



TABLE OF CONTENTS ★ ★ ★

INTRODUCTION
Background
Purpose
ACKNOWLEDGMENTS
CHAPTER 1
CERTIFICATION
Introduction
EAC Testing and Certification Program Manual
Program Methodology
CHAPTER 2
SYSTEM SECURITY
Introduction
Software Security
Policies and Procedures
Password Maintenance
CHAPTER 3
PHYSICAL SECURITY
Introduction
Conducting a Security Review2
Security—Personnel2
Security—Paper Ballots
Security—Voting Equipment and Peripheral Devices
Security—Election Process
CHAPTER 4
ACCEPTANCE TESTING
Introduction
Request for Proposal and Contract Considerations
Acceptance Tests
Acceptance Tests for Optical Scan Ballot Scanners

Audio Ballot Considerations 43 Verifying the Ballot 44 CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction 45 Pre-Election/Logic and Accuracy Tests 45 Parallel Testing 46
CHAPTER 5 ### BALLOT BUILDING
BALLOT BUILDING 41 Introduction 41 General Ballot Considerations 42 Touch Screen Ballots Considerations 43 Audio Ballot Considerations 43 Verifying the Ballot 44 CHAPTER 6 PPRE-ELECTION AND PARALLEL TESTING Introduction 45 Pre-Election/Logic and Accuracy Tests 45 Parallel Testing 46 Post-Election Testing 47 Conclusion 48 CHAPTER 7 48 ABSENTEE VOTING AND VOTE BY MAIL 49 Introduction 49 Ballot Reception 52 Ballot Processing 52 Managing Absentee Ballots at the Polls on Election Day 57 Voter Education 57
Introduction
General Ballot Considerations 41 Touch Screen Ballots Considerations 42 Optical Scan Ballots Considerations 43 Audio Ballot Considerations 43 Verifying the Ballot 44 CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction 45 Pre-Election/Logic and Accuracy Tests 45 Parallel Testing 46 Post-Election Testing 47 Conclusion 48 CHAPTER 7 48 ABSENTEE VOTING AND VOTE BY MAIL 49 Introduction 49 Ballot Preparation and Mailing 49 Ballot Reception 52 Ballot Processing 54 Managing Absentee Ballots at the Polls on Election Day 57 Storage and Security 57 Voter Education 57
Touch Screen Ballots Considerations 42 Optical Scan Ballots Considerations 43 Audio Ballot Considerations 43 Verifying the Ballot 44 CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction 45 Pere-Election/Logic and Accuracy Tests 45 Parallel Testing 46 Post-Election Testing 47 Conclusion 48 CHAPTER 7 48 ABSENTEE VOTING AND VOTE BY MAIL Introduction 48 Ballot Preparation and Mailing 49 Ballot Reception 52 Ballot Processing 54 Managing Absentee Ballots at the Polls on Election Day 57 Storage and Security 57 Voter Education 57
Optical Scan Ballots Considerations 43 Audio Ballot Considerations 43 Verifying the Ballot 44 CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction 45 Per-Election/Logic and Accuracy Tests 45 Parallel Testing 46 Post-Election Testing 47 Conclusion 48 CHAPTER 7 48 ABSENTEE VOTING AND VOTE BY MAIL 49 Introduction 49 Ballot Preparation and Mailing 49 Ballot Reception 52 Ballot Processing 54 Managing Absentee Ballots at the Polls on Election Day 57 Storage and Security 57 Voter Education 57
Audio Ballot Considerations
Verifying the Ballot. .44 CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction .45 Pre-Election/Logic and Accuracy Tests .45 Parallel Testing .46 Post-Election Testing .47 Conclusion .48 CHAPTER 7 .48 ABSENTEE VOTING AND VOTE BY MAIL .18 Introduction .49 Ballot Preparation and Mailing .49 Ballot Reception .52 Ballot Processing .54 Managing Absentee Ballots at the Polls on Election Day .57 Storage and Security .57 Voter Education .57
CHAPTER 6 PRE-ELECTION AND PARALLEL TESTING Introduction
PRE-ELECTION AND PARALLEL TESTING Introduction 45 Pre-Election/Logic and Accuracy Tests 45 Parallel Testing 46 Post-Election Testing 47 Conclusion 48 CHAPTER 7 48 ABSENTEE VOTING AND VOTE BY MAIL 49 Introduction 49 Ballot Preparation and Mailing 49 Ballot Reception 52 Ballot Processing 54 Managing Absentee Ballots at the Polls on Election Day 57 Storage and Security 57 Voter Education 57
Introduction
Pre-Election/Logic and Accuracy Tests
Parallel Testing
Post-Election Testing
Conclusion
CHAPTER 7 ABSENTEE VOTING AND VOTE BY MAIL Introduction
ABSENTEE VOTING AND VOTE BY MAIL Introduction
Introduction
Ballot Preparation and Mailing
Ballot Reception
Ballot Processing
Managing Absentee Ballots at the Polls on Election Day
Storage and Security
Voter Education57
CHAPTER 8
UNUEODNAED AND OVEROFA O OLTIZENIO
UNIFORMED AND OVERSEAS CITIZENS
Introduction
Definitions and Forms
Communication Techniques
Resources for Local Election Officials
CHAPTER 9 POLLING PLACE AND VOTE CENTER MANAGEMENT
rolling place and vote center ManageMent Introduction
Locating Polling Place and Vote Center Sites

