



# **The 2018 Gubernatorial Election: An Analysis & Recommendations**

**Minneapolis City Council  
Standing Committee on Elections & Rules**

March 27, 2019

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## **LIST OF EXHIBITS**

- Exhibit A – 2018 General Election Statistics
- Exhibit B – 2018 General Election: Ward & Precinct Analyses
- Exhibit C – 2018 Student Election Judge Survey Results
- Exhibit D – 2018 Student Election Judge Program Recap



## I. Overview of Elections in 2018

The 2018 Gubernatorial Election saw an incredible surge in voter participation, achieving a turnout of 67.7 percent of the City’s estimated voting-eligible population. With 207,114 ballots cast in the general election, Minneapolis led the state in overall participation, contributing to Minnesota’s rank as the number-one state in the nation for voter participation. Local turnout surpassed previous records set for a midterm election, which matched national statistics. This report summarizes experiences and lessons learned from the 2018 Gubernatorial Election cycle. Additionally, it highlights recommendations to improve and modernize service delivery in advance of the upcoming 2020 Presidential Election.

### A. The Year in Context

Voter turnout in 2018 reached the highest level of any midterm election in at least a century. According to the United States Election Project, 49.3 percent of the nation’s voting-eligible population participated in the 2018 midterm, accounting for more than 116 million ballots. That represents the highest turnout percentage since 1914, when 50.4 percent of eligible U.S. voters went to the polls.<sup>1</sup>

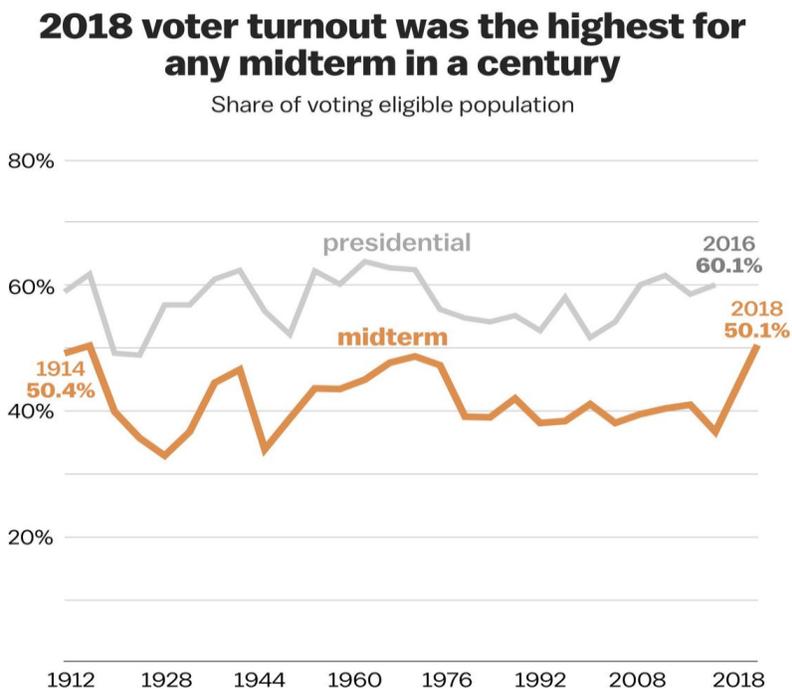
Midterm elections are not known for attracting high levels of voter turnout, particularly in comparison to regular presidential elections. From 1982 until last year, the average turnout in midterm elections hovered around 40 percent. In 2018, however, 23 of the 50 states achieved double-digit percentage-point increases in voter turnout compared to the 32-year average trend between 1982 and 2014. National voter turnout in the 2010 midterms was 41.9 percent; in 2014, it was 36.7 percent, which was the lowest level of participation in 72 years.

In 2018, half of all states achieved turnout surpassing 50 percent, while five states achieved more than 60 percent participation:

Wisconsin, 61.2 percent; Oregon, 61.5 percent; Montana, 62.1 percent; Colorado, 62.7 percent; and—topping the list—Minnesota, with 64.3 percent participation. According to the Secretary of State, that represents the highest total number of voters on record in a midterm election in Minnesota.

In many ways, the 2018 midterm election was the “Year of Early Voting.” Collectively, 31 states—accounting for 62 percent of the nation—experienced growth in participation via early voting between the 2014 and 2018 midterm elections. This significant increase in pre-Election Day participation was evident in

Figure 1. 2018 national voter turnout percentage



Source: US Election Project

<sup>1</sup> See [www.electproject.org/home/voter-turnout/voter-turnout-data](http://www.electproject.org/home/voter-turnout/voter-turnout-data).

Minneapolis, where more than one-fourth of all ballots cast in the general election occurred during the absentee balloting (early vote) period.

