May 28, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** One hundred thousand US dollars (USD $100,000).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin.

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

2. This grant shall be used *only* for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific grant in writing, except as provided in paragraph 4.

4. The City of Racine shall grant ten thousand dollars (USD $10,000) under this agreement to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee solely for the public purpose of planning safe and secure election administration in those cities in 2020, and
solely upon written confirmation from those entities that the funds shall be used for such purpose.

5. The City of Racine, and any cities granted funds under paragraph 4, shall produce, by June 15th, 2020, a plan for safe and secure election administration in each such city in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters.

6. CTCL may discontinue, modify, withhold part of, or ask for the return all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org.

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life

Accepted on behalf of the City of Racine:

By: __________________________
Title: _________________________
Date:_______________________
August 3, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** Nine hundred, forty-two thousand, one hundred US dollars (USD $924,100.00).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Racine in accordance with the Wisconsin Safe Voting Plan 2020 ("Appendix").

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

Exhibit A
2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific sub-recipient in advance, in writing.

4. The City of Racine has produced a plan for safe and secure election administration in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This plan is attached to this agreement as an Appendix. The City shall expend the amount of this grant for purposes contained in this plan by December 31, 2020.

5. This grant is intended to support and shall be used solely to fund the activities and purposes described in the plan produced pursuant to paragraph 4.

6. The City of Racine shall produce a report documenting how this grant has been expended in support of the Appendix. This report shall be provided to CTCL by January 31, 2021.

7. The City of Racine shall not reduce or otherwise modify planned municipal spending on 2020 elections, including the budget of the City Clerk of Racine ("the Clerk") or fail to appropriate or provide previously budgeted funds to the Clerk for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

8. CTCL may discontinue, modify, withhold part of, or ask for the return of all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

9. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.
Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life

Accepted on behalf of the City of Racine:

SEE ATTACHMENT

By: ____________________

Title: ____________________

Date: ________________

**APPENDIX:** Wisconsin Safe Voting Plan 2020 Submitted to the Center for Tech & Civic Life
June 15, 2020
CITY OF RACINE

By: Cory Mason, Mayor
   Date: 8/6/20

ATTEST:

By: Tara Coolidge, City Clerk
   Date: 8/6/20

Provisions have been made to pay the liability that will accrue hereunder.

By: David Brown, Finance Director
   Date: 8/6/20

APPROVED AS TO FORM:

By: Scott R. Letteney, City Attorney
   Date: 8/26/20
The State of Wisconsin found itself in the midst of an historic election in April of 2020 when statewide elections occurred in the midst of the COVID-19 pandemic. These elections included not only the presidential preference vote, but also local races for city councils, county boards, school board, and mayors, a statewide election for a seat on the Wisconsin Supreme Court, and numerous district-wide school referenda.

Municipalities were required to make rapid and frequent adjustments to ensure compliance with the rapidly changing Supreme Court, Wisconsin Supreme Court, and Wisconsin Election Commission (WEC) rulings about the election. (The April 2020 Election may go down in history as the only election in which the Wisconsin Supreme Court and the US Supreme Court weighed in on the same day on how the election would be conducted.)

The shifting legal landscape was also complicated by the extraordinary lengths municipal clerks went to to ensure that both voting and election administration were done in accordance with prevailing public health requirements.

As mayors in Wisconsin’s five biggest cities - Milwaukee, Madison, Green Bay, Kenosha, and Racine - we seek to work collaboratively on the two remaining 2020 elections (August 11th and November 3rd) to: safely administer elections to reduce the risk of exposure to coronavirus for our residents as well as our election officials and poll workers; identify best practices; innovate to efficiently and effectively educate our residents about how to exercise their right to vote; be intentional and strategic in reaching our historically disenfranchised residents and communities; and, above all, ensure the right to vote in our dense and diverse communities.
Table 1: Summary of Municipalities’ Electorate Data, June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Eligible Voters</td>
<td>71,661</td>
<td>73,000</td>
<td>213,725</td>
<td>430,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Registered Voters</td>
<td>52,064</td>
<td>47,433</td>
<td>178,346</td>
<td>294,459</td>
<td>34,734</td>
</tr>
<tr>
<td>2020 Election Budget</td>
<td>$329,820</td>
<td>$205,690</td>
<td>$2,080,283</td>
<td>$2,986,810</td>
<td>$409,529</td>
</tr>
</tbody>
</table>

All five jurisdictions share concerns about how to best facilitate voter participation and limit exposure to coronavirus. All five jurisdictions spent all or most of the budgeted resources for all of 2020 on the extraordinary circumstances this Spring. If no plan is approved, it will leave communities like ours with no choice but to make tough decisions between health and the right to vote; between budget constraints and access to fundamental rights. The time that remains between now and the November Election provides an opportunity to plan for the highest possible voter turnouts in the safest possible ways.

We are collectively requesting a total of $6,131,567 as summarized in Table 3 below and detailed extensively in the plan.

Review of the April 2020 Election

The April 2020 election placed two sacred duties of cities in conflict: keeping our residents safe and administering free and fair elections. Since Wisconsin’s elections are administered at the municipal level, each municipality was on its own to deal with these dynamics. Our Municipal Clerks and their staff are all remarkable public servants, who responded nimbly and effectively to marshal the resources needed to run these elections under exceedingly challenging circumstances. In this election, all five of our municipalities faced:

- Precipitous drop-offs of experienced poll workers;
- A scramble to procure enough PPE to keep polling locations clean and disinfected and to mitigate COVID-19 risk for election officials, poll workers, and voters;
- A never-before-seen increase in absentee ballot requests;
- High numbers of voters who struggled to properly submit required photo ID and/or provided insufficient certification of absentee ballot envelopes; and
- Voters who, understandably, were completely confused about the timeline and rules for voting in the midst of a pandemic and required considerable public outreach and individual hand-holding to ensure their right to vote.
See Table 2, below, for detailed data on all five municipalities’ April 2020 absentee mail and in-person early voting experiences.

**Table 2: Summary of Municipalities’ Experiences in April 2020 Election**

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters who requested absentee ballots for April election</td>
<td>15,509</td>
<td>16,017</td>
<td>89,730</td>
<td>96,712</td>
<td>11,615</td>
</tr>
<tr>
<td># of absentee ballots successfully cast in April</td>
<td>11,928</td>
<td>13,144</td>
<td>77,677</td>
<td>76,362</td>
<td>9,570</td>
</tr>
<tr>
<td># of absentee ballot requests unfulfilled due to insufficient photo ID</td>
<td>Unknown</td>
<td>Unknown</td>
<td>1,840</td>
<td>2.5%</td>
<td>Estimated hundreds</td>
</tr>
<tr>
<td># of absentee ballots rejected due to incomplete certification</td>
<td>312</td>
<td>196</td>
<td>618</td>
<td>1,671</td>
<td>368</td>
</tr>
<tr>
<td># of secure drop-boxes for absentee ballot return</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td># of days of early voting</td>
<td>12</td>
<td>10</td>
<td>19</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Use curbside voting for early voting?</td>
<td>✔️</td>
<td>✖️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td># of voters who voted in-person early absentee</td>
<td>778</td>
<td>85</td>
<td>4,930</td>
<td>11,612</td>
<td>1,543</td>
</tr>
<tr>
<td># of additional staff enlisted for election-related efforts</td>
<td>86</td>
<td>60</td>
<td>225</td>
<td>95</td>
<td>20</td>
</tr>
<tr>
<td>$ spent on PPE</td>
<td>$2,122</td>
<td>$13,000</td>
<td>$6,305</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td># of polling locations</td>
<td>2</td>
<td>10</td>
<td>66</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Use drive-thru or curbside voting on Election Day?</td>
<td>✔️</td>
<td>✖️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
Comprehensive Election Administration Needs for 2020

In early June 2020, all five municipal clerks and their staff, with review and support from all five cities’ Mayors and Mayoral staff, completed a detailed, multi-page template (attached) providing both data and information about the municipalities’ election plans and needs. This Wisconsin Safe Voting Plan 2020 is based on that comprehensive information. All five of our municipalities recommend the following four strategies to ensure safe, fair, inclusive, secure, and professional elections in our communities for the remaining 2020 elections:

Recommendation I: Encourage and Increase Absentee Voting (By Mail and Early, In-Person)
1. Provide assistance to help voters comply with absentee ballot requests & certification requirements
2. Utilize secure drop-boxes to facilitate return of absentee ballots
3. Deploy additional staff and/or technology improvements to expedite & improve accuracy of absentee ballot processing
4. Expand In-Person Early Voting (Including Curbside Voting)

Recommendation II: Dramatically Expand Strategic Voter Education & Outreach Efforts, Particularly to Historically Disenfranchised Residents

Recommendation III: Launch Poll Worker Recruitment, Training & Safety Efforts

Recommendation IV: Ensure Safe & Efficient Election Day Administration

As detailed in this plan, our municipalities are requesting a total of $6,324,567 to robustly, swiftly, comprehensively, and creatively implement these four strategic recommendations in each of our communities. That request is summarized as follows in Table 3, below, and detailed extensively in the remainder of this plan.
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage and Increase Absentee Voting By Mail and Early, In-Person</td>
<td>$277,000</td>
<td>$455,239</td>
<td>$548,500</td>
<td>$998,500</td>
<td>$293,600</td>
<td>$2,572,839</td>
</tr>
<tr>
<td>Dramatically Expand Strategic Voter Education &amp; Outreach Efforts</td>
<td>$215,000</td>
<td>$58,000</td>
<td>$175,000</td>
<td>$280,000</td>
<td>$337,000</td>
<td>$1,065,000</td>
</tr>
<tr>
<td>Launch Poll Worker Recruitment, Training &amp; Safety Efforts</td>
<td>$174,900</td>
<td>$145,840</td>
<td>$507,788</td>
<td>$800,000</td>
<td>$181,500</td>
<td>$1,810,028</td>
</tr>
<tr>
<td>Ensure Safe &amp; Efficient Election Day Administration</td>
<td>$426,500</td>
<td>$203,700</td>
<td>$40,500</td>
<td>$76,000</td>
<td>$130,000</td>
<td>$876,700</td>
</tr>
<tr>
<td>Totals:</td>
<td>$1,093,400</td>
<td>$862,779</td>
<td>$1,271,788</td>
<td>$2,154,500</td>
<td>$942,100</td>
<td>$6,324,567</td>
</tr>
</tbody>
</table>
Recommendation I: Encourage & Increase Absentee Voting By Mail and Early, In-Person

Of all the things that need to be done to ensure access and safety at the polls, this is perhaps the most important and timely. It is time, resource, and labor intensive but results in the voter being able to vote by mail or from the relative safety of their car or at a socially distanced and carefully planned early voting site.

Overview of Absentee Voting in Wisconsin

Before discussing our strategies and plans to encourage and increase absentee voting, both by mail and in-person, early voting, it’s important to first understand the absentee voting context in Wisconsin.

There are two ways to vote early in Wisconsin: in-person and through the mail. Both are technically called “absentee voting,” a phrase held over from a time when absentee voting required you to affirm that you were over 80, ill, or going to be out of the municipality on Election Day. Those requirements no longer exist in the statutes, and people can vote early, or absentee, for any reason. The April 2020 election saw dramatic increases in the number of absentee ballot requests over previous elections.

While for many regular voters, absentee voting - whether completed by mail or early, in-person - is a relatively easy process, our five cities understand that absentee voting does not work easily for all voters. Our communities of color, senior voters, low-income voters without reliable access to the internet, people with disabilities, and students all have legitimate concerns about the absentee voting process.

Voting absentee by mail has been complicated by the fairly recent imposition of state law requiring voters to provide an image of their valid photo ID prior to first requesting an absentee ballot. While this works relatively easily for voters who have valid photo IDs and the technology necessary to upload an image file of that valid ID into the state’s myvote.wi.gov website, it does not work well or easily for other voters who do not have valid photo ID (complicated by closure of DMVs due to the pandemic), lack access to reliable internet (also complicated by coronavirus-related closures or reduced hours at libraries and community centers, leaving those residents without regular public internet access that our municipalities normally provide), those who don’t have smart phones to take and upload photos, and those who need additional education about what constitutes a valid photo ID. (For example, countless voters in our municipalities attempted to submit “selfies” as valid photo ID. Explaining to them that this was not a valid form of photo ID and instructing them on how to properly submit valid ID took considerable staff time and resources.)

Once the absentee ballot is received, it must be completed correctly to be successfully cast, and there are numerous certification requirements on the absentee ballot envelope; if not correctly completed, the ballot could be rejected. Prior to this April’s
election, very small numbers of voters had traditionally chosen to cast ballots by mail. Municipal clerks' offices simply were not prepared and do not have the staffing or technological resources needed to quickly process dramatically higher numbers of absentee ballot requests, troubleshoot problems, answer voter questions, provide information and to expedite the processing of thousands of received absentee ballots on Election Day.

In-person early absentee voting also poses challenges for voters and election administrators. While all of our communities had previously offered early voting locations and hours, April's election required election officials to creatively and quickly expand in-person early voting opportunities, including curbside voting, all while prioritizing necessary COVID-19 precautions.

As indicated by Table 4, below, all five of our municipalities are already experiencing dramatic increases in the number of voters requesting to vote absentee, compared to pre-pandemic, and must procure resources to enable voters in our communities to meaningfully access absentee voting.

**Table 4: Absentee Ballots in All Municipalities as of June 2020**

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters on permanent absentee list prior to 2/18/20</td>
<td>1,628</td>
<td>1,856</td>
<td>2,062</td>
<td>6,252</td>
<td>613</td>
</tr>
<tr>
<td># of voters on permanent absentee list as of 4/7/20</td>
<td>4,306</td>
<td>3,469</td>
<td>8,665</td>
<td>23,374</td>
<td>2,684</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for August 2020</td>
<td>5,162</td>
<td>9,450</td>
<td>36,092</td>
<td>53,438</td>
<td>3,389</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for November 2020</td>
<td>4,859</td>
<td>9,123</td>
<td>34,164</td>
<td>50,446</td>
<td>3,204</td>
</tr>
</tbody>
</table>

We are committed to making voting accessible via mail, in-person prior to Election Day, and at the polls on Election Day. Particularly in the midst of a global pandemic when many voters are rightfully apprehensive about in-person voting, we want to ensure that voters in our communities know they have options and we are committed to conducting the necessary voter outreach and education to promote absentee voting and encourage higher percentages of our electors to vote absentee.
Increasing the number of voters who cast votes prior to Election Day minimizes the risk of spreading COVID-19 on Election Day from in-person contacts at our polling locations, and it reduces the chance for lines and delays in voting on Election Day.

The Wisconsin Election Commission (WEC) has approved a proposal to mail all registered voters absentee ballot request forms, which allows our five communities to focus on helping voters overcome the barriers to successfully returning those forms so they can obtain, and then successfully submit, their completed absentee ballots. This measure will provide absentee request information directly to voters, alleviating the need for municipalities to expend the cost to send the mailing. However, it is unclear how this measure will affect the workload of municipal clerks. Although the WEC has directed that the forms be returned to the WEC for entry, municipal clerks must still review each record, process, mail, record receipt and canvass each absentee ballot.

All of our municipalities anticipate continued large increases in absentee voting based on the April 2020 trends. Milwaukee, for example, anticipates that 80% of residents will vote absentee by mail for both the August primary and the November general election.

All five cities have identified numerous barriers to successful absentee voting, including: voters facing numerous challenges to successfully submitting valid photo ID; voters needing assistance complying with absentee ballot certification requirements, including obtaining the required witness signature on the absentee ballot return envelope; the labor-intensive process faced by all of our clerks’ offices of processing absentee ballot requests; and U.S. Postal Service errors and mail delays. All of these are challenges for our municipalities in normal elections, but they are all compounded by the coronavirus pandemic, and made exponentially more difficult by the unprecedented volume of absentee voting requests. This puts tremendous strain on municipal election clerks and their staff.

Our five cities share the desire to assist as many residents as possible with casting ballots before Election Day, serving as the greatest opportunity we have to mitigate the spread of COVID-19 in our communities. We have identified several strategies to help voters in each of our communities overcome these barriers to successful absentee voting, both by mail and in-person early voting.

Overall, our five communities are requesting $2,572,839 in resources related to enabling our municipalities to overcome these particular barriers and ensure that our voters can meaningfully access absentee voting, both by mail and in-person early voting. These strategies and resource needs are broken down into four distinct component recommendations, within the overall umbrella of increasing and encouraging absentee voting.
1. Provide assistance to help voters comply with absentee ballot requests & certification requirements

- **Green Bay**: The City would like to employ bilingual LTE “voter navigators” ($45,000) to help residents properly upload valid photo ID, complete their ballots and comply with certification requirements, and offer witness signatures. These voter navigators can assist voters prior to the elections and then also be trained and utilized as election inspectors. They would also like to utilize paid social media and local print and radio advertising to educate and direct voters in how to upload photo ID and how to request and complete absentee ballots. ($2,000) **Total: $47,000**

- **Kenosha**: The City would like to have Clerk’s staff train library staff on how to help residents request and complete absentee ballots, would like to produce ($3,000) and mail ($26,200) a bilingual absentee ballot instruction sheet with all absentee ballots to increase correctly completed and submitted ballots. The City would like to hire a trainer for seasonal election workers, volunteers and poll workers. This employee would also coordinate assignments to polling locations, the early driver up voting site, the Clerk’s office for assistance in processing, data entry and filing of absentee requests and the Absentee Board of Canvassers (approximately $50,000). The increase in absentee ballots due to COVID-19 has tremendously increased the workload of the department. In order to properly serve the citizens and voters additional LTE employees are needed (approximately $175,000). **Total: $254,200**

- **Madison**: Plans to hold curbside “Get your ID on File” events with the Clerk this summer utilizing volunteers or paid poll workers ($15,000) equipped with PPE (estimated $5,000) and digital cameras ($4,500) to capture voter ID images for voters who are unable to electronically submit their IDs to the Clerk’s office. They also need large flags to draw attention to these curbside sites ($4,000). Would also like mobile wifi hotspots and tablets for all of these sites ($100,000) so voters could complete their voter registration and absentee requests all at once, without having to wait for staff in the Clerk’s office to follow up on paper forms. (These mobile wifi hotspots, tablets, and flags, could all then be repurposed for early in-person voting closer to the election.) **Total: $128,500**

- **Milwaukee**: The City notes that the biggest obstacle to Milwaukee residents, particularly those in poverty, to applying for an absentee ballot in April was access to the internet and securing an image of their photo ID. To address this, the City will be promoting and utilizing Milwaukee Public Library branch staff ($90,000 for both elections) for 3 weeks prior to each election to assist any potential absentee voters with applying, securing, and uploading images of their valid photo ID. **Total: $90,000**

- **Racine**: The City will recruit and promote ($1,000), train ($3,000), and employ paid Voter Ambassadors ($8,000) who will be provided with both PPE and
supplies ($4,000) and set up at the City’s community centers to assist voters with all aspects of absentee ballot request, including photo ID compliance. Due to the increase of absentee mailed requests the City of Racine will need an additional 2 full time staff members in the Clerk’s Office in order to have a reasonable turn-around time for absentee requests ($100,000). Total: $116,000.

Total: $635,700

2. Utilize Secure Drop-Boxes to Facilitate Return of Absentee Ballots

Our five communities all share a desire to expand voters’ ability to easily return absentee ballots to the municipality without having to rely on the postal service, since, after April’s election, many voters are (rightfully) apprehensive that putting their completed ballot in the mail does not guarantee it will be received and counted by the municipality by statutory deadlines. Voters also need to have confidence that they are returning their completed absentee ballots into secure containers that are not at risk of tampering. All five cities need resources to purchase additional secure drop-boxes and place them at key locations throughout their cities, including libraries, community centers, and other well-known places, to ensure that returning completed ballots is as secure and accessible to voters throughout our cities as possible.

- **Green Bay:** The City would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay’s libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall. **Total: $50,000**

- **Kenosha:** The City currently has two drop-boxes that are checked throughout the day, and would like to install 4 additional internal security boxes at Kenosha libraries and the Kenosha Water Utility so that each side of town has easy access to ballot drop-boxes. **Total: $40,000**

- **Madison:** The City would like to have one secure drop box for every 15,000 voters, or 12 drop boxes total ($36,000). The City would also like to provide a potential absentee ballot witness at each drop box, utilizing social distancing and equipped with PPE (staff costs unknown): **Total: $50,000**

- **Milwaukee:** The City would like to install secure 24-hour drop boxes at all 13 Milwaukee Public library branches, staffed with socially distanced volunteers to serve as witnesses. **Total: $58,500**
• **Racine:** The City currently has one secured drop box for absentee ballots, and would like to have 3 additional drop boxes, each equipped with security cameras, to install at key locations around the City. **Total: $18,000.**

**Total: $216,500**

3. **Deploy Additional Staff and/or Technology Improvements to Expedite & Improve Accuracy of Absentee Ballot Processing**

The process of assembling and mailing absentee ballots is labor-intensive, slow, and subject to human error. Absentee ballot requests must be approved and entered into the statewide system, labels must be printed and applied to envelopes, ballots must be initialled, folded, and inserted into the envelope along with instructions. Ballots must be logged when received back from the voter. Undeliverable ballots must be reviewed, reissued or canceled. When voters make mistakes on ballots the requests to reissue must be completed. These tasks are time-consuming and utilizing existing clerk’s office staff pulls them away from all of the other service requests, phone answering, and tasks handled by busy municipal clerks’ offices.

The tremendous increase in absentee ballot requests in April was unprecedented, and municipal clerks and their staff were unprepared for the volume. They responded remarkably well - particularly since many of their staff were, by late March and early April, working remotely or, at a minimum, all needing to adhere to social distancing and masking precautions when working together in the same room - but all five municipalities need additional resources to accurately and swiftly process absentee ballot requests.

• **Green Bay:** The City needs 45 additional staff to process absentee ballot requests before the election, to open and verify envelopes on Election Day, and insert them into the tabulators. After the election, staff are needed to enter new voter registrations and assist with all election certification tasks ($140,000 for staffing) The City would also like to purchase a ballot opener and ballot folder to expedite processing ($5,000). **Total: $145,000.**

• **Kenosha:** The City needs resources for absentee ballot processing, to staff and process early, in-person absentee requests, and to answer voters’ questions (approximately $100,000). Additional workers are also needed to canvass absentee ballots (approximately $11,000) **Total: $111,000**

• **Madison:** Based on data from April, the City estimates it will need additional staffing ($110,000) for hourly election clerks for the fall elections, and will incur
additional overtime costs ($100,000) for staff processing of absentee ballots and other election-related tasks. **Total: $210,000**

- **Milwaukee**: Given its tremendous volume of absentee ballot requests and processing tasks which dwarfs that of the other municipalities, Milwaukee would like to completely automate and expedite the assembly and mailing of requested absentee ballots. The City would like to purchase a high-speed, duplex printer, a top-of-the-line folding machine, and a high quality folding and inserting machine. This would reduce staff costs and eliminate the use of absentee labels, by enabling the City to print directly onto inner and outer envelopes. This would also allow the City to have a small 2D barcode that the inserter machine would be able to scan to ensure that the outer envelope is for the same voter; increasing quality controls. This automation would enable the City to eliminate the assembly delay no matter the volume of daily absentee requests, allowing experienced election workers and previously trained election temporary employees to be re-deployed to early voting sites as supervisors and lead workers. **Total: $145,000**

- **Racine**: To process absentee ballot requests in April, the City estimates that it will need seven additional full-time employees to process fall election requests. These employees will be needed full-time for one month prior to the August Election (approximately $17,000) and seven weeks prior to the November election (approximately $30,000). **Total: $47,000**

**Total: $658,000**

4. **Expand In-Person Early Voting (Including Curbside Voting)**

For a variety of reasons, many voters in our municipalities do not want to vote by mail and prefer to vote in-person. As a result of the coronavirus, far more voters are interested in early, in-person absentee voting (EIPAV) than we've seen in previous elections, wishing to avoid lines or crowds on Election Day. All five municipalities would like to have resources to accommodate these early, in-person voters. Expanding access to early, in-person voting also will lessen lines at polling places on Election Day and allow for proper social distancing and other pandemic precautions to be uniformly implemented.

Curbside and drive-thru voting have been very popular with residents of our municipalities, particularly for those with health concerns who can remain in the cars and have a virtually contact-less voting process. For example, Milwaukee previously operated in-person early voting for one week leading up to the April election at three sites and then transitioned to one site of drive-thru voting. 11,612 cast ballots through these options: 5,571 via in-person and 6,041 at drive-thru, and these numbers represent a 46% increase over April 2016 "early voting" totals. However, it is slow-moving and
labor-intensive. Additionally, particularly in the larger cities among us, it requires law enforcement and traffic control assistance to help manage traffic.

- **Green Bay**: The City would like to expand and establish at least three EIPAV sites in trusted locations, ideally on the east (potentially UWGB) and west sides (potentially NWTc or an Oneida Nation facility) of the City, as well as at City Hall. The City is planning to offer early voting starting two weeks before each election, with several weekdays available until 6:30pm and Saturdays 10am-4pm. They would like to staff these early voting sites with election inspectors who are bilingual and would like to increase the salary rate for these bilingual election inspectors to assist with recruitment and retention, as well as in recognition of their important role at these sites. The City also will need to print additional ballots, signage, and materials to have available at these early voting sites. **Total: $35,000.**

- **Kenosha**: The City plans to have one early voting location, at City Hall, and plans to hold early voting two weeks before the August election, with no weekend or evening hours planned, and 4 weeks before the November election, with access until 7pm two days/week and Saturday voting availability the week before the election. If City Hall is still closed to the public, they will explore offering early drive thru voting on City Hall property. Resources are needed for staffing (approximately $40,000), PPE ($1,050), signage ($200), laptops, printers, and purchase of a large tent ($8,789) to utilize for drive thru early voting. Staff could see voters’ ID, print their label, hand them their ballot, and then collect the completed envelope. This would also allow staff to help voters properly do certification and provide witness signatures if necessary. The City could do this for one full week before elections. **Total $50,039.**

- **Madison**: The City would like to provide 18 in-person absentee voting locations for the two weeks leading up to the August election, and for the four weeks leading up to the November election. Their original plan was to offer in-person absentee voting at all nine library locations, the City Clerk’s Office, a city garage, Edgewood College, two Madison College locations, and four UW-Madison locations. Due to weather uncertainties, they will need to purchase and utilize tents ($100,000) for the curbside voting locations in order to protect the ballots, staff, and equipment from getting wet and will also need large feather flags to identify the curbside voting sites. (Additional staff costs covered by the earlier question re. Absentee ballot processing.) The City would also like to get carts ($60,000) for our ExpressVote accessible ballot marking devices so we can use the ExpressVote for curbside voting to normalize the use of ExpressVote to help voters with disabilities feel less segregated during the voting process. **Total: $160,000.**

- **Milwaukee**: The City would like to set up 3 in-person early voting locations for two weeks prior to the August election ($150,000) and 15 in-person early voting
locations and 1 drive-thru location, potentially at a central location like Miller Park, for four weeks prior to the November election ($450,000). (Establishing this many EIPAV sites requires a significant investment in IT equipment, an additional ballotar printer, tents, signage, and traffic control assistance from the Milwaukee Police Department.) Milwaukee would also like to offer evening and weekend early voting hours which would add additional costs for both August ($30,000) and November ($75,000). **Total: $705,000.**

- **Racine:** The City would like to offer a total of 3 EIPAV satellite locations for one week prior to the August election, as well as offering in-person early voting - curbside, if City Hall is still closed to the public - at the Clerk’s office for 2 weeks prior to the August election. For the November election, Racine would like to offer EIPAV at 4 satellite locations two weeks prior to the election and at the Clerk’s office (again, potentially curbside) 6 weeks prior. The City would need to obtain PPE, tents, supplies and cover staff time and training ($40,000). Racine would also like to have all satellite locations available for half-day voting the two Saturdays ($17,000) and Sundays ($17,000) prior to the November election, and the library and mall locations would be open until 8pm the week prior to the Election. Additional resources needed include one-time set-up fee per location ($7,500), laptops and dymo printers ($10,000), training ($1,100), and signage ($12,000.) As well, the City would like to host at least one drive-thru Voter Registration Day, where City Hall would be set up for residents to come get registered, curbside, and get their voting questions answered by Clerk’s staff. Newly registered voters could also get assistance requesting absentee ballots for upcoming elections while they’re there. ($8,000) **Total: $112,600**

**Total: $1,062,639.00**

**Recommendation I Total for All Strategies to Encourage and Increase Absentee Voting by Mail and Early, In-Person: $2,572,839.00**
Recommendation II: Dramatically Expand Voter & Community Education & Outreach, Particularly to Historically Disenfranchised Residents

All five municipalities expressed strong and clear needs for resources to conduct voter outreach and education to their communities, with a particular emphasis on reaching voters of color, low-income voters without reliable access to internet, voters with disabilities, and voters whose primary language is not English. This outreach is particularly necessary given the voter confusion that ensued in the lead-up to the April election, and voters' concerns and questions about voting during the COVID-19 pandemic. We understand that our communities of color do not necessarily trust the voting process, and that we need to work to earn that trust. We want to be transparent and open about what happens behind the scenes in elections, and what options are available for casting a ballot. We also want to make sure we are listening to groups that have historically been disenfranchised and groups that are facing obstacles with voting during this pandemic, and working with them to effectively respond to their concerns.

Voter outreach and education is also needed to encourage and explain new voter registration, and to encourage voters to verify and update their address or other voter registration information to do so prior to the Election. None of our communities have sufficient resources budgeted or available for the strategic, intentional, and creative outreach and education efforts that are needed in our communities over the summer and into the fall.

We all want our communities to have certainty about how the voting process works, trust in our election administration's accuracy, and current, accurate information on what options are available to vote safely in the midst of the pandemic. Significant resources are needed for all five municipalities to engage in robust and intentional voter education efforts to reduce confusion; encourage and facilitate new voter registration and registration updates; provide clear, accessible, and accurate information; address voters' understandable pandemic-related safety concerns; reassure voters of the security of our election administration; and, ultimately, reduce ballot errors and lost votes and enhance our residents' trust and confidence in our electoral process.

- **Green Bay**: Would like to reach voters and potential voters through a multi-prong strategy utilizing “every door direct mail,” targeted mail, geo-fencing, billboards, radio, television, and streaming-service PSAs, digital advertising, and automated calls and texts ($100,000 total). The City would also like to ensure that these efforts can be done in English, Spanish, Hmong, and Somali, since roughly 11% of households in the Green Bay area speak a language other than English. Ideally, the City would employ limited term communications staff or engage communications consultants ($50,000) from August through the November election to design these communications and design and launch paid advertising on Facebook, Twitter, and Instagram, also in multiple languages. The City would also like to directly mail to residents who are believed to be eligible but not registered voters, approximately 20,000 residents. It would require both
considerable staff time to construct that list of residents and directly mail a professionally-designed piece (in multiple languages) to those voters. ($50,000 total for staffing, design, printing, and postage). To assist new voters, the City would also like resources to help residents obtain required documents (i.e. birth certificates) which are needed to get a valid state ID needed for voting. These grant funds ($15,000) would be distributed in partnership with key community organizations including churches, educational institutions, and organizations serving African immigrants, LatinX residents, and African Americans. **Total:** $215,000

- **Kenosha:** Would like to directly communicate to all Kenosha residents via professionally-designed targeted mail postcards that include information about the voter’s polling location, how to register to vote, how to request an absentee ballot, and how to obtain additional information. The City would have these designed by a graphic designer, printed, and mailed ($34,000). The City would also like resources for social media advertising, including on online media like Hulu, Spotify, and Pandora ($10,000) and for targeted radio and print advertising ($6,000) and large graphic posters ($3,000) to display in low-income neighborhoods, on City buses, and at bus stations, and at libraries ($5,000). **Total:** $58,000

- **Madison:** Would like to engage the City’s media team to produce videos to introduce voters to the election process, voting options, and to explain the safety precautions taken at polls and early voting sites. These videos would then be shared in numerous ways, including through partner organizations and on the City’s social media platforms. The City would also like to partner with community organizations and run ads on local Spanish-language radio, in the Spanish-language newspapers, on local hip hop radio stations, in African American-focused printed publications, and in online publications run by and for our communities of color (advertising total $100,000). Additionally, the City has many poll workers who are from historically disenfranchised communities. The City would like to pay those poll workers ($75,000) to conduct voter outreach and additional poll worker recruitment activities. **Total:** $175,000.

- **Milwaukee:** Would like to partner with other City divisions to develop mailings and door hangers ($10,000) that could accompany water bills, be distributed by the Department of Neighborhood Services, or hung on trash receptacles by sanitation staff. The City would also like to revamp current absentee voting instructions to be more visual, address issues specific to the pandemic such as securing a witness signature, prepare it in English and Spanish, and print 150,000 color copies (estimated total $15,000). The Election Commission would also like to produce a short video ($5,000) with visuals showing voters how to apply for an absentee ballot and how to correctly complete and return the ballot. Additionally, the Election Commission would like to hire a communications firm to prepare and implement a comprehensive voter outreach communications plan.
($250,000). This communications effort would include numerous voter education ads and PSAs on radio, billboards, buses, with some using local celebrities like Milwaukee Bucks players. This communications effort would focus on appealing to a variety of communities within Milwaukee, including historically underrepresented communities such as LatinX and African Americans, and would include a specific focus on the re-enfranchisement of voters who are no longer on probation or parole for a felony. Additionally, this campaign would include an edgy but nonpartisan and tasteful communications campaign to harness the current protests’ emphasis on inequity and ties that message to voting. The video, the ads, and the PSAs could all also be placed on social media, the Election Commission and City websites, and GOTV partner websites and social media. Total: $280,000

- **Racine:** The City would like to retain a communications firm to design and implement a comprehensive voter outreach communications plan ($80,000). This would include ads on Facebook, Instagram, and Snapchat. The City would also like to rent billboards in key parts of the City ($5,000) to place messages in Spanish to reach Spanish-speaking voters. The City would also like to do targeted outreach aimed at City residents with criminal records to encourage them to see if they are not eligible to vote; this outreach will be accomplished with the production, editing, and sharing of a YouTube video ($2,000) specifically on this topic shared on the City’s website, social media channels, and through community partners. Racine would also like to purchase a Mobile Voting Precinct so the City can travel around the City to community centers and strategically chosen partner locations and enable people to vote in this accessible (ADA-compliant), secure, and completely portable polling booth on wheels, an investment that the City will be able to use for years to come. (Estimated cost $250,000). Total: $337,000

**Recommendation II Total For All Strategies to Dramatically Expand Strategic Voter Education and Outreach Efforts, Particularly to Historically Disenfranchised Residents:** $1,065,000.00
Recommendation III: Launch Poll Worker Recruitment, Training, and Safety Efforts

The pandemic made conducting Election Day activities extremely challenging. Most poll workers in Wisconsin are retirees doing their civic duty to help facilitate the election. Given the increased risk for the elderly if exposed to COVID-19, many experienced poll workers opted out. Milwaukee had so many poll workers decline to serve that the City went from 180 polling locations to five polling locations. Green Bay, facing a similar exodus of poll workers, went down to two polling locations. Racine usually relies on nearly 190 poll workers for a spring election; only 25 of those experienced poll workers were under the age of 60.

As fears about the coronavirus increased in mid-late March and early April, poll workers in all five municipalities declined to work the election, leaving cities scrambling to quickly recruit enough bodies to keep polling locations open. All cities were appreciative of the last minute assignment of hundreds of Wisconsin National Guard members to assist with Election Day activities, and all of our cities re-assigned City staff from other departments to serve as poll workers and election officials and to assist with the myriad of tasks related to Election Day administration. The remainder of positions were staffed by high school students, college students, and members of the National Guard. Many of our poll workers had never worked an election before.

- **Green Bay**: The City needs to hire a total of 380 workers per election (total $112,660). The City would like to pay poll workers more than they have previously received, to signify their importance in the process and to acknowledge the extra challenge it represents to serve as an election official during a pandemic. The City would like to increase poll worker salaries by 50% (additional $56,330). All poll workers will be trained through the Wisconsin Elections Commission website and the City’s own training manual ($6,000). Total: $174,900

- **Kenosha**: The City needs to hire 350 poll workers per election ($100,000). They would like to offer hazard pay to increase pay to $160/worker and $220/chief inspectors ($10,840). To aid in recruitment efforts, the City would like to hire a recruiter and liaison position for poll workers ($35,000). Total: $145,840.

- **Madison**: The City utilizes the election toolkit available through the MIT Technology Project to determine the staffing levels needed to ensure that voters will not have to wait in line for more than 15 minutes. In addition to the one Chief Inspector per polling location, Madison also has additional election officials who are certified as the Absentee Lead at each polling location. Madison estimates that if 75% of votes cast are absentee, the City will need 1,559 election officials at the polls in August. The City envisions a robust and strategic poll worker recruitment effort, focusing on people of color, high school students, and college students. The City would like to have resources for hazard pay for poll workers this fall at a rate comparable to what the U.S. Census is paying in the area.
($369,788). The City has also found it challenging to convince facilities to host a polling location in the midst of a pandemic, and would like to provide each facility with a small amount of funds to compensate for their increased cleaning and sanitization costs ($750/location, $138,000 total). **Total: $507,788**

- **Milwaukee**: The City plans to have 45 voting locations in August and to keep open as many of the normal 180 polling places as possible in November. August will require 3 chief inspectors per site and 20 election workers per site, for a total of 1200 election workers minimum and 150 chief inspectors. The City has a goal of recruiting 1,000 new election workers. The City would like to add an additional $100 per worker in hazard pay to the poll workers’ stipends of $130 ($460,000 additional for both elections) and $100 hazard pay to chief inspector stipends of $225 ($87,750 additional for both elections). Additionally, the City of Milwaukee utilizes a Central Count of absentee ballots, which necessitates 15 chiefs and 200 election workers per election at Central Count ($50,000/day for 2- days each election for a total of $200,000). Total payroll for both elections will reach $750,000 based upon these calculations. The City will launch a recruitment campaign for a new generation of election workers to sign up and be involved in their democracy, and hopes this effort can be included in the above request for resources for a marketing firm. Recruiting new and younger poll workers means that the Election Commission will need to innovate in election training. The Commission would like to produce polling place training videos ($50,000) with live small-group, socially distanced discussions and Q&A sessions. These videos will augment existing training manuals. **Total: $800,000**

- **Racine**: The City needs approximately 150 poll workers for August and 300 for November, in addition to 36 Chief Inspectors, and would like to pay all workers a $100/election hazard pay ($118,000 total payroll for both elections). City notes that its desire to have more early voting locations and hours is directly impacted by its ability to hire and train election officials. To that end, the City would like to launch a recruitment campaign that includes radio ads ($1,000), ads on social media platforms ($10,000), billboards in strategic City locations ($5,000), and film videos for high school students in history/government classes ($500). The City would also like to enlist a communication firm to: create a training video for election officials, develop an online quiz, detailed packets for election officials, and a PPE video filmed by a health professional about necessary COVID-19 precautions during all voting operations ($22,000 total). Racine would also like to hire a liaison position to schedule, training and facilitate poll workers. ($35,000) **Total: $181,500.**

**Recommendation III Total for All Strategies to Launch Poll Worker Recruitment, Training and Safety Efforts: $1,810,028.00**
**Recommendation IV: Ensure Safe & Efficient Election Day Administration**

It is no small task to mitigate risk of a lethal pandemic at all polling locations and throughout all required Election Day processing. Municipal clerks must ensure they have done everything possible to comply with public health guidelines and mitigate the risk of COVID-19 for all of the election officials, poll workers, observers, and voters. Our five municipalities are in need of numerous resources to both ensure seamless processing of voters on the upcoming Election Days, procure Personal Protective Equipment (PPE), disinfectant, and cleaning supplies to protect election officials and voters from the coronavirus, and to aid in processing of an expected high volume of absentee ballots. Additionally, as several of our municipalities move to add or expand drive-thru voting on Election Days, those expansions come with additional unbudgeted expenses for signage, tents, traffic control, publicity, and safety measures. All of our municipalities need resources to ensure that the remaining 2020 Election Days are administered seamlessly and safely.

- **Green Bay:** Green Bay would like to purchase 135 electronic poll books ($2,100/each for a total of $283,500) to reduce voter lines, facilitate Election Day Registrations and verification of photo ID. The City would also like a high speed tabulator ($62,000) to count absentee ballots on Election Day, a ballot opener and ballot folder ($5,000), and additional staff to process absentee ballots on Election Day ($5,000). The City also needs masks, gloves, gowns, hair nets, face shields ($15,000), cough/sneeze guards ($43,000), and disinfectant supplies ($3,000). **Total: $426,500**

- **Kenosha:** The City would like to purchase automatic hand sanitizer dispensers for all polling locations ($14,500) as well as PPE (gloves, masks, disinfectant, etc.) for all poll workers and voters ($15,200). Kenosha would also like to be able to offer elderly residents and people with disabilities who wish to vote in person on Election Day two-way transportation, utilizing a local organization such as Care-A-Van ($2,000). The City also needs resources for technology improvements to include a ballot opener, a ballot folder, 12 additional laptops and dymo printers, and high-speed scanner tabulators ($172,000 total) to expedite election day processing and administration. **Total: $203,700**

- **Madison:** The City needs hand sanitizer for all poll workers and voters, disinfectant spray, plexi-glass shields to allow poll workers to split the poll books, face shields for curbside election officials, and face masks for all poll workers and observers ($20,000) as well as renting additional space to safely and accurately prepare all supplies and practice social distancing at the public test of election equipment ($20,000). If the new voter registration form is not translated by the state into both Spanish and Hmong, Madison plans to translate the form ($500). **Total: $40,500**
• **Milwaukee**: The City will be purchasing 400 plexiglass barriers ($55,000) for election workers at all polling location receiving and registration tables. Additionally, the Milwaukee Election Commission will need to acquire 400 face shields for workers not staffed behind plexiglass ($4,000), gloves for all poll workers ($3,000), masks on hand for election workers and members of the public ($5,000), hand sanitizer ($2,000) and disinfectant ($2,000). Additionally, since Milwaukee also plans to offer curbside voting as an option at all polling places, updated, larger, more visible signage is necessary ($5,000). **Total: $76,000**

• **Racine**: Racine plans to issue all 36 wards its own PPE supply box which will each include masks, cleaning supplies, pens for each voter, gloves, hand sanitizer, safety vests, goggles, etc. ($16,000). The City also needs large signs to direct and inform voters printed in English and Spanish ($3,000). Additionally, the City would like to deploy a team of paid trained EDR Specialists for each polling location ($10,000, including hourly pay, training expenses, and office supplies). As well, Racine would like iPads with cellular signal for each polling location to be able to easily verify voters’ registration status and ward ($16,000). The City would like to equip all wards with Badger Books ($85,000); Racine began using electronic poll books in the February 2020 election and has found they dramatically increase and facilitate EDR, verification of voters’ photo ID, expedite election processes, and reduce human error. **Total: $130,000**

**Recommendation IV Total for All Strategies to Ensure Safe & Efficient Election Day Administration: $876,700.00**

**Conclusion**

As Mayors in Wisconsin’s five largest cities, we are committed to working collaboratively and innovatively to ensure that all of our residents can safely exercise their right to vote in 2020’s remaining elections in the midst of the COVID-19 pandemic. The April 2020 election placed two of our most sacred duties in conflict: keeping our residents safe and administering free, fair, and inclusive elections. This Wisconsin Safe Voting Plan 2020 represents a remarkable and creative comprehensive plan, submitted collaboratively by all five of our cities. With sufficient resources, all five municipalities will swiftly, efficiently, and effectively implement the recommended strategies described in this plan, to ensure safe, fair, inclusive, secure, and professional elections in all of our communities this year.
August 31, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award you a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** Six Hundred Fifty-Seven Thousand US Dollars (USD $657,000).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Racine in accordance with the Wisconsin Safe Voting Plan 2020 and the attached "Additional Resources Requested for November 3rd, 2020 General Election."

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific grant in writing.

4. The City of Racine has produced a plan for safe and secure election administration in 2020 and a supplement to such plan, including an assessment of election administration
needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This supplemental plan is attached to this agreement. The City shall expend the amount of this grant for purposes contained in this plan by December 31, 2020.

5. The City of Racine shall produce a report documenting how this grant has been expended in support of the activities described in paragraph 4. This report shall be written and sent to CTCL by January 31, 2021 or in any other format approved by CTCL.

6. The City of Racine shall not reduce the budget of the City Clerk of Racine ("the Clerk") or fail to appropriate or provide previously budgeted funds to the Clerk for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

7. CTCL may discontinue, modify, withhold part of, or ask for the return all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

8. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org.

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life
Deanna Debruler

From: Celestine Jeffreys
Sent: Tuesday, September 8, 2020 11:38 PM
To: Kris Teske; Diana Ellenbecker
Subject: FW: [BULK] CTCL COVID-19 Grant Application Portal Now Open

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Center for Tech & Civic Life <help@techandciviclife.org>
Sent: Tuesday, September 8, 2020 2:59 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: [BULK] CTCL COVID-19 Grant Application Portal Now Open

COVID-19 Grant Application Portal is Open

Thank you for requesting a CTCL COVID-19 grant application. The application portal is now open and you are invited to apply.

The grant application is quick and easy, but you'll need to gather some information before you apply.

- Number of active registered voters in the election office jurisdiction as of September 1, 2020
- Number of full-time staff (or equivalent) on the election team as of September 1, 2020
Apply for a COVID-19 Grant

Election offices can use the funds to cover certain 2020 expenses incurred between June 15, 2020 and December 31, 2020. These include the costs associated with the safe administration of the following election responsibilities.

Ensure Safe, Efficient Election Day Administration

- Maintain open in-person polling places on Election Day
- Procure Personal Protective Equipment (PPE) and personal disinfectant to protect election officials and voters from COVID-19
- Support and expand drive-thru voting, including purchase of additional signage, tents, traffic control, walkie-talkies, and safety measures

Expand Voter Education & Outreach Efforts

- Publish reminders for voters to verify and update their address, or other voter registration information, prior to the election
- Educate voters on safe voting policies and procedures

Launch Poll Worker Recruitment, Training & Safety Efforts
July 24, 2020

City of Green Bay

Dear Mayor Genrich,

I am pleased to inform you that the Center for Tech and Civic Life (“CTCL”) has decided to award a grant to support the work of the City of Green Bay.

The following is a description of the grant:

**AMOUNT OF GRANT:** One million, ninety-three thousand, four hundred US dollars (USD $1,093,400.00).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Green Bay in accordance with the Wisconsin Safe Voting Plan 2020 (“Appendix”).

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Green Bay is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).
2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Green Bay shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific sub-recipient in advance, in writing.

4. The City of Green Bay has produced a plan for safe and secure election administration in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This plan is attached to this agreement as an Appendix. The City shall expending the amount of this grant for purposes contained in this plan by December 31, 2020.

5. This grant is intended to support and shall be used solely to fund the activities and purposes described in the plan produced pursuant to paragraph 4.

6. The City of Green Bay shall produce a report documenting how this grant has been expended in support of the Appendix. This report shall be provided to CTCL by January 31, 2021.

7. The City of Green Bay shall not reduce or otherwise modify planned municipal spending on 2020 elections, including the budget of the City Clerk of Green Bay ("the Clerk") or fail to appropriate or provide previously budgeted funds to the Clerk for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

8. CTCL may discontinue, modify, withhold part of, or ask for the return of all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

9. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.
Agenda and Roles

- **Introductions (15 mins)**
  - Each person on call
    - Please share your name, location, title, and the role you have in implementing the Wisconsin Safe Voting Plan
- **Technical Assistance Overview (10 mins)**
  - Led by Tiana at CTCL
- **Support Needs (20 mins)**
  - Hearing from Green Bay officials
    - What elements do you feel confident moving forward with implementing?
    - What elements of your City’s plan might benefit from support from a technical assistance partner?
- **Questions from Technical Assistance Partners (10 mins)**
  - Open to any technical assistance partner
- **Next Steps (5 mins)**
  - Led by Tiana at CTCL

Green Bay’s Plans

<table>
<thead>
<tr>
<th>City</th>
<th>City action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Bay</td>
<td>Green Bay would like to employ bilingual LTE “voter navigators” ($45,000) to help residents properly upload valid photo ID, complete their ballots, comply with certification requirements, and offer witness signatures. These voter navigators can assist voters prior to the elections and then also be trained and utilized as election inspectors.</td>
</tr>
<tr>
<td>Green Bay</td>
<td>Green Bay would like to utilize paid social media and local print and radio advertising to educate and direct voters in how to upload photo ID and how to request and complete absentee ballots ($2,000).</td>
</tr>
<tr>
<td>Green Bay</td>
<td>Green Bay would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay’s libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall.</td>
</tr>
<tr>
<td>Green Bay</td>
<td>Green Bay needs 45 additional staff to process absentee ballot requests before the election, to open and verify envelopes on Election Day, and insert them into the tabulators. After the election, staff are needed to enter new voter registrations and assist with all election certification tasks ($140,000 for staffing). The City would also like to purchase a ballot opener and ballot folder to expedite processing ($5,000).</td>
</tr>
</tbody>
</table>
Voter navigator Job Description:

This is a limited term employment position, which is grant-funded. The voter navigator helps guide voters to cast a ballot successfully, and works to overcome obstacles, especially due to the pandemic. The navigator will educate voters about their rights and voting options. A successful voter navigator will quickly learn the details of the voting process. Voter navigators will also train to become poll workers, and will work at the polls on Election Day. Voter navigators will work as a group, with city staff and with existing volunteer organizations to create and conduct community events that increase voter awareness and the number of registered voters.

Voter navigator responsibilities:
- Become certified election inspectors, possibly chief inspectors
- Ensure voters are fully informed about the voting process
- Help voters navigate forms, including registration and absentee-by-mail
- Review forms submitted by voters to ensure they are accurate and complete
- Assist voters, potentially at their front doors, to answer questions about interacting with myvote.wi.gov and witnessing absentee ballot signatures
- Work with the team of voter navigators, city staff and existing volunteer organizations to create voter awareness, information and registration events
- Serve as an essential link between the community and the city (clerk’s office)

Voter navigator requirements:
- Associate, Bachelor or working towards Bachelor, preferred
- Spanish-language fluency, preferred
- Successful completion of poll worker training (after hire)
- Successful background check
- Computer skills (Microsoft word, excel, etc)
- Able to lift 25 pounds

Patient Navigator Job Description Template

We are looking for a dedicated Patient Navigator to help guide patients through all the various complexities of the healthcare system. You will be responsible for educating patients about their rights, insurance coverage, and
Green Bay

Green Bay would like to expand and establish at least three EIPAV sites in trusted locations, ideally on the east (potentially UWGB) and west sides (potentially NWTC or an Oneida Nation facility) of the City, as well as at City Hall. The City is planning to offer early voting starting two weeks before each election, with several weekdays available until 6:30pm and Saturdays 10am-4pm. They would like to staff these early voting sites with election inspectors who are bilingual and would like to increase the salary rate for these bilingual election inspectors to assist with recruitment and retention, as well as in recognition of their important role at these sites. The City also will need to print additional ballots, signage, and materials to have available at these early voting sites.

Green Bay

Green Bay would like to reach voters and potential voters through a multi-prong strategy utilizing "every door direct mail," targeted mail, geo-fencing, billboards, radio, television, and streaming-service PSAs, digital advertising, and automated calls and texts ($100,000 total). Efforts can be done in English, Spanish, Hmong, and Somali, since roughly 11% of households in the Green Bay area speak a language other than English. Ideally, the City would employ limited term communications staff or engage communications consultants ($50,000) from August through the November election to design these communications and design and launch paid advertising on Facebook, Twitter, and Instagram, also in multiple languages. The City would also like to directly mail to residents who are believed to be eligible but not registered voters, approximately 20,000 residents. It would require considerable staff time to construct that list of residents and directly mail a professionally-designed piece (in multiple languages) to those voters ($50,000 total for staffing, design, printing, and postage).

Green Bay

To assist new voters, Green Bay would also like resources to help residents obtain required documents (i.e. birth certificates) which are needed to get a valid state ID needed for voting. These grant funds ($15,000) would be distributed in partnership with key community organizations including churches, educational institutions, and organizations serving African immigrants, LatinX residents, and African Americans.

Green Bay

Green Bay needs to hire a total of 380 workers per election (total $112,660). The City would like to pay poll workers more than they have previously received, to signify their importance in the process and to acknowledge the extra challenge it represents to serve as an election official during a pandemic. The City would like to increase poll worker salaries by 50% (additional $56,330). All poll workers will be trained through the Wisconsin Elections Commission website and the City’s own training manual ($6,000).

Green Bay

Green Bay would like to purchase 135 electronic poll books ($2,100/each for a total of $283,500) to reduce voter lines, facilitate Election Day Registrations and verification of photo ID. The City would also like a high speed tabulator ($62,000) to count absentee ballots on Election Day, a ballot opener and ballot folder ($5,000), and additional staff to process absentee ballots on Election Day ($5,000). The City also needs masks, gloves, gowns, hair nets, face shields ($15,000), cough/sneeze guards ($43,000), and disinfectant supplies ($3,000).

On Fri, Jul 24, 2020 at 9:06 AM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Tiana

Tiana Epps-Johnson is inviting you to a scheduled Zoom meeting.

Topic: [Kick-off Meeting] WI Safe Vote Plan - Green Bay
Could we take funds from the Badger book line? That's $283K. If not, what about from the PPE/cough guards or the ballot folder lines?

There are probably 5 organizations in town that are focused on working with disadvantaged populations and/or with voters directly. I thought roughly $5K (each) for their efforts (reimbursable expenses, of course). I don't have a sense of what's appropriate, so I haven't thought of a budget. Whitney, what do you recommend?

Thanks!!
Celestine

---

**Ensure Safe and Efficient Election Day Administration**

<table>
<thead>
<tr>
<th>Safe and Efficient Election Day Administration--$426,500</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>purchase electronic poll books -- $283,500</td>
<td>determine availability</td>
</tr>
<tr>
<td>RFP</td>
<td></td>
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<tr>
<td>purchase high speed tabulator -- $62,000</td>
<td></td>
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<tr>
<td>RFP</td>
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<tr>
<td>purchase ballot opener and folder -- $5,000</td>
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<tr>
<td>already purchased</td>
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<tr>
<td>additional staff to process absentee ballots on election day -- $5,000</td>
<td>determine need</td>
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<tr>
<td>hire new staff, hire temps to replace staff?</td>
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<tr>
<td>how does existing staff reassigned accomplish their own work?</td>
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<tr>
<th>PPE -- $15,000</th>
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<tbody>
<tr>
<td>already purchased</td>
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<tr>
<td>cough guards -- $43,000</td>
<td></td>
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<tr>
<td>already purchased</td>
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<tr>
<td>disinfectant supplies -- $3,000</td>
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<tr>
<td>already purchased</td>
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<td>30,000 black pens -- ???</td>
<td>obtain the pens</td>
</tr>
<tr>
<td>10/15 Procure</td>
<td></td>
</tr>
</tbody>
</table>

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From: Whitney May <whitney@techandciviclife.org>
Sent: Wednesday, August 26, 2020 7:16 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Kris Teske <Kris.Teske@greenbaywi.gov>
Subject: Re: FW: Following up on CTCL request
Hi all,

I'm really looking forward to talking with you today and introducing you to some of the Center for Tech and Civic Life's partners who are available to help the City of Green Bay implement your Safe Voting Plan. I'm including meeting information including attendees, agenda, and roles below.

We will ask you each to give a quick introduction (prompts included in the "Agenda and Roles" section below). We also have 20 mins on the agenda dedicated to hearing from you ("Support Needs" below). During this time we'd like to hear from you about the top areas where you think the City of Green would benefit from support as you work to implement the Safe Voting Plan, as well as the things you feel confident you have handled.

