

Appendix IV. Recommendation Matrix

Matrix Legend

Matrix Legend	
Symbol	Definition
CEOC	Citizen Elections Oversight Committee Recommendation
CE	Elections Center Independent Audit Recommendations
ITFE	Independent Task Force on Elections Recommendation
	Recommendations Appearing in all 2 or more reports (CEOC, CE, ITFE)
(Poll Worker)	Indicates a particular recommendation pertains to temporary workers, not permanent staff.
(Staff)	Indicates recommendation applies to permanent staff of Elections Office
NA	Information Not Available
Other	Each recommendation is labeled with the report (CEOC, ITFE, CE) where it originated as well as a number or a specific heading (training, leadership, etc.) where it can be found in the report

Appendix IV. Recommendation Matrix

Organizational Effectiveness				
Issue	Source	Recommendation Description	Progress	Implemented
Communications	CEOC #5	The Elections Section should create a written crisis communications plan.	A written crisis communications plan is being drafted and is part of the 2005-06 Elections Section Business & Operating Plan. Plan due date 8/10/05	
Communications	CEOC#24	The Director of Records, Elections, and Licensing Services should issue an annual report comparing the Elections Section and voting process against minimum standards of performance (discussed elsewhere in this report).	In February 2005, the REALS Director issued a comprehensive report on the 2004 Elections	√
Communications	CEOC#25	Suggested Minimum Standards: The progress report is issued in a predictable manner to build public confidence.	The 2004 Elections Report was widely distributed throughout the county. The public was notified through a post card mailing of locations where printed copies of the report were available and how to access the report online.	√
Communications	CEOC#26	Suggested Minimum Standards: Issuance of a final draft by a set date each year.	See responses to #24 to #25	√
Communications	CEOC-SOS/HSN	SOS/HSN: Improve external communications with media.	The addition of a Communications Specialist has provided significant assistance with public outreach and communication. REALS has provided pre-election media briefings for primaries and General elections.	
Communications	EC#6	The REALS Division Director should ensure that the elections media plan is fully and effectively implemented to facilitate external communications and to help restore public confidence.	Media plan implemented in primary and refined during general election. It is being further examined and refined on a continuing basis.	
Communications	ITFE-TR-Communications	Continue improving external communications	NA	
Communications	EC#20	Elections Section management and the major King County political parties should continue to meet before future elections to discuss the specific election activities to be observed.	Communication with the parties regarding observation appears sufficient. Observers were informed of new procedures and important issues.	√
Communications	ITFE # 14	Develop a communications plan:	NA	
Communications (Poll Workers)	ITFE-TR-Communications	Communicate more effectively with poll workers	NA	
HR (Poll Workers)	CEOC#58	Provide ongoing communication throughout the year with past and present poll workers, using a variety of communications channels – such as a newsletter, postcards, and e-mail.	REALS concurs with this recommendation and recognizes further effort and coordination is necessary in this regard. Minimal increases in communication with poll workers occurred in 2004. Currently, a regular newsletter for poll workers is being designed and incorporated into regular procedures.	

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Culture	CEOC#115	Security Principles: Keep expanding the new practice of transparency, by listening to voter problems and concerns, addressing specific criticisms and allegations, and making information and answers available to experts, observers, critics and voters in a timely, proactive way.	REALS recognizes and values transparency in the administration of elections. Extensive efforts have been employed to respond to voter and stakeholder concerns, questions and desires to observe.	
Culture	ITFE-TR-Culture and Morale	Create new culture with values of fairness, customer service, openness, accessibility, accountability, inclusiveness, equity and accuracy	NA	
Culture	ITFE-TR-Culture and Morale	Promote Employee ownership and responsiveness to citizen and stakeholder inquiries.	NA	
Culture	ITFE-TR-Culture and Morale	Establish culture of accountability	NA	
HR (Poll Workers)	CEOC#59	Develop a poll worker recognition program.	REALS concurs with this recommendation. To date, we have not developed such a program. We are aware of other counties programs, which can serve as a model.	
HR (Poll Workers)	CEOC#61	Establish institutionalized recruiting policy, process, and procedures that are documented, repeatable, measured, and continually improved.	Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation.	
HR (Poll Workers)	CEOC#62	Use targeted advertising as a regular part of the recruiting effort to promote diversity and find bilingual workers – Chinese, which is currently required by the Voting Rights Act – and languages such as Spanish – in certain polling places.	Extensive efforts have been implemented to assist in the recruitment of bi-lingual poll workers. These include contact with local college and university language programs, targeted advertising, mailings, etc. REALS works closely and cooperatively with the Section 203 Community Coalition in these efforts.	
HR (Poll Workers)	CEOC#63	Use multiple resources to supplement political party lists.	This has been implemented with success. We successfully filled all poll worker assignments for the 2004 primary and General Election.	√
HR (Staff)	CEOC#17	Suggested Minimum Standard: Staffing levels are adequate to meet federal, state and local mandates/deadlines.	This is directly represented in our 2005 Supplemental Budget request	
HR (Staff)	CEOC#HSN	HSN: Lift the County hiring freeze and fill the two vacancies in voter registration with regular staff and not be forced to live with the vacancies or rely on extra help or temporary limited term positions.	There is no hiring freeze in effect. REALS is authorized to recruit and fill vacancies as they occur. In recognition of the weighted reliance on temporary labor, REALS asked for a supplemental budget appropriation in 2005 seeking 14 new, permanent positions.	

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HR (Staff)	EC#2	The REALS Director should request the services of the King County Human Resources Department in performing a study of the Elections Section management and supervisory positions, and develop job descriptions and classifications that will attract high-caliber, experienced candidates to fill vacant positions.	Unknown and status uncertain due to bringing in a "turnaround team". Cover letter references continuing gap in ensuring that the elections function is properly staffed, trained, classified and compensated.	
Leadership Dev./ Competencies	CEOC#1	County elected officials should hire elections managers with proven election expertise and sound management.	This recommendation was directed to County elected officials. Current REALS Director and Assistant Director have extensive elections expertise and management backgrounds. Current recruitment for Superintendent of Elections emphasizes management experience and background.	
Leadership Dev./ Competencies	ITFE-TR-Leadership	Define Qualities of Election Leaders	NA	
HR (Staff)	ITFE-TR-Training	Create an orientation program for new hires	NA	
Leadership Dev./ Competencies	CEOC #4	The Elections Section managers should take time away from the usual "firefighting" tasks on a regular basis to learn and implement best practices for management of their workers. The effectiveness of these activities should be measured.	While this remains difficult to achieve in the current environment, efforts have been made in this regard. These activities have included lead workers, supervisors and managers participation in the Washington State Elections Administrators' Conference; Special Election observation in Clark County; Extensive participation and attendance at the DIMS Users Conference. Additionally, the REALS Director participates on a National Election Reform Task Force and attended a symposium on best practices related to the Help America Vote Act co-sponsored by the National Council of State Legislators and the National Association of Secretaries of State.	
Leadership Dev./ Competencies	CEOC#2	Elections managers should use sound management in elections operations and develop good working relations with other branches of County government and the public.	REALS and the Elections Section maintain good working relationships with the other branches of county government (i.e. Prosecuting Attorney, Sheriff, Council Clerk, Council Members, City of Seattle Council Clerk, Information and Telecommunications Services Division, Office of Information and Resources Management) and the public. Internal communication within the county structure has improved significantly. The addition of a Communications Specialist has provided significant assistance with public outreach and communication.	

