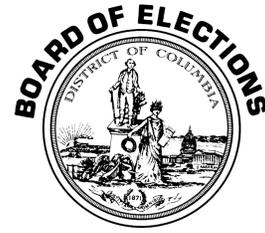


## **AFTER-ACTION REPORT**

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On The April 1, 2014  
Primary Election

# After-Action Report – 2014 Primary



## I. Introduction

The District of Columbia Board of Elections (“BOE” or “Board”) is committed to accuracy, cost-effectiveness, convenience, security, transparency and accountability in the administration of elections and campaign finance laws. Pursuant to that commitment, and in light of public concerns regarding delays and technical difficulties in reporting the results of the April 1, 2014, Primary Election (“Primary”), the Board has authorized the preparation and publication of this after-action report (“Report”).

After-action reports are only required following a general election [D.C. Official Code § 1-1001.05 (k)]. However, because these reports provide for both a thorough internal review and orderly presentation of its elections operations, the Board has chosen to follow the after-action report format for this post-primary election report.

Accordingly, what follows is an overview of election preparation, Election Day operations (including media and community outreach), election results, and post-election day analysis from precinct captains, election workers, and senior BOE staff. The analytical process involved in preparing this Report has already yielded significant information, leading the Board to undertake a number of remedial actions, including establishing back-up systems in the tabulation process, developing a more reliable warehouse and supply process, upgrading equipment, and updating and expanding poll worker training regimens, all of which will result in improved and more timely performance in the upcoming November 4, 2014, General Election (“General Election”).

Following the general election after-action report format, this report includes information about the following:

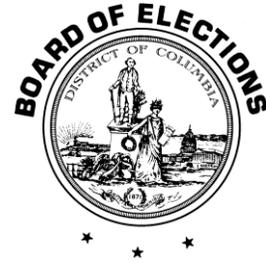
- (1) The total number of votes cast, broken down by type of ballot, and including the number of spoiled ballots and special ballots that were not counted;
- (2) The number of persons registered:
  - (A) More than 30 days preceding the election;
  - (B) Between 30 days preceding the election and the date of the election; and
  - (C) On Election Day;
- (3) The number of polling place workers, by precinct;
- (4) Copies of any unofficial summary reports generated by the Board on election night;

- (5) A synopsis of issues identified in precinct captain or area representative logs;
- (6) Performance measurement data of polling place workers;
- (7) A description of any irregularities experienced on Election Day; and
- (8) Any other information considered relevant by the Board.

In addition to compiling the aforementioned data, the Board conducted:

- Debriefings of precinct captains to identify issues that arose on Election Day and to obtain details about the experiences of election workers and voters on Election Day;
- Discussions with program managers and senior staff to identify what worked well and what might require adjustments in the future;
- Surveys of election workers to identify problem areas and assess the performance of BOE staff in providing training for the election and Election Day support; and
- Special Board meetings to gather information and commentary from the public.

This Report is organized into four areas: (1) Election Day Preparation; (2) Early and Absentee Voting; (3) Election Day Operations and Vote Tabulation; and (4) Post-election Analysis. A data section is included at the end of the Report with information on voter registration activity, election worker staffing, and Election Day issues encountered by poll workers and BOE staff.



## II. Election Day Preparations

### A. Election Planning

**Public Awareness.** BOE began planning for the District of Columbia’s first April Primary election, which had traditionally been held in September, by developing its outreach and media campaign and establishing a theme to generate awareness about the Primary. The election slogan for this election cycle was “On your mark! Get set! Vote!”, which appeared on signs, was used in public service announcements, and included in public mailings.

The BOE’s promotional effort informed voters of the new primary election date, early voting dates and sites, early voting opportunities, and reminded voters to verify that their registration was up-to-date before coming to the polls. The Board advertised across numerous platforms including television, radio, newspapers, Metrobus and Metrorail, and social media. All promotions encouraged voters to avoid potential Election Day wait times by confirming their registration and voting before Election Day.

**Outreach.** Staff implemented several measures prior to the Primary to facilitate voter outreach and communication with the media and the general public, including the following:

- Media packets were sent to the press and other media outlets in advance of Election Day. The media packets provided information on frequently asked questions and described the election timeline for precinct tabulation as well as the release of unofficial preliminary results to the public.
- Throughout Election Day, social media, particularly Twitter, was deployed and proved to be a useful communication tool. A series of tweets were scheduled in advance, which included general information about voter registration, hours of business, and polling locations. The media and the general public also utilized the Twitter platform to ask specific questions and report any issues encountered at local precincts. Due to the positive feedback regarding staff’s rapid response times resulting from the use of social media, the Board will re-engage its social media team for the November General Election.

**Voter Projections.** Based on the voting history in prior District mayoral primaries, recent voting trends, and the changing population, the BOE estimated that voter turnout would be approximately 36-37% of registered District voters. Using the projected turnout numbers, staff developed a deployment plan for supplies, forms, and other equipment; the number of voting machines, electronic poll books (“ePollbooks”), and election workers to be assigned to each

polling place; as well as the number of Election Day ballots to be printed. These projections also provided a baseline for early voting equipment deployment and staffing of early voting centers.

**Advisory Team.** As in previous elections, BOE staff engaged an election worker advisory team to review changes to training materials and election forms for accuracy and efficiency. The advisory team -- a group of election workers who test revisions to forms and procedures in a mock polling place scenario -- is an important part of BOE's training program. The team provided valuable feedback and suggestions for improving the elections process.

## **B. Election Equipment and Supplies**

**Voting Equipment.** The BOE deployed both optical scan and touch screen voting units for the Primary. The optical scan voting machine ("M100") is used to tabulate paper ballots. The touch screen units, technically known as direct-recording electronic ("DRE") voting machines, were originally used to facilitate voting for citizens with disabilities. Each polling place has historically been assigned one M100 and one DRE.

Voting via DRE has become increasingly popular with District voters, becoming the machine of choice versus necessity. In several elections preceding the Primary, voters have chosen to stand in line to vote on a DRE rather than cast a paper ballot, even when there was little to no wait time in the paper ballot line. To accommodate this shift in voter preference during the Primary, the BOE increased the number of DREs from one to two units at 125 polling places and from two to three units at the remaining 17 polling places<sup>1</sup>.

**Poll Books.** For the first time in a primary or general election, BOE used electronic poll books ("ePollbooks") to check in voters at every polling place.<sup>2</sup> EPollbooks are electronic versions of paper pollbooks that enable election workers to locate a voter's information quickly and accurately. The ePollbook displays the voter's address, precinct assignment, ballot style and voter registration status. It eliminates the need for voters to stand in alphabetical check-in lines, which in previous elections created bottlenecks and delays. While the ePollbooks did not function perfectly, due to aging hardware and outdated technology, they were far more efficient than paper poll books. Voters' response to their use has been overwhelmingly positive.

**Election Day Supplies & Signage.** BOE staff revised many polling place signs and forms to improve visibility and legibility. The revisions included: creating larger lettering for the polling place stations, producing a larger sign to identify the curbside voting area,<sup>3</sup> and making a larger sign to identify the disability-accessible entrance at polling places. A number of standard forms were also reviewed and revised to improve the overall voting experience.

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<sup>1</sup> The Board combined two precincts into one polling place reducing the total number of polling places for the Primary to 142.

<sup>2</sup> Paper poll books were sent as a backup in case the ePollbooks malfunctioned, or there was a power outage.

<sup>3</sup> The area outside each polling place where voters (often who are disabled or elderly) can vote.

