

**Council of the District of Columbia**  
**COMMITTEE ON THE JUDICIARY**  
**PERFORMANCE OVERSIGHT HEARING**  
1350 Pennsylvania Avenue, N.W., Washington, D.C. 20004

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January 27, 2015

Cliff Tatum  
Executive Director  
District of Columbia Board of Elections  
441 4th Street, N.W., Suite 250 North  
Washington, D.C. 20001

Dear Director Tatum:

The Committee on the Judiciary will hold performance oversight hearings on agencies under its purview between February 12, 2015, and March 12, 2015. The Board of Elections' hearing will be held on **Thursday, February 12, 2015**, at 10 a.m. in Room 500. In preparation for your hearing, the Committee is sending the following questions for your response.

Please submit your responses no later than close of business **Monday, February 9, 2015**. If you need to discuss any of the questions, please contact Kate Mitchell, Committee Director, at [kmitchell@dccouncil.us](mailto:kmitchell@dccouncil.us) or (202) 727-8275.

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

See attachment 1.

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

See attachment 2.

The Board of Elections (BOE) currently has 35 full time employees (FTEs). Our temporary work force expands to 30 or more employees referred to as "WAEs" - - "While Actually Employed" - - during each scheduled and unscheduled election event.

There are currently four (4) permanent (regular/term) vacant positions: (2) Voter Registration Clerks; (1) Warehouse Supervisor; and (1) newly created position titled "Election Voter Services Specialist".

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

The BOE made several procedural changes during the previous year related to processing voter registrations and absentee ballot requests. These changes involved shifting personnel to different areas to support and prevent any particular unit from being over burdened with heavy volume of work associated to each election. We've made several changes to existing work processes with the goal of substantially improving productivity, efficiency and quality toward customer satisfaction.

In addition, we combined several vacant positions into critical areas to offer more support to the administrative process. Through this combination, we created a Warehouse Supervisor; a Voter Education and Outreach Coordinator and an Election Management Advisor. The Voter Education & Outreach Coordinator was filled on July 13, 2014, and the Election Management Advisor position was filled by a temporary employee on December 2, 2014.

The Board filled the following critical positions in 2014: Information Technology Specialist, CS-12 - filled on September 21, 2014; Public Affairs Specialist (PIO) position, CS-13, - filled on September, 22, 2014; and the Supervisory IT Specialist (CTO) - filled on December 15, 2013. Finally, the Board's Data Systems Manager, MSS-13 position was filled on February 2, 2015.

2. Please provide a complete, up-to-date position listing for your agency, which includes the following information:
  - Title of position
  - Name of employee or statement that the position is vacant, unfunded, or proposed
  - Date employee began in position
  - Salary and fringe benefits, including the specific grade, series, and step of position
  - Job status (continuing/term/temporary/contract)

*Please list this information by program and activity.*

See attachment 3.

3. Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?

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

New measurements and expectations are being discussed by senior management to ensure the workforce continues to meet its expectations and to expand the growth and opportunities of each employee. With the increase in network performance and system development, we will be able to evaluate productivity in a much more detailed manner.

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

No BOE employees were detailed to or from another agency.

5. Please provide the Committee with:

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

NAME	MODEL	PHONE #
Clifford Tatum	Blackberry, I pad	(202) 441-1110
Berlinda Stanback	I phone 5	(202) 441-1100
Darlene Horton	I phone 5	(202) 441-1101
Randy Legette	I phone 5	(202) 441-1103
Antoine Fagan	I phone 5, I pad	(202) 441-1104
Karen Brooks	I phone 5	(202) 441-1105
Shirley Jackson	I phone 5	(202) 441-1107
Robert Hunter	Droid Razr	(202) 441-1108
Sylvia Adams	iPhone 5, I pad	(202) 441-1117
Arlin Budoo	I phone 5, I pad	(202) 441-1118
Kathy Fairley	I phone 5	(202) 441-1119
Denise Tolliver	Iphone 5, I pad	(202) 441-1121
Duan Jones	Iphone 5	(202) 834-6334
Kenneth McGhie	Blackberry	(202) 253-1741
Terry Stroud	Droid Razr	(202) 631-5266
Rudolph McGann	Droid Razr	(202) 631-5267
Karla Garcia	Droid Razr	(202) 631-3159
Eric Olsen	Iphone 5	(202) 631-2683

Margarita Mikhaylova	Iphone 5	(202) 579-6404
Tamara Robinson	Iphone 5	(202) 631-2390
David Levine	Iphone 5, I pad	(202) 631-1821

America’s Choice National Shared 400 Minute Plan/\$48.99 per month with each additional minute costing .40 (Government Shared Plan)

America’s Choice National Shared 400 Minute Plan/\$33.19 per month with each additional minute costing .45 (Government Shared Plan).