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Leadership Dev./ Competencies	CEOC#3	Before making any changes to the administrative structure of the Elections Section, it is important to ask whether such a change would ensure the above recommendations [1 & 2].	REALS concurs with this recommendation and advocates for such a review and analysis in discussions regarding alternative approaches to the administrative structure.	
Leadership Dev./ Competencies	EC#19	The Elections Section should ensure newly developed procedures are effective through their practical application during the 2005 election..	This has been accomplished.	√
Leadership Dev./ Competencies	EC#24-2	The Elections Section should evaluate implementing additional professional practices, consistent with those in Appendix 4. This should occur after filling and assessing the impact of the 14 new management and staff positions recently authorized by the County Council.	The report indicates that the Elections Section adopted numerous new best practices, including 11 outstanding practices, in the areas reviewed during the elections operations audit.	
Leadership Dev./ Competencies	EC#3	The Elections Section management should make the business plan visible by broadcasting all elements of the plan widely among the section staff and ensure that all personnel are advised of their roles and responsibilities for achieving business plan goals and objectives.	Unknown.	
Leadership Dev./ Competencies	ITFE #1	An independent, external turnaround agent is needed to change King County's seriously flawed organizational culture.	Turnaround team has been selected, observed November election and provided analysis on recommendation analysis	√
Leadership Dev./ Competencies	ITFE-TR-Leadership	Hold Elections Leadership Accountable	NA	
Leadership Dev./ Competencies	ITFE-TR-Leadership	Implement CEOC Recommendations	NA	
Leadership/ Staff Development and Competencies	ITFE-TR- Communications	Establish internal communications plan that includes frequent one-on-one and all staff meetings at all levels of the organization	NA	
Performance Measurement	CEOC#10	Suggested Minimum Standard: The Elections Section demonstrates service quality or cost-effectiveness improvement over time.	This is a key responsibility of the newly established Quality Assurance unit (2 positions) within REALS. We are currently in the recruitment/selection process for these positions.	

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Performance Measurement	CEOC#106	Review the reasons provisional ballots are issued and note any cost effective steps that can be taken to reduce their number – such as timely processing of voter registration and early voter registration drives – without interfering with a citizen's right to vote.	Detailed provisional ballot reports are produced for each election indicating the reasons provisional ballots are issued. There is a significant need to do more with these reports in terms of evaluating ways to reduce the number of provisional ballots and to ensure adequate notification is provided to voters and poll workers on the disposition of voted provisional ballots.	
Performance Measurement	CEOC#11	Suggested Measurements: The Elections Section should develop its own performance measurements for management standards.	This is a key responsibility of the newly established Quality Assurance unit (2 positions) within REALS. We are currently in the recruitment/selection process for these positions.	
Performance Measurement	ITFE-TR-Culture and Morale	Establish uniform standars for evaluating all employees.	NA	
Performance Measurement	CEOC#113	Suggested Minimum Standards: The number or provisional ballots counted at the polling place decreases over time.	Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	
Performance Measurement	CEOC#20	Suggested Measurements: All statutory deadlines have been met.	All statutory deadlines were met during the 2004 election cycles and in the Special Elections that have been held in 2005	
Performance Measurement	CEOC#21	Suggested Measurements: X percent of regular Elections Section staff are certified. Poll workers have X hours of training (could be differentiated by type of job).	The Quality Assurance unit will develop standards for measuring performance. The Training Coordinator will establish minimum training standards and will monitor participation and completion of certification courses. Currently, all leads, supervisors and Assistant Superintendents have either completed or are in the process of completing the Washington State Elections Administrator Certification program. The REALS Director is certified through a national Certified Elections and Registration Administrator program. Starting with the 2004 fall election cycle, minimum training requirements for poll workers have been in effect at 3 hours for Inspectors and 2 hours for judges per election.	
Performance Measurement	CEOC#8	Suggested Minimum Standard: Everyone with significant supervisory responsibilities is appropriately qualified and participates regularly in continuing education concerning the management of people.	All managers, supervisors and leads are Washington State Certified Elections Administrators through the Office of the Secretary of State. The REALS Director is a Certified Elections and Registration Administrator through a national certification program accredited with Auburn University. REALS has supported the Superintendent of Elections in pursuing national certification as well. Management and staff training has been emphasized.	
Performance Measurement	CEOC#82	Assess effectiveness of training by measuring desired outcomes.	Specific measurements and evaluation tools will be established through the Quality Assurance unit.	

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Performance Measurement	CEOC#9	Suggested Minimum Standard: Employee satisfaction and related measures (such as turnover and absenteeism) are measured and made a part of supervisory performance evaluations.	This is a key responsibility of the newly established Quality Assurance unit (2 positions) within REALS. We are currently in the recruitment/selection process for these positions.	
Performance Measurement	CEOC#94	Solicit feedback from observers, perhaps through party coordinators.	During the 2004 Gubernatorial recount, REALS conducted nightly meetings with the parties' observer coordinators. In preparation for the new 2004 pick-a-party primary, political party liaison groups were formed to share information and solicit feedback. In 2005, in conjunction with our public engagement activities/contract, a commercial focus group was conducted with political party observers.	
Performance Measurement	CEOC#95	Review and summarize observer feedback during post-election debriefing meeting.	See response to 94.	
Performance Measurement	CEOC#SOS	SOS: "the goal should be to process voter registration transactions quickly, with the goal of being no more than two weeks behind."	REALS has adopted the suggested standard. During the rush of new registrations prior to the 2004 General Election we did not meet the standards consistently. Currently, operations are well within the standard.	
Performance Measurement	CEOC#130	At least annually, verify compliance with state certification requirements.	This activity was conducted in association with implementing the 2004 "pick-a-party" primary and again recently for the 2005 primary cycle.	√
Performance Measurement	CEOC#49	Suggested Minimum Standards: Training effectiveness is measured based on employee behavior one and three months after training.	Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	
Performance Measurement	CEOC#50	Suggested Measurements: Areas for improvements by individuals identified in annual performance reviews are demonstrably reduced or eliminated by the time of the next review.	In conjunction with the 2004 election contest, ## supervisory and management staff within the Elections Section were issued Performance Improvement Plans (PIPs). These PIPs are monitored on a weekly basis through interactive sessions with the REALS Assistant Director.	
Performance Measurement	CEOC#51	Suggested Measurements: Dollar return on investment is 120% or better for all training in which a means for measurement can be identified.	Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	
Performance Measurement	CEOC#56	Suggested Measurements: Less than 2% of documentation errors are discovered during election-cycle use.	Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	
Performance Measurement	CEOC#57	Suggested Measurements: There are no mistakes attributable to documentation problems that gain media coverage.	Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	