Please note we have a network of current and former election administrators and election experts available to provide assistance on communications; scaling up your vote by mail processes; poll worker recruitment and training in a pandemic; applying public health guidelines to polling places; designing election materials to ensure forms, envelops, and other materials are understood and completed correctly by voters; and more.

If you have any questions please reach out.

Best,
Tiana
We are in the middle of changing over to Microsoft office 365, so I wasn’t able to get back into my computer. I’ll check out the you tube video.

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

Hmmm. In addition to the webinar tomorrow, they are also doing one tonight at 6:30pm. I registered for that one and it gave me this YouTube link: https://www.youtube.com/watch?v=aTs9O3AFB2w

On Thu, Aug 6, 2020 at 4:50 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Thanks, Whitney!!

I’m getting those documents for you and I am excited about the webinar tomorrow. I’m having a little difficulty registering, but I’ll “reset” my computer and see if that helps.
Hi Celestine,

Great catching up with you today! Here are the resources we discussed.

- **Outgoing and return absentee envelopes** from Center for Civic Design (CCD). They are already in conversation with WEC to get this approved at the state level. I recognize you may not be able to roll these out for November, but keep them on your radar for 2021.
- **Communications Toolkit** from National Vote at Home Institute (NVAHI). Includes sample graphics, language, and comms plans. Just plug and play. Also, NVAHI is planning to do a webinar after the primary to dig into the toolkit and answer questions from WI clerks. Date and time TBD, so stay tuned on this front.
- **Voters of Color: Communicating Safe Options for November**. This is a free webinar tomorrow at 10:30 am Central Time that will go over the results of a national survey of POC voters to determine voter sentiment in regards to vote by mail.

Looking forward to talking again on August 20th, and we'll stay in touch via email between now and then. I'll see what I can find out about legal and comms consultant guidance from CSME.

Good luck with your primary next week!

Best,
Whitney

--

Whitney May
Director of Government Services
Center for Tech and Civic Life

whitney@techandciviclife.org

(919) 799-6173

she/her
Deanna Debruler

From: Whitney May <whitney@techandciviclife.org>
Sent: Thursday, August 6, 2020 7:09 PM
To: Celestine Jeffreys
Subject: Re: CTCL follow up: Envelope design, comms toolkit, voters of color webinar

Follow Up Flag: Follow up
Flag Status: Completed

Screenshot from the webinar below:

This reminds me about this amazing resource: https://www.healthyvoting.org/wisconsin/

It currently has info for Tuesday's primary and will be updated for November. It includes a printable pocket guide that Green Bay can distribute through your office and community orgs.

Pocket guide: https://www.healthyvoting.org/pdf/wisconsin.pdf
Printing and folding instructions: https://www.healthyvoting.org/how-to-print-voting-guides/

Spanish version will be available in November, too.

On Thu, Aug 6, 2020 at 5:23 PM Whitney May <whitney@techandciviclife.org> wrote:
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Looking forward to talking again on August 20th, and we'll stay in touch via email between now and then. I'll see what I can find out about legal and comms consultant guidance from CSME.

Good luck with your primary next week!

Best,

Whitney

--

Whitney May
Kris,

Below was the subject of my conversation with Whitney last week.

We are still in flux about the EIPAV locations; we’ll have a conversation about drop boxes this week; they need our materials to help redesign the inserts for the absentee ballots, and they’ve been working with the WEC for a new envelope design; creating an advertising/targeting campaign—still need to do this. Whitney has connected me with someone, and hopefully we’ll talk about advertising/targeting this week.

At our upcoming meeting, I suggest we discuss our onboarding process for poll workers and the materials the clerk’s office provides to poll workers. These could use some streamlining and redesign.

Thanks!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Hi Celestine,

Reflecting on your Safe Voting Plan, the kickoff call last week, and your spreadsheet, I wanted to get your feedback about the projects our technical partners should tackle first.

What are the most urgent areas where you’d like support from the partners? Here’s what I synthesized as the likely top 3-4:

- **Adding satellite locations** -- review training materials to streamline onboarding process for new EIPAV staff (Elections Group)
- **Adding drop boxes** -- provide tailored guidelines and implementation support, especially around security and optimized driving routes (Elections Group)
- **Printing materials for mail ballots** -- redesign bilingual absentee ballot instruction sheet and letter (Center for Civic Design, who is working with WEC on envelope design)
- **Targeting communities with election information** -- NVAHI is launching a communications toolkit on August 6 to support outreach around absentee voting (National Vote at Home Institute), share research insights about how to engage people who might not trust the vote by mail process (Center for Civic Design)

Let’s use our time on Thursday to discuss priorities, partners, and what might work as a standing, every-other-week meeting time.
Thanks, Celestine! Reach out if you have questions. Looking forward to hearing back about your priorities by Tuesday.

Best,
Whitney

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Hi,

After Kim and I met with people from the grant team on curing we decided it wouldn’t be beneficial to our office and they pretty much agreed that there wouldn’t be any time savings. Our main issue was curing requests and they couldn’t help us with that. The ballot curing has been going on since we sent out the ballots in September. We really don’t have the time to be working on a new process now that we have the ballots.

Thanks,

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

The grant mentors would like to meet with you to discuss, further, the ballot curing process. Please let them know when you’re available.

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Celestine, Could we meet next week with someone in the clerk’s office to go over ballot curing and adding a call operation?

Wednesday (any time after 10 AM) would work best for me. If that doesn’t work, can do Tuesday (10-2) or Thursday (before 1 PM).
If you have a letter that goes out with rejected ballots, could you send that? (If not, I can create one).

I’m going to put together a process document, phone script, and job description/simple RFP—could either hire a firm or a few individuals to do the calls.

Thanks and enjoy your weekend,
Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute

he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Hi Kim,
I'm putting together instructions for the Central Count workers, augmenting your guide with the DS450 instructions. There were just a couple points that I wanted to confirm.

Do you have a few minutes this afternoon to go through the process? I'll make myself available any time you are.

Thanks,
Michael

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Celestine and team,
Thanks for getting things going!

I'll get you the AI files so it's easier to edit the graphics and will send a few small suggestions as well.

We're excited to help your work!
Michael

On Mon, Sep 7, 2020 at 3:14 PM Kris Teske <Kris.Teske@greenbaywi.gov> wrote:

Hi,

Here are my changes:

- Photo ID doesn't need the current address when absentee voting.
- To register to vote you don’t need photo ID just proof of residence.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI  54301
920-448-3014
Hello!

See the above graphic. I’d like for us to amend this with the following information:

- Use our mood board
- Use the city logo
- Keep the “get ready, vote”
- Maybe use the vote hand graphic (but in the mood board colors)?
- Add “Make a Voting Plan” at the bottom instead of “make your voice heard”

Shelby, can we add to our website a “GreenBayVotes2020” or something like that so that people can google that address and find information directly on our website?

I’d like to post voter resources there, especially to help people make their voting plan.

See the attached document for my ideas to help people make a voting plan. This is something we can promote until we have our public relations firm on-board.

Thoughts, everyone?

Sent from Mail for Windows 10
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him
Hi Vanessa, have you been able to get an answer from the WEC about whether we can receive ballots at City Hall before 8 PM and then move them to Central Count after 8?

I’m very concerned that we’re walking into potential issues.

Thanks,
Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

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Mail Ballot Security

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Hi Jaime, are the ballots going to be in trays/boxes within the bin?

I’m at KI now, trying to figure out whether we’ll need to move the bins around throughout the day or if we can just stick them along the wall and use trays or something similar to move the ballots between stations.

Michael

---

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
I think we're probably okay; I don't think anyone challenged the ballots when they came in.

On Tue, Nov 3, 2020 at 9:27 PM Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov> wrote:
Thanks for the heads up.

Sent from my iPhone

On Nov 3, 2020, at 8:27 PM, Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:

In case you didn’t hear, someone or several people harassed CSOs and prevented one of the dropbox deliveries from getting to City Hall by 8 PM.

We have the delivery logs to establish that they picked the ballots well before 8. Milwaukee is prepared to rely on the same interpretation we’re using about the City Hall dropboxes to say that any ballots in the hands of the clerk’s agents before 8 PM count.

Want you to be prepared and feel free to give me a call: 310-980-2872.

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
This is very helpful.

Thank you!

From: Saralynn Finn [mailto:saralynn@voteathome.org]
Sent: Saturday, October 31, 2020 10:31 PM
To: Michael Spitzer-Rubenstein <michael@voteathome.org>
Cc: Jaime Fuge <Jaime.Fuge@greenbaywi.gov>
Subject: Re: Central Count Ballot Tracking Sheets

Yes, here is the document I made to hand out to central count observers. I can send you an editable version if you need or try and make any changes you want.

Best,
Saralynn

On Sat, Oct 31, 2020 at 4:35 PM Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:

Saralynn, you've been working on observers. Do you have a good guide for questions they're likely to ask & answers?

Also, Jaime, just to follow up on the call and this email, would you prefer doing a cover sheet like what we created before (travels with the batch of ballots) or a log like what Milwaukee uses (sits at the table)?

Can talk about it tomorrow or even Monday. Will just be a minor tweak of the instructions either way.

Michael

On Sat, Oct 31, 2020 at 4:27 PM Jaime Fuge <Jaime.Fuge@greenbaywi.gov> wrote:

Hi,

I do have a followup question that came to my mind. What are some of the common questions the observers ask. We have not really have observers that have asked many questions prior.

Thank you,

Jaime
Hi all,

Sharing the updated versions of the ballot tracking sheets for Central Count:

1. Courier log for City Hall to KI (adjusting the dropbox log)
2. Processing cover sheet (for tracking a batch of ballots from a single ward into the DS450)
3. Reconstruction cover sheet (for tracking ballots that need remaking in a single batch across many wards)

Since we have the processes nailed down and I understand it all now, I'm going to work on the training manual tomorrow.

See you tomorrow,

Michael

--

Michael Spitzer-Rubenstein

State Lead for Wisconsin (Leadership Now Fellow)

National Vote at Home Institute

(310) 980-2872

he/him

Learn more about:

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State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
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Hi all,
In advance of meeting tomorrow, I'm attaching two files:

1. A diagram of KI with tables marked.
2. A Central Count Staff List (blank but with all the roles we'll need for shifts 1 and 2). For roles with a partner, I labeled them A and B.

I'm not sure what the count is right now, but here's where I would put extra people:

- 1 extra person for each of the scanners (so 3 total), working on paperwork and ballot flattening
- Extra runners/ballot sorters (depending on how many ballots we get on Election Day, either very busy or very boring), could also trade-off with the person guarding the dropbox
- An extra Reconstruction table (would need to be experienced)
- Check-in table for press/observers and second shift

Michael

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
I’m at 310-980-2872

On Wed, Oct 28, 2020 at 3:40 PM Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov> wrote:

I am working remotely today, but I am free until about 4:15. What number should I call you at?

Vanessa R. Chavez, City Attorney
City of Green Bay
(920) 448-3080
Vanessa.Chavez@greenbaywi.gov

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Vanessa, do you have a moment? Can I stop by your office?

On Wed, Oct 28, 2020 at 3:28 PM Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov> wrote:

I think we should have a conversation about it. That’s not what I was gathering from anything we discussed, so we should probably talk through logistics.
I realize we are all more comfortable waiting for the WEC to weigh in on election night ballot receipt, it is my legal opinion that the statute is what we should follow, which specifically states that ballots have to be counted if received by the Clerk. As long as we make that abundantly clear at the outset so that there is no confusion about what will be happening come 8p, we should be fine.

Vanessa R. Chavez, City Attorney
City of Green Bay
(920) 448-3080
Vanessa.Chavez@greenbaywi.gov

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From: Celestine Jeffreys [mailto:Celestine.Jeffreys@greenbaywi.gov]
Sent: Wednesday, October 28, 2020 2:32 PM
To: Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov>; Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>; Kim Wayte <Kim.Wayte@greenbaywi.gov>; Eric Genrich <Eric.Genrich@greenbaywi.gov>
Cc: Michael Spitzer-Rubenstein <michael@voteathome.org>; Ryan Chew <ryan@electionsgroup.com>; Dayna Causby <dayna@electionsgroup.com>; Hillary Hall <hillary@voteathome.org>
Subject: Election Day Receipt of Ballots

Hello!

As we await clarity from the WEC, we should decide, in the worst case scenario, how we check in ballots that come in after the drop boxes have closed (7 pm).

- For the ballots that come into city hall or to the other drop boxes between 9 am and 6:45 pm, Kim would be at CH checking-in those ballots, curing, verifying. The CSOs would deliver the ballots from the drop boxes to Kim, wait for Kim to check in and verify, and then deliver the ballots to KI
- For ballots that come in after the last collection at the drop boxes, the CSOs should deliver those directly to KI
  - Kim and staff would pack up by about 6:45 p
Kim and staff would sit at a table in the central count room (Grand Ballroom) to receive the ballots from the CSOs as well as voters who need to drop off by 8 pm

- For voters who have to drop off their ballots after 7 pm, but before 8 pm, they’d need to go to KI, we should have DPW bring over the portable drop box and have a staff member stand there.

---

Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:

Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Okay, I wouldn't want to disrupt anything given the date.

Do you have a few moments to speak, though? I've just been working with Celestine and so want to be sure I'm not overlooking any issues or places where we could help you.

Are you free this afternoon, Friday (any time before 3 PM) or Monday afternoon?

Michael

On Wed, Oct 7, 2020 at 2:59 PM Kris Teske <Kris.Teske@greenbaywi.gov> wrote:

We talked to a team already about curing ballots and found that it would take the same amount of time. So we decided our process was working the best for us and it's getting too late in the game to be starting new procedures.

Thank you,

Kris Teske, WCMC

Green Bay City Clerk

100 N. Jefferson St., Rm 106

Green Bay, WI 54301

920-448-3014
Hi Kris,

Can we help with curing absentee ballots that are missing a signature or witness signature/address?

We have a process map that we've worked out with Milwaukee for their process. We can also adapt the letter they're sending out with rejected absentee ballots along with a call script alerting voters (we can also get people to make the calls, too, so you don't need to worry about it). Celestine mentioned curing ballots might be something we could take off your plate.

When would be a good time to talk about it? I'm available this afternoon (after 2 PM), Friday (any time before 3) or next week. Any of those good for you?

Michael

--

Michael Spitzer-Rubenstein

State Lead for Wisconsin (Leadership Now Fellow)

National Vote at Home Institute

(310) 980-2872

he/him

Learn more about:

Election Officials Center

Mail Ballot FAQs

Mail Ballot Security

--

Michael Spitzer-Rubenstein
Thanks for letting me know.

Hi,

After Kim and I met with people from the grant team on curing we decided it wouldn't be beneficial to our office and they pretty much agreed that there wouldn't be any time savings. Our main issue was curing requests and they couldn't help us with that. The ballot curing has been going on since we sent out the ballots in September. We really don't have the time to be working on a new process now that we have the ballots.

Thanks,

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014
Vanessa, Celestine,
Want to make sure you see this.

Michael

---------- Forwarded message ----------
From: Sam Munger
Date: Wed, Oct 28, 2020 at 6:10 PM
Subject: legal context on accepting ballots at central count after 8pm

Hey Amaad, Michael - I've been doing some digging on the dropbox closing time issue and thought I'd share what I've found out in case it's of help in formulating your plans. Feel free to give me a call to discuss, or to have the City Attorney's office reach out to me directly.

-SM

Here is what the WEC guidance on the issue (https://elections.wi.gov/sites/elections.wi.gov/files/2020-10/Election%20Night%20Results%20Clerk%20Memo%20FINAL.pdf) says: "absentee ballots must be delivered to the polling place or the central count facility by 8 p.m. on election night in order to be counted. This means that if a municipality has drop boxes or other drop off locations, the last pick up time needs to be properly noticed to the public to ensure that all ballots eligible to be counted are delivered to the polling place or central count facility no later than 8 p.m." So that seems fairly clear.

But both Ann Jacobs and Nate Judnic at the WEC have acknowledged the statutory scheme is a little more ambiguous. They are relying on the language in Wis State 6.87(6), (https://docs.legis.wisconsin.gov/statutes/statutes/6/iv/87/6), which says that "The ballot shall be returned so it is delivered to the polling place no later than 8 p.m. on election day. ...Any ballot not mailed or delivered as provided in this subsection may not be counted." They think that reading that strictly, as a best practice and to be consistent with those municipalities that count absentee ballots at the polling place, means that a municipality should get all dropbox ballots to a central count facility by 8pm.

That said, Nate acknowledged that based on the language in 7.52 (https://docs.legis.wisconsin.gov/statutes/statutes/7/ii/52) there is an argument that such ballots just need to be "received by the municipal clerk" by 8pm which is different than being at central count by 8pm. However, that argument has not been tested and any municipality that relies on it would have to be prepared for a possible challenge to any ballots arriving at central count after 8pm, and for those ballots not to count if they lost in court. So, the WEC’s guidance erred on the side of safety, and that's what we are recommending municipalities do.
That said, Claire in Milwaukee is taking the approach that, should something interfere with ballots arriving by 8pm to central count from a dropbox (e.g. retrieval team blocked by car accident, protest, etc), she is ready and willing, if challenged, to make a legal argument that the ballots should still be accepted. Essentially, she believes there's a strong legal argument for accepting delayed ballots (voted at the dropbox, picked up before 7:30pm, but not back at central count), and her default will be to accept them after 8pm if they're coming from dropboxes.

*That being said, she is sticking with closing the dropboxes at 7:30pm* -- so there's still the issue of the 7:30-8pm voters, who will need to go directly to central count or their nearest precinct. (Deadline has been updated on official materials, a postcard has gone out with the new deadline to all absentee voters that have yet to submit their ballots, and Sam M is exploring having volunteers at the dropboxes at 7:30pm to help voters navigate their options once the dropboxes are closed.)

On Wed, Oct 28, 2020 at 11:53 AM Wittenwyler, Mike <mwittenw@gklaw.com> wrote:

**Spoke to Nate at the WEC.**

As a best practice and to be consistent with those municipalities that count absentee ballots at the polling place, a municipality should get all dropbox ballots to a central count facility by 8pm. That said, Nate acknowledges the language in 7.52 and the argument that such ballots just need to be “received” by the municipal clerk by 8pm which is different than being at central count by 8pm. However, that argument has not been tested and any municipality that does otherwise needs to recognize a possible challenge to any ballots arriving at central count after 8pm.

And, he closed by saying that the WEC is working to schedule a check-in call with all the central count municipalities in the next day to coordinate activities and answer question.

--

**Michael Spitzer-Rubenstein**
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
- Election Officials Center
- Mail Ballot FAQs
- Mail Ballot Security
Just wanted to share an example of how Denver does livestream for inspiration.
Best,
Saralynn

On Sun, Oct 11, 2020 at 1:58 PM Saralynn Finn <saralynn@voteathome.org> wrote:
Hey Kris-

I don't think we've gotten a chance to 'meet' yet. My name is Saralynn Finn, I'm a Communications Strategist with NVAHI. We just published a white paper in conjunction with the Carter Center with tips for transparency in elections. I'm supporting jurisdictions to implement as many of them as possible.

I know there are concerns about space in your Central Count and also the ongoing COVID situation in Green Bay and the difficulty of social distancing with observers, this seemed like a potential solution to these two issues. Let me know if I can help in any way.

Best,
Saralynn

On Sat, Oct 10, 2020 at 4:03 PM Kris Teske <Kris.Teske@greenbaywi.gov> wrote:

Hi Shelby,

This is the first I heard of this so I don’t have anything drawn up yet.

The plan is to have Central Count on 1st floor again (down the three halls). There will not be any DS 200 tabulators in the hall but I am planning on the DS 450 being in the Clerk’s lobby. The observer area will be across the hall from the Clerk Office doors like before.

Let me know if you need anything else.

Kris Teske, WCMC
Green Bay City Clerk
Hi Kris,

We are brainstorming how we would ‘livestream’ the central count taking place at City Hall on November 3rd. Do you have any ideas of what you are envisioning for this?

I was thinking of setting up laptops throughout the work zone with the cameras turned on (but mics muted) and streaming to a Zoom meeting. Then we could post the Zoom link on our website or email it out to whoever was interested in observing. Or whatever the protocol is for transparency during central count.

Let us know your thoughts or what you were thinking! 😊

Thank you,

Shelby Edlebeck
920.448.3207
Shelby and Mike,

This sounds fine. Kris is the person to really determine where livestreaming needs to take place. I would imagine at each of the steps of the process not just tabulating the ballots.

From: Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov>
Sent: Thursday, October 08, 2020 3:04 PM
To: Mike Hronek <mike.hronek@greenbaywi.gov>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: Livestream Central Count

I just got off the phone with Saralynn Finn and I’m brainstorming how we can livestream Central Count on election day so that observers do not enter our building.

My first thought is that we could “livestream” by basically just having a Zoom meeting all day.

Set up laptops with their cameras facing the big DS200 machines and having all laptops on mute and joined into the same Zoom meeting. Then we can post that Zoom meeting link on our website for observers. I can probably figure out a way to make sure people cannot unmute themselves and have conversations in the Zoom meeting throughout the day? It would just be a silent “livestream”.

First things first, Mike – do you think we could muster up a few laptops to use that day?
Secondly, Celestine – do you like this idea? Where would you want the cameras on the laptops facing? At the DS200 machines or elsewhere?

Shelby Edlebeck
Multimedia Communication Specialist
City of Green Bay
920.448.3207
All approved on my end! Like the voice and the guitar music!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Hi everyone,

We’ve produced the three :60second radio spots in English, they are attached to this email and we will need your final approval before we send to the stations. Celestine, if you could be the person to provide final approval of these spots that would be great. We’re working on the Spanish translations and will send those spots for approval as soon as they’re ready.

Please let us know if you have any questions. Thank you!

Izzy
Isabel Brinker  
Account Manager

KW2  
2010 Eastwood Drive, Ste. 300  
Madison, WI 53704

608-232-2300 | KW2Madison.com

Empower & Improve Lives
Whitney,

How about this video?

---

From: Shelby Hearley [mailto:Shelby.Hearley@greenbaywi.gov]
Sent: Wednesday, August 12, 2020 2:17 PM
To: Celestine Jeffreys; Kris Teske; Kim Wayte
Subject: RE: Capturing video footage of today's mail ballot process in Green Bay

Sorry about the link below. Please try this one instead:
https://drive.google.com/file/d/1dULH4_ksuz55vGWtfDb7DBZyLxApB91/view?usp=sharing

Thank you,
Shelby Edlebeck
920.448.3207

---

From: Shelby Hearley
Sent: Wednesday, August 12, 2020 10:38 AM
To: Celestine Jeffreys; Kris Teske; Kim Wayte
Subject: RE: Capturing video footage of today's mail ballot process in Green Bay

I very quickly threw this iPhone video together. Let me know your thoughts and any edits you want me to make!
https://drive.google.com/file/d/1dULH4_ksuz55vGWtfDb7DBZyLxApB91/view?usp=sharing

---

From: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Sent: Tuesday, August 11, 2020 2:55 PM
To: Kris Teske <Kris.Teske@greenbaywi.gov>; Kim Wayte <Kim.Wayte@greenbaywi.gov>; Shelby Hearley <Shelby.Hearley@greenbaywi.gov>
Subject: FW: Capturing video footage of today's mail ballot process in Green Bay
All—

Shelby, can you take some footage of the clerk’s office handling mail ballots? (See below.) No audio necessary. This is to show voters how secure their mailed ballots are.

This can take place at any time today.

Thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Whitney May [mailto:whitney@techandciviclife.org]
Sent: Tuesday, August 11, 2020 12:58 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Ryan Chew <ryan@electionsgroup.com>
Subject: Capturing video footage of today's mail ballot process in Green Bay

Hi Celestine,

Happy Election Day! Hope all is going smoothly for you and your team in Green Bay.

I'm reaching out with a suggestion from Ryan Chew, the Elections Group state lead for Wisconsin. Elections Group is one of the technical assistance partners available to support your office. Ryan is cc'd. He and his team will be connecting with you in the coming days regarding drop boxes for November.

For today's operations, Ryan suggests getting some video footage of the Clerk's office handling mail ballots that can be used for public messaging in November.

It can be shot on a decent smartphone, no narration needed, while capturing as many steps in the process as possible. The goal of the footage is to promote the security and transparency of the mail ballot process to your November voters.

I know this is a last-minute suggestion and your hands are already more than full today, so consider this a “nice-to-have” not a “must-have”. No worries if you can't get to it — just an idea.

Stay safe,
Whitney

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
I will get on the suggestion right now. We have a staffer who might be able to help.

I’ll email Ryan in a jiffy, thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Hi Celestine,

Happy Election Day! Hope all is going smoothly for you and your team in Green Bay.

I’m reaching out with a suggestion from Ryan Chew, the Elections Group state lead for Wisconsin. Elections Group is one of the technical assistance partners available to support your office. Ryan is cc’d. He and his team will be connecting with you in the coming days regarding drop boxes for November.

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Stay safe,
Whitney

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
All—

Shelby, can you take some footage of the clerk’s office handling mail ballots? (See below.) No audio necessary. This is to show voters how secure their mailed ballots are.

This can take place at any time today.

Thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Whitney May [mailto:whitney@techandciviclife.org]
Sent: Tuesday, August 11, 2020 12:58 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Ryan Chew <ryan@electionsgroup.com>
Subject: Capturing video footage of today's mail ballot process in Green Bay

Hi Celestine,

Happy Election Day! Hope all is going smoothly for you and your team in Green Bay.

I’m reaching out with a suggestion from Ryan Chew, the Elections Group state lead for Wisconsin. Elections Group is one of the technical assistance partners available to support your office. Ryan is cc’d. He and his team will be connecting with you in the coming days regarding drop boxes for November.

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I know this is a last-minute suggestion and your hands are already more than full today, so consider this a “nice-to-have” not a “must-have”. No worries if you can’t get to it — just an idea.

Stay safe,
Whitney

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Hello!!

We put out an rfp for a public affairs firm and are working with Eric from modern elections.

Hope that helps!

Sent from my Verizon, Samsung Galaxy smartphone
Get Outlook for Android

---

1 pm works for me

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

---

Hi Dana, could you please ask Kris if she could do 1 PM central time? That’s 12 PM my time in the Rockies. Hopefully that gives her time to grab some lunch first.

Will you be arranging the zoom call?

Thanks!
Haley McKeans
Hi,

I am available after noon on Monday.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

From: Dayna Causby [mailto:dayna@electionsgroup.com]
Sent: Friday, August 28, 2020 7:32 AM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Kris Teske <Kris.Teske@greenbaywi.gov>; Ryan Chew <ryan@electionsgroup.com>; Haley McKean <haley@electionsgroup.com>
Subject: Communications

Kris & Celestine,
During our meeting Tuesday you mentioned some concerns regarding communications to voters and critical stakeholders. I would like to bring in Haley McKean to help you around that. I know you are looking for a communications firm, she maybe able to help guide you through some election specific communication strategies.

Would you be free Monday after 11am to chat and see how we can help with this?

--
Thank you,
Dayna Causby, CERA
The Elections Group

"Voting is the expression of our commitment to ourselves, one another, this country and this world"
~Sharon Salzberg
Guide to Ballot Drop Boxes

Issued by The Elections Group
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Overview

Ballot drop boxes offer a secure, convenient alternative for voters to cast their completed mail ballots. They save money for voters in jurisdictions where return postage is not prepaid, and they can reduce costs for election authorities where postage is paid.

Voters like ballot drop boxes. In jurisdictions where vote-by-mail is prevalent, as many as 80 percent of voters choose to return their ballot at a ballot drop box.

A ballot drop box program can help build public trust in the election process. Ballot drop boxes can reassure voters who mistrust the postal system because of lost or delayed mail, or who worry about someone potentially tampering with their ballot. Ballot drop boxes also provide a solution for voters who are concerned about their signature being exposed to anyone outside of their local election office.

For election officials, ballot drop boxes ensure ballots are received in time to be processed. This is critical since many voters wait until Election Day to return their ballots.

This guide is divided into three sections.

- **Planning** will help election officials decide the type, location, equipment and staffing for three types of ballot drop boxes.

- **Voter Outreach and Communication** contains suggestions for promoting ballot drop box convenience and availability, and to publicize your request and return deadlines.

- **Execution** includes sample forms that can be used separate from this guide to train temporary staff and used as a daily checklists and chain of custody logs, including a section for Election Night.

As you review this guide, keep in mind accommodations for COVID-19 and social distancing requirements. For example, asking two unrelated workers to share a car ride may be a challenge. COVID-related considerations are addressed in the Planning section.
How Many Ballot Drop Boxes Do I Need?

Estimating an adequate number of ballot drop boxes can be challenging when you don’t know how many voters will use them. And determining how many to obtain will be constrained by your budget, purchasing process, and ability to deploy multiple boxes before Election Day.

Hiring enough temporary workers to staff ballot security teams is another critical factor. To maintain public trust you should have bipartisan, two-person teams picking up ballots from each drop box on a daily basis. You will need more frequent pick-ups in the days leading up to and including Election Day. Early on, some busy locations may also require frequent pick-ups, perhaps multiple times a day.

The benefits to deploying as many ballot drop boxes as possible include:

- Providing greater access to the election process
- Keeping voters out of busy and stressful polling places on Election Day
- Receiving voted ballots back faster than USPS delivery

A rule of thumb to consider is one drop box for every 10,000-15,000 voters; that is a common requirement in states where mail ballots are the primary voting method. Your geography should also inform how many drop boxes to place. For example, rural, sparsely populated areas may require more drop boxes per capita than densely populated urban areas.

Fewer drop boxes will yield fewer benefits. An overflowing, unstaffed 24-hour ballot drop box can become a serious public relations and voter trust issue. If mailing out ballots is a temporary pandemic alternative, or if you don’t have an adequate budget, temporary indoor ballot drop boxes at staffed locations can provide an adequate solution.

Scaling Up

Ballot drop boxes should be available to voters as soon as ballots are mailed and remain available through the close of polls on Election Day (or as the statute in your state provides). Unstaffed drop boxes are usually available 24 hours per day. Staffed drop boxes or drive-up options are
typically offered on a more limited schedule, such as during business hours and full polling hours on Election Day.

If adequate staffing is a problem, consider starting with fewer drop boxes and scaling up to the full number you need closer to Election Day. Note that scaling up over time presents P.R. challenges. You will need to clearly publicize drop box locations, plus the dates and times that each location is available.

Where Do I Place Them?

To choose ballot drop box locations, election officials should consider these factors at a minimum:

- Concentrations of population
- Concentrations of historically higher mail-voting populations
- Geographic distance and features
- Voter convenience
- Proximity to public transportation
- Community-based locations
- Security, including lighting, visibility, and security cameras

The Center for Tech and Civic Life (CTCL) created a Ballot Drop-off Location Criteria Planner to help jurisdictions evaluate potential ballot drop-off locations. The planner is located in Appendix B.

Unless prohibited by law, a staffed ballot drop box should be provided at every polling location. This will require separate drop boxes for mail ballots and in-person paper ballots (when not scanned at the polling location).

Additional locations for staffed drop boxes may include, but are not limited to: city offices, public libraries, county offices, assisted living facilities, senior living communities, college campuses, local businesses and shopping centers, and offices of community organizations. At these locations, the voter may need to leave their vehicle and enter the building. A drive-up option could allow voters to deposit their ballots and remain in their vehicles.
ADA Accessibility

Election officials should ensure that ballot drop box locations are accessible to voters with disabilities. Consider the following when implementing drop box plans.

1. If a location has only one drop box, the design and placement of that drop box should meet accessibility requirements.

2. If a location has more than one drop box, at least one of the drop boxes should meet accessibility requirements. Any inaccessible drop box at a facility should have a sign with directions to the nearest accessible drop box.

3. A drop box should be placed along an accessible path connected to the nearest ADA parking space, or nearest the passenger drop-off zone, and if applicable, the nearest public transportation stop.

4. If there is no accessible pathway from the parking lot, there should be signs directing the voter to the nearest accessible drop box.

5. Drop box locations inside of buildings should be assessed for accessibility as if they were polling places. For more information, please see the ADA Checklist for Polling Places.
Purchasing Considerations

The type of ballot drop box(es) you use will depend on your plan and budget. Drop boxes come in several sizes, types, and different construction materials to withstand vandalism and inclement weather and to prevent removal. The following section will cover three types of ballot boxes: a 24-hour permanent box, a temporary indoor box and a temporary drive-through ballot drop-off.

24-Hour Unstaffed Ballot Drop Box

A 24-hour ballot drop box mimics a USPS blue mailbox. It is a permanent metal structure accessible by vehicle or on foot in the public right-of-way, and should be well-secured to the ground. Styles vary. These can be installed on your jurisdiction’s property, or you can arrange to install one at a partnering public agency (see list in previous section.) This usually means securing a written agreement with property owners to locate and secure these drop boxes on their property before you purchase them. A list of drop box vendors is located in Appendix A.
Some things to consider when purchasing 24-hour, unstaffed ballot drop boxes:

- The drop box should be a permanent fixture or a temporary structure that is secured in place to prevent removal or tampering.

- Ensure that the ballot drop box has robust locking mechanisms for both the ballot slot(s) and storage compartment. Ensure that ballots cannot be tampered with while in the drop box, nor removed by anyone other than your authorized ballot retrieval team.

- The opening slot should be large enough to deposit ballot envelopes and designed to keep anyone from pouring liquid into the drop box, or for rainwater to seep into it.

- Drop boxes should be easily recognizable by voters. Plan to purchase or produce permanent, large, weather-proof decals to label the drop boxes with at least your agency name, logo, phone number and the words Official Ballot Drop Box. Use consistent decals on all 24-hour boxes. Additional language may include:
  - No Postage Required
  - Closes at 7 p.m. on Election Day (or relevant time)
  - This Box Under Video Surveillance (if applicable)
  - If required, list any statutory language, such as the number of ballots that can be dropped off by one person in any election.

- Find out how many ballot envelopes each different brand or style of drop box can hold. Ballot return projections will help you to determine the drop box size you will need.

- Consider whether your jurisdiction can or must monitor the ballot drop box with 24/7 video surveillance, where the camera will be mounted, and how footage will be stored. If the drop box is located at another agency’s facility, include mounting and access requirements in the agreement.

- If the ballot drop box is accessible by vehicle, consider whether you can safely locate it on the driver’s side. This can ensure safety by letting the driver cast their ballot without exiting the vehicle. “One-Way” streets/thoroughfares are ideal for installing a box on the driver’s side.

- When planning to receive a shipment of drop boxes, consider multiple important factors.
  - These drop boxes will arrive on pallets and are large and heavy.
  - They should be shipped to a warehouse.
Installation may not take place immediately and you may need space to store them.

A forklift may be needed to move them.

While drop boxes have few moving parts, it is crucial that you verify the locks and doors are functioning properly and that all ballot slots are unobstructed before acceptance.

To install drop boxes you may need an agreement or permit from the local governing body before installing a drop box. Once an agreement and/or permit is secured, you may need to coordinate work with other offices to complete installation. Some items to consider:

- New concrete may need to be poured, which may extend the timeline for the boxes to be safe and fully functional.

- Consider drop box weight and bulk before shipping them out for installation. Consider which staff and vehicles are appropriate, and how the boxes will move in and out of the vehicle cargo area.

- Securing the boxes will require tradespeople whose schedules may not be flexible if shipment is delayed.

- Early and regular communications will help keep the team working together.
Temporary Ballot Drop Boxes — Indoors

Temporary indoor ballot drop boxes or bags are portable and much smaller than 24-hour drop boxes. Smaller options have handles on the side for carrying and are small enough to rest on a table. Larger options can hold more ballots and are on wheels. Bipartisan teams of two election workers usually monitor these drop boxes or bags.

Ideally, these drop boxes or bags should be available inside every polling place, to offer voters the greatest convenience for dropping off mail ballots. Ballot drop boxes placed inside the polling location may be serviced and staffed by poll workers rather than separate ballot collection teams.

They can also be located inside government buildings, libraries, community centers, and other high traffic areas. Your agency could secure an agreement to have staff from these partnering agencies monitor the drop box during their business hour and during polling hours on Election Day. The agreement should ensure access for your ballot retrieval team to pick up the ballot drop box or bag at scheduled times.
Factors to consider when purchasing temporary, indoor ballot drop boxes or bags:

- Consider durability, weight and sizing options, and which would be a better solution for your facility—a smaller, tabletop box, a bag, or a larger box on wheels.

- Determine how many ballots each drop box or bag can hold and your requirements for replacing or emptying it. Ballot drop boxes fill up quickly, especially approaching and on Election Day.

- Ensure that the drop box or bag cannot be opened or moved by unauthorized persons. It should have a lock to protect ballot envelopes, and ideally should be secured to an immovable object with a padlock or chain lock (such as a bicycle lock).

- Ensure that there is a place on the drop box or bag for a zip-tie style security seal for chain of custody.

- The drop box or bag should be easily recognizable by voters. Plan to purchase or produce decals to label it with your agency name, branding, the purpose of the drop box and useful information (see the section on Voter Outreach and Communication).
A drive-through ballot drop box is staffed by bipartisan teams of two election workers on a street or in a parking lot. These workers safely approach a vehicle, accept the voted ballot envelope from the voter, and deposit it into a ballot drop box while the voter observes. At minimum, these workers are equipped with safety vests and badges, a canopy tent for shelter, a table and chairs and locked ballot boxes. This option is usually only deployed on the last few days of the election, including Election Day.

Drive-through locations can be very convenient for voters as they do not need to park or exit their vehicles. They also offer greater operational efficiency for election administrators because they can absorb some of the traffic from high-demand, 24-hour ballot drop boxes on Election Day.

To avoid long lines of cars potentially blocking roadways and/or parking lots, ensure that you have enough staff and ballot drop boxes to move traffic through quickly. Also, some jurisdictions provide “I Voted” stickers at drive-through locations. While this can be a fun idea, it has the potential to slow the pace of cars through the process, creating longer lines. Be sure to consider this impact in your planning.

Some things to consider for temporary, drive-through drop off locations:

- To maximize safety and efficiency, provide instructions and maps to set-up teams. These should map out exactly where set-up should take place and how traffic should flow well in advance of deployment.
• Pop-up tents, tables, chairs, safety cones, and portable space heaters can often be borrowed from other government agencies (Sheriff’s Office, Public Works, Parks & Recreation, Facilities or Fleet) or rented from a party or restaurant supply company.

Additional supplies are necessary for staff working outdoors, such as spotlights and flashlights for working in the dark, and apparel for inclement weather.
What Other Resources Will I Need?

Additional Supplies and Equipment for All Types of Ballot Drop Boxes

Bipartisan ballot retrieval teams  
(Enough teams to ensure each drop box is closed/locked at “close of polls” on Election Night)

Phone tree to reach bipartisan teams while in the field  
(May need to provide mobile phones for those who do not want to use their personal phones)

Rental cars or fleet vehicles

Chain of custody logs

Security seals

Portable ballot drop boxes or bags for transport

High-visibility vests for workers

Personal protective equipment such as gloves, masks, and hand sanitizer

Accessibility, directional, and electioneering signs (if applicable)

<table>
<thead>
<tr>
<th>Temporary Indoor</th>
<th>Temporary Drive-Through</th>
<th>Permanent 24-Hour</th>
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</thead>
<tbody>
<tr>
<td>Table(s)</td>
<td>Table(s)</td>
<td>Extra keys made</td>
</tr>
<tr>
<td>Chairs</td>
<td>Chairs</td>
<td>Large mail bin placed inside</td>
</tr>
<tr>
<td>Cable or bike lock</td>
<td>Pop-up canopy</td>
<td>Flashlights</td>
</tr>
<tr>
<td></td>
<td>Road signs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orange cones</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lanterns</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flashlights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weather appropriate support such as propane heater and rain gear</td>
<td></td>
</tr>
</tbody>
</table>
How Do We Secure Ballot Boxes?

The location and type of drop box can affect the security measures needed to ensure both actual and perceived security.

**Locking Requirements**

All drop boxes shall be secured by a lock and a tamper-evident seal. Only an election official and a designated ballot retriever shall have access to the keys and/or combination of the lock. If your drop box(es) are secured by a key lock, be sure to make copies of each key and store them securely at your election facility.

**Video Requirements**

If feasible, both temporary and 24-hour drop boxes should be monitored by a video security surveillance system, or an internal camera that can capture digital images and/or video.

A video security surveillance system is especially critical for unstaffed, 24-hour boxes and can include existing systems on county, city, or private buildings. The video system should be robust enough to capture and store video for the full time the ballot drop box(es) are open to receive ballots during an election. These videos may be considered an election record, and thus may need to be retained for a certain period of time after each election, depending on your state laws.

The easiest way to provide video surveillance is to position your ballot drop box within view of an existing video surveillance system. If you need to install your own system, work with your city/county IT, facilities, or law enforcement division to see if there are similar systems used throughout the city/county. Chances are your jurisdiction already has a vendor set up for this type of equipment.

**Bipartisan Election Workers (drive-through locations)**

Drive-through ballot drop boxes must be monitored very closely by election workers to ensure that someone does not drive-off with a ballot drop box.
Other Safety and Security Measures

**Unstaffed** drop boxes placed outdoors should be securely fastened to prevent moving or tampering. For example, fasten the drop box to concrete or an immovable object. This will prevent unauthorized removal of the drop box.

**Staffed** drop boxes have several options, but all options should take into consideration additional security measures when the ballot drop site is not staffed. Safeguarding the drop box during unstaffed hours could mean the drop box is inaccessible to the public when not in use. The box should be secured in a locked room, sealed with a tamper-evident seal, and if possible, under video surveillance. Staffed drop boxes should be securely fastened to a stationary surface or to an immovable object, and/or placed behind a counter, and/or portable so they can be transported to a curbside area or a mobile voting area. When in use, these drop boxes should be constantly monitored by election officials or other designated representatives.

Work with law enforcement to include frequent patrols of unstaffed drop boxes. In some communities, it might also be appropriate to develop a network of citizens willing to regularly patrol unstaffed drop boxes.

Work with the public works department and law enforcement to make drive through locations safe and secure.

Ballot Retrieval

**Driving Routes, Frequency, and Staffing Needs**

Once the locations of your ballot drop boxes are set, you should begin planning daily routes for ballot retrieval. This includes sending teams to visit all ballot drop boxes - permanent and temporary. The frequency of pickups may vary in the beginning, every other day versus every day, and become more frequent - multiple times per day - the closer you get to Election Day.

The time it takes to retrieve ballots will depend on the type of ballot drop box used. Ballot retrieval teams will be able to park close to most permanent, 24-hour drop boxes. They will need to transfer the contents of the drop boxes to portable bags or boxes, seal the boxes, complete their chain of custody paperwork, and load the portable boxes into a vehicle.

Temporary, staffed ballot drop boxes are usually located inside a building. This means ballot retrieval teams will need to park and walk into the building to the room where the temporary ballot drop box is located. Most often, they will switch out the full ballot drop box for an empty
drop box, complete the chain of custody paperwork, and carry the full drop box or bag back to their vehicle. The process for temporary drive-through locations will be similar.

**Driving Routes**

The process of retrieving ballots will be most efficient if retrieval teams are able to follow pre-planned driving routes. This can be made easier with mapping technology. Some election offices use commercial software such as Routific and Esri Workforce. Google Maps is a free option that most staff will be familiar with and find easy to use.

When using Google Maps, begin by mapping out a route that you think can be completed in four hours. Identify each location, including the starting and ending location (typically the election office). Assume that the necessary steps at each location will take approximately 15 minutes to complete. Adjust the number of drop boxes on the route until you are able to achieve a route that can be completed in roughly four hours. Be sure to map it during the same times your retrieval team members will be on the road to account for daily traffic patterns. Also consider adding in break times as needed for your retrieval teams.

Consider using mobile phone tracking applications or GPS spot trackers as a way to ensure the assigned route is followed without deviation and that your retrieval team is on time. This may also help document your chain of custody.

**Frequency of Retrieval**

The frequency with which you retrieve ballots from each ballot drop box depends on multiple factors, including:

- Timing (How close to Election Day is it?)
- Projected and actual voter turnout
- The number of ballot boxes you have
- How many ballots each box can hold
- The geography of your jurisdiction and distance retrieval teams have to travel

Generally, it is important to retrieve ballots at least once per day from the first day ballots may be returned. This will ensure ballot security and the ballots can enter your processing operation as quickly as possible. From there, structure your retrieval plan around a slowly building stream of ballots. Jurisdictions have seen as few as 20% of ballots cast by mail deposited in drop boxes during the first two weeks and as many as 55%–60% of ballots deposited during the last two days.
of the election, including 40% of ballots cast on Election Day. You will need to retrieve ballots multiple times per day from your busier ballot drop boxes the closer you get to and on Election Day.

Other important items to consider when creating your retrieval plan:

- Your plan needs to be flexible. If voter turnout is higher than anticipated, you may need to retrieve ballots multiple times per day sooner than you had planned to scale up.

- On the Monday evening before Election Day, you must retrieve ballots from all drop boxes at the end of the day so they do not fill overnight and to maximize the number of ballots you can count on Election Day.

- On Election Night, you must close all drop boxes simultaneously with closing the polls. This will take significant staffing and coordination.

- It is important to track as much data about this process as possible. Retain it for future planning, including how many ballots you retrieve from each drop box each day and how many retrieval runs were needed to each drop box each day. This data can be obtained from ballot logs and reviewed after the election.

**Staffing Needs**

Use the mapped driving routes and frequency of retrieval to determine how many teams and vehicles you will need and for how long. For example, in the first few weeks after ballots are mailed out you might only need three teams of two (six temporary workers) and three vehicles. That number might increase significantly or even double as you start the week leading up to Election Day.

The biggest staffing challenge for ballot retrieval will be at the close of polls on Election Night. You will need bipartisan teams to close and seal each ballot drop box right at the close of polls (or as the statute in your state provides). Many jurisdictions recruit staff from sister agencies, since drop box closing teams do not require full poll worker training. Remember, these ballot retrieval teams will need to be bipartisan, even those staff recruited from other agencies, and may need to be sworn in as election workers.

As mentioned in the overview, accommodations for COVID-19 and the need for social distancing will affect your staffing decisions. Asking two unrelated workers to drive together in the same car may be a challenge. You will need to accommodate any retrieval team member requests to travel in separate cars in tandem. The steps for setup and the daily retrieval of ballots should also follow the six-foot distancing requirements.
Voter Outreach and Communication

Promoting the use and availability of ballot drop boxes is essential to their success. Use all of the communication tools and resources at your disposal as soon as practical to publicize ballot drop box locations, hours and notable accessibility features.

For example, use your regular print and electronic materials, website, social media, video, and news releases to announce ballot drop box locations and share a link to a comprehensive list and/or map of ballot drop boxes.

You can also include a list of ballot drop-off locations in your mail ballot instructions, voter information guide and sample ballot publications. Depending on how many locations you have, you may be able to print them on the mail ballot envelope as well. If there are too many locations to fit, perhaps include a link or QR code on the envelope to direct voters to your list of locations.

Your election website will be the optimal resource for voters to find a ballot drop-off location. Create a web page for Ballot Drop-Off Locations. Include a list of all location names, addresses, hours and embed a link to a Google map for each. If there is a change to the ballot drop box plan, it should be noted on your official website within 24 hours.

You can also create and embed a map of all ballot box locations using Google My Maps. First, create a list of locations as a .csv file, with separate columns for location name, address, city, state and zip code, hours, and type of ballot drop box. Then visit www.google.com/mymaps and follow instructions to import the map. You’ll need to create a Google account if you don’t already have one.

Issue a news release and photos if you have installed one or more new 24-hour ballot drop boxes in your community. Share it with your own employee news channels, local news media, as well as jurisdictions for newsletters and public television news shows.

Ask the clerk or communications team in your local cities and towns if you can submit a contributed article for their newsletter, blog or website regarding the election. Be sure to request a deadline and word count. Describe options for voters and indicate where citizens within your jurisdiction can find their nearest ballot drop box and polling place. You can also ask them to embed your election page link on their own webpages.

Another creative idea is to develop a ‘Find My Nearest’ web-based tool to help voters find the ballot drop box that is closest to them. A user will type in an address or allow the tool to use their device’s ‘location services’ to identify their current location. The tool would then populate with a map and list of the nearest three or four ballot drop off locations. This will require knowledge of ArcGIS or Google Maps, and will likely require support from your IT department to create.
Execution

Opening and Setup

Whether you are setting up a temporary ballot drop box or a 24-hour location, you will need to plan for a ballot retrieval team to set up, open, and secure the drop boxes for voters to deposit their voted ballots.

Temporary Ballot Drop Boxes

Supplies:

- Locked and sealed ballot drop boxes or bags
- Tamper-evident seals (if replacements are needed)
- Chain of custody logs
- Phone numbers to call for support/emergencies
- Cable or bike lock
- Applicable signage
- Tables and chairs (if necessary)
- “I Voted” stickers (optional)
- Voter information sheet (optional)
- Voter Registration forms (optional)

Voter information sheets, “I Voted” stickers, and other voting related information may be placed near the drop box.

Drive-Through Ballot Drop Boxes

Drive-through ballot drop boxes might be set up in a parking lot or on the street depending on the location. For all street-related setups, there should be a law enforcement officer present to guide the setup and maintain safety throughout the day.
When setting up in a parking lot, consider the use of “no parking” signs. These signs can be left out overnight to ensure no vehicles park in the area to be used for the drive-through location.

Supplies should be delivered, including:

- Locked and sealed ballot drop boxes or bags
- Tamper-evident seals
- Chain of custody logs
- Phone numbers to call for support/emergencies
- Set-up maps/documentation
- Pop-up tent
- Road signs
- Orange cones
- Table and chairs
- “I Voted” stickers (optional)
- Propane heater (optional during cold weather months)
- Flashlights or lanterns

Bipartisan teams should:

1. Position road signs and cones according to provided map or instructions.
2. Set up the tent and position according to the provided map or instructions.
3. Set up the folding table and chairs.
4. Place the ballot drop box on the table.
5. Set up the heater and propane tank if needed

24-Hour Ballot Drop Boxes

Permanent, 24-hour drop boxes should be available for voters to use as soon as ballots are mailed. This requires staff or ballot retrieval teams to inspect, clean, and open the ballot drop slot on each drop box. An assigned route for opening should be created along with a checklist or log to ensure all ballot drop boxes have been opened.
Each retrieval team will need:

- Slot key
- Access door key
- Phone numbers to call for support/emergencies
- Cleaning supplies
- Silicone spray (for locks)
- Flashlight
- Inspection checklist or chain of custody form

For setup and opening of 24-hour ballot drop boxes, retrieval teams will:

<table>
<thead>
<tr>
<th>1 Unlock</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Open the ballot slot, using the slot key.</td>
<td></td>
</tr>
<tr>
<td>□ Open the access door, using the access door key.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2 Inspect and Clean</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>□ Visually inspect the drop box and surrounding areas.</td>
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</tr>
<tr>
<td>□ If there is any graffiti or wrap damage, the retrieval team will clean or repair as best they can.</td>
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</tr>
<tr>
<td><em>If unable to clean or repair it thoroughly, use mobile phone to take pictures and note the damage on the chain of custody form</em></td>
<td></td>
</tr>
<tr>
<td>□ Wipe down the exterior, top and slot area of the drop box.</td>
<td></td>
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<tr>
<td>□ Spray the locks with silicone spray and ensure they can be easily locked and unlocked.</td>
<td></td>
</tr>
<tr>
<td>□ Both retrieval team members visually inspect the drop box interior for ballots or any type of debris.</td>
<td></td>
</tr>
<tr>
<td>□ Use a mobile phone to take a picture as time-stamped proof the ballot drop box is empty.</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3 Seal and Record</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>□ Close and lock the access door using the access door key.</td>
<td></td>
</tr>
<tr>
<td>□ Place a security seal on the access door and record seal number on a chain of custody form.</td>
<td></td>
</tr>
<tr>
<td>□ Complete and sign the retrieval form or chain of custody form.</td>
<td></td>
</tr>
</tbody>
</table>
Daily Collection of Ballot Drop Boxes

- Only designated bipartisan ballot retrieval teams should remove ballots from drop boxes. This is done in teams of two.

- All designated ballot retrieval team members should wear badges or vests that readily identify them as designated ballot retrievers or election officials.

- Each team of two will be provided a route each day.

- Ballots must be picked up in designated order.

- A separate chain of custody form should be completed at every stop (both for 24-hour drop boxes and temporary drop boxes or bags).

- The ballot retrieval log and checklist should be completed at the beginning of the route, at each stop, and after returning to the election office.

- Visually inspect the drop box and surrounding area at each visit. If there are any signs of tampering or vandalism, take pictures, clean or repair the drop box as best you can, and report in the notes section of the chain of custody form.

Instructions for Completing Ballot Retrieval Log

- On the front, record the date and time and check off all supplies that have been retrieved.

- On the back, record the route number, date, and names of both ballot retrievers.

- After ballots have been retrieved at each stop, record:
  - Column A: Name/ID/location of the ballot drop box
  - Column B: Seal number on the door (24-hour drop box) when you arrived (should be affixed to custody log) or the security seal on the temporary drop box you are retrieving
  - Column C: Seal number attached to each transfer box or bag (only for 24-hour drop box)
  - Column D: New seal number put on the door (24-hour drop box) or the seal number for the replacement temporary box or bag
  - Column E: Current time of day
  - Column F: Initials of each ballot retrieval team member.
• At the conclusion of each route, the bottom portion of the form should be completed. Consider using the same visual checklist of supplies to indicate all supplies and equipment have been returned to the election office.
# Ballot Retrieval Team Daily Log

<table>
<thead>
<tr>
<th>Date: ____________</th>
<th>Route Departure Time: ______ : ______</th>
<th>☐ AM ☐ PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access door or padlock keys</td>
<td>Empty, portable ballot box(es)</td>
<td>Flashlight</td>
</tr>
<tr>
<td>Cleaning supplies</td>
<td>Gloves</td>
<td>Masks</td>
</tr>
<tr>
<td>Chain of custody logs</td>
<td>Driving route and map</td>
<td>Pens</td>
</tr>
<tr>
<td>Clipboard</td>
<td>24-hour drop box security seals</td>
<td>Transfer ballot box or bag security seals</td>
</tr>
<tr>
<td><strong>Route Return Time:</strong> ______ : ______</td>
<td>☐ AM ☐ PM</td>
<td>☐ Supplies</td>
</tr>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
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</tr>
<tr>
<td>Drop Box Name/ID</td>
<td>Existing Seal ID</td>
<td>Transfer Box/Bag Seal</td>
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</tbody>
</table>
**Ballot Retrieval Team Chain of Custody Record**

<table>
<thead>
<tr>
<th>Ballot Drop Box Name/#:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retrieval Team Member 1:</td>
<td>Retrieval Team Member 2:</td>
</tr>
<tr>
<td>Transfer Box/Bag #:</td>
<td>Additional Transfer Box/Bag #:</td>
</tr>
</tbody>
</table>

**Time of Arrival:**
- ☐ AM
- ☐ PM

**Security Seal Intact:**
- ☐ YES
- ☐ NO

- Remove security seal and record seal #:  

- Place used security seal

- ☐ YES
- ☐ NO

- Initials:

**PLACE USED SECURITY SEAL**

- ☐ Inspect ballot drop box for any signs of tampering or vandalism.
- ☐ Unlock the access door and remove ballots.
- ☐ Transfer ballots to ballot transfer box or bag.
- ☐ Inspect inside of drop box for ballots that might be leaning against or stuck to the wall.
- ☐ Inspect drop box area to ensure no ballots have fallen on the ground.
- ☐ Seal the ballot transfer box or bag.
- ☐ Record the transfer box or bag seal number(s).

<table>
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<tr>
<th>Seal #:</th>
<th>Seal #:</th>
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<thead>
<tr>
<th>Seal #:</th>
<th>Seal #:</th>
</tr>
</thead>
</table>

- ☐ Verify access door is closed and locked (checked by both team members).
- ☐ Place new security seal on door.