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

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

BOE currently has in its possession, a 2012 Mitsubishi box truck and two leased vehicles - - a 2013 Ford E-50 cargo van and 2013 Dodge Caravan --. Both leased vehicles use E85 fuel. All vehicles are maintained at the warehouse and are utilized by warehouse employees who must routinely travel to and from motor voter registration agencies and voter outreach activities. These vehicles are not assigned to any one employee.

- A list of employee bonuses or special award pay granted in FY14 and FY15, to date

None.

- A list of travel expenses, arranged by employee

See attachment 4.

- A list of the total overtime and worker’s compensation payments paid in FY14 and FY15, to date

In FY 14 the overtime payment totaled \$205,891 for WAEs and \$173,305 for FTEs; and in FY15 the overtime payment totaled \$167,131 for WAEs; and \$116,531 for FTEs. There have been no workers compensation claims or payments made during these fiscal years.

6. Please provide a chart showing your agency’s approved budget and actual spending, by division, for FY14 and FY15, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

See attachment 5.

7. Please list any reprogramming, in or out, which occurred in FY14 or FY15, to date. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

See attachment 6.

8. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY14 or FY15, to date.

See attachment 7.

9. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY14 or FY15, to date. For each account, please list the following:
- The revenue source name and code
  - The source of funding
  - A description of the program that generates the funds
  - The amount of funds generated by each source or program in FY14 and FY15, to date
  - Expenditures of funds, including the purpose of each expenditure, for FY14 and FY15, to date

None.

10. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:
- A description of each project
  - The amount of capital funds available for each project
  - A status report on each project, including a timeframe for completion
  - Planned remaining spending on the project

None.

11. Please provide a complete accounting of all federal grants received for FY14 and FY15, to date.

See attachment 8.

12. What steps were taken during FY14 to reduce agency energy use?

BOE leases two ethanol fuel vehicles in an effort to decrease emissions and support energy security. BOE is in the process of migrating its aging analog phone system to a more efficient Voice Over Internet Protocol (VOIP) phone system.

13. Please identify any legislative requirements that the agency lacks sufficient resources to properly implement.

None.

14. Please list all regulations for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.

Subject of Rulemaking	Date of Publication of Proposed or Emergency and Proposed Rulemaking in DCMR	Date of Publication of Final Rulemaking in DCMR
<p>Organizational and editorial changes to chapters 6, 7, 10, 11 and 13 – 17. Rules concerning ballots were removed from these chapters and placed in a new Chapter 12, “Ballots.” Chapters 10, 11 and 13-17 include amendments concerning non-resident petition circulators which would bring the rules into conformity with the Board of Elections Petition Circulation Requirements Amendment Act of 2013 effective October 17, 2013 (D.C. Law 20-0031; 60 DCR 11535). Amendments to Chapter 5 revise the effective date of changes to party affiliation status on applications received fewer than 30 days prior to a primary to be the date following the scheduled primary. Amendments to Chapter 20 revise rules to mirror the processing procedures of FOIA requests at subordinate agencies.</p>	<p>11/12/13 (DCR 60/50)</p>	<p>1/24/14 (DCR 61/4)</p>
<p>Amendments to chapters 10-11, and 14-17 establish the</p>		

maximum number of signatures that the Board will consider on nominating and ballot measure petitions, and provide that the Board will accept only the number of petition sheets that bear the maximum number of signatures allowed and will return the petition sheets containing signatures in excess of that number.	5/9/14 (DCR 61/20)	7/11/14 (DCR 61/29)
Amendment to Chapter 12 determines the order of contests and questions on the Primary, General, and Special Election ballots. The position of Attorney General is added to the list of contests.	8/15/14 (DCR 61/34)	10/10/14 (DCR 61/42)

15. Please list each new program implemented by the agency during FY14 and FY15, to date.

For each initiative please provide:

- A description of the initiative
- The funding required to implement to the initiative
- Any documented results of the initiative

For FY 14 and 15, BOE implemented the following new programs:

Online voter registration using a mobile app service that allows a resident to register to vote and request an absentee ballot using a smart phone or tablet device. The creation of the app was implemented using a \$96,000 federal grant received from the Federal Voting Assistance Program (“FVAP”). The grant was offered to multiple jurisdictions to assist with creating online programs for assisting military and overseas citizens with registering and requesting an absentee ballot.