***Logic and Accuracy Testing.*** Logic and Accuracy testing is a certified process for review of all components of an election system, including, but not limited to: hardware, software, election data, ballot layouts (visual, audio, multilingual), test-decks, marking instruments, and results tabulation and reporting. Per standard operating procedure, the testing was conducted on each of the Primary components, including DREs and M100s.

### **C. Facilities**

***Facility Preparation.*** Before being approved as an official District of Columbia polling place, each facility must be physically accessible to disabled voters. In most cases, BOE utilized polling places that had been used in previous elections. However, for this election, several of the facilities used in prior elections were unavailable for a variety of reasons (*e.g.*, construction, obstructions, and scheduling conflicts). When a facility is unavailable, the BOE relocates the polling place to another facility only after following a regulated process that includes meticulous screening, selection, public hearings, publication of the proposed change in facilities, and a formal vote by the Board. The Board followed the established procedures for relocating polling places for the April Primary.

***Polling Place Relocations.*** Eleven (11) polling places were relocated for the Primary. Of the eleven (11), three (3) were permanent changes. All voters affected by precinct relocations were sent relocation notices via U.S. Mail. In addition, BOE posted signs at the former precinct locations to inform voters of these changes. These relocations were also included in the Primary Voter's Guide.

***Facility Diagramming Project.*** To eliminate bottlenecks and improve the overall voting experience, BOE staff diagrammed the Election Day layout of each of the 142 polling places. These drawings were intended to assist precinct captains during set-up. The drawings depicted entrances and exits, power outlets, and suggested station set-ups to facilitate voter flow and privacy.

## D. Election Worker Training and Staffing

**Staffing Goals.** For the Primary, BOE estimated that it would need to deploy approximately 1,650 workers. However, because the number of active voters varies significantly from precinct-to-precinct, staffing requirements vary widely. The table below provides a breakdown of election worker positions per precinct, the total number of workers assigned, and a brief job description for each position.

### Election Worker Staffing Requirements – 2014 Primary Election

Position	Per Pct.	Total	Job Description
Captain/Ass't Captain	1	142 <sup>4</sup>	Manage and lead the precinct
Assistant Captain	0-1	21	Assist with precinct leadership in busiest precincts
Check-In Clerk	2-7	549	Sign in voters and direct voters to get their ballot
Special Ballot Clerk	1-3	189	Handle voters unable to vote via a regular ballot
Voter Assistance Clerk	2-3	305	Handle curbside voters and assist disabled voters
Ballot Clerk	2-5	447	Ensure voters are given the correct ballot
<b>Total</b>	<b>8-20</b>	<b>1,653</b>	

**Election Worker Training.** All election workers, regardless of their prior experience and training, must attend and complete at least one training course prior to working an election. Training classes began six (6) weeks before the Primary. Each training class was conducted in three to four hour blocks held Monday through Saturday, with classes available in the morning, afternoon, and evening to accommodate workers' schedules.

The BOE has recently expanded its training program to include two trainers and one administrative support person per class. This expansion allowed BOE staff to improve the classroom experience and more closely monitor the prospective workers' skills and grasp of the curriculum. The expansion also enabled BOE staff to increase the number of "hands-on" and "real time" exercises, a frequent request of election workers in previous elections. The election worker feedback regarding the hands on exercises and training interaction has been positive.

BOE also expanded the precinct captain training program for the Primary. Each captain received an additional 1.5 hours of hands-on training and worked with the entire training team. This expansion reduced BOE staffing costs, enhanced the staff's ability to evaluate each captain, shifted a majority of the training classes to the weekend (something many workers had requested), and allowed BOE to focus on areas of training that needed more attention. Seventy-three percent (73%) of the captains responded positively to the new training format and reported being more engaged with the material and energized by interactions with the entire training staff.

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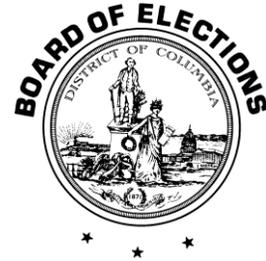
<sup>4</sup> The Board combined two precincts into one location and needed only one captain to run the facility.

***Election Worker Evaluation.*** The training staff continues to monitor and improve the evaluation process in each training class, and to quickly identify workers who are not capable of adequately supporting the Board's service standards. Every prospective worker is required to: (1) attend a training class specific to the worker's assigned tasks; (2) pass a written test to demonstrate sufficient knowledge to meet the Board's standards for executing a smooth election; and (3) successfully complete Election Day simulation exercises, thus demonstrating the ability to complete the tasks required for the position. If a prospective election worker was unable to meet all three requirements, that person could be disqualified from serving on Election Day. Of the 1,803 workers trained for the Primary, 100 participants failed the training class and were required to take additional training, assigned to less demanding positions, or disqualified from serving. In the previous two elections, roughly 260 prospective workers did not successfully pass the training program and were not assigned to work.

***Recruitment.*** Prospective poll workers are recruited in a variety of ways. Some sign up when voting in prior elections or when registering to vote, others come through local civic organizations, and some are referred by other election workers. In preparation for the Primary, BOE identified several wards and precincts that consistently experience a shortage of Election Day workers -- twenty-eight (28) precincts in Wards 1, 2, and 3. BOE sent recruitment letters along with election worker application forms to nearly 5,000 voters in these precincts. In total, about eighty (80) new workers submitted applications in response to the mailer. This recruitment effort improved the number and quality of workers in those precincts for the Primary.

***Lessons Learned.*** Low participation levels in the above precincts will continue to demand the Board's attention. Historically, workers travel to these precincts from other parts of the city, thus increasing the likelihood that a worker will be late or not show up at all on Election Day. Additional recruitment efforts focusing on neighborhood high schools, colleges, and voters in Wards 1, 2, and 3 have been established to hopefully increase the number of workers from those wards.

## After-Action Report – 2014 Primary



### III. Early Voting

For the Primary Election, early voting -- which consisted of in-person absentee and early voting at satellite locations -- began on March 17, 2014, and continued through March 29, 2014. A total of 14,755 voters participated in early voting during the 2014 Primary Election, accounting for 14.8% of the votes cast. Early voting was conducted daily (except Sunday) from 8:30a.m. until 7:00p.m.

#### A. Changes to Early Voting

**Early Voting Expansion.** The Board is dedicated to providing citizens with enhanced voting opportunity and choice. In response to the long wait times experienced during the 2012 Primary and General Elections, and as a convenience to voters, BOE opened five (5) additional Early Voting Centers (“EVCs”) for a total of thirteen (13) throughout the District. EVCs were open to all residents and the sites were selected based on a thorough analysis of voting patterns and accessibility. The analysis indicated that geographic proximity to an EVC significantly increased the likelihood that a voter will use it. In elections with high voter turnout, EVCs can greatly reduce the pressure on polling places on Election Day.

The five (5) new EVCs were opened in areas of the District where voters were underserved by the geographical location of EVC sites in prior elections. All five were within one (1) mile of a Metro station and/or located along major bus routes. Unfortunately, voter turnout at the added locations was significantly lower than projected (overall turnout for the 2014 Primary Election was an all time low). It is unclear, at this time, whether the lower turnouts were the result of unfamiliarity with the new EVCs, voter indifference, or some other reason(s).

BOE relocated one of the previously established EVCs from the Southeast Tennis and Learning Center to the Malcolm X Elementary School, which is a block from a metro train stop. Feedback from voters regarding this change was very positive.