- ☐ Record new security seal placed on door:

<table>
<thead>
<tr>
<th>Seal #:</th>
</tr>
</thead>
</table>

- ☐ Load transfer containers into vehicle.
- ☐ Record new door security seal and transfer security seal numbers on the ballot retrieval log.

- All procedures completed and recorded:
  - ☐ YES
  - ☐ NO

<table>
<thead>
<tr>
<th>Service Required?</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ YES</td>
<td>☐ NO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notes:</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Time of Departure:</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ AM</td>
<td>☐ PM</td>
</tr>
</tbody>
</table>
Election Night Closing

All ballot drop boxes, temporary and permanent, need to be collected or closed at the time the polls close. The process outlined below is focused on permanent, 24-hour drop boxes, but the same general principles can be applied to temporary ballot drop boxes. These instructions can be supplemented with the Election Night Closing Checklist that follows.

Station a bipartisan retrieval team at each drop box 15 minutes before the polls close. They will lock drop boxes as soon as the polls close and retrieve ballots.

- Consider asking other jurisdictions’ employees to assist, since this process does not require a great deal of training. Provide each retrieval team with the necessary supplies and checklist as detailed in this guide. In addition to those supplies, these retrieval teams will also need the following:
  - Map with driving directions and approximate time it will take to arrive at their location. This ensures they leave the election facility with enough time to arrive 15 minutes before the close of the election.
  - “Last Voter in Line” card
  - Extra transfer ballot box or bag to collect ballots cast after the polls close. These ballots will not be counted. These are ballots from voters not in line at the time polls close, but who approach the box as the retrieval team is transferring ballots.
  - Checklist with instructions for completing a full sweep of the drop box with a flashlight along with instructions for locking, sealing, recording, transferring ballots to a temporary box, taking a photo and returning to HQ.

- You may have a line of people, or cars, at close of polls with people waiting to cast their ballot in the drop box. As with in-person voting, have one person walk to the end of the line of people and/or cars and hand the last voter in line at close of polls the “Last Voter In Line” card to ensure everyone in line at close of polls may cast their ballot.

- Instructions for how to handle a line of cars (if 24-hour drop box or drive-through ballot drop-off) or a line of people (if temporary indoor drop box). This should include a “Last Voter in Line” card and potentially coordinating with local law enforcement for traffic control.
• Recommend teams take pictures of:
  o Locked ballot slot
  o Inside of the 24-hour boxes once emptied after the close of polls to show that no ballots are left in the box.

It is highly recommended to have your daily ballot retrieval team visit all ballot drop boxes the day after the election to double-check that all ballots were collected.
# Election Night Closing Checklist

<table>
<thead>
<tr>
<th>Ballot Drop Box Name/#:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retrieval Team Member 1:</td>
<td>Retrieval Team Member 2:</td>
</tr>
</tbody>
</table>

- Ensure you have necessary supplies and chain of custody logs before leaving for your designated drop box.
- Ensure you take enough transfer boxes or bags to completely empty the drop box.
- Arrive at your assigned ballot drop box at least 15 minutes early.
- If there is a line before polls close, one retrieval team member must find the “Last Voter In Line” card and go to the end of the line.
- At the close of polls, announce “Polls are closed” and lock the door to the drop box. If there is a line, the team member at the end of the line should give the Last Voter In Line card to the last person or car in line at the close of polls. Once the card is given out, return immediately to help empty the drop box.
- If any voter should try and cast their ballot after the close of polls, put their ballot in the box/bag designated for late ballots.
- Unlock the access door and remove all ballots, placing them in a transfer box or bag.
- Using a flashlight, inspect the inside of the drop box for ballots that might be leaning against or stuck to the wall.
- Once all ballots are removed from the drop box, take a picture of the inside of the empty drop box using your phone.
- Inspect the drop box area to ensure no ballots have fallen on the ground.
- Seal the ballot transfer box(es)/bag(s).
- Verify the access door of the drop box is closed and locked.
- Close the ballot slot using the slot key.
- Complete Chain of Custody log(s) for the transfer box(es) or bag(s).
- Load transfer containers and all supplies into vehicle.
- Head directly back to counting facility.

<table>
<thead>
<tr>
<th>All procedures completed and recorded:</th>
<th>□ YES □ NO</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time of Departure:</td>
<td>□ AM □ PM</td>
<td>Initials:</td>
</tr>
</tbody>
</table>
Common Mistakes and How to Prevent Them

**Problem**: Drop boxes left unsealed or unlocked

**Solution**: Checklist that is signed or initialed for each drop box and verified at the end of every shift

**Problem**: 24-hour drop boxes left open or unlocked

**Solution**: Checklist that is signed or initialed for each drop box and verified at the end of every shift

**Problem**: Drop boxes are full before Election Day and voters are leaving ballots on top, calling news media, etc.

**Solution**: Increase the number of pickup times as you get closer to Election Day

**Problem**: Drop boxes not closed at 7 p.m.

**Solution**: Send retrieval teams out to sweep boxes the day after the election to ensure no ballots are left behind (perhaps take photos)
Appendix A: Drop Box Vendors

This list was compiled by the Center for Tech and Civic Life.

Laserfab, Inc/Vote Armor

www.laserfabusa.com

Models:

- VA-3630 is the most popular
- The largest model, the VA-5038, is used by larger counties
- A third model exists, but no model number was provided

**Approximate pricing:** The 3630 model runs in between $3000 and $3500, depending on quantity.

**Timeline:** 6-8 weeks from order

American Security Cabinets

www.ballotdrops.com

Models:

- 7 different sizes and styles: [https://ballotdrops.com/product-category/cabinets/](https://ballotdrops.com/product-category/cabinets/)

**Approximate pricing:** Please inquire

**Timeline:** Please inquire

Fort Knox Mailbox

www.fortknoxmailbox.com

Models: [High Security Mailboxes](https://www.fortknoxmailbox.com/ballot-boxes/)

- 3 different sizes: [https://www.fortknoxmailbox.com/ballot-boxes/](https://www.fortknoxmailbox.com/ballot-boxes/)

**Approximate pricing:** $1,300 - $3,000 each, depending on model

**Timeline:** Please inquire
Inclusion Solutions


Models:
- Fortress 400 ideal for indoor use, holds 400 ballots
- Fortress 800 ideal for indoor use, holds 800 ballots
- Fortress 1000 can transition to indoor & outdoor, holds 1,000 ballots

Approximate pricing: Fortress 400 is $130, Fortress 800 is $209, call for info about Fortress 1000

Timeline: Please inquire

Charnstrom

www.charnstrom.com

Models: Four models of “payment cabinets” and “Mail Collection boxes”, ranging in size.
- **Small**: $420 - Commercial/Residential Curbside Mailbox (13”W x 18” D x 20”H)
- **Large**: $3,608 - Mail Room/Office Mailing Walk or Drive up Box. Holds “hundreds of envelopes and magazines”. (24”W x 29.5” D x 53” H)

Pricing: $400 to $4000

Timeline: Please inquire

Global Industrial

www.globalindustrial.com

Models: Mail & Parcel Drop Boxes
- Drop Box Locker: $450 - $1,513 (12”W x 12”D x 16.5”H)
- Supreme Letter Locker: $475 - $2,283 (12”W x 23”D x 24-36”H)
- Extra Large Mailbox & Parcel Post Vault: $883 (19”W x 19”D x 52” H)
- Curbside Courier & Collection Box: $759 - $967 (20”W x 26”D x 49”H)

Pricing: $350 to $2,300 depending on model

Timeline: UPS Next Day, UPS 2nd Day, UPS or Truck 3-8 days shipping
Models: Some examples

- Small Versatile Pedestal Hopper Collection Box $1,175 (17.75” L x 18.75” W x 59” H)
- Courier Drop Box $780 (20” W x 49” H x 26” D)
- All Weather Sealed Outdoor Collection Box $1,065 (22-1/4” W x 22-1/4” D x 47” H)

Pricing: Varies, depending on model

Timeline: Please inquire
Appendix B: Site Feasibility Planner

See following pages.
Ballot Dropoff Location Planner: Site Feasibility

This document is based on a report by King County, Washington. It can be found here: https://kingcounty.gov/~/media/depts/elections/about-us/reports/bdol-expansion-plan.ashx?la=en.

This planning tool can help you study, plan, and justify ballot dropoff locations in your jurisdiction. While the scoring and criteria can be adjusted to specifically fit your jurisdiction’s needs, this document outlines a number of major considerations for planning your dropoff locations and provides some outlines for a scoring rubric.

Proposed Location:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Score</th>
<th>Description</th>
<th>Your score &amp; notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equity</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Serves isolated communities</td>
<td>10</td>
<td>This site serves an isolated or distinct community</td>
<td></td>
</tr>
<tr>
<td>Does the location serve a geographically isolated area or serve a particular, culturally distinct community?</td>
<td>0</td>
<td>Site does not serve an isolated or distinct community.</td>
<td></td>
</tr>
<tr>
<td>Provide equitable services</td>
<td>0-10</td>
<td>Note: You may need develop your own scoring criteria based on your jurisdictions.</td>
<td></td>
</tr>
<tr>
<td>Disparities in voter participation</td>
<td>8</td>
<td>Adjacent to census tract with lower than average voter registration rates.</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---</td>
<td>-------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Lower than average voter participation rates.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>Average or higher than average voter registration rates.</td>
<td></td>
</tr>
</tbody>
</table>

| Operations                         |
|-----------------------------------|---|-------------------------------------------------------------------------|
| Pick-up and box closing           | 10| Site conditions present no challenges to the daily ballot pick-up or box closing process. |
| Does the site support an effective, safe and secure ballot pick-up and box closing process? Examples: stairs or inclines to/from, potential to place location in close proximity to parking, etc. | 5 | Site conditions may present a challenge to the daily ballot pick-up or closing process but can be mitigated. |
|                                  | 0 | Site conditions do not support an effective daily ballot pick-up or box closing process. |

<table>
<thead>
<tr>
<th>Security</th>
<th>5</th>
<th>The location is monitored live or by video surveillance and is well lit.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is the location monitored live or by video surveillance? If outside, is the location well lit at night?</td>
<td>2.5</td>
<td>The location has nearby surveillance and is lit.</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>The location has no security measures and is not lit at night.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Site owner input</th>
<th>5</th>
<th>There are no site owner concerns</th>
</tr>
</thead>
</table>
Are there site owner concerns regarding increased traffic flow that would negatively affect existing site tenant(s)? Are there known or planned construction projects on site (or near) that might impact the accessibility or feasibility of the site?

<table>
<thead>
<tr>
<th>Drive-up option</th>
<th>2.5</th>
<th>There are site owner concerns that can be mitigated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site conditions do not support an effective ballot drop-off location.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Drive-up option**

Do site conditions support both walk-up and drive-up ballot deposit options for voters? Drive-up options offer more convenience to voters.

| Site conditions, as they presently exist, can support a drive-up option. |
| Site conditions could support a drive-up option but might impact host property. |
| Site conditions do not support a drive-up option. |

**End-of-line**

Does the site support effective control of traffic (both vehicular and pedestrian) to establish “on-time” and “end-of-line” status at the voting deadline? Examples: size of the usable area adjacent to the box (to establish orderly queuing), the ability to limit the number of clear paths to the box.

| Site conditions present no challenges to establishing end-of-line status. |
| Site conditions present some challenges to establishing end-of-line status |
| Site conditions do not support an effective end-of-line establishment process. |

**Accessibility**
<table>
<thead>
<tr>
<th>Visibility</th>
<th>5</th>
<th>Voters can easily locate the box on site; is fully visible from multiple directions.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td></td>
<td>Some voters may be challenged to find the box without extra signage or lighting.</td>
</tr>
<tr>
<td>0</td>
<td></td>
<td>There may be challenges in finding the box on site due to placement or visibility.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Access to Public Transit</th>
<th>5</th>
<th>Served by multiple bus lines or modes of public transit; transit stops within 1000 ft</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td></td>
<td>Served by one bus line or mode of public transit or stop/station is &gt;1000 ft away.</td>
</tr>
<tr>
<td>0</td>
<td></td>
<td>The site is not served by public transit.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Parking</th>
<th>5</th>
<th>Adequate parking option.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.5</td>
<td></td>
<td>One or more challenge(s) to parking (&lt; 20 parking spots, limited load/unload options, distance to box exceeds 100ft).</td>
</tr>
<tr>
<td>0</td>
<td></td>
<td>Inadequate parking (pay parking, no load/unload, distance to box exceeds 200ft).</td>
</tr>
</tbody>
</table>
### ADA factors

Does the site possess all accessible features possible? Conditions evaluated include: parking lot slope, turning radius adjacent to box placement, curb cuts, number of ADA parking spots, unimpeded path to box from ADA parking.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Site conditions support 100% accessibility.</td>
</tr>
<tr>
<td>2.5</td>
<td>Adequate with some mitigation.</td>
</tr>
<tr>
<td>0</td>
<td>Site does not support accessibility.</td>
</tr>
</tbody>
</table>

### Continuity

### Location History

Does the location have a history of serving as a voting location (in-person or drop box)?

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Site has previously served as a voting location.</td>
</tr>
<tr>
<td>0</td>
<td>All other sites.</td>
</tr>
</tbody>
</table>

**Final Score:**
Hi all,

I wanted to let you know that we're hosting a demo of the operations tools for election officials next week. It'll be a great introduction on how to estimate election inspector needs, polling place wait times, and a chance to ask questions. The demo is tomorrow, Wed Sept 9th, 3-4pm ET and you can register here.

In addition, if you discover that you need additional resources, we have funding available, both from ourselves, and the Center for Tech and Civic Life (thanks to Priscilla Chan and Mark Zuckerberg). We can also connect you to partners like Power the Polls if you need to recruit poll workers or facilities.

I hope you'll join us and I'm also happy to set up a follow-up meeting to discuss how we can further assist your jurisdiction.

Thank you,
Michael Spitzer-Rubenstein

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(he/him)
Kris and I have a conflicting meeting...

Celestine Jeffreys is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting ID: [redacted]
Password: [redacted]

Find your local number: https://us02web.zoom.us/u/kdc2uEW3Xx
Deanna Debruler

From: Celestine Jeffreys  
Sent: Wednesday, May 27, 2020 11:19 AM  
To: Kris Teske  
Subject: RE: Meeting Minutes for Ad Hoc

Thanks, Kris, I appreciate that!

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

From: Kris Teske  
Sent: Wednesday, May 27, 2020 10:04 AM  
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>  
Subject: RE: Meeting Minutes for Ad Hoc

Got it! I will let her know for the future. Thanks

Kris Teske, WCMC  
Green Bay City Clerk  
100 N. Jefferson St., Rm 106  
Green Bay, WI 54301  
920-448-3014

From: Celestine Jeffreys  
Sent: Wednesday, May 27, 2020 9:40 AM  
To: Kris Teske <Kris.Teske@greenbaywi.gov>  
Subject: RE: Meeting Minutes for Ad Hoc

Hey, Kris!

I understand, but we have a miscommunication. When I’m the meeting manager, I make notes in the box on civic clerk so I can go back and put the motions in properly. I also do the votes right then and there.

It will be difficult for me to participate and record at the same time. I would suggest that Kim just take note of the motions and the votes, either in civic clerk or on a separate piece of paper, and I can take it from there.

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

From: Kris Teske  
Sent: Wednesday, May 27, 2020 9:03 AM
Frank from the Mikva project got back to me with some spiffy resources. Thanks for the connection!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Hey Celestine,

Great chatting with you today. I bumped Ashish on the dropbox delivery and let him know to expect a call from you.

Regarding recruitment of HS poll workers. I reached out to Meghan at Mikva challenge and asked for 1-pagers and messaging they've used. Will let you know what I hear back.

Meanwhile, if you’re interested, there’s this ~5 minute section of video where Meghan talks about how they recruit HS student election judges in Chicago.

Jump to the 11:30ish mark in the video.

https://vimeo.com/432919914/67d223baa8

Stay safe,
Whitney M

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Great!

And here's the page on the Madison Clerk's site about student officials: https://www.cityofmadison.com/clerk/elections-voting/election-officials/student-officials

On Fri, Sep 4, 2020 at 9:15 AM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Whitney,

The website looks intriguing! A way for us to carry forward the work we're doing for this November election.

Megan's email is on the website, so I'll reach out.

Thanks!

Ps. Here's the link to Mikva Challenge if that's helpful context: https://mikvachallenge.org/our-work/programs/elections-and-campaign-experiences/

On Thu, Sep 3, 2020 at 8:30 PM Whitney May <whitney@techandciviclife.org> wrote:

Hey Celestine,

Great chatting with you today. I bumped Ashish on the dropbox delivery and let him know to expect a call from you.

Regarding recruitment of HS poll workers. I reached out to Meghan at Mikva challenge and asked for 1-pagers and messaging they've used. Will let you know what I hear back.

Meanwhile, if you're interested, there's this ~5 minute section of video where Meghan talks about how they recruit HS student election judges in Chicago.

Jump to the 11:30ish mark in the video.

https://vimeo.com/432919914/67d223baa8

Stay safe,
Whitney M
Dear Ms. Goldstein,

I’m Celestine Jeffreys, the Chief of Staff here in Green Bay Wisconsin. I was referred by Whitney May, who’s working with us courtesy of a grant we won from the Center for Tech and Civic Life.

I know you’re very busy. Can you share a document or two that you’ve created to help recruit high school and college students to become poll workers?

I appreciate anything you’d be willing to provide.

Have a wonderful Labor Day weekend!

Celestine Jeffreys
Ari, et al,

I appreciate your time and attention. I need to get this document completed, while “clerk@” isn’t very descriptive, I will use it.

In the future, I can amend the document to reflect a more descriptive address.

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Thanks Celestine, I now realize you probably were asking whether the address "clerk@" was descriptive enough (vs another address such as, maybe, "voting@"). Sorry that I misunderstood you the previous time around!

That's a totally fair point - we could certainly set up another address and have it all tie into the same inbox. Again, this is ultimately up to what you all would like to do. At a technical level, setting up another alias should be fairly easy to do for your IT dept and it would have no impact on the workflows for Kris and team so it's mostly an editorial judgment.

We had initially picked clerk@ because we do need a single address for the office that could capture all clerk-related questions, but we could additionally set up dedicated addresses by topic (e.g. maybe voting@, licensing@, etc.) All the messages could appear in one system but using separate addresses by topic has the upside of allowing us to pre-sort the messages based on which address is used, so I do like the suggestion!

Kris, what do you think? Should we ask Mike to get this set up?

On Wed, Sep 16, 2020 at 12:36 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Ari,

Thank you for the response. I see you’ve really tried to explore many scenarios.
Given your efforts and in the interest of time, I’ll go ahead and use clerk@greenbaywi.gov. However, that address does not convey “voting assistance.”

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Ari Steinberg <ari@usdigitalresponse.org>
Sent: Wednesday, September 16, 2020 2:05 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Priya Garg <priya@usdigitalresponse.org>; Tom Malloy <thomasjmalloy@kttk.org>; Robin Carnahan <robin@usdigitalresponse.org>; Kris Teske <Kris.Teske@greenbaywi.gov>; Whitney May <whitney@techandciviclife.org>
Subject: Re: Email address for the election

Great question. Currently, clerk@ is set up to land in the shared “Front” inbox which makes it easier for Kris’ team to share/coordinate the work of responding across multiple people.

We have NOT set up any kind of auto-responder to clerk@ but that is definitely an option. E.g. it could say something like, "Thanks for your email, it may take us a few days to respond. In the meantime, please visit our website for answers to common questions." The downside of this is that if they do find an answer to their question, we would not know about it and someone from the clerk’s office will still wind up spending time trying to help them. But this is very easy to do and probably pretty harmless.

If we want to get really aggressive with reducing email load, we can have clerk@ set up to send an autoresponse saying something like, "IMPORTANT: This mailbox is not monitored, please visit our website where you can get answers to common questions or submit messages to the Green Bay Clerk's Office." and then have it NOT create a ticket in the Front system. Someone would need to read this autoresponse, click through to the web site, and fill out the contact form that we are helping to build on that site. This would be the most effective option from the standpoint of reducing your workload though it also might be perceived as less voter-friendly.

On Wed, Sep 16, 2020 at 9:39 AM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Ari,

Thanks for the answer.
Let me ask a follow-up question. If voters are trying to remember how to get help, does clerk@greenbaywi.gov convey that message?

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Ari Steinberg <ari@usdigitalresponse.org>
Sent: Wednesday, September 16, 2020 11:16 AM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Priya Garg <priya@usdigitalresponse.org>; Tom Malloy <thomasjmalloy@kttk.org>; Robin Carnahan <robin@usdigitalresponse.org>; Kris Teske <Kris.Teske@greenbaywi.gov>; Whitney May <whitney@techandciviclife.org>
Subject: Re: Email address for the election

Hi Celestine, I believe that Kris and team had landed on clerk@greenbaywi.gov but will defer to them for the final confirmation!

Thanks.
Ari

On Tue, Sep 15, 2020 at 5:08 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Good evening!

I understand that the US Digital Response team is crafting an email address that will be easy for voters to remember and will be pointed to city hall staff and voter navigators.

We need to finalize a document, and I would like to know what that address is so I can publish.
Can you provide this by Thursday morning?

Thank you!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay
Hi Celestine and Kris,

I'm connecting you with Erika, Robin and the elections team from U.S. Digital Response. They can provide your office free technology to help streamline the hiring, onboarding, and management of Green Bay poll workers. I attached a PDF document that describes the offering.

Hi Erika, Robin, and the USDR elections team,

Celestine is the Green Bay Mayor's Chief of Staff. Kris is the Green Bay Clerk. They've expressed an interest in learning more about your poll worker technology and how they might deploy it this year.

I hope you can find time to talk soon. And I'll let y'all take it from here.

Stay safe,
Whitney M

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Adding Ryan from Elections Group here, too. He's cc'd.

Hope you can find a time to all connect and discuss the ballot curing process in Green Bay.

On Fri, Sep 4, 2020 at 8:46 AM Whitney May <whitney@techandciviclife.org> wrote:

Hi Celestine and Kris,

Thanks for taking time to talk with me yesterday. To follow up on our brief conversation about absentee ballot curing, I'm connecting you with Erika and Amber from USDR (both cc'd).

Amber is exploring ways to streamline the curing process and is interested in connecting with you to learn more about your process in Green Bay.

I hope you can find time to talk soon. And I'll let y'all take it from here.

TGIF,
Whitney

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Hi Kris,

We heard from Whitney that ballot cures are currently a very manual process for you, and that you might be interested in help streamlining and automating that process. We're happy to chat anytime next week that you're free to get started, but I know that you're also already working with us on poll workers and support tools, so if you have your hands full at the moment and are only ready to pick this one up a bit later, just let us know when's good for you! We'll do all we can to keep the needs on you and your office as low as possible.

Cheers,
Erika

On Fri, Sep 4, 2020 at 1:41 PM Whitney May <whitney@techandciviclife.org> wrote:
Adding Ryan from Elections Group here, too. He's cc'd.

Hope you can find a time to all connect and discuss the ballot curing process in Green Bay.

On Fri, Sep 4, 2020 at 8:46 AM Whitney May <whitney@techandciviclife.org> wrote:
Hi Celestine and Kris,

Thanks for taking time to talk with me yesterday. To follow up on our brief conversation about absentee ballot curing, I'm connecting you with Erika and Amber from USDR (both cc'd).

Amber is exploring ways to streamline the curing process and is interested in connecting with you to learn more about your process in Green Bay.

I hope you can find time to talk soon. And I'll let y'all take it from here.

TGIF,
Whitney

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Deanna Debruler

From: Kris Teske
Sent: Friday, September 4, 2020 10:10 AM
To: 'Whitney May'
Subject: RE: Green Bay, WI + USDR: Ballot curing

Thank you!

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

From: Whitney May [mailto:whitney@techandciviclife.org]
Sent: Friday, September 4, 2020 8:47 AM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Kris Teske <Kris.Teske@greenbaywi.gov>
Cc: amber@usdigitalresponse.org; Erika Reinhardt <erika@usdigitalresponse.org>
Subject: Green Bay, WI + USDR: Ballot curing

Hi Celestine and Kris,

Thanks for taking time to talk with me yesterday. To follow up on our brief conversation about absentee ballot curing, I'm connecting you with Erika and Amber from USDR (both cc'd).

Amber is exploring ways to streamline the curing process and is interested in connecting with you to learn more about your process in Green Bay.

I hope you can find time to talk soon. And I'll let y'all take it from here.

TGIF,
Whitney

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Michael,

Here’s our post. It’s not as spiffy as I’d like and doesn’t include the checklists. I’m still waiting on information to complete and will re-post next week. In the meantime, we’re going to refer voters here.

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

---

From: Shelby Edlebeck <Shelby.Hearley@greenbaywi.gov>  
Sent: Friday, September 11, 2020 2:56 PM  
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>  
Subject: RE: 2020-09-07 How to Make Voting Plan_EDITS_RKL

Posted! [https://www.facebook.com/GreenBayCity/posts/3852985118052114](https://www.facebook.com/GreenBayCity/posts/3852985118052114)

Thank you,  
**Shelby Edlebeck**  
920.448.3207

---

From: Celestine Jeffreys  
Sent: Friday, September 11, 2020 1:45 PM  
To: Shelby Edlebeck <Shelby.Hearley@greenbaywi.gov>  
Subject: 2020-09-07 How to Make Voting Plan_EDITS_RKL
Deanna Debruler

From: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Sent: Wednesday, August 19, 2020 4:57 PM
To: 'Christopher Patten'; Woodall-Vogg, Claire
Cc: Whitney May; Michelle Nelson; Coolidge, Tara; Celestine Jeffreys; Kris Teske; Josh Goldman; Asher Kolieboi
Subject: RE: Absentee instructions template & envelopes from Center for Civic Design: Feedback requested by Friday

Follow Up Flag: Follow up
Flag Status: Completed

I love it! Thank you very much!

- Maribeth

From: Christopher Patten <christopher@civicdesign.org>
Sent: Wednesday, August 19, 2020 4:50 PM
To: Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>; Whitney May <whitney@techandciviclife.org>; Michelle Nelson <mnelson@kenosha.org>; Coolidge, Tara <tara.coolidge@cityofracine.org>; Celestine Jeffreys <Celebrine.Jeffreys@greenbaywi.gov>; Kris.Teske@greenbaywi.gov; Josh Goldman <josh@techandciviclife.org>; Asher Kolieboi <asher@civicdesign.org>
Subject: Re: Absentee instructions template & envelopes from Center for Civic Design: Feedback requested by Friday

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi everyone,

This version of the instructions includes a larger font size and a redesigned image of where to sign on the back of the ballot. Check it out and let us know what you think!

Thanks!

Christopher and Asher

On Wed, Aug 19, 2020 at 1:47 PM Woodall-Vogg, Claire <cwooda@milwaukee.gov> wrote:

I much prefer these from CCD to the ones that were released yesterday. I will admit, this update slipped past me on July 31st when it was approved by the WEC.

I agree with Maribeth about size of font. I like the layout and simplicity a lot, though.
Wow! Thank you!

I like the design. Is it possible to have the text larger in the instructions? I’m wondering how hard it might be for our older voters to read the 9-point font.

Thank you!

- Maribeth

From: Whitney May <whitney@technandciviclife.org>
Sent: Tuesday, August 18, 2020 12:07 PM
To: Michelle Nelson <mnelson@kenosha.org>; Coolidge, Tara <tara.coolidge@cityoffracine.org>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>; cwooda@milwaukee.gov; Kris.Teske@greenbaywi.gov
Cc: Josh Goldman <josh@technandciviclife.org>; Asher Kolieboi <asher@civicdesign.org>; Christopher Patten <christopher@civicdesign.org>
Subject: Absentee instructions template & envelopes from Center for Civic Design: Feedback requested by Friday

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hello Claire, Celestine, Kris, Tara, Michelle, and Maribeth:

You are the famous WI-5. Congrats on successful administration of last week’s state primary! Excited to see November be an even bigger success for you and your teams.
With November in mind, I’m cc'ing the designers from Center for Civic Design, Asher & Christopher. CCD is one of the amazing technical assistance partners available to support the WI-5 (we really do need to get WI-5 tshirts).

Since we’ve heard interest from you about what other cities are doing, we thought it would be helpful to gather feedback on absentee envelopes and instructions from the WI-5 cohort as a group rather than gathering feedback separately.

- Here are the absentee instructions designed by CCD
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- Here are the absentee envelopes designed by CCD
  - CCD has been working on the design with WEC
  - CCD + Oxide Design are available to consult on design and printing with your printer
  - Consult can look like adjusting the templates, adding your contact and other information, working with your envelope vendors (if needed) as you fit the layouts into your process (including any size or placement adjustments), or just providing any support, advice, or reviews of proofs.

**Do you and your teams have capacity to review these materials and provide questions and feedback to CTCL & CCD before the end of the week?**

We know you are all working on tight timelines for printing and collating absentee materials. Please let CTCL & CCD know how we can be most helpful moving forward. If it’s useful, grant funds are available for cities that want to print new envelopes.

Thank you,
Whitney & Josh from CTCL
Whitney May
Director of Government Services
Center for Tech and Civic Life

whitney@techandciviclife.org

(919) 799-6173

she/her

The City of Milwaukee is subject to Wisconsin Statutes related to public records. Unless otherwise exempted from the public records law, senders and receivers of City of Milwaukee e-mail should presume that e-mail is subject to release upon request, and is subject to state records retention requirements. See City of Milwaukee full e-mail disclaimer at www.milwaukee.gov/email_disclaimer

--
Christopher Patten
Center for Civic Design
civicdesign.org
civicdesign.org
313-590-7653 | christopher@civicdesign.org
Pronouns: he/him
Got it. What time is your meeting with Ryan?

On Tue, Aug 18, 2020 at 8:16 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

> We’re going to talk to Ryan tomorrow about that. Kris’ concern is that we wouldn’t get those ballots back to the clerk’s office by 8 pm.

---

**Celestine Jeffreys**

Chief of Staff

Office of the Mayor

920.448.3006

---

Related: Are y'all planning to have dropboxes at your precincts on Election Day?

On Tue, Aug 18, 2020 at 8:12 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:
Thanks, I’ll convey that to Kris and have her get in touch with the WEC. She also has to ask them (she may have done this already) about some rules for the drop boxes.

From: Whitney May <whitney@techandciviclife.org>
Sent: Tuesday, August 18, 2020 8:11 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: Re: UPDATE: Absentee instructions template & envelopes from Center for Civic Design: No action required

I don't know for sure, but I assume they want all localities using the same instructions and the same envelopes since they travel together. You and Kris may want to ask WEC directly.

On Tue, Aug 18, 2020 at 8:02 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Just looked at the uniform instructions. I agree with Maribeth in that the font may be too small for some voters, but overall it’s less clear and concise then the document CTCL had produced. I liked the clerk’s information right up front.

But I have a question, are municipalities going to be required to use this form and no other?
Hey Celestine,

I'm excited for y'all to get the envelopes next year. It'll be great.

Regarding the instructions sheet, did you get the Uniform Absentee Instructions sheet from WEC today?

It's attached. I'm assuming they want all cities using the same envelopes AND absentee instructions, too.

Let me know what you think.

Whitney M
On Tue, Aug 18, 2020 at 7:43 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Thanks, Whitney!!

I had mocked-up some changes to the insert. Here they are; what do you think? I didn’t hear from Kris, she’s not feeling well today.

That’s too bad about the envelope. Those changes are really good!

---

From: Whitney May <whitney@techandciviclife.org>
Sent: Tuesday, August 18, 2020 7:38 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Michelle Nelson <mnelson@kenosha.org>; Coolidge, Tara <tara.coolidge@cityofracine.org>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; cwooda@milwaukee.gov; Kris Teske <Kris.Teske@greenbaywi.gov>; Josh Goldman <josh@techandciviclife.org>; Asher Kolieboi <asher@civicdesign.org>; Christopher Patten <christopher@civicdesign.org>
Subject: UPDATE: Absentee instructions template & envelopes from Center for Civic Design: No action required

Hello everyone,
Thank you for taking time to review the CCD materials and ask questions today.

CTCL is putting the brakes on operation envelope with the WI-5 because:

- WEC wants everyone in the state using the same formats
- WEC wants to complete new envelope design work next year
- WEC shared uniform instructions today

Apologies for any confusion. Please reach out with any questions or concerns. And keep truckin’.

Stay safe out there,
Whitney M

---

On Tue, Aug 18, 2020 at 6:36 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Wow! Thank you!

I like the design. Is it possible to have the text larger in the instructions? I’m wondering how hard it might be for our older voters to read the 9-point font.

Thank you!

- Maribeth

From: Whitney May <whitney@techandciviclife.org>
Sent: Tuesday, August 18, 2020 12:07 PM
To: Michelle Nelson <mnelson@kenosha.org>; Coolidge, Tara <tara.coolidge@cityofracine.org>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>; cwooda@milwaukee.gov; Kris.Teske@greenbaywi.gov
Cc: Josh Goldman <josh@techandciviclife.org>; Asher Kolieboi <asher@civicdesign.org>; Christopher Patten <christopher@civicdesign.org>
Subject: Absentee instructions template & envelopes from Center for Civic Design: Feedback requested by Friday
Hello Claire, Celestine, Kris, Tara, Michelle, and Maribeth:

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With November in mind, I'm cc'ing the designers from Center for Civic Design, Asher & Christopher. CCD is one of the amazing technical assistance partners available to support the WI-5 (we really do need to get WI-5 tshirts).

Since we've heard interest from you about what other cities are doing, we thought it would be helpful to gather feedback on absentee envelopes and instructions from the WI-5 cohort as a group rather than gathering feedback separately.

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Thank you,
Whitney & Josh from CTCL

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her

--

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--
Whitney May
Director of Government Services
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whitney@techandciviclife.org
(919) 799-6173
she/her
Deanna Debruler

From: Celestine Jeffreys  
Sent: Tuesday, August 18, 2020 7:54 PM  
To: 'Whitney May'  
Subject: RE: UPDATE: Absentee instructions template & envelopes from Center for Civic Design: No action required

No, I must have missed that email.

I’ll take a look. I think the envelopes will be a great improvement, but for next year.

---

Celestine Jeffreys  
Chief of Staff  
Office of the Mayor  
920.448.3006

---

From: Whitney May <whitney@techandciviclife.org>  
Sent: Tuesday, August 18, 2020 7:50 PM  
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>  
Subject: Re: UPDATE: Absentee instructions template & envelopes from Center for Civic Design: No action required

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Office of the Mayor
920.448.3006

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Cc: Josh Goldman <josh@techandciviclife.org>; Asher Kolieboi <asher@civicdesign.org>; Christopher Patten <christopher@civicdesign.org>
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Whitney & Josh from CTCL
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her

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Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Awesome, Whitney, thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

Hi Celestine,

During our last check in call you expressed the need for a communications consultant to review your advertising plan for November.

Eric Ming, cc'd, is the Communications Director for CSME, one of the technical assistance partners for the grant. He's from Wisconsin and he's a big Packers fan.

Hi Eric,

Celestine Jeffreys is Chief of Staff for the Mayor and she's the Green Bay lead for the implementation of their safe voting plan.

Here's what I've heard from Celestine so far:

- They'd like to do radio ads on local Spanish-language radio stations, as well as geofencing.
- They have a slogan, “Mailed it” and a mood board.
- This is an urgent need.

I'm sure she has more to add to the conversation, so I'll let y'all take it from here.

Thanks again for your work on this,
Whitney M

--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Deanna Debruler

From: Celestine Jeffreys
Sent: Thursday, September 17, 2020 5:53 AM
To: Whitney May
Cc: Liz Howard
Subject: RE: Green Bay, WI + Brennan Center: Election integrity efforts

Thank you, Whitney for connecting us!

Dear Liz,

A pleasure to meet you over email!

On Monday the 28th, Clerk Teske, the Police Chief and two commanders, Commander Warych and Commander Ebel, will meet to discuss election security. Commander Paul Ebel collects and responds to Department of Homeland Security bulletins. He also arranges security for visiting dignitaries. I’m going to connect the two of you, because you speak the same language and can easily discuss and prepare security needs for Election Day.

Thank you!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Whitney May <whitney@techandciviclife.org>
Sent: Wednesday, September 16, 2020 6:42 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Liz Howard <howardl@brennan.law.nyu.edu>
Subject: Green Bay, WI + Brennan Center: Election integrity efforts

Hi Celestine,

I’m connecting you with Liz Howard at the Brennan Center. They focus on election integrity in lots of shapes and forms, including post-election audits and cybersecurity just to name a couple. Liz is amazing and I think she will be a good person to bounce ideas off of when it comes to the election security and integrity questions you have in Green Bay.

Hey Liz,

Celestine is the Green Bay Mayor’s Chief of Staff. She is taking on a lot of the responsibilities with implementing the Green Bay Safe Voting Plan. Right now she is talking with her local leaders and advocates about balancing the transparency and safety of the election process. She’s in conversation with her police lieutenant about some options that he and the department can provide.

I hope y’all can find time to connect soon and share ideas. And I’ll let you take it from here!

Stay healthy and safe out there,
Whitney

--
Deanna Debruler

From: Liz Howard <howardl@brennan.law.nyu.edu>
Sent: Wednesday, September 16, 2020 9:40 PM
To: Whitney May; Celestine Jeffreys
Subject: RE: Green Bay, WI + Brennan Center: Election integrity efforts

Thanks, Whitney!

Celeste, so nice to “meet” you! I would love to connect anytime. Unfortunately, I’m on a plane most of tomorrow, but I’m very flexible on Friday (except 2:45 – 4:15 ET). Just let me know if there’s a good time for you on Friday or if you would like me to go ahead and send some options for next week.

Thank you both for everything you’re doing!

Liz

From: Whitney May <whitney@techandciviclife.org>
Sent: Wednesday, September 16, 2020 7:42 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Liz Howard <howardl@brennan.law.nyu.edu>
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Stay healthy and safe out there,
Whitney

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
I understand. I think it's all fixed now.

Celestine Jeffreys
Chief of Staff, Mayor's Office
City of Green Bay

I'm sorry, I am so busy. I should have crossed off masks required.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

Thank you Kris! Here's a revised copy with changes incorporated.

Sam Hutchison
sam@hvsproductions.com
HVS Advertising-Marketing | A Division of Image Keepers, Inc.
2021 S. Webster Ave. Green Bay, WI 54301-2257
920.430.5131 ext. 224
Here are my corrections and additions.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

Hi Kris,

We’ve prepared some daily Election Countdown copy to be used for social media posts and talking points. Celestine has made some revisions and corrections, and asked me to send it to you as well for review. Let me know if you notice anything that is incorrect or you would like changed or worded differently.

Thank you,

Sam Hutchison
sam@hvsproductions.com
HVS Advertising-Marketing | A Division of Image Keepers, Inc.
2021 S. Webster Ave. Green Bay, WI 54301-2257
920.430.5131 ext. 224

That would be good, thanks!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay
Thanks Celestine,

No, Kris wasn’t copied in. I can incorporate all of your revisions and send an updated version to you and Kris for review.

Sam

---

From: Celestine Jeffreys [mailto:Celestine.Jeffreys@greenbaywi.gov]
Sent: Wednesday, October 14, 2020 2:48 PM
To: Isabel Brinker <IBrinker@kw2madison.com>; Sam Hutchison <sam@hvsproductions.com>
Subject: 2020-10-14 CGB Vote Countdown

Here are my changes. Did Kris submit hers as well?

CMJ
Well done!

On Mon, Oct 26, 2020 at 12:26 PM Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov> wrote:

The FAQs have been added to the bottom of the Elections webpage: https://greenbaywi.gov/Elections

Or they can be found directly here: https://greenbaywi.gov/faq.aspx?TID=81

Thank you,

Shelby Edlebeck

920.448.3207

Absolutely!

On Mon, Oct 26, 2020 at 11:52 AM Sam Hutchison <sam@hvsproductions.com> wrote:

Great idea.
From: Celestine Jeffreys [mailto:Celestine.Jeffreys@greenbaywi.gov]
Sent: Monday, October 26, 2020 1:41 PM
To: Kevin Warych <Kevin.Warych@greenbaywi.gov>; Kim Wayte <Kim.Wayte@greenbaywi.gov>; Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>
Cc: Michael Spitzer-Rubenstein <michael@voteathome.org>; Saralynn Finn <saralynn@voteathome.org>; Sam Hutchison <sam@hvsproductions.com>; Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov>
Subject: RE: 2020-10-25 Voter Navigator FAQ--cmj

That’s a good thought!

Kim, Diana, Sam, Saralynn, Shelby and Michael, what do you think about posting this on our website?

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Kevin Warych <Kevin.Warych@greenbaywi.gov>
Sent: Monday, October 26, 2020 1:26 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: RE: 2020-10-25 Voter Navigator FAQ--cmj

Can we get this on the city website…this is good info.
Then we can share it. but this needs to come from the city and not the PD

You are doing great….we are in this together!!

---

From: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Sent: Monday, October 26, 2020 10:05 AM
To: Kala Lardinois <Kala.Lardinois@greenbaywi.gov>; Terri Racine <Terri.Racine@greenbaywi.gov>; Dawn Ouradnik <Dawn.Ouradnik@greenbaywi.gov>; Terry Sorelle <Terry.Sorelle@greenbaywi.gov>
Cc: Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>; Kevin Warych <Kevin.Warych@greenbaywi.gov>; Nina Robinette <Nina.Robinette@greenbaywi.gov>
Subject: 2020-10-25 Voter Navigator FAQ--cmj

Hello!

Thank you for pitching in. I know this is a frantic time, and I deeply appreciate your patience and calm.

Please find attached some information that may help you answer questions about the Election. The most important thing is to be humble. If you don’t know the answer, take down their info and we can have someone call them back. At this point, the questions may be more complex, i.e., “I’ve been evicted and I’m temporarily living with my sister. Where do I vote?”

If you need something else, please let me know.

Appreciatively,

Celestine
Thanks!! We had a very nice conversation and I’m ready to roll!

Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006

From: Whitney May [mailto:whitney@techandciviclife.org]
Sent: Tuesday, August 18, 2020 2:45 PM
To: Eric Ming
Cc: Celestine Jeffreys
Subject: Re: getting in touch

Thanks, Eric! I don't need to be on this call, so I'll let Celestine drive scheduling.

On Tue, Aug 18, 2020 at 8:53 AM Eric Ming <eric@modernelections.org> wrote:
How does 3:30 CT/ 4:30 ET today or 1:00 PM CT/2:00 PM ET sound? We can use my conference line: 920-297-4742;;no pin

On Mon, Aug 17, 2020 at 6:51 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Eric,

It’s a pleasure to meet you by email!

Whitney connected us and we’re eager to get started on a media campaign that would include the items Whitney listed:

- Radio ads on local Spanish-language radio stations, as well as geofencing.
- They have a slogan, “Mailed it” and a mood board.
- This is an urgent need.
Would you like to see the information I’ve already collected on geofencing and the cost of radio ads on the Spanish language radio? Attached is our mood board (we selected mood board 2). We’ve already sent out a document (attached) so I’d like to keep that look.

Here is my schedule for the rest of the week. Although I’m off on Friday, I would be available for a call Friday morning at 9:00 central.

Thanks!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

The contents of this email are confidential, intended for the recipient only, and may be legally protected from disclosure. Please do not forward or disclose any information contained in this message without permission from the sender.
--
Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Okay, I wouldn't want to disrupt anything given the date.

Do you have a few moments to speak, though? I've just been working with Celestine and so want to be sure I'm not overlooking any issues or places where we could help you.

Are you free this afternoon, Friday (any time before 3 PM) or Monday afternoon?

Michael

On Wed, Oct 7, 2020 at 2:59 PM Kris Teske <Kris.Teske@greenbaywi.gov> wrote:

We talked to a team already about curing ballots and found that it would take the same amount of time. So we decided our process was working the best for us and it's getting too late in the game to be starting new procedures.

Thank you,

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014
Hi Kris,

Can we help with curing absentee ballots that are missing a signature or witness signature/address?

We have a process map that we've worked out with Milwaukee for their process. We can also adapt the letter they're sending out with rejected absentee ballots along with a call script alerting voters (we can also get people to make the calls, too, so you don't need to worry about it). Celestine mentioned curing ballots might be something we could take off your plate.

When would be a good time to talk about it? I'm available this afternoon (after 2 PM), Friday (any time before 3) or next week. Any of those good for you?

Michael

--

Michael Spitzer-Rubenstein

State Lead for Wisconsin (Leadership Now Fellow)

National Vote at Home Institute

(310) 980-2872

he/him

Learn more about:

Election Officials Center

Mail Ballot FAQs

Mail Ballot Security

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Deanna Debruler

From: Michael Spitzer-Rubenstein <michael@voteathome.org>
Sent: Friday, October 30, 2020 1:27 PM
To: Amaad Rivera; Jaime Fuge; Diana Ellenbecker; Kim Wayte; Celestine Jeffreys
Subject: Revised Central Count Roles
Attachments: Central Count Poll Worker Needs v2.xlsx

As discussed this morning:

65 people for shift 1 (6 AM - 3 PM)
65 people for shift 2 (2 PM - 11 PM)
25 people for shift 3 (10 PM - close)

I think the one big remaining question is just delivering the machines over to KI on Monday but I know, Diana, that you're working on it.

Michael

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute

[he/him]

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Deanna Debruler

From: Celestine Jeffreys
Sent: Wednesday, September 30, 2020 12:43 PM
To: Ryan Chew; Dayna Causby; Michael Spitzer-Rubenstein; Kris Teske
Subject: RE: meeting?

Here’s my schedule. I sent you an invitation to my calendar.

Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006

From: Ryan Chew <ryan@electionsgroup.com>
Sent: Wednesday, September 30, 2020 12:22 PM
To: Dayna Causby <dayna@electionsgroup.com>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Kris Teske <Kris.Teske@greenbaywi.gov>
Subject: meeting?

Folks,

The discussion of central count was cut short in the last meeting, and the intent was to schedule another call to continue the conversation.

In the next two days, I have meetings at 9:30 and 11:00 tomorrow, and I’m otherwise open. If next week is better, I currently have only an 11:00 meeting Monday, and otherwise Monday and Tuesday are pretty free.

Can you write back with your availability so we can get a call on the calendar?

I don’t know city stats, but online I can see that Brown County as a whole has the second highest absentee request rate in the state, and is well above average in terms of the number returned. I hope the city is sharing in that trend, since it will make everything easier if they come back quickly.

Thanks

Ryan Chew
The Elections Group
m: 312 823-3384
ryan@electionsgroup.com

"A republic if you can keep it." - B. Franklin

"Winners always believe they won fairly. The aim of an election official is that losers recognize they lost fairly."
From: Kris Teske  
Sent: Monday, October 12, 2020 1:50 PM  
To: Amaad Rivera <Amaad.Rivera@greenbaywi.gov>  
Subject: RE: Poll Workers

Hi Amaad,

We have a new program we are working with that was created by associates of the grant team CTCL. We sent out over 600 emails (some of these are the regular poll workers, who have declined) but wanted to give them a chance to change their mind. Unfortunately, something is wrong with the program and they can’t figure it out. Jaime had to send another email out today to make sure we covered all of our bases. So we are still getting people replying. Right now we have 280 poll workers confirmed with applications still coming in.

Kris Teske, WCMC  
Green Bay City Clerk  
100 N. Jefferson St., Rm 106  
Green Bay, WI 54301  
920-448-3014

From: Amaad Rivera [mailto:Amaad.Rivera@greenbaywi.gov]  
Sent: Monday, October 12, 2020 12:26 PM  
To: Kris Teske <Kris.Teske@greenbaywi.gov>  
Subject: Poll Workers

Kris,

I hope this email finds you well. There has been a ton of outreach to the city, as you know, on poll workers.

We had a Tele-Town Hall two weeks ago, where over 200 folks indicated that they would apply to be a poll worker.

Could you give me a status update on the number of poll workers we currently have and the current need?

- Amaad

Amaad Rivera-Wagner  
Community Liaison  
Office of the Mayor  
100 North Jefferson Street - Room 200  
Green Bay, Wisconsin 54301  
Phone: 920.448.3210
Deanna Debruler

From: Saralynn Finn <saralynn@voteathome.org>
Sent: Thursday, October 15, 2020 12:52 PM
To: Kris Teske
Cc: Shelby Edlebeck; Mike Hronek; Celestine Jeffreys; Diana Ellenbecker
Subject: Re: Livestream Central Count

Just wanted to share an example of how Denver does livestream for inspiration.
Best,
Saralynn

On Sun, Oct 11, 2020 at 1:58 PM Saralynn Finn <saralynn@voteathome.org> wrote:
Hey Kris-

I don't think we've gotten a chance to 'meet' yet. My name is Saralynn Finn, I'm a Communications Strategist with NVAHI. We just published a white paper in conjunction with the Carter Center with tips for transparency in elections. I'm supporting jurisdictions to implement as many of them as possible.

I know there are concerns about space in your Central Count and also the ongoing COVID situation in Green Bay and the difficulty of social distancing with observers, this seemed like a potential solution to these two issues. Let me know if I can help in any way.

Best,
Saralynn

On Sat, Oct 10, 2020 at 4:03 PM Kris Teske <Kris.Teske@greenbaywi.gov> wrote:

Hi Shelby,

This is the first I heard of this so I don't have anything drawn up yet.

The plan is to have Central Count on 1st floor again (down the three halls). There will not be any DS 200 tabulators in the hall but I am planning on the DS 450 being in the Clerk's lobby. The observer area will be across the hall from the Clerk Office doors like before.

Let me know if you need anything else.

Kris Teske, WCMC
Green Bay City Clerk
Hi Kris,

We are brainstorming how we would ‘livestream’ the central count taking place at City Hall on November 3rd. Do you have any ideas of what you are envisioning for this?

I was thinking of setting up laptops throughout the work zone with the cameras turned on (but mics muted) and streaming to a Zoom meeting. Then we could post the Zoom link on our website or email it out to whoever was interested in observing. Or whatever the protocol is for transparency during central count.

Let us know your thoughts or what you were thinking! 😊

Thank you,

Shelby Edlebeck
920.448.3207

From: Celestine Jeffreys  
Sent: Thursday, October 8, 2020 5:15 PM  
To: Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov>  
Cc: Mike Hronek <mike.hronek@greenbaywi.gov>; Saralynn Finn <saralynn@voteathome.org>  
Subject: RE: Livestream Central Count

Hi Kris,

We are brainstorming how we would ‘livestream’ the central count taking place at City Hall on November 3rd. Do you have any ideas of what you are envisioning for this?

I was thinking of setting up laptops throughout the work zone with the cameras turned on (but mics muted) and streaming to a Zoom meeting. Then we could post the Zoom link on our website or email it out to whoever was interested in observing. Or whatever the protocol is for transparency during central count.

Let us know your thoughts or what you were thinking! 😊

Thank you,

Shelby Edlebeck
920.448.3207
Shelby and Mike,

This sounds fine. Kris is the person to really determine where livestreaming needs to take place. I would imagine at each of the steps of the process not just tabulating the ballots.

Celestine Jeffreys  
Chief of Staff  
Office of the Mayor  
920.448.3006

From: Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov>
Sent: Thursday, October 08, 2020 3:04 PM
To: Mike Hronek <mike.hronek@greenbaywi.gov>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: Livestream Central Count

I just got off the phone with Saralynn Finn and I’m brainstorming how we can livestream Central Count on election day so that observers do not enter our building.

My first thought is that we could “livestream” by basically just having a Zoom meeting all day.

Set up laptops with their cameras facing the big DS200 machines and having all laptops on mute and joined into the same Zoom meeting. Then we can post that Zoom meeting link on our website for observers. I can probably figure out a way to make sure people cannot unmute themselves and have conversations in the Zoom meeting throughout the day? It would just be a silent “livestream”.

First things first, Mike – do you think we could muster up a few laptops to use that day?
Secondly, **Celestine** – do you like this idea? Where would you want the cameras on the laptops facing? At the DS200 machines or elsewhere?

**Shelby Edlebeck**

Multimedia Communication Specialist

City of Green Bay

920.448.3207
Whitney,

That’s a good question, thank you!! I imagine there are lots of people who have graduated from college and are looking for a job. So that’s why I raised the stakes. Also, a post-secondary degree would be beneficial because of the quick learning curve, the ability to be independent and organize time, and the need to manage paperwork.

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Whitney May [mailto:whitney@techandciviclife.org]
Sent: Tuesday, July 28, 2020 6:46 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: Re: 2020-07-28 Voter Navigator Job Draft

I love that y'all are hiring for this position. Helping people navigate the voter journey is so important, especially this year. So thank you for prioritizing this, and you've described it in a really clear way.

Only question for you is about the education requirements. Would a high school diploma qualify someone or do you feel like some college coursework is required to be successful at the job? No wrong answer, just curious.

On Tue, Jul 28, 2020 at 5:22 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

What do you think?

--

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(919) 799-6173
she/her
Central Count Absentee Ballot Processing Procedures

Table of Contents

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Pre-Processing Procedures................................................... 3  Reconstructing A Ballot..................................................... 8
Processing Official Ballots.................................................... 5  Completed Work............................................................. 11

Important Information

- You will be working in pairs safely distanced from each other
- We are taking as many safety precautions as possible, everyone will be issued mask(s) and gloves
- Absentee ballot processing will begin at 7:00 AM when the manager announces:
  “The polls are now open”
- All absentee ballot envelopes prior to being processed on Election Day have already been scanned, sorted into ward order, and alphabetized by last name
- Each team will receive one Ward Packet at a time
Contents of Goldenrod Envelope

RETURN TO
COUNTY ELECTION COMMISSION
ROOM G-10, COURTHOUSE

DO NOT Envelope the Envelope in Ballot Bag

Have You Signed Your Ballot Bag and Tally Sheets?

RETURN OF
have you
signed your
ballot bag
and tally sheets?

PLACE THE FOLLOWING IN THIS ENVELOPE

Do so the following items are signed and enclosed before sealing this envelope.

1. Official seal of election (if seal does not include absentee ballot).
2. Vote tallies (if any).
3. Partial with tally to election.
4. Ballot with tally to election.
5. Ballots with tally to election.
7. Stack in envelope for the election.
8. Stack in envelope for the election.

THE ABOVE ITEMS MUST BE PLACED IN THIS ENVELOPE IMMEDIATELY.
MILWAUKEE COUNTY BOARD OF ELECTION COMMISSIONERS.

Used By Absentee Ballot Opening Team:

- Voter Number Sheet
- Absentee Ballot Log
- Ward Sign

Types of Ballot You Will Be Processing:

- Official Ballots
  - 90% of your ballots
  - So long as the ballot is the correct ward and not damaged, nothing needs to be done other than assigning a voter number

- Emailed
  - All emailed ballots need to be reconstructed
  - Keep the certificate and empty envelope with your absentee envelopes

- ExpressVote Ballots
  - Assign voter number on bottom of ballot and keep a separate stack for each ward
  - These do not need to be reconstructed unless there is damage

- Federal Only Ballots
  - All Federal only ballots need to be reconstructed
  - Only reconstruct the offices that are on the original ballot
  - ALL other races are left blank
1. Remove all record keeping paperwork for the Goldenrod Envelope

2. Confirm on the Chief Inspectors’ Statement (GAB-104) that the serial number on the Ballot Bag matches the serial number on the GAB-104

3. Circle and initial that the serial numbers match on the GAB-104

**NUMBER OF BALLOTS FOR THIS WARD:**

BALLOT BAG CHAIN-OF-CUSTODY RECORD - **CIRCLE AND INITIAL** THE BALLOT BAG TIE SERIAL NUMBERS USED FOR WARD #1 IS 58190  CHIEF INSPECTOR INITIALS: **CWV**

4. You and your partner will sign that you are working on this ward

<table>
<thead>
<tr>
<th>Signatures of Election Inspectors</th>
<th>Time Worked</th>
<th>Signatures of Election Inspectors</th>
<th>Time Worked</th>
</tr>
</thead>
<tbody>
<tr>
<td>Claire Woodall – Vogg</td>
<td></td>
<td>Jonatan Zuiga</td>
<td></td>
</tr>
<tr>
<td>________________________________</td>
<td>__<strong><strong>to</strong></strong></td>
<td>________________________________</td>
<td>__<strong><strong>to</strong></strong></td>
</tr>
<tr>
<td>________________________________</td>
<td>__<strong><strong>to</strong></strong></td>
<td>________________________________</td>
<td>__<strong><strong>to</strong></strong></td>
</tr>
</tbody>
</table>

APP. 185
5 Place the ward sign on the edge of the table, so that it is visible to observers.