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Performance Measurement	CEOC#84	Suggested Minimum Standards: Professional and welcoming atmosphere for all voters who come to the polls.	Specific measurements and evaluation tools will be established through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#60	Evaluate the governing guidelines and study the feasibility of instituting split shifts for the long 15-hour day.	This issue has been discussed internally as well as with poll workers. A more formal evaluation and needs assessment needs to be conducted to better determine appropriate next steps. This body of work can be addressed through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#66	Monitor the effectiveness of the political party efforts to recruit enough qualified poll workers.	Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation. Results in 2004-05 have shown measured improvement in filling all positions.	
Performance Measurement (Poll Workers)	CEOC#67	Suggested Minimum Standards: Poll voters feel welcome, because they see a diverse group of poll workers representing a variety of backgrounds.	Specific measurements will be established through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#68	Suggested Measurements: Vacant positions are reduced by a targeted percentage	Specific measurements will be established through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#69	Suggested Measurements: A maximum level of annual turnover should be established and used as a benchmark.	Specific measurements will be established through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#83	Track the source of problems reported to the Trouble Desk on Election Day to determine if they are caused by gaps or deficiencies in training or attributable to a procedural problem.	Logs collected from the help desk program are collected, reviewed and referenced in developing training materials and feedback for each election. This process can be improved and enhanced through a formal training program within the Elections Section.	
Performance Measurement (Poll Workers)	CEOC#85	Suggested Minimum Standard: There is ongoing improvement in the rate of technical errors.	Specific measurements and evaluation tools will be established through the Quality Assurance unit.	
Performance Measurement (Poll Workers)	CEOC#87	Suggested Minimum Standards: Provisional ballots are issued appropriately.	Specific measurements and evaluation tools will be established through the Quality Assurance unit. New provisional ballot requirements will allow for a more thorough evaluation of the accuracy of poll workers.	
Performance Measurement (Poll Workers)	CEOC#88	Suggested Measurements: Poll worker technical errors do not exceed 1 per 1,000 votes cast.	Specific measurements and evaluation tools will be established through the Quality Assurance unit. Some base of measurement, which will be helpful in establishing standards and measurements, was collected in conjunction with responding to the election contest of 2004.	
Performance Measurement (Poll Workers)	CEOC#89	Suggested Measurements: No improper conduct is observed or reported.	Specific measurements and evaluation tools will be established through the Quality Assurance unit.	

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Issue	Source	Recommendation Description	Progress	Implemented
Training	CEOC#131	If state certification requires additional procedures, those procedures should be written and distributed to all relevant workers prior to and during tabulation.	State certification requirements for the new primary in 2004 required the addition of a post-election day logic and accuracy test. This additional test has been administered in every election held in King County since the September 2004 primary	√
Training	CEOC#78	Consider use of computer-based training (CBT).	Preliminary research was conducted on this training option prior to the 2004 primary. Further research and evaluation is needed.	
Training	CEOC#79	Include sensitivity/diversity training as part of the curriculum (for regular workers also).	See response to 75. This was also addressed in the Inspector bulletin and in Inspector training for the General Election.	
Training	CEOC#80	Include clarification of any mandates specified by state and federal law – such as the Voting Rights Act Section 203 Limited English Proficient voter assistance.	See response to 75.	
Training	CEOC#96	Follow the Secretary of State's Office requirements for training observers.	REALS complies with state requirements for election observers.	
Training	EC#14	The Elections Section should continue providing opportunities for hands-on training, role-playing, visualization of new procedures, questions and answer sessions in the future.	Poll worker training met the audit recommendation. The manual was completely updated between elections.	√
Training	ITFE-TR-Training	Establish agencywide training plan	NA	
Training	CEOC#41	The Elections Section should create a formal training plan and commit the resources necessary to implement it.	This will be a key responsibility of the Training Coordinator. REALS has allocated more significant resources to training and proposed training programs in the 2004-05 timeframe than any time in the past. Better documentation and professional evaluation of the use of training resources is acknowledged. Staff teambuilding training, DIMS training (repeated), and professional training in desktop computer applications have been provided for all Elections staff.	
Training	ITFE-TR-Training	Establish an elections academy	NA	
Training	ITFE-TR-Training	Improve documentaion and manuals	NA	

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Issue	Source	Recommendation Description	Progress	Implemented
Training	CEOC#126	Provide training in security to all election managers, regular staff, temporary election workers and observers.	The importance of security and an overview of all security policies, procedures and protocols are inherent in existing training programs. Security is specifically referenced in poll worker training materials. Security will be prioritized in the development of a formalized Elections Section training program, will be addressed through the Quality Assurance unit, and in the written Security Plan.	
Training	CEOC#140	All key workers at these facilities should be trained in these procedures and have them easily accessible in writing. Troubleshooters in the field on Election Day should have these procedures with them.	In cooperation with the King County Sheriff's Office, REALS provided emergency/security guidelines to poll workers and troubleshooters in the 2004 election cycle. The same cooperative arrangement resulted in law enforcement briefings leading up to the elections with information on polling place locations and activities	
Training	CEOC#18	Suggested Minimum Standard: Permanent and temporary staff is adequately trained.	Significant improvement in training for regular and temporary staff has been made – in 2004 and 2005	
Training	CEOC#42	Needs analysis, training development, and training delivery should be performed by either consultants or internal staff who have developed recognized qualifications.	See response to 41.	
Training	CEOC#43	Training effectiveness should be measured based on sustained positive changes of behavior in participants.	Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	
Training	CEOC#44	The Section's training must ensure there is sufficient cross-training of workers to ensure smooth operations and better teamwork. This includes the need for a significant number of section leaders to have elections certification.	Limited cross-training has occurred since this recommendation was made and has been successful. This remains a priority within REALS, but was limited by the need to train all staff on significant changes to the primary, implementation of the new EMVR system and staff turnover/reorganization in 2004.	
Training	CEOC#45	Work to increase the number of employees who are state-certified through the Secretary of State's election certification program.	All managers, supervisors, and leads are Washington State Certified Elections Administrators through the Office of the Secretary of State.	
Training	CEOC#46	Continue to train employees on internal policies and procedures.	This will be a key responsibility of the Training Coordinator. REALS has allocated more significant resources to training and proposed training programs in the 2004-05 timeframe than any time in the past. Better documentation and professional evaluation of the use of training resources is acknowledged.	

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Issue	Source	Recommendation Description	Progress	Implemented
Training	CEOC#47	Provide train in requirements of HAVA and the new primary system, accommodating the high turnout expected in the November presidential election.	Training in new legislation, the Help America Vote Act and the new 2004 primary (and the now-defunct top-two primary) has been provided through the Office of the Secretary of State at special workshops and at the annual Washington State Election Administrators' Conferences. King County attendance at these training sessions has been significant.	
Training	CEOC#48	Suggested Minimum Standards: The training needs of all employees are regularly assessed and met.	Effectiveness of training and establishment of performance measures and benchmarks will be developed through the Training Coordinator and the Quality Assurance unit.	
Training	CEOC#7	The Elections Section should create a system (perhaps an intranet) for organizing any tips, best practices, or similar information that staff members could use to improve individual and system improvements.	REALS Communications staff is developing an employees' intranet site that will allow for an inventory of best practices. Additionally, the weekly/bi-weekly E-Update is another tool for sharing best practices, including links to other election administration websites and resources.	
Training	CEOC#91	Workers should be trained in procedures and always have a copy of the documented procedures they are performing.	REALS concurs with this recommendation. The training program and materials produced and implemented for the 2004 recount are an example of efforts in this regard. Training for temporary workers will be incorporated in the written training plan developed by the Elections Section Training Coordinator. REALS has implemented a skills assessment and work skills testing process for temporary workers in an effort to establish a minimum skill level and experience during the recruitment process.	
Training (Poll Workers)	CEOC#71	Recognize and provide resources for poll worker training to meet current and future needs.	Recommended resources have been allocated to provide the training listed in the response to 70.	
Training (Poll Workers)	CEOC#72	Make sure that poll workers know the Election Day resources that are available – such as the trouble desk and roving troubleshooters.	This has been accomplished. The election day help desk and troubleshooter programs have both been expanded to ensure capacity for responding to poll worker issues and questions. Currently, we are looking at piloting a project in the 2005 primary using handheld computer technology and answer support software to further augment the help desk and troubleshooter programs.	√
Training (Poll Workers)	CEOC#73	Provide recognition of importance of job – pride in civic participation, high morale.	Further efforts in this regard are needed. References to this effect were included in the poll worker training video.	
Training (Poll Workers)	CEOC#74	Include training in how to accommodate voters who must vote while they are seated.	This will be addressed comprehensively through the DAVE project in conjunction with implementing accessible voting equipment in 2006.	