BOE received less favorable responses to two of the new locations, Bald Eagle Recreation Center and Stoddard Recreation Center. Based on this feedback, those two locations will not be used in the future.

BOE employed two temporary staffers to monitor EVCs and assist with technical problems during the early voting period. Wait times for the Primary election were very low, and voters cast their ballots in most EVCs without having to wait. Only for a few brief periods did an EVC report a wait time, and then only 5-10 minutes.

**Lessons Learned.** The Board will continue to engage and encourage voters to use EVCs and will continue to evaluate and analyze voting trends and data to ensure the effective placement of EVC sites and their efficient operation.

**Early Voting Wait Time Reporter.** As part of BOE’s early voting expansion and in an effort to broaden the information available to voters, BOE staff created an online wait time 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. Voters are able to access “The Queue” using a mobile phone, tablet, or computer. “The Queue” proved to be a welcome resource for voters, and assisted BOE with management of EVCs.



## **B. Early Voting Operations**

**Early Voting Center Equipment.** Each EVC was supplied with eight (8) ePollbooks. The ePollbooks operate on a local network and provide real-time access to the District’s voter list, thus expediting the check-in process and ensuring that a voter cannot vote more than once.

The Board deployed 130 DREs – ten (10) at each EVC to accommodate District voters. Increasing the number of DREs from six (6) per EVC<sup>5</sup> to ten (10) per EVC shortened lines and minimized the number of people waiting to access the DREs. Each DRE was programmed with all precinct ballots.

**Paper Ballot Voting at Judiciary Square.** In addition to DREs available for early voting, the EVC at One Judiciary Square was equipped with fourteen (14) M100s. M100s are capable of processing only a limited number of precinct ballot styles, so ten (10) precincts were assigned to each M100.

**Early Voting Center Staffing.** EVCs were staffed with two shifts of temporary election workers (nine to twelve workers per shift). The sites were managed by two alternating EVC Site Coordinators and a BOE liaison. This was the first time EVCs had been managed by election workers instead of BOE staff. The change freed up BOE to focus on Election Day preparations and communication with voters. More than 350 EVC workers were trained and worked during early voting. A majority of these workers also worked on Election Day. The dual assignment gave many of our election workers additional experience and enhanced their skills, which improved the voting process on Election Day.

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<sup>5</sup> Six DREs were deployed to each EVC in the November 2012 General Election.

### C. Early Voting Turnout

The BOE's objective is to increase the percentage of voters who vote early, either by mail or at an EVC, which in turn reduces the number of Election Day voters. Adjusting the number of EVCs and assessing the success of any particular location will assist the Board in facilitating and streamlining the early voting process.

The early voting turnout percentage in the 2014 Primary Election was comparable to the 2010 Primary Election, although the 2010 Primary had significantly higher overall turnout. The Board will continue to collect election data from each EVC to identify trends and patterns that will enable the Board to increase voter participation during the early voting process.

**Early Voting Participation  
in Recent Major Elections**

<b>Election Date</b>	<b>Total Voters</b>	<b>Early Voters</b>	<b>%</b>
9/14/10	137,586	21,163	15.4%
11/2/10	135,846	13,770	10.1%
4/3/12	64,361	6,247	9.7%
11/6/12	294,254	57,053	19.4%
4/1/14	99,394	14,755	14.8%

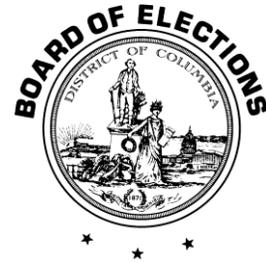
Most surveyed voters commented that their early voting experience was positive, often citing the professional manner in which election workers operated the EVCs and the ease and speed of the process. The expansion of EVCs for the Primary helped educate voters on locations and the early voting process for future elections, and could serve a critical function in keeping Election Day lines shorter during higher voter participation elections, such as presidential year elections. Increasing the number of DREs also helped voters go through the process quickly after they checked in at an EVC. The Board will continue to encourage voters to vote at an EVC or by mail (absentee ballot) to relieve the polling place pressures generally experienced during Election Day surges.

### D. Planned BOE Actions

BOE intends to take the following actions for enhanced efficiency and performance:

1. Continue analyzing voting trends to identify the elections in which expanded early voting facilities will be most effective.
2. Continue promoting the use of the online election tools to educate voters about the expanded opportunities for early voting.

# After-Action Report – 2014 Primary



## IV. Absentee Voting

**Processing Absentee Requests.** BOE sent a total of 5,306 absentee ballots to voters during the 2014 Primary Election. Of this total, 498 were sent to military and overseas (UOCAVA) voters.

### Absentee Ballots Transmitted and Returned

**Undeliverable Ballots.** A total of 121 absentee ballots were returned to BOE as undeliverable. In some instances, voters had provided incorrect mailing addresses.

There were also instances of permanent absentee voters<sup>6</sup> who relocated, but had not notified the Board of their new addresses. In all cases, BOE transmitted replacement ballots via US mail or e-mail when updated addresses were provided.

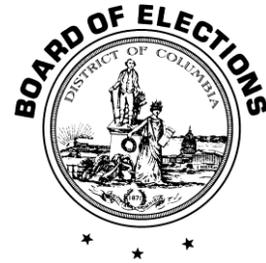
2014 Primary Election	Absentee ballots transmitted	UOCAVA ballots transmitted	Absentee ballots returned prior to deadline	Timely return rate
4/1/2014	5,306	498	3,302	62%

### Planned BOE Actions With Respect to Absentee Balloting

BOE intends to take the following actions for enhanced efficiency and performance:

1. Work with the U.S. Postal Service to identify any postal system practices that may be causing delivery problems with absentee ballots.
2. Dedicate additional staff and office space to the absentee balloting process.
3. Increase public awareness of the availability of absentee ballots and encourage all voters to keep their registration status up to date along with their mailing addresses.

<sup>6</sup> A permanent absentee voter is a person who has requested to receive an absentee ballot for every future election.



### V. Election Day Operations & Performance

#### A. Facilities and Precinct Opening

**Monday Set-up.** On the day prior to Election Day, six (6) precincts reported problems with setting up. The two problems most frequently cited were: (1) limited access to public school polling places due to student testing, and (2) last minute scheduling conflicts at private facilities. These two problems required BOE staff to delay setting up precincts and to reschedule set-up times late into the night or the next day. These delays caused an additional expenditure of time and resources, and in some instances impacted the readiness of polling places on Election Day.

**Election Day.** On Election Day, election workers at four (4) precincts reported having difficulty accessing their polling places at 6:00a.m. Additionally, the following four precincts (Precincts 39, 91, 96, and 121) were unable to open on time at 7:00a.m. Of the four that opened late, two opened at 7:10a.m. and two opened at 7:15a.m. In all four instances, the workers had difficulty processing voters because of technical problems with either the ePollbooks or the DREs. While captains had been trained to open a polling place using the “backup” paper poll books and the paper ballots, these captains failed to do so.

**Lessons Learned.** A week in advance of Election Day, BOE staff will call and send a second confirmation letter to facilities managers at each polling location reminding them of their responsibility to provide access by 6:00a.m. on Election Day. Additionally, where polling places are located in schools, BOE will coordinate with the school system in identifying all future regularly scheduled election dates to assist in scheduling testing dates that do not conflict with election dates.

In the case of technical difficulties with the electronic equipment, training staff will reemphasize the “shift-to-paper” protocol in future captain training sessions to ensure a seamless transition during the first hours of operation on Election Day.