Figure 2. Increases by state in early voting participation, 2014 to 2018

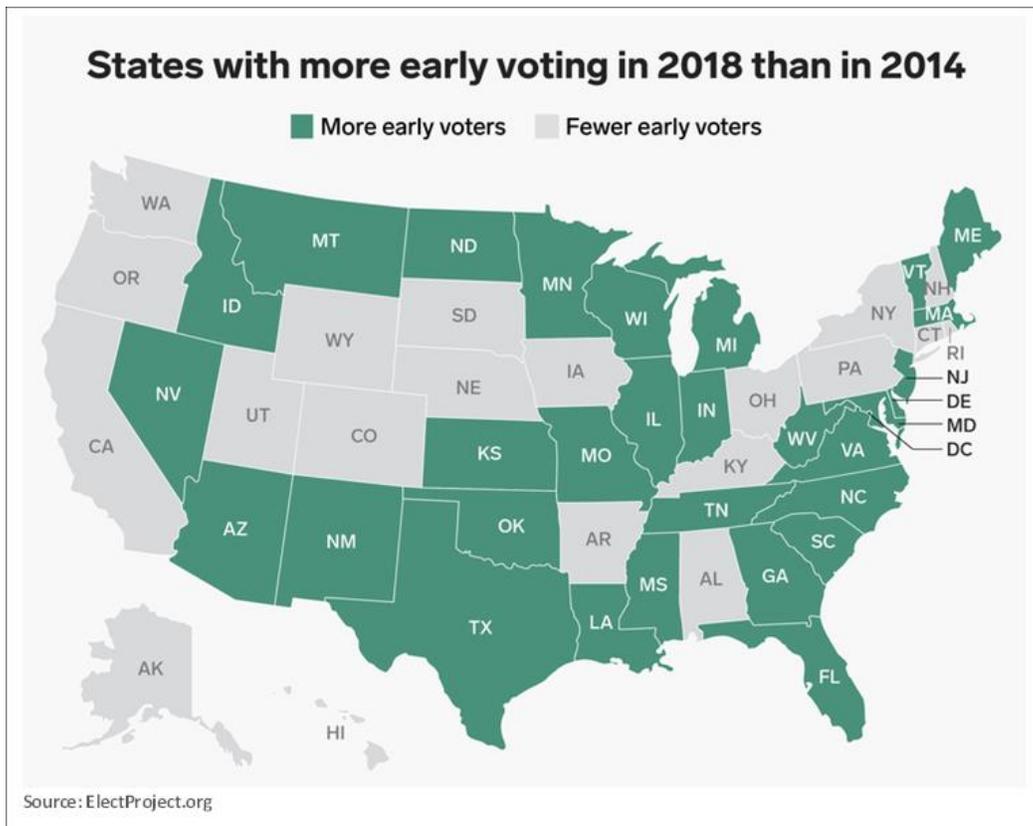
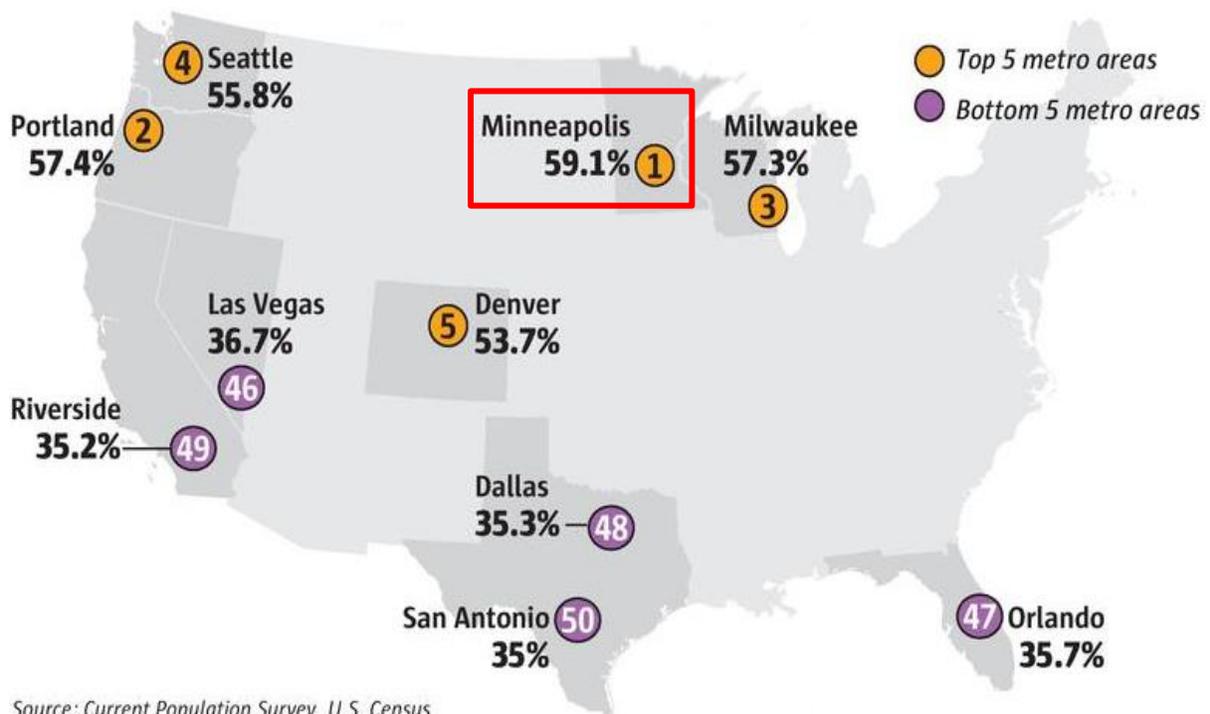


Figure 3. Metro areas with highest and lowest voter participation in 2018



## B. 2018 Primary Election

A total of 101,266 ballots were cast in the 2018 primary, achieving a 41 percent turnout, the highest level of participation in a midterm election since 1970. Of that total, 86,258 ballots were cast at the polls on Election Day, with 15,008 by absentee ballot. In 2010, the last year with a competitive gubernatorial primary, turnout in Minneapolis was 22 percent. Thus, the City's 2018 turnout was nearly double the rate that was achieved for the 2010 midterm. And, as noted above, this significant increase in participation mirrored experiences in jurisdictions across the majority of states, reflecting an electorate that was tuned in for the 2018 election.

Research consistently demonstrates ballot content is the most critical factor driving voter turnout; that is, competitive races accompanied by robust campaigns. In 2018, the ballot featured several competitive races which helped spur record-setting turnout. As shown in the table below, 9 out of 13 precincts in State House District 62A showed voter turnout levels that exceeded the citywide average.

<b>Ward-Precinct</b>	<b>% Votes Cast Absentee</b>	<b>Turnout % Absentee</b>	<b>Turnout % at Polls</b>	<b>Turnout % - Total</b>
6-5	74.3%	37.0%	12.8%	49.8%
6-6	63.0%	25.6%	15.0%	40.6%
6-7	59.6%	28.6%	19.4%	48.1%
6-8	36.3%	15.1%	26.5%	41.5%
6-9	25.4%	9.8%	28.8%	38.6%
7-10	13.8%	5.7%	35.9%	41.7%
9-3	37.3%	14.5%	24.3%	38.8%
9-4	35.9%	14.8%	26.4%	41.2%
9-5	16.4%	6.9%	35.2%	42.1%
10-7	18.4%	7.7%	34.2%	41.9%
10-8	16.1%	7.3%	37.7%	45.0%
10-9	22.8%	8.6%	29.2%	37.8%
10-10	29.8%	13.4%	31.5%	44.9%
<b>HD62A</b>	<b>34.3%</b>	<b>14.4%</b>	<b>27.5%</b>	<b>41.9%</b>
<b>City Average</b>	<b>14.8%</b>	<b>6.0%</b>	<b>34.6%</b>	<b>40.6%</b>

