delivered. You should insert the storage media into the designated machine, boot it up, and confirm that the zero report screen appears. If you are using the second or third method above, the storage media should remain bundled together following testing and placed in a bag secured with a seal and placed in the setup or Election Day supply bags.

After the Logic and Accuracy testing is performed, each storage device is “proofed” by inserting into a voting machine and verifying that the proper screen or message appears.

Integration with Paper Ballot System

In addition to the automatic L & A of the storage media, a Logic and Accuracy test should be conducted using a copy of the election database. Mark a set of paper ballots, hand count, and compile the results. Program and vote storage media for a polling place and an advance/early voting location. Run the paper ballots through the ballot scanning equipment, accumulate the polling place storage media and transfer to the election computer, and transfer the advance/early voting storage media results to the election computer. Verify the total combined results to the expected outcome.

Be sure to test the entire process for every election – merging of paper ballots and machine votes verified to expected outcomes, including a review of all reports.

SAMPLE STORAGE MEDIA LOGIC & ACCURACY TESTING FORM

Write the EP Code from label on this sheet (or EO, NE, WW) EP NUMBER:	
ELECTION DATE: April 1, 2003	
Compare label on storage media to printout. Make sure that the EP code above, polling place, and machine number all match.	
Tape storage media printout in this space.	
Insert storage media	
Confirm that the correct Vote Center is displayed on screen	
Confirm that the Unit and machine number match	
Touch "Test Count"	
Touch "Automatic L&A"	
Write the "Number of Ballots Created" on this form	
Touch "OK"	
Touch "Done"	
Touch "Reporting"	
Touch "Print Totals Report"	
Tear off printout and examine for escalating vote pattern	
Tape printout to the back of this form at top & bottom facing out	
Touch "Done Reporting"	
Touch "Set for Election"	
Touch "OK" when asked "Okay to Set for Election and Clear the counts?"	
Touch "OK" when message received "Set for Election completed"	
Remove storage media	
Place storage media in designated location to be proofed	
Technician: _____ Date: _____	

Insert storage media and confirm that the Zero Proof screen comes up	
Confirm that the Polling Place and Machine Number on the download printout and the L&A printout are the same	
Proofed by: _____ Date: _____	

PREPARING THE MACHINES FOR DELIVERY

Machine Preparation

As discussed in the section on L & A testing, the storage media may be loaded into the voting machines either before delivery or after delivery. If the storage media are inserted before delivery, specific machines must be delivered to specific locations. If the storage media are loaded after delivery, either by a setup team or by the election workers, the voting machines are thereby in effect generic, empty ballot boxes, and any machine can be delivered to any location. Whichever the case, the machine itself should be sealed and the booth legs should be securely closed.

Delivery Arrangements

Unless you are going to deliver the machines yourself, a delivery contract must be prepared in conjunction with your jurisdiction's Purchasing Department. You should write up your delivery specifications, including such items as padding the machines, strapping the machines, stacking or not stacking the machines, and deadlines for the delivery for elections. The jurisdiction will distribute a request for bid, including publication in the newspapers. After the bid is awarded, you will work directly with the company to make delivery arrangements.

Delivery Procedure

If you are fortunate, you will award your delivery bid to a company with the ability to do its own routing of the machines for delivery. If not, you will probably need to specify to the company which machines should be delivered to which locations on which days (if storage media are loaded) or how many machines must be delivered to which locations on which days (if storage media are not loaded). If you do not already have one, you will need to develop a database of polling place information that will enable you to print reports for the delivery company. Assuming that the delivery company is capable of routing, a list of polling places and delivery requirements for each should be delivered as soon as possible to the delivery company. Delivery for large elections could take a week or more. When delivery begins, you will need to supply a delivery sheet for each polling place that has blanks to be filled in with voting machine numbers. Require the delivery person to complete the sheet for each location so that you will have a record of which machines were delivered to each location. A bar-coding system would be ideal for tracking the location of your machines, if you have the resources to implement one. A second copy of the delivery sheets is used for picking up the machines and returning them after the election.

Once the machines reach the polling location, they should be cabled together and locked for security purposes. Generic padlocks and keys work best for this purpose, again so that specific keys do not have to go to specific locations. Any generic election-day supplies may also be delivered early along with the voting machines. It works well to put the cable with a padlock on one end in with the generic supplies. The delivery person removes the cable from the supplies, unlocks the padlock with the generic key, cables the machines and supply suitcase together, and then relocks the padlock. If the cable is not long enough to loop and padlock both ends together, loop one end of the cable through a handle and through the other end loop. Run the cable through the handles of all the machines and the supply suitcase. Secure the second end of cable with a padlock.

Loading machines in trucks for delivery to the polls



SAMPLE VOTING MACHINE DELIVERY SHEET

VOTING MACHINE DELIVERY INFORMATION

2003 Spring General - Tuesday, April 01, 2003

CENTRAL CHURCH OF THE NAZARENE - 2131
12600 W 87TH STREET PKY
LENEXA KS 66215

PHONE: 541-2600
FAX: 541-0154
HOURS: 8 - 12 AND 1 - 5

Contact Persons:
KEVIN BORGER, ADMINISTRATIVE PASTOR
DAVID VOLKER, ASSOCIATE PASTOR

Day: Residence:
5412600

Location:
UPPER LEVEL , EAST CANOPY. DISABLED ENTRANCE

Delivery Instructions:
UPPER LEVEL. EAST CANOPY

Comments:

EP032 MACHINES DELIVERED: 3

Machines received by: _____

Machine location: _____

Machine Numbers Delivered:

Green Suitcase Number Delivered: _____



SETTING UP AND TEARING DOWN

How the machines are set up depends largely on the weight and size of the machines. If they are too heavy, bulky, or complicated for the older election workers, you may opt to have crews set the machines up on the day prior to the election.