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Organizational Effectiveness				
Issue	Source	Recommendation Description	Progress	Implemented
Training (Poll Workers)	CEOC#75	Prepare a video for orientation, training and citizen education. Everyone should know how the system works both for absentees and those who vote at the polls, what the safeguards are, and the importance of the process.	An orientation video covering new legal requirements and cultural sensitivity issues was incorporated in to the Inspector training for 2004. Additionally, a video production geared toward newly registered voters and what to expect at the polls was produced in a project with the Seattle League of Women Voters. This program was aired on local access television programs and distributed to community organizations.	
Training (Poll Workers)	CEOC#76	Develop separate training sets for new and returning poll workers.	See response to 70.	

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Training (Poll Workers)	CEOC#77	Administer proficiency test at the end of the training sessions.	This specific recommendation has not been implemented. However, an interactive review of material covered in the training sessions was incorporated into the 2004 training curriculum. Additional methods are also being considered.	
Training (Poll Workers)	CEOC#81	Give trainers the tools they need, including courses in training..	The training model in 2004 included REALS staff training all Inspectors and a train-the-trainer program for the training of Judges. In 2005 additional research into the use of professional training resources is being considered.	
Training (Poll Workers)	CEOC#86	Suggested Minimum Standards: Poll workers understand how absentee system works.	Specific measurements and evaluation tools will be established through the Quality Assurance unit.	
Training (Poll Workers)	CEOC#70	Train all poll workers annually.	REALS has gone beyond this recommendation requiring poll worker training annually as well as election-date specific training for all elections since the 2004 primary.	√
Training (Poll Workers)	EC#15	The Elections Section should establish a poll worker performance tracking and evaluation program that can be used to improve poll worker performance through effective coaching, counseling and training.	Although more work remains, there has been progress. Canvass now records errors and these error logs are returned as feedback to inspectors in training classes. This is a good beginning and can be expanded by incorporating information from other processes such as troubleshooter logs.	
Training (Poll Workers)	ITFE-TR-Communications	Improve poll worker training	NA	

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Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Documentation	CEOC#52	Suggested Minimum Standards: All processes and procedures should be recorded according to best practices for technical documentation and disseminated to workers in the most appropriate form for the situation.	Documentation and maintenance of written procedures remains one of the most significant needs of the Elections Section. Significant resources are currently being devoted to this effort. Documentation of the EMVR project modeled some best practices in this regard. The expectation is to have base line documentation of all procedures by the end of August.	
Documentation	EC#10	The Elections Section should update its procedures annually, and create detailed procedure manuals for all critical election tasks. Priority in developing new, easy-to-use procedures should be given to those tasks that are generally assigned to temporary employees	Report notes improvements in several areas including procedures and practices for absentees ballot processing, canvass, information technology upgrades/new versions, phone bank, observers, etc., but more procedural refinements also noted in several areas.	
Documentation	CEOC#53	Suggested Minimum Standards: All procedures and user manuals should be edited – if not written – by professional technical communicators. (As with training expenditures, the investment has been shown to pay for itself in better performance.)	See response to 52. Professional resources from other county departments have been made available to help establish standards and to provide external review of documentation.	
Documentation	CEOC#6	The Elections Section should choose and implement a documented system of continuous review of processes to identify areas for improvement.	This is a key responsibility of the newly established Quality Assurance unit (2 positions) within REALS. We are currently in the recruitment/selection process for these positions.	
Documentation	CEOC#90	Ballot processing procedures at MBOS and the canvass process at the administration building should be documented in a clear step-by-step manner.	Detailed documentation of procedures are being updated and created for the 2005 primary and General Election. Following the 2004 election cycle a series of internal training programs specific to each task area at MBOS were developed and implemented. Training for temporary workers will be incorporated in the written training plan and the training program developed by the Elections Section Training Coordinator.	
Facilities	CEOC#142	Remote facilities should have monitored alarm and fire systems.	MBOS and the Election Distribution Center (EDC) have monitored security systems. The EDC is equipped with a sprinkler system. These requirements will be included in facility planning documents for a proposed consolidated facility.	√

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Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Facilities	CEOC#27	KC should reorganize and consolidate key parts of its elections operations	REALS is in full agreement with this recommendation and proposed such a consolidated facility in the 2004 Election Report Action Plan. This is listed as one of the primary goals in the 2005-06 Elections Section Business and Operating Plan.	
Facilities	CEOC#SOS/HSN: 0.1	SOS/HSN: Secure additional space in warehouse next door; Redesign layout for greater efficiency; Bring in more work stations for signature verification; Add shifts so equipment is fully utilized; Purchase more tabulating machines or if available, high speed tabulating equipment.	Each of these recommendations was completed prior to the 2004 primary and General Election. Further research on available high-speed tabulation equipment is being completed as part of the DAVE project in conjunction with purchasing accessible voting equipment.	
Facilities	EC#13	The Elections Section should consolidate and locate the entire phone bank in a single area with proximity to other voter services as well as provide sufficient phone lines and space for phone bank staff and supervisors. (Also see related procedural and training recommendations under Recommendation 14.)	The audit report recommended consolidating the phone bank and providing sufficient space. This is dependent upon obtaining a new and larger facility.	
Facilities	CEOC#28	All ballot processing should occur in a single facility which includes appropriate resources for materials handling, security, observations and basic comfort for election workers. Such a "permanent facility ought to be able to accommodate election date processing more efficiently and securely as well.	REALS is in full agreement with this recommendation. Significant facility improvements were implemented prior to the 2004 primary and General election including the construction of an isolated and secured GEMS Tabulation Room at the Administration Building, expansion and reconfiguration at MBOS and continued use of the Maynard Conference Room for phone bank and training activities. Additionally, the decision to lease and modify a facility for the manual recount was consistent with this recommendation.	
Facilities	EC#21-1	King County should acquire or lease a consolidated elections facility.	We did not inquire about the status of this recommendation. (Not part of this observation.)	
Facilities	ITFE-TR-Business Planning	King County Elections Section should stop making important business decisions without adopting comprehensive strategic plan, including those related to staffing and consolidating functions into one new building.	NA	