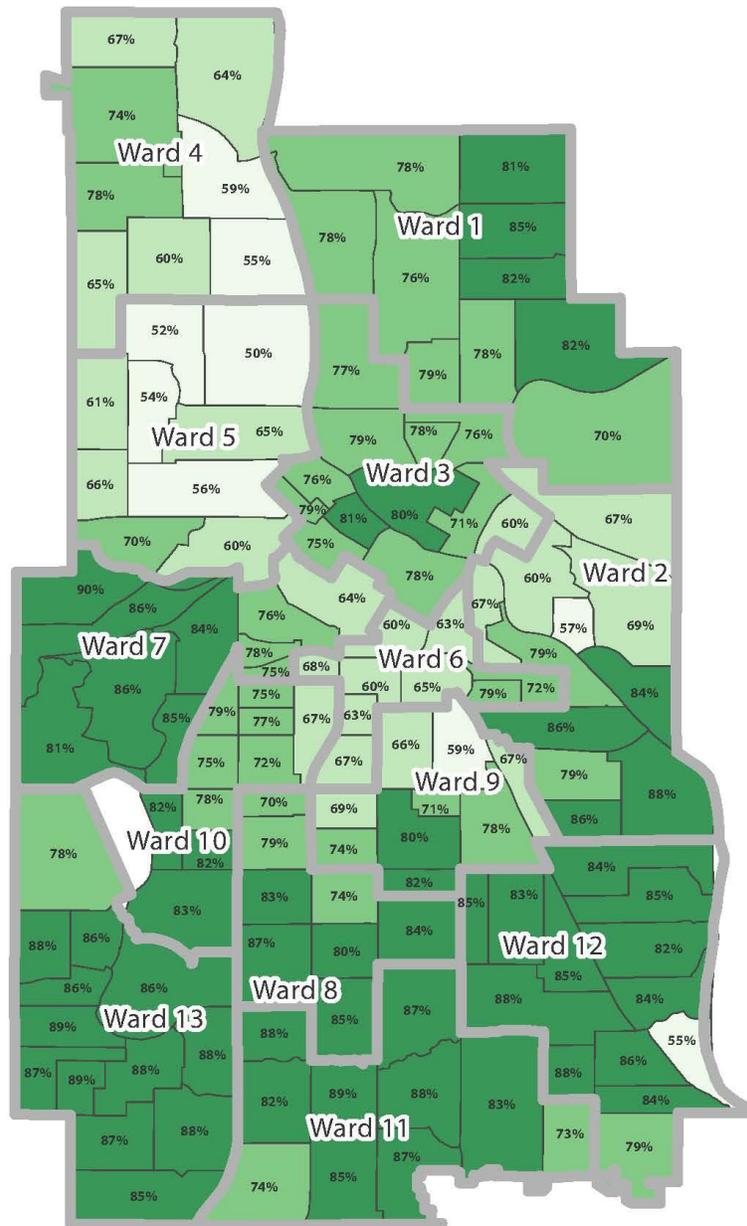
## C. 2018 General Election

Minneapolis achieved a 67.7 percent turnout for the 2018 general election, reflecting a total of 207,114 ballots, exceeding state and national averages. While no conclusive data exists to explain that contrast, reasonable assumptions about some factors that may contribute to the City's higher participation levels can be made. Minneapolis has undertaken many voter engagement initiatives over the past several election cycles which, cumulatively, have expanded ballot access. Among these are expanded in-person service hours, including weekends and evenings; multiple Early Vote Centers dispersed throughout the community; targeted outreach programs to under-represented populations in partnership with Get Out The Vote (GOTV) campaigns by community-based organizations; and a robust and constantly evolving public information program that includes a combination of paid, earned, and free media, website, and social media platforms.

The 2018 Registered Voter Turnout map, on the following page, shows that the greatest levels of participation were achieved in the lakes region in Ward 7 as well as the southernmost areas of the city in wards 11, 12, and 13, reaching upward into neighborhoods located in Ward 8. Conversely, the lowest levels of participation were concentrated in the northern portions of the city, generally in wards 4 and 5. This participation pattern is consistent across all election years and election types.

Figure 4. Map of voter turnout in the 2018 General Election by ward and precinct.

# 2018 General Election Registered Voter Turnout



Turnout of registered Minneapolis voters: 76%

Turnout of estimated voting-age citizens in Minneapolis: 68%

Statewide turnout of estimated voting-age citizens: 64%

**NOTE: For full analyses of overall ward and precinct-level turnout, see Exhibits A and B.**

### Analysis of Precinct-Level Turnout

Precincts vary in size and number of registered voters; accordingly, the number of ballots cast in each precinct varies tremendously, from a high of 3,159 ballots to a low of just 90. The table below shows the five precincts with the highest and lowest number of ballots cast. Unsurprisingly, the largest precincts tend to reflect the highest number of ballots cast while the smaller precincts tend to cast the fewest ballots.

<b>Table 2. Precincts Ranked – Highest &amp; Lowest Ballots Cast</b>					
<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>Total Ballots</b>	<b>Turnout Percent</b>	<b>Ballots at polls</b>	<b>Absentee Ballots</b>
<b>HIGHEST BALLOTS CAST</b>					
7-8	Loring Park	3,159	75.3%	2,016	1,143
3-3	Nicollet Island-East Bank/Marcy Holmes	2,813	79.7%	1,742	1,071
8-7	Kingfield	2,688	86.4%	1,836	852
10-2	Lowry Hill East	3,046	74.4%	2,231	815
3-1	Marcy Holmes	2,600	60.0%	2,190	410
<b>LOWEST BALLOTS CAST</b>					
6-7	Phillips West	607	62.1%	409	198
5-6	Harrison/Heritage Park/North Loop	466	59.7%	347	119
9-5	Powderhorn Park	476	70.1%	386	90
9-8	Longfellow	178	66.9%	141	37
12-7	Hiawatha	90	54.9%	60	30

Neighborhoods in the city’s western and southern areas tended to achieve the highest levels of participation, consistent with turnout in prior years. The Bryn-Mawr neighborhood—located in Ward 7—achieved the highest participation level in the city with an incredible 89.4 percent. The Hawthorne neighborhood—located in Ward 5—had the lowest participation level, at 49.6 percent. The following table below shows the five precincts with the highest and lowest turnout levels, respectively.

<b>Table 3. Precincts Ranked – Highest &amp; Lowest Voter Turnout</b>		
<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>Turnout Percent</b>
<b>HIGHEST VOTER TURNOUT – BY PRECINCT</b>		
7-1C	Bryn-Mawr	89.4%
11-5	Page/Field	88.8%
13-5	Fulton/Linden Hills	88.6%
13-12	Fulton	88.6%
13-3	Linden Hills	88.0%
<b>LOWEST VOTER TURNOUT – BY PRECINCT</b>		
12-7	Hiawatha	54.9%
4-3	McKinley	54.3%
5-3	Jordan/Willard-Hay	53.2%
5-2	Jordan	51.0%
5-8	Hawthorne	49.6%

Minnesota offers same day registration, providing a distinct advantage to its voters in maximizing access to the ballot box. Continuing the trend from prior years, precincts located near the University of Minnesota topped the list for Election Day Registrations (EDRs) in the 2018 Gubernatorial Election, some experiencing in excess of 500 EDRs. Table 4, below, shows that four of the five precincts with the highest number of EDRs in 2018 predominately serve student populations around the University of Minnesota campus.

<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>Number of EDRs</b>
3-1	Marcy Holmes	1,256
10-2	Lowry Hill East	634
2-10	U of MN/Prospect Park	625
2-4	U of MN	593
3-2	Marcy Holmes	562

## II. Early Voting

In Minnesota, eligible voters may cast their ballots at any point during the 46-day absentee balloting period leading to Election Day. Minnesota offers several varieties of absentee balloting:

- **Vote-By-Mail (VBM)** is the most traditional method, allowing qualified voters to submit their completed ballots either via postal service or agent delivery;
- **In-Person (IP)** allows qualified voters to complete and submit their absentee ballots at a designated location using the VBM process prescribed by state law, with assistance available from trained election judges; and
- **Direct Balloting** enables qualified voters to complete and submit their absentee ballots at a designated location, including the option of putting their ballots directly into the ballot tabulator. This mirrors the experience provided to voters at the polls on Election Day, what is defined nationally as true “Early Voting.” In Minnesota, Direct Balloting is restricted to the final seven days during the absentee balloting period, which is the last full week leading to Election Day.

