

Part 1- Staffing, Organizational Structure and Training

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	ROV/HR	Complete. Two Deputy ROV positions have been budgeted and approved.
Option 2: Reclassify specialist positions as managers.	This will be considered for the (FY2025) budget cycle	HR, Budget	FY25 budget year consideration. Requesting to reclass two election specialist to Program Coordinator/Senior Election Specialist positions
Recommendation 2: Hire a full-time public information officer.			
A full time position dedicated to public information has been put in place at the ROV office and supported all three elections during 2024.		ROV/HR	Complete. Media and production specialist hired as a part of this recommendation and position is embedded with Communications Division for professional development and coverage moving forward.
Recommendation 3: Hire a senior-level election security officer or allocate funding for this			
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	Complete

Recommendation 4: Hire an administrative assistant for the executive team.

<p>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</p>	<p>ROV Management</p>	<p>Complete</p>
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Recommendation 5: Hire additional office assistants.

<p>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</p>	<p>ROV Management</p>	<p>Complete</p>
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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.

<p>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.</p>	<p>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</p>	<p>TS, ROV, Secretary of State (SOS)</p>	<p>Complete. Requires ongoing monitoring and evaluation.</p>
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Recommendation 7: Creates Standard Operating Procedures (SOPs) and regularly test and

<p>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 be 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.</p>	<p>ROV Management Team, in cooperation with SOS (VREMS)</p>	<p>Work in progress. Due to new VREMS, many existing SOPs were rewritten, and the following have been finalized: adjudication, ballot batching, ballot scanning, and security protocol.</p> <p>To be finalized are ballot creation/layout and proofing, ballot extraction, duplication, election result ingestion, live stream procedures, automatic signature and manual signature verification, tabulation, voter registration. (Finalize by June 30, 25.)</p> <p>To be started: Voter list maintenance, vote center hotline, Q-Alert, petitions, temporary staff onboarding and training, ballot collection and accounting, and UOCAVA processing (starting FY26)</p>
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Recommendation 8: Build a staff development and onboarding program.

<p>We are reviewing different programs and systems to ensure that staff have a defined onboarding program and meetings quarterly or bi-annually 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.</p>	<p>ROV Management Team, in cooperation with SOS (VREMS)</p>	<p>Complete. With ongoing monitoring and evaluation. Currently SOS has a VREMS online (website) knowledge base for self training on all current VREMS processes and procedures. Staff can take self paced classes/courses at their discretion and ROV management is scheduling in person training not only at ROV HQ but as needed in Carson City at the newly erected Training Lab setup for VREMS specific training. Prior to go-live, staff was trained on applicable parts of the VREMS system.</p>
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Recommendation 9: Hire temporary workers to support mail ballot processing.

<p>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</p>	<p>ROV</p>	<p>Complete</p>
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Part 2- Ballots

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	Complete. Used VREMS for pre-election ballot composition/setup for the 2024 General.
Candidate paperwork.	Paperwork is provided by the SOS however, work flow of processing and confirming information on the candidate paperwork and ballot creation is within our purview and is being developed.	ROV Management and Staff	Complete. Utilizing Aurora at SOS.
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	Complete

Ballot data master list.	Foundation has been built, with completion pending transition to VREMS.	ROV Management and Staff	Complete. SOP is embedded to the VREMS training documentation.
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, communications, clerk, and Staff	Complete. Used VREMS and Dominion documentation for ballot layout for the 2024 General.
Audio Ballot.	Currently working with vendor to implement process improvements to	ROV Management and Staff in consultation with vendor	Current SOP document will be created prior to the June 2026 Primary election.

Recommendation 2: Review EMS and conduct quality control checks of the district and

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	Work in progress. Coordinate with TS, GIS, Assessor for daily address update/maintenance to update VREMS module Total Address. Dependency on internal departments for data still exists.
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<p>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.</p>	<p>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</p>	<p>ROV Staff and GIS until transition to VREMS</p>	<p>Complete. ROV/GIS & SOS were involved in reviewing and updating districts/maps for ensuring accuracy of data points for the 2024 General Election.</p>
<p>Recommendation 3: Incorporate expectations for proofing into the ROV's intergovernmental</p>			
<p>ROV is communicating with both cities to update our agreements. Target completion date is 10.1.2023.</p>	<p>ROV Management, District Attorney's Office, City Clerks, City Attorney's Offices, Board of County Commissioner and City Councils</p>	<p>Complete</p>	
<p>Recommendation 4: Develop a business process map, SOPS, and quality control checks for voter database list extracts and the ballot printing and mailing process.</p>			
<p>** 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. **</p>			
<p>Process for verifying extracted voter data file, and verification that the vendor received and processed each file in full.</p>	<p>In process, currently collecting information to determine if the county will participate in SOS contract.</p>	<p>ROV Management and Staff, Vendors, BCC and possibly SOS</p>	<p>Complete. We will not be using SOS vendor.</p>