#### B. Equipment Performance

**Expanding Election Day Equipment.** As previously mentioned, the Primary was the first election where a minimum of two DREs were assigned to each precinct. Seventeen (17) precincts operated three (3) DREs on Election Day. Each precinct received one M100 and at least two ePollbooks for voter check-in.

**Equipment Issues.** The BOE’s Help Desk (phone support line) received 411 calls for precinct support related to staffing, technical support, supplies, and other election-administration related matters on Election Day. One hundred ninety-six (196) of the 411 calls (48%) related to problems with the ePollbooks, the DREs, and, to a lesser extent, the M100s. This is a much higher percentage of support calls on voting equipment than in previous elections. The increase

is directly tied to the increased number of ePollbooks and DREs that were deployed on Election Day.

The most common equipment problems encountered on Election Day included:

- EPollbooks that were freezing and had to be restarted;
- EPollbook printer problems;
- User error; and
- Difficulty changing the paper rolls (RTAL tapes) inside the DREs.

The overwhelming percentage of problems on Election Day involved DRE and ePollbook hardware and software issues. Though the Board purchased most of its DREs, M100s and ePollbooks in 2010, the equipment is becoming obsolete and the hardware is antiquated.

With the exception of approximately 160 DREs for the April Primary election, the DREs and M100s in the District's inventory were "refurbished", or used, units purchased in 2009 at a steep discount. These units were intended to be used through the 2010 September primary and general elections and thereafter be replaced by new voting equipment that complies with the 2005 Voluntary Voting System Guidelines (VVSG) issued by the Election Assistance Commission.

The Executive Director at the time stated the following in a February 17, 2011, report entitled, "Making Reform a Reality: An After-Action Report on Implementation of the Omnibus Election Reform Act,": "The Board purchased new[sic] machines at one-third the budgeted cost as a bridge to equipment still being developed by manufacturers that will meet updated federal standards ...."

However, the approved Voting Equipment Price Proposal states that these are "refurbished" DRE units. We have been further informed that these units were certified under the Election Assistance Commission's 2002 Voluntary Voting System Guidelines and were manufactured in 2004. In other words, this equipment is ten (10) years old, was certified under standards that are twelve (12) years old, was not new when purchased, and was intended to be used by the BOE only for a short time period. This same equipment, however, has been in BOE's service well beyond the contemplated service period. As the January 2014 Report of the Presidential Commission on Election Administration notes, the useful life of a computer is generally under ten (10) years, and many of the electronic voting devices, ballot counters, and back-office systems in use nationwide are approaching or have already exceeded those projected lifespans.<sup>7</sup>

In short, the District of Columbia's mechanical and digital voting and tabulation system, which includes ePollbooks, DREs, and M100s, is in need of replacement. The BOE's voting systems are over a decade old and are reaching the end of their operational life.<sup>8</sup> As is the problem with

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<sup>7</sup> Presidential Commission on Election Administration, *The American Voting Experience: Report and Recommendations*, January 2014; <https://www.supportthevoter.gov/files/2014/01/Amer-Voting-Exper-final-draft-01-09-14-508.pdf>.

<sup>8</sup> *Ibid.*, 11.

all obsolete computer technology, updates and replacement parts for the BOE's current systems are hard to obtain and service is limited.<sup>9</sup>

**Lessons Learned.** Until a state-of-the art system can be tested and procured, the Board has authorized the addition of Election Day technicians to repair, restart, or replace machinery experiencing hardware or software problems. Forty-eight (48) technical rovers will be on patrol and instantly available to precinct captains throughout the General Election. BOE anticipates that this level of technical support, *i.e.*, one technician per every three precincts, will mitigate, though not eliminate, delays and interruptions. These precautionary measures will continue until replacement systems are found, tested, funded and procured.

### C. Election Worker Performance

**Election Day Staffing.** It is BOE's goal to have every polling place staffed with a full complement of trained election workers on Election Day. For the Primary, BOE staff set a goal of 1,653 workers for all positions. A total of 1,803 workers completed training. As in previous elections, however, cancellations and workers failing the training course reduced the number of available workers to 1,687. Of the 1,687 assigned workers, 1,513 showed up for work, meaning that 174 workers (10.1%) failed to report to their polling places on Election Day.<sup>10</sup>

To cover this human resource deficit, BOE trained and retained an additional 30 standby workers at its office (One Judiciary Square)<sup>11</sup> to send out to precincts as replacements for "no shows." All of the standby workers were assigned and deployed to precincts by 9:00a.m. According to the more than 450 responses to our Election Worker Survey, 78% believed their precinct had the right number of workers, with only 6% reporting they had too few. A post-election survey of the captains revealed that more than eighty percent (80%) of precinct captains reported having the "right number" of workers.

Nonetheless, the percentage of "no shows" is a continuing concern. Because BOE's standards and testing have become more rigorous and technologically challenging, many formerly reliable and civic-minded workers have had to be eliminated from the election worker pool.

**Lessons Learned.** With higher standards now in place, BOE staff is continuing to enhance its human resource system to monitor and adjust workforce recruitment, retention, training and skills to current work force dynamics. The enhancements to the system will allow the BOE to employ multiple strategies, including significant increases in the trained worker pool, a larger "bench" of roving Election Day workers; cohort strategies and "team" building. The goal will be

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<sup>9</sup> Last year, Microsoft announced it will no longer service Windows XP, which it brought to market in 2001. Support for Windows XP ended April 8, 2014. There are no longer security updates or technical support for the Windows XP operating system. Security updates patch vulnerabilities that may be exploited by malware and help keep users and their data safer.

<sup>10</sup> Election workers who do not have a legitimate reason for not reporting for duty are generally disqualified from service in future elections.

<sup>11</sup> The District of Columbia Board of Elections main office is located at One Judiciary Square, 441 4<sup>th</sup> Street, Suite 250 North, Washington, DC 20001

to bring the Election Day citizen workforce fully into the 21st century and provide a more reliable and well-trained presence at each and every one of the District's polling places.

***Post-Election Performance Measures.*** The BOE has already taken steps to further enhance its performance measurement system. Since 2012, BOE has tracked individual election worker performance. The tracking has proven to be invaluable in identifying problem areas that need to be reemphasized in training classes. These performance measures, combined with assessments from the trainers and captains are already helping to develop a more highly skilled Election Day workforce.

The measures also inform staff about individual worker progress and proficiency. By way of example:

- Special Ballot Clerks. After monitoring their work for three elections, starting in 2012, the BOE now has longitudinal data on the special ballot clerks. A combination of training improvements, changes to election forms, and the requirement that workers "pass" versus merely attend their training class has led to a 42% reduction in worker errors on special ballot envelopes in just three elections.
- Special Ballot Envelope Oaths. BOE observed in 2012 that 10.7% of voters were not fully completing the oath on the special ballot envelope, which can lead to a vote not being counted. BOE trainers focused on this particular area, and required workers to "double check" the proper oath for the voter. As a result, in the Primary only 3.4% of special ballot envelopes had incomplete oaths, reflecting a significant improvement.

The number of election worker areas BOE is evaluating expands with each election, and will continue to help improve worker performance and training.

#### **D. Election Day Support Network**

In order to respond quickly to Election Day issues, BOE created a multi-tiered network to provide assistance to voters and election workers. The network consists of the following teams:

***Technical Rovers.*** Two technical rovers ("tech rovers") were assigned to each ward to provide support for polling place set-up, equipment repair, troubleshooting, and replacement of voting equipment. The Help Desk maintained communication with tech rovers and deployed them to polling places that were experiencing equipment problems that could not be resolved over the phone. Tech rovers also assisted in setting up polling places the day before Election Day.