Setup Teams

A setup team consists of two people who go to the polling locations on the Monday prior to Election Day to set the machines on their legs, plug them in, and chain them together. Machines should be cabled together and locked when they are delivered. The setup teams will need generic keys to the padlocks on the cables. Once the machines are standing, they need to be cabled and locked together again. It is a good idea to plug the machines into an electrical source so that they can reach a full charge prior to Election Day. Outlets and machines should be tested with a polarity checker to assure that all machines are receiving power.

Polling places will need to be notified that a setup crew will be on their site the day before the election and also on the day after to “tear down” the machines. Special requirements need to be listed in the polling place database and communicated to the setup teams. Setup teams will need polling place access delivery sheets with that information, a tool kit in the event that machines receive minor damage in delivery, and a form for recording any unusual circumstances they encounter. If the power cord to the voting machines is a separate piece of equipment, you may wish to have the setup teams provide and remove the power cords. If your machines are required to go into a lockdown period following an election, you will not want your power cords to be locked inside the machine for that time period. You will want to be able to plug your machines into an electrical source to recharge the batteries for storage or subsequent elections.

Setup teams will need to know their designated area, but may do their own routing based upon the proximity of locations to each other and special requests by the buildings for setup at certain times during the day.

If the Setup teams are inserting any equipment such as the storage media that may not function correctly unless inserted properly, they should boot up each machine to insure that the installation is correct. This will significantly increase the time needed for setup and may mean that more teams will be necessary in order to finish in one day. If the media is polling place or machine specific, full time staff should pack the supplies and proof that the correct media is placed in the correct supplies for that building.

Setup by Election Workers

If your machines are small enough, light enough, and not extremely complicated, your election workers may be able to assemble them themselves. Election workers should have hands on practice at assembling the machines and a training video may be developed to give additional reference prior to Election Day.

MANAGING ELECTION DAY

TROUBLESHOOTING ON ELECTION DAY

Information Technology Help

For the first year, consider involving personnel from your county and city IT departments to help in the morning startup and evening shutdown of the voting machines. Since the polls must open at 7:00 a.m., IT helpers can assist between 5:30 and 7:00, work their normal day, and return in the evening for the shutdown after 7:00 p.m. They will need to attend one training session. They will not need any supplies other than what the election workers already have in their election-day supplies. It is usually possible for them to visit four to five locations in an hour and a half or three to four in an hour. On Election Day, they should only assist if requested. The long-term goal is for the election boards to be self-sufficient.



Troubleshooting Matrix

Develop a matrix that lists the common situations and their solutions. Train the election workers to consult the matrix before calling for help. Instruct them to proceed in opening or closing machines that are problem-free and then to return to the problem machine. They need to have as many machines up and operational as possible when the polls open.

“Help Desk” on Election Morning

Designate and train approximately one staff member per every 30 – 40 polling places to answer the phones on election morning to assist with machine issues. Assign one staff member to route the Field Supervisors where needed. Complete a Trouble Call Sheet for each phone call, detailing the issue and solution.

Field Supervisors

Recruit and train “Field Supervisors” to provide assistance at voting locations on Election Day. You can recruit them from your election worker base. It is very helpful to find Field Supervisors who are available to work in the warehouse during the preparation of the machines for elections. They gain hands-on experience from working in the warehouse that proves invaluable on Election Day. Assign each of them to a Field Supervisor Area that includes 10 – 20 voting locations.

SAMPLE FIELD SUPERVISOR POLLING PLACE REPORT	
ELECTION:	APRIL 1, 2003, General Election
POLLING PLACE: << POLLING PLACE DESCRIPTION>>	
<hr/>	
VISUAL POLL CHECKS	
<input type="checkbox"/>	Outdoor signs posted
<input type="checkbox"/>	No campaigning signs within 250 ft.
<input type="checkbox"/>	Pink sample ballots are posted
<input type="checkbox"/>	Encoding device on table – except at locations with 2 check-in tables
<input type="checkbox"/>	Machines are plugged in and electrical cords are out of the way and taped down, if necessary, so that voters do not trip
<input type="checkbox"/>	All machines read “Charging.” Please be sure to check the encoding device.
<input type="checkbox"/>	Voters’ backs are to the wall or situated in another manner that prevents their ballots from being seen
<input type="checkbox"/>	Envelopes attached to the side of the machines with a binder clip for voter receipts
<input type="checkbox"/>	Checking in voters on the short end of the table
<input type="checkbox"/>	Voters are signing in Registration book
<input type="checkbox"/>	Writing the line number, the precinct split number, and the party affiliation (August only) on the voter receipts
<input type="checkbox"/>	Not using anything other than their fingers or a Q-tip to touch the screens
<input type="checkbox"/>	Machine judge is verifying precinct number and party affiliation (August only) with voter before placing receipt in envelope
<input type="checkbox"/>	Payroll sheet is complete and turned in
<input type="checkbox"/>	Supervising Judge knows how to complete the Mid Day and Final Tally Sheets
PROCEDURAL CHECKS	
<input type="checkbox"/>	Show the Supervising Judge how to “pop” screen back in socket if they raise it too far
<input type="checkbox"/>	Show the Supervising Judge the laminated reminders on the black bag, green bag, red bag, and machine booth
<input type="checkbox"/>	Remind the Supervising Judge not to close the binder clips in with the machine
<input type="checkbox"/>	The designated driver knows his assignment
<input type="checkbox"/>	The designated driver and Supervising Judge both know the location of the drop-off site
<input type="checkbox"/>	REMINDE SUPERVISING JUDGE TO REMOVE ALL STORAGE MEDIA FROM ALL MACHINES, PUT IN RED BAG, & GIVE TO DRIVER TO RETURN TO DROP-OFF SITE
<hr/>	
Signature of Supervising Judge:	_____
Signature of Field Supervisor:	_____

They should visit each location once in the morning and do a visual check of the polls. Prepare a checklist for them to review with the Supervising Judge. You may want them to pick up payroll and other paperwork that would be helpful to have returned to the Election Office during the day. They should return to each location periodically throughout the day to answer election worker questions and assess voter turnout.