6 Split your ward’s envelopes in half with your partner.
   *Keep them in alphabetical order.

7 Review the envelopes for:
   - Voter signature
   - Witness signature
   - Witness address (house number, street name, city)
   *if written in red: accept

8 After reviewing all the of the envelopes and removing any to be rejected, team members should take the envelopes to an envelope opening station in the room.

Return to your table, when the envelopes have been opened.

---

IF ANY ENVELOPES ARE MARKED AS “REJECTED” SEE PAGE 7
1 Partner 1
A. Announce the voter’s name
B. Number the envelope
C. Remove the ballot from the envelope
D. Number the ballot

2 Partner 2
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

3 Repeat until all envelopes are counted
Keep envelopes in voter number order
Create a separate pile for ExpressVote ballots or ballots that need reconstruction
Partner 1
A. Announce the voter’s name
B. Number the envelope
C. Remove the ballot from the envelope
D. Number the ballot

Partner 2
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

! KEEP EXPRESSVOTE BALLOTS IN A SEPARATE PILE FROM THE OFFICIAL BALLOTS

Processing Emailed Ballots

Partner 1
A. Check for
   ▶ Voter signature
   ▶ Witness signature
   ▶ Witness address
B. Open the envelope attached to the certificate
C. Remove the ballot from the envelope
D. Announce the voter’s name
E. Number the envelope
F. Number the ballot
G. Certificate and envelope are added to Official Ballot envelopes stack
H. Place the ballot in a separate pile to be reconstructed

Partner 2
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

! EMAILED BALLOTS HAVE TO BE RECONSTRUCTED, SEE PAGE 8
Envelopes are rejected for missing:
- Voter signature
- Witness signature
- Witness address

- Should already be marked for rejection in red marker ink or red rejection stamp at the beginning the batch of envelopes
  - Double check to make sure any have not been missed
  
  ⇒ *If the Election Commission has not already marked an envelope to be rejected, please confirm with a Central Count Manager*

- *These ballots are not assigned a voter number*

1. Record them as “RAB” (Rejected Absentee Ballots) on the GAB-104 with a reason code

### City of Milwaukee Election Commission GAB-104

<table>
<thead>
<tr>
<th>Incident Number</th>
<th>Description of Incident</th>
<th>Time Incident Occurred</th>
<th>Chief Inspector Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tally of Ballots Requiring Override</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blank:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overvote:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ROB - Reconstructed Official Ballot Codes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D - Damaged</td>
<td>P - Pencil/Pen Marks</td>
<td>OS - Overseas (Federal only ballot)</td>
<td>E - Emailed Reg Ballot</td>
</tr>
<tr>
<td>OTH - Other w/explanation (provide)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RAB - Rejected Absentee Ballot Certificate Envelope Codes</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NWS - No Witness Signature</td>
<td>NVS - No Voter Signature</td>
<td>T - Tampered/Taped</td>
<td></td>
</tr>
<tr>
<td>NWA - No Witness Address</td>
<td>OTH - Other w/explanation (provide)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RAB 1</strong></td>
<td>Jane Voter NWA</td>
<td></td>
<td>CWN/ML</td>
</tr>
</tbody>
</table>

2. Write on the outside of the envelope “RAB1”
   - RAB (Rejected Absentee Ballot)
   - Number each sequentially RAB-1, RAB-2, etc.

3. Rejected Envelopes
   - Place the “Rejected” unopened envelope containing the ballot in the Goldenrod Envelope
Reconstructing a Ballot

If you open a ballot and it is visibly damaged (torn, crinkled, stained, etc.) or sent via email (not an official ballot) will have to reconstruct the ballot with your partner.

- **Both partners must always be present when reconstructing a ballot**
- **After you have assigned all your voter numbers for the ward, you should then reconstruct ballots**
- **Count the number of ballots that you need to reconstruct for the ward and get blank ballots from the Central Count Ballot Station**

1. Partner 1
   A. Announce the voter’s name
   B. Number the envelope
   C. Remove the ballot from the envelope
   D. Number the ballot
   E. Place the ballot into a separate pile for reconstruction
   F. Keep the envelope (or certificate statement) with the other envelopes already processed

2. Partner 2
   A. Announce the voter number
   B. Cross the number off the voter number sheet
   C. Record the number on the Absentee Voter Log

3. Proceed to the Central Count Ballot Station to request the number of ballots that you will need to reconstruct
   *The person that issues the ballots will have initialed/stamped with it “CWV” for the issuing authority*

4. For each ballot, determine why you are reconstructing the ballot:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Code</th>
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<tbody>
<tr>
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<td>Damaged</td>
<td>D</td>
</tr>
<tr>
<td>Overseas (Federal Only Ballot)</td>
<td>OS</td>
</tr>
<tr>
<td>Pencil/Pen Marks (Not Fully Scanned)</td>
<td>P</td>
</tr>
<tr>
<td>Wrong Ward*</td>
<td>WW</td>
</tr>
</tbody>
</table>

* If the ballot was for the wrong ward, you will need to reconstruct the ballot with votes only for the races that are in both wards
Reconstructing a Ballot

5 Record them as “ROB” (Reconstructed Official Ballot) on the GAB-104 with:

- The voter’s number
- Reason Code
- Initials

City of Milwaukee Election Commission GAB-104

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<td>RAB - Rejected Absentee Ballot Certificate Envelope Codes</td>
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<tr>
<td>NWS - No Witness Signature</td>
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<tr>
<td>NVS - No Voter Signature</td>
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<tr>
<td>T - Tampered/Taped</td>
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<tr>
<td>NWA - No Witness Address</td>
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<tr>
<td>OTH - Other w/explanation (provide)</td>
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</tbody>
</table>

ROB 1 | Jane Voter NWA

ROB 1 | #34 D

Cwv/ML

5 On the original ballot:

A. Select the reason for reconstruction

B. Write the ROB#

C. Write your initials and your partner’s initials

<table>
<thead>
<tr>
<th>For Official Use Only</th>
<th>For Official Use Only</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inspectors:</strong> Identify ballots required to be remade:</td>
<td><strong>Inspectors:</strong> Identify ballots required to be remade:</td>
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<td>☐ Overvoted</td>
<td>☐ Overvoted</td>
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<tr>
<td>☑ Damaged</td>
<td>☑ Damaged</td>
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<tr>
<td>☐ Other</td>
<td>☐ Other</td>
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<tr>
<td>If this is the Original Ballot, write the serial number here:</td>
<td>If this is the Duplicate Ballot, write the serial number here:</td>
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<td>Cwv</td>
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<tr>
<td>Initials of inspectors who remade ballot</td>
<td>Initials of inspectors who remade ballot</td>
</tr>
</tbody>
</table>

5 On the reconstructed ballot:

A. Write the ROB#

B. Write your initials and your partner’s initials

<table>
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<th>For Official Use Only</th>
<th>For Official Use Only</th>
</tr>
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<tbody>
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<td><strong>Inspectors:</strong> Identify ballots required to be remade:</td>
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<tr>
<td>☐ Overvoted</td>
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<td>☐ Damaged</td>
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<td>☐ Other</td>
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<tr>
<td>If this is the Original Ballot, write the serial number here:</td>
<td>If this is the Duplicate Ballot, write the serial number here:</td>
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<tr>
<td>Initials of inspectors who remade ballot</td>
<td>Initials of inspectors who remade ballot</td>
</tr>
</tbody>
</table>
On the **reconstructed** ballot:
Write the voter’s number

Hand your partner the **original** ballot

Partner 1:
- Read off the votes as the voter recorded them
- Fill in votes on the ballot as the votes

Partner 2:
- Fill in votes on the ballot as the votes

Hand both ballots to Partner 1

Partner 1:
Verify the reconstructed ballot matches

---

**Original**

**County / Condado**

County Clerk
Secretario del Condado
Vote for 1 / Vote por 1

Write-in / por escrito:

George Washington (Democratic)

**Reconstructed**

**County / Condado**

County Clerk
Secretario del Condado
Vote for 1 / Vote por 1

Write-in / por escrito:

George Washington (Democratic)

---

Refold and place the **original** ballot in the Goldenrod Envelope

The **reconstructed** ballot is added to the stack of Official Ballots
1. Bundle all empty Absentee Envelopes in the order they were processed (voter number) with a rubber band and place them in the bin provided.

2. Initial the last voter number on the Voter Number Sheet.

3. Attempt to flatten the ballots
   - Bend them at the scored folds
   - Roll them in different directions

4. Prepare your processed ballots and paperwork to have them counted
   A. Put the Ballot Bag, Voter Log, Ward Sign, Voter Number Sheet, Write-in Form, and GAB-104 back into the Goldenrod Envelope
   B. Place the filled Goldenrod Envelope underneath the ballots

5. Take your ready to be counted work to the assigned counting station
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballot Prep Table 1 - A</td>
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<td>Ballot Prep Table 2 - A</td>
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<td>Ballot Prep Table 21 - B</td>
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</tbody>
</table>
Ballot Prep Table 22 - A
Ballot Prep Table 22 - B
Ballot Prep Table 23 - A
Ballot Prep Table 23 - B
Ballot Prep Table 24 - A
Ballot Prep Table 24 - B
Envelope Opener 1
Envelope Opener 2
Envelope Opener 3
Envelope Opener 4
DS200 Tabulator 1
DS200 Tabulator 2
DS450 Tabulator - A
DS450 Tabulator - B
Reconstructor Table 1 - A
Reconstructor Table 1 - B
Reconstructor Table 2 - A
Reconstructor Table 2 - B
Ballot Runner & Flattener - A
Ballot Runner & Flattener - B
Ballot Sorter
Dropbox Ballot Receiver
With November in mind, I’m cc’ing the designers from Center for Civic Design, Asher & Christopher. CCD is one of the amazing technical assistance partners available to support the WI-5 (we really do need to get WI-5 tshirts).

Since we’ve heard interest from you about what other cities are doing, we thought it would be helpful to gather feedback on absentee envelopes and instructions from the WI-5 cohort as a group rather than gathering feedback separately.

- Here are the absentee instructions designed by CCD
  - It’s a template in a Word doc
  - You can edit and customize for your city
  - Christopher and Asher are available to consult on design
  - Christopher and Asher have designed this by combining CCD’s best practices and language from Madison’s instructions.

- Here are the absentee envelopes designed by CCD
  - CCD has been working on the design with WEC
  - CCD + Oxide Design are available to consult on design and printing with your printer
  - Consult can look like adjusting the templates, adding your contact and other information, working with your envelope vendors (if needed) as you fit the layouts into your process (including any size or placement adjustments), or just providing any support, advice, or reviews of proofs.

Do you and your teams have capacity to review these materials and provide questions and feedback to CTCL & CCD before the end of the week?

We know you are all working on tight timelines for printing and collating absentee materials. Please let CTCL & CCD know how we can be most helpful moving forward. If it’s useful, grant funds are available for cities that want to print new envelopes.

Thank you,
Whitney & Josh from CTCL

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Guide to Ballot Drop Boxes

Issued by The Elections Group
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The Elections Group, 2020
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Overview

Ballot drop boxes offer a secure, convenient alternative for voters to cast their completed mail ballots. They save money for voters in jurisdictions where return postage is not prepaid, and they can reduce costs for election authorities where postage is paid.

Voters like ballot drop boxes. In jurisdictions where vote-by-mail is prevalent, as many as 80 percent of voters choose to return their ballot at a ballot drop box.

A ballot drop box program can help build public trust in the election process. Ballot drop boxes can reassure voters who mistrust the postal system because of lost or delayed mail, or who worry about someone potentially tampering with their ballot. Ballot drop boxes also provide a solution for voters who are concerned about their signature being exposed to anyone outside of their local election office.

For election officials, ballot drop boxes ensure ballots are received in time to be processed. This is critical since many voters wait until Election Day to return their ballots.

This guide is divided into three sections.

- **Planning** will help election officials decide the type, location, equipment and staffing for three types of ballot drop boxes.

- **Voter Outreach and Communication** contains suggestions for promoting ballot drop box convenience and availability, and to publicize your request and return deadlines.

- **Execution** includes sample forms that can be used separate from this guide to train temporary staff and used as a daily checklists and chain of custody logs, including a section for Election Night.

As you review this guide, keep in mind accommodations for COVID-19 and social distancing requirements. For example, asking two unrelated workers to share a car ride may be a challenge. COVID-related considerations are addressed in the Planning section.
Planning

How Many Ballot Drop Boxes Do I Need?

Estimating an adequate number of ballot drop boxes can be challenging when you don’t know how many voters will use them. And determining how many to obtain will be constrained by your budget, purchasing process, and ability to deploy multiple boxes before Election Day.

Hiring enough temporary workers to staff ballot security teams is another critical factor. To maintain public trust you should have bipartisan, two-person teams picking up ballots from each drop box on a daily basis. You will need more frequent pick-ups in the days leading up to and including Election Day. Early on, some busy locations may also require frequent pick-ups, perhaps multiple times a day.

The benefits to deploying as many ballot drop boxes as possible include:

- Providing greater access to the election process
- Keeping voters out of busy and stressful polling places on Election Day
- Receiving voted ballots back faster than USPS delivery

A rule of thumb to consider is one drop box for every 10,000-15,000 voters; that is a common requirement in states where mail ballots are the primary voting method. Your geography should also inform how many drop boxes to place. For example, rural, sparsely populated areas may require more drop boxes per capita than densely populated urban areas.

Fewer drop boxes will yield fewer benefits. An overflowing, unstaffed 24-hour ballot drop box can become a serious public relations and voter trust issue. If mailing out ballots is a temporary pandemic alternative, or if you don’t have an adequate budget, temporary indoor ballot drop boxes at staffed locations can provide an adequate solution.

Scaling Up

Ballot drop boxes should be available to voters as soon as ballots are mailed and remain available through the close of polls on Election Day (or as the statute in your state provides). Unstaffed drop boxes are usually available 24 hours per day. Staffed drop boxes or drive-up options are
typically offered on a more limited schedule, such as during business hours and full polling hours on Election Day.

If adequate staffing is a problem, consider starting with fewer drop boxes and scaling up to the full number you need closer to Election Day. Note that scaling up over time presents P.R. challenges. You will need to clearly publicize drop box locations, plus the dates and times that each location is available.

**Where Do I Place Them?**

To choose ballot drop box locations, election officials should consider these factors at a minimum:

- Concentrations of population
- Concentrations of historically higher mail-voting populations
- Geographic distance and features
- Voter convenience
- Proximity to public transportation
- Community-based locations
- Security, including lighting, visibility, and security cameras

The Center for Tech and Civic Life (CTCL) created a [Ballot Drop-off Location Criteria Planner](#) to help jurisdictions evaluate potential ballot drop-off locations. The planner is located in Appendix B.

Unless prohibited by law, a staffed ballot drop box should be provided at every polling location. This will require separate drop boxes for mail ballots and in-person paper ballots (when not scanned at the polling location).

Additional locations for staffed drop boxes may include, but are not limited to: city offices, public libraries, county offices, assisted living facilities, senior living communities, college campuses, local businesses and shopping centers, and offices of community organizations. At these locations, the voter may need to leave their vehicle and enter the building. A drive-up option could allow voters to deposit their ballots and remain in their vehicles.
ADA Accessibility

Election officials should ensure that ballot drop box locations are accessible to voters with disabilities. Consider the following when implementing drop box plans.

1. If a location has only one drop box, the design and placement of that drop box should meet accessibility requirements.

2. If a location has more than one drop box, at least one of the drop boxes should meet accessibility requirements. Any inaccessible drop box at a facility should have a sign with directions to the nearest accessible drop box.

3. A drop box should be placed along an accessible path connected to the nearest ADA parking space, or nearest the passenger drop-off zone, and if applicable, the nearest public transportation stop.

4. If there is no accessible pathway from the parking lot, there should be signs directing the voter to the nearest accessible drop box.

5. Drop box locations inside of buildings should be assessed for accessibility as if they were polling places. For more information, please see the ADA Checklist for Polling Places.
Purchasing Considerations

The type of ballot drop box(es) you use will depend on your plan and budget. Drop boxes come in several sizes, types, and different construction materials to withstand vandalism and inclement weather and to prevent removal. The following section will cover three types of ballot boxes: a 24-hour permanent box, a temporary indoor box and a temporary drive-through ballot drop-off.

24-Hour Unstaffed Ballot Drop Box

A 24-hour ballot drop box mimics a USPS blue mailbox. It is a permanent metal structure accessible by vehicle or on foot in the public right-of-way, and should be well-secured to the ground. Styles vary. These can be installed on your jurisdiction’s property, or you can arrange to install one at a partnering public agency (see list in previous section.) This usually means securing a written agreement with property owners to locate and secure these drop boxes on their property before you purchase them. A list of drop box vendors is located in Appendix A.
Some things to consider when purchasing 24-hour, unstaffed ballot drop boxes:

- The drop box should be a permanent fixture or a temporary structure that is secured in place to prevent removal or tampering.

- Ensure that the ballot drop box has robust locking mechanisms for both the ballot slot(s) and storage compartment. Ensure that ballots cannot be tampered with while in the drop box, nor removed by anyone other than your authorized ballot retrieval team.

- The opening slot should be large enough to deposit ballot envelopes and designed to keep anyone from pouring liquid into the drop box, or for rainwater to seep into it.

- Drop boxes should be easily recognizable by voters. Plan to purchase or produce permanent, large, weather-proof decals to label the drop boxes with at least your agency name, logo, phone number and the words *Official Ballot Drop Box*. Use consistent decals on all 24-hour boxes. Additional language may include:
  - *No Postage Required*
  - *Closes at 7 p.m. on Election Day* (or relevant time)
  - *This Box Under Video Surveillance* (if applicable)
  - If required, list any statutory language, such as the number of ballots that can be dropped off by one person in any election.

- Find out how many ballot envelopes each different brand or style of drop box can hold. Ballot return projections will help you to determine the drop box size you will need.

- Consider whether your jurisdiction can or must monitor the ballot drop box with 24/7 video surveillance, where the camera will be mounted, and how footage will be stored. If the drop box is located at another agency’s facility, include mounting and access requirements in the agreement.

- If the ballot drop box is accessible by vehicle, consider whether you can safely locate it on the driver’s side. This can ensure safety by letting the driver cast their ballot without exiting the vehicle. “One-Way” streets/thoroughfares are ideal for installing a box on the driver’s side.

- When planning to receive a shipment of drop boxes, consider multiple important factors.
  - These drop boxes will arrive on pallets and are large and heavy.
  - They should be shipped to a warehouse.
o Installation may not take place immediately and you may need space to store them.

o A forklift may be needed to move them.

o While drop boxes have few moving parts, it is crucial that you verify the locks and doors are functioning properly and that all ballot slots are unobstructed before acceptance.

To install drop boxes, you may need an agreement or permit from the local governing body before installing a drop box. Once an agreement and/or permit is secured, you may need to coordinate work with other offices to complete installation. Some items to consider:

• New concrete may need to be poured, which may extend the timeline for the boxes to be safe and fully functional.

• Consider drop box weight and bulk before shipping them out for installation. Consider which staff and vehicles are appropriate, and how the boxes will move in and out of the vehicle cargo area.

• Securing the boxes will require tradespeople whose schedules may not be flexible if shipment is delayed.

• Early and regular communications will help keep the team working together.
Temporary Ballot Drop Boxes — Indoors

Temporary indoor ballot drop boxes or bags are portable and much smaller than 24-hour drop boxes. Smaller options have handles on the side for carrying and are small enough to rest on a table. Larger options can hold more ballots and are on wheels. Bipartisan teams of two election workers usually monitor these drop boxes or bags.

Ideally, these drop boxes or bags should be available inside every polling place, to offer voters the greatest convenience for dropping off mail ballots. Ballot drop boxes placed inside the polling location may be serviced and staffed by poll workers rather than separate ballot collection teams.

They can also be located inside government buildings, libraries, community centers, and other high traffic areas. Your agency could secure an agreement to have staff from these partnering agencies monitor the drop box during their business hour and during polling hours on Election Day. The agreement should ensure access for your ballot retrieval team to pick up the ballot drop box or bag at scheduled times.
Factors to consider when purchasing temporary, indoor ballot drop boxes or bags:

- Consider durability, weight and sizing options, and which would be a better solution for your facility—a smaller, tabletop box, a bag, or a larger box on wheels.

- Determine how many ballots each drop box or bag can hold and your requirements for replacing or emptying it. Ballot drop boxes fill up quickly, especially approaching and on Election Day.

- Ensure that the drop box or bag cannot be opened or moved by unauthorized persons. It should have a lock to protect ballot envelopes, and ideally should be secured to an immovable object with a padlock or chain lock (such as a bicycle lock).

- Ensure that there is a place on the drop box or bag for a zip-tie style security seal for chain of custody.

- The drop box or bag should be easily recognizable by voters. Plan to purchase or produce decals to label it with your agency name, branding, the purpose of the drop box and useful information (see the section on Voter Outreach and Communication).
Temporary Ballot Drop Boxes — Drive Through

A drive-through ballot drop box is staffed by bipartisan teams of two election workers on a street or in a parking lot. These workers safely approach a vehicle, accept the voted ballot envelope from the voter, and deposit it into a ballot drop box while the voter observes. At minimum, these workers are equipped with safety vests and badges, a canopy tent for shelter, a table and chairs and locked ballot boxes. This option is usually only deployed on the last few days of the election, including Election Day.

Drive-through locations can be very convenient for voters as they do not need to park or exit their vehicles. They also offer greater operational efficiency for election administrators because they can absorb some of the traffic from high-demand, 24-hour ballot drop boxes on Election Day.

To avoid long lines of cars potentially blocking roadways and/or parking lots, ensure that you have enough staff and ballot drop boxes to move traffic through quickly. Also, some jurisdictions provide “I Voted” stickers at drive-through locations. While this can be a fun idea, it has the potential to slow the pace of cars through the process, creating longer lines. Be sure to consider this impact in your planning.

Some things to consider for temporary, drive-through drop off locations:

- To maximize safety and efficiency, provide instructions and maps to set-up teams. These should map out exactly where set-up should take place and how traffic should flow well in advance of deployment.
Pop-up tents, tables, chairs, safety cones, and portable space heaters can often be borrowed from other government agencies (Sheriff’s Office, Public Works, Parks & Recreation, Facilities or Fleet) or rented from a party or restaurant supply company.

Additional supplies are necessary for staff working outdoors, such as spotlights and flashlights for working in the dark, and apparel for inclement weather.
What Other Resources Will I Need?

Additional Supplies and Equipment for All Types of Ballot Drop Boxes

Bipartisan ballot retrieval teams
(Enough teams to ensure each drop box is closed/locked at “close of polls” on Election Night)

Phone tree to reach bipartisan teams while in the field
(May need to provide mobile phones for those who do not want to use their personal phones)

Rental cars or fleet vehicles

Chain of custody logs

Security seals

Portable ballot drop boxes or bags for transport

High-visibility vests for workers

Personal protective equipment such as gloves, masks, and hand sanitizer

Accessibility, directional, and electioneering signs (if applicable)

<table>
<thead>
<tr>
<th>Temporary Indoor</th>
<th>Temporary Drive-Through</th>
<th>Permanent 24-Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table(s)</td>
<td>Table(s)</td>
<td>Extra keys made</td>
</tr>
<tr>
<td>Chairs</td>
<td>Chairs</td>
<td>Large mail bin placed inside</td>
</tr>
<tr>
<td>Cable or bike lock</td>
<td>Pop-up canopy</td>
<td>Flashlights</td>
</tr>
<tr>
<td></td>
<td>Road signs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Orange cones</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lanterns</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flashlights</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Weather appropriate support such as propane heater and rain gear</td>
<td></td>
</tr>
</tbody>
</table>
How Do We Secure Ballot Boxes?

The location and type of drop box can affect the security measures needed to ensure both actual and perceived security.

Locking Requirements

All drop boxes shall be secured by a lock and a tamper-evident seal. Only an election official and a designated ballot retriever shall have access to the keys and/or combination of the lock. If your drop box(es) are secured by a key lock, be sure to make copies of each key and store them securely at your election facility.

Video Requirements

If feasible, both temporary and 24-hour drop boxes should be monitored by a video security surveillance system, or an internal camera that can capture digital images and/or video.

A video security surveillance system is especially critical for unstaffed, 24-hour boxes and can include existing systems on county, city, or private buildings. The video system should be robust enough to capture and store video for the full time the ballot drop box(es) are open to receive ballots during an election. These videos may be considered an election record, and thus may need to be retained for a certain period of time after each election, depending on your state laws.

The easiest way to provide video surveillance is to position your ballot drop box within view of an existing video surveillance system. If you need to install your own system, work with your city/county IT, facilities, or law enforcement division to see if there are similar systems used throughout the city/county. Chances are your jurisdiction already has a vendor set up for this type of equipment.

Bipartisan Election Workers (drive-through locations)

Drive-through ballot drop boxes must be monitored very closely by election workers to ensure that someone does not drive-off with a ballot drop box.
Other Safety and Security Measures

Unstaffed drop boxes placed outdoors should be securely fastened to prevent moving or tampering. For example, fasten the drop box to concrete or an immovable object. This will prevent unauthorized removal of the drop box.

Staffed drop boxes have several options, but all options should take into consideration additional security measures when the ballot drop site is not staffed. Safeguarding the drop box during unstaffed hours could mean the drop box is inaccessible to the public when not in use. The box should be secured in a locked room, sealed with a tamper-evident seal, and if possible, under video surveillance. Staffed drop boxes should be securely fastened to a stationary surface or to an immovable object, and/or placed behind a counter, and/or portable so they can be transported to a curbside area or a mobile voting area. When in use, these drop boxes should be constantly monitored by election officials or other designated representatives.

Work with law enforcement to include frequent patrols of unstaffed drop boxes. In some communities, it might also be appropriate to develop a network of citizens willing to regularly patrol unstaffed drop boxes.

Work with the public works department and law enforcement to make drive through locations safe and secure.

Ballot Retrieval

Driving Routes, Frequency, and Staffing Needs

Once the locations of your ballot drop boxes are set, you should begin planning daily routes for ballot retrieval. This includes sending teams to visit all ballot drop boxes - permanent and temporary. The frequency of pickups may vary in the beginning, every other day versus every day, and become more frequent - multiple times per day - the closer you get to Election Day.

The time it takes to retrieve ballots will depend on the type of ballot drop box used. Ballot retrieval teams will be able to park close to most permanent, 24-hour drop boxes. They will need to transfer the contents of the drop boxes to portable bags or boxes, seal the boxes, complete their chain of custody paperwork, and load the portable boxes into a vehicle.

Temporary, staffed ballot drop boxes are usually located inside a building. This means ballot retrieval teams will need to park and walk into the building to the room where the temporary ballot drop box is located. Most often, they will switch out the full ballot drop box for an empty
drop box, complete the chain of custody paperwork, and carry the full drop box or bag back to their vehicle. The process for temporary drive-through locations will be similar.

Driving Routes

The process of retrieving ballots will be most efficient if retrieval teams are able to follow pre-planned driving routes. This can be made easier with mapping technology. Some election offices use commercial software such as Routific and Esri Workforce. Google Maps is a free option that most staff will be familiar with and find easy to use.

When using Google Maps, begin by mapping out a route that you think can be completed in four hours. Identify each location, including the starting and ending location (typically the election office). Assume that the necessary steps at each location will take approximately 15 minutes to complete. Adjust the number of drop boxes on the route until you are able to achieve a route that can be completed in roughly four hours. Be sure to map it during the same times your retrieval team members will be on the road to account for daily traffic patterns. Also consider adding in break times as needed for your retrieval teams.

Consider using mobile phone tracking applications or GPS spot trackers as a way to ensure the assigned route is followed without deviation and that your retrieval team is on time. This may also help document your chain of custody.

Frequency of Retrieval

The frequency with which you retrieve ballots from each ballot drop box depends on multiple factors, including:

- Timing (How close to Election Day is it?)
- Projected and actual voter turnout
- The number of ballot boxes you have
- How many ballots each box can hold
- The geography of your jurisdiction and distance retrieval teams have to travel

Generally, it is important to retrieve ballots at least once per day from the first day ballots may be returned. This will ensure ballot security and the ballots can enter your processing operation as quickly as possible. From there, structure your retrieval plan around a slowly building stream of ballots. Jurisdictions have seen as few as 20% of ballots cast by mail deposited in drop boxes during the first two weeks and as many as 55%–60% of ballots deposited during the last two days.
of the election, including 40% of ballots cast on Election Day. You will need to retrieve ballots multiple times per day from your busier ballot drop boxes the closer you get to and on Election Day.

Other important items to consider when creating your retrieval plan:

- Your plan needs to be flexible. If voter turnout is higher than anticipated, you may need to retrieve ballots multiple times per day sooner than you had planned to scale up.

- On the Monday evening before Election Day, you must retrieve ballots from all drop boxes at the end of the day so they do not fill overnight and to maximize the number of ballots you can count on Election Day.

- On Election Night, you must close all drop boxes simultaneously with closing the polls. This will take significant staffing and coordination.

- It is important to track as much data about this process as possible. Retain it for future planning, including how many ballots you retrieve from each drop box each day and how many retrieval runs were needed to each drop box each day. This data can be obtained from ballot logs and reviewed after the election.

**Staffing Needs**

Use the mapped driving routes and frequency of retrieval to determine how many teams and vehicles you will need and for how long. For example, in the first few weeks after ballots are mailed out you might only need three teams of two (six temporary workers) and three vehicles. That number might increase significantly or even double as you start the week leading up to Election Day.

The biggest staffing challenge for ballot retrieval will be at the close of polls on Election Night. You will need bipartisan teams to close and seal each ballot drop box right at the close of polls (or as the statute in your state provides). Many jurisdictions recruit staff from sister agencies, since drop box closing teams do not require full poll worker training. Remember, these ballot retrieval teams will need to be bipartisan, even those staff recruited from other agencies, and may need to be sworn in as election workers.

As mentioned in the overview, accommodations for COVID-19 and the need for social distancing will affect your staffing decisions. Asking two unrelated workers to drive together in the same car may be a challenge. You will need to accommodate any retrieval team member requests to travel in separate cars in tandem. The steps for setup and the daily retrieval of ballots should also follow the six-foot distancing requirements.
Voter Outreach and Communication

Promoting the use and availability of ballot drop boxes is essential to their success. Use all of the communication tools and resources at your disposal as soon as practical to publicize ballot drop box locations, hours and notable accessibility features.

For example, use your regular print and electronic materials, website, social media, video, and news releases to announce ballot drop box locations and share a link to a comprehensive list and/or map of ballot drop boxes.

You can also include a list of ballot drop-off locations in your mail ballot instructions, voter information guide and sample ballot publications. Depending on how many locations you have, you may be able to print them on the mail ballot envelope as well. If there are too many locations to fit, perhaps include a link or QR code on the envelope to direct voters to your list of locations.

Your election website will be the optimal resource for voters to find a ballot drop-off location. Create a web page for Ballot Drop-Off Locations. Include a list of all location names, addresses, hours and embed a link to a Google map for each. If there is a change to the ballot drop box plan, it should be noted on your official website within 24 hours.

You can also create and embed a map of all ballot box locations using Google My Maps. First, create a list of locations as a .csv file, with separate columns for location name, address, city, state and zip code, hours, and type of ballot drop box. Then visit www.google.com/mymaps and follow instructions to import the map. You’ll need to create a Google account if you don’t already have one.

Issue a news release and photos if you have installed one or more new 24-hour ballot drop boxes in your community. Share it with your own employee news channels, local news media, as well as jurisdictions for newsletters and public television news shows.

Ask the clerk or communications team in your local cities and towns if you can submit a contributed article for their newsletter, blog or website regarding the election. Be sure to request a deadline and word count. Describe options for voters and indicate where citizens within your jurisdiction can find their nearest ballot drop box and polling place. You can also ask them to embed your election page link on their own webpages.

Another creative idea is to develop a ‘Find My Nearest’ web-based tool to help voters find the ballot drop box that is closest to them. A user will type in an address or allow the tool to use their device’s ‘location services’ to identify their current location. The tool would then populate with a map and list of the nearest three or four ballot drop off locations. This will require knowledge of ArcGIS or Google Maps, and will likely require support from your IT department to create.
Execution

Opening and Setup

Whether you are setting up a temporary ballot drop box or a 24-hour location, you will need to plan for a ballot retrieval team to set up, open, and secure the drop boxes for voters to deposit their voted ballots.

Temporary Ballot Drop Boxes

Supplies:

- Locked and sealed ballot drop boxes or bags
- Tamper-evident seals (if replacements are needed)
- Chain of custody logs
- Phone numbers to call for support/emergencies
- Cable or bike lock
- Applicable signage
- Tables and chairs (if necessary)
- “I Voted” stickers (optional)
- Voter information sheet (optional)
- Voter Registration forms (optional)

Voter information sheets, “I Voted” stickers, and other voting related information may be placed near the drop box.

Drive-Through Ballot Drop Boxes

Drive-through ballot drop boxes might be set up in a parking lot or on the street depending on the location. For all street-related setups, there should be a law enforcement officer present to guide the setup and maintain safety throughout the day.
When setting up in a parking lot, consider the use of “no parking” signs. These signs can be left out overnight to ensure no vehicles park in the area to be used for the drive-through location.

Supplies should be delivered, including:

- Locked and sealed ballot drop boxes or bags
- Tamper-evident seals
- Chain of custody logs
- Phone numbers to call for support/emergencies
- Set-up maps/documentation
- Pop-up tent
- Road signs
- Orange cones
- Table and chairs
- “I Voted” stickers (optional)
- Propane heater (optional during cold weather months)
- Flashlights or lanterns

Bipartisan teams should:

1. Position road signs and cones according to provided map or instructions.
2. Set up the tent and position according to the provided map or instructions.
3. Set up the folding table and chairs.
4. Place the ballot drop box on the table.
5. Set up the heater and propane tank if needed

24-Hour Ballot Drop Boxes

Permanent, 24-hour drop boxes should be available for voters to use as soon as ballots are mailed. This requires staff or ballot retrieval teams to inspect, clean, and open the ballot drop slot on each drop box. An assigned route for opening should be created along with a checklist or log to ensure all ballot drop boxes have been opened.
Each retrieval team will need:

- Slot key
- Access door key
- Phone numbers to call for support/emergencies
- Cleaning supplies
- Silicone spray (for locks)
- Flashlight
- Inspection checklist or chain of custody form

For setup and opening of 24-hour ballot drop boxes, retrieval teams will:

<table>
<thead>
<tr>
<th>Step</th>
<th>Task</th>
</tr>
</thead>
</table>
| 1 Unlock |  - Open the ballot slot, using the slot key.  
- Open the access door, using the access door key. |
| 2 Inspect and Clean |  - Visually inspect the drop box and surrounding areas.  
- If there is any graffiti or wrap damage, the retrieval team will clean or repair as best they can.  
  *If unable to clean or repair it thoroughly, use mobile phone to take pictures and note the damage on the chain of custody form*  
- Wipe down the exterior, top and slot area of the drop box.  
- Spray the locks with silicone spray and ensure they can be easily locked and unlocked.  
- Both retrieval team members visually inspect the drop box interior for ballots or any type of debris.  
- Use a mobile phone to take a picture as time-stamped proof the ballot drop box is empty. |
| 3 Seal and Record |  - Close and lock the access door using the access door key.  
- Place a security seal on the access door and record seal number on a chain of custody form.  
- Complete and sign the retrieval form or chain of custody form. |
Daily Collection of Ballot Drop Boxes

- Only designated bipartisan ballot retrieval teams should remove ballots from drop boxes. This is done in teams of two.

- All designated ballot retrieval team members should wear badges or vests that readily identify them as designated ballot retrievers or election officials.

- Each team of two will be provided a route each day.

- Ballots must be picked up in designated order.

- A separate chain of custody form should be completed at every stop (both for 24-hour drop boxes and temporary drop boxes or bags).

- The ballot retrieval log and checklist should be completed at the beginning of the route, at each stop, and after returning to the election office.

- Visually inspect the drop box and surrounding area at each visit. If there are any signs of tampering or vandalism, take pictures, clean or repair the drop box as best you can, and report in the notes section of the chain of custody form.

Instructions for Completing Ballot Retrieval Log

- On the front, record the date and time and check off all supplies that have been retrieved.

- On the back, record the route number, date, and names of both ballot retrievers.

- After ballots have been retrieved at each stop, record:
  - Column A: Name/ID/location of the ballot drop box
  - Column B: Seal number on the door (24-hour drop box) when you arrived (should be affixed to custody log) or the security seal on the temporary drop box you are retrieving
  - Column C: Seal number attached to each transfer box or bag (only for 24-hour drop box)
  - Column D: New seal number put on the door (24-hour drop box) or the seal number for the replacement temporary box or bag
  - Column E: Current time of day
  - Column F: Initials of each ballot retrieval team member.
At the conclusion of each route, the bottom portion of the form should be completed. Consider using the same visual checklist of supplies to indicate all supplies and equipment have been returned to the election office.
# Ballot Retrieval Team Daily Log

<table>
<thead>
<tr>
<th>Date: ____________________</th>
<th>Route Departure Time: _____ : _____</th>
<th>☐ AM ☐ PM</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Access door or padlock keys</td>
<td>☐ Empty, portable ballot box(es)</td>
<td>☐ Flashlight</td>
</tr>
<tr>
<td>☐ Cleaning supplies</td>
<td>☐ Gloves</td>
<td>☐ Masks</td>
</tr>
<tr>
<td>☐ Chain of custody logs</td>
<td>☐ Driving route and map</td>
<td>☐ Pens</td>
</tr>
<tr>
<td>☐ Clipboard</td>
<td>☐ 24-hour drop box security seals</td>
<td>☐ Transfer ballot box or bag security seals</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Route Return Time: _____ : _____</th>
<th>☐ AM ☐ PM</th>
<th>☐ Supplies</th>
<th>☐ Vehicle Keys</th>
</tr>
</thead>
</table>
## Ballot Retrieval Team Daily Log

**Route ID#** __________________________

<table>
<thead>
<tr>
<th>Date:</th>
<th>Retriever 1:</th>
<th>Retriever 2:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>Drop Box Name/ID</td>
<td>Existing Seal ID</td>
<td>Transfer Box/Bag Seal</td>
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<tr>
<td></td>
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</tbody>
</table>
# Ballot Retrieval Team Chain of Custody Record

<table>
<thead>
<tr>
<th>Ballot Drop Box Name/#:</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retrieval Team Member 1:</td>
<td>Retrieval Team Member 2:</td>
</tr>
<tr>
<td>Transfer Box/Bag #:</td>
<td>Additional Transfer Box/Bag #:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time of Arrival:</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ AM ☐ PM</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Security Seal Intact:</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ YES ☐ NO</td>
<td></td>
</tr>
</tbody>
</table>

| Remove security seal and record seal #: | |
|----------------------------------------| |

☐ Inspect ballot drop box for any signs of tampering or vandalism.
☐ Unlock the access door and remove ballots.
☐ Transfer ballots to ballot transfer box or bag.
☐ Inspect inside of drop box for ballots that might be leaning against or stuck to the wall.
☐ Inspect drop box area to ensure no ballots have fallen on the ground.
☐ Seal the ballot transfer box or bag.
☐ Record the transfer box or bag seal number(s).

<table>
<thead>
<tr>
<th>Seal #:</th>
<th>Seal #:</th>
</tr>
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<tbody>
<tr>
<td></td>
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</tbody>
</table>

☐ Verify access door is closed and locked (checked by both team members).
☐ Place new security seal on door.

☐ **Record new security seal placed on door:** Seal #: 

☐ Load transfer containers into vehicle.
☐ Record new door security seal and transfer security seal numbers on the ballot retrieval log.

<table>
<thead>
<tr>
<th>All procedures completed and recorded:</th>
<th>☐ YES ☐ NO</th>
<th>Initials:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Service Required?</th>
<th>Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ YES ☐ NO</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time of Departure:</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ AM ☐ PM</td>
<td></td>
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</tbody>
</table>
Election Night Closing

All ballot drop boxes, temporary and permanent, need to be collected or closed at the time the polls close. The process outlined below is focused on permanent, 24-hour drop boxes, but the same general principles can be applied to temporary ballot drop boxes. These instructions can be supplemented with the Election Night Closing Checklist that follows.

Station a bipartisan retrieval team at each drop box 15 minutes before the polls close. They will lock drop boxes as soon as the polls close and retrieve ballots.

- Consider asking other jurisdictions’ employees to assist, since this process does not require a great deal of training. Provide each retrieval team with the necessary supplies and checklist as detailed in this guide. In addition to those supplies, these retrieval teams will also need the following:
  - Map with driving directions and approximate time it will take to arrive at their location. This ensures they leave the election facility with enough time to arrive 15 minutes before the close of the election.
  - “Last Voter in Line” card
  - Extra transfer ballot box or bag to collect ballots cast after the polls close. These ballots will not be counted. These are ballots from voters not in line at the time polls close, but who approach the box as the retrieval team is transferring ballots.
  - Checklist with instructions for completing a full sweep of the drop box with a flashlight along with instructions for locking, sealing, recording, transferring ballots to a temporary box, taking a photo and returning to HQ.

- You may have a line of people, or cars, at close of polls with people waiting to cast their ballot in the drop box. As with in-person voting, have one person walk to the end of the line of people and/or cars and hand the last voter in line at close of polls the “Last Voter In Line” card to ensure everyone in line at close of polls may cast their ballot.

- Instructions for how to handle a line of cars (if 24-hour drop box or drive-through ballot drop-off) or a line of people (if temporary indoor drop box). This should include a “Last Voter in Line” card and potentially coordinating with local law enforcement for traffic control.
• Recommend teams take pictures of:
  ○ Locked ballot slot
  ○ Inside of the 24-hour boxes once emptied after the close of polls to show that no ballots are left in the box.

It is highly recommended to have your daily ballot retrieval team visit all ballot drop boxes the day after the election to double-check that all ballots were collected.
**Election Night Closing Checklist**

<table>
<thead>
<tr>
<th>Ballot Drop Box</th>
<th>Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name/#:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Retrieval Team</th>
<th>Retrieval Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member 1:</td>
<td>Member 2:</td>
</tr>
</tbody>
</table>

- Ensure you have necessary supplies and chain of custody logs before leaving for your designated drop box.
- Ensure you take enough transfer boxes or bags to completely empty the drop box.
- Arrive at your assigned ballot drop box at least 15 minutes early.
- If there is a line before polls close, one retrieval team member must find the “Last Voter In Line” card and go to the end of the line.
- At the close of polls, announce “Polls are closed” and lock the door to the drop box. If there is a line, the team member at the end of the line should give the Last Voter In Line card to the last person or car in line at the close of polls. Once the card is given out, return immediately to help empty the drop box.
- If any voter should try and cast their ballot after the close of polls, put their ballot in the box/bag designated for late ballots.
- Unlock the access door and remove all ballots, placing them in a transfer box or bag.
- Using a flashlight, inspect the inside of the drop box for ballots that might be leaning against or stuck to the wall.
- Once all ballots are removed from the drop box, take a picture of the inside of the empty drop box using your phone.
- Inspect the drop box area to ensure no ballots have fallen on the ground.
- Seal the ballot transfer box(es)/bag(s).
- Verify the access door of the drop box is closed and locked.
- Close the ballot slot using the slot key.
- Complete Chain of Custody log(s) for the transfer box(es) or bag(s).
- Load transfer containers and all supplies into vehicle.
- Head directly back to counting facility.

<table>
<thead>
<tr>
<th>All procedures completed and recorded: □ YES □ NO</th>
<th>Initials:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time of Departure: □ AM □ PM</td>
<td>Initials:</td>
</tr>
</tbody>
</table>
Common Mistakes and How to Prevent Them

**Problem:** Drop boxes left unsealed or unlocked  
**Solution:** Checklist that is signed or initialed for each drop box and verified at the end of every shift

**Problem:** 24-hour drop boxes left open or unlocked  
**Solution:** Checklist that is signed or initialed for each drop box and verified at the end of every shift

**Problem:** Drop boxes are full before Election Day and voters are leaving ballots on top, calling news media, etc.  
**Solution:** Increase the number of pickup times as you get closer to Election Day

**Problem:** Drop boxes not closed at 7 p.m.  
**Solution:** Send retrieval teams out to sweep boxes the day after the election to ensure no ballots are left behind (perhaps take photos)
Appendix A: Drop Box Vendors

This list was compiled by the Center for Tech and Civic Life.

Laserfab, Inc/Vote Armor

www.laserfabusa.com

Models:
- VA-3630 is the most popular
- The largest model, the VA-5038, is used by larger counties
- A third model exists, but no model number was provided

**Approximate pricing:** The 3630 model runs in between $3000 and $3500, depending on quantity.

**Timeline:** 6-8 weeks from order

American Security Cabinets

www.ballotdrops.com

Models:
- 7 different sizes and styles: https://ballotdrops.com/product-category/cabinets/

**Approximate pricing:** Please inquire

**Timeline:** Please inquire

Fort Knox Mailbox

www.fortknoxmailbox.com

Models: High Security Mailboxes - Fort Knox Mailbox, LLC.
- 3 different sizes: https://www.fortknoxmailbox.com/ballot-boxes/

**Approximate pricing:** $1,300 - $3,000 each, depending on model

**Timeline:** Please inquire
Inclusion Solutions

Models:

- Fortress 400 ideal for indoor use, holds 400 ballots
- Fortress 800 ideal for indoor use, holds 800 ballots
- Fortress 1000 can transition to indoor & outdoor, holds 1,000 ballots

Approximate pricing: Fortress 400 is $130, Fortress 800 is $209, call for info about Fortress 1000

Timeline: Please inquire

Charnstrom

Models: Four models of “payment cabinets” and “Mail Collection boxes”, ranging in size.

- Small: $420 - Commercial/Residential Curbside Mailbox (13”W x 18” D x 20”H)
- Large: $3,608 - Mail Room/Office Mailing Walk or Drive up Box. Holds “hundreds of envelopes and magazines”. (24”W x 29.5” D x 53” H)

Pricing: $400 to $4000

Timeline: Please inquire

Global Industrial

Models: Mail & Parcel Drop Boxes

- Drop Box Locker: $450 - $1,513 (12”W x 12”D x 16.5”H)
- Supreme Letter Locker: $475 - $2,283 (12”W x 23”D x 24-36”H)
- Extra Large Mailbox & Parcel Post Vault: $883 (19”W x 19”D x 52”H)
- Curbside Courier & Collection Box: $759 - $967 (20”W x 26”D x 49”H)

Pricing: $350 to $2,300 depending on model

Timeline: UPS Next Day, UPS 2nd Day, UPS or Truck 3-8 days shipping
Models: Some examples

- Small Versatile Pedestal Hopper Collection Box $1,175 (17.75” L x 18.75” W x 59” H)
- Courier Drop Box $780 (20” W x 49” H x 26” D)
- All Weather Sealed Outdoor Collection Box $1,065 (22-1/4” W x 22-1/4” D x 47” H)

Pricing: Varies, depending on model

Timeline: Please inquire
Appendix B: Site Feasibility Planner

See following pages.
Thanks for the guide Danya and thanks for the additional information Ryan.

Yes it would be interesting if the way they address consistency is by handling all of this things in a recount.

On Fri, Oct 9, 2020 at 4:39 PM Ryan Chew <ryan@electionsgroup.com> wrote:
At one point, that guide refers to the Election Day Manual for Election Officials (which is an encompassing term in WI that includes poll workers.)

There I find an answer to one of today's questions there:
>

Any observer who is a qualified elector of Wisconsin, including an election inspector can challenge an absentee elector’s ballot the same as if the elector were voting in person. The procedures for challenging an elector’s ballot are the same as the challenge procedure in person. See the “Challenging Electors” section of this manual for the complete challenge procedure.

I see no reference to other situations than overvoted ballots in the Manual. It would be interesting to know whether the WEC sets percentage thresholds for a mark to be ignored, adjudicated or counted, or whether it's up to the jurisdiction.

Ryan
The Elections Group
312 823-3384

On Fri, Oct 9, 2020 at 5:10 PM Dayna Causby <dayna@electionsgroup.com> wrote:
2018 voter intent publication


--
Thank you,
That would be fine, I have a phone call at 1:30 and am free between 2:15 and 3:30.

We are working with Eric from Modern Elections and have put out an RFP to engage a public affairs firm. We anticipate hiring a firm by mid-September.

Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006
From: Dayna Causby <dayna@electionsgroup.com>

Sent: Monday, August 31, 2020 9:52 AM

To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Kris Teske <Kris.Teske@greenbaywi.gov>; Ryan Chew <ryan@electionsgroup.com>

Subject: Proposed meeting

All,

I would like to set up time today after 1 CT to talk about communication plans around election results expectations for critical stakeholders and the general public. Is there a time that isn't good?
Thank you,

Dayna Causby, CERA

The Elections Group

"Voting is the expression of our commitment to ourselves, one another, this country and this world"

~Sharon Salzberg
Thank you,
Dayna Causby, CERA
The Elections Group

"Voting is the expression of our commitment to ourselves, one another, this country and this world"
~Sharon Salzberg
Deanna Debruler

From: Kris Teske
Sent: Friday, October 9, 2020 2:09 PM
To: Celestine Jeffreys
Subject: RE: Cure process question

Please send me Julie Emery’s email.

Thank you,

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

From: Celestine Jeffreys [mailto:Celestine.Jeffreys@greenbaywi.gov]
Sent: Thursday, October 8, 2020 8:43 PM
To: Kris Teske <Kris.Teske@greenbaywi.gov>
Subject: FW: Cure process question

This is one of the inquiries about curing.

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

From: Anjali Bhasin <anjali@conservationvoices.org>
Sent: Monday, October 5, 2020 7:47 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Subject: Re: Cure process question

Hi Celestine,

Julie actually works for a different organization. I work with Wisconsin Conservation Voices which is the C3 partner of Wisconsin Conservation Voters. Seth Hoffmeister and Casey Hicks are my colleagues. I would be happy to set up a time to talk. I am free tomorrow from 12:00-1:30 p.m. or 3:30-5:30 p.m. I can also talk on Wednesday from 3:30-5:00 p.m. Would any of those work for you? If not, are there other times that would?

Best,
Anjali
On Mon, Oct 5, 2020 at 1:16 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Anjali,

I believe I've communicated with one of your co-workers, a Julie Emery. See her email below. She and I weren’t successful in setting up a time to talk. Perhaps we can set up a time to discuss?

Celestine,

We're working on making sure we are sharing the most accurate information possible with voters in our voter education programs this year.

Can you share with me what the ballot curing process looks like both for absentee ballots you receive between now and election day and for ballots cast or opened on election day?

Thank you for your help.

--

Julie Emery
Outreach Director
Wisconsin Voices
540-270-2742 (Mobile)

Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006
Hi Amaad and Celestine,

I hope you are both doing well. I was writing because I had a few questions in terms of the election and the cure process.

More specifically, I was wondering if Green Bay is going to allow voters to fix mistakes on their ballots. If so, do you know what that process will look like and if you need any help with outreach to voters?

I hope you are both well.

Best,

Anjali

--

Anjali Bhasin
Civic Engagement Director
Wisconsin Conservation Voices
She/her/hers

anjali@conservationvoices.org
--

Anjali Bhasin
Civic Engagement Director
Wisconsin Conservation Voices
She/her/hers
anjali@conservationvoices.org
Deanna Debruler

From: Jaime Fuge
Sent: Monday, November 2, 2020 7:34 AM
To: Saralynn Finn
Cc: michael@voteathome.org
Subject: RE: Central Count Ballot Tracking Sheets

This is very helpful.

Thank you!

From: Saralynn Finn [mailto:saralynn@voteathome.org]
Sent: Saturday, October 31, 2020 10:31 PM
To: Michael Spitzer-Rubenstein <michael@voteathome.org>
Cc: Jaime Fuge <Jaime.Fuge@greenbaywi.gov>
Subject: Re: Central Count Ballot Tracking Sheets

Yes, here is the document I made to hand out to central count observers. I can send you an editable version if you need or try and make any changes you want.

Best,
Saralynn

On Sat, Oct 31, 2020 at 4:35 PM Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:
Saralynn, you've been working on observers. Do you have a good guide for questions they're likely to ask & answers?

Also, Jaime, just to follow up on the call and this email, would you prefer doing a cover sheet like what we created before (travels with the batch of ballots) or a log like what Milwaukee uses (sits at the table)?

Can talk about it tomorrow or even Monday. Will just be a minor tweak of the instructions either way.

Michael

On Sat, Oct 31, 2020 at 4:27 PM Jaime Fuge <Jaime.Fuge@greenbaywi.gov> wrote:

Hi,

I do have a followup question that came to my mind. What are some of the common questions the observers ask. We have not really have observers that have asked many questions prior.

Thank you,
Jaime
Calvin,

Can you tell Michael Spitzer-Rubenstein (one of our Election Grant Mentors) what type of ballot opener we purchased? This will help him make some calculations about Central Count.

Thanks!!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him
Great, thanks!

On Thu, Oct 1, 2020 at 8:10 AM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Thanks, Calvin!

Celestine Jeffreys
Chief of Staff, Mayor’s Office
City of Green Bay

We purchased 3 Martin Yale 62001 openers in addition to the one opener we already had.

Calvin Winters
Procurement Manager
City of Green Bay
Ph: (920) 448-3048
Fax (920) 448-3050
Calvin.Winters@greenbaywi.gov
Thanks for the guide.

City Hall is only open to staff and the public by appointment but thank you for the offer.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

---

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Deanna Debruler

From: Jaime Fuge
Sent: Monday, November 2, 2020 7:34 AM
To: Saralynn Finn
Cc: michael@voteathome.org
Subject: RE: Central Count Ballot Tracking Sheets

This is very helpful.

Thank you!

From: Saralynn Finn [mailto:saralynn@voteathome.org]
Sent: Saturday, October 31, 2020 10:31 PM
To: Michael Spitzer-Rubenstein <michael@voteathome.org>
Cc: Jaime Fuge <Jaime.Fuge@greenbaywi.gov>
Subject: Re: Central Count Ballot Tracking Sheets

Yes, here is the document I made to hand out to central count observers. I can send you an editable version if you need or try and make any changes you want. Best,
Saralynn

On Sat, Oct 31, 2020 at 4:35 PM Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:

Saralynn, you've been working on observers. Do you have a good guide for questions they're likely to ask & answers?

Also, Jaime, just to follow up on the call and this email, would you prefer doing a cover sheet like what we created before (travels with the batch of ballots) or a log like what Milwaukee uses (sits at the table)?

Can talk about it tomorrow or even Monday. Will just be a minor tweak of the instructions either way.

Michael

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Hi,

I do have a followup question that came to my mind. What are some of the common questions the observers ask. We have not really have observers that have asked many questions prior.

Thank you,

Jaime
Hi all,

Sharing the updated versions of the ballot tracking sheets for Central Count:

1. Courier log for City Hall to KI (adjusting the dropbox log)
2. Processing cover sheet (for tracking a batch of ballots from a single ward into the DS450)
3. Reconstruction cover sheet (for tracking ballots that need remaking in a single batch across many wards)

Since we have the processes nailed down and I understand it all now, I'm going to work on the training manual tomorrow.