***Area Representatives.*** BOE deployed 30 area representatives to provide roving supply support and assistance to polling places on Election Day. Each area representative supported four to six polling places; precinct captains were able to contact them directly. The area representatives also assisted in setting up polling places the day prior to Election Day.

***Election Help Desk.*** BOE operated a fifteen (15) person Help Desk “call center” to receive calls from precinct captains regarding supplies, technical issues, voter questions and election worker personnel issues. The Help Desk contacted tech rovers and area representatives when an issue could not be resolved over the phone. The call center staff included members of the election worker training team, temporary election workers, technical experts from the BOE’s equipment vendors, and election staff.

### **E. Polling Place Supplies**

There were two notable supply issues that arose during the Primary. First, pens instead of pencils were supplied to the polling places. Although pens may be used on ballots, and the precincts were equipped with an adequate number of pens, voters are often more comfortable with a pencil. This problem was recognized the day before Election Day and pencils were sent to all precincts via the area representatives before the polls opened on election morning. Although several precincts apparently did not receive the pencils before voters began voting, pencils were delivered on Election Day. There were other minor supply issues, mostly involving captains not being able to find items in the supply bin, but any items that a captain could not locate were promptly delivered by the Area Representative.

Second, Delivery Confirmation Forms were delivered with the Area Representatives in a different manner than in previous elections. The confirmation form was included in the captains’ notebook instead of being attached to the M100. This caused confusion amongst some of the captains, but their confusion was quickly remedied.

***Lessons for Future Preparation.*** To improve supply delivery logistics, staff has deployed a bar-coding system and installed additional quality control measures to ensure that supply inventories are accurate and delivered so that captains can readily identify each item and its location in the supply bin.

### **F. Polls Closing Analysis**

As in previous elections, the Board deployed tech rovers to assist captains with closing the precincts during the Primary. After the polls closed, more than 60 temporary employees retrieved the voting results and delivered them, escorted by District of Columbia police officers, to One Judiciary Square for tabulation. Once ballot results from the DREs and M100s were delivered to headquarters, other election materials, paper ballots, and equipment were retrieved and returned to the BOE’s office by the area representatives.

BOE began receiving election results at 8:45p.m. on election night. The last election results were received at 10:30p.m. Six (6) precincts did not send in complete election results because they experienced technical difficulty in closing their DREs. BOE technical rovers traveled to those locations to provide assistance and retrieve the DRE election results. With that technical assistance, the captains at those precincts were able to close their precincts and have the election results delivered to the BOE.

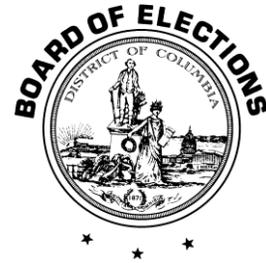
## **G. Summary of BOE Actions**

BOE has taken the following actions to enhance performance efficiency for the November 4 General Election and future elections:

1. Improve the scheduling and notification system with all polling place facilities to ensure accurate delivery times for Election Day set-up.
2. Reemphasize training for polling place opening procedures in the event of technical problems with DREs or M100s.
3. Reevaluate polling place staffing procedures to ensure that an adequate number of workers are present on Election Day and continue the development of the human resource tracking, training, and deployment system.
4. Significantly increase the number of technical rovers assigned as Election Day support to decrease response times to technical issues at polling places.
5. Add warehouse management staff to help implement an improved warehouse system for ordering, tracking, and distributing equipment and supplies.
6. Implement a new supply system which barcodes items distributed to each polling place.
7. Create an improved supply list to better assist workers in readily identifying where supplies are in the supply bin.
8. Obtain new voting equipment that meets the needs of District voters and the Board.
9. Acquire a new, more reliable ePollbook system.

## **H. Recommendations for D.C. Council Action**

The Council of the District of Columbia is respectfully requested to consider allocating District of Columbia funds during Fiscal year 2015 to acquire new voting systems and an up-to-date ePollbook system.



## VI. Tabulation

### A. Preparation

Preparation for election night tabulation begins months before Election Day. Once the ballot is designed and the voting equipment has gone through logic and accuracy testing, a mock tabulation is conducted to ensure that the election management system will calculate votes properly. After the mock tabulation has been completed, no changes are made to the ballot or the management system.

Absentee ballot tabulators (“650s”) are also tested to ensure they are functioning properly. BOE has two (2) tabulators. Both tabulators performed properly during the 2014 Primary Election tabulation of absentee and special ballots.

### B. Election Night Results

#### *B1. Server Issues*

The BOE experienced a delay in tabulating early voting results on Election night, which in turn delayed the reporting of precinct results. Preliminary analysis of the tabulation delay indicated that a network connectivity problem between the towers, the readers and the server caused the system to “time out” several times during the upload. The system timeout delayed the loading of early voting precinct results into the tabulator.

As a result of this technical problem, staff generated the Early Voting Results Report at 9:30p.m. and the first Summary Report (which included 55 precincts) at 10:10 p.m. Once staff established a continuous feed of precinct results into the tabulator, all of the DRE results were released at 11:25p.m. on the fourth Summary Report. That Report included electronic and paper ballot results from 127 of 143 precincts (88%). The fifth Summary Report, generated at 12:22 a.m., included 142 of 143 precincts, and the final report at 12:30 a.m. included all precincts. In sum, all 143 precincts were reported approximately one (1) hour later than projected.

#### *B2. Reporting Tool Issues*

Once BOE staff was able to complete the upload of Early Voting Results, we generated a Summary Report for Board review and prepared a web screen display of the data for the Board’s media room. Unfortunately, the full election results that appeared on the Summary Report did not display to the web. This explains part of the discrepancy that was reported by the media; the other source of the discrepancy was the reporting tool that displays the results to the website.

That tool converts a raw data (ASCII) file into a CSV file for display to the public. BOE staff discovered during the reporting process that the report groupings for the ASCII tool were aggregating early voting DRE results with Election Day DRE results. As a result, the early voting column on the web display included Election Day DRE votes.

Once this grouping error was identified, IT support corrected the grouping error and continued displaying election night results correctly. At no point did the web report impact or compromise the actual counting of votes.

During post-election analysis, the BOE's Chief Technology Officer and the outside vendor reviewed the entire tabulation system. It was determined that both a data switch and the server had failed. The server failure caused the system clock to reset from daylight savings time to standard time, thus causing the summary reports to reflect the incorrect time. In light of this discovery, staff replaced the data switches and server. Staff also added the ability to monitor data communications to ensure the system is performing properly.

Since then, several tests have been run on the new server and switches. The new components were deployed in the July 15, 2014 Special Election. The system is performing to specifications.

### **C. Media Interaction During Tabulation**

The Board's goals on election night are to count votes accurately and as quickly as possible, and to publish the unofficial preliminary election results in a clear, coherent, accurate, and timely manner throughout the tabulation process.

To that end, the BOE uses the following methods to communicate the election night results to the public: (1) it operates an open media observation room that allows voters, candidates and media representatives to observe the election night tabulation process; (2) it provides hard copies of each summary report to the media and any member of the public waiting in the observation room; (3) it displays the election results on the website using an election night reporting tool; and (4) its Public Information Officer ("PIO") and other members of the Board interact with the public as the tabulation process ensues.