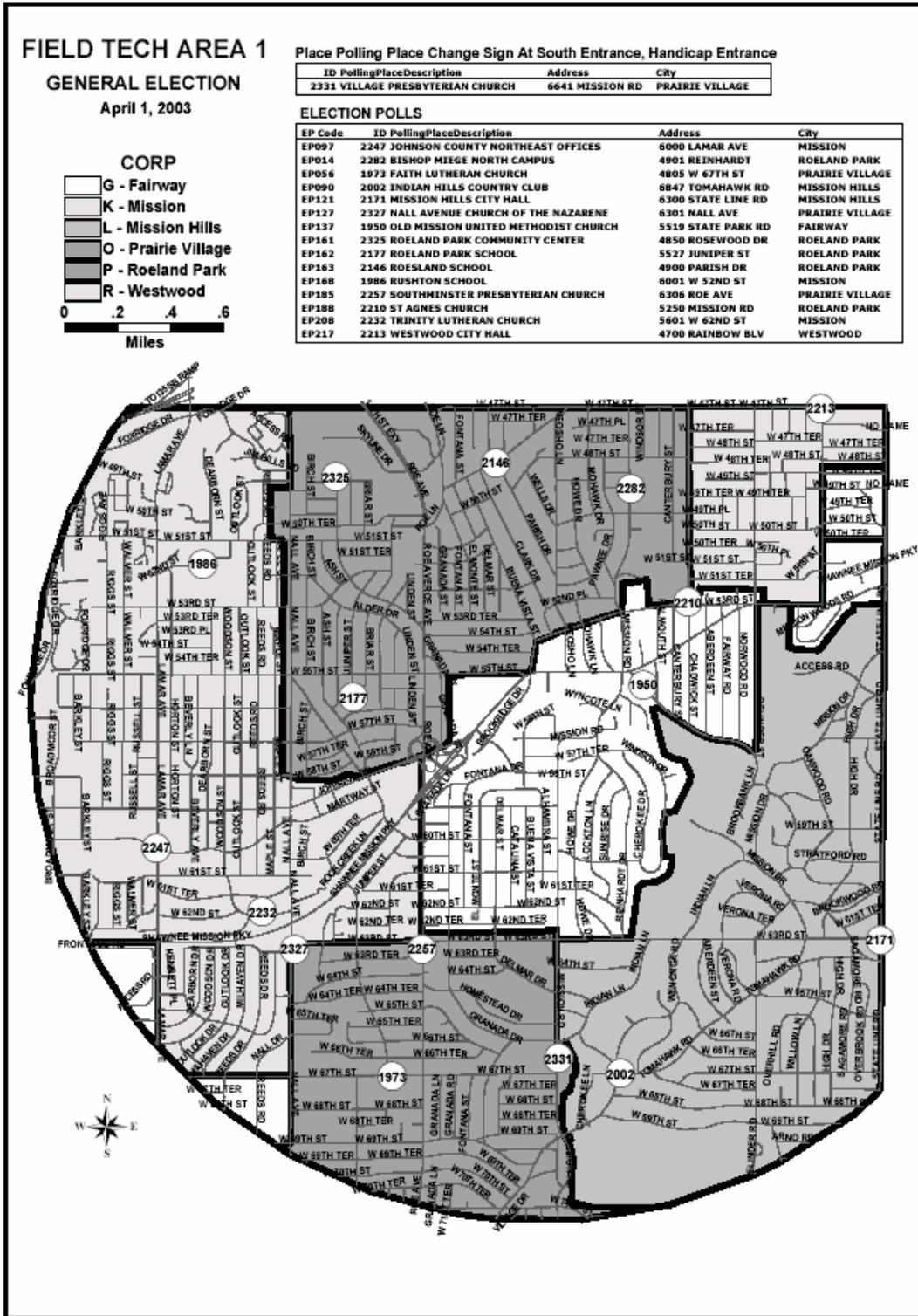
They should pick up their assignment and supply suitcase the day before the election in order to plan their route. Each one should carry a cell phone and you can have the office router send them to locations within their area that need help. Each Field Supervisor should also carry a spare machine, if it is feasible, to be used as a replacement. A Log Report should be detailed for each machine that is replaced.

They are usually able to return to the Election Office around 4:00 or 5:00 p.m. Provide an election “dinner” to build camaraderie and use that opportunity to discuss the day’s events. Following the meal, they should return to their route for the evening shutdown of the machines. If they are not needed at any one voting location, they may plan to assist at the consolidation or drop-off site for their area, if you have them.



A polling place organized according to instructions

Field Supervisor Area maps are very helpful and a County map of Field Supervisor Areas is very useful in routing Field Supervisors to adjacent areas when the assigned Supervisor is already dispatched to a location.



OPENING PROCEDURES ON ELECTION DAY

Troubleshooting Voting Machines

There will inevitably be a few machines that have issues resulting from being transported to the voting location. If you are deploying Field Supervisors, each one should carry at least one spare machine in his/her trunk. Upon receiving and evaluating the call from the election board, you may dispatch a Field Supervisor to the location and swap the spare for the disabled machine.

Election Worker Errors

Although election worker errors can be minimized through training and providing detailed, accurate instructions, they will never be eliminated. There are usually methods for recovery of election worker errors and all staff responding to trouble calls in the morning should have the troubleshooting matrix in front of them and be prepared to “walk” the election workers through the resolution. Again, as a backup, the Field Supervisor can be dispatched to the location to assist.

Opening Instructions

Your vendor should provide machine opening instructions. You may wish to modify them to include your individual jurisdiction’s requirements. The instructions should be as clear and simple as possible. You should periodically review and update all machine instructions.

Provide hand-held, one-page laminated copies for use by election workers.

Be Prepared

Remember additional start-up time may be required for visually impaired or multi-lingual ballots. If a special tool is needed to open the machines, be sure you know how long each unit requires to “boot up.” Fifteen minutes apiece may be too long if you only have one tool and six machines. Know ahead of time how long it will take to print a zero report and how much paper it will require and plan accordingly. Machines in early voting locations or consolidated locations that have multiple ballots loaded on them will take longer and require more paper. If you have not given your workers adequate time or paper, they will get off to a poor start and it will be difficult for them to recover.