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IT	CEOC# SOS/HSN	SOS/HSN: adequate programming staff and that these employees be Elections Section staff with significant experience working in elections.	See responses to 29 through 33	
IT	CEOC#144	The Elections Section should investigate and determine cause of memory card failures.	REALS continues to monitor the reliability of memory cards used to facilitate timely reporting of election results. The number of memory card failures in 2004 and 2005 has not been significant.	√
IT	CEOC#19	Suggested Minimum Standard: Elections hardware, software and processes are adequate to meet statutory deadlines and best practices for elections.	Current hardware, software and processes meet statutory requirements and are considered adequate within the elections industry. The Quality Assurance unit will be responsible for ensuring an evaluation and review process to be sure this is continuous.	
IT	CEOC#22	Hardware, software, processes and facilities are adequate to meet all statutory deadlines. Equipment/software has only x hours of down time and x hours of maintenance per year.	Current hardware, software and processes meet statutory requirements and are considered adequate within the elections industry. The Quality Assurance unit will be responsible for ensuring an evaluation and review process to be sure this is continuous.	
IT	CEOC#29	Because quality information technology is so critical to conducting free and fair elections, the Elections Section must have adequate, reliable and dedicated IT support personnel and resources.	REALS concurs with this recommendation and has proposed the development of a Technical Support unit within the Elections Section – including a high level Technical Services Manager, systems analysts for both the EMVR and vote tabulation systems, a webmaster, and extended support for the Geographic Information Systems (GIS) unit.	
IT	CEOC#30	IT support could be provided using a matrix management model, where ITS could provide a dedicated staff person to the Elections Section, chosen by ITS with the agreement of Elections, under the authority and management of the director of Records, Elections, and Licensing Services (REALS) and the Elections Superintendent.	REALS made the decision to adopt a primarily internal support model as described in the response to 29.	
IT	CEOC#31	Alternatively, the Elections Section could have its own IT staff and resources under the authority and management of the REALS director and Elections Superintendent.	REALS elected to adopt this model. We are currently in transition to this model of primarily internal IT support.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
IT	CEOC#32	In either case, the Elections Section's IT staff resources should be functionally integrated with the King County Information Technology Services division to provide additional expertise and backup.	See response to 29 and 30.	
IT	CEOC#33	The REALS Director should make the decision about the IT model used.	The REALS Director evaluated the options and proposed the internal support model that the county has adopted. We are currently in transition to this model of primarily internal IT support.	
IT	CEOC#HSN	HSN: Elections Section should use the candidate filling application that is included in the DIMS system.	This recommendation was implemented in conjunction with the EMVR system.	√
IT	CEOC#SOS	The County should build or acquire a voter registration system that meets the needs of a county of its size	This was accomplished through the EMVR project and implementation of the DIMS system.	√
IT	EC#22	The Elections Section should develop DIMS Net system control procedures to ensure that requests for new software applications and modifications are compatible with the DIMS Net data exchange software.	There is a new Information Technology manager. Staff is becoming more knowledgeable of DIMS and GEMS. There are greater controls over requests for software applications and modifications. Policies are being set in place requiring version upgrade analysis and testing prior to deployment. We do not know if there has been any progress in developing a strategic information technology plan for Elections– this was not scheduled until 2006 and was not directly related to the election.	
IT	EC#23	The Elections Section should develop a strategic information technology plan to leverage its DIMS Net and other new technologies to support future election initiatives such as vote-by-mail and regional voting centers.	See #22	
Multilingual Requirements	CEOC#102	Produce election materials that are bilingual, instead of separate English language and Chinese language materials.	Extensive work has been done in creating bi-lingual voting materials. The April 2005 Special Election was conducted entirely by mail using a bi-lingual ballot rather than separate English and Chinese ballots. Almost all polling place notices and materials are now provided in a bi-lingual format. A bi-lingual voter identification card is currently in development.	√
Multilingual Requirements	CEOC#65	Work with political parties to enlist the help of high schools and colleges, perhaps making poll work a means of gaining class credit.	Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Multilingual Requirements	CEOC#64	Work with political parties to contact nonprofit groups that represent underrepresented populations.	Some work has been completed in this area by the poll worker coordinator. Further efforts and documentation are necessary to fully comply with the recommendation.	
Multilingual Requirements	EC#16	The Elections Section should continue to expand its efforts to recruit sufficient bilingual poll workers in compliance with Section 203 of the Voting Rights Act.	They met the recommendation regarding bilingual poll workers.	√
Multilingual Requirements	ITFE-TR-Training	Diversify pool of poll workers	NA	
Multilingual Requirements	CEOC#103	Closely monitor what other jurisdictions are doing to comply with the requirements for alternative languages.	Some effort has been made to monitor what other jurisdictions are doing to comply with Section 203 requirements. King County has prioritized meeting the expectations of the Section 203 Community Coalition. King County's efforts in this regard have been highlighted in publications reporting on compliance with the minority language requirements.	
Multilingual Requirements (poll workers)	CEOC#100	Ask party coordinators to recruit Chinese speaking workers	This request has been made. Most bi-lingual poll worker recruitment has been accomplished through the REALS Minority Language Coordinator and coordinated efforts with the Section 203 Community Coalition.	√
Multilingual Requirements (poll workers)	CEOC#101	Have the outreach coordinator evaluate the success of recruiting and retaining Chinese speaking workers.	Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	
Multilingual Requirements (poll workers)	CEOC#104	Suggested Minimum Standards: The number of Chinese speaking poll workers increases over time.	Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	
Multilingual Requirements (poll workers)	CEOC#105	Suggested Minimum Standards: Strive for at least one Chinese speaking poll worker for targeted polling places.	Documentation and measurement in this area of the Elections Section provides a model from which to build our comprehensive quality assurance activities.	
Multilingual Requirements (poll workers)	CEOC#99	Regularly recruit for Chinese speaking poll workers.	Recruitment of bi-lingual poll workers is ongoing. REALS has employed a system that included placement of bi-lingual poll workers at specific poll sites determined to have the highest need for bi-lingual services as well as employing roving bi-lingual poll worker assistants throughout the county.	√
Multilingual Requirements (poll workers)	CEOC#98	Increase outreach activities on multiple fronts – such as the National Asian Pacific American Legal Consortium (NAPALC) and local APA workshop held in January 2004.	Significant effort has been extended to provide outreach and information related to the Section 203 Voting Rights Act minority language requirements.	
Political Party Observers	CEOC#92	Continue with current usage of paid political observers.	REALS has continued and expanded the use of paid political party observers.	√