<p>Voter list version control and document security protocols.</p>	<p>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.</p>	<p>ROV Management and Staff, and Vendors</p>	<p>Complete. Using VREMS.</p>
<p>ROV monitoring of the ballot mailing via ballot delivery reports and validation.</p>	<p>Staff has developed the necessary reports and will work with vendor (once</p>	<p>ROV Management and Staff, and Vendors</p>	<p>Complete</p>
<p>Establishing a multi-year contract with the print vendor to ensure adequate planning for supplies and to establish relationships between vendor and ROV.</p>	<p>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.</p>	<p>ROV, BCC, Vendor, Possibly SOS</p>	<p>Need to establish a 2-year extension with 2 one-year options with current print vendor by August 2025.</p>
<p>Recommendation 5: Redesign the ballot packet to improve tracking and processing.</p>			
<p>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.</p>	<p>The ability to implement will depend on SOS direction under AB192. To be done with the State.</p>	<p>ROV, Vendor, Possibly SOS</p>	<p>Complete. IMB on ballots for PPP, Primary, and General 2024.</p>

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	Complete
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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	Complete
Collaborate with USPS Manager of Customer Relations.	Staff continues to meet with our USPS Manager additional	ROV Management	Complete

Recommendation 7: Ensure ballot development and voter ballot mailings are included in a crisis

Included in ROV Crisis Communications Plan		Communications Division	Complete (See recommendation #7)
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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.	Correspondence templates are in the process of being created in English and Spanish. Implementation of email will occur with VREMS.	N/A	Complete. We currently do not scan ballots at the vote center. We cannot eliminate the barcode ballot scanning in the the ballot processing center as it would halt operations. The security protocols have been implemented
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	Complete

<p>Eliminate manual date stamps at polling locations and during initial receiving.</p>	<p>To ensure consistency in the process, manual date stamps will continue</p>	<p>N/A</p>	<p>N/A</p>
<p>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</p>	<p>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</p>	<p>Completed</p>	<p>Complete</p>
<p>Develop a FAQ document for communicating ballot collection and accounting protocols to the public.</p>	<p>In process, outlines have been created.</p>	<p>ROV Management and Staff</p>	<p>Will start in FY26 to update the website and create an SOP.</p>

<p>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.</p>	<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete. All mail ballots come in via the parking garage and enter ROV via the double door which have full visibility from the public observer room.</p>
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Recommendation 9: Improved ballot collection security and chain of custody protocols and documentation to enhance transparency and security.

<p>Develop a ballot box SOP with emphasis on security protocols with strategies to increase transparency and consistency.</p>	<p>In process, drafts are under development and are being reviewed for feedback by Election Workers</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
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<p>Provide branded collection team apparel, identification and transportation for transparency.</p>	<p>In process, materials are being ordered to identify all election workers.</p>	<p>ROV Management</p>	<p>Complete</p>
<p>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.</p>	<p>New large white ballot drop boxes were procured and used for the June Primary and the November 2025 General elections. These new drop boxes have large capacity containers. On busy days we picked up ballots from these drop boxes twice daily to eliminate overflow. These drop boxes are staffed with a minimum of two election workers who stamp the ballot with the data received and can assist an ADA-disabled person(s).</p>	<p>ROV Management, Budget</p>	<p>Complete. All new ballot drop boxes have been delivered and utilized in the Primary and General Elections.</p>

<p>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.</p>	<p>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</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
<p>Develop a system for estimating daily drop box and USPS volume.</p>	<p>In process. Tech Services is programming updates and detailed logs.</p>	<p>ROV & TS</p>	<p>N/A</p>
<p>Recommendation 10: Improve ballot sorter functionality or consider a replacement.</p>			
<p>Ease by which data can be imported and exported out of the sorter for updating DIMS.</p>	<p>In process; archiving data to free up space and increase speed.</p>	<p>ROV & Vendor</p>	<p>Complete. Implemented a new mail ballot envelope sorter in September, 2024.</p>
<p>Data exchange mapping to ensure functionality with future VREMS.</p>	<p>Once the SOS office implements the VREMS project, this can be completed.</p>	<p>ROV, SOS and Vendor</p>	<p>Complete. Successfully utilized the mail ballot sorter during the 2024 General Election.</p>

