Part 1- Staffing, Organizational Structure and Training

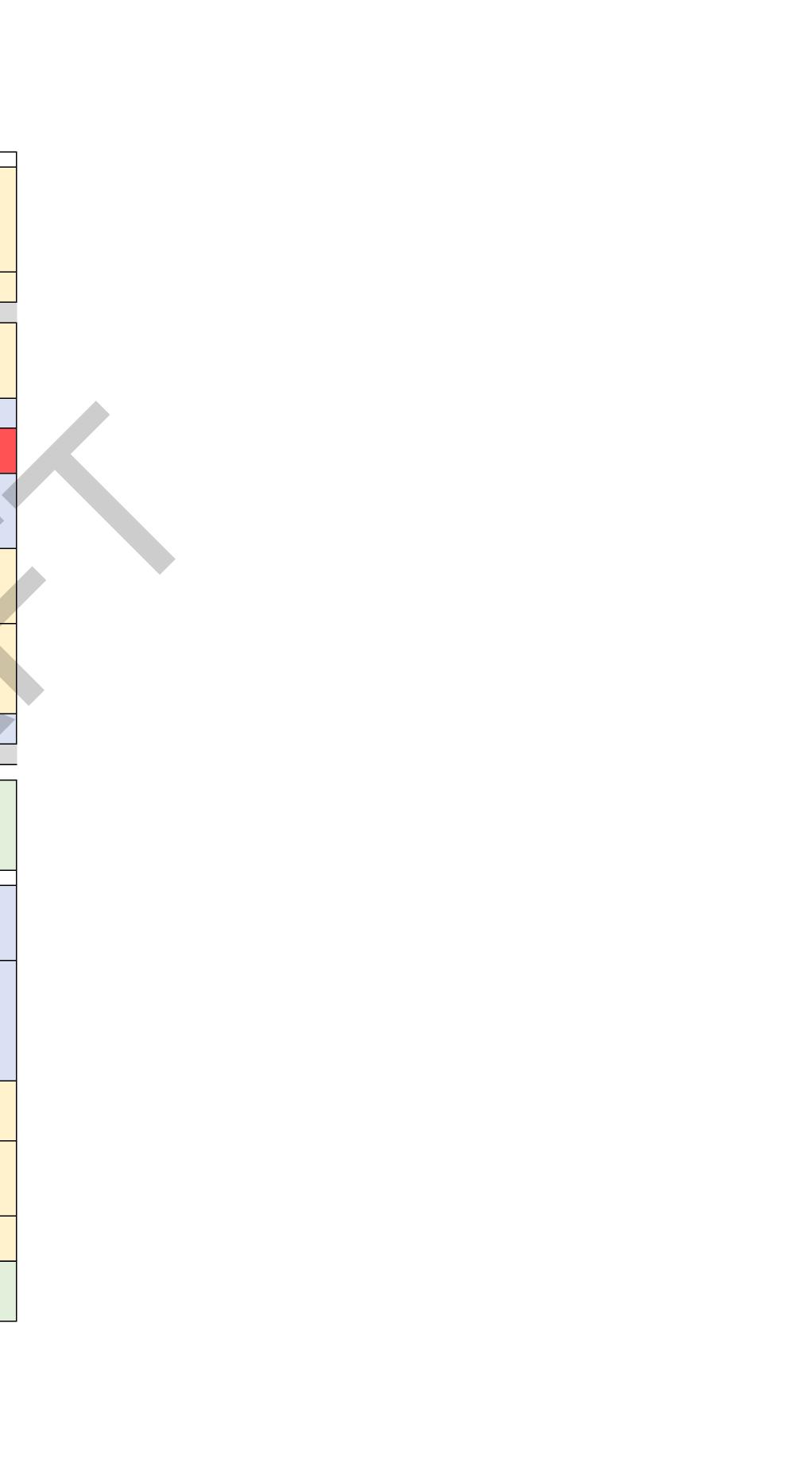| Recommendation if Applicable	Response	Assigned to	Timeline
Recommendation 1: Increase executive team management capacity and overall team size.			
Option 1: Hire an additional deputy registrar of voters.	In process as part of the approved FY24 budget	ROV/HR	To be completed by 11.1.2023
Option 2: Reclassify specialist positions as managers.	This will be considered for the next (FY2025) budget cycle	HR, Budget	FY25 budget year consideration
Recommendation 2: Hire a full-time public information officer.			
	This will be implemented after the essential budgeted operational positions have been filled in time for the February 2024 Presidential Preference Primary.	ROV/HR	FY25 budget year consideration
Recommendation 3: Hire a senior-level election security officer or allocate funding for this function as a contracted position.			
Considering the sizable national risk profile of elections, the ROV should strongly consider hiring a senior level election security officer or planning to fulfill these duties through a contracted position. This can take the form of a chief technology officer (CTO), a chief information security officer (CISO), a program manager with critical infrastructure experience, or some hybrid of these.	This function now resides in Tech Services which is working with CISA to ensure compliance with Homeland Security best practices. We will continue to monitor and evaluate appropriate staffing needs.	Tech Services	Completed
Recommendation 4: Hire an administrative assistant for the executive team.			
	This was part of the current budget process and is in process for the position to be filled. This will free up time for the deputy registrar of voters and registrar of voters to focus on the department and ensure timely response of billing, HR and help in managing public records requests.	ROV- Jamie Rodriguez	Completed
Recommendation 5: Hire additional office assistants.			
	This was part of the current budget process and is in the process of hiring 6 additional office assistants to have better support and put permanent staff in more critical jobs currently handled by temporary employees as described in the report.	ROV- Jamie Rodriguez	To be completed by 10/1/2023
Recommendation 6: Contract with a project manager to coordinate with the county and the election technology providers to ensure a smooth transition to the new voter registration and election management system, and to implement other planned technology projects.			
Contract with a project manager to coordinate with the County and the election technology providers to ensure a smooth transition to the new voter registration and election management system and to implement other planned technology projects.	Technology Services has assigned a Project Manager to coordinate and manage this project. We will continually reevaluate our needs after the primaries when the Secretary of State (SOS) has more clear timelines and directions for the implementation of Voter Registration and Elections Management System (VREMS).	TS, ROV, Secretary of State (SOS)	Completed with ongoing monitoring and evaluation
Recommendation 7: Creates Standard Operating Procedures (SOPs) and regularly test and perform quality control checks of the procedures.			
	This process has started but will take time, in part due to transition to new systems. There are many procedures that need to be created. We are focusing on the high priority functions of the office, voter list maintenance, election management and customer service information. Many of these procedures have drafts that have been created and we are currently testing and revising. Some will delayed until the new voter registration and election management systems are fully implemented. The plan is to schedule evaluations after each election and to test the procedures at least annually to ensure they are completed and accurate.	ROV Management Team, in cooperation with SOS (VREMS)	In Process: initial development has begun by both the ROV and SOS elections office. Complete creation of SOPs will likely take until 2025.
Recommendation 8: Build a staff development and onboarding program.			
	We are reviewing different programs and systems to ensure that staff have a defined onboarding program and meetings quarterly or bi-annnually for development and training opportunities. This includes a special review following each election to identify staff development opportunities. Much of the staff onboarding will be dependent upon the new system, and complete implementation will likely be sometime in 2025. There will be portions implemented prior to the 2024 election.	ROV Management Team, in cooperation with SOS (VREMS)	In Process: initial creation has begun, complete creation of SOPs will likely take until 2025.
Recommendation 9: Hire temporary workers to support mail ballot processing.			
	Washoe County currently uses temporary employment agencies to hire staff to conduct the processing of mail ballots and assist with other functions of the office during elections. It has been a challenge to find sufficient numbers of workers willing to work in the election environment. We plan to intiative more competitive compensation to improve hiring and retention. We will continue to use County employees from other departments to complete the work.	ROV	Temp employee hiring to be completed in time for the Presidential Preference Primary (PPP) in February 2024 and adjusted for future elections.