The Mobile app (“DCBOE Vote”) received a total of 37,554 visits from 31,365 users, which resulted in 133,357 page views. Of the 37,554 visits, 20.8% were returning visitors and 79.2% were new visitors, and 1,190 submitted a voter registration application, seven (7) submitted a Federal Post Card Application (FPCA), and 129 submitted an absentee ballot application.

BOE also partnered with the Voter Information Project (“VIP”), a partnership among The Pew Charitable Trusts (“Pew”), Google, and election officials. VIP works with states and local governments across the country to provide online official election information to voters,

including ballot content and where to vote. Throughout 2014, the Board provided VIP with information (ballot, candidates, and polling places) that could be accessed by voters through a variety of electronic devices, mobile applications, and websites. For the General Election, Pew collaborated with The Internet Association<sup>1</sup> to create gettothepolls.com, a site used by more than 74,000 users in D.C. An embeddable lookup tool developed by VIP was also featured on several D.C. media and campaign websites, including the Washingtonian, the Washington City Paper, NBC Washington, Fox 5 DC, and the DCist.

The VIP project did not require any funds to implement.

Early Voting wait time web application, “The Queue”. “The Queue” provides real time wait times for each early voting location, as well as the address of the site, a picture of the site, and the hours of operation. “The Queue” received over 25,000 visits from mobile devices, tablets, and desktop computers. “The Queue” continues to be a valuable resource for voters and an invaluable management tool for BOE.

The cost for creating the Queue was included in the Website maintenance agreement with our existing website vendor.

Data Collection Team. BOE deployed data collection teams on Election Day to track performance in several polling places. The data collection teams were made up of five (5) groups of three (3) workers. The teams were assigned to five (5) of the busiest polling places to observe and evaluate the election process, including the amount of time it took for voters to check in, receive their ballot, and vote.

The cost of this initiative was very minimal – (pay for 15 poll workers).

Electronic Registration Information Center (“ERIC”). For this election cycle BOE sent its voter registration data to ERIC for inclusion and analysis. As required by the ERIC agreement, we processed an eligible but unregistered voter file and sent a letter to each person on the list encouraging each person to register to vote and participate in the election process. We are now processing the next level of reports that will identify any DC registered voter who might be registered in another state. This report will allow us to include those voters in the post general election canvass process.

16. Please provide a list of all studies, research papers, and analyses (“studies”) the agency requested, prepared, or contracted for during FY14 and FY15, to date. Please state the status and purpose of each study.

Data Collection Team. BOE deployed data collection teams on Election Day to track performance in several polling places. The data collection teams were made up of five (5) groups of three (3) workers. The teams were assigned to five (5) of the busiest polling places to

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<sup>1</sup> The Internet Association is an entity that is committed to advancing policies that protect the Internet’s future. More information can be found at [www.internetassociation.org](http://www.internetassociation.org)

observe and evaluate the election process, including the amount of time it took for voters to check in, receive their ballot, and vote.

17. Please explain the impact on your agency of any legislation passed at the federal level during FY14 and FY15, to date, that significantly affected agency operations. If regulations were the shared responsibility of multiple agencies, please note.

None

18. Please provide a list of all MOUs in place during FY14 and FY15, to date.

See Attachment 9.

19. Please list each contract, procurement, lease, and grant ("contract") awarded, entered into, extended and option years exercised, by your agency during FY14 and FY15, to date. For each contract, please provide the following information, where applicable:

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

See Attachment 10.

20. Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous three years. Please provide an update on what actions have been taken to address these recommendations.

See report provided by the DC Auditor.

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

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

Voter Registration System – houses all data associated to voter registration. The system is 15+ years old; modifications are being made to the document management component, which will allow for the processing of records on the front end of the process as opposed to the back end. The public cannot access the VR system.

Unity ballot design system – this is the system used to build and tabulate an election. The public cannot access this system.

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

The BOE has significantly increased the frequency and comprehensiveness of information uploaded to the web site, including same-day updates of candidate filings. Ballot access requirements were made available in an html format version of the Candidate Guide on the web site for easier access to information. In addition, the BOE provided end of day updates of early voter participation.

BOE will continue to identify opportunities to enhance the transparency of the agency by making more information available online and on the web, including pursuing options to webcast Board meetings.

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

1. Mental Capacity to Vote
2. Newspaper Notice

D.C. Official Code § 1-1001.02 (2) (E) defines a qualified elector as, among other things, a person who has not been found by a court of law to be legally incompetent to vote. Unfortunately, the District's guardianship laws neither require the court to make an express determination regarding an individual's ability to make rational voting decisions nor require the court to provide a copy of its findings to the BOE. Until these changes to District law have been made, BOE is unable to administer this voter eligibility criterion.