In 2014, Minnesota enacted “no-excuse” absentee voting, eliminating statutory requirements for voters to select from five allowable excuses to request an absentee ballot. This was followed in 2016 with the enactment of Direct Balloting, described above. Both statewide initiatives resulted in spikes in absentee turnout, showing that voters appreciate the convenience of greater ballot access. In concert with these state reforms, the City of Minneapolis opened multiple Early Vote Centers (EVCs) for the 2016 Presidential Election that operated throughout the entire 46-day absentee period. In 2018, multiple Early Voting Centers were opened but operation was limited to the 7-day Direct Balloting period, achieving significant cost-savings while still increasing ballot access for voters.

Despite the subtle differences and inherent complexities among the various types of absentee balloting, the City’s Elections & Voter Services Division refers to all of these options as “Early Voting.”

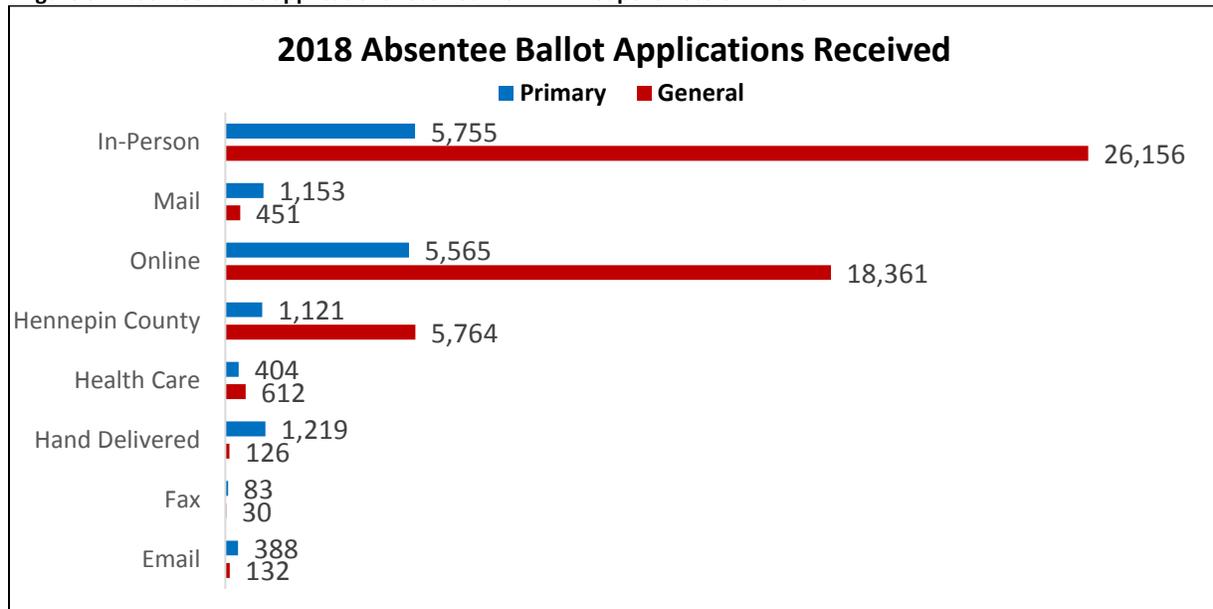
### A. Early Voting Process

As noted, absentee ballots are cast either in-person or by mail. While the process for completing the ballot may vary, these processes remain the same in that voters do not immediately place the ballots in the tabulator. Instead, absentee ballots are handled separately according to specific timelines and procedures established in law. As noted in Table 5, following page, a plurality of absentee ballots in the 2018 primary were cast by mail while the general election saw a greater percentage of absentee ballots cast in-person.

Table 5. Total Absentee Ballots – By Method 2018 Primary & General Election				
	PRIMARY	PERCENT	GENERAL	PERCENT
In-Person (IP)	5,755	38%	26,156	50%
Vote-By-Mail (VBM)	6,006	40%	21,979	42%
Health Care Facilities	404	3%	612	1%
Hennepin County	2,513	17%	2,650	5%
Agent Delivery	199	1%	70	0%
UOCAVA <sup>2</sup>	81	1%	484	1%
Federal/Presidential	49	0%	362	1%
<b>TOTAL</b>	<b>15,008</b>		<b>52,313</b>	

As shown in Figure 5, there are multiple ways for voters to request an absentee ballot. Every voter is required to complete an application for an absentee ballot. The manner in which this application is submitted varies, as reflected below.

Figure 5. Absentee ballot applications received from Minneapolis voters in 2018



In the 2018 general election, many absentee ballot applications were collected by nonprofit and political organizations through a range of GOTV initiatives. Some organizations mailed thousands of pre-filled applications which only required the voter to sign to complete the process, others sent volunteers door-to-door to invite voters to complete the application forms. Applications collected through such efforts are delivered to either Minneapolis EVS or Hennepin County Elections; if delivered to the County, those ballots are rerouted to EVS for processing. Minneapolis received more than 2,000 of these applications for the primary and in excess of 6,500 for the general election. Given the success of these types of GOTV initiatives, EVS will explore ways to partner with organizations in the future to identify ways to improve service to voters.