7/31/2023

Part 2- Ballots

Recommendation if Applicable	Response	Assigned to	Timeline
Recommendation 1: Use Strong record-keeping practices with SOPs for each task set.			
Pre-election- Preparing for ballot composition.	Some of this will be impacted by implementation of AB192 from the 2023 Legislative Session.	ROV Management and Staff	In process- Some of the baseline reference documents have been built, with transition to VREMS, this process will continue
Candidate paperwork.	Paperwork provided by the SOS however, work flow of processing and confirming information on the candidate paperwork and ballot creation is within our purview and and is being developed.	ROV Management and Staff	In process- Some of the baseline reference documents have been built. Completion will occur pending transition to VREMS in March 1, 2024
Ballot information flows from all groups.	Currently under development as well as a better process for communication with candidates at time of filing and throughout the process.	ROV Management and Staff	In process- Some of the baseline reference documents have been built. We are working with vendors to complete process. A version will be ready by Candidate filing in January, 2024 with continued review and adjustments as needed.
Ballot data master list.	Foundation has been built, with completion pending transition to VREMS.	ROV Management and Staff	In process- Baseline reference documents have been built, with transition to VREMS, this process will continue
Ballot layout.	With the recent passage of AB192 the SOS will provide more oversight and direction for ballot layout, as will integration to the SOS's VREMS platform.	ROV Management and Staff	In process- Some of the baseline reference documents have been built, with transition to VREMS, this process will continue
Audio Ballot.	Currently working with vendor to implement process improvements.	ROV Management and Staff in consultation with vendor	In process- Working with Vendor for different process. To be completed by 10.1.2023
Recommendation 2: Review EMS and conduct quality control checks of the district and precinct assignments.			
In coordination with Technology Services (TS) GIS, develop an SOP that checks for non-standard addresses, the address location sources, and the district and precinct boundaries using a map-based visualization to validate that voters have been correctly assigned.	This process is in place using GIS, Recorder and Assessor data, and will continue until implementation of VREMS.	ROV, GIS, Recorder & Assessor	Completed until implementation of VREMS.
Before implementing VREMS, ROV to reach out to all districts for updated maps and legal descriptions. Will coordinate with the assessor and GIS technical services to ensure the accuracy of the districts and precinct assignments within DIMS.	ROV has reviewed overlapping address ranges and streets, and created new procedures for noting non-standard, restricted or non-restricted addresses to include dates of confirmation to track changes. After implementation of VREMS, GIS will be included.	ROV Staff and GIS until transition to VREMS	In process- reviews are being done, with transition to VREMS, this process will continue.
Recommendation 3: Incorporate expectations for proofing into the ROV's intergovernmental agreements with coordinating districts.			
ROV is communicating with both cities to update our agreements. Target completion date is 10.1.2023.		ROV Management, District Attorney's Office, City Clerks, City Attorney's Offices, Board of County Commissioner and City Councils	Meetings are scheduled, and interlocal agreements to be brought forward to jurisdictions by 12.31.2023.
Recommendation 4: Develop a business process map, SOPS, and quality control checks for voter database list extracts and the ballot printing and mailing process.			
** There are some components of this group of recommendations that will vary, a request for pricing has been sent out and responses are being reviewed to select a vendor. The passage of AB192 from the 2023 Legislative Session allows for counties to be under a state contract, which the board will need to vote. That could impact these outcomes. **			
Process for verifying extracted voter data file, and verification that the vendor received and processed each file in full.	In process, currently collecting information to determine if the county will participate in SOS contract.	ROV Management and Staff, Vendors, BCC and possibly SOS	To be completed by 11.1.2023
Voter list version control and document security protocols.	ROV will work with vendor to have a matching version control system. During the 2022 cycle, the vendor changed the name of the document which made validation more difficult.	ROV Management and Staff, and Vendors	To be completed by 12.31.2023
ROV monitoring of the ballot mailing via ballot delivery reports and validation.	Staff has developed the necessary reports and will work with vendor (once selected) for implementation	ROV Management and Staff, and Vendors	To be completed by 10.1.2023
Establishing a multi-year contract with the print vendor to ensure adequate planning for supplies and to establish relationships between vendor and ROV.	With passage of AB192, there is an option for the county to join the SOS contract or keep an individual contract. That choice will determine the outcome of this recommendation.	ROV, BCC, Vendor, Possibly SOS	On going discussion for the BCC