In preparation for election night, the Board's PIO sent a series of tweets to the general public and the media concerning Election Day and night. Media packets were prepared and provided to media representatives on Friday, March 28, 2014. The media packets included information detailing logistics in the Board's media room and an overall timeline of polling place closing logistics and when to expect results to be posted on election night (See attachment No. 5 in the Data Section of this Report).

On election night, monitors were set up in the media observation room so that the public could watch the tabulation process via webcams. Additionally, chairs were set up outside the tabulation room so that the public could look through the glass windows to watch the process.

The PIO was available to escort individuals to the observation room to view the tabulation process through the glass windows. The PIO was also available to distribute hard copies of the summary reports to the media observation room.

The BOE concedes that it failed to communicate with press as well as it should have during the Primary's vote tabulation process.

**Lessons Learned.** In preparation for the General Election, BOE will prepare and communicate in advance to the media and the general public the schedule for the tabulation process. BOE will make every effort to meet or beat that timeline. BOE will hold several media days to provide the press an opportunity to learn about the tabulation process and to answer any questions. For those unable to attend a media day, materials from the event will be available on election night in the Board’s media room. Additionally, media and poll watchers can expect to receive updates and have their questions answered beginning promptly at the close of the polls and every 30-45 minutes thereafter. The PIO will also provide immediate updates concerning any urgent matters that materialize between scheduled updates.

The Board has added a senior level Public Information Officer to its executive team to assist with general communications and interact with and provide full-time support to the press on election night. This should allow for an improved communication effort leading up to and through Election Day and night.

**D. Tabulating Special Ballots**

A significant number of special ballots continue to be cast during each election. This has a major impact on the post-election administration and tabulation processes. The most common reasons for casting a special ballot are a change to the voter’s name or address, same-day registration, and voting outside one’s assigned polling place.

In total, 10,849 special ballots were cast during the Primary. At the conclusion of tabulation, BOE rejected 3,373 of these ballots.

**Special Ballots Cast and Rejected**

<b>2014 Primary Election</b>	<b>Special Ballots</b>	<b>Rejected Special Ballots</b>	<b>Rejection Rate</b>
4/1/2014	10,849	3,373	31.1%

Tabulating special ballots is generally labor and time-intensive, and that is especially true of special ballots cast out-of-precinct. For each special ballot, staff must check the voter’s registration or enter the registration into the voter registration system, determine whether the voter cast a ballot at another precinct (or voted early or by absentee), and for out-of-precinct voters, duplicate the eligible votes by hand onto the correct ballot style. Once this process has been completed, all special ballots that are not rejected are tabulated. Out-of-precinct special ballots require the most time to tabulate, approximately thirty (30) minutes each from beginning-to-end.

**E. Planned BOE Actions**

BOE intends to take the following actions to enhance efficiency and effectiveness:

1. Implement list maintenance activities using data received from the Electronic Record Information Center, “ERIC”, to contact voters who have moved into the District or made changes to their residential address without informing the Board;

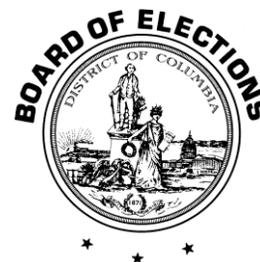
2. Strongly encourage voters to vote in their assigned precinct to minimize the number of out of precinct special ballots that must be processed;
3. Acquire a new voting and tabulation system with upgraded technology for casting ballots and tabulating votes.

**F. Recommendations for D.C. Council Action**

The Council of the District of Columbia is respectfully requested to consider repealing D.C. Official Code § 1-1001.09 (b)(3), which directs BOE to count all eligible contests for a voter who casts a ballot outside of his/her precinct of residence on Election Day.

The Council of the District of Columbia is respectfully requested to allocate District of Columbia funds to acquire a new voting system as proposed earlier.

# After-Action Report – 2014 Primary



## VII. Data

### A. Registration Activity

1. The total number of persons registered to vote more than thirty (30) days preceding the election, broken down by party, ward, and precinct.

#### VOTER REGISTRATION TOTALS (as of 2/28/14)

	DEM	REP	STG	LIB	OTH	NP	TOTALS
DC VOTERS	337,980	27,213	3,613	231	1,025	76,132	446,194

#### WARD 1

PRECINCT	DEM	REP	STG	LIB	OTH	NP	TOTALS
20	1,251	29	6	1	7	187	1,481
22	3,478	302	28	5	7	932	4,752
23	2,598	161	53	3	5	705	3,525
24	2,314	212	31	3	7	742	3,309
25	3,527	396	62	3	6	1,078	5,072
35	3,255	197	60	0	8	967	4,487
36	3,976	262	60	3	9	1,127	5,437
37	2,960	122	49	1	6	673	3,811
38	2,535	128	54	3	8	710	3,438
39	3,971	203	84	5	12	992	5,267
40	3,719	205	92	2	19	1,110	5,147
41	3,141	183	60	5	15	1,006	4,410
42	1,695	62	30	2	6	459	2,254
43	1,589	64	21	1	2	347	2,024
137	879	52	9	0	4	207	1,151
TOTALS	40,888	2,578	699	37	121	11,242	55,565

**WARD 2**

PRECINCT	DEM	REP	STG	LIB	OTH	NP	TOTALS
2	664	145	7	0	9	408	1,233
3	1,265	355	14	4	13	619	2,270
4	1,598	450	7	3	5	773	2,836
5	2,053	663	15	3	9	842	3,585
6	2,274	916	22	3	16	1,256	4,487
13	1,305	261	7	2	0	473	2,048
14	2,726	442	25	5	11	986	4,195
15	2,857	316	20	6	11	867	4,077
16	3,336	356	24	8	12	900	4,636
17	4,632	632	38	8	17	1572	6,899
129	1,819	306	12	4	5	726	2,872
141	2,138	236	11	4	7	638	3,034
143	1,518	376	11	2	5	611	2,523
<b>TOTALS</b>	<b>28,185</b>	<b>5,454</b>	<b>213</b>	<b>52</b>	<b>120</b>	<b>10,671</b>	<b>44,695</b>

**WARD 3**

PRECINCT	DEM	REP	STG	LIB	OTH	NP	TOTALS
7	1,162	381	17	0	3	533	2,096
8	2,230	615	23	2	7	732	3,609
9	1,091	490	8	3	6	464	2,062
10	1,649	408	11	2	8	614	2,692
11	3,206	915	39	3	6	1,326	5,495
12	453	187	2	0	2	211	855
26	2,748	343	26	3	3	903	4,026
27	2,331	280	16	2	5	596	3,230
28	2,178	509	30	4	6	747	3,474
29	1,126	225	11	1	5	371	1,739
30	1,190	221	17	1	4	267	1,700
31	2,250	315	21	0	8	557	3,151
32	2,592	313	22	2	3	606	3,538
33	2,750	329	33	5	9	722	3,848
34	3,402	488	24	4	6	1,142	5,066
50	1,973	287	14	3	9	469	2,755
136	831	117	8	1	0	319	1,276
138	2,014	275	19	0	4	507	2,819
<b>TOTALS</b>	<b>35,176</b>	<b>6,698</b>	<b>341</b>	<b>36</b>	<b>94</b>	<b>11,086</b>	<b>53,431</b>