See you tomorrow,

Michael

--

Michael Spitzer-Rubenstein

State Lead for Wisconsin (Leadership Now Fellow)

National Vote at Home Institute

he/him

Learn more about:

Election Officials Center

Mail Ballot FAQs
--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute

he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Hi all, here's the log I put together for moving ballots in the morning and evening.

It's meant to be printed double-sided so each truck will have its own sheet. We'll need to print 4 total, 2 for the morning, 2 for the evening.

Michael

On Fri, Oct 30, 2020 at 4:57 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Celestine Jeffreys is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting ID: [REDACTED]
Passcode: [REDACTED]
One tap mobile
+19292056099,,82422490111###,,0##,763276# US (New York)
+13017158592,,82422490111###,,0##,763276# US (Germantown)

Dial by your location
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Germantown)
+1 312 626 6799 US (Chicago)
+1 669 900 6833 US (San Jose)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)

Meeting ID: [REDACTED]
Passcode: [REDACTED]
Find your local number: https://us02web.zoom.us/j/kmjPjfv6

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
Kris / Kim,

Kris you are Clerk and this is your show!

I 100% agree that this person, can socially distance observe, but not in the Clerk’s office. We can tactfully say until the lawsuit is done, we can’t risk any more press. He could possibly help direct traffic or sit at the end of the hall to observe. Maybe even help sort in-coming ballots with the temp help.

Thank you,
Diana

---

Really………..is Celestine running it now. Please let me know. The Clerk’s Office said we didn’t want anyone from the grant team (or contracted through the grant team) to be in our office. If he wants to give us suggestions (observing) we are fine with that but he shouldn’t be working in the office. We need to social distance in the office I want the Clerk’s staff to feel safe.

With the lawsuit I am not comfortable having him in the office. People are saying they are partisan group, we don’t think it looks good.

tomorrow morning but Kim is aware of this.

I thought after the meeting today everything was good. I’m the Clerk and in charge of the ballots not the Mayor’s Office.

I know you know all of this but this has got to stop. Celestine is still controlling the show and now Amaad is telling me what is right and what is wrong. If I am to step aside there needs to be a press release because I will NOT take the blame for anything they do.

Thanks for listening.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014
**From:** Diana Ellenbecker  
**Sent:** Tuesday, October 20, 2020 8:27 PM  
**To:** Kris Teske <Kris.Teske@greenbaywi.gov>  
**Cc:** Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>  
**Subject:** FW: Assistance from NVAHI tomorrow

Fyi....

Thank you,  
Diana

---

**From:** Celestine Jeffreys [mailto:Celestine.Jeffreys@greenbaywi.gov]  
**Sent:** Tuesday, October 20, 2020 8:26 PM  
**To:** Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>  
**Subject:** RE: Assistance from NVAHI tomorrow

Hey, Diana!

Yes, he’s there to help, but not to be an observer, per se. I will be here to introduce him to the staff and support him. He’ll be here in the afternoon.

Thanks!!

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

---

**From:** Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>  
**Sent:** Tuesday, October 20, 2020 8:06 PM  
**To:** Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Kris Teske <Kris.Teske@greenbaywi.gov>  
**Subject:** Assistance from NVAHI tomorrow

Hi Celestine,

I have copied Clerk Teske on this e-mail. Please let us know where Michael will be located tomorrow afternoon, will he just be an observer? Since the Mayor’s office is taking this appointment, will your department be meeting Michael at the door and introducing him to the Clerk’s staff.

We are certainly open to hear some feedback from Michael on his observations after the close of business for potential changes on future days.

Is there an expectation of the Clerk’s office staff to work with Michael tomorrow?

Thank you for the heads up that he will be in the office tomorrow.

Diana
Hi, Diana!

EIPAV is early in-person absentee voting and the NVAHI is the national vote at home institute.

He will help crunch numbers and organize the voting downstairs. He offered to come, he’s part of the Election grant, and I cleared it with the Mayor first.

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay

---

Hi Celestine,  
Can you explain more, what is EIPAV? What is NVAHI?  
What would Michael be assisting us with?  

Thank you,  
Diana

---

Diana,  

Tomorrow afternoon, Michael Spitzer-Rubenstein from the National Vote at Home Institute will visit us to provide some assistance on setting up the EIPAV. He has an MBA from NYU and is on loan to the NVAHI from Price Waterhouse Coopers.

Celestine Jeffreys  
Chief of Staff, Mayor’s Office  
City of Green Bay
As discussed this morning:

65 people for shift 1 (6 AM - 3 PM)
65 people for shift 2 (2 PM - 11 PM)
25 people for shift 3 (10 PM - close)

I think the one big remaining question is just delivering the machines over to KI on Monday but I know, Diana, that you're working on it.

Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him
See attached and below in red. The first attached is from the grant team stating they would like the funds used for the 2020 elections (that’s not what was said in the beginning). The second one is from the WEC (from June) stating we couldn’t implement them until 2021 (this email was sent to the Ad Hoc Committee at that time).

Let me know if you have any questions.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

Hi Kris,
Thanks for sharing and I am sorry you are so frustrated. I completely understand why.

Ok, I am glad to hear you are on board with the BadgerBooks and I understand why you would not be able to implement for November. Do you think realistically we can order them this year so we can use the grant dollars? I saw the quotes, but what is the estimated cost for all the BadgerBooks we would need, just a quick number. Should we put in the requisition so we can move quickly if a decision is made? Yes, we can order them this year and would be delivered mid-December. The WEC isn’t going to on the BadgerBooks until Dec./Jan. I have an email into the WEC asking if we need 2 BadgerBooks (by law) to replace 2 poll books or 1 BadgerBook to replace 2 poll books. I will let you know the cost at that time. It will also depend on which one we choose. One style has more cords/plugins and the other doesn’t but when the Badgerbook with the cords breaks it doesn’t put the whole thing out of commission whereas the one with less cords means the whole unit goes back. My other concern is outlets at the polling locations. Some of the polling locations only have enough outlets for the tabulator and ExpressVote.

I agree with a dropbox in front of City Hall for curbside drop off. The back dropboxes are think are just temporary during COVID and will probably still be in use this November but going forward I would assume not. In my opinion to keep the one in back for absentee ballots is a mistake. I don’t think City Staff will be able to get out of the parking lot the last two weeks before the election especially. Could also be more accidents where Celestine’s car is parked (that used to be an issue). We get a lot of complaints that it is hard to find. We will be putting information in the absentee envelopes stating where the drop boxes will be located.
Why do you think the fire station are a huge mistake, location? We had a polling location at the polls and people just park and do whatever they want. These locations will probably be okay for elections other than the Presidential but I think people will block the driveways (again probably the week before the election) and cause some delays.

I really think the action of “receive on file” was the wrong action, they should have referred back to staff right away. You were already going to follow-up on several of the items, so it was already going to be discussed again.

100% you should never feel pressured to do something that is against the law!!

Thank you,
Diana

From: Kris Teske
Sent: Wednesday, August 26, 2020 10:26 AM
To: Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>
Subject: RE: BadgerBooks

First, I don't think we have a choice. The Mayor and Celestine are the ones who suggested these for this year. I wanted to wait until the “bugs” were worked out but this is probably our only time to be able to afford them. In the long run this should help alleviate overtime after the Presidential Election every 4 years. After telling my concerns at the Ad Hoc Committee (before the grant) everyone understood why I didn’t want them. Once we had the grant I emailed the WEC and was told we wouldn't get them until next year (email was sent to Celestine and I believe put in the Ad Hoc packet). I had stated then there is no way I would start using BadgerBooks for the November election anyway and everyone understood. Now Celestine is surprised that I don’t want to use them for November but is going along with it (I think). But to answer your question yes I would like them but not for November.

My concern is all these additional things the “group” wants to add will affect the budget in the following years. Who is going to do all of this setting up (I think it should be an IT person not the setup crew-31 polling locations)? Are we going to leave this equipment overnight at the polls setup? I don’t think with everything else this could be done from 6:30 a.m. to 7 a.m. on Election Day.

Also, Celestine and I talked on Monday about dropboxes and I told her my thoughts. She was going to have other people make the decision where these will be placed. I said I am the Clerk. She said where do you want them and I told her. She stated the “mentors” think they should be on the City’s property which I understand but I said that is our issue to begin with concerning polling locations. She said pick 8 places and then we can discuss with the group?!?!? Not 5 minutes later she sends an email to Chief Litton asking if we can have 4 of the 5 at the Fire Stations. Evidently, the Chief told her this is okay. So that is where they are going to go IF we can find some to buy in time. When Council approved 2 dropboxes and I knew the “group” wanted more. I said to Celestine if we are going to buy more we might get a better deal (I wasn’t allowed to purchase anything without her approval) than buying the two now. I think the Fire Stations are a huge mistake. I also suggested we put a dropbox in front of City Hall to drop their ballots in from their car. She said we will do that but also keep the one in the back. Why are we keeping the one in the back?!?! This will be a disaster for November.

One other thing, Ald. Dorff and I talked yesterday. She doesn’t want my responses to the second “report” to go to Ad Hoc. I said why is it okay to throw me under the bus but when it’s the other way around it's a different story. I told her I wanted them on the agenda and she kept saying are you sure, are you sure. Finally, I said I don’t care and right away she said okay I'll call Celestine. So she got what she wanted but I let her know I knew what was going on the whole time. Even Kim said to me the Wednesday after the Council meeting that Ald. Dorff had Ald. Galvin pull this and refer back. Do they think we are stupid and can't see what they are doing???? She said it was all a misunderstanding. I told her my concerns:
1) Ald. Galvin stated at Council he read the report and watched the video. I told her there wasn’t a report, minutes, or a video to watch of the Ad Hoc meeting before the Council meeting. So I didn’t understand why that was said. She later admitted Ald. Galvin asked for her report. So he didn’t know that I had talked about each point and that some of the things would be looked into. Celestine put received and placed on file so they thought nothing was being done.

2) I also asked who told her to go to the polling locations and report back, she said Celestine and Susan (this wasn’t discussed at the Ad Hoc meeting). I have nothing to hide. She admitted there is the “group” that are discussing and making decisions. So for show I might be asked my opinion but as you can see above things have already been decided by the “group”.

If I knew they would get the blame for the decisions I wouldn’t say anything but just like in April when I didn’t make the final decisions (even though I gave my opinion-I have the email) I will be the one to get blamed because it’s the Clerk’s job.

On Saturday I saw on the City’s facebook page the City was supporting COVO’s registration drive. No one ever told the Clerk’s Office. Instead of people making appointments in the Clerk’s Office we could have been giving them this option but Celestine didn’t feel it was important to let us know, the ones that are taking the phone calls. Matt from DPW talked to St. Norbert College about college students helping at the polls when I was working with someone already. She has excluded me from that whole portion of the planning….it’s so embarrassing!

There is one more thing I want to say: If I am ever asked to do anything against the law the answer will be NO! If you want more clarification on this please give me a call.

Thanks for listening.

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014

From: Diana Ellenbecker
Sent: Wednesday, August 26, 2020 9:26 AM
To: Kris Teske <Kris.Teske@greenbaywi.gov>
Subject: RE: BadgerBooks

Kris,
Are BadgerBooks something you and Kim want?

Thank you,
Diana

From: Kris Teske
Sent: Monday, August 24, 2020 8:15 AM
To: 'Susan Smith' <ssmith@smithlegaladvisors.com>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>
Cc: Kim Wayte <Kim.Wayte@greenbaywi.gov>; Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov>
Subject: BadgerBooks
Good Morning,

Here are the quotes for the BadgerBooks.

Something to consider:

Who will set all of this equipment up for Election Day?
Who will take all of this equipment down after the Election?
Are there enough outlets in the rooms we are using for us to add additional equipment?

Thanks,

Kris Teske, WCMC
Green Bay City Clerk
100 N. Jefferson St., Rm 106
Green Bay, WI 54301
920-448-3014
**2021 Central Count**

**Booking #: 28149747**

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**On Site:** Diana Ellenbecker

**EPM:** Tracy Hillesheim

**SM:** Tracy Hillesheim

**Bill Inst:**

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ROOM MUST BE SET AND READY BY 8AM FOR CLIENT SETUP
6x30 Table(s)
(30) 6x30 tables set per diagram – 4 Groupings of 7 tables, additional tables per diagram
Black Mesh Chairs
(100) chairs set per diagram
32x8x2 Riser with Steps per diagram
Recycle Bin and Garbage Can
*Place several garbage cans and recycle bins around the perimeter of the room

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</table>
| Security   | 08:00 AM | SECURITY NOTE
Between 8AM and noon, workers will arrive with counting machines that will need to go to Grand Reg Counter. Workers will go thru security and get temp checked and wrist banded and will need to use some carts to move machines upstairs. Engineering is re-keying the Grand Reg Counter and providing group with 4 keys and Kristine Hall, GM will hold the 5th key in case of emergency.

After Event Setup has sprayed room, Grand Ballroom will need to be locked.

<table>
<thead>
<tr>
<th>Serve Time</th>
<th>Servings</th>
<th>Description</th>
</tr>
</thead>
</table>
| Engineering| 08:00 AM | Meeting Room Lock Change(s)
Number of keys to provide: 5 (4 to group and 1 for hotel to keep/Kristine Hall will hold for hotel)
Deliver keys to: Michael Spitzer-Rubenstein
Restore meeting room locks on: Friday, 11/6/2020.

<table>
<thead>
<tr>
<th>Serve Time</th>
<th>Servings</th>
<th>Description</th>
</tr>
</thead>
</table>
| Misc. All  | 08:00 AM | EPM NOTE
Michael Spitzer-Rubenstein will be the on-site contact for the group. Tracy Hillesheim has his cell number should anyone have questions or needs to contact Michael.
2021 Central Count

Hotel | Topic | Change Log Entries | Prices | Format | Event Date Range
---|---|---|---|---|---
G|E|B|O|G|R|E|B

Function Room
ALL

Event Date: Tuesday, November 3, 2020

Date: Tup, Nov 3

Start Time | End Time | Location | Attendance | Bkng: 2021 Central Count | On Site: Dian D. Ellenboener
---|---|---|---|---|---
05:00 AM | 02:00 AM | GRAND BALLROOM | E/G/S | Event: Central Count | EPM: Tracy Hillesheim

EO: Meeting | SM: Tracy Hillesheim
EO #: 14982308 | Bill Inst:

Reader Board Ind: X

Primary PM#: 9636

PM#: 10,000.00 Ea.

<table>
<thead>
<tr>
<th>Serve Time</th>
<th>Services</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setup</td>
<td>05:00 AM</td>
<td>Existing Set</td>
</tr>
<tr>
<td>Venue</td>
<td>05:00 AM</td>
<td>1 Room Rental, Tax; No Service Charge</td>
</tr>
</tbody>
</table>
| Security | 05:00 AM | SECURITY NOTE: Please have the outside doors to the staircase by Riverview 3 unlocked as poll workers will be parking in the WPS lot and entering thru the staircase by Riverview 3 Room. 

DO NOT UNLOCK GRAND BALLROOM UNTIL MICHAEL SPITZER-RUBENSTEIN REQUESTS AND IS WITH SECURITY WHEN UNLOCKING THE GRAND BALLROOM DOORS.

Sometime around 6:15AM, ballots will begin to arrive at hotel. There will be approx. 47 boxes of ballots that will go to Grand Ballroom. The person/s bringing the ballots will go to security for tem. check and wrist banding and will need assistance getting a red cart/s and shown the way to Grand Ballroom via elevator and back of house. 

Engineering | 05:00 AM | Meeting Room Lock Change(s)

Number of keys to provide:
Deliver keys to:
Restore meeting room locks on:

MISC. | 05:00 AM | EPM NOTE: On Tuesday, hotel should expect to see at least 4 media channels arriving who will be doing story or video taping in the Grand Ballroom. Amad Rivera is the main contact for media on Tuesday. Please see Tracy Hillesheim should you need a phone number to reach Mr. Rivera.
# 2021 Central Count

**Hotel:** GRBRG  
**Topic:** ALL  
**Change Log Entries:** 3 days  
**Prices:** Show  
**Format:** Without Changes  
**Event Date Range:** ALL  
**Function Room:** ALL  
**Event Order Type:** ALL

## Event Date: Sunday, November 1, 2020

<table>
<thead>
<tr>
<th>Date</th>
<th>Start Time</th>
<th>End Time</th>
<th>Location</th>
<th>Attendance</th>
<th>Bkg:</th>
<th>On Site:</th>
<th>EPM:</th>
<th>SM:</th>
<th>Bill Inst:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun, Nov 1</td>
<td>08:00 AM</td>
<td>04:00 PM</td>
<td>GRAND BALLROOM</td>
<td>E/G/S</td>
<td>2021 Central Count</td>
<td>Diana Ellenbecker</td>
<td>Tracy Hillesheim</td>
<td>Tracy Hillesheim</td>
<td></td>
</tr>
</tbody>
</table>

**Reader Board Ind:** -  
**Primary PM #:** 9639  

### Serve Time  
**Serve Time:** 08:00 AM  
**Servings:** 10  
**Description:** Power Drop

### Price  
**Price:** 35.00 Ea.

### Setup  
- See Diagram provided by EPM
- ROOM MUST BE SET AND READY BY 8AM FOR CLIENT SETUP
- 8x30 Table(s)
- (50) 8x30 tables set per diagram - 4 Groupings of 7 tables; additional tables per diagram
- Black Mesh Chairs
- (100) chairs set per diagram
- 32x8x24 Riser with Steps per diagram
- Recycle Bin and Garbage Can
- *Place several garbage cans and recycle bins around the perimeter of the room*

### Security  
**Serve Time:** 08:00 AM  
**Security:** SECURITY NOTE
- Between 8AM and noon, workers will arrive with counting machines that will need to go to Grand Reg Counter. Workers will go thru security and get temp checked and wrist banded and will need to use some carts to move machines upstairs. Engineering is re-keying the Grand Reg Counter and providing group with 4 keys and Kristine Hall, GM will hold the 5th key in case of an emergency.
- After Event Setup has sprayed room, Grand Ballroom will need to be locked.

### Engineering  
**Serve Time:** 08:00 AM  
**Meeting Room Lock Change(s):**
- Meeting Room Lock Change(s)
- Number of keys to provide: 5 (4 to group and 1 for hotel to keep-Kristine Hall will hold for hotel)
- Deliver keys to: Michael Spitzer-Rubenstein
- Restore meeting room locks on: Friday, 11/6/2020.

### Misc. All  
**Serve Time:** 08:00 AM  
**EPM NOTE:** Michael Spitzer-Rubenstein will be the on-site contact for the group. Tracy Hillesheim has his cell number should anyone have questions or needs to contacat Michael.
## Event Date: Monday, November 2, 2020

<table>
<thead>
<tr>
<th>Date</th>
<th>Start Time</th>
<th>End Time</th>
<th>Location</th>
<th>Attendance</th>
<th>Bkng:</th>
<th>Event:</th>
<th>EO:</th>
<th>EO #:</th>
<th>On Site:</th>
<th>EPM:</th>
<th>SM:</th>
<th>Bill Inst:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mon, Nov 2</td>
<td>07:00 AM</td>
<td>09:00 PM</td>
<td>GRAND BALLROOM</td>
<td>E/G/S</td>
<td>100/00</td>
<td>SETUP</td>
<td>Setup</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reader Board Ind</td>
<td>X</td>
<td></td>
<td></td>
<td>9639 PM#</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Serve Time** | **Servings** | **Description**                                                                                                                                 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Setup</td>
<td>07:00 AM</td>
<td>Refresh Existing Set</td>
</tr>
<tr>
<td>Security</td>
<td>07:00 AM</td>
<td>SECURITY NOTE</td>
</tr>
</tbody>
</table>

*Group requests westatic spray the room after 7PM to ensure room is sanitized and ready for poll workers arrival on Tuesday morning at 5:30AM
Unlock Grand Ballroom at 7AM and lock again at 9PM
2021 Central Count

Booking #: 28149747

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Topic</th>
<th>Change Log Entries</th>
<th>Prices</th>
<th>Format</th>
<th>Event Date Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRBRG</td>
<td>ALL</td>
<td>3 days</td>
<td>Show</td>
<td>Without Changes</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Function Room</td>
<td>ALL</td>
<td></td>
<td></td>
<td></td>
<td>Event Order Type</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Event Date:** Tuesday, November 3, 2020

<table>
<thead>
<tr>
<th>Date</th>
<th>Start Time</th>
<th>End Time</th>
<th>Location</th>
<th>Attendance</th>
<th>Bkg:</th>
<th>Event:</th>
<th>On Site:</th>
<th>EPM:</th>
<th>SM:</th>
<th>Bill Inst:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tue, Nov 3</td>
<td>05:00 AM</td>
<td>02:00 AM</td>
<td>GRAND BALLROOM</td>
<td>E/G/S</td>
<td>Central Count</td>
<td>Meeting</td>
<td>Diana Ellenbecker</td>
<td>Tracy Hillesheim</td>
<td>Tracy Hillesheim</td>
<td></td>
</tr>
</tbody>
</table>

**Reader Board Ind:** X

**Primary PM#:** 9639

<table>
<thead>
<tr>
<th>Serve Time</th>
<th>Servings</th>
<th>Description</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setup</td>
<td>05:00 AM</td>
<td>Existing Set</td>
<td></td>
</tr>
<tr>
<td>Venue</td>
<td>05:00 AM</td>
<td>1 Room Rental, Tax, No Service Charge</td>
<td>10,000.00 Ea.</td>
</tr>
<tr>
<td>Rental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security</td>
<td>05:00 AM</td>
<td>SECURITY NOTE</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Please have the outside doors to the staircase by Riverview 3 unlocked as poll workers will be parking in the WPS lot and entering thru the staircase by Riverview 3 Room.</td>
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<td></td>
<td></td>
<td>DO NOT UNLOCK GRAND BALLROOM UNTIL MICHAEL SPITZER-RUBENSTEIN REQUESTS AND IS WITH SECURITY WHEN UNLOCKING THE GRAND BALLROOM DOORS. ***</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sometime around 6:15AM, ballots will begin to arrive at hotel. There will be approx 47 boxes of ballots that will go to Grand Ballroom. The person/s bringing the ballots will go to security for temp check and wrist banding and will need assistance getting a red cart/s and shown the way to Grand Ballroom via elevator and back of house. ***</td>
<td></td>
</tr>
</tbody>
</table>

| Engineering | 05:00 AM | Meeting Room Lock Change(s) |        |
|            |          | Number of keys to provide:   |        |
|            |          | Deliver keys to:             |        |
|            |          | Restore meeting room locks on: |        |

| Misc. All  | 05:00 AM | EPM NOTE                   |        |
|            |          | On Tuesday, hotel should expect to see at least 4 media channels arriving who will be doing story or video taping in the Grand Ballroom. Amaad Rivera is the main contact for media on Tuesday. Please see Tracy Hillesheim should you need a phone number to reach Mr. Rivera. |        |

---

**Doc ID:** 20201028183605765
**Electronic Signature**

App. 261
2:12 PM
Hi Michael,

Here is the quote for the event on Tuesday, Nov 3rd at the Hyatt Regency and KI Convention Center. You decided that you didn’t need the projector or screen so I added the 10 power drops around the room and I’ll comp the internet for the event. We’ll set up the power drops in the room on Sunday after the hotel has the tables in place. I’m only going to charge you for one day and the other days will be comp’d.

I’ll have my team create two separate SSID’s for you.

One SSID will be hidden and it’s: 2020vote There will be no password or splash page for this one and it should only be used for the sensitive machines that need to be connected to the internet.

The other SSID will be: gbvote and that one can be seen in the settings app of your phone or laptop under “networks” and should be used for the poll workers who need internet.

The third SSID will be: Hyatt_Meeting and that one can also be seen in the settings app of your phone or laptop under “networks” and that will have a password of Hyatt123 and should be given out to media or other guests not part of your team.

If you need anything else please reach out to me and we’ll do everything we can to make this event smooth and hiccup free.

Trent Jameson
Director, Event Technology - PSAV®
Hyatt Regency and KI Convention Center
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Got the passwords, too! (And I can report that both networks reach my hotel room on the 8th floor, so I assume they just set these across the entire system).

Network Name: [REDACTED]

(THIS IS AN OPEN NETWORK / NO PASSWORD WITH A HIDDEN SSID)

and

Network Name: [REDACTED]

Password: [REDACTED]

On Fri, Oct 30, 2020 at 4:42 PM Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov> wrote:

Awesome, thanks for the info! See you Monday at 10am

Thank you,

Shelby Edlebeck

920.448.3207

From: Michael Spitzer-Rubenstein <michael@voteathome.org>
Sent: Friday, October 30, 2020 4:36 PM
To: Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Mike Hronek <mike.hronek@greenbaywi.gov>; Amaad Rivera <Amaad.Rivera@greenbaywi.gov>; Jaime Fuge <Jaime.Fuge@greenbaywi.gov>; Shelby Edlebeck <Shelby.Edlebeck@greenbaywi.gov>
Subject: Wifi for KI
Hi Michael,

Here is the quote for the event on Tuesday, Nov 3rd at the Hyatt Regency and KI Convention Center. You decided that you didn’t need the projector or screen so I added the 10 power drops around the room and I’ll comp the internet for the event. We’ll set up the power drops in the room on Sunday after the hotel has the tables in place. I’m only going to charge you for one day and the other days will be comp’d.

I’ll have my team create two separate SSID’s for you.

One SSID will be hidden and it’s: [REDACTED] There will be no password or splash page for this one and it should only be used for the sensitive machines that need to be connected to the internet.

The other SSID will be: [REDACTED] and that one can be seen in the settings app of your phone or laptop under “networks” and should be used for the poll workers who need internet.

The third SSID will be: [REDACTED] and that one can also be seen in the settings app of your phone or laptop under “networks” and that will have a password of [REDACTED] and should be given out to media or other guests not part of your team.

If you need anything else please reach out to me and we’ll do everything we can to make this event smooth and hiccup free.

Trent Jameson
Director, Event Technology - PSAV®
Hyatt Regency and KI Convention Center
333 Main Street, Green Bay, WI 54301
■ office: 920.321.5083 ■ mobile: 920.636.0383

PSAV Virtual Events – Click Here
Hi all,
In advance of meeting tomorrow, I'm attaching two files:

1. A diagram of KI with tables marked.
2. A Central Count Staff List (blank but with all the roles we'll need for shifts 1 and 2). For roles with a partner, I labeled them A and B.

I'm not sure what the count is right now, but here's where I would put extra people:

- 1 extra person for each of the scanners (so 3 total), working on paperwork and ballot flattening
- Extra runners/ballot sorters (depending on how many ballots we get on Election Day, either very busy or very boring), could also trade-off with the person guarding the dropbox
- An extra Reconstruction table (would need to be experienced)
- Check-in table for press/observers and second shift

Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Here's what we helped Milwaukee create. Slightly different steps and I want to use photos of Green Bay forms (since Milwaukee created different forms) but this is the basic idea of what we'd do.

Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him
Hi Diana, was just about to email you!

I'm attaching the diagram we have now. We'll still need to make changes, depending on how many DS200s we get but we'll have 50 tables and 100 chairs, which should be more than enough.

Two questions for you:

1. Did you get an answer about when ES&S will move the 450 over there?
2. Is Kyle (he's the ES&S guy, right?) going to get us DS200s back from the county? Do you know how many he's asking for?

Thanks!
Michael

On Wed, Oct 28, 2020 at 12:50 PM Diana Ellenbecker <Diana.Ellenbecker@greenbaywi.gov> wrote:

Hi Amaad/Michael, do you have a new layout for central count at KICC? If not, who can I talk to about this?

After learning on how the DS450 works we are going to need a table on each side of the machine. We will also need an area for 47 bins to store counted ballots throughout the day.

Nearby we will also need room for the two DS200 with a table.

Not to mention the 24 or so table for processing the ballots and a table to reconstructs which needs to be near the DS450.

Just a few things I was thinking about.
Voter Check-In Stations.
Voter checks in, receives ballot packet and then is instructed to vote at booths in the hallway and to sign their ballot with the clerk at the manned ballot box.
<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Task</th>
<th>People Needed</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>PM</td>
<td>Prep ballot bins</td>
<td>Kim and staff</td>
<td>1 DS450, 2 DS200s, 4 envelope opening machines</td>
</tr>
<tr>
<td></td>
<td>TBD</td>
<td>Move machines to KI</td>
<td>DPW or Maintenance</td>
<td>PPE, badges/stickers, printer, portable dropbox, list of assignments, table signs, pens, training</td>
</tr>
<tr>
<td></td>
<td>TBD</td>
<td>Move supplies to KI</td>
<td>Amaad and Michael</td>
<td>materials, letter openers</td>
</tr>
<tr>
<td>Tuesday</td>
<td>6am</td>
<td>Move ballot bins to KI</td>
<td>DPW</td>
<td>Michael at KI to guide</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot sorting</td>
<td>1 Ideally should be WisVote-trained</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Envelope Opening Machine Operators</td>
<td>4 Also floater within pod for breaks</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot preparation teams</td>
<td>48 24 teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot scanners (DS-450)</td>
<td>2 Diana?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot scanners (DS-200)</td>
<td>2 1 for each machine</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runners and Ballot Flatteners</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot reconstruction</td>
<td>4 2 teams, should be experienced</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervision and check-in</td>
<td>2 Jaime, Amaad, (also MSR)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shift 1 total</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Ballot sorting</td>
<td>1 Ideally should be WisVote-trained</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Envelope Opening Machine Operators</td>
<td>4 Also floater within pod for breaks</td>
<td></td>
</tr>
<tr>
<td></td>
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<td>Ballot preparation teams</td>
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<td></td>
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<tr>
<td></td>
<td></td>
<td>Ballot scanners (DS-450)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot scanners (DS-200)</td>
<td>2 1 for each machine</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Runners and Ballot Flatteners</td>
<td>2</td>
<td></td>
</tr>
<tr>
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<td></td>
<td>Ballot reconstruction</td>
<td>4 2 teams, should be experienced</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervision and check-in</td>
<td>2 Jaime, Amaad, (also MSR)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shift 2 total</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Shift 3</td>
<td>10pm-close</td>
<td>Ballot sorting</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot preparation teams</td>
<td>12 6 teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ballot scanners (DS-450)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Notes</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>-------------------------------------------</td>
<td>--------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballot scanners (DS-200)</td>
<td>2 1 for each machine</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Runners and Ballot Flatteners</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ballot reconstruction</td>
<td>4 2 teams, should be experienced</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supervision and check-in</td>
<td>2 Jaime, Amaad, (also MSR)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shift 3 total</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Close Move ballots to City Hall DPW

Take memory sticks to City Hall Jaime
Central Count Absentee Ballot Processing Procedures

Table of Contents

Important Information ........................................................................ 1
ExpressVote Ballots ................................................................. 6
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Rejected Envelopes ................................................................. 7
Pre-Processing Procedures ..................................................... 3
Reconstructing A Ballot ........................................................... 8
Processing Official Ballots ....................................................... 5
Completed Work ......................................................................... 11

Important Information

- You will be working in pairs safely distanced from each other
- We are taking as many safety precautions as possible, everyone will be issued mask(s) and gloves
- Absentee ballot processing will begin at **7:00 AM** when the manager announces:
  “The polls are now open”
- All absentee ballot envelopes prior to being processed on Election Day have already been scanned, sorted into ward order, and alphabetized by last name
- Each team will receive **one** Ward Packet at a time
**Types of Ballot You Will Be Processing**

- **Official Ballots**
  - 90% of your ballots
  - So long as the ballot is the correct ward and not damaged, nothing needs to be done other than assigning a voter number

- **ExpressVote Ballots**
  - Assign voter number on bottom of ballot and keep a separate stack for each ward
  - These do not need to be reconstructed unless there is damage

- **Emailed**
  - All emailed ballots need to be reconstructed
  - Keep the certificate and empty envelope with your absentee envelopes

- **Federal Only Ballots**
  - All Federal only ballots need to be reconstructed
  - Only reconstruct the offices that are on the original ballot
  - ALL other races are left blank

**Used By Absentee Ballot Opening Team:**

- Voter Number Sheet
- Absentee Ballot Log
- Ward Sign

**Used By Ballot Tabulating Team:**

- Ballot Bag
- Registered Write-ins

**Contents of Goldenrod Envelope**

- RETURN TO COUNTY ELECTION COMMISSION
- ROOM G-10, COURTHOUSE
- HAVE YOU SIGNED YOUR BALLOT BAG AND TALLY SHEETS?
- RETURN OF
- CITY ___________  ABBEY ___________  WARD ___________
- PLACE THE FOLLOWING IN THIS ENVELOPE:
- Do not turn the following items are signed and enclosed within listing this envelope
- (GAB-104)
- Official Ballots
  - 90% of your ballots
  - So long as the ballot is the correct ward and not damaged, nothing needs to be done other than assigning a voter number
- ExpressVote Ballots
  - Assign voter number on bottom of ballot and keep a separate stack for each ward
  - These do not need to be reconstructed unless there is damage
- Emailed
  - All emailed ballots need to be reconstructed
  - Keep the certificate and empty envelope with your absentee envelopes
- Federal Only Ballots
  - All Federal only ballots need to be reconstructed
  - Only reconstruct the offices that are on the original ballot
  - ALL other races are left blank

**APP. 275**
1 Remove all record keeping paperwork for the Goldenrod Envelope

2 Confirm on the Chief Inspectors’ Statement (GAB-104) that the serial number on the Ballot Bag matches the serial number on the GAB-104

3 Circle and initial that the serial numbers match on the GAB-104

NUMBER OF BALLOTS FOR THIS WARD:

BALLOT BAG CHAIN-OF-CUSTODY RECORD - CIRCLE AND INITIAL THE BALLOT BAG TIE SERIAL NUMBERS USED FOR WARD #1 IS 58190 CHIEF INSPECTOR INITIALS: CWV

4 You and your partner will sign that you are working on this ward
5. Place the ward sign on the edge of the table, so that it is visible to observers.

6. Split your ward’s envelopes in half with your partner.
   *Keep them in alphabetical order

7. Review the envelopes for:
   - Voter signature
   - Witness signature
   - Witness address (house number, street name, city)
   *if written in red: accept

   ![Image](Ward 1.png)

8. After reviewing all the of the envelopes and removing any to be rejected, team members should take the envelopes to an envelope opening station in the room.

   Return to your table, when the envelopes have been opened.
**Partner 1**
A. Announce the voter’s name
B. Number the envelope
C. Remove the ballot from the envelope
D. Number the ballot

**Partner 2**
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

**3**
Repeat until all envelopes are counted
Keep envelopes in voter number order
Create a separate pile for ExpressVote ballots or ballots that need reconstruction
Partner 1
A. Announce the voter’s name
B. Number the envelope
C. Remove the ballot from the envelope
D. Number the ballot

Partner 2
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

! KEEP EXPRESSVOTE BALLOTS IN A SEPARATE PILE FROM THE OFFICIAL BALLOTS

Processing Emailed Ballots

1 Partner 1
A. Check for
   ‣ Voter signature
   ‣ Witness signature
   ‣ Witness address
B. Open the envelope attached to the certificate
C. Remove the ballot from the envelope
D. Announce the voter’s name
E. Number the envelope
F. Number the ballot
G. Certificate and envelope are added to Official Ballot envelopes stack
H. Place the ballot in a separate pile to be reconstructed

2 Partner 2
A. Announce the voter number
B. Cross the number off the voter number sheet
C. Record the number on the Absentee Voter Log

! EMAILED BALLOTS HAVE TO BE RECONSTRUCTED, SEE PAGE 8
Envelopes are rejected for missing:
- Voter signature
- Witness signature
- Witness address
- Should already be marked for rejection in red marker ink or red rejection stamp at the beginning of the batch of envelopes
  - Double check to make sure any have not been missed
    - If the Election Commission has not already marked an envelope to be rejected, please confirm with a Central Count Manager
- These ballots are not assigned a voter number

1. Record them as “RAB” (Rejected Absentee Ballots) on the GAB-104 with a reason code

### City of Milwaukee Election Commission GAB-104

<table>
<thead>
<tr>
<th>Incident Number</th>
<th>DESCRIPTION OF INCIDENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tally of Ballots Requiring Override</td>
<td></td>
</tr>
<tr>
<td>Blank:</td>
<td></td>
</tr>
<tr>
<td>Overvote:</td>
<td></td>
</tr>
<tr>
<td>ROB - Reconstructed Official Ballot Codes</td>
<td></td>
</tr>
<tr>
<td>D - Damaged</td>
<td>P - Pencil/Pen Marks</td>
</tr>
<tr>
<td>OTH - Other w/explanation (provide)</td>
<td></td>
</tr>
<tr>
<td>RAB - Rejected Absentee Ballot Certificate Envelope Codes</td>
<td></td>
</tr>
<tr>
<td>NWS - No Witness Signature</td>
<td>NVS - No Voter Signature</td>
</tr>
<tr>
<td>NWA - No Witness Address</td>
<td>OTH - Other w/explanation (provide)</td>
</tr>
<tr>
<td>RAB 1</td>
<td>Jane Voter NWA</td>
</tr>
</tbody>
</table>

2. Write on the outside of the envelope “RAB1”
   - RAB (Rejected Absentee Ballot)
   - Number each sequentially RAB-1, RAB-2, etc.

3. Rejected Envelopes
   - Place the “Rejected” unopened envelope containing the ballot in the Goldenrod Envelope
Reconstructing a Ballot

If you open a ballot and it is visibly damaged (torn, crinkled, stained, etc.) or sent via email (not an official ballot) will have to reconstruct the ballot with your partner.

- Both partners must always be present when reconstructing a ballot
- After you have assigned all your voter numbers for the ward, you should then reconstruct ballots
- Count the number of ballots that you need to reconstruct for the ward and get blank ballots from the Central Count Ballot Station

1. Partner 1
   A. Announce the voter’s name
   B. Number the envelope
   C. Remove the ballot from the envelope
   D. Number the ballot
   E. Place the ballot into a separate pile for reconstruction
   F. Keep the envelope (or certificate statement) with the other envelopes already processed

2. Partner 2
   A. Announce the voter number
   B. Cross the number off the voter number sheet
   C. Record the number on the Absentee Voter Log

3. Proceed to the Central Count Ballot Station to request the number of ballots that you will need to reconstruct
   *The person that issues the ballots will have initialed/stamped with it “CWV” for the issuing authority

4. For each ballot, determine why you are reconstructing the ballot:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emailed Ballot</td>
<td>E</td>
</tr>
<tr>
<td>Damaged</td>
<td>D</td>
</tr>
<tr>
<td>Overseas (Federal Only Ballot)</td>
<td>OS</td>
</tr>
<tr>
<td>Pencil/Pen Marks (Not Fully Scanned)</td>
<td>P</td>
</tr>
<tr>
<td>Wrong Ward*</td>
<td>WW</td>
</tr>
</tbody>
</table>

* If the ballot was for the wrong ward, you will need to reconstruct the ballot with votes only for the races that are in both wards
Record them as “ROB” (Reconstructed Official Ballot) on the GAB-104 with:

- The voter’s number
- Reason Code
- Initials

City of Milwaukee Election Commission GAB-104

<table>
<thead>
<tr>
<th>Incident Number</th>
<th>DESCRIPTION OF INCIDENT</th>
<th>Time Incident Occurred</th>
<th>Chief Inspector Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tally of Ballots Requiring Override</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Blank:</td>
<td></td>
<td></td>
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<tr>
<td>Overvote:</td>
<td></td>
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<tr>
<td>ROB - Reconstructed Official Ballot Codes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D - Damaged</td>
<td>P - Pencil/Pen Marks</td>
<td>OS - Overseas (Federal only ballot)</td>
<td>E - Emailed Reg Ballot</td>
</tr>
<tr>
<td>OTH - Other w/explanation (provide)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RAB - Rejected Absentee Ballot Certificate Envelope Codes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NWS - No Witness Signature</td>
<td>NVS - No Voter Signature</td>
<td>T - Tampered/Taped</td>
<td></td>
</tr>
<tr>
<td>NWA - No Witness Address</td>
<td>OTH - Other w/explanation (provide)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incident Number</th>
<th>Incident</th>
<th>Time Incident Occurred</th>
<th>Chief Inspector Initials</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROB 1</td>
<td>Jane Voter NWA</td>
<td></td>
<td>CWV/ML</td>
</tr>
<tr>
<td>#34 D</td>
<td></td>
<td></td>
<td>CWV/ML</td>
</tr>
</tbody>
</table>

On the original ballot:

A. Select the reason for reconstruction
B. Write the ROB#
C. Write your initials and your partner’s initials

For Official Use Only

**Inspectors:** Identify ballots required to be remade:

- □ Overvoted
- X Damaged
- □ Other

If this is the **Original Ballot**, write the serial number here:

**ROB1**

If this is the **Duplicate Ballot**, write the serial number here:

__________

Initials of inspectors who remade ballot:

**CWV** **ML**

On the reconstructed ballot:

A. Write the ROB#
B. Write your initials and your partner’s initials

For Official Use Only

**Inspectors:** Identify ballots required to be remade:

- □ Overvoted
- □ Damaged
- □ Other

If this is the **Original Ballot**, write the serial number here:

ML

If this is the **Duplicate Ballot**, write the serial number here:

**ROB1**

Initials of inspectors who remade ballot:

**ML** **CWV**
On the **reconstructed** ballot:
Write the voter’s number

Hand your partner the **original** ballot

Partner 1:
- Read off the votes as the voter recorded them
- Fill in votes on the ballot as the votes

Partner 2:
- Fill in votes on the ballot as the votes

Hand both ballots to Partner 1

Partner 1:
Verify the reconstructed ballot matches

Refold and place the **original** ballot in the Goldenrod Envelope

The **reconstructed** ballot is added to the stack of Official Ballots
1. Bundle all empty Absentee Envelopes in the order they were processed (voter number) with a rubber band and place them in the bin provided.

2. Initial the last voter number on the Voter Number Sheet.

3. Attempt to flatten the ballots
   - Bend them at the scored folds
   - Roll them in different directions

4. Prepare your processed ballots and paperwork to have them counted
   A. Put the Ballot Bag, Voter Log, Ward Sign, Voter Number Sheet, Write-in Form, and GAB-104 back into the Goldenrod Envelope
   B. Place the filled Goldenrod Envelope underneath the ballots

5. Take your ready to be counted work to the assigned counting station.
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ballot Prep Table 1 - A</td>
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<tr>
<td>Ballot Prep Table 1 - B</td>
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<tr>
<td>Ballot Prep Table 2 - A</td>
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<td>Ballot Prep Table 2 - B</td>
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<td>Ballot Prep Table 3 - A</td>
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<td>Ballot Prep Table 3 - B</td>
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<td>Ballot Prep Table 4 - A</td>
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<td>Ballot Prep Table 4 - B</td>
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<td>Ballot Prep Table 5 - A</td>
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<td>Ballot Prep Table 5 - B</td>
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<td>Ballot Prep Table 6 - A</td>
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<td>Ballot Prep Table 6 - B</td>
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<td>Ballot Prep Table 7 - B</td>
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<td>Ballot Prep Table 8 - B</td>
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<td>Ballot Prep Table 9 - A</td>
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<td>Ballot Prep Table 9 - B</td>
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<td>Ballot Prep Table 11 - A</td>
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<td>Ballot Prep Table 11 - B</td>
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<td>Ballot Prep Table 12 - A</td>
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<td>Ballot Prep Table 13 - A</td>
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<td>Ballot Prep Table 13 - B</td>
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<td>Ballot Prep Table 14 - A</td>
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<td>Ballot Prep Table 14 - B</td>
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<td>Ballot Prep Table 15 - A</td>
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<td>Ballot Prep Table 15 - B</td>
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<td>Ballot Prep Table 16 - A</td>
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<td>Ballot Prep Table 16 - B</td>
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<td>Ballot Prep Table 17 - A</td>
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<td>Ballot Prep Table 17 - B</td>
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<td>Ballot Prep Table 18 - A</td>
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<td>Ballot Prep Table 19 - B</td>
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<td>Ballot Prep Table 20 - A</td>
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<td>Ballot Prep Table 20 - B</td>
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<td>Ballot Prep Table 21 - A</td>
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<td>Ballot Prep Table 21 - B</td>
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</tbody>
</table>
Ballot Prep Table 22 - A
Ballot Prep Table 22 - B
Ballot Prep Table 23 - A
Ballot Prep Table 23 - B
Ballot Prep Table 24 - A
Ballot Prep Table 24 - B
Envelope Opener 1
Envelope Opener 2
Envelope Opener 3
Envelope Opener 4
DS200 Tabulator 1
DS200 Tabulator 2
DS450 Tabulator - A
DS450 Tabulator - B
Reconstructor Table 1 - A
Reconstructor Table 1 - B
Reconstructor Table 2 - A
Reconstructor Table 2 - B
Ballot Runner & Flattener - A
Ballot Runner & Flattener - B
Ballot Sorter
Dropbox Ballot Receiver
Thanks, Vanessa. I'm just nervous about how the WEC interprets the statute because other cities are operating differently.

Michael

On Tue, Oct 27, 2020 at 7:12 PM Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov> wrote:

Hi Michael,

As I noted on the call, I reached out to the WEC with my interpretation of Wis. Stat. 7.52(1)(a), which specifically references receipt by the municipal clerk, not central count. I informed them that we are still looking for additional guidance to ensure there are no unnecessary challenges as a result. They responded that they will review and get us an answer shortly. I have not heard anything.

Vanessa

Vanessa R. Chavez, City Attorney
City of Green Bay
(920) 448-3080
Vanessa.Chavez@greenbaywi.gov

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Hi Vanessa, have you been able to get an answer from the WEC about whether we can receive ballots at City Hall before 8 PM and then move them to Central Count after 8?

I’m very concerned that we’re walking into potential issues.

Thanks,

Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:

Election Officials Center
Mail Ballot FAQs
Mail Ballot Security

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Vanessa, Celestine,

Want to make sure you see this.

Michael

--------- Forwarded message ---------
From: Sam Munger
Date: Wed, Oct 28, 2020 at 6:10 PM
Subject: legal context on accepting ballots at central count after 8pm
To: Michael Spitzer-Rubenstein <michael@voteathome.org>, Amaad Rivera <amaadr@gmail.com>

Hey Amaad, Michael - I've been doing some digging on the dropbox closing time issue and thought I'd share what I've found out in case it's of help in formulating your plans. Feel free to give me a call to discuss, or to have the City Attorney's office reach out to me directly.

-SM

Here is what the WEC guidance on the issue (https://elections.wi.gov/sites/elections.wi.gov/files/2020-10/Election%20Night%20Results%20Clerk%20Memo%20FINAL.pdf) says: "absentee ballots must be delivered to the polling place or the central count facility by 8 p.m. on election night in order to be counted. This means that if a municipality has drop boxes or other drop off locations, the last pick up time needs to be properly noticed to the public to ensure that all ballots eligible to be counted are delivered to the polling place or central count facility no later than 8 p.m." So that seems fairly clear.

But both Ann Jacobs and Nate Judnic at the WEC have acknowledged the statutory scheme is a little more ambiguous. They are relying on the language in Wis State 6.87(6), (https://docs.legis.wisconsin.gov/statutes/statutes/6/iv/87/6), which says that "The ballot shall be returned so it is delivered to the polling place no later than 8 p.m. on election day. ...Any ballot not mailed or delivered as provided in this subsection may not be counted." They think that reading that strictly, as a best practice and to be consistent with those municipalities that count absentee ballots at the polling place, means that a municipality should get all dropbox ballots to a central count facility by 8pm.

That said, Nate acknowledged that based on the language in 7.52 (https://docs.legis.wisconsin.gov/statutes/statutes/7/ii/52) there is an argument that such ballots just need to be "received by the municipal clerk" by 8pm which is different than being at central count by 8pm. However, that argument has not been tested and any municipality that relies on it would have to be prepared for a possible challenge to any ballots arriving at central count after 8pm, and for those ballots not to count if they lost in court. So, the WEC's guidance erred on the side of safety, and that's what we are recommending municipalities do.
That said, Claire in Milwaukee is taking the approach that, should something interfere with ballots arriving by 8pm to central count from a dropbox (e.g. retrieval team blocked by car accident, protest, etc), she is ready and willing, if challenged, to make a legal argument that the ballots should still be accepted. Essentially, she believes there's a strong legal argument for accepting delayed ballots (voted at the dropbox, picked up before 7:30pm, but not back at central count), and her default will be to accept them after 8pm if they're coming from dropboxes.

**That being said, she is sticking with closing the dropboxes at 7:30pm** -- so there's still the issue of the 7:30-8pm voters, who will need to go directly to central count or their nearest precinct. (Deadline has been updated on official materials, a postcard has gone out with the new deadline to all absentee voters that have yet to submit their ballots, and Sam M is exploring having volunteers at the dropboxes at 7:30pm to help voters navigate their options once the dropboxes are closed.)

---

**Spoke to Nate at the WEC.**

As a best practice and to be consistent with those municipalities that count absentee ballots at the polling place, a municipality should get all dropbox ballots to a central count facility by 8pm. That said, Nate acknowledges the language in 7.52 and the argument that such ballots just need to be “received by the municipal clerk by 8pm which is different than being at central count by 8pm. However, that argument has not been tested and any municipality that does otherwise needs to recognize a possible challenge to any ballots arriving at central count after 8pm.

And, he closed by saying that the WEC is working to schedule a check-in call with all the central count municipalities in the next day to coordinate activities and answer question.

---

**Michael Spitzer-Rubenstein**
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

*Learn more about:*
- Election Officials Center
- Mail Ballot FAQs
- Mail Ballot Security
Hi Kim and Jaime, would you be able to pull the numbers on the absentee ballots returned and outstanding per ward?

If you want to just export the Excel files for the absentee ballot report, we can work with that. Ilana from the Vote at Home team will work to balance the loads so that each table has a similar number of ballots to prepare.

In addition, have you figured out which wards will be on the DS200? If not, we can do that too.

Thanks,
Michael

On Fri, Oct 30, 2020 at 4:31 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Hello!

I think it would be important for “us” (the clerk’s office) to pull data from WisVote which would tell us, the number of registered voters, the absentee ballot requests and returns per ward.

Kim has done a fabulous job keeping us posted on the daily totals. As we head into Election Day, it would be profitable for us to understand where we will need or require Election Day poll workers, and then also the allocation of ward assignments for Central Count.

Please let me know how I can help collect this data.

Thanks!!

Celestine
Celestine Jeffreys
Chief of Staff
Office of the Mayor
920.448.3006

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
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Mail Ballot Security
Hi Kim and Jaime, would you be able to pull the numbers on the absentee ballots returned and outstanding per ward?

If you want to just export the Excel files for the absentee ballot report, we can work with that. Ilana from the Vote at Home team will work to balance the loads so that each table has a similar number of ballots to prepare.

In addition, have you figured out which wards will be on the DS200? If not, we can do that too.

Thanks,
Michael

On Fri, Oct 30, 2020 at 4:31 PM Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov> wrote:

Hello!

I think it would be important for “us” (the clerk’s office) to pull data from WisVote which would tell us, the number of registered voters, the absentee ballot requests and returns per ward.

Kim has done a fabulous job keeping us posted on the daily totals. As we head into Election Day, it would be profitable for us to understand where we will need or require Election Day poll workers, and then also the allocation of ward assignments for Central Count.

Please let me know how I can help collect this data.

Thanks!!
Celestine
As discussed this morning:

65 people for shift 1 (6 AM - 3 PM)
65 people for shift 2 (2 PM - 11 PM)
25 people for shift 3 (10 PM - close)

I think the one big remaining question is just delivering the machines over to KI on Monday but I know, Diana, that you're working on it.

Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
## Calculation: Time/staff to process ballots with available equipment

### Assumptions

**Scenarios for VBM policy & communications:**
- **Promoted VBM**
  - 6000
  - 20%
  - 15
  - 1.5%

**Mail ballots returned on deadline/Election Day:**
- Total ballots: 46,701
- Total mail ballots returned: 34,150
- Mail ballots returned on deadline/Election Day: 6,830
- Election Day as % of all VBM returns: 20%
- Operations run 16 hours per day.

<table>
<thead>
<tr>
<th>Equipment / Staff</th>
<th>All available equipment &amp; staffing</th>
<th>Off-peak equipment and staffing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcode scanners (for marking as returned)</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Laptops (for signature verification)</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Ballot sorting workers</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Ballot scanners (DS-450)</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Ballot scanners (DS-200)</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Ballot reconstruction staffing level</td>
<td>15</td>
<td>0</td>
</tr>
</tbody>
</table>

### Process summary

**Projected bottlenecks for inbound ballot processing:**

<table>
<thead>
<tr>
<th>Process</th>
<th>Day (peak volume)</th>
<th>Days/weeks before</th>
<th>Day (off-peak volume)</th>
<th>Days/weeks before</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marking ballots as returned</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Signature verification</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Inbound ballots sorted</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballots extracted</td>
<td>24</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballots scanned</td>
<td>52</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballots reconstructed</td>
<td>14</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td># of processing staff, per shift</td>
<td>78</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td># of shifts, per day</td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total staff</td>
<td>156</td>
<td>15</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### How long will it take to: Process all mail ballots on Election Day?

#### Analysis of time required to process all returned mail ballots with pre-election signature certification and sorting, given available equipment.

**Target # of ballots returned on Election Day:**
- 6,830

**Time to Begin Scanning Ballots:**
- 6:00 AM

<table>
<thead>
<tr>
<th>Equipment / Staff</th>
<th># of units available / average staffing level</th>
<th>Machine processing capacity (ballots/hour/unit)</th>
<th>Process assumptions</th>
<th>Potential processing capacity (ballots/hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcode scanners (for marking as returned)</td>
<td>2</td>
<td>1200</td>
<td>Each worker can mark 1200 ballots per hour as returned.</td>
<td>2400</td>
</tr>
<tr>
<td>Laptops (for signature verification)</td>
<td>2</td>
<td>1200</td>
<td>Each worker can verify 360 ballot signatures per hour.</td>
<td>2400</td>
</tr>
<tr>
<td>Ballot sorting workers</td>
<td>2</td>
<td>1200</td>
<td>Each worker can process 600 ballots/hour by hand.</td>
<td>2400</td>
</tr>
<tr>
<td>Ballot scanners (DS-450)</td>
<td>1</td>
<td>12000</td>
<td>Each ballot scanner unit can open 12000 envelopes per hour.</td>
<td>12000</td>
</tr>
<tr>
<td>Ballot scanners (DS-200)</td>
<td>10</td>
<td>180</td>
<td>Each scanner unit can scan 180 ballots per hour.</td>
<td>1800</td>
</tr>
<tr>
<td>Ballot reconstruction staffing level</td>
<td>14</td>
<td>6</td>
<td>0.5% of ballots require reconstruction, i.e., 771 ballots.</td>
<td>84</td>
</tr>
</tbody>
</table>

### How long will it take to: Process all returned mail ballots on Election Day, given available equipment?

**Completion time (non-stop):**
- 11/23 3:00 PM

### Process assumptions

- **Case 1:** How long will it take to: Process all mail ballots on Election Day using available equipment?
- **Case 2:** How long will it take to: Process all returned mail ballots on Election Day, given available equipment?
### How long will it take to Complete ___ mail ballots using available equipment?

Analyze the time required to process a specified amount of mail ballots, given available equipment.