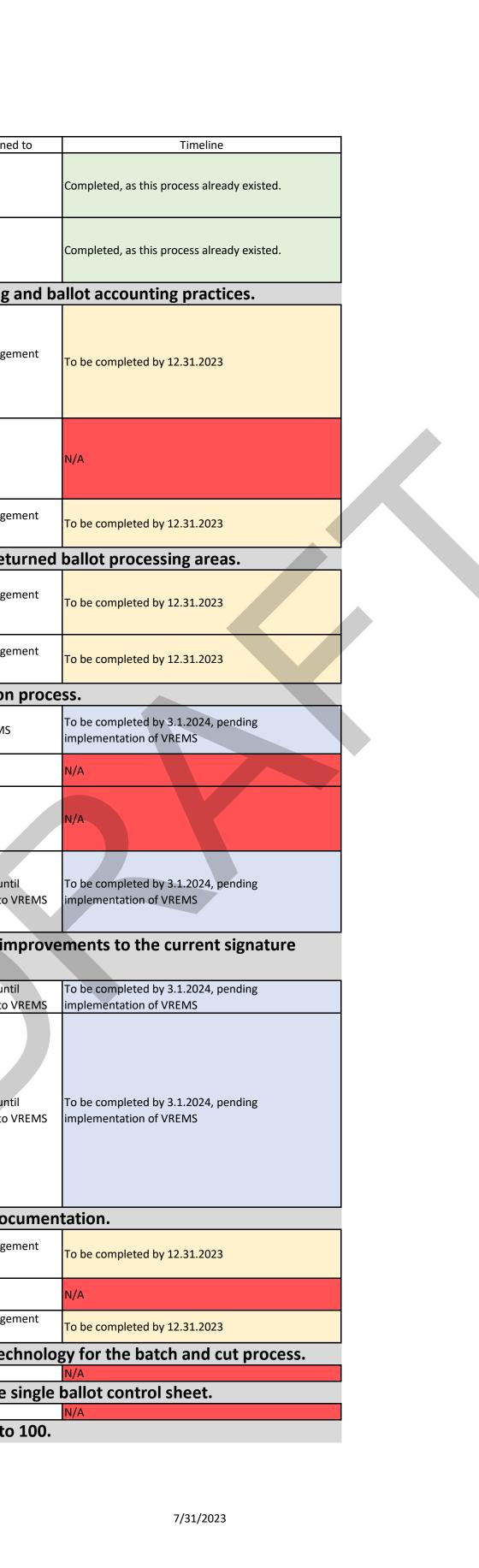| Recommendation 5: Redesign the ballot packet to improve tracking and processing.			
Recommendation if Applicable	Response	Assigned to	Timeline
Fully integrating intelligent mail barcodes (IMB) and ballot service type identifier technology. This enhances transparency in tracking through the USPS mail stream for quality assurance. It may also enhance functionality for voter-facing ballot tracking application.	The ability to implement will depend on SOS direction under AB192. This may have a fiscal impact.	ROV, Vendor, Possibly SOS	To be completed by 11.1.2023
Ballot design and full use of IMB technology will improve ballot sorter process.	Ballot design will be limited with passage of AB192 which states that the SOS shall prescribe the form of all envelopes.	ROV, Vendor, Possibly SOS	To be completed by 11.1.2023
Recommendation 6: Develop a strong working partnership with print and mail business partners.			
Collaborate with print vendor.	Pending BCC direction and approval of vendor decision.	ROV, BCC, Vendor	Pending selection of vendor for BCC approval 8.25.2023
Collaborate with USPS Manager of Customer Relations.	Staff continues to meet with our USPS Manager, additional meetings will occur once the mail ballot vendor contract is finalized.	ROV Management	On-going
Recommendation 7: Ensure ballot development and voter ballot mailings are included in a crisis communication plan.			
Included in ROV Crisis Communications Plan		Communications Division	Completed
Recommendation 8: Develop a simpler and more accurate ballot intake process.			
Eliminate barcode ballot scanning in vote centers and the ballot processing center. Security protocols such as two-person teams, seal verification and accurate and complete chain of custody forms provide more accurate security.	We have elected not to implement this recommendation as eliminating the barcode scanning impacts other options to better support vote centers. We are already implementing the second part of the recommendation referencing security protocols.	N/A	N/A
Develop returned mail ballot processing SOPs with sections specifically addressing ballot receiving and intake procedures.	In process, outlines have been created. Pending hiring of Deputy Registrar.	ROV Management and Staff	To be completed by 12.31.2023
Eliminate manual date stamps at polling locations and during initial receiving.	To ensure consistency in the process, manual date stamps will continue.	N/A	N/A
Use the sorter for date and time stamps. Work with the equipment vendor to adjust the date and time stamp to a location on the return envelope that is legible. This should include maintenance and replacement of the components performing this function to ensure that every envelope receives a legible date and time stamp.	Not all ballots are processed through the sorter. ROV will maintain the current process, which is to manually date stamp all ballots to ensure consistency, run as many ballots as possible through the ballot sorter, and to avoid running damaged ballots. This allows us to see when the ballot was received, and when it was run through the sorter.	N/A	N/A
Develop a FAQ document for communicating ballot collection and accounting protocols to the public.	In process, outlines have been created.	ROV Management and Staff	To be completed by 12.31.2023
There are space limitations in the current ballot collection room, but ballot receiving should be relocated at or near the primary entry door for collection teams.	Unsure of ability to accommodate this recommendation, will review. As mentioned space is limited, we also wanted to keep that process separate from work stations so that ballot processing does not have to stop to allow intake of mail ballots. Also we want to keep separate from other ballot processing steps so as to not limit view of other ballot processing that is occurring for observers.	ROV Management and Staff	Pending, we are working to bring in a working group to discuss the layout of the ballot processing room to see what accommodations the public wants most while also addressing impacts of any of those changes.
Recommendation 9: Improved ballot collection security and chain of custody protocols and documentation to enhance transparency and security.			
Develop a ballot box SOP with emphasis on security protocols with strategies to increase transparency and consistency.	In process, drafts are under development and are being reviewed for feedback by Election Worker working groups. This process will be completed by the end of the year in time for the Presidential Preference Primary (PPP).	ROV Management and Staff	To be completed by 12.31.2023
Provide branded collection team apparel, identification and transportation for transparency.	In process, materials are being ordered to identify all election workers.	ROV Management	To be completed by 10.1.2023
Replace the small silver drop boxes with the large white ballot drop boxes for Election Day. As an alternative, reconfigure the smaller silver drop boxes with a bag or box insert to eliminate spillage.	Pending budget review we will plan to implement	ROV Management, Budget	To be completed by 12.31.2023, pending budget availability and availability of the equipment.

Recommendation if Applicable	Response	Assigned to	Timeline
Review and update chain of custody documentation for usability and best practices in security protocols, including an incident reporting and resolution protocol for any seal discrepancies or violations of secure chain of custody.	In process, drafts are under development and are being reviewed for feedback by Election Worker working groups. This process will be completed by the end of the year in time for the PPP	ROV Management and Staff	To be completed by 10.1.2023
Develop a system for estimating daily drop box and USPS volume.	In process. Tech Services is programming updates and detailed logs.	ROV & TS	To be completed by 12.31.2023

Recommendation 10: Improve ballot sorter functionality or consider a replacement.

Recommendation if Applicable	Response	Assigned to	Timeline
Ease by which data can be imported and exported out of the sorter for updating DIMS.	In process; archiving data to free up space and increase speed.	ROV & Vendor	To be completed by 11.1.2023
Data exchange mapping to ensure functionality with future VREMS.	Once the SOS office implements the VREMS project, this can be completed.	ROV, SOS and Vendor	To be completed by 3.1.2024, pending implementation of VREMS
Entering receiving location name for batches on first pass.	Recommend maintaining current process. Implementing this recommendation would slow the process of batching based on specific course, rather than current procedure of processing the ballots coming from USPS or drop box.	N/A	N/A
Capturing signature images for return envelopes for improving efficiency and security of the signature verification and cure process.	Pending SOS implementation of VREMS.	ROV Management, Staff and Vendor	To be completed by 3.1.2024, pending implementation of VREMS
Configuration of tray labels, predetermined batch sizes, audit report, custom reports, and administrative functions that support ballot accounting.	Parts of this recommendation to be implemented. We will continue to sort by a predetermined number.	ROV Management and Staff	To be completed by 12.31.2023
Calibrating the slicing/milling function so the sorter can be used for opening on a second pass; slicing open envelopes accepted during signature verification and diverting envelopes that have been rejected.	Revaluating this recommendation with our vendor to determine if this feature is now available.	ROV Management and Staff	Will be determined if this change can occur by 11.1.2023
Documentation and user training.	Additional staff added to be trained on the ballot sorter for the General Election. ROV will further expand the list of staff trained on the ballot sorter.	ROV Management, Staff and Vendor.	To be completed by 12.31.2023

Recommendation 11: Eliminate the practice of physically sorting ballots by precinct.