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Political Party Observers	CEOC#93	If available, distribute training curriculum provided by Secretary of State to all observers and temporary workers.	While some orientation materials were provided – and development of others began – further work and implementation of the recommendation is needed.	
Political Party Observers	CEOC#97	Provide to observers a written copy of the procedure they are observing.	See response to 93.	
Procedures	CEOC (unnumbered)	New (expanded) – Significant errors in 2004 General	See responses to 106 through 113.	
Procedures	CEOC (unnumbered)	New – Problems during 2004 General	Based on issues associated with the 2004 General Election, several new processes and reports have been developed and implemented during the 2005 Special Election cycle.	
Procedures	CEOC#107	Estimate the number of provisional ballots that will be returned during the 2004 presidential election and person hours required to process them to ensure adequate staffing.	While a specific estimate was not established, the expectation for increasing numbers of provisional ballots was inherent in the planning for the 2004 General Election. Despite that planning, the record setting number of provisional ballots exceeded all expectations and proved the planning efforts insufficient to properly prepare for processing the number of provisional ballots cast.	
Procedures	CEOC#108	Consider establishing a position of provisional ballot judge for general elections in high turnout polling places.	Additional poll workers were strategically assigned in anticipation of increasing numbers of provisional ballots. A specific position of provisional ballot judge was not designated. Further consideration and assessment of this recommendation is being considered for the 2005 General Election.	
Procedures	CEOC#109	During the canvass process, track the number of provisional ballots counted by poll machines each election.	Efforts were made to track the number of provisional ballots run through Accu-vote machines at poll sites, but the reporting was not thorough enough and did not adequately demonstrate the significance of this problem.	
Procedures	CEOC#110	Determine provisional ballots counted by poll machines during the canvass process and subtract from machine totals	This recommendation cannot be accomplished as ballots run through Accu-vote machines are not identified to a particular voter (secret ballot) and there is no legal authority to subtract votes from the machine totals.	
Procedures	CEOC#111	Track the error rate and if significant, implement procedural and/or technical changes to reduce errors.	Procedural, legal and technical changes are being implemented in 2005 in recognition that the error rate with provisional ballots in 2004 was significant and unacceptable.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Procedures	CEOC#112	Consider strategies – such as color coding ballots – so that they can be identified more easily during canvass.	New legal requirement for provisional ballots will be implemented in 2005 to address many of the significant issues that occurred with provisional ballots in 2004. REALS is completing testing on processes to comply with these new legal requirements.	
Procedures	CEOC#132	Continue the practice of utilizing political observers to view and sign off on the logic and accuracy test.	REALS has continued and expanded this practice.	√
Procedures	CEOC#133	Schedule the official logic and accuracy test at MBOS at least four business days before the election.	REALS has complied with this recommendation in every election in 2004 and 2005.	√
Procedures	CEOC#134	Repeat the logic and accuracy test after tabulation is complete.	See response to 131.	
Procedures	CEOC#135	Continue the practice of conducting informal internal logic and accuracy tests prior to the official one.	REALS has complied with this recommendation in every election in 2004 and 2005.	√
Procedures	CEOC#136	Consider conducting an informal logic and accuracy test on Election Day prior to the start of tabulation.	While an election day logic and accuracy test is not conducted, the security of the database and the vote tabulation system is demonstrated in the presence of observers. After the materials are unsealed and reviewed, the database is loaded into the system and a “zero report” is run and verified prior to running official ballots through the system.	
Procedures	CEOC#137	If the voting system has the ability to produce absentee results by batch, one batch from each machine, picked at random, should have one race hand counted to verify the accuracy of each machine.	This recommendation has not been fully evaluated at this time. Washington State law prohibits re-opening the sealed ballot containers and conducting additional counts of ballots unless a discrepancy or error has been identified – or in the case of a mandatory recount in a close race. (RCW 29A.60.110, 29A.60.210)	
Procedures	CEOC#138	Each election, randomly choose one polling place to audit. That audit would include a full recount of all races and issues and a hand recount of one race or issue. Notice of the random audit provision should be included in poll worker training.	Washington State Election Law (RCW 29A.60.170 (3)) provides for the political party observers, by mutual agreement, to select up to three precincts for a manual count of the votes cast on any office or issue. The results of this manual count are then compared to the count as reported from the precinct counter.	√
Procedures	CEOC#154	If and when King County holds a countywide vote-by-mail election, it should include with each ballot an application for ongoing absentee voting status.	No such countywide election opportunity has been presented. The April 2005 Special Election was conducted entirely by mail. See response to 153	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Procedures	CEOC#156	Ensure that the voting process has as few barriers as possible – making voters aware of all of their options, including voting by mail.	King County's significant voter outreach and education efforts have highlighted the existing choices available to voters.	
Procedures	CEOC#157	Have poll workers account for absentee ballots dropped at polling places to see how many voters are actually using that drop-off option.	This was implemented at the suggestion of the original Citizens' Election Oversight Committee and is tracked in all elections through the ballot accountability sheet completed by poll workers.	√
Procedures	CEOC#54	Suggested Minimum Standards: They should also institute a quality assurance process that involves users in creating, testing, and updating of documentation.	This recommendation is, in part, what is contemplated with the development of the Quality Assurance unit.	
Procedures	CEOC#55	Suggested Minimum Standards: There should be a formal and convenient method for employees to submit feedback on procedures.	Establishment of performance measures and benchmarks will be developed through the Quality Assurance unit.	
Procedures	EC#11	The Elections Section should continue instituting new control procedures for printing ballots on demand, such as using common ballot stock.	We were able to confirm that Headquarters had made many of the changes as described in the audit report. There is still important work to be done at TEA and MBOS.	
Procedures	EC#5	A draft event calendar should be completed and circulated at least six months before a primary or general election in the future in accordance with best election practices.	No apparent progress.	
Procedures	EC#9	The Elections Section should implement procedures to ensure that scanning of new voter registration signatures and correction of all voter registration files are completed before each election.	Signatures were scanned and as much work as possible was done to correct voter registration files before the election.	
Procedures	ITFE #4	During recounts, place two election observers at or adjacent to counting stations.	NA	
Procedures	ITFE-TR-Busines Planning	Adopt improved policies and procedures to improve accuracy and accountability	NA	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Procedures	ITFE-TR-Communications	Improve ease of voting and accuracy of elections through poll site design	NA	
Security	CEOC#114	Security Principles: Make safeguarding the secrecy of each individual ballot and legitimacy of every result a top priority in the core mission statement for the Elections Section.	REALS believes this principle is inherent in the Elections Section's mission statement and that employees recognize the importance of safeguarding the secrecy of ballots. The organization also acknowledges the need – based on the 2004 elections – to ensure a more robust and reliable means of ensuring the accuracy and legitimacy of election results.	
Security	CEOC#116	Security Principles: Strike the right balance between the voter's right to a secret ballot, the necessity to safeguard the election system from security threats, and the openness required so that voters and observers can understand and evaluate the election process and its security.	See response to #114	
Security	CEOC#117	Develop a security plan covering all election operations that: identifies and assesses risks (rated by severity and probability); evaluates options for mitigating risks; requires that vendors submit similar written security plans; establishes written security policies and procedures for all aspects of the election process; and is clear, comprehensive, and genuinely helpful to election workers and vendors in fulfilling their legal and contractual responsibilities.	A written security plan is being drafted and is part of the 2005-06 Elections Section Business & Operating Plan. Plan due date 8/10/05	
Security	CEOC#118	Require full background checks for all county employees and vendor representatives who have a significant responsibility for election security, with the object of identifying and weeding out individuals with a documented history of fraud, embezzlement, computer hacking or other serious misconduct that poses a direct threat to elections security and public confidence.	Language was added to all new Information Technology contracts requiring certification of background checks for those vendor employees engaged in the King County contracts. Similar requirements have been or are being considered for Information Technology staff within the Elections Section. Beyond this, REALS priority is to have security protocols and procedures in place that minimize vulnerability of our systems.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Security	CEOC#119	Institute an annual or biennial election security review for all Elections Section work units and vendors, to evaluate and improve security for voter registration, ballot printing, absentee mailings and returns, poll site voting and ballot tabulation.	The suggested annual/biennial security review will be part of the documented Security Plan currently being developed (see response to 117). A thorough security review of the Election Management and Voter Registration (EMVR) system was conducted during the system acceptance period.	
Security	CEOC#120	Document via logs and other written documents as much of elections process and security protocol as possible, and evaluate this information on a regular basis to ensure compliance, and also to evaluate the information thus provided.	Security logs and protocols have been implemented. Review and further evaluation of these processes will be a part of the written Security Plan currently being developed (see response to 117).	
Security	CEOC#121	Require two or more authorized election workers to work with, monitor and double-check each other on ballot enhancements and important jobs where this precaution is either required by law or would enhance election security; just as important, make sure that the rationale behind this requirement is included in training and instructions.	The suggested dual-control process is in place. Further documentation and training in this area is needed and will be addressed through the formalized training program and the work of the Quality Assurance unit. Ballot enhancement was eliminated by the 2005 Washington State Legislature. Dual-control and observation is still critical to the accuracy and transparency of the ballot duplication process.	√
Security	CEOC#122	Give the Elections Section IT and other technical staff specific, ongoing responsibility for ensuring election security, including the job of anticipating problems, evaluating performance and making necessary upgrades and improvements.	These roles and responsibilities are included in the work program for the internal Elections Technology Support unit. Currently, we are in transition from a shared support model with the county's ITS Division to a complete IT unit within Elections.	
Security	CEOC#123	Continue the new policy of keeping the GEMS voting tabulation computer system hardware and software separate from all other computer programs, links and activities and in an isolated, secure facility.	This policy remains in tact and was adhered to during the 2004 election cycle. Additionally, physical isolation and security of the GEMS servers at both the Administration Building and the Mail Ballot Operations Satellite (MBOS) were implemented prior to the 2004 primary and General Election.	√
Security	CEOC#124	Provide even more space and better facilities for the main computer room, improve the physical separation of observers and the tabulation process within the computer room, and make it possible to accommodate observers without impeding the tabulation process.	See response to 123. These physically secured areas also provide for observation and transparency of the vote tabulation and reporting processes.	√