2. Newspaper Notice

BOE is required to print sample ballots and some ballot question notices in either one or two newspapers of general circulation<sup>[1]</sup>. Newspaper notice is very costly, and growing costlier. For the November 6, 2012 General Election, BOE spent \$32,500 publishing sample ballots in newspapers of general circulation. This is in addition to the nearly \$60,000 that BOE spent to send a sample ballot (in the Voter Guide) to every residence in the District via the U.S. Postal Service. Newspaper notice not only does not reach as many voters, but duplicates a more

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<sup>[1]</sup> See D.C. CODE § 1-1001.05. "Publish in 1 or more newspapers of general circulation in the District, a sample copy of the official ballot to be used in any such election."

D.C. CODE § 1-1001.16 (e)(1)(B). "[T]he Board publishes the summary statement, short title, and legislative form in at least one newspaper of general circulation."

D.C. CODE § 1-1001.16 (p)(2). "The Board shall publish the established legislative text of an initiative or referendum measure in no less than 2 newspapers of general circulation in the District of Columbia within 30 calendar days after the date upon which the Board certifies [...] that the measure has qualified for appearance on an election ballot."

effective method of informing the electorate. So that District's election resources may be more efficiently used, BOE requests the elimination of these newspaper notice requirements.

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

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

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

BOE distributes comment cards to the polls during early voting and on Election Day, has a comment box with survey cards on the front counter in the office, and includes feedback surveys in training sessions for petition circulators and for election workers.

After each election, staff compiles comments from voters and election workers and uses the comments in developing the After-Action Report and conducting a thorough review of training processes and procedures.

Whenever a comment proposes a change or improvement to election services, the Board considers it in the planning for future elections and incorporates changes in the training process.

25. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY14 or FY15, to date.

District of Columbia City Auditor review of BOE's election process

District of Columbia City Auditor review of BOE's voter registration process

U.S. Election Assistance Commission Help America Vote Act – Federal Audit

26. Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous year. Please provide an update on what actions have been taken to address these recommendations.

See report provided by the DC Auditor.

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

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

The COTR reviews all invoices submitted for services performed and the subject matter experts in the office are consulted to ensure the product or service is performing to specifications.

28. Please describe how the Board currently uses social media to fulfill its mission?

BOE currently uses Twitter and Facebook to disseminate information to the public regarding notices, deadlines, important date reminders, etc. These media platforms are also used to post events such as candidate petition pickups, filing deadlines and challenges filed.

29. Has the Board revisited the idea of broadcasting meetings on the internet (live)? If not, please explain the challenges preventing the Board from doing so. Has the Board worked with OCTO to iron out the challenges?

BOE meetings are not currently being webcast. The current lack of operating space in the Board's office and hearing room is inadequate for the installation of broadcasting equipment.

As previously reported, BOE is working with DGS to locate adequate office space, and these discussions also included the development of state-of-the-art meeting space including video, internet and broadcast capabilities from the hearing room.

30. Please describe all initiatives to make voter registration more accessible during FY14 and FY15, to date. Is the Board compliant with ADA requirements?

BOE continues to conduct voter outreach activities at colleges, universities, high schools and civic events scheduled throughout the year. We are developing a comprehensive voter outreach public affairs plan that offers more voter information publications and community education through media, radio and television.

BOE will continue its efforts to conduct voter registration in the following ways:  
Voter registration drives for residents at District nursing homes, assisted living and senior residential facilities;

Public awareness of Same Day Registration and distribution of educational materials at community outreach events and meetings;

Staff attending the U.S. Naturalization and Immigration Services ceremonies, in which District residents are sworn in as new citizens to the United States, to register persons to vote; Voter registration applications made available to local colleges and universities; Voter registration applications delivered to all District high schools to register DC citizens who are at least 16 years of age; and

The BOE is ensuring that all polling places are accessible either structurally or programmatically. Site visits will be conducted, precinct diagrams are being updated and BOE will evaluate combining polling places that have structural impediments into larger precincts and relocating all voters from those precincts to structurally compliant facilities.

- Did the Board partner with University Legal Services to ensure polling places are accessible for the 2015 Special Election (Ward 4 and 8)?

We have not met with University Legal Services for the upcoming 2015 Special Election.

31. How has the Electronic Registration Information Center enabled the Board to keep the voter rolls accurate?

- What is the leading cause of inaccurate voter rolls?

BOE became a member in January 2014. We submitted our voter registration data to ERIC in June of 2014 for ERIC to begin analyzing data. ERIC provided an early analysis regarding our data structure and also the quality of our data.