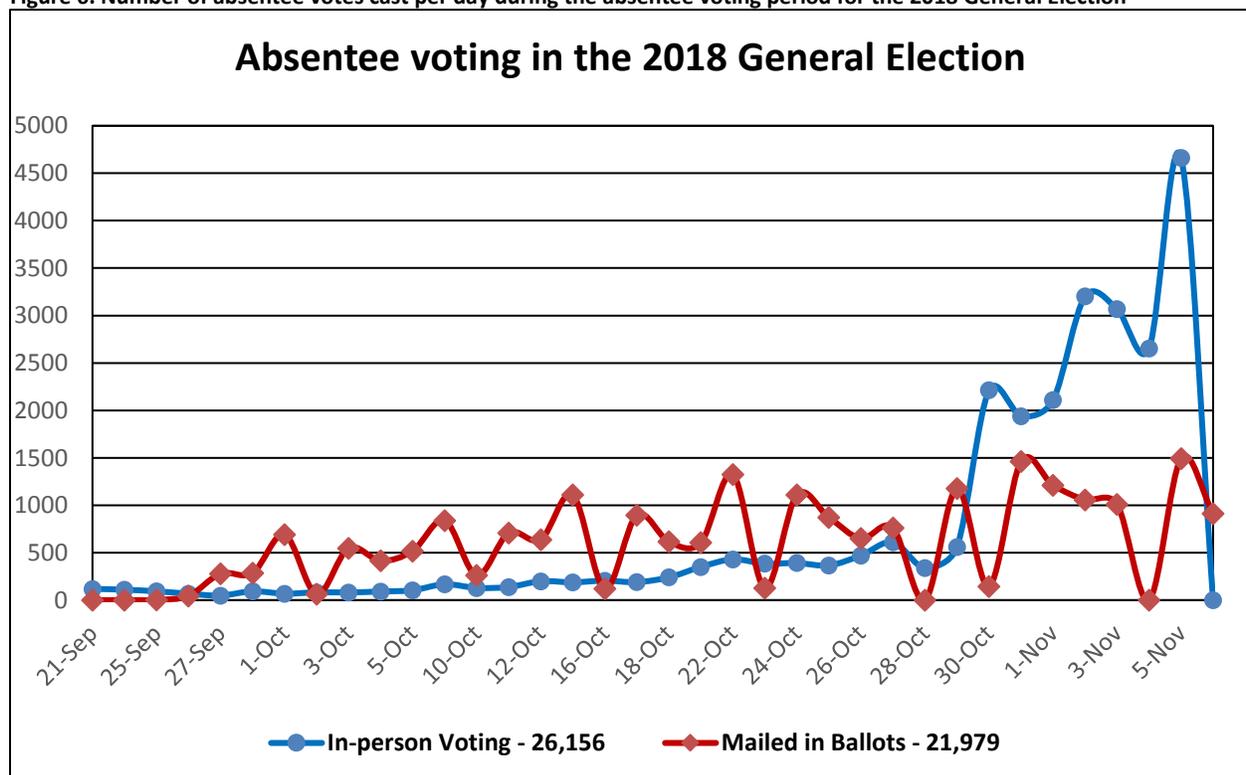
<sup>2</sup> The Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) was enacted by Congress in 1986, and requires all states to allow certain groups of citizens to register and vote absentee in elections for Federal offices. Citizens covered by UOCAVA include members of the Uniformed Services or Merchant Marine on active duty or eligible spouses or dependents of such a member, or a U.S. citizen temporarily residing outside the U.S., or other U.S. citizen residing outside the U.S. All UOCAVA ballots are administered and accepted by Hennepin County Elections and tabulated by Minneapolis EVS.

## Anatomy of Absentee Balloting

Absentee balloting is defined by the three “p’s”: paper, postage, and people. It is a complex, paper-intensive, costly process involving multiple steps which must be coordinated by a team of seasonal staffers. The paper comes in the form of the mandatory application form, precinct-specific ballot, instructions, and multiple postage-prepaid envelopes. All paper is handled multiple times through each step in the absentee balloting process. The seasonal election judges, under the guidance of EVS, prepare and process applications; verify the accuracy and completeness of voter data to accept or reject the absentee ballot; ensure accurate data is maintained in the State Voter Registration System administered by the Secretary of State’s Office; secure the completed absentee ballots and provide detailed chain-of-custody documentation; prepare absentee ballots for tabulation; and serve as members of the City’s Absentee Ballot Board. Because of the three “p’s,” every absentee ballot adds a considerable cost in production, time, and labor as well as secure storage needs and other resource requirements in comparison to ballots cast on Election Day in a polling place.

In Minneapolis, a year-over-year increase in in-person early (absentee) voting has resulted in efforts to better serve voters, including the operation of multiple Early Vote Centers and extended in-person service hours. However, these conveniences require additional personnel to staff the EVCs, including bilingual judges to ensure adequate language support. While the number of in-person early voters in 2018 increased substantially in the final weeks leading to Election Day, the number of completed VBM absentee ballots also increased during that same period, further stretching the capacity of the EVS team to process all absentee ballots in time for tabulation by 6 p.m. on Election Day (November 6). The figure below shows the early ballots received each day during the 46-day absentee balloting period in 2018.

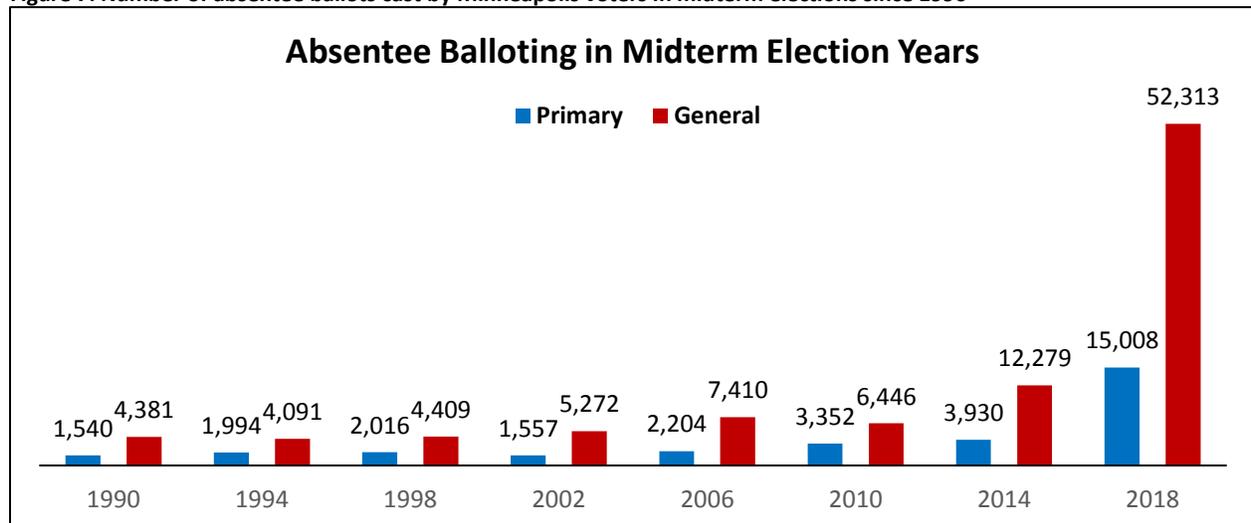
Figure 6. Number of absentee votes cast per day during the absentee voting period for the 2018 General Election



## B. 2018 Overview

The 2018 absentee balloting period for the primary election ran June 29 to August 13; for the general election, that period ran September 21 to November 5. New records were set during both for the number of absentee ballots cast during a midterm election cycle, as shown in Figure 7 on the next page.