**WARD 4**

<b>PRECINCT</b>	<b>DEM</b>	<b>REP</b>	<b>STG</b>	<b>LIB</b>	<b>OTH</b>	<b>NP</b>	<b>TOTALS</b>
45	2,050	73	39	4	7	426	2,599
46	2,659	61	30	0	10	509	3,269
47	2,750	139	32	3	10	697	3,631
48	2,596	126	30	0	8	557	3,317
49	822	37	16	0	4	180	1,059
51	3,112	534	21	0	7	640	4,314
52	1,229	177	4	0	3	223	1,636
53	1,186	75	20	1	4	258	1,544
54	2,217	88	33	0	4	458	2,800
55	2,264	69	21	1	7	413	2,775
56	2,910	85	31	0	10	652	3,688
57	2,391	74	32	2	14	431	2,944
58	2,197	55	16	1	2	370	2,641
59	2,473	80	33	2	9	400	2,997
60	2,076	74	21	2	7	656	2,836
61	1,544	48	12	0	1	279	1,884
62	3,046	123	28	0	2	355	3,554
63	3,246	126	47	0	11	622	4,052
64	2,129	56	13	1	5	310	2,514
65	2,424	60	19	0	8	309	2,820
<b>TOTALS</b>	<b>45,321</b>	<b>2,160</b>	<b>498</b>	<b>17</b>	<b>133</b>	<b>8,745</b>	<b>56,874</b>

**WARD 5**

<b>PRECINCT</b>	<b>DEM</b>	<b>REP</b>	<b>STG</b>	<b>LIB</b>	<b>OTH</b>	<b>NP</b>	<b>TOTALS</b>
19	3,793	175	54	5	8	917	4,952
44	2,728	204	26	4	12	627	3,601
66	4,318	98	39	1	9	492	4,957
67	2,884	98	25	0	7	393	3,407
68	1,835	133	27	3	8	378	2,384
69	2,055	69	16	0	9	259	2,408
70	1,400	65	18	1	2	215	1,701
71	2,277	57	27	1	7	340	2,709
72	4,216	110	24	0	13	722	5,085
73	1,802	85	30	3	7	344	2,271
74	3,917	178	54	1	10	769	4,929
75	3,067	127	52	1	4	679	3,930
76	1,275	57	12	0	4	243	1,591
77	2,643	92	27	0	6	468	3,236
78	2,756	77	33	0	8	422	3,296
79	1,821	68	16	1	8	304	2,218
135	2,839	174	42	2	12	518	3,587
139	2,010	36	10	0	4	204	2,264
<b>TOTALS</b>	<b>47,636</b>	<b>1,903</b>	<b>532</b>	<b>23</b>	<b>138</b>	<b>8,294</b>	<b>58,526</b>

**WARD 6**

<b>PRECINCT</b>	<b>DEM</b>	<b>REP</b>	<b>STG</b>	<b>LIB</b>	<b>OTH</b>	<b>NP</b>	<b>TOTALS</b>
1	3,716	384	44	2	13	997	5,156
18	3,974	243	39	3	12	857	5,128
21	1,106	58	18	2	3	243	1,430
81	4,493	336	44	3	14	943	5,833
82	2,437	254	24	2	10	554	3,281
83	3,602	419	34	8	10	914	4,987
84	1,888	410	24	4	7	551	2,884
85	2,544	483	24	4	7	739	3,801
86	2,202	270	26	0	7	502	3,007
87	2,613	221	20	1	8	545	3,408
88	2,081	286	15	0	8	528	2,918
89	2,429	663	23	6	5	776	3,902
90	1,551	265	12	1	5	484	2,318
91	3,933	358	36	4	16	938	5,285
127	3,660	253	50	4	12	774	4,753
128	2,094	184	29	3	7	579	2,896
130	778	313	9	2	2	296	1,400
131	1,649	419	12	5	5	585	2,675
142	1,285	158	16	1	2	365	1,827
<b>TOTALS</b>	<b>48,035</b>	<b>5,977</b>	<b>499</b>	<b>55</b>	<b>153</b>	<b>12,170</b>	<b>66,889</b>

**WARD 7**

<b>PRECINCT</b>	<b>DEM</b>	<b>REP</b>	<b>STG</b>	<b>LIB</b>	<b>OTH</b>	<b>NP</b>	<b>TOTALS</b>
80	1,391	71	13	0	6	258	1,739
92	1,587	37	11	1	6	243	1,885
93	1,523	41	16	0	4	218	1,802
94	1,980	49	16	0	1	266	2,312
95	1,644	42	16	0	0	295	1,997
96	2,330	69	23	0	7	360	2,789
97	1,509	33	13	0	3	197	1,755
98	1,782	41	24	0	4	257	2,108
99	1,460	42	15	0	5	229	1,751
100	2,135	42	14	0	4	264	2,459
101	1,658	31	18	0	5	182	1,894
102	2,457	50	25	0	6	317	2,855
103	3,583	91	36	0	12	564	4,286
104	2,933	79	26	0	10	437	3,485
105	2,384	55	24	0	3	386	2,852
106	2,936	65	23	0	6	443	3,473
107	1,892	56	18	0	4	286	2,256
108	1,113	25	6	0	0	119	1,263
109	931	32	7	0	1	87	1,058
110	3,656	92	26	1	7	412	4,194
111	2,443	58	23	0	7	353	2,884
113	2,198	62	19	0	2	279	2,560
132	2,172	58	15	0	3	349	2,597
<b>TOTALS</b>	<b>47,697</b>	<b>1,221</b>	<b>427</b>	<b>2</b>	<b>106</b>	<b>6,801</b>	<b>56,254</b>

**WARD 8**

<b>PRECINCT</b>	<b>DEM</b>	<b>REP</b>	<b>STG</b>	<b>LIB</b>	<b>OTH</b>	<b>NP</b>	<b>TOTALS</b>
112	2,052	55	8	1	8	293	2,417
114	3,129	105	26	1	17	499	3,777
115	2,872	68	17	1	9	604	3,571
116	3,803	98	38	0	13	560	4,512
117	1,864	45	13	0	9	285	2,216
118	2,662	67	26	1	9	387	3,152
119	2,857	106	39	2	10	554	3,568
120	1,932	40	21	0	4	317	2,314
121	3,267	74	33	1	13	491	3,879
122	1,776	44	18	0	5	251	2,094
123	2,235	89	22	1	11	343	2,701
124	2,571	60	14	0	4	364	3,013
125	4,715	118	43	0	11	734	5,621
126	3,840	112	39	1	19	689	4,700
133	1,387	41	10	0	5	183	1,626
134	2,153	40	25	0	5	265	2,488
140	1,927	60	12	0	8	304	2,311
<b>TOTALS</b>	<b>45,042</b>	<b>1,222</b>	<b>404</b>	<b>9</b>	<b>160</b>	<b>7,123</b>	<b>53,960</b>

- 2. The number of persons who registered to vote in the thirty (30) days preceding the election**

**1,406**

- 3. The number of persons who registered to vote at an early voting center or on Election Day**