After the initial ERIC analysis, we began an internal voter roll clean up of internal duplicate voters. After processing duplicate voters, we requested an initial report of potential DC residents who were eligible, but unregistered. This was the first mailer we performed under the ERIC program.

Since completion of the November 2014 General Election, we have submitted an updated list to ERIC for analysis. ERIC has given us a preliminary analysis of in-state and out-of-state voters that appear on our voter roll and we will begin processing those voters toward the end of February in conjunction with the Canvass process.

The leading cause of inaccurate data on the voter roll is:  
Voters who move and do not update their address  
Data entry errors made from hand-written applications

32. Please describe what efforts the Board has undertaken to increase:

- Bus Accessibility to the polls
- Curbside voting
- Voter registration for the District of Columbia Public Schools (DCPS)
  - How many DCPS students were registered to vote in FY14 and FY15, to date?

The BOE offers curbside voting at every polling place on Election Day. Every polling place selected by the Board takes into consideration, accessibility, bus and metro accessibility and neighborhood access and convenience.

On Election Day, we work with the various police precincts to relax parking restrictions at several polling places where the curbside area is impacted by rush hour traffic.

The BOE outreach coordinator is delivering voter registration applications to every high school to assist with the registration of high school students who are eligible to vote in the primary election.

Total Number of high school students registered in 2014 is: 2,026

33. How has the partnership with the Department of Motor Vehicles flourished or struggled during FY14 and FY15, to date?

Our partnership has worked very well; we are on target to complete signature transfer with the DMV during March or April 2015.

34. Please detail the procedures used to process petitions and provisional ballots. What jurisdictional analysis has the Board conducted to ensure that the District uses the most effective process?

- What type of elections equipment/technology would assist the Board in more rapidly and efficiently processing petitions and provisional ballots?

See attachment 11.

An effective ePoll book solution will enable BOE to expedite the processing of certain types of special ballots, i.e. same day registrations and change of addresses. However, there is a manual aspect to processing all special ballots that cannot be replaced with automation, i.e., preparing the paper ballot for counting and ensuring that the paper ballot is processed in the correct precinct.

35. Will the Board continue to hold hearings on proposed precinct boundary changes?

The Board intends to resume discussions with Ward residents regarding the precinct boundary realignment proposal.

36. Please indicate the final cost associated with administering the November 4<sup>th</sup> General Election. Please provide the Board's initial budget for the November 4<sup>th</sup> General Election.

See attachment 12 for the Board's preliminary budget figures for the November 4, 2014 General Election. The Board originally requested \$2.8 million to support the November 4, 2014 General Election. To date, the Board has spent \$3.3 million for the 2014 November General election<sup>2</sup>.

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<sup>2</sup> This amount includes temporary staff regular earnings from June 1<sup>st</sup> thru December 27, 2014 that are typically excluded from this calculation.

37. What arrangements, if any, has the agency made with the Department of General Services to co-locate with the Office of Campaign Finance?

BOE and OCF met with DGS several times throughout 2014 to discuss relocation of the two agencies into a single location; as we approached the election cycle, efforts were placed on hold to facilitate the election. We communicated to DGS that our preference would be to remain in One Judiciary Square, as it is centrally located to all wards and directly above a metro station. We agreed to resume talks after completion of the November General Election.

38. Please discuss the Board's elections technology:

- Please provide the names of the voting equipment the Board seeks to purchase
- Whether the Board intends to purchase new e-pollbooks
  - Whether these e-pollbooks would include technology permitting the books to interact between different polling places
- Please list estimates for each piece of technology

The Board intends to purchase new voting equipment. All e-pollbook solutions being reviewed will allow for communication between all polling places.

Because of the Districts procurement process, we are unable to specifically list the name of a voting platform at this time; however the Board is vetting several voting systems for replacing our existing system.

Preliminary estimates indicate a voting platform will cost approximately \$2.7 million and an e-pollbook solution will cost approximately \$1.5 million.

39. Recently, Maryland experienced voting machine problems. Please explain this issue and indicate whether the District's equipment may also experience this issue in the future.

Maryland experienced a calibration issue on their touchscreen units – This means that when you touch the screen in one location, it selects a candidate in another. Every touch screen unit has to be calibrated before use, and it is not uncommon for a unit to lose calibration. The remedy is to recalibrate the units and keep voting. In Maryland's case, techs attempted to recalibrate the particular units and subsequently determined that the calibration issue could not be resolved, so those particular units were pulled from service.

Yes, we have experienced calibration issues in previous elections, but not to the same degree; and we will continue to experience them in the future.