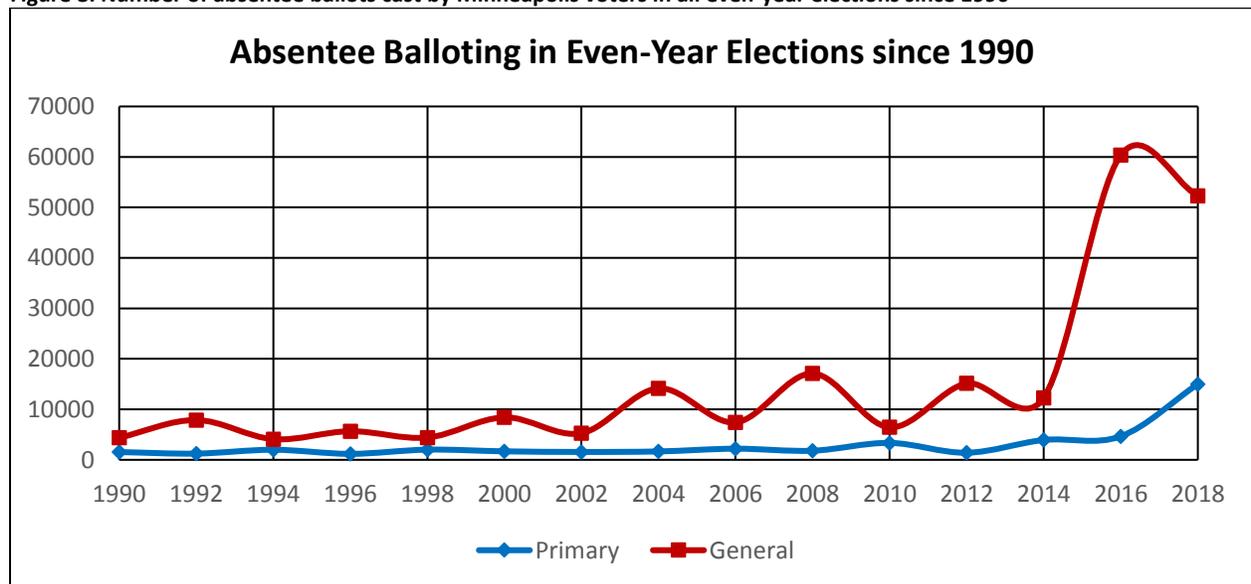
**Figure 7. Number of absentee ballots cast by Minneapolis voters in midterm elections since 1990**



The chart, above, also shows the continuous upward trend in turnout for absentee balloting in midterm elections during the 28-year period, from 1990 to 2018, reflecting a total increase of 1,094 percent. Between just the two most recent midterms (2014 and 2018), there was an increase of 326 percent.

In a four-year election cycle, turnout tends to be highest in the presidential election, whether ballots are cast by absentee or on Election Day. However, the 2018 midterm set new records for absentee balloting: the 15,008 absentee ballots cast in the primary marked the largest primary total on record, regardless of election type in the regular four-year cycle. The 52,313 absentee ballots cast in the 2018 general election was the second largest for any election on record going back to 1990. As shown below, absentee participation rates in 2018 trended closely with rates associated with the 2016 Presidential Election, exceeding turnout from prior midterm elections.

**Figure 8. Number of absentee ballots cast by Minneapolis voters in all even-year elections since 1990**



This incredible increase in participation via absentee balloting over the past few election cycles is reflected in Table 6 (next page), which shows that the number of absentee ballots in the 2018 Gubernatorial Election increased monumentally over the two most recent midterm election years: up 326 percent from the 2014

midterm and up 717 percent compared to the 2010 midterm. Again, the 2018 midterm participation levels were more in-line with turnout for a presidential election, not a midterm.

Year	Absentee Votes as Percent of Ballots Cast	Total Number of Absentee Votes
2018	25.3%	52,313
2014	8.9%	12,279
2010	4.6%	6,405



Tables 7 and 8 highlights precincts with the highest and lowest absentee ballots for the primary and general elections. Absentee turnout trends for both primary and general have been consistent over the past several elections. During the primary, precincts in Ward 6 tend to make up the highest number of absentee votes cast; in fact, four of the five highest absentee ballot precincts were in Ward 6. This is because there is usually a competitive primary in those precincts and a concerted GOTV effort focused on absentee balloting by political campaigns. During the general election, one of the main determinants was location: how close the precinct was to one of the EVCs operated by the City. The primary EVC located in downtown Minneapolis was open all 46 days, and four of the five precincts with the highest levels of absentee ballots were within walking distance of the Downtown EVC. The same is true for the additional EVCs which were open during the seven days of Direct Balloting—many top performing precincts in terms of ballots cast were located nearby. This underscores the importance of locating EVCs in proximity to heavy voter populations.

Highest for the Primary			Highest for the General		
Ward – Precinct	Neighborhood	Total Ballots	Ward - Precinct	Neighborhood	Total Ballots
6-3	Cedar Riverside	828	7-8	Loring Park	1,143
6-5	Ventura Village/Seward	503	3-3	Nicollet Island-East Bank/Marcy Holmes	1,071
6-2	Seward	460	3-9	Downtown East/Downtown West	1,010
6-6	Ventura Village	354	8-7	Kingfield	852
3-3	Nicollet Island-East Bank/Marcy Holmes	344	7-6	Downtown West/Elliot Park	819

Like precincts with the highest number of absentee ballots cast, those precincts with the lowest number of absentee ballots cast also follow a fairly consistent pattern. For both the primary and general, low-turnout precincts for absentee balloting tend to be clustered near the University of Minnesota.

<b>Table 8. Precincts – Lowest Absentee Ballots 2018 Primary and General Elections.</b>					
<b>Lowest for the Primary</b>			<b>Lowest for the General</b>		
<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>Total Ballots</b>	<b>Ward - Precinct</b>	<b>Neighborhood</b>	<b>Total Ballots</b>
2-4	U of MN	4	12-7	Hiawatha	30
12-7	Hiawatha	10	9-8	Longfellow	37
9-8	Longfellow	11	9-5	Powderhorn Park	90
1-10	Columbia Park	24	2-7	U of MN/ Cedar Riverside	98
2-10	U of MN/Prospect Park	24	5-6	Harrison/Heritage Park/North Loop	119

Another interesting metric is the percentage of a precinct’s total vote deriving from absentee balloting. As with total raw absentee votes, EVS has seen a consistent pattern with the precincts which tend to populate the high and low end of this category, and in many cases there is some overlap. Once again key factors are proximity in terms of location of an EVC and the campaign tactics predominately used in Ward 6, which focus on in-person strategies. For both the primary and general elections in 2018, precincts either within Ward 6 or within close walking distance of an EVC ranked in the top five for precincts with the highest percentage of absentee ballots cast in comparison to the total overall number of ballots cast. Over the past several election cycles, voters in Ward 6 and political campaigns in that area have shown clear preference for using early in-person voting as the means to cast a ballot before Election Day. This is especially illustrated by the fact that four precincts in Ward 6 cast more than 50 percent of all votes cast in the primary during the absentee balloting period, while almost three-fourths of the entire vote from 6-5 in the primary were absentee. During the general election, almost 50 percent of the total ballots in 3-9 and 3-12, two of the closest precincts to the Downtown EVC, were cast via absentee balloting.

<b>Table 9. Precincts – Highest Percentage Absentee Ballots 2018 Primary and General Elections.</b>					
<b>Highest Percentage for Primary</b>			<b>Highest Percentage for General</b>		
<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>% AB</b>	<b>Ward - Precinct</b>	<b>Neighborhood</b>	<b>Total Ballots</b>
6-5	Ventura Village/Seward	74.3%	3-9	Downtown East/Downtown West	44.5%
6-3	Cedar Riverside	63.7%	3-12	Downtown West/North Loop	44.4%
6-6	Ventura Village	63.0%	6-5	Ventura Village/Seward	43.0%
6-7	Phillips West	59.6%	6-3	Cedar Riverside	39.7%
6-2	Seward	42.3%	6-2	Seward	39.3%

However, it should be noted that locating an Early Vote Center on the University campus in 2018 did not positively impact absentee turnout in this area. In fact, four of the five precincts with the lowest percentage of absentee ballots cast in 2018 in comparison to overall turnout encompassed parts of the University area or which predominately include university students living in off-campus housing, as seen in Ward 3-Precinct 1.