**1,054**

**B. Election Worker Data**

**1. The number of polling place officials at each precinct, broken down by position title**

Precinct #	Captain	Assistant Captain	Ballot Clerk	Check-In Clerk	Special Ballot	Voter Assistance	TOTAL STAFF
1	1	0	3	3	2	3	12
2	1	0	1	2	1	1	6
3	1	0	3	2	1	3	10
4	1	0	3	4	1	2	11
5	1	0	2	3	1	2	9
6	1	0	2	3	1	3	10
7	1	0	2	1	1	1	6
8	1	0	3	2	1	1	8
9	1	0	3	3	1	1	9
10	1	0	2	2	1	2	8
11	1	0	3	4	2	2	12
12*	n/a	n/a	n/a	n/a	n/a	n/a	0
13	1	0	3	2	2	2	10
14	1	0	4	4	1	2	12
15	1	1	5	5	2	2	16
16	1	0	4	5	2	1	13
17	1	1	4	5	2	3	16
18	1	1	3	4	2	3	14
19	1	1	4	6	1	3	16
20	1	0	2	2	1	1	7
21	1	0	1	2	1	2	7
22	1	1	3	4	0	2	11
23	1	0	3	4	2	3	13
24	1	0	1	4	1	1	8
25	1	0	4	5	2	3	15
26	1	0	3	5	2	2	13
27	1	0	4	3	1	1	10
28	1	0	3	4	1	1	10
29	1	0	1	2	1	2	7
30	1	0	2	3	1	2	9
31	1	0	4	5	1	2	13
32	1	0	4	5	1	2	13
33	1	0	3	5	1	3	13
34	1	0	3	5	2	3	14
35	1	0	4	3	1	1	10
36	1	0	4	4	2	1	12
37	1	0	3	5	1	2	12
38	1	0	3	4	2	2	12
39	1	0	5	5	1	2	14
40	1	1	4	6	2	2	16

41	1	0	2	1	1	3	8
42	1	0	3	3	0	1	8
43	1	0	4	3	0	2	10
44	1	0	4	1	1	3	10
45	1	0	2	3	1	2	9
46	1	0	2	4	0	2	9
47	1	0	4	5	2	3	15
48	1	1	3	5	2	1	13
49	1	0	1	2	1	3	8
50	1	0	3	3	1	2	10
51	1	0	3	5	1	2	12
52	1	0	3	3	1	2	10
53	1	0	3	2	1	2	9
54	1	0	2	2	1	2	8
55	1	0	2	5	1	2	11
56	1	0	2	4	1	2	10
57	1	0	2	3	1	2	9
58	1	0	3	4	1	3	12
59	1	0	3	3	1	2	10
60	1	0	2	4	1	2	10
61	1	0	4	3	1	1	10
62	1	0	3	6	2	1	13
63	1	1	4	5	1	3	15
64	1	0	3	4	1	1	10
65	1	0	4	4	2	3	14
66	1	0	4	6	2	4	17
67	1	0	4	5	2	1	13
68	1	0	2	3	2	2	10
69	1	0	3	3	1	2	10
70	1	0	3	3	2	1	10
71	1	0	3	3	1	2	10
72	1	1	3	5	2	2	14
73	1	0	2	2	1	3	9
74	1	1	4	6	2	3	17
75	1	0	2	4	2	1	10
76	1	0	2	3	1	0	7
77	1	0	4	4	1	3	13
78	1	0	3	3	2	2	11
79	1	0	3	3	1	2	10
80	1	0	3	2	2	1	9
81	1	1	4	5	1	3	15
82	1	0	2	5	2	2	12
83	1	1	3	5	2	1	13
84	1	0	3	3	1	2	10
85	1	0	3	4	1	2	11
86	1	0	3	3	1	2	10
87	1	0	2	4	2	2	11
88	1	0	2	5	1	2	11
89	1	0	4	3	2	2	12
90	1	0	3	3	1	2	10

91	1	0	3	4	2	1	11
92	1	1	2	3	1	3	11
93	1	0	2	2	2	4	11
94	1	0	2	3	1	2	9
95	1	0	2	3	1	3	10
96	1	0	3	4	1	2	11
97	1	1	2	2	1	1	8
98	1	0	4	3	1	2	11
99	1	0	3	3	1	2	10
100	1	0	3	3	1	2	10
101	1	0	4	1	0	3	9
102	1	0	3	3	1	2	10
103	1	1	3	4	2	4	15
104	1	0	3	2	1	2	9
105	1	0	2	4	1	1	9
106	1	0	2	4	2	3	12
107	1	0	2	2	1	1	7
108	1	0	1	2	1	1	6
109	1	0	1	3	1	1	7
110	1	1	4	4	3	2	15
111	1	0	3	2	0	1	7
112	1	0	4	3	1	2	11
113	1	0	4	4	1	2	12
114	1	0	3	5	2	2	13
115	1	0	4	2	1	2	10
116	1	0	5	3	2	1	12
117	1	0	3	2	1	2	9
118	1	0	2	4	1	2	10
119	1	0	2	4	1	1	9
120	1	0	3	3	1	2	10
121	1	0	3	3	1	1	9
122	1	0	3	2	1	2	9
123	1	0	4	3	2	2	12
124	1	1	3	5	1	2	13
125	1	0	4	4	2	3	14
126	1	0	4	4	1	2	12
127	1	0	2	4	2	3	12
128	1	0	3	3	1	1	9
129	1	0	2	3	1	2	9
130	1	0	2	1	1	2	7
131	1	0	3	2	1	3	10
132	1	0	3	2	1	2	9
133	1	0	2	3	1	2	9
134	1	0	3	3	1	2	10
135	1	0	4	3	1	2	11
136	1	0	3	2	0	3	9
137	1	0	1	2	1	1	6
138	1	0	4	3	1	1	10
139	1	0	2	5	1	3	12
140	1	0	2	3	1	3	10

<b>141</b>	1	0	3	3	1	2	<b>10</b>
<b>142</b>	1	0	2	3	1	1	<b>8</b>
<b>143</b>	1	0	2	1	1	2	<b>7</b>
<b>TOTAL</b>	<b>142</b>	<b>17</b>	<b>411</b>	<b>485</b>	<b>177</b>	<b>284</b>	<b>1516</b>

\*Precinct 12 was combined with Precinct 28 at one polling place.

## 2. Summary of issues identified in Precinct Captain or Area Representative reports

After the Primary, BOE reviewed the captain’s notebooks (a log the precinct captain updates throughout Election Day), and held captain debriefing sessions to gather information on the difficulties encountered on Election Day. Below were the most commonly reported problems:

Issue Area	Concern
Equipment Malfunctions	Many captains reported problems with the DREs and the ePollbooks. In particular, the ePollbooks experienced screen freezes and several printers malfunctioned. Technicians worked to remedy the problem, but the instability of the current ePollbook software has been a consistent problem.
Pollwatchers and Campaign Workers	A few captains reported having aggressive pollwatchers, some who even interfered with the voting process. A few captains reported having issues with campaign workers who consistently violated the 50-foot “no electioneering” zone at polling place entrances.
Missing Supplies	Many captains noted issues with locating certain supplies. In particular, pencils and the Delivery Confirmation Forms were either missing or difficult to find. Some captains reported running low on RTAL printer rolls (for the DREs) and seals.
Help Desk Phone Lines	Some captains reported having difficulty reaching the help desk for support on Election Day. This appears to be a technical issue that will be resolved.
Anchoring and Affixing Signs	Captains frequently reported difficulty with properly attaching signs to the walls and having the wind blow over some of the large outdoor signs.
Voter Assistance Bell Malfunctions	A number of precinct captains reported inoperable or ineffective bells at accessible entrances. This was generally due to user error, the signal being unable to travel the distance required, or a malfunction of the machine itself.

**3. Performance measurement data of polling place officials**

**See Attachment # 1**

**C. Ballot Data**

**1. The total number of votes cast, broken down by type of ballot**

**See Attachment # 2**

**2. The number of spoiled ballots**

**1,232**

**D. Election Night Reporting**

**1. Copies of any unofficial summary reports generated by the Board on election night**

**See Attachment #3**

**E. April Primary Analysis Chart**

**See Attachment #4**

**F. April 2014 Primary Media Packet Insert**

**See Attachment #5**