VOTING AT THE POLLS ON ELECTION DAY

Accountability

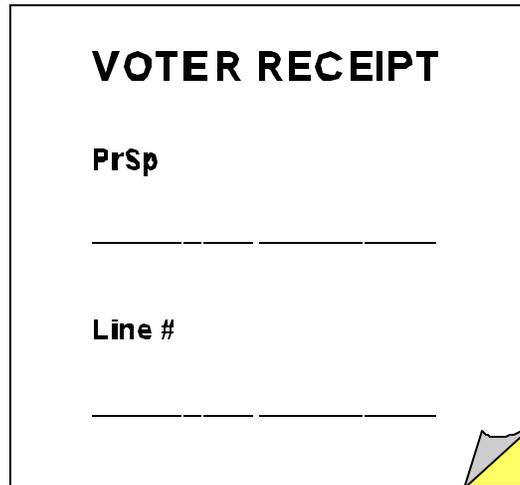
It is a very good idea to implement procedures at the polls that require election workers to be accountable for their polling place.

The number of voters who check in at the Registration Book should equal the total number of voters on the public counters of all voting machines.

You may want to consider issuing a two-part voter receipt to every voter. The election worker who checks the voter in at the Voter Registration Book writes the precinct (or precinct split) identifier on the voter receipt. A voter receipt must be presented to an election worker in order for the voter to be issued a voter card. One copy of the voter receipt, along with the encoded voter card, is returned to the voter when a voting machine is available for their use.

Never issue a voter card unless the voter is immediately directed to a voting machine.

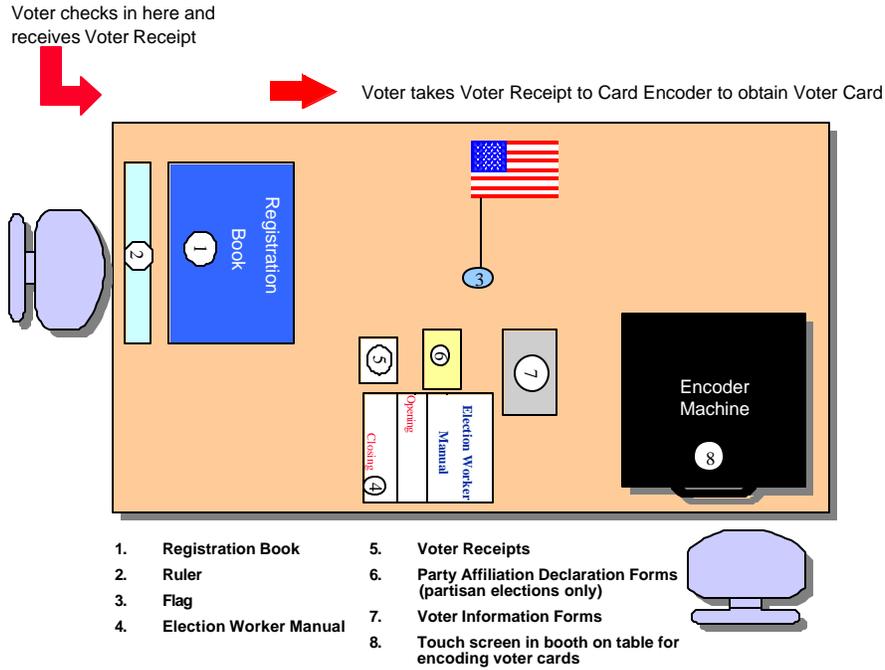
The machine judge and the voter together confirm that the precinct identifier written on the voter receipt matches the precinct identifier displayed on the opening screen of the voting machine. The machine judge secures each voter receipt in an envelope attached to the side panel of the voting machine. The number of receipts in the envelope will verify the number of votes that should be stored in the machine. The voter receipts are comparable to a paper ballot stub.



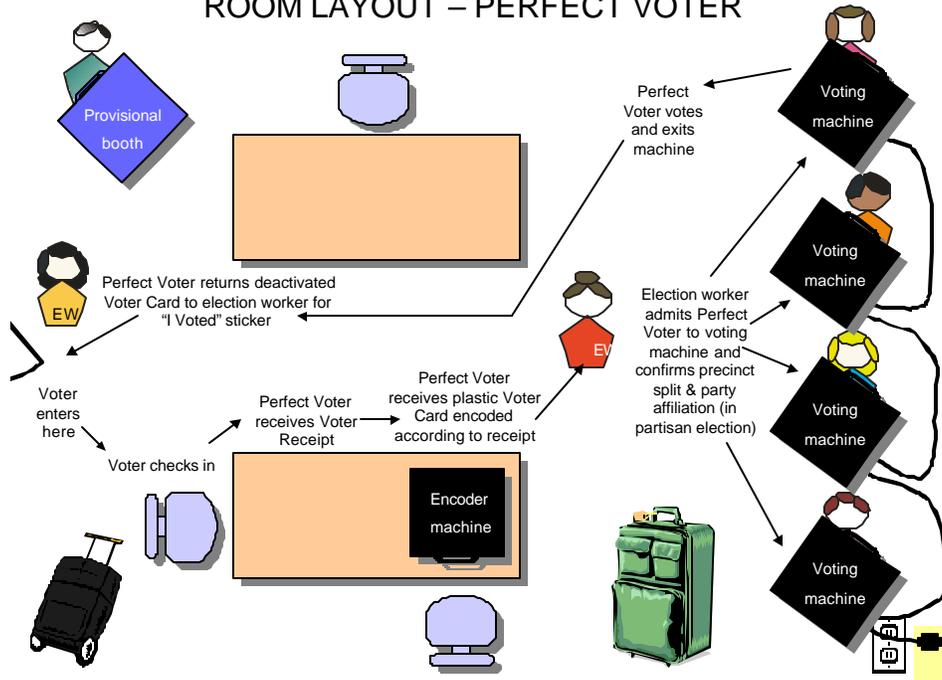
Privacy

Many of the new voting machines do not have a curtain, and many voters are accustomed to having the privacy provided by a curtain while voting. The new voting machines usually have side panels. Staging the voting machines so that the voter's back is to the wall can provide additional privacy.