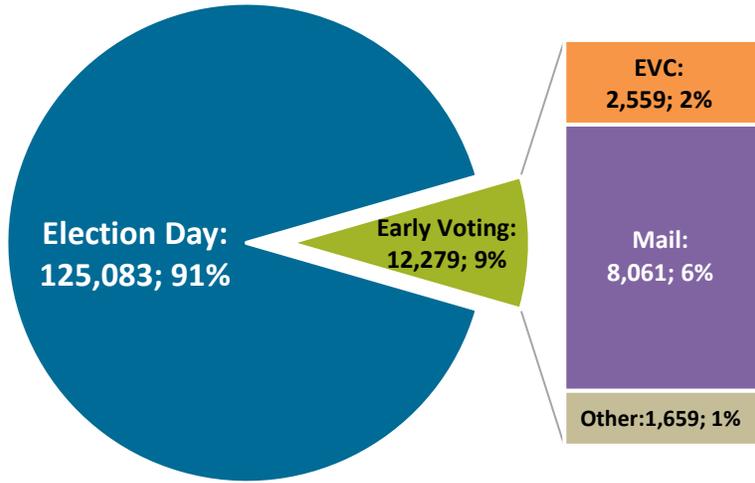
<b>Table 10. Precincts – Lowest Percentage Absentee Ballots 2018 Primary and General Elections.</b>					
<b>Lowest Percentage for Primary</b>			<b>Lowest Percentage for General</b>		
<b>Ward – Precinct</b>	<b>Neighborhood</b>	<b>% AB</b>	<b>Ward - Precinct</b>	<b>Neighborhood</b>	<b>% AB</b>
2-4	U of MN	4.4%	2-4	U of MN	13.3%
1-8	Logan Park	5.8%	2-10	U of MN/Prospect Park	15.1%
1-10	Columbia Park	6.0%	2-7	U of MN/ Cedar Riverside	15.3%
1-6	Windom Park/ Northeast Park	6.1%	4-1	Shingle Creek	15.7%
5-8	Hawthorne	6.3%	3-1	Marcy Holmes	15.8%

### C. Early Vote Centers / Direct Balloting

The City of Minneapolis first operated multiple Early Vote Centers (EVCs) in conjunction with the 2016 Presidential Election. It was part of an effort that year to “take the ballot to the people,” a theme that underscored much of the City’s Voter Outreach & Education (VOE) plans. In 2016, three satellite voting centers were opened in addition to the downtown site that has been used in all elections since 2014. In addition to providing voter convenience, the dedicated EVC improved security and allowed greater focus on voter service and assistance, thereby supporting the overall integrity of the election process while maximizing access and service to voters. Leveraging those successes, EVS again operated a number of EVCs in the 2018 Gubernatorial Election; however, rather than operate all EVCs for the entire 46-day absentee balloting period, the City opted to operate only the Downtown EVC for the full period and opened additional EVCs only for the 7-day Direct Balloting period. This significantly reduced operating costs while still enhancing voter convenience and increasing opportunities to access the ballot, all in a secure, structured environment. In total, three satellite EVCs were operated in 2018, in addition to the permanent site. Having four EVCs expanded ballot access with 342 total in-person service hours during the final two weeks leading to Election Day. That accounts for 243 hours more than the minimum required by Minnesota election law.

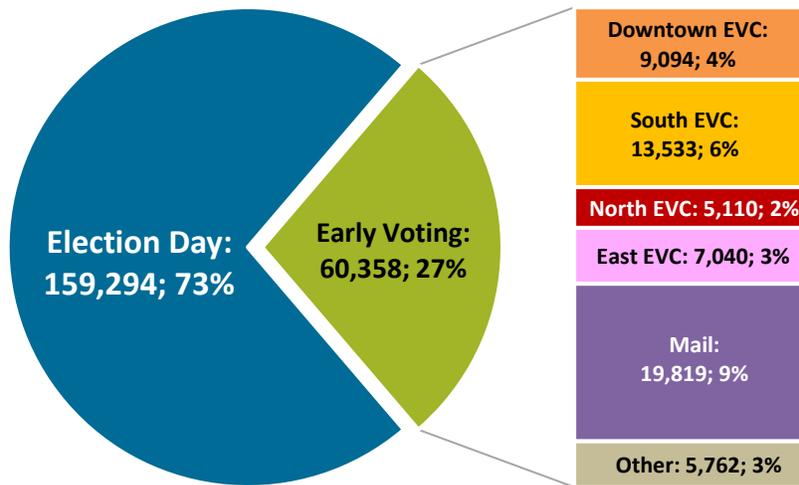
More than half of all in-person early voters cast their ballots during the Direct Balloting in the final 7 days leading to Election Day. The growing appetite for more convenient options for participation have been supported through the enactment of “no excuse” absentee balloting in 2014 and Direct Balloting in 2016 and further complemented by multiple EVCs and expanded in-person service hours. Turnout data for early voting shows the volume of voters taking advantage of these options—whether by mail, in-person, or one of the other available options—has increased sharply since 2014. This growing preference is reflected in the turnout charts shown below for the 2014, 2016, and 2018 elections on the following page. Given these trends, it is reasonable to conclude this level of early participation will increase further during the next election, particularly as it is a presidential election year, when turnout already tends to be highest during the regular four-year cycle.

**2014 Election**



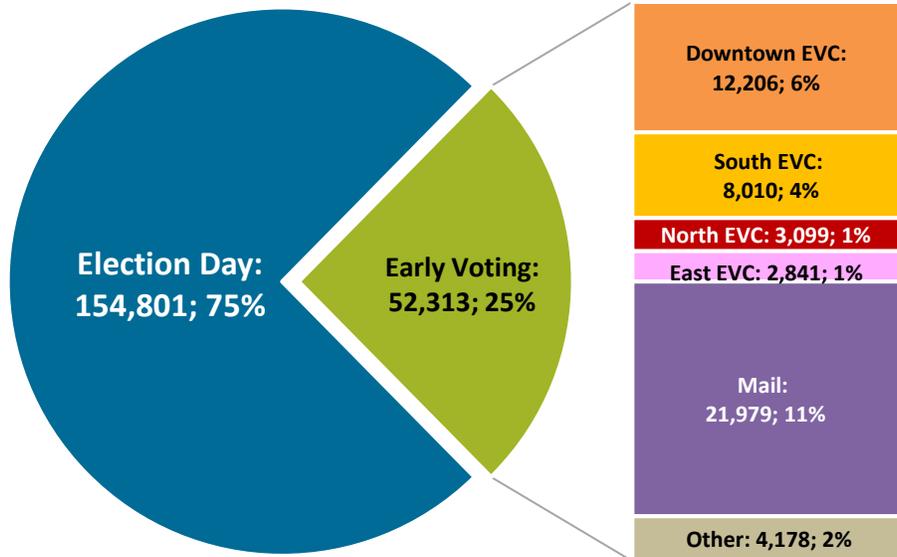
**NOTE:** EVS operated 1 EVC at its downtown location.