Inspection Requirements	
Getting Started	
Getting to the Polling Place—Typical Issues	
Voting Area82	
Summary of Suggested Polling Place Supplies to Assist Voters with Disabilities	
10 Steps to Achieve Accessible Polling Places	
Facility Management:	
Determining the Right Location	
Exterior and Interior Signage86	
Well-trained Check-in Staff86	
Setup and Layout of a Vote Center	
Managing Parking and Traffic Control	
Preparation and Distribution of Supplies and Equipment87	
Staffing, Training, and Support:	
Voter Education94	
CHAPTER 10	
DEVELOPING AN AUDIT TRAIL	
Introduction	
Types of Documentation	
Pre-Election Audit Trail	
Absentee and Early Voting Audit Trail	
Polling Place Supplies and Equipment Audit Trail	
Post-Election Audit	
CHAPTER 11	
CONTINGENCY PLANNING AND CHANGE MANAGEMENT	
Introduction	
Identifying and Assessing Contingencies and Change Factors	
Developing and Implementing Contingency Plans	
Organizing Response Teams	
Organizational Planning for Catastrophic Disasters	
Contingency Planning for Unexpected Events during Early Voting	
Contingency Planning for Unexpected Events on Election Day	
Developing a Continuity of Operations Plan for Internal Operations	
Staff and Poll Worker Training and Supplies	
Resources	
S.W.O.T Analysis Sample Worksheet	

INTRODUCTION

Background

The Help America Vote Act of 2002 (HAVA) established the U.S. Election Assistance Commission (EAC) to "assist in the administration of Federal elections and to otherwise provide assistance with the administration of certain Federal election laws and programs, to establish minimum election administration standards for States and units of local government with responsibility for the administration of Federal elections, and for other purposes." Section 202 of HAVA directs the EAC to serve as a national clearinghouse and resource for the compilation of information and review of procedures with respect to the administration of Federal elections by adopting voluntary voting systems guidelines; by providing for the testing, certification, decertification, and recertification of voting system hardware and software; and by conducting research and activities that promote the effective administration of elections.

In December 2005, the EAC unanimously adopted the 2005 Voluntary Voting System Guidelines (VVSG), which significantly increased security requirements for voting systems and expanded access, including opportunities to vote privately and independently, for individuals with disabilities. The VVSG provide a set of specifications and requirements against which voting systems can be tested to determine if the systems provide all the basic functionality, accessibility, and security capabilities required of these systems. In addition, the VVSG establish evaluation criteria for the national certification of voting systems. As required by HAVA, they also update and augment the 2002 VSSG to address advancements in election practices and computer technologies.

Purpose

Having adopted and published the 2005 VVSG, the EAC considered and approved the development of a

set of election management guidelines to complement the technical standards for voting equipment. It is the first time that election administration resources are consolidated into one document and made readily accessible to election officials at all levels. Before this effort, election officials depended on materials developed and shared almost exclusively at the State and local levels. The National Association of State Election Directors (NASED) has long recognized the need for national guidelines, but it is only now that a Federal agency is able to devote the time and resources needed for the development and distribution of such guidelines. The EAC and NASED have agreed to cooperatively undertake this effort over the next few years.