ELECTION TABLE LAYOUT



ROOM LAYOUT – PERFECT VOTER



BACKUP PLANS – DISASTER PLANS

A cardinal rule of elections is to always have a “Plan B.” The most logical “Plan B” for a voting machine county is to have a supply of paper ballots that can be transported to a voting location.

Determine what your emergency procedures will be and what supplies will be needed. Establish a “disaster” area in your warehouse/office and stage the needed supplies. Provide written instructions for the election workers.

Assign “runners” so that you will have someone available to take the supplies to the designated polling place. Make sure that the “runners” understand the emergency procedures in order to assist the election board. Make sure that the “runners” have a vehicle available for Election Day.

Sample Disaster Plan

<p>DISASTER PLAN</p> <p>INTERNAL PREPARATIONS</p> <ul style="list-style-type: none">• Ballot boxes are prepared with labels indicating “Ballot Box # _____”.• Each ballot box should be open and have the following supplies inside:<ul style="list-style-type: none">100 envelopes6 black ink pens2 ballot box padlocks (taped to the inside of the large door)1 9” X 12” brown envelope (labeled “Paper Ballot Voter Receipts” “Ballot Box # _____”)1 set of instructions• Develop checkout list for recording locations where ballots and boxes are dispatched.• Extra ballot boxes, envelopes, pens, voter receipt envelopes, labels, padlocks and instructions should be available if necessary. <p>NO BALLOTS ARE SENT WITHOUT PRIOR APPROVAL OF ELECTION DIRECTOR</p>
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Sample Instructions to Election Workers

<p>INSTRUCTIONS FOR EMERGENCY PAPER BALLOTS</p> <ol style="list-style-type: none">1. Remove contents from ballot box and locks that are taped inside the door – lock the large back door of the ballot box using one of the padlocks. The second padlock will be used after 7:00 p.m. to lock the flap of the ballot box.2. Place the ballot box at the door next to the “I Voted” stickers.3. The voter checks in and receives a voter receipt and an envelope. Send the voter to the ballot table.4. When the voter hands you the Voter Receipt, pull the correct precinct/split/party ballot.5. Place both copies of the Voter Receipt inside of the large brown envelope.6. Give the correct ballot and envelope to the voter and direct the voter to a booth to vote.7. Voter seals the voted ballot in the envelope and drops it in the ballot box at the door and receives an “I Voted” sticker.8. At the end of the day, fold and drop the large “Paper Ballot Voter Receipt” brown envelope into the ballot box. Close the front flap of the ballot box and lock it with the second padlock.9. First, the designated driver returns the ballot box and the red bank bag (with voting machine storage media) to the designated drop-off location. Then the Supervising Judge returns the black suitcase to the same designated drop-off location.
--

CLOSING ON ELECTION DAY

Administrator Card, Key or Other Closing Device

There should be some device required for ending the election, such as a key, Administrator or Supervisor card, etc. This device should be properly secured during the day.

Closing Instructions

Your vendor should provide machine closing instructions. You may wish to modify them to include your individual jurisdiction's requirements. The instructions should be as clear and simple as possible. You should periodically review and update all machine instructions.

Provide hand-held, one-page laminated copies for use by election workers.

Field Supervisors

Field Supervisors should return to their designated areas one-half hour before the polls close. Priority should be given to the election boards that experienced difficulty on election morning. Field Supervisors can then be routed where needed for the remainder of the evening.

Results

Election workers should be familiar with procedures for posting results in the polling location or for announcing results to poll watchers or agents.

TRANSMITTING AND TABULATING RESULTS

By Modem

It may be possible to transmit results via modem with your new voting equipment. You will want to balance the benefits of sending results via modem against the cost of maintaining the telephone trunk lines to support the modem process. If you have far out-lying areas of your county that are not able to report in a timely manner, you may wish to modem from those locations only.

If you choose to send results via modem, you may send results from each voting location or you may develop a plan for the election workers to take their results to a regional consolidation location and modem from there to the Election Office. You will need a dedicated phone line at each location that will be sending results by modem. Be sure to test each phone line prior to Election Day. It is a good test to send known results, so that you can verify that they were transmitted accurately. Be sure that the election workers will have access to the designated phone line. It may be that the phone line is in the office, which will be locked before the polls close on election night.

Whether you are transmitting from every location or from consolidation sites, determine from the vendor how you are to validate the transfer of data to the central tabulation computer. If possible, require that the vote data be validated by paper documentation.

Designated Drivers

If you decide that you do not want to send results by modem, you may request that the Supervising Judge of each polling place drive the results media to the Election Office or you may again designate consolidation/drop-off sites so that the number of workers driving the full distance to your office is reduced.

If you implement consolidation/drop-off sites, you must have a system for telling the drivers where their consolidation/drop-off site is located and a system for checking them in when they arrive. Each voting location will need one driver to drive the results media to the consolidation/drop-off site as soon as they are available after the voting machines are closed.

When the polling place is closed, the Supervising Judge will drive the remainder of the election supplies to the consolidation/drop-off site.

You will need at least three drivers assigned to each Consolidation site – the first to bring the initial results media to your office, the second to bring the interim results media to your office, and the third to bring the last of the results media along with the election supply bags. The third driver may need a large vehicle, either a truck, van or sports utility vehicle.

RELEASING THE RESULTS

Partial Results

Periodic partial results should be released throughout the evening.

Web Site

If your jurisdiction has a Web Site, direct the media, candidates, and public to the site to obtain election results. This will drastically reduce the number of phone calls requested by candidates and media.

Do not connect your vote tabulation computer to the Internet. Review the report prior to posting to the Web.