NAC 293.322 Requires precinct sorting of ballots

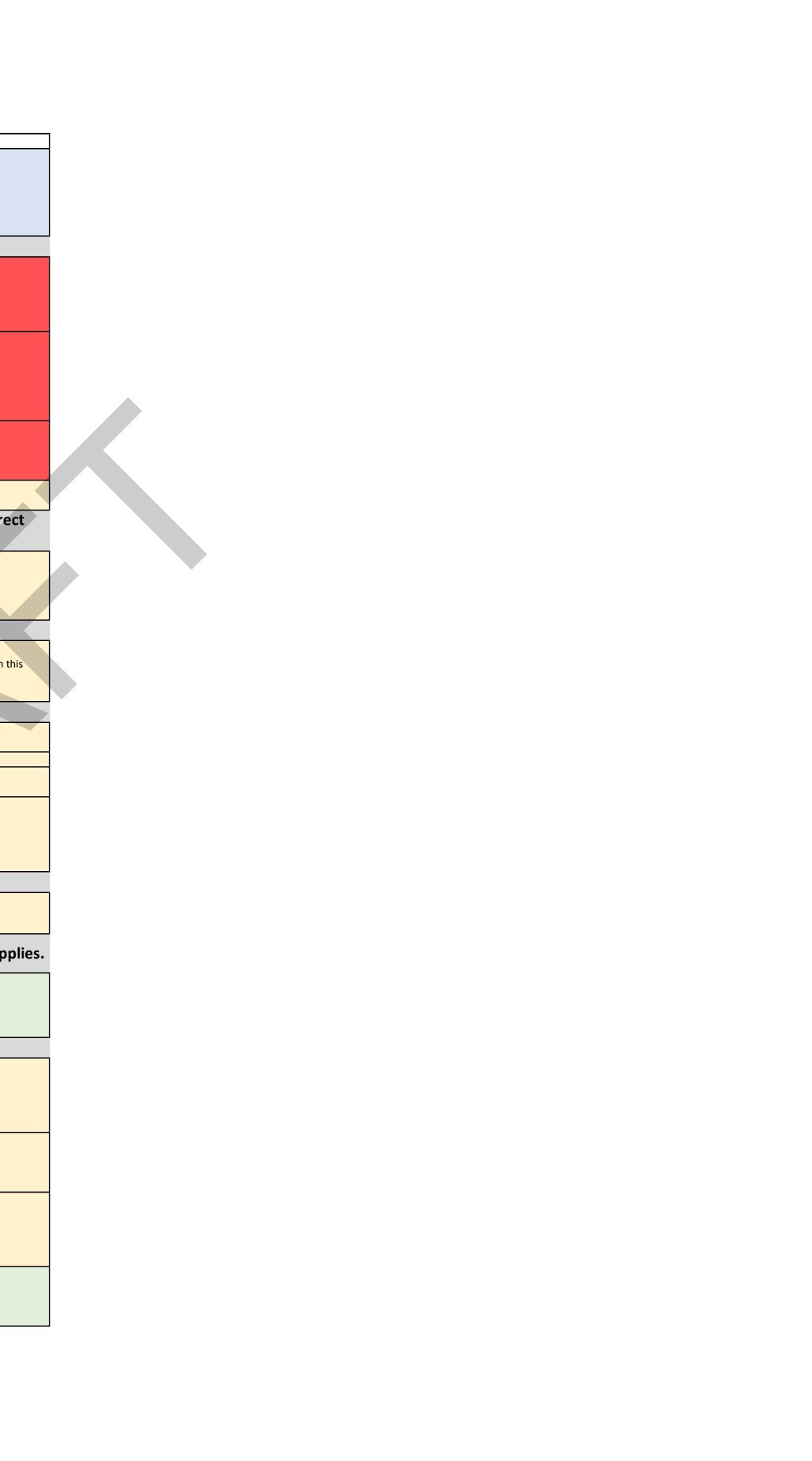| Recommendation if Applicable	Response	Assigned to	Timeline
Returned ballots are received from drop box collection teams and USPS by verified custody logs and recording the piece count for each drop box location and/or USPS in a tracking spreadsheet.	This already occurs, all ballots are picked up by bipartisan teams that require chain of custody forms to track the ballots.	N/A	Completed prior to this report.
Envelopes are transferred to mail trays and processed through the sorter:			
Trays are stored on carts in a staging area near the sorter while signature verification is performed using the electronic image of the envelope signature and the reference image.	To be considered once VREMS is implemented.	ROV Management and SOS	To be completed by 3.1.2024, pending implementation of VREMS
Once signature verification is complete, envelopes that have been accepted are run through the sorting equipment on a second pass designed to send those envelopes that have been accepted to "good" pockets and those that have been rejected to "bad" pockets.	To be considered once VREMS is implemented. Different processes can be considered once VREMS is implemented.	ROV Management and SOS	To be completed by 3.1.2024, pending implementation of VREMS
Trays of accepted envelopes are sent to ballot extraction and preparation along with a batch tracking form and tray tag.	This is part of current plan for the Presidential Preference Primary (PPP). This two step extraction and ballot tracking form will follow the ballots from intake until tabulation and track emptied envelopes after extraction.	ROV Management and Staff	To be completed by 12.31.2023
Empty envelopes are zip tied together using a pre-drilled hole in the return envelope and the sorter tray is attached to the bundle for storage.	Zip tied emptied envelopes was implemented for the 2022 General Election, we will have tracking to better follow the process. However for space purposes emptied envelopes are boxed and not stored in trays.	ROV Management and Staff	To be completed by 12.31.2023
Prepped ballots are sent to scanning stations programmed to accept any style of ballot.	We are working with the vendor to adjust the tabulator programming and purchase of new more efficient tabulators.	ROV Management, Staff and Vendor.	To be completed by 12.31.2023
Batch ID, scanner ID and batch size should be transferred to a batch label and also entered into the ballot manifest.	ROV's current process is to enter tabulator number, batch ID, number of ballots and position into the ballot manifest.	N/A	Completed, as this process already existed.