<p>Entering receiving location name for batches on first pass.</p>	<p>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.</p>	<p>N/A</p>	<p>Complete. The sorter utilizes mail ballot separator cards to identify ballot drop off location.</p>
<p>Capturing signature images for return envelopes for improving efficiency and security of the signature verification and cure process.</p>	<p>Pending SOS implementation of VREMS.</p>	<p>ROV Management, Staff and Vendor</p>	<p>Complete. New sorter captures the signature images which is used for the signature verification process.</p>
<p>Configuration of tray labels, predetermined batch sizes, audit report, custom reports, and administrative functions that support ballot accounting.</p>	<p>Parts of this recommendation to be implemented. We will continue to sort by a predetermined number.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
<p>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.</p>	<p>Revaluating this recommendation with our vendor to determine if this feature is now available.</p>	<p>ROV Management and Staff</p>	<p>Complete. Procured four new mail ballot envelope extractors. Cannot utilize the mail ballot sorter to mill the envelope.</p>

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

NAC 293.322 Requires precinct sorting of ballots

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	Complete
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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	VREMS has been implemented. To be completed by June 2026 as we are still finalizing the sorter and signature verification processes.
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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	Complete
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<p>Trays of accepted envelopes are sent to ballot extraction and preparation along with a batch tracking form and tray tag.</p>	<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete. All new ballot drop boxes have been delivered and utilized in the Primary and General Elections.</p>
<p>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.</p>	<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
<p>Prepped ballots are sent to scanning stations programmed to accept any style of ballot.</p>	<p>We are working with the vendor to adjust the tabulator programming and purchase of new more efficient tabulators.</p>	<p>ROV Management, Staff and Vendor.</p>	<p>Complete</p>

<p>Batch ID, scanner ID and batch size should be transferred to a batch label and also entered into the ballot manifest.</p>	<p>ROV's current process is to enter tabulator number, batch ID, number of ballots and position into the ballot manifest.</p>	<p>N/A</p>	<p>Complete, this process already existed.</p>
<p>Information from batch labels should be transferred to storage container labels if multiple batches are stored in same container.</p>	<p>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.</p>	<p>N/A</p>	<p>Complete, this process already existed.</p>
<p>In the event of a recount, all batched are rescanned with only the recounted contests being read.</p>	<p>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.</p>	<p>N/A</p>	<p>Complete, this process already existed.</p>

Foundation 12: Develop and implement SOPs for returned mail ballot processing and ballot accounting

<p>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.</p>	<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
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<p>Reevaluate the precinct batching process to simplify batch and ballot tracking. Improvement to the functionality of the ballot sorter will support this recommendation.</p>	<p>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.</p>	<p>N/A</p>	<p>N/A</p>
<p>Train staff in best practices of batching and accounting for ballot batches.</p>	<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
<p>Recommendation 13: Develop and display visual support products throughout the returned ballot processing</p>			
<p>Develop process flow charts, quick guides, and data visualization products for ballot processing and other areas.</p>	<p>Implement resources and informational guides to support election workers as</p>	<p>ROV Management and Staff (communications)</p>	<p>Complete</p>

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 (communications)	Complete
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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	Complete
Consider bipartisan teams for Tier 2 review of challenged ballots.	This recommendation was implemented.	N/A	Complete
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	Complete
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	This is in progress and will be completed prior to the 2026 election cycle.

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	This is in progress and will be completed prior to the 2026 election cycle.
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<p>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.)</p>	<p>As directed by SOS and VREMS implementation.</p>	<p>ROV Staff until transition to VREMS</p>	<p>Complete</p>
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Recommendation 16: Enhance signature verification training and documentation.

<p>Develop additional signature verification training with presentation and documentation.</p>	<p>In process; drafts have been created pending final review.</p>	<p>ROV Management and Staff</p>	<p>This is in progress and will be completed prior to the 2026 election cycle.</p>
<p>Revise signature verification job aid.</p>	<p>The current training is state mandated.</p>	<p>ROV Management and SOS</p>	<p>The SOS is working on updated Sig. Verification guidelines and to be completed by 2026 election cycle.</p>
<p>Develop a signature comparison quick guide.</p>	<p>The passage of SB54 may have some impacts on the training and direction from the SOS.</p>	<p>ROV Management and SOS</p>	<p>The SOS is working on updated Sig. Verification guidelines and to be completed by 2026 election cycle.</p>

n 17: Eliminate the duplicative batch and cut process and use ballot sorter technology for the batch

<p>Addressed in Recommendation 12.</p>	<p>N/A</p>	<p>N/A</p>
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mmendation 18: Eliminate the Ready to Cast batch sheet and implement the single ballot control sheet

<p>Addressed in Recommendation 12.</p>	<p>N/A</p>	<p>N/A</p>
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Recommendation 19: Increase the final batch size from 50 to 100.