Johnson County Election Office
Election Commissioner
Connie Schmidt
connie.schmidt@jocooks.com

★ Home
★ Voter Information
★ Election Information
★ Candidate Information
★ Statistics
★ Celebration of Patriotism Foundation
★ Community - Student Outreach
★ Help Wanted
★ Press Releases
★ Printable Forms
★ Voting Equipment

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What's Happening!

- [2003 Spring Primary Official Final Results](#)
- [Statement of Votes Cast Unofficial 2003 Spring Primary Reports](#)
- [Map of County Turnout by Precinct 2003 Spring Primary](#)
- [Advance Voting and Voting Options General Election](#)
- [Advance Voting Ballot by Mail - Application](#)
- [Official Candidate List - Ballot Question April 1, 2003](#)

What's New!

- [Patriotic VOTE Apparel from Celebration of Patriotism Foundation](#)
- [Candidate Packet Election Information](#)
- [Candidate Forms and Campaign Finance Reports Deadlines](#)
- [Reporting Guidelines for Questions on the Ballot](#)

Johnson County Kansas Election Office Web Site
www.jocoelection.org

POST-ELECTION

PREPARING FOR A RECOUNT

Unless the recount is automatic under state law, it may be possible to demonstrate to the inquiring candidate that all of the numbers add up and that you can support the results. Losing an election often requires a “grieving” stage, and if you allow the candidate to examine your audit documentation and view the audit trail, it may avoid the recount.

1. If you have implemented a voter receipt procedure, show that the number of voter receipts in each machine’s voter receipt envelope equals the number on the Public Counter of the machine. **This proves that the machine registered every voter’s vote.**
2. Show that the precinct splits on the voter receipts match the precinct splits for every voter on the registration book. **This proves that the correct ballots were issued for the voters and that the voters had the opportunity to confirm that the correct ballot was displayed on the screen. It also demonstrates that there is a voter signature for every vote in the machines.**
3. Show that the precinct splits on the voter receipts and the registration book equals the ballots cast in each precinct/split on the election summary. **This proves that the correct ballots were voted.**
4. Show that the vote totals from the machines equals the vote totals reported by the election software. **This proves that the software tabulated the voting machine results accurately.**
5. Show that the advance/early vote totals in the election software are equal to the results from the paper mail ballots and the results from the advance/early/satellite voting machines combined. **This proves that the software tabulated the paper ballot and early voting machine totals correctly.**
6. Show that the accumulation printout (if applicable) is equal to the total votes from the individual voting machines combined for a polling place. **This proves that the results that were transferred to the election software were compiled correctly.**
7. Show that everything added together is equal to the final election results. **This proves that the outcome is a true and accurate reflection of the election results.**



Recount April 6, 2002

RECOUNTING THE VOTES

Step-by-Step Procedures

- Identify the precincts involved in the race in question.
- Identify the storage media for each precinct involved in the recount. Isolate the storage media in a secured area.
- Gather storage media for advance/early/satellite voting locations.
- Collect the paper (mail) ballots and any provisional paper ballots for the election.
- Make copies of the voting machine tapes from each voting location.
- Gather the other reports that substantiate the results and place in the secured area along with the storage media:
 - Summary reports
 - Election software machine reports
 - Abstract for race
 - Supplemental reports
 - Advance reports
 - Provisional reports
- If required by law, assign a special election board to conduct the recount in the secured room. Ideally, the room will have an observation window for the candidates, public, media, and party representatives.
- If the recount request allows you to reload your storage media, reload and verify the results to the original. If a hand-count has been requested, print the paper audit trail/ballots from each storage media, voting machine, precinct, etc. depending on your voting system. Count the votes in the race in question by hand.
- Rescan the paper ballots (mail and provisional), keeping them in their original batches, if allowed. If not, hand-count the paper ballots.
- Total all reports and make sure that they agree.
 - Results from machine tapes agree with election software reports.
 - Hand count of mail ballots equals election software report OR mail ballots plus advance in-person votes equals election software report, depending on your procedures.
- Initial each step that is verified.

**SAMPLE ELECTION VERIFICATION
GENERAL ELECTION**

Pct Code _____ Election Date _____ Date _____

Voting Location _____

VERIFIED

TOTALS INITIALS

Machine Number:

Number of voter receipts =		
Number on Public counter		

Machine Number:

Number of voter receipts =		
Number on Public counter		

Machine Number:

Number of voter receipts =		
Number on Public counter		

Machine Number:

Number of voter receipts =		
Number on Public counter		

Machine Number:

Number of voter receipts =		
Number on Public counter		

Precinct Total:

Total number of white voter receipts =		
Total number of yellow voter receipts =		
Total number of signatures		

Precinct Split:

Precinct splits on white voter receipts =				
Precinct splits on yellow voter receipts=				
Precinct splits in registration book =				
Cards cast on Election Summary				

Candidate:

Vote totals on Accumulation printout =			
Total of votes from individual machine printouts			

Candidate:

Machine vote totals from printouts =			
Election Summary Machine vote totals			

SAMPLE RESULTS VERIFICATION

Contest _____

Candidate _____

Precincts _____

	Totals	Initials
Machine vote totals from printouts +		
Machine vote totals from Satellite printouts +		
Mail paper ballot vote totals +		
Emergency vote totals from paper ballots +		
Challenge vote totals from paper ballots =		
Vote totals on Election Summary		

FOLLOW-UP MAINTENANCE

Reports

Following elections, use the Trouble Call Sheets, Field Supervisor Log Reports, and Election Worker Feedback Sheets to compile a list of machine issues from Election Day. Any machine listed on this report should be evaluated for repair. You may wish to perform System Diagnostics as soon as the lockdown period has passed in order to identify machines that need repair and allow time, if necessary, for shipment to the vendor and back in time for the next election. It works well to use a database to keep track of repairs and to generate a repair list.

Voting Machine Maintenance

Screens should routinely be cleaned with a dry optical cloth. It may be possible to use an alcohol wipe, but confirm its use with the vendor prior to proceeding. The machine casing may be cleaned with a window cleaner that is sprayed onto the cloth and then used on the casing of the machine only. Never apply liquid or spray to the machine or screen directly.