Recommendation if Applicable	Response	Assigned to	Timeline
Information from batch labels should be transferred to storage container labels if multiple batches are stored in same container.	This is part of the current ROV process: labels are placed on all storage, trays are labeled with bin numbers and once boxed they are labeled with the bin numbers in the box.	N/A	Completed, as this process already existed.
In the event of a recount, all batched are rescanned with only the recounted contests being read.	This is part of the reason that we sort ballots by precinct, if we ran all ballots sorted only as received, then we would not be able to separate ballots for a recount, precinct batching would allow for only precincts with specific races to be run if that were an option.	N/A	Completed, as this process already existed.
**Recommendation 12: Develop and implement SOPs for returned mail ballot processing and ballot accounting practices.**		
Implement a single Ballot Batch Control Sheet that will follow the batch of ballots through the entire life cycle. This will provide accounting controls and transparency from one process to the next.	This is a general concept we will be following, of sheets that can track the whole process, however since we will still be sorting by precinct there will be 2 sheets, there will be a link of which batches from the first round and sorted into the second round, this will allow for confirmation and total to be tracked and continued to meet better controls.	ROV Management and Staff	To be completed by 12.31.2023
Reevaluate the precinct batching process to simplify batch and ballot tracking. Improvement to the functionality of the ballot sorter will support this recommendation.	As mentioned in Recommendation 11, the ability to sort by precinct will allow for us to conduct a recount of only applicable ballots, it will also allow us the ability to find ballots and envelopes in process much quicker and easier while also have a stronger foundation to bring ballots that have been cured back into the process.	N/A	N/A
Train staff in best practices of batching and accounting for ballot batches.	This process can and will be improved to allow better understand the process and troubleshoot with more ease that current training and work aids allow.	ROV Management and Staff	To be completed by 12.31.2023
**Recommendation 13: Develop and display visual support products throughout the returned ballot processing areas.**		
Develop process flow charts, quick guides, and data visualization products for ballot processing and other areas.	Implement resources and informational guides to support election workers as well as the public.	ROV Management and Staff	To be completed by 12.31.2023
Consult and collaborate with public information and communications staff.	Implement resources and informational guides to support election workers as well as the public.	ROV Management and Staff	To be completed by 12.31.2023
**Recommendation 14: Implement a two-tier signature verification process.**		
Separate Tier 1 and Tier 2 signature verification and streamline Tier 1 verification.	To be completed with the VREMS transition.	ROV, VREMS	To be completed by 3.1.2024, pending implementation of VREMS
Consider bipartisan teams for Tier 2 review of challenged ballots.	Maintaining current process to ensure optimal efficiency.	N/A	N/A
Ensure documented deficiencies in DIMS and sorter functionality are addressed in VREMS and ballot sorter implementation projects.	As directed by SOS and VREMS implementation.	N/A	N/A
Explore automated signature verification (ASV) technology if possible to maximize the efficiency of a two-tiered signature verification procedure.	As directed by SOS and VREMS implementation.	ROV Staff until transition to VREMS	To be completed by 3.1.2024, pending implementation of VREMS
**Recommendation 15: Consideration of a new mail ballot sorter should include the positive improvements to the current signature verification process.**		
Automated signature recognition (ASR).	As directed by SOS and VREMS implementation.	ROV Staff until transition to VREMS	To be completed by 3.1.2024, pending implementation of VREMS
Signature verification modules that use electronic images of the scanned signature from the envelope along with the voters reference signature from the voter database. (Eliminates the need to physically handle and process the ballot batches. Eliminates the need to transport ballots from the ballot sorter to signature verification and back. Eliminates the need to keep batched in specific envelope order.)	As directed by SOS and VREMS implementation.	ROV Staff until transition to VREMS	To be completed by 3.1.2024, pending implementation of VREMS
**Recommendation 16: Enhance signature verification training and documentation.**		
Develop additional signature verification training with presentation and documentation.	In process; drafts have been created pending final review.	ROV Management and Staff	To be completed by 12.31.2023
Revise signature verification job aid.	The current training is state mandated.	N/A	N/A
Develop a signature comparison quick guide.	The passage of SB54 may have some impacts on the training and direction from the SOS.	ROV Management and Staff	To be completed by 12.31.2023
**Recommendation 17: Eliminate the duplicative batch and cut process and use ballot sorter technology for the batch and cut process.**		
Addressed in Recommendation 12.		N/A	N/A
**Recommendation 18: Eliminate the Ready to Cast batch sheet and implement the single ballot control sheet.**		
Addressed in Recommendation 12.		N/A	N/A
**Recommendation 19: Increase the final batch size from 50 to 100.**		

Recommendation if Applicable	Response	Assigned to	Timeline
Reviews necessary to determine adequate bin sizing and changes to precinct sizes to ensure accurate tracking of ballots. Precinct consolidation to be done prior to making some of these changes so that it can be more accurately tracked, and control maintained.		ROV Management and Staff	To be considered for the 2026 election.

Recommendation 20: Implement a simplified ballot preparation process that maximizes productivity.

Recommendation if Applicable	Response	Assigned to	Timeline
Streamline ballot inspection to sort only visibly damaged ballots and move more detailed ballot inspection for duplication to the scanning process.	Currently, ballot extraction looks for marks that would result in the ballot being rejected, or clear damage that would require the ballot to be duplicated.	N/A	N/A
Use of a comprehensive ballot and batch tracking form (Recommendation 12) will provide a simple way to record the ballot piece count while supporting better ballot accounting.	New proposed process outlined in recommendation 12. Implement a single Ballot Batch Con	N/A	N/A
Make use of ballot storage carts to reduce traffic in the room.	We use carts to transport larger quantities of trays between work stations. Upgraded carts will be purchased in the new fiscal year. Ballots will continue to be stored on the shelves to fit both the bins and boxes for storage of election materials.	N/A	N/A
Remove Sharpies from the table, only red of green pens.	To be implemented. Red and green pens will be used for all forms related to the processing of ballots and control logs.	ROV Management	To be completed by 12.31.2023

Recommendation 21: Staff a supervisor or lead who can dedicate their time to review and confirm each batch control sheet and direct prepared ballots to the staging area for scanning.

Recommendation if Applicable	Response	Assigned to	Timeline
ROV started this practice with most stations last election. Permanent staff will ensure a supervisor will oversee all stations.		ROV Management and Staff	To be completed by 12.31.2023

Recommendation 22: Work with the mail ballot print vendor to replace the ballot stub with a wrap.

Recommendation if Applicable	Response	Assigned to	Timeline
Reviewing options with vendor to replace ballot stubs.		ROV Management and Staff	New contract to go to BCC in August to begin this work.

Recommendation 23: Develop process map, SOP and job aids for ballot preparation.