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Security	CEOC#125	Increase the existing role of Elections Section staff in monitoring and supervising the important work of vendors in preparing and processing ballots. For example, have at least two people – one staff member and one other individual – accompany every drop-off or pickup of vote-by-mail ballots to or from the United States Postal Service.	REALS process in the 2004 primary and General Election – and all 2005 special elections – was consistent with this recommendation. Currently, consideration of systems that would further minimize the use of third-party vendor facilities in the processing of returned/voted ballots is occurring. REALS maintains a chain of custody and staff is present with voted ballots throughout the entire process once received from the U.S. Postal Service.	
Security	CEOC#127	Continue to address and rectify the security problems noted in the election reviews, including ongoing monitoring of compliance with new policies and procedures.	These issues have been comprehensively addressed through the physical isolation of the GEMS servers and implementation of more robust security protocols such as dual-control access, etc. Additionally, REALS goes beyond the minimum legal requirements for ballot security (numbered seals and logs) through the secured ballot cage at MBOS, uniformed law enforcement presence during ballot processing, electronic security monitoring at MBOS, and King County security video surveillance at the Administration Building.	√
Security	CEOC#128	Create additional checks and double-checks throughout the election management system, thus improving deterrence against potential election fraud and abuse and also the ability to detect, rectify and punish any actual criminality or misconduct.	See response to 127.	
Security	EC#21-2	Implement security upgrades, and develop appropriate procedures	Electronic keying installed in new cage in TEA where canvass take place; new camera installed at MBOS aimed at cage; uniformed security personnel present 24/7; and cages at MBOS extended to ceiling, and windows and vents secured.	√
Security	CEOC#129	Ensure that the new voter registration system being developed in compliance with HAVA includes ample security in its makeup and coordination with other systems.	A comprehensive security review was conducted as part of the systems acceptance period during implementation of the EMVR system. King County information technology governance processes require security reviews and evaluations for all new IT projects and system implementations.	
Security	CEOC#139	The Elections Section should create and review and update periodically emergency preparedness policies and procedures.	This need remains to be addressed. Emergency preparedness will be included in the Crisis Communications Plan and in the Security Plan currently being developed. Due date for both plans in 8/10.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Security	CEOC#141	For comparison purposes, the Elections Section should examine the emergency preparedness procedures in surrounding and similar-sized counties	The recommended comparison has not been completed. REALS did share the information listed in the response to 140 with other jurisdictions. This recommendation can be incorporated in to the development of the Crisis Communications Plan and written Security Plan currently being developed.	

Appendix IV. Recommendation Matrix

Election Operations				
Issue	Source	Recommendation Description	Progress	Implemented
Security	CEOC#34	The County must ensure adequate oversight when using outside vendors.	REALS concurs with this recommendation. Extensive county oversight was provided during the implementation of the EMVR project. Elections staff is present during the printing and insertion of ballots and the sorting of returned ballots, which is part of our ballot processing contract with Diebold Election Systems. A project team has been established for oversight of the disability access voting equipment (DAVE) project.	
Security	EC#4	Elections Section management should assign staff to develop a comprehensive disaster plan to ensure the rapid and complete response and recovery of the county elections operations before, during, or following an emergency or disaster.	There is a good media/communications plan but work is still needed for emergency operations such as earthquake, etc.	
Vendor Relations	CEOC#35	The County must either award bids to vendors who themselves will monitor and report on election activities daily or provide the appropriate funding to hire full time staff to track, monitor and take a proactive approach towards supervising vendors.	See response to 34.	
Vendor Relations	CEOC#36	Minimum Standards: Staffing levels are adequate to meet election activity needs.	See response to 34.	
Vendor Relations	CEOC#37	Minimum Standards: Vendors provide "solid" dates for dropping mail with stiff penalties attached.	See response to 34. These specific requirements and minimum standards will be reviewed when contract renewal or bidding occurs.	
Vendor Relations	CEOC#38	Minimum Standards: Vendors outline clearly steps taken to ensure election integrity.	See response to 37.	
Vendor Relations	CEOC#39	Suggested Measurements: Yearly review of vendor contracts to evaluate performance, cost, and quality control.	See response to 37.	
Vendor Relations	CEOC#40	Suggested Measurement: Establish a performance check-off list to determine whether vendor's work was adequately completed.	See response to 37.	
Voter Registration	CEOC#HSN	Purchase a version of the Data Information Management System (DIMS) or a similar election management/voter registration system that is compatible with the Elections Section's computers	This was accomplished through the EMVR project and implementation of the DIMS system.	√

Appendix IV. Recommendation Matrix

Public Policy				
Issue	Source	Recommendation Description	Progress	Implemented
Ballot Regulations	ITFE #9	Require that state and county elections officials receive all ballots by eight o'clock on election night, except for military and out-of state voters	NA	
Ballot Regulations	EC#18	The County Council should consider proposing amendments to state statutes to allow final processing of absentee ballots one week prior to an election, but not releasing the official results until the poll ballots are counted on election night.	The Executive response to the audit suggestion regarding legislative change was that it would be included in the county's 2006 legislative agenda.	
Ballot Regulations	EC#7	The County Council should consider proposing changes to Washington State law that permit candidate filing to begin and end earlier—possibly 60 days prior to Election Day—to allow for more time to mail absentee ballots for primary elections. In addition, the council should consider proposing an earlier date for primary elections, possibly in early June or late May, and allowing more time (up to 28 days) for the canvass.	Unknown. Executive response to audit indicated this would take place in 2006.	
Election Process Requirements	ITFE #5	Change the date of the primary election to the first Tuesday of June.	NA	
Election Process Requirements	ITFE #6	Reduce from six to four the number of elections held in Washington State during the calendar year	NA	
Election Process Requirements	ITFE #8	Provide that only one hand recount be conducted when nessesary.	NA	
Governance	EC#1	The County Executive, in cooperation with the County Council, should strengthen the management structure of elections by elevating the Elections Section to division status with dedicated elections management reporting to the County Administrative Officer/Director of Executive Services.	Unknown	
Governance	ITFE-TR-Leadership	Elevate the importance of elections within King County Government	NA	
Governance	TFE#2	Consider a long-term change in elections governance and accountability.	Unknown	

Appendix IV. Recommendation Matrix

Public Policy				
Issue	Source	Recommendation Description	Progress	Implemented
Precints	CEOC#145	The CEOC reviewed the issue of consolidating precincts, and believes it needs further study. Factors that need to be considered are:	This analysis is being conducted in association with the project to implement the disability access provisions of the Help America Vote Act.	
Precints	CEOC#146	Factors: Measure the effect precinct consolidation will have on turnout. Determine whether increasing precinct size leads to lower turnout, because precinct committee officers may not have a precinct size that is easily door belled by one person.	See response to 145 -- *Note there is no evidence linking decreased turnout to the size of a voting precinct.	
Precints	CEOC#147	Factors: Determine the potential cost savings. Printing costs may or may not be reduced if there are fewer precincts and ballot styles.	See response to 145 -- *Note analysis will demonstrate that there is significant savings in printing when the number of precincts and/or ballot styles is decreased.	
Precints	CEOC#148	Factors: Determine if reducing the number of precincts and ballot styles would in fact reduce the likelihood of errors.	See response to 145 -- *Note this is a commonly accepted assertion within the elections community.	