#### Target # of ballots: 20,000

<table>
<thead>
<tr>
<th>Equipment / Staff</th>
<th># of units available / average staffing level</th>
<th>Machine processing capacity (ballots/hour/unit)</th>
<th>Process assumptions</th>
<th>Potential processing capacity (ballots/hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcode scanners (for marking as returned)</td>
<td>2</td>
<td>1200 Each worker can mark 1200 ballots per hour as returned.</td>
<td>2400</td>
<td>2400</td>
</tr>
<tr>
<td>Laptops (for signature verification)</td>
<td>2</td>
<td>300 Each worker can verify 300 ballot signatures per hour.</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Ballot sorting workers</td>
<td>2</td>
<td>600 Each worker can process 600 ballots/hour by hand.</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>Ballot extractors</td>
<td>1</td>
<td>6000 Each ballot extractor unit can open 12000 envelopes per hour.</td>
<td>6000</td>
<td>6000</td>
</tr>
<tr>
<td>Ballot preparation teams</td>
<td>12</td>
<td>250 Each team can number, flatten, and prepare 250 ballots for scanning, per hour.</td>
<td>3000</td>
<td>3000</td>
</tr>
<tr>
<td>Ballot scanners</td>
<td>15</td>
<td>165 Each scanner unit can scan 165 ballots per hour.</td>
<td>2475</td>
<td>2475</td>
</tr>
<tr>
<td>Ballot reconstruction staffing level</td>
<td>14</td>
<td>0.05% of ballots require reconstruction, i.e., 100 ballots.</td>
<td>64</td>
<td>64</td>
</tr>
</tbody>
</table>

#### Days to complete processing task:

#### How much time is needed to Process returned ballots as they arrive each day?

Analyze your capacity to process an individual day's volume of returned ballots.

#### Daily hours of operation: 16

#### Days before Election Day: Election Day

<table>
<thead>
<tr>
<th>Equipment</th>
<th># of units available / average staffing level</th>
<th>Machine processing capacity (ballots/hour/unit)</th>
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<td>Barcode scanners (for marking as returned)</td>
<td>2</td>
<td>1200 Each worker can mark 1200 ballots per hour as returned.</td>
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<td>2400</td>
</tr>
<tr>
<td>Laptops (for signature verification)</td>
<td>2</td>
<td>300 Each worker can verify 300 ballot signatures per hour.</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Ballot sorting workers</td>
<td>2</td>
<td>600 Each worker can process 600 ballots/hour by hand.</td>
<td>1200</td>
<td>1200</td>
</tr>
<tr>
<td>Ballot extractors</td>
<td>1</td>
<td>6000 Each ballot extractor unit can open 12000 envelopes per hour.</td>
<td>6000</td>
<td>6000</td>
</tr>
<tr>
<td>Ballot preparation teams</td>
<td>12</td>
<td>250 Each team can number, flatten, and prepare 250 ballots for scanning, per hour.</td>
<td>3000</td>
<td>3000</td>
</tr>
<tr>
<td>Ballot scanners</td>
<td>15</td>
<td>165 Each scanner unit can scan 165 ballots per hour.</td>
<td>2475</td>
<td>2475</td>
</tr>
<tr>
<td>Ballot reconstruction staffing level</td>
<td>14</td>
<td>0.05% of ballots require reconstruction, i.e., 35 ballots.</td>
<td>84</td>
<td>84</td>
</tr>
</tbody>
</table>

#### Days to complete processing task:

#### What is the potential staffing for the week(s) leading up to Election Day?

Analyze your staffing levels with a reduced / off-peak staffing, for the weeks leading up to Election Day.

#### Daily hours of operation: 8

#### Days before Election Day: 7 days out

<table>
<thead>
<tr>
<th>Equipment</th>
<th># of units available / average staffing level</th>
<th>Machine processing capacity (ballots/hour/unit)</th>
<th>Process assumptions</th>
<th>Potential processing capacity (ballots/hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcode scanners (for marking as returned)</td>
<td>3</td>
<td>1200 Each worker can mark 1200 ballots per hour as returned.</td>
<td>3600</td>
<td>3600</td>
</tr>
<tr>
<td>Laptops (for signature verification)</td>
<td>3</td>
<td>300 Each worker can verify 300 ballot signatures per hour.</td>
<td>900</td>
<td>900</td>
</tr>
<tr>
<td>Ballot sorting workers</td>
<td>1</td>
<td>600 Each worker can process 600 ballots/hour by hand.</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Ballot extractors</td>
<td>0</td>
<td>250 Each ballot extractor unit can open 12000 envelopes per hour.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballot preparation teams</td>
<td>0</td>
<td>Each team can number, flatten, and prepare 250 ballots for scanning, per hour.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballot scanners</td>
<td>0</td>
<td>165 Each scanner unit can scan 165 ballots per hour.</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Ballot reconstruction staffing level</td>
<td>0</td>
<td>0.05% of ballots require reconstruction, i.e., 6 ballots.</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

#### Days to complete processing task:

### APP. 298
Hi Jaime, are the ballots going to be in trays/boxes within the bin?

I’m at KI now, trying to figure out whether we’ll need to move the bins around throughout the day or if we can just stick them along the wall and use trays or something similar to move the ballots between stations.

Michael
--
Michael Spitzer-Rubenstein  
State Lead for Wisconsin (Leadership Now Fellow)  
National Vote at Home Institute  
(310) 980-2872  
he/him
Hi all,

Sharing the updated versions of the ballot tracking sheets for Central Count:

1. Courier log for City Hall to KI (adjusting the dropbox log)
2. Processing cover sheet (for tracking a batch of ballots from a single ward into the DS450)
3. Reconstruction cover sheet (for tracking ballots that need remaking in a single batch across many wards)

Since we have the processes nailed down and I understand it all now, I'm going to work on the training manual tomorrow.

See you tomorrow,

Michael

--

Michael Spitzer-Rubenstein

State Lead for Wisconsin (Leadership Now Fellow)

National Vote at Home Institute

(310) 980-2872

he/him

Learn more about:

Election Officials Center

Mail Ballot FAQs
Hi all, here's the log I put together for moving ballots in the morning and evening.

It's meant to be printed double-sided so each truck will have its own sheet. We'll need to print 4 total, 2 for the morning, 2 for the evening.

Michael

On Fri, Oct 30, 2020 at 4:57 PM Celestine Jeffreys wrote:

Celestine Jeffreys is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting

Meeting ID: 
Passcode: 
One tap mobile
+19292056099,,82422490111#,,,,,,0##,763276# US (New York)
+13017158592,,82422490111#,,,,,,0##,763276# US (Germantown)

Dial by your location
+1 929 205 6099 US (New York)
+1 301 715 8592 US (Germantown)
+1 312 626 6799 US (Chicago)
+1 669 900 6833 US (San Jose)
+1 253 215 8782 US (Tacoma)
+1 346 248 7799 US (Houston)

Meeting ID: 
Passcode: 
Find your local number: https://us02web.zoom.us/n/kmjPjfv6

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
Hi Kim,
I'm putting together instructions for the Central Count workers, augmenting your guide with the DS450 instructions. There were just a couple points that I wanted to confirm.

Do you have a few minutes this afternoon to go through the process? I'll make myself available any time you are.

Thanks,
Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Public Observation and Covid-19

In order to protect the health and safety of our community, we may need to limit the number of observers allowed at polling places and Central Count. The Election Inspector of each location has determined how many observers are allowed at their location, based on space constraints and public health guidelines. Please be mindful of others who wish to observe and limit your observation if there are others waiting to observe.

All poll observers must follow COVID-19 precautions as recommended by the Centers for Disease Control and Prevention, including:

- Stay home if you have experienced any symptoms in the last 14 days, including but not limited to fever, chills, nausea, difficulty breathing, cough or fatigue.
- Wear a face covering that covers your nose, mouth, and chin at all times.
- Stay at least 6 feet distance away from others at all times.

Any observers not following these guidelines will be asked to comply or be removed from the observation area.

Remote Observation

To increase access to poll observation with and reduced the risk of transmission, we have set up remote observation of Central Count. A link to the livestream can be found on our website on Election Day. Challenges will only be accepted in person at Central Count. All rules for in-person poll observation remain in place for remote observation, including:

- DO NOT record voter or ballot data.
- DO NOT interfere with the conduct of the election.
- DO NOT use force, violence, or intimidation to compel a person to vote or refrain from voting.

What Are Observers NOT Allowed To Do?

Observers must comply with the rules of the Chief Election Inspector or they will be removed.

- DO NOT interfere in any way with the election process.
- DO NOT assist in Central Count operations.
- DO NOT touch election-related material, equipment or election staff.
- DO NOT sit at or stand behind the check-in tables.
- DO NOT communicate with Central Count personnel while they are engaged in a process.
- DO NOT converse with or solicit voters within 100 feet of the Central Count entrance to influence voting or question their qualifications to vote.
- DO NOT speak in a loud voice, cause confusion, or congregate inside a Central Count.
- DO NOT display any election material or wear campaign badges, buttons, or apparel.
- DO NOT wear the uniform of a law enforcement officer, private guard, or security personnel.
- DO NOT use video or cameras in a disruptive way or show how an elector has voted.

The National Vote at Home Institute is an IRS-approved section 501(c)(3) public charity. Your donation will be tax-deductible to the extent allowed by law.
I think were probably okay; I don’t think anyone challenged the ballots when they came in.

On Tue, Nov 3, 2020 at 9:27 PM Vanessa Chavez <Vanessa.Chavez@greenbaywi.gov> wrote:
Thanks for the heads up.

Sent from my iPhone

On Nov 3, 2020, at 8:27 PM, Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:

In case you didn’t hear, someone or several people harassed CSOs and prevented one of the dropbox deliveries from getting to City Hall by 8 PM.

We have the delivery logs to establish that they picked the ballots well before 8. Milwaukee is prepared to rely on the same interpretation we’re using about the City Hall dropboxes to say that any ballots in the hands of the clerk’s agents before 8 PM count.

Want you to be prepared and feel free to give me a call: [redacted].

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Voter Check-In Stations:
Voter checks in, receives ballot packet and then is instructed to vote at booths in the hallway and to sign their ballot with the clerk at the manned ballot box.
<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Task</th>
<th>People Needed</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday</td>
<td>PM</td>
<td>Prep ballot bins</td>
<td>Kim and staff</td>
<td>1 DS450, 2 DS200s, 4 envelope opening machines</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
<td>Move machines to KI</td>
<td>DPW or Maintenance</td>
<td></td>
</tr>
<tr>
<td>TBD</td>
<td></td>
<td>Move supplies to KI</td>
<td>Amaad and Michael</td>
<td>PPE, badges/stickers, printer, portable dropbox, list of assignments, table signs, pens, training materials, letter openers</td>
</tr>
<tr>
<td>TBD</td>
<td></td>
<td>KI Setup</td>
<td>Michael</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuesday</th>
<th>6am</th>
<th>Move ballot bins to KI</th>
<th>DPW</th>
<th>Michael at KI to guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot sorting</td>
<td>1</td>
<td>Ideally should be WisVote-trained</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Envelope Opening Machine Operator</td>
<td>24 teams</td>
<td>Also floater within pod for breaks</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot preparation teams</td>
<td>48</td>
<td>1 for each machine</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot scanners (DS-450)</td>
<td>2</td>
<td>Diana?</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot scanners (DS-200)</td>
<td>2</td>
<td>1 for each machine</td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Runners and Ballot Flatteners</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Shift 1</td>
<td>6am-3pm</td>
<td>Ballot reconstruction</td>
<td>4</td>
<td>2 teams, should be experienced</td>
</tr>
<tr>
<td>Shift 1</td>
<td></td>
<td>Supervision and check-in</td>
<td>2</td>
<td>Jaime, Amaad, (also MSR)</td>
</tr>
<tr>
<td>Shift 1</td>
<td></td>
<td>Shift 1 total</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Ballot sorting</td>
<td>1</td>
<td>Ideally should be WisVote-trained</td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Envelope Opening Machine Operator</td>
<td>4</td>
<td>Also floater within pod for breaks</td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Ballot preparation teams</td>
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<td>2pm-11pm</td>
<td>Ballot scanners (DS-450)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Ballot scanners (DS-200)</td>
<td>2</td>
<td>1 for each machine</td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Runners and Ballot Flatteners</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Shift 2</td>
<td>2pm-11pm</td>
<td>Ballot reconstruction</td>
<td>4</td>
<td>2 teams, should be experienced</td>
</tr>
<tr>
<td>Shift 2</td>
<td></td>
<td>Supervision and check-in</td>
<td>2</td>
<td>Jaime, Amaad, (also MSR)</td>
</tr>
<tr>
<td>Shift 2</td>
<td></td>
<td>Shift 2 total</td>
<td>65</td>
<td></td>
</tr>
<tr>
<td>Shift 3</td>
<td>10pm-close</td>
<td>Ballot sorting</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Shift 3</td>
<td>10pm-close</td>
<td>Ballot preparation teams</td>
<td>12</td>
<td>6 teams</td>
</tr>
<tr>
<td>Shift 3</td>
<td>10pm-close</td>
<td>Ballot scanners (DS-450)</td>
<td>2</td>
<td></td>
</tr>
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<tr>
<td>Shift 3</td>
<td></td>
<td>Shift 3 total</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Close</td>
<td></td>
<td>Move ballots to City Hall</td>
<td>DPW</td>
<td></td>
</tr>
<tr>
<td>Close</td>
<td></td>
<td>Take memory sticks to City Hall</td>
<td>Jaime</td>
<td></td>
</tr>
</tbody>
</table>
Wisconsin Safe Voting Plan 2020
Submitted to the Center for Tech & Civic Life
June 15, 2020

The State of Wisconsin found itself in the midst of an historic election in April of 2020 when statewide elections occurred in the midst of the COVID-19 pandemic. These elections included not only the presidential preference vote, but also local races for city councils, county boards, school board, and mayors, a statewide election for a seat on the Wisconsin Supreme Court, and numerous district-wide school referenda.

Municipalities were required to make rapid and frequent adjustments to ensure compliance with the rapidly changing Supreme Court, Wisconsin Supreme Court, and Wisconsin Election Commission (WEC) rulings about the election. (The April 2020 Election may go down in history as the only election in which the Wisconsin Supreme Court and the US Supreme Court weighed in on the same day on how the election would be conducted.)

The shifting legal landscape was also complicated by the extraordinary lengths municipal clerks went to to ensure that both voting and election administration were done in accordance with prevailing public health requirements.

As mayors in Wisconsin’s five biggest cities - Milwaukee, Madison, Green Bay, Kenosha, and Racine - we seek to work collaboratively on the two remaining 2020 elections (August 11th and November 3rd) to: safely administer elections to reduce the risk of exposure to coronavirus for our residents as well as our election officials and poll workers; identify best practices; innovate to efficiently and effectively educate our residents about how to exercise their right to vote; be intentional and strategic in reaching our historically disenfranchised residents and communities; and, above all, ensure the right to vote in our dense and diverse communities.
Table 1: Summary of Municipalities' Electorate Data, June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Estimated Eligible Voters</strong></td>
<td>71,661</td>
<td>73,000</td>
<td>213,725</td>
<td>430,000</td>
<td>56,000</td>
</tr>
<tr>
<td><strong>Registered Voters</strong></td>
<td>52,064</td>
<td>47,433</td>
<td>178,346</td>
<td>294,459</td>
<td>34,734</td>
</tr>
<tr>
<td><strong>2020 Election Budget</strong></td>
<td>$329,820</td>
<td>$205,690</td>
<td>$2,080,283</td>
<td>$2,986,810</td>
<td>$409,529</td>
</tr>
</tbody>
</table>

All five jurisdictions share concerns about how to best facilitate voter participation and limit exposure to coronavirus. All five jurisdictions spent all or most of the budgeted resources for all of 2020 on the extraordinary circumstances this Spring. If no plan is approved, it will leave communities like ours with no choice but to make tough decisions between health and the right to vote; between budget constraints and access to fundamental rights. The time that remains between now and the November Election provides an opportunity to plan for the highest possible voter turnouts in the safest possible ways.

We are collectively requesting a total of $6,324,527 as summarized in Table 3 below and detailed extensively in the plan.

**Review of the April 2020 Election**

The April 2020 election placed two sacred duties of cities in conflict: keeping our residents safe and administering free and fair elections. Since Wisconsin’s elections are administered at the municipal level, each municipality was on its own to deal with these dynamics. Our Municipal Clerks and their staff are all remarkable public servants, who responded nimbly and effectively to marshal the resources needed to run these elections under exceedingly challenging circumstances. In this election, all five of our municipalities faced:

- Precipitous drop-offs of experienced poll workers;
- A scramble to procure enough PPE to keep polling locations clean and disinfected and to mitigate COVID-19 risk for election officials, poll workers, and voters;
- A never-before-seen increase in absentee ballot requests;
- High numbers of voters who struggled to properly submit required photo ID and/or provided insufficient certification of absentee ballot envelopes; and
- Voters who, understandably, were completely confused about the timeline and rules for voting in the midst of a pandemic and required considerable public outreach and individual hand-holding to ensure their right to vote.
See Table 2, below, for detailed data on all five municipalities’ April 2020 absentee mail and in-person early voting experiences.

**Table 2: Summary of Municipalities’ Experiences in April 2020 Election**

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters who requested absentee ballots for April election</td>
<td>15,509</td>
<td>16,017</td>
<td>89,730</td>
<td>96,712</td>
<td>11,615</td>
</tr>
<tr>
<td># of absentee ballots successfully cast in April</td>
<td>11,928</td>
<td>13,144</td>
<td>77,677</td>
<td>76,362</td>
<td>9,570</td>
</tr>
<tr>
<td># of absentee ballot requests unfulfilled due to insufficient photo ID</td>
<td>Unknown</td>
<td>Unknown</td>
<td>1,840</td>
<td>2.5%</td>
<td>Estimated hundreds</td>
</tr>
<tr>
<td># of absentee ballots rejected due to incomplete certification</td>
<td>312</td>
<td>196</td>
<td>618</td>
<td>1,671</td>
<td>368</td>
</tr>
<tr>
<td># of secure drop-boxes for absentee ballot return</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td># of days of early voting</td>
<td>12</td>
<td>10</td>
<td>19</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Use curbside voting for early voting?</td>
<td>✓</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td># of voters who voted in-person early absentee</td>
<td>778</td>
<td>85</td>
<td>4,930</td>
<td>11,612</td>
<td>1,543</td>
</tr>
<tr>
<td># of additional staff enlisted for election-related efforts</td>
<td>86</td>
<td>60</td>
<td>225</td>
<td>95</td>
<td>20</td>
</tr>
<tr>
<td>$ spent on PPE</td>
<td>$2,122</td>
<td>$13,000</td>
<td>$6,305</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td># of polling locations</td>
<td>2</td>
<td>10</td>
<td>66</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Use drive-thru or curbside voting on Election Day?</td>
<td>✓</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Comprehensive Election Administration Needs for 2020

In early June 2020, all five municipal clerks and their staff, with review and support from all five cities’ Mayors and Mayoral staff, completed a detailed, multi-page template (attached) providing both data and information about the municipalities’ election plans and needs. This Wisconsin Safe Voting Plan 2020 is based on that comprehensive information. All five of our municipalities recommend the following four strategies to ensure safe, fair, inclusive, secure, and professional elections in our communities for the remaining 2020 elections:

**Recommendation I: Encourage and Increase Absentee Voting (By Mail and Early, In-Person)**

1. Provide assistance to help voters comply with absentee ballot requests & certification requirements
2. Utilize secure drop-boxes to facilitate return of absentee ballots
3. Deploy additional staff and/or technology improvements to expedite & improve accuracy of absentee ballot processing
4. Expand In-Person Early Voting (Including Curbside Voting)

**Recommendation II: Dramatically Expand Strategic Voter Education & Outreach Efforts, Particularly to Historically Disenfranchised Residents**

**Recommendation III: Launch Poll Worker Recruitment, Training & Safety Efforts**

**Recommendation IV: Ensure Safe & Efficient Election Day Administration**

As detailed in this plan, our municipalities are requesting a total of $6,324,567 to robustly, swiftly, comprehensively, and creatively implement these four strategic recommendations in each of our communities. That request is summarized as follows in Table 3, below, and detailed extensively in the remainder of this plan.
Table 3: Summary of Resources Needed to Robustly Implement All Four Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage and Increase Absentee Voting By Mail and Early, In-Person</td>
<td>$277,000</td>
<td>$455,239</td>
<td>$548,500</td>
<td>$998,500</td>
<td>$293,600</td>
<td>$2,572,839</td>
</tr>
<tr>
<td>Dramatically Expand Strategic Voter Education &amp; Outreach Efforts</td>
<td>$215,000</td>
<td>$58,000</td>
<td>$175,000</td>
<td>$280,000</td>
<td>$337,000</td>
<td>$1,065,000</td>
</tr>
<tr>
<td>Launch Poll Worker Recruitment, Training &amp; Safety Efforts</td>
<td>$174,900</td>
<td>$145,840</td>
<td>$507,788</td>
<td>$800,000</td>
<td>$181,500</td>
<td>$1,810,028</td>
</tr>
<tr>
<td>Ensure Safe &amp; Efficient Election Day Administration</td>
<td>$426,500</td>
<td>$203,700</td>
<td>$40,500</td>
<td>$76,000</td>
<td>$130,000</td>
<td>$876,700</td>
</tr>
<tr>
<td>Totals:</td>
<td>$1,093,400</td>
<td>$862,779</td>
<td>$1,271,788</td>
<td>$2,154,500</td>
<td>$942,100</td>
<td>$6,324,567</td>
</tr>
</tbody>
</table>
Recommendation 1: Encourage & Increase Absentee Voting By Mail and Early, In-Person

Of all the things that need to be done to ensure access and safety at the polls, this is perhaps the most important and timely. It is time, resource, and labor intensive but results in the voter being able to vote by mail or from the relative safety of their car or at a socially distanced and carefully planned early voting site.

Overview of Absentee Voting in Wisconsin

Before discussing our strategies and plans to encourage and increase absentee voting, both by mail and in-person, early voting, it’s important to first understand the absentee voting context in Wisconsin.

There are two ways to vote early in Wisconsin: in-person and through the mail. Both are technically called “absentee voting,” a phrase held over from a time when absentee voting required you to affirm that you were over 80, ill, or going to be out of the municipality on Election Day. Those requirements no longer exist in the statutes, and people can vote early, or absentee, for any reason. The April 2020 election saw dramatic increases in the number of absentee ballot requests over previous elections.

While for many regular voters, absentee voting - whether completed by mail or early, in-person - is a relatively easy process, our five cities understand that absentee voting does not work easily for all voters. Our communities of color, senior voters, low-income voters without reliable access to the internet, people with disabilities, and students all have legitimate concerns about the absentee voting process.

Voting absentee by mail has been complicated by the fairly recent imposition of state law requiring voters to provide an image of their valid photo ID prior to first requesting an absentee ballot. While this works relatively easily for voters who have valid photo IDs and the technology necessary to upload an image file of that valid ID into the state’s myvote.wi.gov website, it does not work well or easily for other voters who do not have valid photo ID (complicated by closure of DMVs due to the pandemic), lack access to reliable internet (also complicated by coronavirus-related closures or reduced hours at libraries and community centers, leaving those residents without regular public internet access that our municipalities normally provide), those who don’t have smart phones to take and upload photos, and those who need additional education about what constitutes a valid photo ID. (For example, countless voters in our municipalities attempted to submit “selfies” as valid photo ID. Explaining to them that this was not a valid form of photo ID and instructing them on how to properly submit valid ID took considerable staff time and resources.)

Once the absentee ballot is received, it must be completed correctly to be successfully cast, and there are numerous certification requirements on the absentee ballot envelope; if not correctly completed, the ballot could be rejected. Prior to this April’s
election, very small numbers of voters had traditionally chosen to cast ballots by mail. Municipal clerks' offices simply were not prepared and do not have the staffing or technological resources needed to quickly process dramatically higher numbers of absentee ballot requests, troubleshoot problems, answer voter questions, provide information and to expedite the processing of thousands of received absentee ballots on Election Day.

In-person early absentee voting also poses challenges for voters and election administrators. While all of our communities had previously offered early voting locations and hours, April’s election required election officials to creatively and quickly expand in-person early voting opportunities, including curbside voting, all while prioritizing necessary COVID-19 precautions.

As indicated by Table 4, below, all five of our municipalities are already experiencing dramatic increases in the number of voters requesting to vote absentee, compared to pre-pandemic, and must procure resources to enable voters in our communities to meaningfully access absentee voting.

Table 4: Absentee Ballots in All Municipalities as of June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters on permanent absentee list prior to 2/18/20</td>
<td>1,628</td>
<td>1,856</td>
<td>2,062</td>
<td>6,252</td>
<td>613</td>
</tr>
<tr>
<td># of voters on permanent absentee list as of 4/7/20</td>
<td>4,306</td>
<td>3,469</td>
<td>8,665</td>
<td>23,374</td>
<td>2,684</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for August 2020</td>
<td>5,162</td>
<td>9,450</td>
<td>36,092</td>
<td>53,438</td>
<td>3,389</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for November 2020</td>
<td>4,859</td>
<td>9,123</td>
<td>34,164</td>
<td>50,446</td>
<td>3,204</td>
</tr>
</tbody>
</table>

We are committed to making voting accessible via mail, in-person prior to Election Day, and at the polls on Election Day. Particularly in the midst of a global pandemic when many voters are rightfully apprehensive about in-person voting, we want to ensure that voters in our communities know they have options and we are committed to conducting the necessary voter outreach and education to promote absentee voting and encourage higher percentages of our electors to vote absentee.
Increasing the number of voters who cast votes prior to Election Day minimizes the risk of spreading COVID-19 on Election Day from in-person contacts at our polling locations, and it reduces the chance for lines and delays in voting on Election Day.

The Wisconsin Election Commission (WEC) has approved a proposal to mail all registered voters absentee ballot request forms, which allows our five communities to focus on helping voters overcome the barriers to successfully returning those forms so they can obtain, and then successfully submit, their completed absentee ballots. This measure will provide absentee request information directly to voters, alleviating the need for municipalities to expend the cost to send the mailing. However, it is unclear how this measure will affect the workload of municipal clerks. Although the WEC has directed that the forms be returned to the WEC for entry, municipal clerks must still review each record, process, mail, record receipt and canvass each absentee ballot.

All of our municipalities anticipate continued large increases in absentee voting based on the April 2020 trends. Milwaukee, for example, anticipates that 80% of residents will vote absentee by mail for both the August primary and the November general election.

All five cities have identified numerous barriers to successful absentee voting, including: voters facing numerous challenges to successfully submitting valid photo ID; voters needing assistance complying with absentee ballot certification requirements, including obtaining the required witness signature on the absentee ballot return envelope; the labor-intensive process faced by all of our clerks' offices of processing absentee ballot requests; and U.S. Postal Service errors and mail delays. All of these are challenges for our municipalities in normal elections, but they are all compounded by the coronavirus pandemic, and made exponentially more difficult by the unprecedented volume of absentee voting requests. This puts tremendous strain on municipal election clerks and their staff.

Our five cities share the desire to assist as many residents as possible with casting ballots before Election Day, serving as the greatest opportunity we have to mitigate the spread of COVID-19 in our communities. We have identified several strategies to help voters in each of our communities overcome these barriers to successful absentee voting, both by mail and in-person early voting.

Overall, our five communities are requesting $2,572,839 in resources related to enabling our municipalities to overcome these particular barriers and ensure that our voters can meaningfully access absentee voting, both by mail and in-person early voting. These strategies and resource needs are broken down into four distinct component recommendations, within the overall umbrella of increasing and encouraging absentee voting:
1. **Provide assistance to help voters comply with absentee ballot requests & certification requirements**

- **Green Bay:** The City would like to employ bilingual LTE “voter navigators” ($45,000) to help residents properly upload valid photo ID, complete their ballots and comply with certification requirements, and offer witness signatures. These voter navigators can assist voters prior to the elections and then also be trained and utilized as election inspectors. They would also like to utilize paid social media and local print and radio advertising to educate and direct voters in how to upload photo ID and how to request and complete absentee ballots. ($2,000) **Total: $47,000**

- **Kenosha:** The City would like to have Clerk’s staff train library staff on how to help residents request and complete absentee ballots, would like to produce ($3,000) and mail ($26,200) a bilingual absentee ballot instruction sheet with all absentee ballots to increase correctly completed and submitted ballots. The City would like to hire a trainer for seasonal election workers, volunteers and poll workers. This employee would also coordinate assignments to polling locations, the early driver up voting site, the Clerk’s office for assistance in processing, data entry and filing of absentee requests and the Absentee Board of Canvassers (approximately $50,000). The increase in absentee ballots due to COVID-19 has tremendously increased the workload of the department. In order to properly serve the citizens and voters additional LTE employees are needed (approximately $175,000). **Total: $254,200**

- **Madison:** Plans to hold curbside “Get your ID on File” events with the Clerk this summer utilizing volunteers or paid poll workers ($15,000) equipped with PPE (estimated $5,000) and digital cameras ($4,500) to capture voter ID images for voters who are unable to electronically submit their IDs to the Clerk’s office. They also need large flags to draw attention to these curbside sites ($4,000). Would also like mobile wifi hotspots and tablets for all of these sites ($100,000) so voters could complete their voter registration and absentee requests all at once, without having to wait for staff in the Clerk’s office to follow up on paper forms. (These mobile wifi hotspots, tablets, and flags, could all then be repurposed for early in-person voting closer to the election.) **Total: $128,500**

- **Milwaukee:** The City notes that the biggest obstacle to Milwaukee residents, particularly those in poverty, to applying for an absentee ballot in April was access to the internet and securing an image of their photo ID. To address this, the City will be promoting and utilizing Milwaukee Public Library branch staff ($90,000 for both elections) for 3 weeks prior to each election to assist any potential absentee voters with applying, securing, and uploading images of their valid photo ID. **Total: $90,000**

- **Racine:** The City will recruit and promote ($1,000), train ($3,000), and employ paid Voter Ambassadors ($8,000) who will be provided with both PPE and
supplies ($4,000) and set up at the City’s community centers to assist voters with all aspects of absentee ballot request, including photo ID compliance. Due to the increase of absentee mailed requests the City of Racine will need an additional 2 full time staff members in the Clerk’s Office in order to have a reasonable turnaround time for absentee requests ($100,000). Total: $116,000.

**Total: $635,700**

2. **Utilize Secure Drop-Boxes to Facilitate Return of Absentee Ballots**

Our five communities all share a desire to expand voters’ ability to easily return absentee ballots to the municipality without having to rely on the postal service, since, after April’s election, many voters are (rightfully) apprehensive that putting their completed ballot in the mail does not guarantee it will be received and counted by the municipality by statutory deadlines. Voters also need to have confidence that they are returning their completed absentee ballots into secure containers that are not at risk of tampering. All five cities need resources to purchase additional secure drop-boxes and place them at key locations throughout their cities, including libraries, community centers, and other well-known places, to ensure that returning completed ballots is as secure and accessible to voters throughout our cities as possible.

- **Green Bay:** The City would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay’s libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall. **Total: $50,000**

- **Kenosha:** The City currently has two drop-boxes that are checked throughout the day, and would like to install 4 additional internal security boxes at Kenosha libraries and the Kenosha Water Utility so that each side of town has easy access to ballot drop-boxes. **Total: $40,000**

- **Madison:** The City would like to have one secure drop box for every 15,000 voters, or 12 drop boxes total ($36,000). The City would also like to provide a potential absentee ballot witness at each drop box, utilizing social distancing and equipped with PPE (staff costs unknown): **Total: $50,000**

- **Milwaukee:** The City would like to install secure 24-hour drop boxes at all 13 Milwaukee Public library branches, staffed with socially distanced volunteers to serve as witnesses. **Total: $58,500**
• **Racine:** The City currently has one secured drop box for absentee ballots, and would like to have 3 additional drop boxes, each equipped with security cameras, to install at key locations around the City. **Total: $18,000.**

**Total: $216,500**

3. **Deploy Additional Staff and/or Technology Improvements to Expedite & Improve Accuracy of Absentee Ballot Processing**

The process of assembling and mailing absentee ballots is labor-intensive, slow, and subject to human error. Absentee ballot requests must be approved and entered into the statewide system, labels must be printed and applied to envelopes, ballots must be initialled, folded, and inserted into the envelope along with instructions. Ballots must be logged when received back from the voter. Undeliverable ballots must be reviewed, reissued or canceled. When voters make mistakes on ballots the requests to reissue must be completed. These tasks are time-consuming and utilizing existing clerk’s office staff pulls them away from all of the other service requests, phone answering, and tasks handled by busy municipal clerks’ offices.

The tremendous increase in absentee ballot requests in April was unprecedented, and municipal clerks and their staff were unprepared for the volume. They responded remarkably well - particularly since many of their staff were, by late March and early April, working remotely or, at a minimum, all needing to adhere to social distancing and masking precautions when working together in the same room - but all five municipalities need additional resources to accurately and swiftly process absentee ballot requests.

• **Green Bay:** The City needs 45 additional staff to process absentee ballot requests before the election, to open and verify envelopes on Election Day, and insert them into the tabulators. After the election, staff are needed to enter new voter registrations and assist with all election certification tasks ($140,000 for staffing) The City would also like to purchase a ballot opener and ballot folder to expedite processing ($5,000). **Total: $145,000.**

• **Kenosha:** The City needs resources for absentee ballot processing, to staff and process early, in-person absentee requests, and to answer voters’ questions (approximately $100,000). Additional workers are also needed to canvass absentee ballots (approximately $11,000) **Total: $111,000**

• **Madison:** Based on data from April, the City estimates it will need additional staffing ($110,000) for hourly election clerks for the fall elections, and will incur
Ehley of Wauwatosa" are asking “to postpone the state’s primary and scrap in-person voting less than 12 hours before polls opened”.  

4. April 9, 2020 “the city of Green Bay’s Mayor, Eric Genrich intentionally caused chaos ahead of the April 7 election. Rather than to administer the election as safely and efficiently as possible, Genrich caused confusion and made it more difficult for people from his city to vote. His efforts through the election into chaos caused massive lines in the city of Green Bay to vote”.

5. Sep. 24, 2020 “Green Bay receives half-a-million in grant money for improving election safety”. “The Center for Tech and Civic Life non-profit is helping out cities across the county. About $1.5 million in total is set aside for Green Bay, to buy equipment for polling locations and pay poll workers more. However, a series of federal lawsuits filed today in battleground states say the money is intended to use government employees to influence the count on the presidential election, by intentionally targeting Democratic strongholds to boost voter turnout in those areas only”.

Following the spring primary, the mayor’s office continued to control the elections at the frustration of the municipal clerk as indicated in synopsis of emails provided:

1. Kris Teske, March 16, 2020 "I'm not comfortable with the number of people coming into the Clerk's Office. I am going to setup a station for people to fill out their absentee request. Can I have everyone request a permanent absentee ballot, so they don’t have to give photo ID?" To Genrich, Ellenbecker.


3. Kris Teske, June 19, 2020 "Yes, I have time on Monday." Ellenbecker response “Let’s take each new issue/decision one at a time. I will try to be more supportive of your role as Clerk and decisions that you need to make. Let’s move forward and not look behind.”

4. Ellenbecker, July 8, 2020 “Sounds like there has been discussion about Hazard Pay, especially since we have now received the $1,093,400 grant.” To Kris and Celestine

5. Kris Teske, July 9, 2020 “I haven’t been in any discussions or emails as to what they are going to do with the money. I only know what has been on the news/in the media. I received an email this morning from the Mayor concerning using the old Circuit city building for early voting. I don’t know anything about this or how it will be staffed. Are we going to use city staff that are certified in the system? The Clerk’s Office doesn’t have the staff to work at different locations when the Clerk’s Office is open. Again, I feel I am being left out of the discussions and not listened to at the meetings. Also, it talked about electronic poll books and the faster tabulator. I was told by WEC we can’t get electronic poll books this year and I don’t think doing something like this on the biggest election would be good anyway. If we could get the faster tabulator that would be great, but I don’t know if there are any left. I am worried about getting absentee ballots done on Election Day.” To Ellenbecker.

6. Kris Teske, July 9, 2020 “I just attended the Ad Hoc meeting on Elections. I keep getting the run around on when I can purchase the DS450 if there are any available.” “Did you see the Mayor’s response to me concerning Satellite polling locations? You stated that I should let him, and Celestine know about the June 11th deadline. I feel he is mad but it’s the law. Celestine said the attorneys will fight it out. If the decision is to go forward with additional sites, I would like it in writing for the file. I don’t want anyone to think I didn’t follow the law.” In April, the WEC was fine with what we did because of the urgency. I don’t know if you read my email asking who is going to staff these additional sites. I asked in the meeting if it was City staff and was told it could be. These people have to be certified in the WEC system to be able to run it. We don’t have extra staff in the Clerk’s office for this. I also stated that we can’t just put two new people in a building and think they will be able to run it without questions.” “I also asked when these people from the grant give us advisors who is going to be determining if their advice is legal or not. Every state has different laws. And this group is from Illinois. They already should have pointed out that additional in-person early voting sites can’t happen because of the deadline has passed. I asked who are they going to be working with-Celestine? She said yes and the others but Kris you are the leader. None of this has been discussed with me. Celestine also stated the Ad Hoc Committee will be helping to make the decisions for the grant money. I thought this meeting was to assist the Clerk’s Office. I don’t know what our role is anymore. If you get a chance, please watch the meeting, and let me know your thoughts. I don’t know what the answer is, and I don’t think it pays to talk to the Mayor because he
sides with Celestine, so I know this is what he wants. I just don’t know where the Clerk’s Office fits in anymore.” To Ellenbecker.

7. Ellenbecker, July 14, 2020 “Kris, when we get to the acceptance of the Center for Tech & Civic Life Grant for $1,093,400 and WEC for $57,535.30 do you want me to send the microphone over to you first to discuss and explain or do you want me to send it to Celestine?” To Kris.

8. Kris Teske, July 14, 2020 “Celestine would be the better choice. I have been reading things on Facebook about people complaining where the million is coming from. I think it might get political. Celestine also talked about having advisors from the organization giving the grant who will be “helping us” with the election and I don’t know anything about that.” To Ellenbecker.

9. Kris Teske, July 14, 2020 “the city of Green Bay has been given money through some big grants. I have been given the go ahead to work with our procurement department manager to purchase a DS450. Please, please, please tell me you have one left to purchase.” Response from Hoversten “The unit that I had allocated for you has been reallocated, after the decision from you not to purchase. I will put your name back on the list and hope for the best.”

10. Kris Teske, August 6, 2020 “We can purchase the DS450.” To Winters, Ellenbecker, Jeffreys

11. Kris Teske, August 28, 2020 “As you know I am very frustrated, along with the Clerk’s Office. I don’t know what to do anymore. I am trying to explain the process, but it isn’t heard. I don’t feel I can talk to the Mayor after the last meeting you, me, Celestine, and the Mayor had even though the door is always open. I don’t understand how people who don’t have the knowledge of the process can tell us how to manage the election. Ald. Dorf says the Clerk’s Office is under attack?!?! Why?!?! You are my boss, so I am coming to you. If you can’t help, please let me know who I should go to get this worked out.” (to Ellenbecker)

12. Priya Garg, US Digital Response, August 28, 2020 Subject: Sendgrid access for November elections. “We are moving forward to implement a very light tool that her and her team can use within the next week. We’ll need Green Bay to sign up for “Essentials” pricing plan with Sendgrid. We’ll be using Sendgrid to allow Kris and her team to send batch emails at scale, as opposed to having to manually send individual emails back and forth with election officers.” To Mike Hronek.

13. Kris Teske, August 31, 2020 “Here is a perfect example. I had everything setup (see attached email). Now they go to Celestine for the okay…what extra help? I told Ald. Gerlach what was needed for the privacy sleeves now Celestine is telling her something different and telling her that he will arrange the order and purchase.” To Ellenbecker.

14. Kris Teske, September 2, 2020 “As I think you are aware, I do not want to attend another ad hoc meeting. This committee isn’t helping the Clerk’s Office it’s intimidating, micromanaging, and bullying behavior not assisting.”

15. Ellenbecker, September 4, 2020 “Hi mayor, Kris pulled together a list of additional equipment that we would like to request from CTCL.” “Celestine requested need $20,000 (for local groups) and another $15,000 for absentee ballot collection and events. I think this money is not allocated in the current budget. It’s a modest amount.” To Genrich.

16. Nathan Smith, CTCL, September 9, 2020 “Because Green Bay was one of the early recipients of funds under this program, we’ll be able to expedite additional funds to get you the resources you need.” To Teske, Ellenbecker, Jeffreys, Genrich.

17. Kris Teske, September 10, 2020 “I have made known over and over we should not be hiring felons” (poll workers).

18. Ellenbecker, September 21, 2020 “…Fox Ford grand Rapids, MI set up and approving two invoices for $49,554 each (total of $99,108). The payment schedule to be made tomorrow as the truck as the truck are expected on Wednesday?” To Nathan Wachtendonk.

19. Ellenbecker, September 21, 2020 “Wanted to give you a heads up…Nathan Wachtendonk has done an amazing job searching and locating the Election trucks that are being covered by the election grant. They have been ordered, will be paid for tomorrow, and should be delivered Wednesday. These trucks will be extremely valuable during the election periods and are multi-purpose and can also be used by DPW and Parks.” To Genrich, Jeffreys, Teske Wayte.

20. May Whitney, CTCL, September 30, 2020 Subject: Dayna in Green Bay “She can help Kris with Central Count-making sure it’s set up in a way that’s safe and efficient for the Clerk’s staff and observers. Essentially, she can take on any election task that you assign. And, if she’s there, I imagine this will cut down on some of the back-and-forth with the phone calls and emails. I think I mentioned this before, but we have another person from Elections Group who is assisting Claire in Milwaukee. He moved there in September. So, all of this to say, having Dayna in Green Bay
3. To approve refunding taxable 2010 General Obligation purpose bonds (BABs).

4. To approve the acceptance of the Center for Tech & Civic Life grant for $1,093,400 as long as any clawback provision be brought back to the Common Council.

5. To approve the report out of the acceptance of the WEC CARES subgrant for $57,535.30 with allowable uses to prevent, prepare for, and respond to coronavirus, domestically or internationally, for the 2020 Federal election cycle.

6. To receive and place on file the review of the City of Green Bay’s 10-33 program inventory.

7. To approve the purchase of Type I ambulance for GBMFD for the sum of $261,617 from Jefferson Fire & Safety, the lowest responsive, responsible bidder for RFQ #3266.

8. To approve the purchase of Mitel Phone system from CCCP off the SourceWell group purchasing cooperative contract contingent on the supporting documentation being included in the Council packet.

9. To approve Option #1 authorizing up to $50,000 from our 2020 contingency fund and spreading the balance of the contract over 2021-2022 under the direction of the Procurement Manager to negotiate that agreement with the expectation of the Revaluation Assessment service to be completed by 1/1/22 for the 2023 Budget.

10. No recommendation on the request for approval of amendment to cell tower lease at Ted Fritsch Park, with with summary of change and amendment to be provided to Council.

11. No recommendation on the request for approval of amendment to cell tower lease at Fisk Park, with summary of change and amendment to be provided to Council.

12. To receive and place on file the request by Ald. Wery to offer a pay incentive/bonus for poll workers who have worked and will work this year during the Covid-19 situation, and to refer to HR / Personnel staff the request to adopt a policy for future hazard pay situations for research on hazard pay policies.

13. To receive and place on file the request by Ald. Wery for an update on the Zima v Schmitt lawsuit.

The Council may convene in closed session pursuant to Section 19.85(1)(g), Wis. Stats., for the purpose of conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved. The Council may thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to report the results of the closed session and consider the balance of the agenda.

14. To receive and place on file the report of the Claims Committee.

The Council may convene in closed session pursuant to Section 19.85(1)(g), Wis. Stats., for the purpose of conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved. The Council may thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to report the results of the closed session and consider the balance of the agenda.


1. To refer to staff to generate a cost estimate for the installation of surveillance equipment at Seymour Park and bring back to Park Committee for review.
2. To direct staff to research the feasibility of including funding to develop a park in the Bay Highlands area as part of the 5 year Capital Improvement Plan to be presented in the fall of 2020.

3. To hold until the next Park Committee the updates on the budget, cost estimates and phasing plan options for the beach project at Bay Beach Amusement Park.

4. To approve the request for the Wildlife Sanctuary to reinstate the on-site deer management program per the recommendations in the Bay Beach Wildlife Sanctuary On-Site White Tailed Deer Population Study.

5. To approve the updated 2020-2024 Green Bay Parks, Recreation and Forestry Open Space Plan.

6. To approve a resolution in support of the updated 2020-2024 Green Bay Parks, Recreation and Forestry Open Space Plan.

7. A. To approve the purchase of one (1) Utility Vehicle for $60,268 from Bobcat Plus Inc.

    B. To approve the purchase of one (1) 26,000 GVW Cab & Chassis for $69,970 from Truck Country of Iowa Inc.

8. To receive and place on file the staff update to the 2020 City of Green Bay Parks COVID-19 Reopening Plan as it relates to splash pads and wading pools. (INFORMATIONAL ONLY)

R. Ad Hoc Committee on Elections (July 9, 2020)

1. To approve the Wisconsin Safe Voting Plan (grant funded by the Center for Tech and Civic Life) and the recommendations contained therein.


1. To receive and place on file the Tax Incremental Districts annual reports.

T. Receive and Place on File.


U. Committee of the Whole.


2. Consideration with possible action on the "Resolution Extending the State of Emergency for the City of Green Bay COVID-19 Response."

V. Resolutions.
1. To approve the request by Michael Krouth, 311 N. Henry Street, to refund $470 in connection fees for mini-storm sewer connection.

2. To approve the request to amend and update the Stormwater Utility ordinance to include and explain the impact trees have on stormwater retention and drainage, and to provide a dollar credit to property owners who have trees planted or growing on their property in order to be consistent and fair with what the majority of the Common Council passed in November 2019. If the ordinance and Equivalent Residential Unit calculations are not adjusted appropriately, then Forestry expenses should no longer be paid for by Stormwater utility rates effective January 2021 (referred to staff at the April 29, 2020 Improvement and Services Committee meeting to modify existing ordinance to further define pervious area in the ordinance and report back to Committee) and to approve the draft General Ordinance No. 26-20. (Ald. Brunette)

3. To refer back to staff the request that Department of Public Works looks into the storm water sewer backups starting from East Shore Circle to California/East Shore Drive (referred to staff at the June 10, 2020 Improvement and Services Committee meeting). (Ald. Lefebvre)

4. To hold until the August 12, 2020 Improvement and Services Committee meeting the request for status update on plans to address chronic flooding in the vicinity of Main and East Mason Streets and Department of Public Works staff to report back to the Committee on feedback from designer on phasing the project (held at the December 10, 2019 Improvement and Services Committee meeting). (Ald. Nicholson)

5. To receive and place on file the request for (1) review of the Department of Public Works completion date expectations with possible action, and (2) notification to the Brown County Home Builders Association about the meeting as Department of Public Works staff will be meeting with Brown County Home Builders Association on December 12, 2019 (held at the April 8, 2020 Improvement and Services Committee meeting). (Ald. Nicholson)
14. To receive and place on file the report of the Claims Committee.

The Council may convene in closed session pursuant to Section 19.85(1) (g), Wis. Stats., for the purpose of conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved. The Council may thereafter reconvene in open session pursuant to Section 19.85(2), Wis. Stats., to report the results of the closed session and consider the balance of the agenda.


Moved by Ald. Barbara Dorff, seconded by Ald. Mark Steuer to approve. Motion carried.

1. To refer to staff to generate a cost estimate for the installation of surveillance equipment at Seymour Park and bring back to Park Committee for review.

2. To direct staff to research the feasibility of including funding to develop a park in the Bay Highlands area as part of the 5 year Capital Improvement Plan to be presented in the fall of 2020.

3. To hold until the next Park Committee the updates on the budget, cost estimates and phasing plan options for the beach project at Bay Beach Amusement Park.

4. To approve the request for the Wildlife Sanctuary to reinstate the on-site deer management program per the recommendations in the Bay Beach Wildlife Sanctuary On-Site White Tailed Deer Population Study.

5. To approve the updated 2020-2024 Green Bay Parks, Recreation and Forestry Open Space Plan.

6. To approve a resolution in support of the updated 2020-2024 Green Bay Parks, Recreation and Forestry Open Space Plan.
Hi Kris,

I'm Michael Spitzer-Rubenstein, the Wisconsin State Lead for the National Vote at Home Institute. You may have heard from Hillary Hall, our Senior Advisor for State and Local Election Officials but I wanted to personally reach out to you about the election communications assistance Green Bay requested from the Center for Technology and Civic Life.

Do you have 30 minutes to talk next week? I'd like to meet you, hear about your experience in the primaries, and share how we can help you over the next 74 days.

You might find our Communications Toolkit useful. It's a groundbreaking resource that uses behavioral science insights from our partners at ideas42 to help you connect with communities and get voters the information they need about voting in November. We know it's tough for cash-strapped election offices to build out a comprehensive communications plan, design compelling visuals and develop messaging documents. That’s why our toolkit does all of that for you!

It includes a templated communications plans for election offices that's cohesive, strategic, and customizable, so you have a clear roadmap. We’ve also created inviting visuals in a variety of sizes that you can use for social media, print ads, fliers posters or whatever is needed!

I know you already had to deal with poll worker shortages and delayed ballots in the primaries. Now, you’re probably preparing for a massive increase in mail-in absentee ballots. The National Vote at Home Institute has your back. Our Communications Toolkit is just one of the many resources we can offer you.

Are there any times next week that would be good for a brief conversation about how we can be of assistance? I'm happy to be flexible around your schedule.

Looking forward to speaking,
Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
he/him
May 28, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** One hundred thousand US dollars (USD $100,000).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin.

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific grant in writing, except as provided in paragraph 4.

4. The City of Racine shall grant ten thousand dollars (USD $10,000) under this agreement to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee solely for the public purpose of planning safe and secure election administration in those cities in 2020, and
solely upon written confirmation from those entities that the funds shall be used for such purpose.

5. The City of Racine, and any cities granted funds under paragraph 4, shall produce, by June 15th, 2020, a plan for safe and secure election administration in each such city in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters.

6. CTCL may discontinue, modify, withhold part of, or ask for the return all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org.

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life

Accepted on behalf of the City of Racine:

By: ______________________

Title: ______________________

Date: ______________________
supplies ($4,000) and set up at the City’s community centers to assist voters with all aspects of absentee ballot request, including photo ID compliance. Due to the increase of absentee mailed requests the City of Racine will need an additional 2 full time staff members in the Clerk’s Office in order to have a reasonable turn-around time for absentee requests ($100,000). Total: $116,000.

**Total: $635,700**

2. Utilize Secure Drop-Boxes to Facilitate Return of Absentee Ballots

Our five communities all share a desire to expand voters’ ability to easily return absentee ballots to the municipality without having to rely on the postal service, since, after April’s election, many voters are (rightfully) apprehensive that putting their completed ballot in the mail does not guarantee it will be received and counted by the municipality by statutory deadlines. Voters also need to have confidence that they are returning their completed absentee ballots into secure containers that are not at risk of tampering. All five cities need resources to purchase additional secure drop-boxes and place them at key locations throughout their cities, including libraries, community centers, and other well-known places, to ensure that returning completed ballots is as secure and accessible to voters throughout our cities as possible.

- **Green Bay**: The City would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay’s libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall. **Total: $50,000**

- **Kenosha**: The City currently has two drop-boxes that are checked throughout the day, and would like to install 4 additional internal security boxes at Kenosha libraries and the Kenosha Water Utility so that each side of town has easy access to ballot drop-boxes. **Total: $40,000**

- **Madison**: The City would like to have one secure drop box for every 15,000 voters, or 12 drop boxes total ($36,000). The City would also like to provide a potential absentee ballot witness at each drop box, utilizing social distancing and equipped with PPE (staff costs unknown): **Total: $50,000**

- **Milwaukee**: The City would like to install secure 24-hour drop boxes at all 13 Milwaukee Public library branches, staffed with socially distanced volunteers to serve as witnesses. **Total: $58,500**
August 31, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award you a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** Six Hundred Fifty-Seven Thousand US Dollars (USD $657,000).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Racine in accordance with the Wisconsin Safe Voting Plan 2020 and the attached "Additional Resources Requested for November 3rd, 2020 General Election."

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

2. This grant shall be used **only** for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific grant in writing.

4. The City of Racine has produced a plan for safe and secure election administration in 2020 and a supplement to such plan, including an assessment of election administration
needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This supplemental plan is attached to this agreement. The City shall expend the amount of this grant for purposes contained in this plan by December 31, 2020.

5. The City of Racine shall produce a report documenting how this grant has been expended in support of the activities described in paragraph 4. This report shall be written and sent to CTCL by January 31, 2021 or in any other format approved by CTCL.

6. The City of Racine shall not reduce the budget of the City Clerk of Racine (“the Clerk”) or fail to appropriate or provide previously budgeted funds to the Clerk for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

7. CTCL may discontinue, modify, withhold part of, or ask for the return all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

8. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life
August 3, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** Nine hundred, forty-two thousand, one hundred US dollars (USD $942,100.00).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Racine in accordance with the Wisconsin Safe Voting Plan 2020 ("Appendix").

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).
Good Morning!

I hope this finds you all well.

Mayor Mason would like to host another virtual meeting with Mayors Genrich, Antaramian, Rhodes-Conway and Barrett this Saturday. He said the 10 am time worked well, but if a different time will work, he is flexible. Please complete the Doodle Poll, and I will then send an Outlook appointment.

https://doodle.com/poll/v3dds5nuea8838xi

Thank you and stay safe,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570
That works for Mayor Antaramian.

**From:** Paula Lattergrass
**Subject:** Re: 2nd Mayors' Virtual Meeting - Doodle
**Date:** May 15, 2020 at 10:57 AM
**To:** Ellen Nuechterlein
**Cc:** Peterson, Alexis

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**From:** "Ellen Nuechterlein" <Ellen.Nuechterlein@cityofracine.org>
**To:** "Peterson, Alexis" <Alexis.Peterson@milwaukee.gov>, nholmes@cityofmadison.com
**Cc:** terryso@greenbaywi.gov, mayor@kenosha.org

---

Hi, Alexis.

For some reason Doodle is not showing your reply. That’s what I get for using the free version ;-)  

If 9:30 am would work for the Mayors, I can schedule it at that time. What does everyone think?

Thanks,

Ellen

---

Mayor Barrett has a webinar panel at 10:30am – is there any chance this could occur at a different time. I’m sorry, I’ve been swamped and did reply to doodle poll.

Let me know.

Alexis Peterson | Special Assistant to the Mayor
Office of Mayor Tom Barrett
apeterson@milwaukee.gov
Good morning, Alexis and Natasha.

I am following up to see if Mayor Barret and Mayor Rhodes-Conway are available tomorrow morning for a conversation. At this time, it appears that 10:00 and 11:00 a.m. are the options it has been narrowed down to. The Doodle link is below.

Thanks very much,

Ellen

Good Morning!

I hope this finds you all well.

Mayor Mason would like to host another virtual meeting with Mayors Genrich, Antaramian, Rhodes-Conway and Barrett this Saturday. He said the 10 am time worked well, but if a different time will work, he is flexible. Please complete the Doodle Poll, and I will then send an Outlook appointment.

https://doodle.com/poll/v3dds5nuea8838xi

Thank you and stay safe,

Ellen

Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570
Milwaukee e-mail should presume that e-mail is subject to release upon request, and is subject to state records retention requirements. See City of Milwaukee full e-mail disclaimer at www.milwaukee.gov/email_disclaimer
From: Terry Sorelle [mailto:Terry.Sorelle@greenbaywi.gov]
Sent: Friday, May 15, 2020 11:08 AM
To: 'Paula Lattergrass' <plattergrass@kenosha.org>; Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>
Cc: Peterson, Alexis <Alexis.Peterson@milwaukee.gov>; nholmes@cityofmadison.com; mayor@kenosha.org
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

That works for Mayor Genrich. Thanks!

Terry Sorelle
Executive Secretary to the Mayor
Mayor's Office
920-448-3005

From: Paula Lattergrass [mailto:plattergrass@kenosha.org]
Sent: Friday, May 15, 2020 10:57 AM
To: Ellen Nuechterlein
Cc: Peterson, Alexis; nholmes@cityofmadison.com; Terry Sorelle; mayor@kenosha.org
Subject: Re: 2nd Mayors' Virtual Meeting - Doodle

That works for Mayor Antaramian.