Booth Maintenance

The booth may be cleaned with a window cleaner that is sprayed onto the cloth and then used on the booth. Never apply liquid or spray to the booth directly.

REPAIRS

Voting Machines

While the machines are under warranty, they should be returned to the vendor for repair. You will probably be asked to contact your Project Manager to request a Field Shipper or Returned Merchandise Authorization (RMA) Number. When the number is received, the machine should be boxed up with a copy of the acceptance sheet, diagnostics sheet, or other sheet to indicate the problem with the machine. A protective plastic sheet should be placed on the screen, if applicable.

The machine should be shipped in an original box with the Styrofoam and any other fillers to help prevent shifting. The machine number should be written on the outside of the box and all old shipping stickers should be crossed out. Your vendor will have a preferred shipper and should pay the shipping costs for repair during the warranty period. Request that the vendor informs you of the resolution to the problem through either a copy of the repair sheet or a copy of their spreadsheet detailing your repairs. Enter the problem and the repair action in a database for this purpose.

When the machines are no longer under warranty, you will want to arrange for technician training from the vendor, either on site or at their training center. Many repairs will be within the abilities of your warehouse technicians to perform. Be sure to enter the repair in the voting machine database "History" table.

Booths

Voting machine booths may be delivered to you independent of the voting machines themselves and may come to you from a subcontractor. Booths under warranty should be shipped back to the vendor for repair. You will need to find out whether they should be shipped to the voting system vendor or to the subcontractor. There should be a sheet with each booth, explaining the problem. Ship the booths in their original boxes, at either the vendor's or subcontractor's expense.

Be sure that your technician training at the end of the warranty period includes repair of the voting booths, as well as of the voting machines.

You will want to keep your project manager informed of the total number of booths or machines shipped for repair and will want to give notification to that person when they are returned to you. It is always a good idea to document repairs in support of any resulting disputes with the vendor.

RECORD KEEPING

Voting Machine Database Files

There is a lot of pertinent information that you will want to keep regarding your voting machines and booths. A database program such as Access will work well for recording the information and also for sorting and reporting the information. Sample tables that can be developed based on the voting machine serial number are:

- Usage History - History of elections for which the machine was used
- Repair History - History of repairs to individual machines
- Machine Checkout - List of machines that are not in the warehouse
- Equipment - List of machine accessories and how many are on site

Useful queries and reports that can be obtained from the above information:

- Repair list query - List of machines that are not yet repaired

POST-ELECTION

- Shipped for repair - Query of machines and where they were sent
- Repairs by category - Query to determine how many repairs of a certain kind are occurring
- Individual Machine Report - Description of current problem. Print and use when evaluating machines for repair
- Individual Machine Repair History Report - Print and box up with damaged machine to describe current problem and past history of repairs to vendor

Booth Database Files

Sample tables that can be developed based on the booth or machine serial number are:

- Usage History - History of elections for which booth was used
- Repair History - History of repairs to individual booths

Useful queries and reports:

- Repair list query - List of booths that are not yet repaired
- Repairs by category - Query to determine how many repairs of a certain kind are occurring



Voting machines staged for delivery

APPENDIX A

PAPER BALLOTS

Whatever voting system you select for voting at the polls on Election Day, you will still always have a need for paper ballots. There will always be a portion of your population that will be physically unable to vote in person, you will need paper ballots to back up your voting machines in case of long lines or catastrophe, and you may opt to continue to collect provisional/challenged votes on paper ballots.

Choosing Your Method of Printing

There are basically three methods of printing ballots: printing your own, using the vendor, or finding a local printer. You may choose to have the bulk of your ballots printed by the vendor or a local printer, and keep a printer in-house for backup.

If you print your own ballots, you must have a printer that is capable of printing your ballots to the specifications required by your optical scanning equipment. You must also have the manpower to monitor the printers – submit the jobs, maintain the paper and toner, troubleshoot the paper jams, remove ballots from full trays, etc. There will be expense involved in purchasing a printer of that quality and capacity and in possible staff overtime wages.

If you use the vendor as your printer, your ballots will be printed to specifications and should be readable by your scanning equipment, but you should never take that for granted. You should ALWAYS test the ballots on your equipment to be sure they scan, no matter what your ballot source may be. Your ballots may be more expensive from the vendor or they may be competitive, as the vendor purchases ballot stock etc. in bulk and has the necessary equipment for scoring and folding.

Another consideration is that the vendor's printer may not be local and you will incur shipping expenses. Be aware of the vendor's full schedule, and the shipper may or may not deliver your ballots to you in a timely manner. You may, therefore, decide to have a backup printer of your own, which is capable of printing smaller numbers of ballots, in the event that yours do not arrive in time to meet your initial mailing deadline and to print additional ballots if needed for mailing and at the polls.

If you use a local printer, you may be limited to printing on plates. This may not be feasible if you have large, complicated elections with hundreds of ballot styles. If you do have such an election, you will want to be able to give your printer an electronic ballot file.

The vendor may require that a local printer be certified before printing ballots from your system.

Proofing Ballots

Ideally, you will proof your districts, contests, and candidates before printing a ballot deck, either in your voter registration system or in your election software. After the initial proofing is done and a ballot deck is printed, it is a good idea to proof every contest including candidates once on a ballot and to look at a ballot for every precinct and precinct split. You will want to proof to a master precinct split file to be sure that the correct races come in and out of your precincts. You will look to be sure that the headers and layout of the ballots are uniform. If you make an adjustment to your paper ballot, be sure to find out from your vendor whether or not the machine ballots could be affected.

When you have completed proofing of the paper ballots, look at the ballots on your voting machines, again to be sure that the ballot layout is uniform. Be aware that making a formatting change to the machine ballot may also change the paper ballot layout. After examining the ballot layout on your machines, you are ready to send your file to your printer.