<p>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.</p>	<p>ROV Management and Staff</p>	<p>Complete. During the 2024 General Election we batched mail ballots in batches of 50 taking longer to process. Therefore, our analysis is to implement batches of 25 or less to process mail ballots more efficiently and effectively.</p>
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Recommendation 20: Implement a simplified ballot preparation process that maximizes productivity

<p>Streamline ballot inspection to sort only visibly damaged ballots and move more detailed ballot inspection for duplication to the scanning process.</p>	<p>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.</p>	<p>N/A</p>	<p>N/A</p>
<p>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.</p>	<p>New proposed process</p>	<p>N/A</p>	<p>Complete</p>

<p>Make use of ballot storage carts to reduce traffic in the room.</p>	<p>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.</p>	<p>ROV Management</p>	<p>Complete. Two metal rolling carts were procured to alleviate congestion in the ballot processing room.</p>
<p>Remove Sharpies from the table, only red of green pens.</p>	<p>To be implemented. Red and green pens will be used for all forms related to the processing of ballots and control logs.</p>	<p>ROV Management</p>	<p>Complete</p>

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.

<p>ROV started this practice with most stations last election. Permanent staff will ensure a supervisor will oversee all stations.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
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Recommendation 22: Work with the mail ballot print vendor to replace the ballot stub with a wrap.

Reviewing options with vendor to replace ballot stubs.	ROV Management and Staff	Complete. Removing unnecessary ballot stubs.
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Recommendation 23: Develop process map, SOP and job aids for ballot preparation.

Develop process map for ballot preparation.	This process is in development to ensure that all steps are covered and included.	ROV Management and vendors	Complete
Develop a ballot preparation SOP.	Will be completed once the process is determined.	ROV Management	Complete
Include ballot preparation section in mail ballot processing guide.	Will be created along with the SOP.	ROV Management	This is in progress and will be completed prior to the 2026 election cycle.
Develop training and quick guides.	Will be created along with the SOP.	ROV Management	This is in progress and will be completed prior to the 2026 election cycle.

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

Currently re-programming and upgrading equipment to ensure equal processing capabilities and work product of the scanners.	ROV Management, Staff and Vendor	Complete
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Recommendation 25: Reconfigure the scanning work area to include tables large enough to accommodate all equipment, trays and supplies.

The tables have been ordered and delivered.	ROV Management	Complete
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Recommendation 26: Revise the duplication and adjudication process to improve efficiency.

<p>Conduct a technical project assessment using the Sentino duplication/printing system to streamline and improve the accuracy of duplication.</p>	<p>Currently getting quotes from vendors to determine which system to purchase and implement.</p>	<p>ROV Management</p>	<p>Complete</p>
<p>Use a single team to log, duplicate and verify ballots in a batch, with a call/write and switch to verify process.</p>	<p>The new duplication software is designed 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.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
<p>Develop Duplication and Adjudication job aids and training. Review for legal requirements, particularly rejection for identifying marks.</p>	<p>Updates are in process and will be completed upon receipt of the updated election manual from the SOS's office.</p>	<p>ROV Management and Staff</p>	<p>Complete, with ongoing monitoring for new SOS guidance.</p>
<p>Continue cross-training staff in technology applications for scanning, adjudication, and duplication for redundancy.</p>	<p>In progress.</p>	<p>ROV Management and Staff</p>	<p>On going</p>

Recommendation 27: Develop a new voter intent guide to be used in duplication and adjudication.

As mentioned in Recommendation 26, job aids and training will be expanded to include a voter intent guide.	N/A	Complete, with ongoing monitoring for new SOS guidance.
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Recommendation 28: The ROV should move to a single consolidated elections operations center.

To be developed for implementation after 2024 elections.		Due to budget and logistical constraints this will be added to the 5-year forecast and Capital Improvement Program.
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Recommendation 29: Dedicate additional staff and workspace for the UOCAVA/NVEASE and

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	Complete
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	This is in progress and will be completed prior to the 2026 election cycle contingent on SOS.
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	Complete, with ongoing updates will occur to improve this process.