Paula Lattergrass
Executive Assistant to the Mayor
625 52nd Street Rm 300
Kenosha, Wisconsin 53140
T: 262.653.4000

From: "Ellen Nuechterlein" <Ellen.Nuechterlein@cityofracine.org>
To: "Peterson, Alexis" <Alexis.Peterson@milwaukee.gov>, nholmes@cityofmadison.com
Cc: terryso@greenbaywi.gov, mayor@kenosha.org
Sent: Friday, May 15, 2020 10:48:06 AM
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Hi, Alexis.

For some reason Doodle is not showing your reply. That's what I get for using the free version ;-)
If 9:30 am would work for the Mayors, I can schedule it at that time. What does everyone think?

Thanks,

Ellen

**From:** Peterson, Alexis [mailto:A Alexis.Peterson@milwaukee.gov]
**Sent:** Friday, May 15, 2020 10:39 AM
**To:** Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>; nholmes@cityofmadison.com
**Cc:** terrys@greenbaywi.gov; mayor@kenosha.org
**Subject:** RE: 2nd Mayors' Virtual Meeting - Doodle

Mayor Barrett has a webinar panel at 10:30am – is there any chance this could occur at a different time. I’m sorry, I’ve been swamped and did reply to Doodle poll.

Let me know.

Alexis Peterson | Special Assistant to the Mayor
Office of Mayor Tom Barrett
apeterson@milwaukee.gov

**From:** Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>
**Sent:** Friday, May 15, 2020 10:28 AM
**To:** Peterson, Alexis <Alexis.Peterson@milwaukee.gov>; nholmes@cityofmadison.com
**Cc:** terrys@greenbaywi.gov; mayor@kenosha.org
**Subject:** RE: 2nd Mayors' Virtual Meeting - Doodle

Good morning, Alexis and Natasha.

I am following up to see if Mayor Barrett and Mayor Rhodes-Conway are available tomorrow morning for a conversation. At this time, it appears that 10:00 and 11:00 a.m. are the options it has been narrowed down to. The Doodle link is below.

Thanks very much,

Ellen

**From:** Nuechterlein, Ellen
**Sent:** Wednesday, May 13, 2020 11:31 AM
**To:** APeterson@milwaukee.gov; terrys@greenbaywi.gov; mayor@kenosha.org; nholmes@cityofmadison.com
**Subject:** 2nd Mayors' Virtual Meeting - Doodle

Good Morning!

I hope this finds you all well.
Mayor Mason would like to host another virtual meeting with Mayors Genrich, Antaramian, Rhodes-Conway and Barrett this Saturday. He said the 10 am time worked well, but if a different time will work, he is flexible. Please complete the Doodle Poll, and I will then send an Outlook appointment.

https://doodle.com/poll/v3dds5nuea8838xi

Thank you and stay safe,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

The City of Milwaukee is subject to Wisconsin Statutes related to public records. Unless otherwise exempted from the public records law, senders and receivers of City of Milwaukee e-mail should presume that e-mail is subject to release upon request, and is subject to state records retention requirements. See City of Milwaukee full e-mail disclaimer at www.milwaukee.gov/email_disclaimer
That works for Mayor Genrich. Thanks!

Terry Sorelle
Executive Secretary to the Mayor
Mayor's Office
920-448-3005

That works for Mayor Antaramian.

Paula Lattergrass
Executive Assistant to the Mayor
625 52nd Street Rm 300
Kenosha, Wisconsin 53140
T: 262.653.4000

Hi, Alexis.

For some reason Doodle is not showing your reply. That’s what I get for using the free version ;-) If 9:30 am would work for the Mayors, I can schedule it at that time. What does everyone think?

Thanks,

Ellen
From: Peterson, Alexis [mailto:Alexis.Peterson@milwaukee.gov]  
Sent: Friday, May 15, 2020 10:39 AM  
To: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>; nholmes@cityofmadison.com  
Cc: terryso@greenbaywi.gov; mayor@kenosha.org  
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Mayor Barrett has a webinar panel at 10:30am – is there any chance this could occur at a different time. I'm sorry, I've been swamped and did reply to doodle poll.

Let me know.

Alexis Peterson | Special Assistant to the Mayor  
Office of Mayor Tom Barrett  
apeterson@milwaukee.gov

From: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>  
Sent: Friday, May 15, 2020 10:28 AM  
To: Peterson, Alexis <Alexis.Peterson@milwaukee.gov>; nholmes@cityofmadison.com  
Cc: terryso@greenbaywi.gov; mayor@kenosha.org  
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Good morning, Alexis and Natasha.

I am following up to see if Mayor Barret and Mayor Rhodes-Conway are available tomorrow morning for a conversation. At this time, it appears that 10:00 and 11:00 a.m. are the options it has been narrowed down to. The Doodle link is below.

Thanks very much,

Ellen

From: Nuechterlein, Ellen  
Sent: Wednesday, May 13, 2020 11:31 AM  
To: APeterson@milwaukee.gov; terryso@greenbaywi.gov; mayor@kenosha.org; nholmes@cityofmadison.com  
Subject: 2nd Mayors' Virtual Meeting - Doodle

Good Morning!

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Mayor Mason would like to host another virtual meeting with Mayors Genrich, Antaramian, Rhodes-Conway and Barrett this Saturday. He said the 10 am time worked well, but if a different time will work, he is flexible. Please complete the Doodle Poll, and I will then send an Outlook appointment.

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Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

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Mayor Mason heard directly from Mayor Rhodes-Conway is also available at 9:30 am tomorrow. I will send the appointment out shortly.

Thanks very much, and have a relaxing weekend.

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

That works for Mayor Genrich. Thanks!

Terry Sorelle
Executive Secretary to the Mayor
Mayor’s Office
920-448-3005

That works for Mayor Antaramian.

Paula Lattergrass
Executive Assistant to the Mayor
625 52nd Street 8th Floor
From: "Ellen Nuechterlein" <Ellen.Nuechterlein@cityofracine.org>  
To: "Peterson, Alexis" <Alexis.Peterson@milwaukee.gov>, nholmes@cityofmadison.com  
Cc: terryso@greenbaywi.gov, mayor@kenosha.org  
Sent: Friday, May 15, 2020 10:48:06 AM  
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Hi, Alexis.

For some reason Doodle is not showing your reply. That's what I get for using the free version ;-)  

If 9:30 am would work for the Mayors, I can schedule it at that time. What does everyone think?

Thanks,

Ellen

From: Peterson, Alexis [mailto:Alexis.Peterson@milwaukee.gov]  
Sent: Friday, May 15, 2020 10:39 AM  
To: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>; nholmes@cityofmadison.com  
Cc: terryso@greenbaywi.gov; mayor@kenosha.org  
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

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Let me know.

Alexis Peterson | Special Assistant to the Mayor  
Office of Mayor Tom Barrett  
apeterson@milwaukee.gov
Good morning, Alexis and Natasha.

I am following up to see if Mayor Barret and Mayor Rhodes-Conway are available tomorrow morning for a conversation. At this time, it appears that 10:00 and 11:00 a.m. are the options it has been narrowed down to. The Doodle link is below.

Thanks very much,

Ellen

From: Nuechterlein, Ellen  
Sent: Wednesday, May 13, 2020 11:31 AM  
To: APeterson@milwaukee.gov; terrys@greenbaywi.gov; mayor@kenosha.org; nholmes@cityofmadison.com  
Subject: 2nd Mayors' Virtual Meeting - Doodle

Good Morning!

I hope this finds you all well.

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https://doodle.com/poll/v3dds5nuea8838xi

Thank you and stay safe,

Ellen  
Ellen Nuechterlein  
Executive Assistant, Office of the Mayor  
730 Washington Ave., Racine WI 53403  
Phone: 262-636-9111 / Fax: 636-9570

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Thanks very much, Alexis.

Ellen

---

From: Peterson, Alexis [mailto:Alexis.Peterson@milwaukee.gov]
Sent: Friday, May 15, 2020 1:01 PM
To: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>; Terry Sorelle <Terry.Sorelle@greenbaywi.gov>; Paula Lattergrass <plattergrass@kenosha.org>
Cc: nholmes@cityofmadison.com; mayor@kenosha.org
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Ok, I will make that work. I texted the Mayor but have not had a chance to talk to him in a bit.

Thank you,

Alexis Peterson | Special Assistant to the Mayor
Office of Mayor Tom Barrett
apeterson@milwaukee.gov

---

From: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>
Sent: Friday, May 15, 2020 12:59 PM
To: Terry Sorelle <Terry.Sorelle@greenbaywi.gov>; Paula Lattergrass <plattergrass@kenosha.org>
Cc: Peterson, Alexis <Alexis.Peterson@milwaukee.gov>; nholmes@cityofmadison.com; mayor@kenosha.org
Subject: RE: 2nd Mayors' Virtual Meeting - Doodle

Mayor Mason heard directly from Mayor Rhodes-Conway is also available at 9:30 am tomorrow. I will send the appointment out shortly.

Thanks very much, and have a relaxing weekend.

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

STAY SAFE RACINE
Good morning.

I hope your week is off to a good start! Mayor Mason would like to convene another virtual meeting with the Mayors this Saturday, June 13. The Elections Administration Planning Grant will be discussed.

Please reply to the Doodle Poll with your respective Mayor’s availability, and I will send an Outlook appointment with a Zoom link later this week.

https://doodle.com/poll/3se9b4cah6ydg67s

Thanks very much and be well,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570
Mayor Genrich is available all the times, thanks!

Terry Sorelle
Executive Secretary to the Mayor
Mayor’s Office
920-448-3005

Good afternoon!

I hope you are all well on this sunny “Friday Eve.”

Mayor Mason has asked me to schedule another virtual meeting for our five Mayors this Saturday morning. Please let me know what time works best, and I will send an Outlook appointment out. (If there is no strong preference, I will schedule it for 10:00.)

- 9:00 am
- 9:30 am
- 10:00 am
- 10:30 am
- 11:00 am

Thanks very much,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570
Good morning Ellen,

Mayor Rhodes-Conway is available tomorrow, Saturday, August 15th at 10:00am.

Thank you and happy Friday!

Nicole

Nicole Stevens, Executive Assistant to the Mayor
Office of Mayor Satya Rhodes-Conway
Room 403, City-County Building
210 Martin Luther King, Jr. Blvd.
Madison, Wisconsin 53703
Tel 608 266 4611 • Fax 608 267 8671
Email nstevens@cityofmadison.com
Web http://www.cityofmadison.com/mayor/

Hi Ellen (and everyone),

We are checking on Mayor Rhodes-Conway’s schedule and will get back to you as soon as we can. I am cc’ing Nicole Stevens as she is now handling Mayor Rhodes-Conway’s schedule going forward.

Thanks so much! And, happy Friday Eve to all of you.

Laila

>>> The 2020 Census is here! As we practice social distancing, take the opportunity to complete the census now from the comfort of your own home. You can fill it out online at my2020census.gov, by phone, or by mail. <<<

Laila D’Costa
Office of the Mayor
City-County Bldg., Rm. 403
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703-3345
From: Nuechterlein, Ellen <Ellen.Nuechterlein@cityofracine.org>
Sent: Thursday, August 13, 2020 12:45 PM
To: DCosta, Laila <LDCosta@cityofmadison.com>; Terry Sorelle <TerrySo@greenbaywi.gov>; Paula Lattergrass <plattergrass@kenosha.org>; mayor@kenosha.org; Vornholt, Paul (Paul.Vornholt@milwaukee.gov) <Paul.Vornholt@milwaukee.gov>
Subject: Availability for Mayors' Virtual Meeting Saturday Morning

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Good afternoon!

I hope you are all well on this sunny “Friday Eve.”

Mayor Mason has asked me to schedule another virtual meeting for our five Mayors this Saturday morning. Please let me know what time works best, and I will send an Outlook appointment out. (If there is no strong preference, I will schedule it for 10:00.)

- 9:00 am
- 9:30 am
- 10:00 am
- 10:30 am
- 11:00 am

Thanks very much,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

[Image: STAY SAFE RACINE]
Good morning, Ellen; Mayor Antaramian is available at any of these times.

Paula Lattergrass
Executive Assistant to the Mayor
625 52nd Street Rm 300
Kenosha, Wisconsin 53140
T: 262-653-4000

From: "Ellen Nuechterlein" <Ellen.Nuechterlein@cityofracine.org>
To: LDCosta@cityofmadison.com, "Terry Sorelle" <TerrySo@greenbaywi.gov>, "Paula Lattergrass" <plattergrass@kenosha.org>, mayor@kenosha.org, "Vornholt, Paul (Paul.Vornholt@milwaukee.gov)" <Paul.Vornholt@milwaukee.gov>
Sent: Thursday, August 13, 2020 12:45:00 PM
Subject: Availability for Mayors' Virtual Meeting Saturday Morning

Good afternoon!

I hope you are all well on this sunny “Friday Eve.”

Mayor Mason has asked me to schedule another virtual meeting for our five Mayors this Saturday morning. Please let me know what time works best, and I will send an Outlook appointment out. (If there is no strong preference, I will schedule it for 10:00.)

- 9:00 am
- 9:30 am
- 10:00 am
- 10:30 am
- 11:00 am

Thanks very much,

Ellen
Ellen Nuechterlein
Executive Assistant, Office of the Mayor
730 Washington Ave., Racine WI 53403
Phone: 262-636-9111 / Fax: 636-9570

STAY SAFE RACINE
Wisconsin Safe Voting Plan 2020
Submitted to the Center for Tech & Civic Life
June 15, 2020

The State of Wisconsin found itself in the midst of an historic election in April of 2020 when statewide elections occurred in the midst of the COVID-19 pandemic. These elections included not only the presidential preference vote, but also local races for city councils, county boards, school board, and mayors, a statewide election for a seat on the Wisconsin Supreme Court, and numerous district-wide school referenda.

Municipalities were required to make rapid and frequent adjustments to ensure compliance with the rapidly changing Supreme Court, Wisconsin Supreme Court, and Wisconsin Election Commission (WEC) rulings about the election. (The April 2020 Election may go down in history as the only election in which the Wisconsin Supreme Court and the US Supreme Court weighed in on the same day on how the election would be conducted.)

The shifting legal landscape was also complicated by the extraordinary lengths municipal clerks went to to ensure that both voting and election administration were done in accordance with prevailing public health requirements.

As mayors in Wisconsin’s five biggest cities - Milwaukee, Madison, Green Bay, Kenosha, and Racine - we seek to work collaboratively on the two remaining 2020 elections (August 11th and November 3rd) to: safely administer elections to reduce the risk of exposure to coronavirus for our residents as well as our election officials and poll workers; identify best practices; innovate to efficiently and effectively educate our residents about how to exercise their right to vote; be intentional and strategic in reaching our historically disenfranchised residents and communities; and, above all, ensure the right to vote in our dense and diverse communities.
Table 1: Summary of Municipalities’ Electorate Data, June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Eligible</td>
<td>71,661</td>
<td>73,000</td>
<td>213,725</td>
<td>430,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Voters</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registered Voters</td>
<td>52,064</td>
<td>47,433</td>
<td>178,346</td>
<td>294,459</td>
<td>34,734</td>
</tr>
<tr>
<td>2020 Election</td>
<td>$329,820</td>
<td>$205,690</td>
<td>$2,080,283</td>
<td>$2,986,810</td>
<td>$409,529</td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All five jurisdictions share concerns about how to best facilitate voter participation and limit exposure to coronavirus. All five jurisdictions spent all or most of the budgeted resources for all of 2020 on the extraordinary circumstances this Spring. If no plan is approved, it will leave communities like ours with no choice but to make tough decisions between health and the right to vote; between budget constraints and access to fundamental rights. The time that remains between now and the November Election provides an opportunity to plan for the highest possible voter turnouts in the safest possible ways.

We are collectively requesting a total of $6,131,567 as summarized in Table 3 below and detailed extensively in the plan.

Review of the April 2020 Election

The April 2020 election placed two sacred duties of cities in conflict: keeping our residents safe and administering free and fair elections. Since Wisconsin’s elections are administered at the municipal level, each municipality was on its own to deal with these dynamics. Our Municipal Clerks and their staff are all remarkable public servants, who responded nimbly and effectively to marshal the resources needed to run these elections under exceedingly challenging circumstances. In this election, all five of our municipalities faced:

- Precipitous drop-offs of experienced poll workers;
- A scramble to procure enough PPE to keep polling locations clean and disinfected and to mitigate COVID-19 risk for election officials, poll workers, and voters;
- A never-before-seen increase in absentee ballot requests;
- High numbers of voters who struggled to properly submit required photo ID and/or provided insufficient certification of absentee ballot envelopes; and
- Voters who, understandably, were completely confused about the timeline and rules for voting in the midst of a pandemic and required considerable public outreach and individual hand-holding to ensure their right to vote.
See Table 2, below, for detailed data on all five municipalities’ April 2020 absentee mail and in-person early voting experiences.

<table>
<thead>
<tr>
<th>Table 2: Summary of Municipalities’ Experiences in April 2020 Election</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Bay</td>
</tr>
<tr>
<td># of voters who requested absentee ballots for April election</td>
</tr>
<tr>
<td># of absentee ballots successfully cast in April</td>
</tr>
<tr>
<td># of absentee ballot requests unfulfilled due to insufficient photo ID</td>
</tr>
<tr>
<td># of absentee ballots rejected due to incomplete certification</td>
</tr>
<tr>
<td># of secure drop-boxes for absentee ballot return</td>
</tr>
<tr>
<td># of days of early voting</td>
</tr>
<tr>
<td>Use curbside voting for early voting?</td>
</tr>
<tr>
<td># of voters who voted in-person early absentee</td>
</tr>
<tr>
<td># of additional staff enlisted for election-related efforts</td>
</tr>
<tr>
<td>$ spent on PPE</td>
</tr>
<tr>
<td># of polling locations</td>
</tr>
<tr>
<td>Use drive-thru or curbside voting on Election Day?</td>
</tr>
</tbody>
</table>
Comprehensive Election Administration Needs for 2020

In early June 2020, all five municipal clerks and their staff, with review and support from all five cities’ Mayors and Mayoral staff, completed a detailed, multi-page template (attached) providing both data and information about the municipalities’ election plans and needs. This Wisconsin Safe Voting Plan 2020 is based on that comprehensive information. All five of our municipalities recommend the following four strategies to ensure safe, fair, inclusive, secure, and professional elections in our communities for the remaining 2020 elections:

Recommendation I: Encourage and Increase Absentee Voting (By Mail and Early, In-Person)

1. Provide assistance to help voters comply with absentee ballot requests & certification requirements
2. Utilize secure drop-boxes to facilitate return of absentee ballots
3. Deploy additional staff and/or technology improvements to expedite & improve accuracy of absentee ballot processing
4. Expand In-Person Early Voting (Including Curbside Voting)

Recommendation II: Dramatically Expand Strategic Voter Education & Outreach Efforts, Particularly to Historically Disenfranchised Residents

Recommendation III: Launch Poll Worker Recruitment, Training & Safety Efforts

Recommendation IV: Ensure Safe & Efficient Election Day Administration

As detailed in this plan, our municipalities are requesting a total of $6,324,567 to robustly, swiftly, comprehensively, and creatively implement these four strategic recommendations in each of our communities. That request is summarized as follows in Table 3, below, and detailed extensively in the remainder of this plan.
Table 3: Summary of Resources Needed to Robustly Implement All Four Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage and Increase Absentee Voting By Mail and Early, In-Person</td>
<td>$277,000</td>
<td>$455,239</td>
<td>$548,500</td>
<td>$998,500</td>
<td>$293,600</td>
<td>$2,572,839</td>
</tr>
<tr>
<td>Dramatically Expand Strategic Voter Education &amp; Outreach Efforts</td>
<td>$215,000</td>
<td>$58,000</td>
<td>$175,000</td>
<td>$280,000</td>
<td>$337,000</td>
<td>$1,065,000</td>
</tr>
<tr>
<td>Launch Poll Worker Recruitment, Training &amp; Safety Efforts</td>
<td>$174,900</td>
<td>$145,840</td>
<td>$507,788</td>
<td>$800,000</td>
<td>$181,500</td>
<td>$1,810,028</td>
</tr>
<tr>
<td>Ensure Safe &amp; Efficient Election Day Administration</td>
<td>$426,500</td>
<td>$203,700</td>
<td>$40,500</td>
<td>$76,000</td>
<td>$130,000</td>
<td>$876,700</td>
</tr>
<tr>
<td>Totals:</td>
<td>$1,093,400</td>
<td>$862,779</td>
<td>$1,271,788</td>
<td>$2,164,500</td>
<td>$942,100</td>
<td>$6,324,587</td>
</tr>
</tbody>
</table>
Recommendation I: Encourage & Increase Absentee Voting By Mail and Early, In-Person

Of all the things that need to be done to ensure access and safety at the polls, this is perhaps the most important and timely. It is time, resource, and labor intensive but results in the voter being able to vote by mail or from the relative safety of their car or at a socially distanced and carefully planned early voting site.

Overview of Absentee Voting in Wisconsin

Before discussing our strategies and plans to encourage and increase absentee voting, both by mail and in-person, early voting, it’s important to first understand the absentee voting context in Wisconsin.

There are two ways to vote early in Wisconsin: in-person and through the mail. Both are technically called “absentee voting,” a phrase held over from a time when absentee voting required you to affirm that you were over 80, ill, or going to be out of the municipality on Election Day. Those requirements no longer exist in the statutes, and people can vote early, or absentee, for any reason. The April 2020 election saw dramatic increases in the number of absentee ballot requests over previous elections.

While for many regular voters, absentee voting - whether completed by mail or early, in-person - is a relatively easy process, our five cities understand that absentee voting does not work easily for all voters. Our communities of color, senior voters, low-income voters without reliable access to the internet, people with disabilities, and students all have legitimate concerns about the absentee voting process.

Voting absentee by mail has been complicated by the fairly recent imposition of state law requiring voters to provide an image of their valid photo ID prior to first requesting an absentee ballot. While this works relatively easily for voters who have valid photo IDs and the technology necessary to upload an image file of that valid ID into the state’s myvote.wi.gov website, it does not work well or easily for other voters who do not have valid photo ID (complicated by closure of DMVs due to the pandemic), lack access to reliable internet (also complicated by coronavirus-related closures or reduced hours at libraries and community centers, leaving those residents without regular public internet access that our municipalities normally provide), those who don’t have smartphones to take and upload photos, and those who need additional education about what constitutes a valid photo ID. (For example, countless voters in our municipalities attempted to submit “selfies” as valid photo ID. Explaining to them that this was not a valid form of photo ID and instructing them on how to properly submit valid ID took considerable staff time and resources.)

Once the absentee ballot is received, it must be completed correctly to be successfully cast, and there are numerous certification requirements on the absentee ballot envelope; if not correctly completed, the ballot could be rejected. Prior to this April's
election, very small numbers of voters had traditionally chosen to cast ballots by mail. Municipal clerks' offices simply were not prepared and do not have the staffing or technological resources needed to quickly process dramatically higher numbers of absentee ballot requests, troubleshoot problems, answer voter questions, provide information and to expedite the processing of thousands of received absentee ballots on Election Day.

In-person early absentee voting also poses challenges for voters and election administrators. While all of our communities had previously offered early voting locations and hours, April's election required election officials to creatively and quickly expand in-person early voting opportunities, including curbside voting, all while prioritizing necessary COVID-19 precautions.

As indicated by Table 4, below, all five of our municipalities are already experiencing dramatic increases in the number of voters requesting to vote absentee, compared to pre-pandemic, and must procure resources to enable voters in our communities to meaningfully access absentee voting.

Table 4: Absentee Ballots in All Municipalities as of June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters on permanent absentee list prior to 2/18/20</td>
<td>1,628</td>
<td>1,856</td>
<td>2,062</td>
<td>6,252</td>
<td>613</td>
</tr>
<tr>
<td># of voters on permanent absentee list as of 4/7/20</td>
<td>4,306</td>
<td>3,469</td>
<td>8,665</td>
<td>23,374</td>
<td>2,684</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for August 2020</td>
<td>5,162</td>
<td>9,450</td>
<td>36,092</td>
<td>53,438</td>
<td>3,389</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for November 2020</td>
<td>4,859</td>
<td>9,123</td>
<td>34,164</td>
<td>50,446</td>
<td>3,204</td>
</tr>
</tbody>
</table>

We are committed to making voting accessible via mail, in-person prior to Election Day, and at the polls on Election Day. Particularly in the midst of a global pandemic when many voters are rightfully apprehensive about in-person voting, we want to ensure that voters in our communities know they have options and we are committed to conducting the necessary voter outreach and education to promote absentee voting and encourage higher percentages of our electors to vote absentee.
Increasing the number of voters who cast votes prior to Election Day minimizes the risk of spreading COVID-19 on Election Day from in-person contacts at our polling locations, and it reduces the chance for lines and delays in voting on Election Day.

The Wisconsin Election Commission (WEC) has approved a proposal to mail all registered voters absentee ballot request forms, which allows our five communities to focus on helping voters overcome the barriers to successfully returning those forms so they can obtain, and then successfully submit, their completed absentee ballots. This measure will provide absentee request information directly to voters, alleviating the need for municipalities to expend the cost to send the mailing. However, it is unclear how this measure will affect the workload of municipal clerks. Although the WEC has directed that the forms be returned to the WEC for entry, municipal clerks must still review each record, process, mail, record receipt and canvass each absentee ballot.

All of our municipalities anticipate continued large increases in absentee voting based on the April 2020 trends. Milwaukee, for example, anticipates that 80% of residents will vote absentee by mail for both the August primary and the November general election.

All five cities have identified numerous barriers to successful absentee voting, including: voters facing numerous challenges to successfully submitting valid photo ID; voters needing assistance complying with absentee ballot certification requirements, including obtaining the required witness signature on the absentee ballot return envelope; the labor-intensive process faced by all of our clerks’ offices of processing absentee ballot requests; and U.S. Postal Service errors and mail delays. All of these are challenges for our municipalities in normal elections, but they are all compounded by the coronavirus pandemic, and made exponentially more difficult by the unprecedented volume of absentee voting requests. This puts tremendous strain on municipal election clerks and their staff.

Our five cities share the desire to assist as many residents as possible with casting ballots before Election Day, serving as the greatest opportunity we have to mitigate the spread of COVID-19 in our communities. We have identified several strategies to help voters in each of our communities overcome these barriers to successful absentee voting, both by mail and in-person early voting.

Overall, our five communities are requesting $2,572,839 in resources related to enabling our municipalities to overcome these particular barriers and ensure that our voters can meaningfully access absentee voting, both by mail and in-person early voting. These strategies and resource needs are broken down into four distinct component recommendations, within the overall umbrella of increasing and encouraging absentee voting:
1. Provide assistance to help voters comply with absentee ballot requests & certification requirements

- **Green Bay:** The City would like to employ bilingual LTE “voter navigators” ($45,000) to help residents properly upload valid photo ID, complete their ballots and comply with certification requirements, and offer witness signatures. These voter navigators can assist voters prior to the elections and then also be trained and utilized as election inspectors. They would also like to utilize paid social media and local print and radio advertising to educate and direct voters in how to upload photo ID and how to request and complete absentee ballots. ($2,000) **Total: $47,000**

- **Kenosha:** The City would like to have Clerk’s staff train library staff on how to help residents request and complete absentee ballots, would like to produce ($3,000) and mail ($26,200) a bilingual absentee ballot instruction sheet with all absentee ballots to increase correctly completed and submitted ballots. The City would like to hire a trainer for seasonal election workers, volunteers and poll workers. This employee would also coordinate assignments to polling locations, the early driver up voting site, the Clerk’s office for assistance in processing, data entry and filing of absentee requests and the Absentee Board of Canvassers (approximately $50,000). The increase in absentee ballots due to COVID-19 has tremendously increased the workload of the department. In order to properly serve the citizens and voters additional LTE employees are needed (approximately $175,000). **Total: $254,200**

- **Madison:** Plans to hold curbside “Get your ID on File” events with the Clerk this summer utilizing volunteers or paid poll workers ($15,000) equipped with PPE (estimated $5,000) and digital cameras ($4,500) to capture voter ID images for voters who are unable to electronically submit their IDs to the Clerk’s office. They also need large flags to draw attention to these curbside sites ($4,000). Would also like mobile wifi hotspots and tablets for all of these sites ($100,000) so voters could complete their voter registration and absentee requests all at once, without having to wait for staff in the Clerk’s office to follow up on paper forms. (These mobile wifi hotspots, tablets, and flags, could all then be repurposed for early in-person voting closer to the election.) **Total: $128,500**

- **Milwaukee:** The City notes that the biggest obstacle to Milwaukee residents, particularly those in poverty, to applying for an absentee ballot in April was access to the internet and securing an image of their photo ID. To address this, the City will be promoting and utilizing Milwaukee Public Library branch staff ($90,000 for both elections) for 3 weeks prior to each election to assist any potential absentee voters with applying, securing, and uploading images of their valid photo ID. **Total: $90,000**

- **Racine:** The City will recruit and promote ($1,000), train ($3,000), and employ paid Voter Ambassadors ($8,000) who will be provided with both PPE and
supplies ($4,000) and set up at the City’s community centers to assist voters with all aspects of absentee ballot request, including photo ID compliance. Due to the increase of absentee mailed requests the City of Racine will need an additional 2 full time staff members in the Clerk’s Office in order to have a reasonable turn-around time for absentee requests ($100,000). Total: $116,000.

Total: $635,700

2. Utilize Secure Drop-Boxes to Facilitate Return of Absentee Ballots

Our five communities all share a desire to expand voters’ ability to easily return absentee ballots to the municipality without having to rely on the postal service, since, after April’s election, many voters are (rightfully) apprehensive that putting their completed ballot in the mail does not guarantee it will be received and counted by the municipality by statutory deadlines. Voters also need to have confidence that they are returning their completed absentee ballots into secure containers that are not at risk of tampering. All five cities need resources to purchase additional secure drop-boxes and place them at key locations throughout their cities, including libraries, community centers, and other well-known places, to ensure that returning completed ballots is as secure and accessible to voters throughout our cities as possible.

- **Green Bay**: The City would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay’s libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall. **Total: $50,000**

- **Kenosha**: The City currently has two drop-boxes that are checked throughout the day, and would like to install 4 additional internal security boxes at Kenosha libraries and the Kenosha Water Utility so that each side of town has easy access to ballot drop-boxes. **Total: $40,000**

- **Madison**: The City would like to have one secure drop box for every 15,000 voters, or 12 drop boxes total ($36,000). The City would also like to provide a potential absentee ballot witness at each drop box, utilizing social distancing and equipped with PPE (staff costs unknown): **Total: $50,000**

- **Milwaukee**: The City would like to install secure 24-hour drop boxes at all 13 Milwaukee Public library branches, staffed with socially distanced volunteers to serve as witnesses. **Total: $58,500**
• **Racine:** The City currently has one secured drop box for absentee ballots, and would like to have 3 additional drop boxes, each equipped with security cameras, to install at key locations around the City. **Total: $18,000.**

**Total: $216,500**

3. Deploy Additional Staff and/or Technology Improvements to Expedite & Improve Accuracy of Absentee Ballot Processing

The process of assembling and mailing absentee ballots is labor-intensive, slow, and subject to human error. Absentee ballot requests must be approved and entered into the statewide system, labels must be printed and applied to envelopes, ballots must be initialized, folded, and inserted into the envelope along with instructions. Ballots must be logged when received back from the voter. Undeliverable ballots must be reviewed, reissued or canceled. When voters make mistakes on ballots the requests to reissue must be completed. These tasks are time-consuming and utilizing existing clerk’s office staff pulls them away from all of the other service requests, phone answering, and tasks handled by busy municipal clerks’ offices.

The tremendous increase in absentee ballot requests in April was unprecedented, and municipal clerks and their staff were unprepared for the volume. They responded remarkably well - particularly since many of their staff were, by late March and early April, working remotely or, at a minimum, all needing to adhere to social distancing and masking precautions when working together in the same room - but all five municipalities need additional resources to accurately and swiftly process absentee ballot requests.

• **Green Bay:** The City needs 45 additional staff to process absentee ballot requests before the election, to open and verify envelopes on Election Day, and insert them into the tabulators. After the election, staff are needed to enter new voter registrations and assist with all election certification tasks ($140,000 for staffing) The City would also like to purchase a ballot opener and ballot folder to expedite processing ($5,000). **Total: $145,000.**

• **Kenosha:** The City needs resources for absentee ballot processing, to staff and process early, in-person absentee requests, and to answer voters’ questions (approximately $100,000). Additional workers are also needed to canvass absentee ballots (approximately $11,000) **Total: $111,000**

• **Madison:** Based on data from April, the City estimates it will need additional staffing ($110,000) for hourly election clerks for the fall elections, and will incur
additional overtime costs ($100,000) for staff processing of absentee ballots and other election-related tasks. **Total: $210,000**

- **Milwaukee:** Given its tremendous volume of absentee ballot requests and processing tasks which dwarfs that of the other municipalities, Milwaukee would like to completely automate and expedite the assembly and mailing of requested absentee ballots. The City would like to purchase a high-speed, duplex printer, a top-of-the-line folding machine, and a high quality folding and inserting machine. This would reduce staff costs and eliminate the use of absentee labels, by enabling the City to print directly onto inner and outer envelopes. This would also allow the City to have a small 2D barcode that the inserter machine would be able to scan to ensure that the outer envelope is for the same voter; increasing quality controls. This automation would enable the City to eliminate the assembly delay no matter the volume of daily absentee requests, allowing experienced election workers and previously trained election temporary employees to be re-deployed to early voting sites as supervisors and lead workers. **Total: $145,000**

- **Racine:** To process absentee ballot requests in April, the City estimates that it will need seven additional full-time employees to process fall election requests. These employees will be needed full-time for one month prior to the August Election (approximately $17,000) and seven weeks prior to the November election (approximately $30,000). **Total: $47,000**

**Total: $658,000**

4. **Expand In-Person Early Voting (Including Curbside Voting)**

For a variety of reasons, many voters in our municipalities do not want to vote by mail and prefer to vote in-person. As a result of the coronavirus, far more voters are interested in early, in-person absentee voting (EIPAV) than we’ve seen in previous elections, wishing to avoid lines or crowds on Election Day. All five municipalities would like to have resources to accommodate these early, in-person voters. Expanding access to early, in-person voting also will lessen lines at polling places on Election Day and allow for proper social distancing and other pandemic precautions to be uniformly implemented.

Curbside and drive-thru voting have been very popular with residents of our municipalities, particularly for those with health concerns who can remain in the cars and have a virtually contact-less voting process. For example, Milwaukee previously operated in-person early voting for one week leading up to the April election at three sites and then transitioned to one site of drive-thru voting. 11,612 cast ballots through these options: 5,571 via in-person and 6,041 at drive-thru, and these numbers represent a 46% increase over April 2016 “early voting” totals. However, it is slow-moving and
labor-intensive. Additionally, particularly in the larger cities among us, it requires law enforcement and traffic control assistance to help manage traffic.

- **Green Bay:** The City would like to expand and establish at least three EIPAV sites in trusted locations, ideally on the east (potentially UWGB) and west sides (potentially NWTC or an Oneida Nation facility) of the City, as well as at City Hall. The City is planning to offer early voting starting two weeks before each election, with several weekdays available until 6:30pm and Saturdays 10am-4pm. They would like to staff these early voting sites with election inspectors who are bilingual and would like to increase the salary rate for these bilingual election inspectors to assist with recruitment and retention, as well as in recognition of their important role at these sites. The City also will need to print additional ballots, signage, and materials to have available at these early voting sites. **Total: $35,000.**

- **Kenosha:** The City plans to have one early voting location, at City Hall, and plans to hold early voting two weeks before the August election, with no weekend or evening hours planned, and 4 weeks before the November election, with access until 7pm two days/week and Saturday voting availability the week before the election. If City Hall is still closed to the public, they will explore offering early drive thru voting on City Hall property. Resources are needed for staffing (approximately $40,000), PPE ($1,050), signage ($200), laptops, printers, and purchase of a large tent ($8,789) to utilize for drive thru early voting. Staff could see voters’ ID, print their label, hand them their ballot, and then collect the completed envelope. This would also allow staff to help voters properly do certification and provide witness signatures if necessary. The City could do this for one full week before elections. **Total $50,039.**

- **Madison:** The City would like to provide 18 in-person absentee voting locations for the two weeks leading up to the August election, and for the four weeks leading up to the November election. Their original plan was to offer in-person absentee voting at all nine library locations, the City Clerk's Office, a city garage, Edgewood College, two Madison College locations, and four UW-Madison locations. Due to weather uncertainties, they will need to purchase and utilize tents ($100,000) for the curbside voting locations in order to protect the ballots, staff, and equipment from getting wet and will also need large feather flags to identify the curbside voting sites. (Additional staff costs covered by the earlier question re. Absentee ballot processing.) The City would also like to get carts ($60,000) for our ExpressVote accessible ballot marking devices so we can use the ExpressVote for curbside voting to normalize the use of ExpressVote to help voters with disabilities feel less segregated during the voting process. **Total: $160,000.**

- **Milwaukee:** The City would like to set up 3 in-person early voting locations for two weeks prior to the August election ($150,000) and 15 in-person early voting
locations and 1 drive-thru location, potentially at a central location like Miller Park, for four weeks prior to the November election ($450,000). (Establishing this many EIPAV sites requires a significant investment in IT equipment, an additional ballot printer, tents, signage, and traffic control assistance from the Milwaukee Police Department.) Milwaukee would also like to offer evening and weekend early voting hours which would add additional costs for both August ($30,000) and November ($75,000). Total: $705,000.

- **Racine:** The City would like to offer a total of 3 EIPAV satellite locations for one week prior to the August election, as well as offering in-person early voting - curbside, if City Hall is still closed to the public - at the Clerk’s office for 2 weeks prior to the August election. For the November election, Racine would like to offer EIPAV at 4 satellite locations two weeks prior to the election and at the Clerk’s office (again, potentially curbside) 6 weeks prior. The City would need to obtain PPE, tents, supplies and cover staff time and training ($40,000). Racine would also like to have all satellite locations available for half-day voting the two Saturdays ($17,000) and Sundays ($17,000) prior to the November election, and the library and mall locations would be open until 8pm the week prior to the Election. Additional resources needed include one-time set-up fee per location ($7,500), laptops and dymo printers ($10,000), training ($1,100), and signage ($12,000.) As well, the City would like to host at least one drive-thru Voter Registration Day, where City Hall would be set up for residents to come get registered, curbside, and get their voting questions answered by Clerk’s staff. Newly registered voters could also get assistance requesting absentee ballots for upcoming elections while they’re there. ($8,000) Total: $112,600

Total: $1,062,639.00

Recommendation I Total for All Strategies to Encourage and Increase Absentee Voting by Mail and Early, In-Person: $2,572,839.00
Recommendation II: Dramatically Expand Voter & Community Education & Outreach, Particularly to Historically Disenfranchised Residents

All five municipalities expressed strong and clear needs for resources to conduct voter outreach and education to their communities, with a particular emphasis on reaching voters of color, low-income voters without reliable access to internet, voters with disabilities, and voters whose primary language is not English. This outreach is particularly necessary given the voter confusion that ensued in the lead-up to the April election, and voters’ concerns and questions about voting during the COVID-19 pandemic. We understand that our communities of color do not necessarily trust the voting process, and that we need to work to earn that trust. We want to be transparent and open about what happens behind the scenes in elections, and what options are available for casting a ballot. We also want to make sure we are listening to groups that have historically been disenfranchised and groups that are facing obstacles with voting during this pandemic, and working with them to effectively respond to their concerns.

Voter outreach and education is also needed to encourage and explain new voter registration, and to encourage voters to verify and update their address or other voter registration information to do so prior to the Election. None of our communities have sufficient resources budgeted or available for the strategic, intentional, and creative outreach and education efforts that are needed in our communities over the summer and into the fall.

We all want our communities to have certainty about how the voting process works, trust in our election administration’s accuracy, and current, accurate information on what options are available to vote safely in the midst of the pandemic. Significant resources are needed for all five municipalities to engage in robust and intentional voter education efforts to reduce confusion; encourage and facilitate new voter registration and registration updates; provide clear, accessible, and accurate information; address voters’ understandable pandemic-related safety concerns; reassure voters of the security of our election administration; and, ultimately, reduce ballot errors and lost votes and enhance our residents’ trust and confidence in our electoral process.

- **Green Bay:** Would like to reach voters and potential voters through a multi-prong strategy utilizing "every door direct mail," targeted mail, geo-fencing, billboards, radio, television, and streaming-service PSAs, digital advertising, and automated calls and texts ($100,000 total). The City would also like to ensure that these efforts can be done in English, Spanish, Hmong, and Somali, since roughly 11% of households in the Green Bay area speak a language other than English. Ideally, the City would employ limited term communications staff or engage communications consultants ($50,000) from August through the November election to design these communications and design and launch paid advertising on Facebook, Twitter, and Instagram, also in multiple languages. The City would also like to directly mail to residents who are believed to be eligible but not registered voters, approximately 20,000 residents. It would require both
considerable staff time to construct that list of residents and directly mail a professionally-designed piece (in multiple languages) to those voters. ($50,000 total for staffing, design, printing, and postage). To assist new voters, the City would also like resources to help residents obtain required documents (i.e. birth certificates) which are needed to get a valid state ID needed for voting. These grant funds ($15,000) would be distributed in partnership with key community organizations including churches, educational institutions, and organizations serving African immigrants, LatinX residents, and African Americans. **Total: $215,000**

- **Kenosha**: Would like to directly communicate to all Kenosha residents via professionally-designed targeted mail postcards that include information about the voter’s polling location, how to register to vote, how to request an absentee ballot, and how to obtain additional information. The City would have these designed by a graphic designer, printed, and mailed ($34,000). The City would also like resources for social media advertising, including on online media like Hulu, Spotify, and Pandora ($10,000) and for targeted radio and print advertising ($6,000) and large graphic posters ($3,000) to display in low-income neighborhoods, on City buses, and at bus stations, and at libraries ($5,000). **Total: $58,000**

- **Madison**: Would like to engage the City’s media team to produce videos to introduce voters to the election process, voting options, and to explain the safety precautions taken at polls and early voting sites. These videos would then be shared in numerous ways, including through partner organizations and on the City’s social media platforms. The City would also like to partner with community organizations and run ads on local Spanish-language radio, in the Spanish-language newspapers, on local hip hop radio stations, in African American-focused printed publications, and in online publications run by and for our communities of color (advertising total $100,000). Additionally, the City has many poll workers who are from historically disenfranchised communities. The City would like to pay those poll workers ($75,000) to conduct voter outreach and additional poll worker recruitment activities. **Total: $175,000.**

- **Milwaukee**: Would like to partner with other City divisions to develop mailings and door hangers ($10,000) that could accompany water bills, be distributed by the Department of Neighborhood Services, or hung on trash receptacles by sanitation staff. The City would also like to revamp current absentee voting instructions to be more visual, address issues specific to the pandemic such as securing a witness signature, prepare it in English and Spanish, and print 150,000 color copies (estimated total $15,000). The Election Commission would also like to produce a short video ($5,000) with visuals showing voters how to apply for an absentee ballot and how to correctly complete and return the ballot. Additionally, the Election Commission would like to hire a communications firm to prepare and implement a comprehensive voter outreach communications plan.
($250,000). This communications effort would include numerous voter education ads and PSAs on radio, billboards, buses, with some using local celebrities like Milwaukee Bucks players. This communications effort would focus on appealing to a variety of communities within Milwaukee, including historically underrepresented communities such as LatinX and African Americans, and would include a specific focus on the re-enfranchisement of voters who are no longer on probation or parole for a felony. Additionally, this campaign would include an edgy but nonpartisan and tasteful communications campaign to harness the current protests’ emphasis on inequity and ties that message to voting. The video, the ads, and the PSAs could all also be placed on social media, the Election Commission and City websites, and GOTV partner websites and social media. **Total: $280,000**

- **Racine:** The City would like to retain a communications firm to design and implement a comprehensive voter outreach communications plan ($80,000). This would include ads on Facebook, Instagram, and Snapchat. The City would also like to rent billboards in key parts of the City ($5,000) to place messages in Spanish to reach Spanish-speaking voters. The City would also like to do targeted outreach aimed at City residents with criminal records to encourage them to see if they are not eligible to vote; this outreach will be accomplished with the production, editing, and sharing of a YouTube video ($2,000) specifically on this topic shared on the City’s website, social media channels, and through community partners. Racine would also like to purchase a Mobile Voting Precinct so the City can travel around the City to community centers and strategically chosen partner locations and enable people to vote in this accessible (ADA-compliant), secure, and completely portable polling booth on wheels, an investment that the City will be able to use for years to come. (Estimated cost $250,000). **Total: $337,000**

**Recommendation II Total For All Strategies to Dramatically Expand Strategic Voter Education and Outreach Efforts, Particularly to Historically Disenfranchised Residents: $1,065,000.00**
Recommendation III: Launch Poll Worker Recruitment, Training, and Safety Efforts

The pandemic made conducting Election Day activities extremely challenging. Most poll workers in Wisconsin are retirees doing their civic duty to help facilitate the election. Given the increased risk for the elderly if exposed to COVID-19, many experienced poll workers opted out. Milwaukee had so many poll workers decline to serve that the City went from 180 polling locations to five polling locations. Green Bay, facing a similar exodus of poll workers, went down to two polling locations. Racine usually relies on nearly 190 poll workers for a spring election; only 25 of those experienced poll workers were under the age of 60.

As fears about the coronavirus increased in mid-late March and early April, poll workers in all five municipalities declined to work the election, leaving cities scrambling to quickly recruit enough bodies to keep polling locations open. All cities were appreciative of the last minute assignment of hundreds of Wisconsin National Guard members to assist with Election Day activities, and all of our cities re-assigned City staff from other departments to serve as poll workers and election officials and to assist with the myriad of tasks related to Election Day administration. The remainder of positions were staffed by high school students, college students, and members of the National Guard. Many of our poll workers had never worked an election before.

- **Green Bay**: The City needs to hire a total of 380 workers per election (total $112,660). The City would like to pay poll workers more than they have previously received, to signify their importance in the process and to acknowledge the extra challenge it represents to serve as an election official during a pandemic. The City would like to increase poll worker salaries by 50% (additional $56,330). All poll workers will be trained through the Wisconsin Elections Commission website and the City’s own training manual ($6,000). Total: $174,900

- **Kenosha**: The City needs to hire 350 poll workers per election ($100,000). They would like to offer hazard pay to increase pay to $160/worker and $220/chief inspectors ($10,840). To aid in recruitment efforts, the City would like to hire a recruiter and liaison position for poll workers ($35,000). Total: $145,840.

- **Madison**: The City utilizes the election toolkit available through the MIT Technology Project to determine the staffing levels needed to ensure that voters will not have to wait in line for more than 15 minutes. In addition to the one Chief Inspector per polling location, Madison also has additional election officials who are certified as the Absentee Lead at each polling location. Madison estimates that if 75% of votes cast are absentee, the City will need 1,559 election officials at the polls in August. The City envisions a robust and strategic poll worker recruitment effort, focusing on people of color, high school students, and college students. The City would like to have resources for hazard pay for poll workers this fall at a rate comparable to what the U.S. Census is paying in the area.
($369,788). The City has also found it challenging to convince facilities to host a polling location in the midst of a pandemic, and would like to provide each facility with a small amount of funds to compensate for their increased cleaning and sanitation costs ($750/location, $138,000 total). Total: $507,788

- **Milwaukee:** The City plans to have 45 voting locations in August and to keep open as many of the normal 180 polling places as possible in November. August will require 3 chief inspectors per site and 20 election workers per site, for a total of 1200 election workers minimum and 150 chief inspectors. The City has a goal of recruiting 1,000 new election workers. The City would like to add an additional $100 per worker in hazard pay to the poll workers' stipends of $130 ($460,000 additional for both elections) and $100 hazard pay to chief inspector stipends of $225 ($87,750 additional for both elections). Additionally, the City of Milwaukee utilizes a Central Count of absentee ballots, which necessitates 15 chiefs and 200 election workers per election at Central Count ($50,000/day for 2- days each election for a total of $200,000). Total payroll for both elections will reach $750,000 based upon these calculations. The City will launch a recruitment campaign for a new generation of election workers to sign up and be involved in their democracy, and hopes this effort can be included in the above request for resources for a marketing firm. Recruiting new and younger poll workers means that the Election Commission will need to innovate in election training. The Commission would like to produce polling place training videos ($50,000) with live small-group, socially distanced discussions and Q&A sessions. These videos will augment existing training manuals. **Total: $800,000**

- **Racine:** The City needs approximately 150 poll workers for August and 300 for November, in addition to 36 Chief Inspectors, and would like to pay all workers a $100/election hazard pay ($118,000 total payroll for both elections). City notes that its desire to have more early voting locations and hours is directly impacted by its ability to hire and train election officials. To that end, the City would like to launch a recruitment campaign that includes radio ads ($1,000), ads on social media platforms ($10,000), billboards in strategic City locations ($5,000), and film videos for high school students in history/government classes ($500). The City would also like to enlist a communication firm to: create a training video for election officials, develop an online quiz, detailed packets for election officials, and a PPE video filmed by a health professional about necessary COVID-19 precautions during all voting operations ($22,000 total). Racine would also like to hire a liaison position to schedule, training and facilitate poll workers. ($35,000) Total: $181,500.

**Recommendation III Total for All Strategies to Launch Poll Worker Recruitment, Training and Safety Efforts: $1,810,028.00**
Recommendation IV: Ensure Safe & Efficient Election Day Administration

It is no small task to mitigate risk of a lethal pandemic at all polling locations and throughout all required Election Day processing. Municipal clerks must ensure they have done everything possible to comply with public health guidelines and mitigate the risk of COVID-19 for all of the election officials, poll workers, observers, and voters. Our five municipalities are in need of numerous resources to both ensure seamless processing of voters on the upcoming Election Days, procure Personal Protective Equipment (PPE), disinfectant, and cleaning supplies to protect election officials and voters from the coronavirus, and to aid in processing of an expected high volume of absentee ballots. Additionally, as several of our municipalities move to add or expand drive-thru voting on Election Days, those expansions come with additional unbudgeted expenses for signage, tents, traffic control, publicity, and safety measures. All of our municipalities need resources to ensure that the remaining 2020 Election Days are administered seamlessly and safely.

- **Green Bay:** Green Bay would like to purchase 135 electronic poll books ($2,100/each for a total of $283,500) to reduce voter lines, facilitate Election Day Registrations and verification of photo ID. The City would also like a high speed tabulator ($62,000) to count absentee ballots on Election Day, a ballot opener and ballot folder ($5,000), and additional staff to process absentee ballots on Election Day ($5,000). The City also needs masks, gloves, gowns, hair nets, face shields ($15,000), cough/sneeze guards ($43,000), and disinfectant supplies ($3,000). **Total: $426,500**

- **Kenosha:** The City would like to purchase automatic hand sanitizer dispensers for all polling locations ($14,500) as well as PPE (gloves, masks, disinfectant, etc.) for all poll workers and voters ($15,200). Kenosha would also like to be able to offer elderly residents and people with disabilities who wish to vote in person on Election Day two-way transportation, utilizing a local organization such as Care-A-Van ($2,000). The City also needs resources for technology improvements to include a ballot opener, a ballot folder, 12 additional laptops and dymo printers, and high-speed scanner tabulators ($172,000 total) to expedite election day processing and administration. **Total: $203,700**

- **Madison:** The City needs hand sanitizer for all poll workers and voters, disinfectant spray, plexi-glass shields to allow poll workers to split the poll books, face shields for curbside election officials, and face masks for all poll workers and observers ($20,000) as well as renting additional space to safely and accurately prepare all supplies and practice social distancing at the public test of election equipment ($20,000) If the new voter registration form is not translated by the state into both Spanish and Hmong, Madison plans to translate the form ($500). **Total: $40,500**
- **Milwaukee:** The City will be purchasing 400 plexiglass barriers ($55,000) for election workers at all polling location receiving and registration tables. Additionally, the Milwaukee Election Commission will need to acquire 400 face shields for workers not staffed behind plexiglass ($4,000), gloves for all poll workers ($3,000), masks on hand for election workers and members of the public ($5,000), hand sanitizer ($2,000) and disinfectant ($2,000). Additionally, since Milwaukee also plans to offer curbside voting as an option at all polling places, updated, larger, more visible signage is necessary ($5,000). **Total: $76,000**

- **Racine:** Racine plans to issue all 36 wards its own PPE supply box which will each include masks, cleaning supplies, pens for each voter, gloves, hand sanitizer, safety vests, goggles, etc. ($16,000). The City also needs large signs to direct and inform voters printed in English and Spanish ($3,000). Additionally, the City would like to deploy a team of paid trained EDR Specialists for each polling location ($10,000, including hourly pay, training expenses, and office supplies). As well, Racine would like iPads with cellular signal for each polling location to be able to easily verify voters’ registration status and ward ($16,000). The City would like to equip all wards with Badger Books ($85,000); Racine began using electronic poll books in the February 2020 election and has found they dramatically increase and facilitate EDR, verification of voters’ photo ID, expedite election processes, and reduce human error. **Total: $130,000**

**Recommendation IV Total for All Strategies to Ensure Safe & Efficient Election Day Administration: $876,700.00**

**Conclusion**

As Mayors in Wisconsin’s five largest cities, we are committed to working collaboratively and innovatively to ensure that all of our residents can safely exercise their right to vote in 2020’s remaining elections in the midst of the COVID-19 pandemic. The April 2020 election placed two of our most sacred duties in conflict: keeping our residents safe and administering free, fair, and inclusive elections. This Wisconsin Safe Voting Plan 2020 represents a remarkable and creative comprehensive plan, submitted collaboratively by all five of our cities. With sufficient resources, all five municipalities will swiftly, efficiently, and effectively implement the recommended strategies described in this plan, to ensure safe, fair, inclusive, secure, and professional elections in all of our communities this year.
July 24, 2020

City of Kenosha

Dear Mayor Antaramian,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Kenosha.

The following is a description of the grant:

**AMOUNT OF GRANT:** Eight hundred sixty-two thousand, seven hundred seventy-nine nine US dollars (USD $862,779.00).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Kenosha in accordance with the Wisconsin Safe Voting Plan 2020 ("Appendix").

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Kenosha is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).
2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Kenosha shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific sub-recipient in advance, in writing.

4. The City of Kenosha has produced a plan for safe and secure election administration in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This plan is attached to this agreement as an Appendix. The City shall expend the amount of this grant for purposes contained in this plan by December 31, 2020.

5. This grant is intended to support and shall be used solely to fund the activities and purposes described in the plan produced pursuant to paragraph 4.

6. The City of Kenosha shall produce a report documenting how this grant has been expended in support of the Appendix. This report shall be provided to CTCL by January 31, 2021.

7. The City of Kenosha shall not reduce or otherwise modify planned municipal spending on 2020 elections, including the budget of the City Clerk of Kenosha ("the Clerk") or fail to appropriate or provide previously budgeted funds to the Clerk for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

8. CTCL may discontinue, modify, withhold part of, or ask for the return of all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

9. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.
Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Kenosha sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson  
Executive Director  
Center for Tech and Civic Life

Accepted on behalf of the City of Kenosha:

By: ____________________________

Title: ____________________________

Date: ____________________________

APPENDIX: Wisconsin Safe Voting Plan 2020 Submitted to the Center for Tech & Civic Life  
June 15, 2020
Hello Michelle,

I hope you and the team are doing well after last week's primary. As we discussed, I'm connecting you with 2 people from the Elections Group, Gail and Ryan (cc'd).

They both have decades of election experience working with the Cook County Clerk in Illinois. They are available to discuss your dropbox plans (and more!).

Ryan and Gail,

Michelle is the Kenosha Deputy Clerk. Below are some notes about her drop box plans for November to help guide your conversation.