Recommendation if Applicable	Response	Assigned to	Timeline
Develop process map for ballot preparation.	This process is in development to ensure that all steps are covered and included.	ROV Management and vendors	To be completed by 10.1.2023
Develop a ballot preparation SOP.	Will be completed once the process is determined.	ROV Management	To be completed by 11.1.2023
Include ballot preparation section in mail ballot processing guide.	Will be created along with the SOP.	ROV Management	To be completed by 11.1.2023
Develop training and quick guides.	Will be created along with the SOP.	ROV Management	To be completed by 12.1.2023

Recommendation 24: Consolidate imprinting and scanning into a single process.

Recommendation if Applicable	Response	Assigned to	Timeline
Currently re-programming and upgrading equipment to ensure equal processing capabilities and work product of the scanners.		ROV Management, Staff and Vendor	To be completed by 10.1.2023

Recommendation 25: Reconfigure the scanning work area to include tables large enough to accommodate all equipment, trays and supplies.

Recommendation if Applicable	Response	Assigned to	Timeline
The tables have been ordered and delivered.		ROV Management	Completed

Recommendation 26: Revise the duplication and adjudication process to improve efficiency.

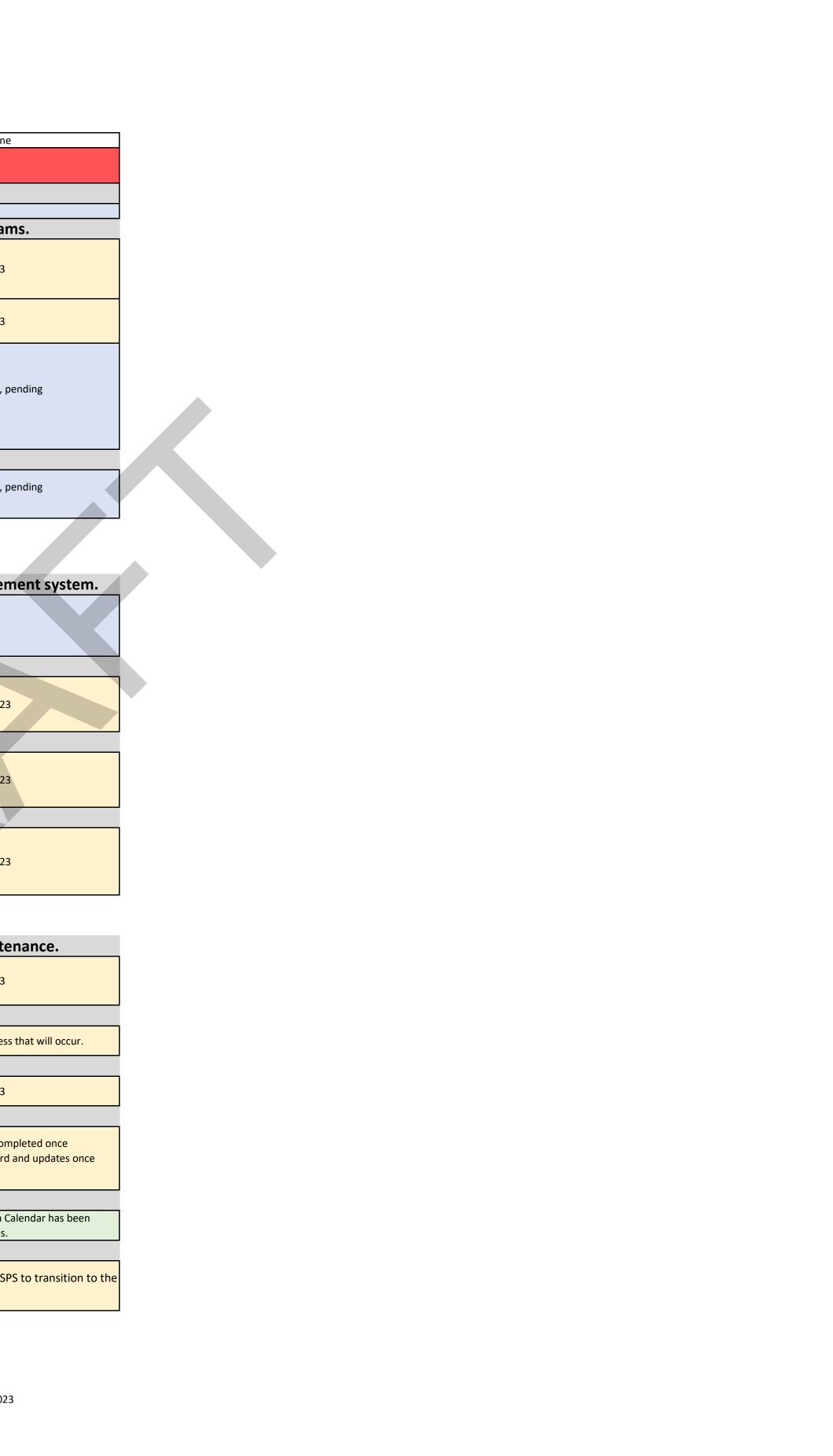| Recommendation if Applicable	Response	Assigned to	Timeline
Conduct a technical project assessment using the Sentino duplication/printing system to streamline and improve the accuracy of duplication.	Currently getting quotes from vendors to determine which system to purchase and implement.	ROV Management	To be completed by 10.1.2023
Use a single team to log, duplicate and verify ballots in a batch, with a call/write and switch to verify process.	The new duplication software is designd for bi-partisan teams to review and approve the duplicated ballots with a supervisor. This will allow for the 2 Tier system to continue, to allow for a final review and approval of the duplication teams work before processing.	ROV Management and Staff	To be completed by 11.1.2023
Develop Duplication and Adjudication job aids and training. Review for legal requirements, particularly rejection for identifying marks.	Updates are in process and will be completed upon receipt of the updated election manual from the SOS's office.	ROV Management and Staff	To be completed by 12.31.2023
Continue cross-training staff in technology applications for scanning, adjudication, and duplication for redundancy.	In progress.	ROV Management and Staff	On going

Recommendation if Applicable	Response	Assigned to	Timeline
As mentioned in Recommendation 26, job aids and training will be expanded to include a voter intent guide.		N/A	N/A

Recommendation 28: The ROV should move to a single consolidated elections operations center.			
To be developed for implementation after 2024 elections.			Target completion in FY2025

Recommendation 29: Dedicate additional staff and workspace for the UOCAVA/NVEASE and ballot curing programs.			
Dedicate full-time staff and temporary support during the election for the UOCAVA/NVEASE program.	This was part of the budget cycle staff requests. ROV plans to have a staff member oversee the UOCAVA & NVEASE programs.	ROV Management	To be completed by 10.1.2023
Develop a process map, SOPs, and correspondence templates (mail and email).	Correspondence templates are in the process of being created in English and Spanish. Implementation of email will occur with VREMS.	ROV Management and SOS/VREMS	To be completed by 10.1.2023
Update written logs of electronic tracking spreadsheets or system for each program to track and log ballot activity (Correspondence, ballots, curing) and status.	Electronic tracking for all steps will occur after implementation of VREMS.	ROV Management	To be completed by 3.1.2024, pending implementation of VREMS