Test Decks

If you are using a printer and not printing your own ballots, you will probably receive a proofing deck from the printer, which you should again examine, and then at least one test deck. The vendor may have options for you to choose in selecting a test deck. Whatever you choose, you should receive at least one ballot for every precinct to be sure that the scanner reads and records the ballot to the proper precinct.

Scanning/Counting Ballots

Paper ballots should be shelved in locked, secured areas. This area and the area used for stuffing ballots into envelopes should be free of all pens, except those with red ink, which is not read by most optical scanners.

The scanning operation should be maintained in a secured room. No ink pens should be allowed other than those with red ink. You should predetermine during your election setup when you want the scanner to stop for examination of a voted ballot – for write-ins, blank races, blank ballots? Stopping on write-ins gives you the opportunity to make sure that the write-in was not missed and stopping on blank ballots gives you an opportunity to be sure that the voter did not use red ink or mark outside the oval. Stopping on blank races will cause the scanner to stop on every race the voter ignored, and will slow down scanning significantly. Ballots should be scanned in small batches of 20 to 25 ballots and the count should be verified at the end of each batch to be sure that no two ballots were scanned together.

Optical Ballot Scanner Diagnostics

Do not forget that the optical ballot scanners are also a piece of equipment that should be thoroughly tested and verified before using in an election. Develop a checklist of vendor-recommended procedures and maintenance. Perform before each election on each optical scanner. Replace belts and ribbons as needed. You should keep a test election and a set of testing ballots with an expected outcome to run prior to and following elections to verify accuracy.

Backup Plan

What is your Plan B for printing paper ballots? Consider purchasing a ballot printer to handle emergency ballot printing needs. Find out from the vendor what the printer specifications are for a backup printer and also what the turnaround time is for receiving a supplemental shipment of paper ballots. Remember – you cannot run out of paper ballots!

APPENDIX B

SATELLITE/ADVANCE/EARLY VOTING

Look for a voting system that will give you the flexibility to use the same machines for advance/early voting and Election Day voting.

Storage Media

Advance/early voting storage media may be programmed with all the ballot styles for the entire jurisdiction. In this scenario, any voter may vote at any advance/early voting location and receive the correct ballot for his address. Be aware that placing the entire election on a machine will increase the amount of time and paper used for automatic L&A testing and for printing the zero report. You will need to be sure that you have allowed enough time in order to open voting on time.

The same advance/early voting storage media should be placed in the same voting machine every morning for accountability and removed every night. One accountability method that works well is to issue a voter receipt to every voter. The election worker who checks the voter in on the voter registration system writes the voter's precinct (or precinct split) identifier on the voter receipt. The worker then encodes a voter card for the voter and gives it and the voter receipt to the voter. A second election worker obtains the voter's signature in a poll book and writes the line number from the poll book on the voter's receipt and returns the receipt to the voter. A third election worker admits the voter to a voting machine, verifies the precinct or precinct split on the machine to the voter receipt, and places the voter receipt in an envelope attached to the side panel of the voting machine. If the operation of the voting machine is questioned at any time during the day, the number of receipts in the envelope will verify the number of votes that should be on the machine. Storage media should be returned to the election office or another secured location at the end of each day.

Voting Machines

Voting machines may be deployed to the advance/early voting locations in the same manner used for the Election Day machines. The machines should be closed, sealed, and secured at the end of each day. When advance/early voting closes, the machine screens should be cleaned with an optical cloth, a new election-day voter receipt envelope should be placed inside, and the machines should be folded down into the shipping position. A crew assigned to "tear down" the advance/early voting location returns the machines to the election office. The machines are then delivered in the same manner as all the other Election Day voting machines.

**SAMPLE
RECEIVING BOARD - ITEMS FROM SATELLITE SITES**

When the polls close daily at the Satellite Sites, the Supervising Judge returns to the Election Office with the black suitcase, which contains the following items.

1. Closing Log – Daily Machines – Satellite Sites
2. Applications for Advance Ballot
3. Voter Receipts in Machine Envelopes
4. End of Day Checklist
5. Provisional Ballots in Provisional Bag
6. All PC Cards
7. All Voter Cards
8. Poll Books
9. Spoiled Ballot bag
10. All keys
11. Miscellaneous items

Receiving Board Procedures:

- Opens black suitcase
- Balances the Poll Books with Applications for Advance Ballot
- Balances the Provisional Ballot Envelopes

Note: Provisional Ballots are secured with Challenged Ballots

- Bundles and secures the following items:
 1. Closing Log – Daily Machines – Satellite Sites
 2. Applications for Advance Ballot
 3. Voter Receipts in Machine Envelopes
 4. Voter Receipt in Computer Envelopes
 5. End of Day Checklist

Note: The Zero Proof envelope is attached to Day One bundle

- Repacks the black suitcase and secures in the Vault.
 1. All PC Cards
 2. All Voter Cards
 3. Polls Books
 4. Spoiled Ballot bag
 5. All keys
 6. Miscellaneous items
- Supervising Judge returns to Election Office the next morning and picks up the black suitcase.

Satellite Staff welcoming voters



Ten Most Important Things to Remember

- Control your own election
- Take the lead in reinventing and managing your entire election process
- Imagine your worst disaster and plan accordingly
- Keep it simple = Success on Election Day
- Be a control freak – document everything – keep a detailed audit trail
- It is your responsibility to educate election workers, the public, and media
- Provide the voters and election workers an opportunity to give feedback
- Always be upfront and honest with the media, public, and candidates
- Practice, practice, practice
- Remember, it takes a community to conduct an election, and don't forget to worry, worry, worry and worry some more!!!!



We survived the installation of a new voting system and
we still love elections! !

Every Election Office team is a diverse group of people. Our office is no different – we have risk takers (they are on top of the VOTE-mobile), we have comedians (they are spelling out V – O – T – E with their bodies), and we have worriers.

From all of us to each of you – if we can help you in any way as you deploy new voting systems in your county or state, please don't hesitate to call (913-782-3441) or email (election@jocoelection.org) or visit our office.