Appendix IV. Recommendation Matrix

Public Policy				
Issue	Source	Recommendation Description	Progress	Implemented
Precincts	CEOC#149	Factors Determine a time for precinct consolidation. In the wake of HAVA, it may be less expensive to re-district the precinct at the time King County must produce a list for the Secretary of State's "master file."	This determination is being made in concert with the implementation of the disability access provisions of the Help America Vote Act.	
Precincts	CEOC#150	Factors: Create a working group that includes pro-consolidation representatives and anti-consolidation representatives. This group should include representatives of the major political parties, County Council, state legislative caucus, the Elections Section, the Municipal League, the League of Women Voters, and at-large members.	A stakeholder group similar to that which is suggested in this recommendation will be established in concert with the implementation of the disability access provisions of the Help America Vote Act.	
Precincts	CEOC#151	Factors: Develop a list of alternatives to precinct organization currently established in state law such as: proposing state legislation that would make the number of precinct committee officers (PCOs) proportional to the number of registered voters in a precinct; or enabling county political parties to add additional PCOs to the ballots at their discretion.	The REALS Director has consistently participated in legislative efforts of the Washington State Association of County Auditors and the Secretary of State's office advocating for policy changes that eliminate barriers to precinct consolidation.	
Precincts	EC#12	The County Council should consider proposing language to amend RCW 29A.80.051 so that the rules for electing precinct committee officers are more closely aligned with those used in the State Constitution for election of superior court judges.	Unknown. Executive response to audit report indicated this would take place in 2006.	
Vote by Mail	CEOC#14	Elections section must closely examine election trends-such as mail vs. poll voters to determine impact on cost and resources	These trends are analyzed on an ongoing basis – Specifically, these are areas that were looked at in response to proposed state legislation and in determining the manner in which to conduct the 2004 "Montana-style" primary.	
Vote by Mail	CEOC#143	King County should continue to strategically manage its polling location inventory downward, identifying low-production locations and moving toward optimum sizing (which may be different for urban, suburban and rural areas). Note that this process will be significantly different if the County moves towards fewer precincts and/or all-mail balloting.	REALS concurs with this recommendation and has been cognizant of this issue during the implementation of the 2005 council district redistricting/re-precincting initiative. As a result the number of poll sites has decreased from 540 to 532 since the 2004 election. This will be a key element of implementing the disability access provisions of the Help America Vote Act and has been identified as such in that project.	

Appendix IV. Recommendation Matrix

Public Policy				
Issue	Source	Recommendation Description	Progress	Implemented
Vote by Mail	CEOC#152	The CEOC examined the issue of moving to all vote-by-mail elections, but recommends that the issue be studied further.	REALS concurs with this recommendation. We have included questions related to a proposed move toward vote-by-mail in our public engagement/focus group contract. Additionally, the April 2005 Special Election was conducted entirely by mail. REALS advocated for changes in state law to allow for a local government decision to determine whether or not to conduct elections by mail. External oversight groups have also weighed in on this issue.	√
Vote by Mail	EC#24-1	The County Council should pursue a study exploring the programmatic and financial advantages and disadvantages of three election alternatives: exclusive voting by mail; a combination of voting by mail with regional voting centers; and maintaining the status quo.	Unknow	
Vote by Mail	TFE#3	Institute vote-by-mail and regional voting centers in 2006.	NA	
Vote by Mail	CEOC#153	King County should have the capacity to hold a countywide vote-by-mail election and should demonstrate that capacity by holding such an election when there is an opportunity to do so.	King County does not currently provide adequate facilities with capacity to securely and properly administer a countywide election entirely by mail. This need has been highlighted in advocating for a consolidated election facility.	
Vote by Mail	CEOC#155	Since there are state government and other forces pushing toward an all vote-by-mail system, the County should analyze the cost effectiveness of such a system.	REALS has conducted some preliminary analysis on the costs associated with an all mail system in comparison to the current combined poll site and mail system.	
Voter Registration	TFE #7	Simplify the process of restoring voting rights for former felons.	NA	

Appendix IV. Recommendation Matrix

Strategy				
Issue	Source	Recommendation Description	Progress	Implemented
Budgeting	CEOC#12	Elections should be a core function of County government and must be funded adequately to ensure public confidence.	REALS believes that the county has recognized elections as a core function of county government. Based on issues associated with the 2004 elections, a funding proposal addressing adequate resources is pending before the County Council.	
Budgeting	CEOC#13	The County needs to closely examine the financial requirements of elections every year to ensure that funding is sufficient. This can be accomplished in part by analyzing the number and type of elections to be held in the next calendar year.	This process is completed in conjunction with the annual budgeting process.	
Budgeting	CEOC#15	Both operating and capital needs must be regularly evaluated.	This process is completed in conjunction with the annual budgeting process. Significant documentation and tracking has been conducted in concert with advocating for a consolidated elections facility.	
Budgeting	CEOC#16	Expense categories must be sufficiently detailed to track cost effectiveness over time as compared internally and to comparable jurisdictions.	Greater detail has been provided with election cost allocation documentation. Further detail and delineation of costs remains a priority for REALS.	
Business Plans	ITFE-TR-Business Planning	Develop strategic plan	NA	
Business Plans	ITFE-TR-Leadership	Establish vision for Elections Section that includes :a strategic plan with input from staff articulating how vision will be operationalized, performance measurement to evaluate progress, and the creation of an annual report to the public on articulating progress made based on performance measures	NA	
Oversight	CEOC#23	King County should establish a means of periodic independent oversight of the Elections Section.	This is occurring through the re-establishment of the Citizens' Election Oversight Committee, an Independent Task Force on Elections appointed by the Executive, and an independent, external audit contract under the direction of the County Council. Additionally, REALS initiated a public engagement contract to provide feedback and data through commercial focus groups with random groups of voters, poll workers and election observers.	

Appendix IV. Recommendation Matrix

Strategy				
Issue	Source	Recommendation Description	Progress	Implemented
Oversight	EC#17	The Elections Section should secure available funding from the Secretary of State's Office to retain a planner to complete a report documenting the accessibility status of its polling sites and to develop recommendations for improvement.	They have begun moving inaccessible polls. They have begun process to receive funds and hire an analyst to assist in meeting goals.	
Organizational Strategy	ITFE #10	Committed leadership: King County leadership must be committed to addressing the public's concerns and perceptions about the elections system.	NA	
Organizational Strategy	ITFE#11	Proactive leadership: The King County Executive must take an active role in and be held accountable for fixing the problems that will restore public trust and confidence in the system.	NA	
Organizational Strategy	ITFE#13	Champion elections reform: The elections director must be committed to these recommendations as the "road map" for elections reform.	NA	
Organizational Strategy	ITFE # 12	Broad-based participation in solutions: The King County Executive must engage a bipartisan cross-section of citizens to work with the County to achieve election reform.	NA	
Organizational Strategy	ITFE#15	Sustained effort: Given that some of the Task Force's recommendations are likely to be controversial, the County must also embark on a broad education effort for citizens, local elected officials, the State Legislature, political parties, and other key stakeholders such as business, labor, education, civic groups and the media.	NA	