The creation of the Election Management Guidelines (EMG) is a priority activity under the EAC's national clearinghouse role to promote the effective administration of elections. The long-term goal of the EMG is to provide a comprehensive set of election management guidelines (consolidated into one document) to assist State and local election officials in effectively managing and administering elections. The EAC expects the full set of guidelines to be completed over the next few years. Because of the urgency for resources to assist election officials, however, the EMG have been divided into subject matter modules so that chapters on particular topics can be completed on a priority basis and be distributed to the election community as soon as they are completed. In addition, a series of Quick Start Management Guides has been developed to highlight and summarize information contained in the EMG chapters. They also introduce readers to subject matter modules that will be expanded in future chapters of the EMG.

The EMG subject matter modules cover a wide spectrum of election administration topics ranging from procedures prior to conducting an election to post-election activities and management. Some particular

areas to be covered are absentee voting, statewide voter registration systems, voting system management, information technology, precinct definition, poll workers, polling places, military and overseas voters, facility management, office administration, voter outreach, and Election Day procedures and practices.

IMPORTANT These guidelines do not endorse one method of election administration over another, and they are not intended as "one size fits all." States and local election jurisdictions are not required to consider or implement the recommendations or practices contained in the EMG. These guidelines are solely designed to serve as a source of information for election officials and not as requirements by which they must abide. Election jurisdictions reserve the right to consider and implement any of the recommendations contained in the EMG in consultation with the appropriate State and local election authorities.

To make the EMG reflective of the realities faced by election officials across the United States, the EAC has sought input and recommendations from State and local election officials and other election professionals and experts who have first-hand experience managing elections. Their input has been invaluable to the development of the EMG. Readers and users of these guidelines are encouraged to provide feedback and recommendations to the EAC regarding the usability and feasibility of the EMG and the practices contained within. The EMG, as a work in progress, can be sustained only by their utility and applicability to the administration of elections.

Comments or questions should be sent to the following:

Mail

U.S. Election Assistance Commission 1225 New York Avenue, NW, Suite 1100 Washington, DC 20005

Attn: Election Management Guidelines

Telephone

202.566.3100

Toll Free: 866.747.1471

Fax

202.566.3127

E-mail

HAVAinfo@eac.gov

Copies of the *Election Management Guidelines* and the *Quick Start Management Guide* series brochures are available on the EAC Web site at www.eac.gov or by contacting the EAC at the telephone number or e-mail address listed above.

ACKNOWLEDGMENTS

The U.S. Election Assistance Commission thanks the election officials in the following jurisdictions for their time, energy, and experience in making this document both meaningful and usable by the election community in the United States.

LOCAL ELECTION JURISDICTIONS

Arlington County, VA	Clark County, NV	Halifax, VA	Montgomery County, MD
Augusta County, VA	Comal County, TX	Harris County, TX	New Castle County, DE
Bexar County, TX	County of Henrico, VA	Hinds County, MS	New York City, NY
Boone County, MO	Cumberland County, NC	Lane County, OR	Okaloosa County, FL
Cerro Gordo County, IA	Dallas County, TX	Larimer County, CO	Orange County, NC
Chelan County, WA	Denver County, CO	Linn County, IA	Richmond County, GA
Chesterfield County, VA	District of Columbia	Los Angeles County, CA	Sacramento County, CA
Citrus County, FL	Fairfax County, VA	Marion County, OH	Santa Ana, CA
City of Charlottesville, VA	Forsyth County, GA	Marshall County, IA	Santa Fe, NM
City of Danville, VA	Franklin County, OH	Mecklenberg County, NC	Travis County, TX
City of Richmond, VA	Guilford County, NC	Miami-Dade County, FL	Wake County, NC

STATE ELECTION OFFICES

State of Arizona	State of Kansas	State of Missouri
State of Florida	State of Louisiana	State of North Dakota
State of Georgia	State of Maryland	State of South Carolina
State of Iowa	State of Michigan	State of Wisconsin

ORGANIZATIONS

OHOMENTOHO	
EAC Advisory Board	The International Association of Clerks, Recorders, Election Officials, and Treasurers
EAC Standards Board	The National Association of Secretaries of States
The Election Center	The National Association of State Election Directors
Federal Voting Assistance Program	Voting Systems Consultants, LLC
MIT/CalTech Voting Project	