Recommendation 30: Improve use of the current ballot tracking system and adopt a cure application.			
The SOS has furnished a cure application for the last two election cycles and will continue to do so after VREMS implementation.		ROV Management and SOS/VREMS	To be completed by 3.1.2024, pending implementation of VREMS

Part 3- Election Worker Management and Training

Recommendation 1: Develop a project plan to either retain Poll Chief or migrate to the SOS's new election worker management system.		
Implementation of the election worker component of VREMS is scheduled for 2025.	ROV Management and SOS/VREMS	To be completed by 3.1.2025

Recommendation 2: Develop SOPs for election worker management and training.		
ROV has begun the process and election worker management and training will be updated after a platform decision has been implemented.	ROV Management, Staff, working groups and vendors.	To be completed by 12.31.2023

Recommendation 3: Develop and support a pool of instructions for election worker training.		
Based on feedback, ROV is working to address the needs of election workers and ensure that we utilize all the tools we have available to give election workers more support and training, and become more comfortable with the process.	ROV Management, Staff, working groups and vendors.	To be completed by 12.31.2023

Recommendation 4: Redesign the election worker manual.		
Multiple staff have reviewed and begun the process for redesigning the manual. ROV also hosted work groups with election workers in June, 2023. Participants will be consulted once a draft version is ready to ensure requested changes have been addressed wherever possible.	ROV Management, Staff, working groups and vendors.	To be completed by 10.15.2023

Part 4- Voter Registration

Recommendation 1: Develop improved workflow and SOPs for data entry, automatic voter registration and list maintenance.		
Documents are being drafted to ensure accuracy of the process.	ROV Management and Staff	To be completed by 11.1.2023

Recommendation 2: Train and cross-train permanent ROV staff on voter registration.		
This is a priority for the department. Once staff are in place, ROV will ensure equal training of processes for continuity.	ROV Management and Staff	This will be an on-going process that will occur.

Recommendation 3: Develop and implement a quality control plan for voter registration.		
This is a priority for the department. Once staff and VREMS are in place, ROV will ensure equal training of processes for continuity.	ROV Management and Staff	To be completed by 11.1.2023

Recommendation 4: Update DIMS street index file.		
Staff has been reviewing street index files and pulling reports to find and correct conflicts and provide better definition and direction for streets, segments and confirmation of restricted addresses. ROV uses several sources to confirm eligibility including GIS, Assessor, Recorder and USPS.	ROV Management and Staff	In Process but expect to be completed once management team in on-board and updates once VREMS is implemented.

Recommendation 5: Develop a calendar of deadlines and timelines for voter registration activity.		
The calendar of deadlines and timelines for voter registration activity has been completed.	ROV Management and Staff	Completed, the 2024 Election Calendar has been created including all deadlines.

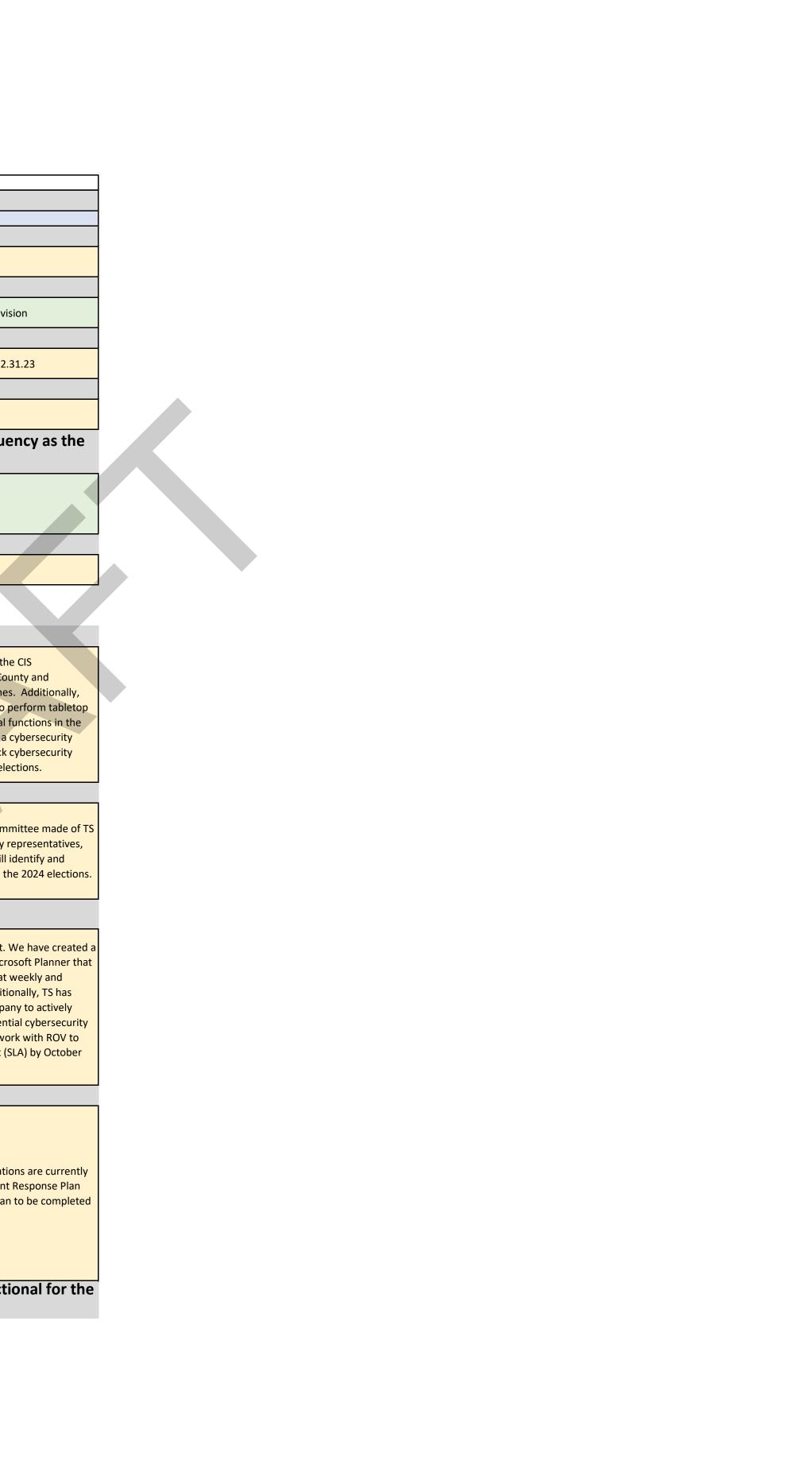| Recommendation 6: Use USPS IMB files to automate list maintenance on undeliverable mail.		
ROV is working with our USPS Business Group to transition the current hard copy mailers to an automated list which will improve the cost and efficiency in updating and responding to these notices.	ROV Management and USPS	In process, working with USPS to transition to the automated list.