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	Complete
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Part 3- Election Worker Management and Training

1: Develop a project plan to either retain Poll Chief or migrate to the SOS’s new election worker ma

Implementation of the election worker component of VREMS is scheduled for 2025.	ROV Management and SOS/VREMS	This is in progress and will be completed prior to the 2026 election cycle contingent on SOS.
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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.	Complete
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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.	Complete
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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.	Complete
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Part 4- Voter Registration

tion 1: Develop improved workflow and SOPs for data entry, automatic voter registration and list r

Documents are being drafted to ensure accuracy of the process.	ROV Management and Staff	This is in progress and will be completed prior to the 2026 election cycle contingent on SOS.
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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.
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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	ROV Management and Staff	This will be an on-going process that will occur.
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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 LISPS.	ROV Management and Staff	Complete
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Recommendation 5: Develop a calendar of deadlines and timelines for voter registration activity.

The calendar of deadlines and timelines for voter registration activity	ROV Management and Staff	Complete. The 2024 Election Calendar has been created including all deadlines. Working with TS to improve the existing calendar with more robust content and tracking of tasks aligned with NRS.
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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	Complete
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Part 5- Communications and Coordination Externally and Internally

Recommendation 1: Hire a full time public information officer (PIO).

As stated in recommendation #2 A full time position dedicated to		Complete
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Recommendation 2: Develop ROV voter education and communications plans.

The Media Production Specialist position will work with Communications Division to create plans and educational	ROV Management and Staff	Complete
Recommendation 3: Develop an ROV crisis communications plan.		
Draft Crisis Communications Plan	Communications Division	Complete
Recommendation 4: Update website.		
The ROV media and production specialist restructured website for increased usability based on webpage audit and accessibility	ROV Management and Staff	Complete
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 (communications)	Complete
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	Complete

Part 6- Election Technology Infrastructure

Recommendation 1: Implement a formal election security program area in the ROV.

<p>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</p>	<p>TS and ROV</p>	<p>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 for the 2024 elections.</p>
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Recommendation 2: Establish a security Task Force between the ROV, TS and County leadership.

<p>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.</p>	<p>TS, CSD, ROV</p>	<p>Currently ROV works with the County Security Administrator, Sheriff, Allied Security and local law enforcement before, during, and after each election to strengthen physical security posture and reduce possible threat targets. ROV works in cohesion with Technical Services, the Secretary of the State, DHS, FBI, and other agencies to ensure virtual security to prevent external threats on critical election systems. ROV is still working on creating a task force for critical election security related needs. Task Force to be created by summer 2025.</p>
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Recommendation 3: Develop an improvement plan and actively manage the plan.

<p>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-</p>	<p>TS</p>	<p>Complete, 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.</p>
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Recommendation 4: Begin with the basics.

<p>There are many basic recommendations that can be implemented even before a more formal approach has been initiated. These include:</p> <ul style="list-style-type: none"> ● 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 <p>These initial activities should include a review of the ROV’s incident response plan and the County continuity of operations/continuity of government</p>	<p>TS</p>	<p>All of the recommendations are currently being practiced. TS will add Incident Response Plan review with ROV on the project plan completed for the 2024 elections.</p>
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Recommendation 5: Develop a testing and deployment plan for ensuring that electronic pollbooks (new or existing) will be functional for the 2024 elections.

<p>Install, configure, and test the pollbook software developed by</p>	<p>TS, ROV</p>	<p>Complete with ongoing oversight.</p>
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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.

<p>If a new product is implemented, use a project management professional to ensure that testing, training, and implementation is as seamless as possible.</p>		<p>Complete with ongoing oversight.</p>
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Recommendation 7: The VVPAT system should be evaluated for possible replacement with ballot printers to enhance voter privacy and audit efficiency.

<p>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.</p>	<p>ROV Management</p>	<p>This is the future direction and plan to implement prior to the 2026 election cycle.</p>
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Recommendation 8: Have staff attend training on Microsoft 365.

<p>Microsoft 365 training began during the last election cycle. Staff will be training on the county Bridge program.</p>	<p>ROV Management and Staff</p>	<p>Complete</p>
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Recommendation 9: Develop SOPs for document management.

<p>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.</p>	<p>ROV Management and Staff</p>	<p>Ongoing</p>
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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

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

<p>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.</p>	<p>ROV Management, Staff and working group.</p>	<p>Complete, with ongoing improvements as needed.</p>
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Recommendation 3: Incorporate transparency and public observation as a guiding principle of any

<p>ROV completed 14 working group sessions to receive stakeholder input for improvements. Will continue to open communication and look for further improvements.</p>	<p>ROV Management, Staff and working group.</p>	<p>Ongoing and will adjust if/as needed.</p>
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