- Currently 2 drop boxes at City Hall
- Kenosha Mayor wants secure boxes attached to city buildings
- Adding 3 more locations for November, built into city buildings (2 libraries, 1 water utility office)
- Michelle is working with a construction company
- She's open to which dropbox to purchase -- visuals are helpful
- Michelle is open to help with dropbox collection and chain of custody documents
- She's excited about getting tents and signage for drive thru voting, so you may want to discuss that operation, too.

I hope you can find time this week to schedule a call. And I'll let y'all take it from here.

Stay safe,
Whitney

---

Whitney May
Director of Government Services
Center for Tech and Civic Life
whitney@techandciviclife.org
(819) 799-8173
she/her
Hello everyone,

Thank you for taking time to review the CCD materials and ask questions today.

CTCL is putting the brakes on operation envelope with the WI-5 because:

- WEC wants everyone in the state using the same formats
- WEC wants to complete new envelope design work next year
- WEC shared uniform instructions today

Apologies for any confusion. Please reach out with any questions or concerns. And keep truckin'.

Stay safe out there,
Whitney M

---

On Tue, Aug 18, 2020 at 6:36 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

> Wow! Thank you!

I like the design. Is it possible to have the text larger in the instructions? I'm wondering how hard it might be for our older voters to read the 9-point font.

Thank you!

- Maribeth

---

From: Whitney May <whitney@techandciviclife.org>
Sent: Tuesday, August 18, 2020 12:07 PM
To: Michelle Nelson <mnelson@kenosha.org>; Coolidge, Tara <tara.coolidge@cityoffrancine.org>; Celestine Jeffreys <Celestine.Jeffreys@greenbaywi.gov>; Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>; cwooda@milwaukee.gov; Kris.Teske@greenbaywi.gov
Cc: Josh Goldman <josh@techandciviclife.org>; Asher Koliebol <asher@civicdesign.org>; Christopher Patten <christopher@civicdesign.org>
Subject: Absentee instructions template & envelopes from Center for Civic Design: Feedback requested by Friday

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hello Claire, Celestine, Kris, Tara, Michelle, and Maribeth:

You are the famous WI-5. Congrats on successful administration of last week's state primary! Excited to see November be an even bigger success for you and your teams.
With November in mind, I’m cc’ing the designers from Center for Civic Design, Asher & Christopher. CCD is one of the amazing technical assistance partners available to support the WI-5 (we really do need to get WI-5 t-shirts).

Since we’ve heard interest from you about what other cities are doing, we thought it would be helpful to gather feedback on absentee envelopes and instructions from the WI-5 cohort as a group rather than gathering feedback separately.

- Here are the absentee instructions designed by CCD
  
  o It’s a template in a Word doc
  o You can edit and customize for your city
  o Christopher and Asher are available to consult on design
  o Christopher and Asher have designed this by combining CCD’s best practices and language from Madison’s instructions.

- Here are the absentee envelopes designed by CCD
  
  o CCD has been working on the design with WEC
  o CCD + Oxide Design are available to consult on design and printing with your printer
  o Consult can look like adjusting the templates, adding your contact and other information, working with your envelope vendors (if needed) as you fit the layouts into your process (including any size or placement adjustments), or just providing any support, advice, or reviews of proofs.

**Do you and your teams have capacity to review these materials and provide questions and feedback to CTCL & CCD before the end of the week?**

We know you are all working on tight timelines for printing and collating absentee materials. Please let CTCL & CCD know how we can be most helpful moving forward. If it’s useful, grant funds are available for cities that want to print new envelopes.

Thank you,
Whitney & Josh from CTCL

```
Whitney May
Director of Government Services
Center for Tech and Civic Life
```
Election offices are chronically underfunded and understaffed. I hope you're able to make the case to your administration that the Clerk's office needs additional staff. Like I say, elections are people-powered.

Below is some language I drafted along with 2 links that may help you frame the need for more staff. And have you asked Kris in Green Bay or Tara in Racine about their staffing levels? If they have similar numbers of registered voters as Kenosha, but more staff than Kenosha, then I think that's also a way to make your case to Admin.

There was a time when the administration of elections and voter registration was a straightforward, relatively simple public service — occasionally organizing election workers, maintaining registration lists, and holding periodic elections. That is the past.

Modern election administration is one that requires expert, trained administrators who understand complicated factors involving both people and technology. Administering safe, professional, and secure election requires specific knowledge and skills on a variety of topics, including but not limited to:

- Voter registration
- Cybersecurity
- Physical security
- Ballot building
- Campaign finance
- Logic and accuracy testing
- Absentee voting and voting by mail
- Uniformed and overseas citizens voting
- Polling place management
- Poll worker training, recruitment, and management
- Post-election audits
- Contingency planning
- Canvassing and certifying an election
- Communicating with the public
- Conducting a recount
- Provisional ballots
- Election technology
- Accessible voting

[https://www.electioncenter.org/certified-elections-registration-administrator.html](https://www.electioncenter.org/certified-elections-registration-administrator.html)


On Wed, Aug 19, 2020 at 10:14 AM Michelle Nelson <mnelson@kenosha.org> wrote:

Hi Whitney,

I'm preparing to discuss with Administration the need for full time election specialist staff for our upcoming budget. I realize this is not grant related; however, I thought maybe someone in your group could provide some insight as to why that is useful in a City Clerk's Office.

Elections have significantly changed over the last four years. Specifically: security, transparency, voter confidence and now COVID are areas of concern when planning for and administering an election.

Thoughts?

Michelle Nelson
Information Coordinator
t:262.653.4271
cityofkenosha.org
Michelle,

So happy to hear you were able to secure the equipment you require. Your request for reallocation is approved.

I hope you're taking care.

Best,
Tiana

On Mon, Aug 31, 2020 at 1:31 PM Michelle Nelson <mnelson@kenosha.org> wrote:

Hi Tiana,

I want to update you on a larger grant money purchase. We were able to secure three (3) DS450 high speed ballot tabulators for use at our Absentee Central Count locations. The total is estimated at $180,000.00 for three machines. We had requested $172,000 for this and we are requesting that some of the money allocated for extra staffing be allowed to cover the additional expense.

Please advise.

Michelle Nelson
Information Coordinator
T: 262.653.4271
625 52nd Street
Kenosha, WI 53140

--
Tiana Epps-Johnson | Founder & Executive Director, Center for Tech and Civic Life | tiana@techandciviclife.org | she/her
Michelle Nelson
Information Coordinator
T:262.653.4271
625 52nd Street
Kenosha, WI 53140

From: "tiana" <tiana@techandciviclife.org>
To: "Michelle Nelson" <mnelson@kenosha.org>
Cc: "Whitney May" <whitney@techandciviclife.org>
Sent: Thursday, September 3, 2020 10:14:02 AM
Subject: Re: Purchase of High Speed Ballot Tabulators

Michelle,

So happy to hear you were able to secure the equipment you require. Your request for reallocation is approved.

I hope you're taking care.

Best,
Tiana

On Mon, Aug 31, 2020 at 1:31 PM Michelle Nelson <mnelson@kenosha.org>
wrote:

Hi Tiana,

I want to update you on a larger grant money purchase. We were able to secure three (3) DS450 high speed ballot tabulators for use at our Absentee Central Count locations. The total is estimated at $180,000.00 for three machines. We had requested $172,000 for this and we are requesting that some of the money allocated for extra staffing be allowed to cover the additional expense.

Please advise.

Michelle Nelson
Information Coordinator
T:262.653.4271
625 52nd Street
Kenosha, WI 53140
Tiana Epps-Johnson | Founder & Executive Director, Center for Tech and Civic Life
| tiana@techandciviclife.org | she/her
From: Woodall-Vogg, Claire <cwooda@milwaukee.gov>  
Date: Friday, August 28, 2020 at 11:46 AM  
To: Michael Spitzer-Rubenstein <michael@voteathome.org>  
Subject: RE: Ops Meeting Follow-up

Thank you for my reminders. I need them – it seems like the past three hours of the morning have passed in 5 mins.

From: Michael Spitzer-Rubenstein <michael@voteathome.org>  
Sent: Friday, August 28, 2020 10:17 AM  
To: Woodall-Vogg, Claire <cwooda@milwaukee.gov>  
Subject: Ops Meeting Follow-up

Claire,
Great talking to you yesterday. Just a few notes on follow-ups:

- Can you connect me to Reid Magney and anyone else who might make sense at the WEC?
- Would you also be able to make the connection with the Milwaukee County Clerk?
- If you could send the procedures manual and any instructions for ballot reconstruction, I’d appreciate that.

On my end:

- By Monday, I'll have our edits on the absentee voter instructions.
- We’re pushing Quickbase to get their system up and running and I’ll keep you updated.
- I’ll revise the planning tool to accurately reflect the process.
- I’ll create a flowchart for the VBM processing that we will be able to share with both inspectors and also observers.
- I’ll take a look at the reconstruction process and try to figure out ways to make sure it’s followed.

Thanks,
Michael
Hi Claire,

It was a pleasure to meet during last week's Safe Voting Plan kickoff call, and I'm looking forward to sending you a more complete implementation plan tomorrow. In the meantime, I wanted to continue the conversation about providing additional staff support.

In last week's call, you mentioned an interest in adding middle-management staff capacity. Noah (Elections Group) has a lead on an experienced elections staffer that could potentially embed with your staff in Milwaukee in a matter of days and fill that kind of role.

I know bringing on a new member to your team is a big decision, so I wanted to make sure you and Noah could connect and talk through your interest and possible next steps. I'll let you both take it from here.

Thanks, Claire! I'll email more complete technical assistance support plans tomorrow for your review. In the meantime, don't hesitate to let me if you have questions.

Josh
--
Josh Simon Goldman | Program Manager, Center for Tech and Civic Life | (513) 720-1397 | josh@techandciviclife.org
Sounds good, thank you much, Michael. Just let me know.

Hannah Bubacz  
GIS Technician II  
City of Milwaukee | Department of Administration – Information & Technology Management Division  
hbubac@milwaukee.gov

Give me a day or so. I'm waiting to hear back about whether USDR can make this all easier and save you from more work, Hannah.

Thanks,  
Michael

On Thu, Sep 17, 2020 at 12:50 PM Bubacz, Hannah <hbubac@milwaukee.gov> wrote:  
Ah, I see. Yes, I could break the city into chunks and export as a CSV, if needed.

Michael, please let me know if that is the route you want to go.

Hannah Bubacz  
GIS Technician II  
City of Milwaukee | Department of Administration – Information & Technology Management Division  
hbubac@milwaukee.gov

From: Hersch, Harrison <hhersch@quickbase.com>  
Sent: Thursday, September 17, 2020 11:44 AM  
To: Bubacz, Hannah <hbubac@milwaukee.gov>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>  
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>; Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos, John <jenos@milwaukee.gov>  
Subject: RE: Census Tracts Question
Hi Hannah –

Unfortunately we don’t have any sort of visualization/GIS software to open this or leverage as we are a
database/application platform.

Are you able to export in chunks or is that too much work? Could you give us a JSON file? We could take
virtually any sort of file that has the relational data like csv, tsv, xls, json, xml, etc.

Harrison Hersch
Director, Product Operations
O: (617) 250-2156
150 Cambridgepark Drive
Cambridge, MA 02140
QuickBase.com

From: Bubacz, Hannah <hbubac@milwaukee.gov>
Sent: Thursday, September 17, 2020 12:15 PM
To: Hersch, Harrison <hhersch@quickbase.com>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>
Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos,
John <jenos@milwaukee.gov>
Subject: Re: Census Tracts Question

Hey Harrison,

Attached is a zip file of parcel point address with census information joined as a shapefile. I cannot export it to
a CSV as there are too many records. I also could not do polygons at this time but let me know if you need
those in the future when you do need these as a visual representation. Does this work?

Thanks,

Hannah Bubacz
GIS Technician II
City of Milwaukee | Department of Administration – Information & Technology Management Division
hbubac@milwaukee.gov

From: Hersch, Harrison <hhersch@quickbase.com>
Sent: Tuesday, September 15, 2020 3:36 PM
To: Bubacz, Hannah <hbubac@milwaukee.gov>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>
Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos,
John <jenos@milwaukee.gov>
Subject: RE: Census Tracts Question

No problem. Not a delay, just want to plan.

Harrison Hersch
Director, Product Operations
From: Bubacz, Hannah <hbubac@milwaukee.gov>
Sent: Tuesday, September 15, 2020 4:36 PM
To: Hersch, Harrison <hhersch@quickbase.com>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>; Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos, John <jenos@milwaukee.gov>
Subject: Re: Census Tracts Question

Yes, I should be able to get the data to you by midday tomorrow. It doesn't take long but we have had a couple other things come up that the GIS team is attending. So sorry for the delay.

Hannah Bubacz
GIS Technician II
City of Milwaukee | Department of Administration – Information & Technology Management Division
hbubac@milwaukee.gov

From: Hersch, Harrison <hhersch@quickbase.com>
Sent: Tuesday, September 15, 2020 3:32 PM
To: Bubacz, Hannah <hbubac@milwaukee.gov>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>; Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos, John <jenos@milwaukee.gov>
Subject: RE: Census Tracts Question

One other thing, Hannah. Could you help set my expectations on how long this type of project would take you?

Harrison Hersch
Director, Product Operations
O: (617) 250-2156
150 Cambridgepark Drive
Cambridge, MA 02140
QuickBase.com

From: Hersch, Harrison
Sent: Tuesday, September 15, 2020 1:00 PM
To: Bubacz, Hannah <hbubac@milwaukee.gov>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>; Hinshaw, Alice <ahinshaw@quickbase.com>; Michael Spitzer-Rubenstein <michael@voteathome.org>; Enos, John <jenos@milwaukee.gov>
Subject: RE: Census Tracts Question

Thanks (to both emails)
Hey Harrison,

Here is the setup of our data for apartments/multiple units. The main address is in a field called HouseNumber (first red box). When they are letter based, it will be in the Suffix field (second red box) and the units with numbers in the Unit field (third field).

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<tr>
<th>PublicationParcelParcelPolygonAddress</th>
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<tbody>
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<td>FK_Tax</td>
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</tbody>
</table>

Hannah Bubacz  
GIS Technician II  
City of Milwaukee | Department of Administration – Information & Technology Management Division  
hbubac@milwaukee.gov

From: Bubacz, Hannah <hbubac@milwaukee.gov>  
Sent: Tuesday, September 15, 2020 11:25 AM  
To: Hersch, Harrison <hhersch@quickbase.com>; Woodall-Vogg, Claire <cwooda@milwaukee.gov>  
Cc: Boushell, Molly <mboushell@quickbase.com>; MacIntyre, Jacob <jmacIntyre@quickbase.com>
Let me make sure on the apartment numbers/suffixes before I let you know.

The two files would be the same data-wise. Using ArcMap, I can export the joined files to an Excel/CSV table. So the shapefile could be loaded to see it visually into whatever system you are using and the Excel/CSV would be a table of all the same fields without shapes. Does that help?

Hannah Bubacz
GIS Technician II
City of Milwaukee | Department of Administration – Information & Technology Management Division
hbubac@milwaukee.gov

One other question – what data would be in the CSV vs the Shapefile?

Harrison Hersch
Director, Product Operations
O: (617) 250-2156
150 Cambridgepark Drive
Cambridge, MA 02140
QuickBase.com

That…would…be…amazing!

If you want to send me a couple of sample records, I can check in advance too. One quick question, how will the permutations of things like apartment numbers work?
Hey Harrison,

Yes, I think I understand what you need. I will start working on getting you the files and then ask you to please check and make sure all is good. The files I will provide will be addresses joined with what census tract they are in and give a CSV and shapefile. Does that work for you?

Thanks,

Hannah Bubacz
GIS Technician II
City of Milwaukee | Department of Administration – Information & Technology Management Division
hbubac@milwaukee.gov

Hi Hannah –

I’ll try and do a better job clarifying the current need. We are not actually using anything visual right now (though will in the future). In the state of affairs now, we are just looking for raw data. The end result of this data will be some formulas, algorithms and reports that cross reference information about ballots and the census data. For example, we want to deliver to Milwaukee + Voteathome answers to questions like “How many of age residents are also registered to vote?” or “what percentage of ballots are unreturned in areas with predominantly minorities?”. To do that, we need a clear link between address + Census Tract. We need this for all ~300k voters and the ~200k+ absentee ballots, and it needs to be able automatic as we perform more inserts. To accomplish this, we were making calls to the Census API. They allow you to pass in an address and get the Census Tract. That solution “works”, but is far too slow. Their batch solution isn’t working either.

So, we are looking for a single file that has all addresses and Census Tracts. We could then keep those stored in the application and do the joins. Does that help?

Harrison Hersch
I completely understand. Will just ask them to work on other aspects of the project.

On Wed, Sep 16, 2020 at 5:13 PM Woodall-Vogg, Claire <cwooda@milwaukee.gov> wrote:

While I completely understand and appreciate the assistance that is trying to be provided, I am definitely not comfortable having a non-staff member involved in the functions of our voter database, much less recording it.

While it is a pain to have to remember to generate a report each night and less than ideal, it takes me less than 5 minutes. Without consulting with the state, which I know they don’t have the capacity or interest in right now, I don’t think I’m comfortable having USDR get involved when it comes to our voter database. I hope you can see where I am coming from – this is our secure database that is certainly already receiving hacking attempts from outside forces.

Thanks,

Claire

That sounds like a real pain. It would be helpful to just understand the system and maybe the USDR folks can figure out a way to simplify something for you.

Would any of these times work?

Friday 10-1 CT
Tuesday after 3 CT
Hi Michael,

This won’t be a problem! We run the same numbers in order to designate which machines will process which wards. I’ll make sure I email you first thing Monday morning with the data.

Claire

On Mon, Oct 26, 2020 at 10:16 AM Michael Spitzer-Rubenstein <michael@voteathome.org> wrote:

Hi Claire, how are you feeling with everything today? From the early voting sites I witnessed, it looked like everything was proceeding pretty smoothly.

I know you won’t have the final data on absentee ballots until Monday night but I imagine you’ll want to set things up beforehand. Just let me know your timeline for doing so and if you get me the absentee data a day ahead of time and I can set things up.

And as a reminder, here's what I'll need:
1) Number of ballot preparation teams
2) Number of returned ballots per ward
3) Number of outstanding ballots per ward

Thanks!
Michael

--

Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Hi Claire,
In order to get the data by ward, are you able to run a summary in WisVote or do you have to download all the active voters, absentee applications, etc. and then do an Excel pivot table or something similar?

We added Census data and zip codes to the map and so now we're moving to figure out how we'll update this.

Also, if you can send these reports (whether in summary form or just the raw data), we can put them in:

- Active voters
- Absentee applications
- Ballots received
- Ballots rejected/returned to be cured

Thanks!
Michael

--
Michael Spitzer-Rubenstein
State Lead for Wisconsin (Leadership Now Fellow)
National Vote at Home Institute
(310) 980-2872
he/him

Learn more about:
Election Officials Center
Mail Ballot FAQs
Mail Ballot Security
Resolution relative to acceptance and expenditure of the Center for Tech and Civic Life ("CTCL") grant for planning and implementing a safe and secure election administration in the City of Milwaukee in accordance with the Wisconsin Safe Voting Plan 2020.

This resolution authorizes the Election Commission to accept and expend grant funds in the amount of $2,154,500 for the public purpose of planning and implementing a safe and secure election administration in accordance with the Wisconsin Safe Voting Plan 2020. The grant will provide funding for safe and secure election administration in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters.

Whereas, The City of Milwaukee is eligible for the Center for Tech and Civic Life grant which funds a safe and secure election administration in 2020; and

Whereas, The operation of this grant project from 06.15.2020 to 12.31.2020 would cost $2,154,500 with no city match; now, therefore, be it

Resolved, By the Common Council of the City of Milwaukee, that the Election Commission is authorized to
accept and expend the Center for Tech and Civic Life grant without further approval unless the terms of the
grant change as indicated in Milwaukee Code of Ordinances Section 304-81; and, be it

Further Resolved, That the City Comptroller is authorized to:

1. Commit funds within the Project/Grant parent of the 2020 Special Revenue-Grant and Aid Projects Fund,
   the following amounts for the program titled CTCL -SafeVote Election Grant Program Grant:

<table>
<thead>
<tr>
<th>Project/Grant Fund</th>
<th>GR0002000000</th>
</tr>
</thead>
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<td>Org</td>
<td>0150</td>
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<tr>
<td>Program</td>
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</tr>
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2. Create the necessary Special Revenue Fund - Grant and Aid Project/Grant and Project/Grant levels; budget
to these Project/Grant values the amount required under the grant agreement; and, be it

Further Resolved, That these funds are budgeted to the Election Commission which is authorized to:

1. Expend from the amount appropriated sums for specified purposes as indicated in the grant budget and
   incur costs consistent with the award;

2. Expend from the 2020 grant budget funds for items outlined in the Wisconsin Safe Voting Plan 2020;

3. Expend from the 2020 grant budget funds for Hazard Pay for Election Inspectors and Chief Election
   Inspectors

Further Resolved, That the Common Council directs that the 2020 Positions Ordinance C.C. File Number
190614, should be amended as follows:

Under the Election Commission, Registration Division, create footnote (A)
  Election Inspector (A) (0.26 FTE)
  (A) Election Inspectors and Chief Inspectors to be paid an additional $100 per day for the August 11,
  2020 and November 3, 2020 elections per the Center for Tech and Civic Life grant for planning and
  implementing a safe and secure election administration in the City of Milwaukee in accordance with the

Further Resolved, That the Common Council directs that the 2020 Salary Ordinance C.C. File Number 191302,
should be amended as follows:

Under Pay Range 9AN, create footnote (2):
  Election Inspector (1) (2)
(2) Election Inspectors to be paid an additional $100 per day for the August 11, 2020 and November 3, 2020 elections per the Center for Tech and Civic Life grant for planning and implementing a safe and secure election administration in the City of Milwaukee in accordance with the Wisconsin Safe Voting Plan 2020.

Under Pay Range 9DN, create footnote (2):
Chief Inspector (1) (2)
(2) Chief Inspectors to be paid an additional $100 per day for the August 11, 2020 and November 3, 2020 elections per the Center for Tech and Civic Life grant for planning and implementing a safe and secure election administration in the City of Milwaukee in accordance with the Wisconsin Safe Voting Plan 2020.

Election Commission
Molly King
06.26.20
Common/ElectCom/2020/CTCL Resolution
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<td>Maria Monteagudo, Andrea Knickerbocker</td>
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### CITY OF MILWAUKEE OPERATING GRANT BUDGET

**NOTE:** The highlighted cells include formulas to automatically total dollar amounts. If you insert additional rows, you may need to copy the formulas into the inserted rows. Make sure to check the formulas to ensure they are calculating the numbers correctly.

**CTCL Grant for planning and operationalizing a safe and secure election administration.**

**PROJECT/PROGRAM TITLE:**

**CONTACT PERSON:** Claire Woodall-Vogg Ext. 288-3958

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Provide assistance to help voters comply with absentee ballot requests & certification requirements

Install Drop-Boxes to Facilitate Return of Absentee Ballots

Deploy Additional Staff and/or Technology Improvements to Expedite & Improve Accuracy of Absentee Ballot

Expand In-Person Early Voting (Including Curbside Voting)

Expand Voter & Community Education & Outreach, Particularly to Historically Disenfranchised Residents

Poll Worker Recruitment, Training, and Safety Effort

Ensure Safe & Efficient Election Day Administration
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Wisconsin Voters Alliance, et al.

Plaintiff,

v. 

City of Racine, et al.

Defendants.

DECLARATION OF S. CLAIRE WOODALL-VOGG

I, S. Claire Woodall-Vogg, hereby declare:

I make this declaration based on my personal knowledge and, if called to testify, I could and would so competently as follows.

1. I am the Executive Director of the Election Commission by the City of Milwaukee, Wisconsin (herein “City”). In my capacity as Executive Director, I administer elections for the City’s voters.

2. The City applied for a grant from the Center for Tech and Civic Life (herein “CTCL”) in the amounts and for the purposes listed in the attached Grant Agreement and Wisconsin Safe Voting Plan (collectively “Agreement”) attached as Exhibit A.

3. The City has received a grant in the amount of $2,154,500.00 from CTCL.

4. I have examined the Agreement, which awards CTCL grant funds to the City and sets rules for how the funds are to be spent.

5. Pursuant to the Agreement, the City must use the CTCL grant funds exclusively for the purpose of planning and operationalizing safe and secure election administration in the City in accordance with the Wisconsin Safe Voting Plan.

6. My office is charged with administering the CTCL grant for the City.
7. The City has paid $766,560.86, has incurred but not yet paid $1,033,000 and has $354,939.14 remaining of this grant as of 10/8/20.

8. All of the CTCL grant money that has been spent, or that will be spent, has been and will be in accordance with the rules given in the Agreement.

9. None of the CTCL grant money has been or will be spent to engineer a certain election result or for a partisan purpose.

10. Rather, the CTCL grant money is being used City-wide to protect the right to vote and accommodate the safety of voters during the COVID-19 pandemic.

I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed this 8th day of October, 2020.

S. Claire Woodall-Vogg
City of Racine

Legislation Details (With Text)

File #: 0318-20  Version: A  Name:  Subject: (Direct Referral) Communication sponsored by Mayor Mason requesting approval to apply and accept $100,000 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin. (Grant Control Number 00306)


Title: Subject: (Direct Referral) Communication sponsored by Mayor Mason requesting approval to apply and accept $100,000 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin. (Grant Control Number 00306)

Recommendation of Mayor Mason: To approve applying and accepting $100,000 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin.

Fiscal Note: $60,000 of these grant funds will be retained by the City of Racine and $10,000 will be distributed to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee for this coordinated planning.

Sponsors:

Indexes:

Code sections:

Attachments: 1. Racine CTCL Grant Agreement, 2. #0318-20 Resolution

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Subject: (Direct Referral) Communication sponsored by Mayor Mason requesting approval to apply and accept $100,000 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin. (Grant Control Number 00306)

Recommendation of Mayor Mason: To approve applying and accepting $100,000 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin.

Fiscal Note: $60,000 of these grant funds will be retained by the City of Racine and $10,000 will be distributed to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee for this coordinated planning.
Center for Tech and Civic Life (CTCL) - Planning Safe and Secure Election Administration in the City of Racine in 2020 (Grant Control Number 00306)

Resolved, that applying and accepting $100,000.00 in planning grant funds from the Center for Tech and Civic Life (CTCL), a 501(c)(3) nonprofit organization, for planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin is approved.

Fiscal Note: $60,000.00 of these grant funds will be retained by the City of Racine and $10,000.00 will be distributed to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee for this coordinated planning.
May 28, 2020

City of Racine

Dear Mayor Mason,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Racine.

The following is a description of the grant:

**AMOUNT OF GRANT:** One hundred thousand US dollars (USD $100,000).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning safe and secure election administration in the City of Racine in 2020, and coordinating such planning with other cities in Wisconsin.

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Racine is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(c)(1).

2. This grant shall be used only for the public purpose described above, and for no other purposes.

3. The City of Racine shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific grant in writing, except as provided in paragraph 4.

4. The City of Racine shall grant ten thousand dollars (USD $10,000) under this agreement to each of the cities of Green Bay, Kenosha, Madison, and Milwaukee solely for the public purpose of planning safe and secure election administration in those cities in 2020, and
solely upon written confirmation from those entities that the funds shall be used for such purpose.

5. The City of Racine, and any cities granted funds under paragraph 4, shall produce, by June 15th, 2020, a plan for safe and secure election administration in each such city in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters.

6. CTCL may discontinue, modify, withhold part of, or ask for the return all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Racine sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org.

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life

Accepted on behalf of the City of Racine:

By: ______________________

Title: ______________________

Date:______________________
Title: Amending the 2020 Adopted Operating Budget for the Clerk's Office, and authorizing the City Clerk to apply for and accept a $10,000 grant from the Center for Tech & Civic Life distributed by the City of Racine, Wisconsin for planning safe and secure election administration.

Notes:

CC Agenda Date: 07/14/2020
Agenda Number: 14.
Effective Date: 

Sponsors: Satya V. Rhodes-Conway, Sheri Carter, Lindsay Lemmer, Syed Abbas, Grant Foster, Rebecca Kemble, Michael E. Verveer, Arvina Martin, Donna V. Moreland, Patrick W. Heck, Keith Furman, Shiva Bidar and Max Prestigiacomo

Attachments: 

Author: 
Entered by: echristianson@cityofmadison.com

Approval History

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History of Legislative File

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Text of Legislative File 61124

Fiscal Note
The proposed resolution authorizes the City Clerk to accept a $10,000 grant from the Center for Tech & Civic Life to support election planning activities. The proposed resolution also amends the City Clerk's 2020 operating budget, increasing the Purchased Services line by $10,000. The City Clerk anticipates using this funding to provide support to community organizations participating in election planning activities. No additional appropriation is required.

Title
Amending the 2020 Adopted Operating Budget for the Clerk's Office, and authorizing the City Clerk to apply for and accept a $10,000 grant from the Center for Tech & Civic Life distributed by the City of Racine, Wisconsin for planning safe and secure election administration.

Body

WHEREAS, The City of Racine, Wisconsin has accepted a grant from the Center for Tech & Civic Life, a 501 (c)(3) nonprofit organization and is distributing $10,000 of the grant to the City of Madison for planning safe and secure election administration, and

WHEREAS, The City of Madison prides itself on holding fair and transparent elections, and

WHEREAS, The City of Madison Clerk's Office considers racial equity and impact in all its decisions relating to elections, and

WHEREAS, The City Clerk's Office strives constantly to create an environment where all eligible voters can vote and have that vote counted, and

WHEREAS, the public has a right to safe and secure elections, and

WHEREAS, election security planning requires time and resources,

NOW, THEREFORE, BE IT RESOLVED, that the Madison City Clerk shall accept the planning grant from the Center for Tech & Civic Life as distributed by the City of Racine, Wisconsin.

BE IT FURTHER RESOLVED, that the City Clerk's 2020 Operating Budget Purchased Service budget is increased by $10,000.
Title: SUBSTITUTE: Authorizing the City Clerk to apply for and accept a $1,271,788 grant from the Center for Tech & Civic Life for the implementation of a safe voting plan for the remainder of 2020, and amending the 2020 Adopted Operating Budget to increase the Clerk's Office budget by $1,271,788, including increasing the Salaries budget by $683,788, Supplies budget by $279,500, Purchased Services by $308,000, and Interdepartmental Charges by $500.

Notes:

Sponsors: Satya V. Rhodes-Conway, Sheri Carter, Keith Furman, Syed Abbas, Shiva Bidar, Michael E. Verveer, Tag Evers, Michael J. Tierney, Rebecca Kemble, Lindsay Lemmer, Grant Foster, Marsha A. Rummel, Patrick W. Heck, Paul E. Skidmore, Barbara Harrington-McKinney and Max Prestigiacomo

Effective Date: Approved Wisconsin Safe Voting Plan 2020, v1

Attachments: Approved Wisconsin Safe Voting Plan 2020, v1

Author: echristianson@cityofmadison.com

Entered by: echristianson@cityofmadison.com

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Text of Legislative File 61255

Fiscal Note
The proposed resolution authorizes the City Clerk to apply for and accept a $1,271,788 grant from the Center for Tech & Civic Life. The proposed resolution also amends the 2020 adopted budget of the City Clerk by increasing the Salaries line by $683,788, Supplies line by $279,500, Purchased Services line by $308,000, and Interdepartmental Charges by $500. The additional budget amounts will be used to pay for additional costs associated with the August and November elections including mobile hot spots for voter outreach, storage space and PPE, incentive payments for polling locations, voter outreach, supplies for curbside voting, translation, and additional poll worker pay to incentivize working the elections.

Title
SUBSTITUTE: Authorizing the City Clerk to apply for and accept a $1,271,788 grant from the Center for Tech & Civic Life for the implementation of a safe voting plan for the remainder of 2020, and amending the 2020 Adopted Operating Budget to increase the Clerk’s Office budget by $1,271,788, including increasing the Salaries budget by $683,788, Supplies budget by $279,500, Purchased Services by $308,000, and Interdepartmental Charges by $500.

Body
WHEREAS, The effects of the COVID-19 pandemic have had a drastic effect on elections, including those in the City of Madison, and

WHEREAS, The elections remaining in 2020 are expected to draw very high voter turnout, and

WHEREAS, The nature of the pandemic and the resulting changes necessary to conduct a safe election will require an expansion of current voter education and outreach efforts, and

WHEREAS, The Center for Tech & Civic Life, a 501 (c)(3) nonprofit organization is offering a safe elections grant to the Wisconsin Cities of Milwaukee, Madison, Green Bay, Kenosha and Racine, and

WHEREAS, The portion of the grant for the City of Madison totals $1,271,788, and

WHEREAS, The grant will allow the City of Madison to provide equitable access to voting as it expands voter assistance efforts such as absentee voting, Election Official recruitment, safe and efficient election day administration, voter education and voter outreach,

NOW, THEREFORE, BE IT RESOLVED, the Madison City Clerk shall apply for and accept the $1,271,788 grant from the Center for Tech & Civic Life
BE IT FURTHER RESOLVED, the 2020 Adopted Operating Budget is amended to increase the Clerk's Office Salaries budget by $683,788, Supplies budget by $279,500, Purchased Services by $308,000, and Interdepartmental Charges by $500.

BE IT FINALLY RESOLVED the Mayor and City Clerk are authorized to execute grant agreement(s) as needed with the Center for Tech and Civil Life to accept the grant.
July 24, 2020

City of Madison

Dear Mayor Rhodes-Conway,

I am pleased to inform you that the Center for Tech and Civic Life ("CTCL") has decided to award a grant to support the work of the City of Madison.

The following is a description of the grant:

**AMOUNT OF GRANT:** One million, two hundred seventy-one thousand, seven hundred eighty-eight US dollars (USD $1,271,788.00).

**PURPOSE:** The grant funds must be used exclusively for the public purpose of planning and operationalizing safe and secure election administration in the City of Madison in accordance with the Wisconsin Safe Voting Plan 2020 ("Appendix").

Before we transmit these funds, we ask that you sign this agreement promising to use the grant funds in compliance with United States tax laws. Specifically, by signing this letter you agree to the following:

1. The City of Madison is a U.S., state, or local government unit or political subdivision in the meaning of 26 USC 170(l)(1).
2. This grant shall be used only for the public purpose described above, and for no other purpose.

3. The City of Madison shall not use any part of this grant to give a grant to another organization unless CTCL agrees to the specific sub-recipient in advance, in writing.

4. The City of Madison has produced a plan for safe and secure election administration in 2020, including an assessment of election administration needs, budget estimates for such assessment, and an assessment of the impact of the plan on voters. This plan is attached to this agreement as an Appendix. The City shall expend the amount of this grant for purposes contained in this plan by December 31, 2020.

5. This grant is intended to support and shall be used solely to fund the activities and purposes described in the plan produced pursuant to paragraph 4.

6. The City of Madison shall produce a report documenting how this grant has been expended in support of the Appendix. This report shall be provided to CTCL by January 31, 2021.

7. The City of Madison shall not reduce or otherwise modify planned municipal spending on 2020 elections, including the budget of the City Clerk of Madison ("the Clerk") or fail to appropriate or provide previously budgeted funds to the Commission for the term of this grant. Any amount reduced or not provided in contravention of this paragraph shall be repaid to CTCL up to the total amount of this grant.

8. CTCL may discontinue, modify, withhold part of, or ask for the return of all or part of the grant funds if it determines, in its sole judgment, that (a) any of the above conditions have not been met or (b) it must do so to comply with applicable laws or regulations.

9. The grant project period of June 15, 2020 through December 31, 2020 represents the dates between which covered costs may be applied to the grant.
10. In the performance of work under this contract, CTCL agrees not to discriminate against any employee or applicant for employment because of race, religion, marital status, age, color, sex, handicap, national origin or ancestry, income level or source of income, arrest record or conviction record, less than honorable discharge, physical appearance, sexual orientation, gender identity, political beliefs or student status. CTCL further agrees not to discriminate against any subcontractor or person who offers to subcontract on this contract because of race, religion, color, age, disability, sex, sexual orientation, gender identity or national origin.

Your acceptance of these agreements should be indicated below. Please have an authorized representative of The City of Madison sign below, and return a scanned copy of this letter to us by email at grants@techandciviclife.org.

On behalf of CTCL, I extend my best wishes in your work.

Sincerely,

Tiana Epps Johnson
Executive Director
Center for Tech and Civic Life

Accepted on behalf of the City of Madison:

[Signature]

Title: [Title]

CENTER FOR TECH & CIVIC LIFE
HELLO@TECHANDCIVICLIFE.ORG
PAGE 3
Date: 7-27-2020

APPENDIX: Wisconsin Safe Voting Plan 2020 Submitted to the Center for Tech & Civic Life
June 15, 2020
Wisconsin Safe Voting Plan 2020
Submitted to the Center for Tech & Civic Life
June 15, 2020

The State of Wisconsin found itself in the midst of an historic election in April of 2020 when statewide elections occurred in the midst of the COVID-19 pandemic. These elections included not only the presidential preference vote, but also local races for city councils, county boards, school board, and mayors, a statewide election for a seat on the Wisconsin Supreme Court, and numerous district-wide school referenda.

Municipalities were required to make rapid and frequent adjustments to ensure compliance with the rapidly changing Supreme Court, Wisconsin Supreme Court, and Wisconsin Election Commission (WEC) rulings about the election. (The April 2020 Election may go down in history as the only election in which the Wisconsin Supreme Court and the US Supreme Court weighed in on the same day on how the election would be conducted.)

The shifting legal landscape was also complicated by the extraordinary lengths municipal clerks went to to ensure that both voting and election administration were done in accordance with prevailing public health requirements.

As mayors in Wisconsin’s five biggest cities - Milwaukee, Madison, Green Bay, Kenosha, and Racine - we seek to work collaboratively on the two remaining 2020 elections (August 11th and November 3rd) to: safely administer elections to reduce the risk of exposure to coronavirus for our residents as well as our election officials and poll workers; identify best practices; innovate to efficiently and effectively educate our residents about how to exercise their right to vote, be intentional and strategic in reaching our historically disenfranchised residents and communities; and, above all, ensure the right to vote in our dense and diverse communities.
Table 1: Summary of Municipalities’ Electorate Data, June 2020

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Eligible Voters</td>
<td>71,661</td>
<td>73,000</td>
<td>213,725</td>
<td>430,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Registered Voters</td>
<td>52,064</td>
<td>47,433</td>
<td>178,346</td>
<td>294,459</td>
<td>34,734</td>
</tr>
<tr>
<td>2020 Election Budget</td>
<td>$329,820</td>
<td>$205,690</td>
<td>$2,080,283</td>
<td>$2,986,810</td>
<td>$409,529</td>
</tr>
</tbody>
</table>

All five jurisdictions share concerns about how to best facilitate voter participation and limit exposure to coronavirus. All five jurisdictions spent all or most of the budgeted resources for all of 2020 on the extraordinary circumstances this Spring. If no plan is approved, it will leave communities like ours with no choice but to make tough decisions between health and the right to vote; between budget constraints and access to fundamental rights. The time that remains between now and the November Election provides an opportunity to plan for the highest possible voter turnouts in the safest possible ways.

We are collectively requesting a total of $6,324,527 as summarized in Table 3 below and detailed extensively in the plan.

Review of the April 2020 Election

The April 2020 election placed two sacred duties of cities in conflict: keeping our residents safe and administering free and fair elections. Since Wisconsin's elections are administered at the municipal level, each municipality was on its own to deal with these dynamics. Our Municipal Clerks and their staff are all remarkable public servants, who responded nimbly and effectively to marshal the resources needed to run these elections under exceedingly challenging circumstances. In this election, all five of our municipalities faced:
- Precipitous drop-offs of experienced poll workers;
- A scramble to procure enough PPE to keep polling locations clean and disinfected and to mitigate COVID-19 risk for election officials, poll workers, and voters;
- A never-before-seen increase in absentee ballot requests;
- High numbers of voters who struggled to properly submit required photo ID and/or provided insufficient certification of absentee ballot envelopes; and
- Voters who, understandably, were completely confused about the timeline and rules for voting in the midst of a pandemic and required considerable public outreach and individual hand-holding to ensure their right to vote.
See Table 2, below, for detailed data on all five municipalities’ April 2020 absentee mail and in-person early voting experiences.

**Table 2: Summary of Municipalities’ Experiences in April 2020 Election**

<table>
<thead>
<tr>
<th></th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters who requested absentee ballots for April election</td>
<td>15,509</td>
<td>16,017</td>
<td>89,730</td>
<td>96,712</td>
<td>11,615</td>
</tr>
<tr>
<td># of absentee ballots successfully cast in April</td>
<td>11,928</td>
<td>13,144</td>
<td>77,677</td>
<td>76,362</td>
<td>9,570</td>
</tr>
<tr>
<td># of absentee ballot requests unfulfilled due to insufficient photo ID</td>
<td>Unknown</td>
<td>Unknown</td>
<td>1,840</td>
<td>2.5%</td>
<td>Estimated hundreds</td>
</tr>
<tr>
<td># of absentee ballots rejected due to incomplete certification</td>
<td>312</td>
<td>196</td>
<td>618</td>
<td>1,671</td>
<td>368</td>
</tr>
<tr>
<td># of secure drop-boxes for absentee ballot return</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td># of days of early voting</td>
<td>12</td>
<td>10</td>
<td>19</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Use curbside voting for early voting?</td>
<td>✓</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td># of voters who voted in-person early absentee</td>
<td>778</td>
<td>85</td>
<td>4,930</td>
<td>11,612</td>
<td>1,543</td>
</tr>
<tr>
<td># of additional staff enlisted for election-related efforts</td>
<td>86</td>
<td>60</td>
<td>225</td>
<td>95</td>
<td>20</td>
</tr>
<tr>
<td>$ spent on PPE</td>
<td>$2,122</td>
<td>$13,000</td>
<td>$6,305</td>
<td>Unknown</td>
<td>Unknown</td>
</tr>
<tr>
<td># of polling locations</td>
<td>2</td>
<td>10</td>
<td>66</td>
<td>5</td>
<td>14</td>
</tr>
<tr>
<td>Use drive-thru or curbside voting on Election Day?</td>
<td>✓</td>
<td>✗</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Comprehensive Election Administration Needs for 2020

In early June 2020, all five municipal clerks and their staff, with review and support from all five cities’ Mayors and Mayoral staff, completed a detailed, multi-page template (attached) providing both data and information about the municipalities’ election plans and needs. This Wisconsin Safe Voting Plan 2020 is based on that comprehensive information. All five of our municipalities recommend the following four strategies to ensure safe, fair, inclusive, secure, and professional elections in our communities for the remaining 2020 elections:

**Recommendation I: Encourage and Increase Absentee Voting (By Mail and Early, In-Person)**
1. Provide assistance to help voters comply with absentee ballot requests & certification requirements
2. Utilize secure drop-boxes to facilitate return of absentee ballots
3. Deploy additional staff and/or technology improvements to expedite & improve accuracy of absentee ballot processing
4. Expand In-Person Early Voting (Including Curbside Voting)

**Recommendation II: Dramatically Expand Strategic Voter Education & Outreach Efforts, Particularly to Historically Disenfranchised Residents**

**Recommendation III: Launch Poll Worker Recruitment, Training & Safety Efforts**

**Recommendation IV: Ensure Safe & Efficient Election Day Administration**

As detailed in this plan, our municipalities are requesting a total of $6,324,567 to robustly, swiftly, comprehensively, and creatively implement these four strategic recommendations in each of our communities. That request is summarized as follows in Table 3, below, and detailed extensively in the remainder of this plan.
Table 3: Summary of Resources Needed to Robustly Implement All Four Recommendations

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Green Bay</th>
<th>Kenosha</th>
<th>Madison</th>
<th>Milwaukee</th>
<th>Racine</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage and Increase Absentee Voting By Mail and Early, In-Person</td>
<td>$277,000</td>
<td>$455,239</td>
<td>$548,500</td>
<td>$998,500</td>
<td>$293,600</td>
<td>$2,572,839</td>
</tr>
<tr>
<td>Dramatically Expand Strategic Voter Education &amp; Outreach Efforts</td>
<td>$215,000</td>
<td>$58,000</td>
<td>$175,000</td>
<td>$280,000</td>
<td>$337,000</td>
<td>$1,065,000</td>
</tr>
<tr>
<td>Launch Poll Worker Recruitment, Training &amp; Safety Efforts</td>
<td>$174,900</td>
<td>$145,840</td>
<td>$507,788</td>
<td>$800,000</td>
<td>$181,500</td>
<td>$1,810,028</td>
</tr>
<tr>
<td>Ensure Safe &amp; Efficient Election Day Administration</td>
<td>$426,500</td>
<td>$203,700</td>
<td>$10,500</td>
<td>$76,000</td>
<td>$130,000</td>
<td>$876,700</td>
</tr>
<tr>
<td>Totals:</td>
<td>$1,093,400</td>
<td>$862,779</td>
<td>$1,271,788</td>
<td>$2,154,500</td>
<td>$942,100</td>
<td>$6,324,567</td>
</tr>
</tbody>
</table>
Recommendation I: Encourage & Increase Absentee Voting By Mail and Early, In-Person

Of all the things that need to be done to ensure access and safety at the polls, this is perhaps the most important and timely. It is time, resource, and labor intensive but results in the voter being able to vote by mail or from the relative safety of their car or at a socially distanced and carefully planned early voting site.

Overview of Absentee Voting in Wisconsin

Before discussing our strategies and plans to encourage and increase absentee voting, both by mail and in-person, early voting, it's important to first understand the absentee voting context in Wisconsin.

There are two ways to vote early in Wisconsin: in-person and through the mail. Both are technically called “absentee voting,” a phrase held over from a time when absentee voting required you to affirm that you were over 80, ill, or going to be out of the municipality on Election Day. Those requirements no longer exist in the statutes, and people can vote early, or absentee, for any reason. The April 2020 election saw dramatic increases in the number of absentee ballot requests over previous elections.

While for many regular voters, absentee voting - whether completed by mail or early, in-person - is a relatively easy process, our five cities understand that absentee voting does not work easily for all voters. Our communities of color, senior voters, low-income voters without reliable access to the internet, people with disabilities, and students all have legitimate concerns about the absentee voting process.

Voting absentee by mail has been complicated by the fairly recent imposition of state law requiring voters to provide an image of their valid photo ID prior to first requesting an absentee ballot. While this works relatively easily for voters who have valid photo IDs and the technology necessary to upload an image file of that valid ID into the state’s myvote.wi.gov website, it does not work well or easily for other voters who do not have valid photo ID (complicated by closure of DMVs due to the pandemic), lack access to reliable internet (also complicated by coronavirus-related closures or reduced hours at libraries and community centers, leaving those residents without regular public internet access that our municipalities normally provide), those who don’t have smart phones to take and upload photos, and those who need additional education about what constitutes a valid photo ID. (For example, countless voters in our municipalities attempted to submit “selfies” as valid photo ID. Explaining to them that this was not a valid form of photo ID and instructing them on how to properly submit valid ID took considerable staff time and resources.)

Once the absentee ballot is received, it must be completed correctly to be successfully cast, and there are numerous certification requirements on the absentee ballot envelope; if not correctly completed, the ballot could be rejected. Prior to this April’s
election, very small numbers of voters had traditionally chosen to cast ballots by mail. Municipal clerks' offices simply were not prepared and do not have the staffing or technological resources needed to quickly process dramatically higher numbers of absentee ballot requests, troubleshoot problems, answer voter questions, provide information and to expedite the processing of thousands of received absentee ballots on Election Day.

In-person early absentee voting also poses challenges for voters and election administrators. While all of our communities had previously offered early voting locations and hours, April's election required election officials to creatively and quickly expand in-person early voting opportunities, including curbside voting, all while prioritizing necessary COVID-19 precautions.

As indicated by Table 4, below, all five of our municipalities are already experiencing dramatic increases in the number of voters requesting to vote absentee, compared to pre-pandemic, and must procure resources to enable voters in our communities to meaningfully access absentee voting.

Table 4: Absentee Ballots in All Municipalities as of June 2020

<table>
<thead>
<tr>
<th></th>
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<th>Milwaukee</th>
<th>Racine</th>
</tr>
</thead>
<tbody>
<tr>
<td># of voters on permanent absentee list prior to 2/18/20</td>
<td>1,628</td>
<td>1,856</td>
<td>2,062</td>
<td>6,252</td>
<td>613</td>
</tr>
<tr>
<td># of voters on permanent absentee list as of 4/7/20</td>
<td>4,306</td>
<td>3,469</td>
<td>8,665</td>
<td>23,374</td>
<td>2,684</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for August 2020</td>
<td>5,162</td>
<td>9,450</td>
<td>36,092</td>
<td>53,438</td>
<td>3,389</td>
</tr>
<tr>
<td># of voters who have already requested absentee ballots for November 2020</td>
<td>4,859</td>
<td>9,123</td>
<td>34,164</td>
<td>50,446</td>
<td>3,204</td>
</tr>
</tbody>
</table>

We are committed to making voting accessible via mail, in-person prior to Election Day, and at the polls on Election Day. Particularly in the midst of a global pandemic when many voters are rightfully apprehensive about in-person voting, we want to ensure that voters in our communities know they have options and we are committed to conducting the necessary voter outreach and education to promote absentee voting and encourage higher percentages of our electors to vote absentee.
Increasing the number of voters who cast votes prior to Election Day minimizes the risk of spreading COVID-19 on Election Day from in-person contacts at our polling locations, and it reduces the chance for lines and delays in voting on Election Day.

The Wisconsin Election Commission (WEC) has approved a proposal to mail all registered voters absentee ballot request forms, which allows our five communities to focus on helping voters overcome the barriers to successfully returning those forms so they can obtain, and then successfully submit, their completed absentee ballots. This measure will provide absentee request information directly to voters, alleviating the need for municipalities to expend the cost to send the mailing. However, it is unclear how this measure will affect the workload of municipal clerks. Although the WEC has directed that the forms be returned to the WEC for entry, municipal clerks must still review each record, process, mail, record receipt and canvass each absentee ballot.

All of our municipalities anticipate continued large increases in absentee voting based on the April 2020 trends. Milwaukee, for example, anticipates that 80% of residents will vote absentee by mail for both the August primary and the November general election.

All five cities have identified numerous barriers to successful absentee voting, including: voters facing numerous challenges to successfully submitting valid photo ID; voters needing assistance complying with absentee ballot certification requirements, including obtaining the required witness signature on the absentee ballot return envelope; the labor-intensive process faced by all of our clerks’ offices of processing absentee ballot requests; and U.S. Postal Service errors and mail delays. All of these are challenges for our municipalities in normal elections, but they are all compounded by the coronavirus pandemic, and made exponentially more difficult by the unprecedented volume of absentee voting requests. This puts tremendous strain on municipal election clerks and their staff.

Our five cities share the desire to assist as many residents as possible with casting ballots before Election Day, serving as the greatest opportunity we have to mitigate the spread of COVID-19 in our communities. We have identified several strategies to help voters in each of our communities overcome these barriers to successful absentee voting, both by mail and in-person early voting.

Overall, our five communities are requesting $2,572,839 in resources related to enabling our municipalities to overcome these particular barriers and ensure that our voters can meaningfully access absentee voting, both by mail and in-person early voting. These strategies and resource needs are broken down into four distinct component recommendations, within the overall umbrella of increasing and encouraging absentee voting:
1. Provide assistance to help voters comply with absentee ballot requests & certification requirements

- **Green Bay:** The City would like to employ bilingual LTE “voter navigators” ($45,000) to help residents properly upload valid photo ID, complete their ballots and comply with certification requirements, and offer witness signatures. These voter navigators can assist voters prior to the elections and then also be trained and utilized as election inspectors. They would also like to utilize paid social media and local print and radio advertising to educate and direct voters in how to upload photo ID and how to request and complete absentee ballots. ($2,000) **Total:** $47,000

- **Kenosha:** The City would like to have Clerk’s staff train library staff on how to help residents request and complete absentee ballots, would like to produce ($3,000) and mail ($26,200) a bilingual absentee ballot instruction sheet with all absentee ballots to increase correctly completed and submitted ballots. The City would like to hire a trainer for seasonal election workers, volunteers and poll workers. This employee would also coordinate assignments to polling locations, the early driver up voting site, the Clerk’s office for assistance in processing, data entry and filing of absentee requests and the Absentee Board of Canvassers (approximately $50,000). The increase in absentee ballots due to COVID-19 has tremendously increased the workload of the department. In order to properly serve the citizens and voters additional LTE employees are needed (approximately $175,000). **Total:** $254,200

- **Madison:** Plans to hold curbside “Get your ID on File” events with the Clerk this summer utilizing volunteers or paid poll workers ($15,000) equipped with PPE (estimated $5,000) and digital cameras ($4,500) to capture voter ID images for voters who are unable to electronically submit their IDs to the Clerk’s office. They also need large flags to draw attention to these curbside sites ($4,000). Would also like mobile wifi hotspots and tablets for all of these sites ($100,000) so voters could complete their voter registration and absentee requests all at once, without having to wait for staff in the Clerk’s office to follow up on paper forms. (These mobile wifi hotspots, tablets, and flags, could all then be repurposed for early in-person voting closer to the election.) **Total:** $128,500

- **Milwaukee:** The City notes that the biggest obstacle to Milwaukee residents, particularly those in poverty, to applying for an absentee ballot in April was access to the internet and securing an image of their photo ID. To address this, the City will be promoting and utilizing Milwaukee Public Library branch staff ($90,000 for both elections) for 3 weeks prior to each election to assist any potential absentee voters with applying, securing, and uploading images of their valid photo ID. **Total:** $90,000

- **Racine:** The City will recruit and promote ($1,000), train ($3,000), and employ paid Voter Ambassadors ($8,000) who will be provided with both PPE and
supplies ($4,000) and set up at the City's community centers to assist voters with all aspects of absentee ballot request, including photo ID compliance. Due to the increase of absentee mailed requests the City of Racine will need an additional 2 full time staff members in the Clerk's Office in order to have a reasonable turn-around time for absentee requests ($100,000). Total: $116,000.

Total: $635,700

2. Utilize Secure Drop-Boxes to Facilitate Return of Absentee Ballots

Our five communities all share a desire to expand voters' ability to easily return absentee ballots to the municipality without having to rely on the postal service, since, after April's election, many voters are (rightfully) apprehensive that putting their completed ballot in the mail does not guarantee it will be received and counted by the municipality by statutory deadlines. Voters also need to have confidence that they are returning their completed absentee ballots into secure containers that are not at risk of tampering. All five cities need resources to purchase additional secure drop-boxes and place them at key locations throughout their cities, including libraries, community centers, and other well-known places, to ensure that returning completed ballots is as secure and accessible to voters throughout our cities as possible.

- **Green Bay**: The City would like to add secure (security cameras $15,000) ballot drop-boxes (approximately $900 each) at a minimum of the transit center and two fire stations, but if funding were available would also install secure drop boxes at Green Bay's libraries, police community buildings, and potentially several other sites including major grocery stores, gas stations, University of Wisconsin Green Bay, and Northern Wisconsin Technical College, in addition to the one already in use at City Hall. Total: $50,000

- **Kenosha**: The City currently has two drop-boxes that are checked throughout the day, and would like to install 4 additional internal security boxes at Kenosha libraries and the Kenosha Water Utility so that each side of town has easy access to ballot drop-boxes. Total: $40,000

- **Madison**: The City would like to have one secure drop box for every 15,000 voters, or 12 drop boxes total ($36,000). The City would also like to provide a potential absentee ballot witness at each drop box, utilizing social distancing and equipped with PPE (staff costs unknown): Total: $50,000

- **Milwaukee**: The City would like to install secure 24-hour drop boxes at all 13 Milwaukee Public library branches, staffed with socially distanced volunteers to serve as witnesses. Total: $58,500