Part 5- Communications and Coordination Externally and Internally

Recommendation if Applicable	Response	Assigned to	Timeline
Recommendation 1: Hire a full time public information officer (PIO).			
Establishing and onboarding ROV executive Staff.			PIO hire in FY 25
Recommendation 2: Develop ROV voter education and communications plans.			
The Media Production Specialist position will work with Communications Division to create plans and educational resources for the public.		ROV Management and Staff	In process.
Recommendation 3: Develop an ROV crisis communications plan.			
Draft Crisis Communications Plan		Communications Division	Completed by Communications Division
Recommendation 4: Update website.			
To be completed once the budgeted Media Production Specialist position is in place.		ROV Management and Staff	In progress. To be completed by 12.31.23
Recommendation 5: Develop an observer plan and communications resources for observers.			
ROV is working on additional educational resources to be made available once the management teams in place.		ROV Management and Staff	To be completed by 12.31.2023
Recommendation 6: Coordinate regular meetings with all County departments supporting the election. Increase meeting frequency as the election process draws near.			
Two groups are currently meeting. The first is specific to projects and action items for the election. The second is comprised of department heads impacted by the election to ensure expectations can be met.		ROV Management and supporting departments.	Complete
Recommendation 7: Develop a communications plan regarding voter registration.			
The ROV management team will work with Communications Division to create plans and educational resources.		ROV Management and Staff	To be completed by 12.31.2023

Part 6- Election Technology Infrastructure

Recommendation 1: Implement a formal election security program area in the ROV.			
Since the designation of elections systems as "critical infrastructure" in January 2017, the federal government and other public sector organizations have invested significant resources into helping election officials improve their security. This includes assessing the physical security and cybersecurity postures of state and local election offices. Many local election offices have adopted formal cybersecurity frameworks such as the NIST Cybersecurity Framework or the CIS Critical Controls to assess areas of risk and vulnerability, initiate programs to manage risk, and measure their progress in mitigating those risks.		TS and ROV	Technology Services has adopted the CIS cybersecurity framework for the County and developed a roadmap with timelines. Additionally, TS/ROV has partnered with CISA to perform tabletop exercises for ROV and other critical functions in the County. We have also has added a cybersecurity section in ROV project plan to track cybersecurity tasks in preparation for the 2024 elections.
Recommendation 2: Establish a security Task Force between the ROV, TS and County leadership.			
A formal task force, whether it is an interim or a permanent body, could enable specific focus and planning between County departments on election security issues. The ROV should commit to having a senior technical staff as a member of the task force to advocate for critical security needs.		TS, CSD, ROV	In process. By October 1, a subcommittee made of TS cybersecurity and physical security representatives, and CSD buildings security staff will identify and address security concerns prior to the 2024 elections.
Recommendation 3: Develop an improvement plan and actively manage the plan.			
The vulnerabilities of technical and physical systems and operational processes will change over time as the threat environment changes, and as new exploits and areas of strengths and weaknesses develop. The formulation of a formal improvement plan could provide a foundation from which to build a more mature and resilient organization. TS should be an active partner with ROV in managing risks as they arise and are addressed. The County may consider establishing a service-level agreement (SLA) with TS or with third-party companies to monitor and manage physical and technical assets and minimize risk. The ROV should be seen as a critical stakeholder from a cybersecurity perspective.		TS	Completed with ongoing oversight. We have created a comprehensive project plan in Microsoft Planner that is actively managed and updated at weekly and monthly meetings with ROV. Additionally, TS has contracted with a third party company to actively monitor County networks for potential cybersecurity threats. Technology Services will work with ROV to develop a service level agreement (SLA) by October 1st.
Recommendation 4: Begin with the basics.			
There are many basic recommendations that can be implemented even before a more formal approach has been initiated. These include: ● Patching and updating of software ● Vulnerability scanning of accessible systems ● Phishing exercises ● Cybersecurity awareness training ● Multi-factor authentication for accounts ● Reviewing data backup schedules and testing backups ● Network segmentation These initial activities should include a review of the ROV's incident response plan and the County continuity of operations/continuity of government (COOP/COG) plans with County leadership and TS		TS	In process. All of the recommendations are currently being practiced. TS will add Incident Response Plan review with ROV on the project plan to be completed before the 2024 elections.
Recommendation 5: Develop a testing and deployment plan for ensuring that electronic pollbooks (new or existing) will be functional for the 2024 elections.			

Recommendation if Applicable	Response	Assigned to	Timeline
Install, configure, and test the pollbook software developed by TS staff and make requested enhancements from ROV to the program for the 2024 elections.		TS, ROV	In process. We have already dedicated a Tech Services developer to work on this recommendation. The developer meets with the project manager and ROV staff on a recurring basis to test the current system.

Recommendation 6: If a new product is implemented, use a project management professional to ensure that testing, training, and implementation is as seamless as possible.

If a new product is implemented, use a project management professional to ensure that testing, training, and implementation is as seamless as possible.			We will reevaluate in January 24 when we have a more clearer timeline for this transition from the SOS. In the meantime, Tech Services will staff project management of all ROV technology projects.

Recommendation 7: The VVPAT system should be evaluated for possible replacement with ballot printers to enhance voter privacy and audit efficiency.

Will pause this recommendation until after the federal Vote 2.0 update is complete. New software and equipment may need to be purchased in 2025 to meet those requirements and all SOS certification procedures.		ROV Management	Not started, wait until 2025 Federal update to ensure purchase will be approved by the state.

Recommendation 8: Have staff attend training on Microsoft 365.

Microsoft 365 training began during the last election cycle. Staff will be training on the county Bridge program.		ROV Management and Staff	On going

Recommendation 9: Develop SOPs for document management.

ROV is reviewing and updating documents and current practices and will be transitioning to a new document management system. Additional changes that may be needed will be addressed at staff meetings.		ROV Management and Staff	On going

Part 7- Space

Recommendation 1: Conduct a detailed space evaluation and redesign for a single consolidated elections operations center to accommodate voter demand, improve public observation, and more efficient and timely election administration.

Recommendation 2: Consider immediate and short-term space changes to improve ballot processing.

Consideration of the space will be reviewed as we look at new and different equipment pieces. ROV is organizing a working group to include observers from the 2022 cycle, allowing for an open discussion of their requests and the resulting impacts.		ROV Management, Staff and working group.	This will be addressed as part of the long term County Capital Improvement process for possible execution after the 2024 elections in FY25.

Recommendation 3: Incorporate transparency and public observation as a guiding principle of any spatial redesign.

ROV completed 14 working group sessions to receive stakeholder input for improvements. Will continue to open communication and look for further improvements.		ROV Management, Staff and working group.	To be completed by 12.31.2023 with ongoing discussions

COLOR KEY	
Green: Completed	
Yellow: In Progress	
Purple: Not started - in consideration	
Red: No action at this time	