**2016 Election**



**NOTE:** EVS operated 4 EVC sites throughout the entire 46-day absentee balloting period.

**2018 Election**



**NOTE:** EVS operated 1 EVC throughout the entire 46-day absentee balloting period, supplemented with 3 satellite EVCs during the 7-day Direct Balloting period.

**Photo 1. Members of the North EVC team**



**North Early Vote Center**

Site: Urban League (2100 Plymouth Ave N)

EVS was excited to partner with the Urban League for a second time, after first operating an EVC there in 2016. The main change in 2018 was that the voting area moved downstairs, which required some additional coordination with the Urban League.

**Photo 2. Members of the East EVC team**



**East Early Vote Center**

Site: University of MN Fieldhouse (1800 University Ave SE)

2018 marked the first time an EVC was located on the campus. While there were some challenges with the space and a lower turnout than hoped for, partnering with the University campus remains a key achievement for EVS.

**Photo 3. Members of the South EVC team**



**South Early Vote Center**

Site: Regents Assembly Church (810 West 31st St)

As in 2016, the South EVC was wildly popular and served the most voters during the Direct Balloting period. It was placed within walking distance of several transit options, which supported the strong turnout. Despite the heavy volume of voters, wait times never exceeded 20 minutes.

**Photo 4. Members of the Downtown EVC team**



**Downtown Early Vote Center**

Site: Community Service Building (217 S. 3<sup>rd</sup> St)

The Downtown EVC operated throughout the entire 46-day absentee balloting period, including the final seven days of Direct Balloting. As the primary early voting site, the Downtown EVC experienced record-breaking turnout: 5,755 ballots were cast in-person during the primary, a 217 percent increase from 2014; and 12,206 ballots were cast in the general election, a 377 percent increase from 2014.

## Direct Balloting

Minneapolis operated four EVCs in 2016 for the entire 46-day early voting period. In 2018, however, only the Downtown EVC operated for the entire 46-day early voting period; the three satellite sites—geographically dispersed throughout the city—were open for just the 7-day period aligned with Direct Balloting leading to Election Day. In both 2016 and 2018, satellite EVCs were located in areas that traditionally have lower turnout (North Minneapolis and the University area) as well as areas that traditionally have higher turnout (South Minneapolis). Figure 9 shows the number of votes cast at each EVC during the Direct Balloting period for the 2018 General Election.

Unsurprisingly the South EVC served the highest concentration of in-person voters; in fact, 40 percent of all in-person early votes were cast at the South EVC during the 7-day Direct Balloting period. While the North and East EVCs primarily served voters from surrounding neighborhoods, the South EVC—like the Downtown EVC—served voters from a broader geographic area, voters who opted to take advantage of the South EVC but who were not from its adjacent neighborhoods. In fact, turnout data show voters from throughout the city travelled to the South EVC location to cast their ballots during the final 7-day Direct Balloting period. This fact, combined with the fact that southern areas of the city regularly participate at higher levels in every type of election in comparison to other parts of the city, can be taken as strong indication that early vote centers located in the south will continue to be the busiest satellite location and will undoubtedly experience higher levels of participation in the 2020 Presidential.

The Direct Balloting period is the closest thing Minnesota has to true early voting. Because of this, many people choose to wait until this time to cast their absentee ballot due to ease and familiarity of the process. In the figure to the right, almost 50 percent of the total votes cast during the general election at the Downtown EVC were cast in the last seven days before the election.

Figure 9. Number of ballots cast at each EVC during Direct Balloting

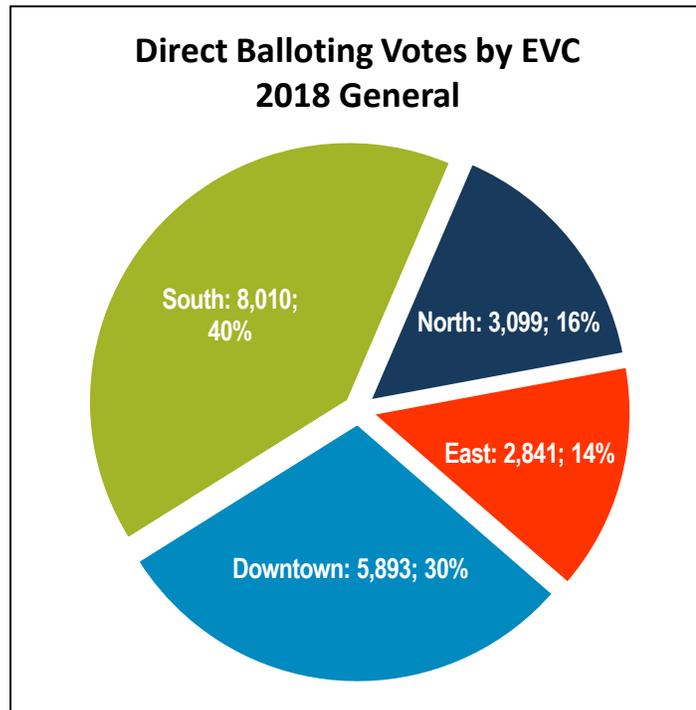
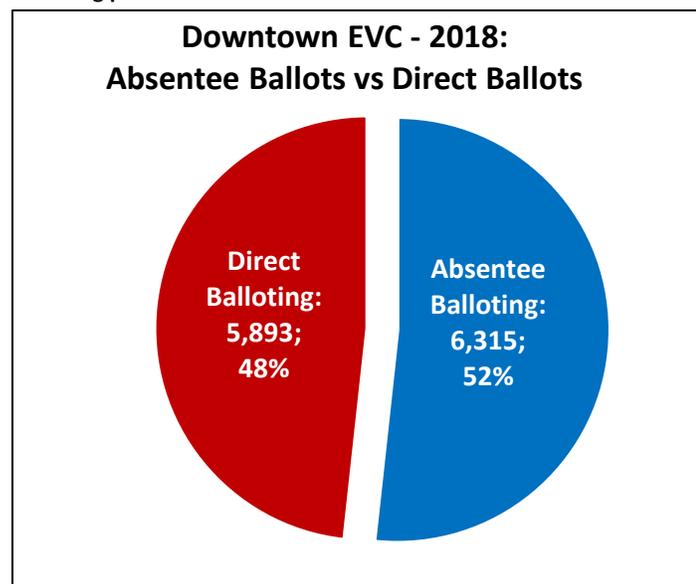


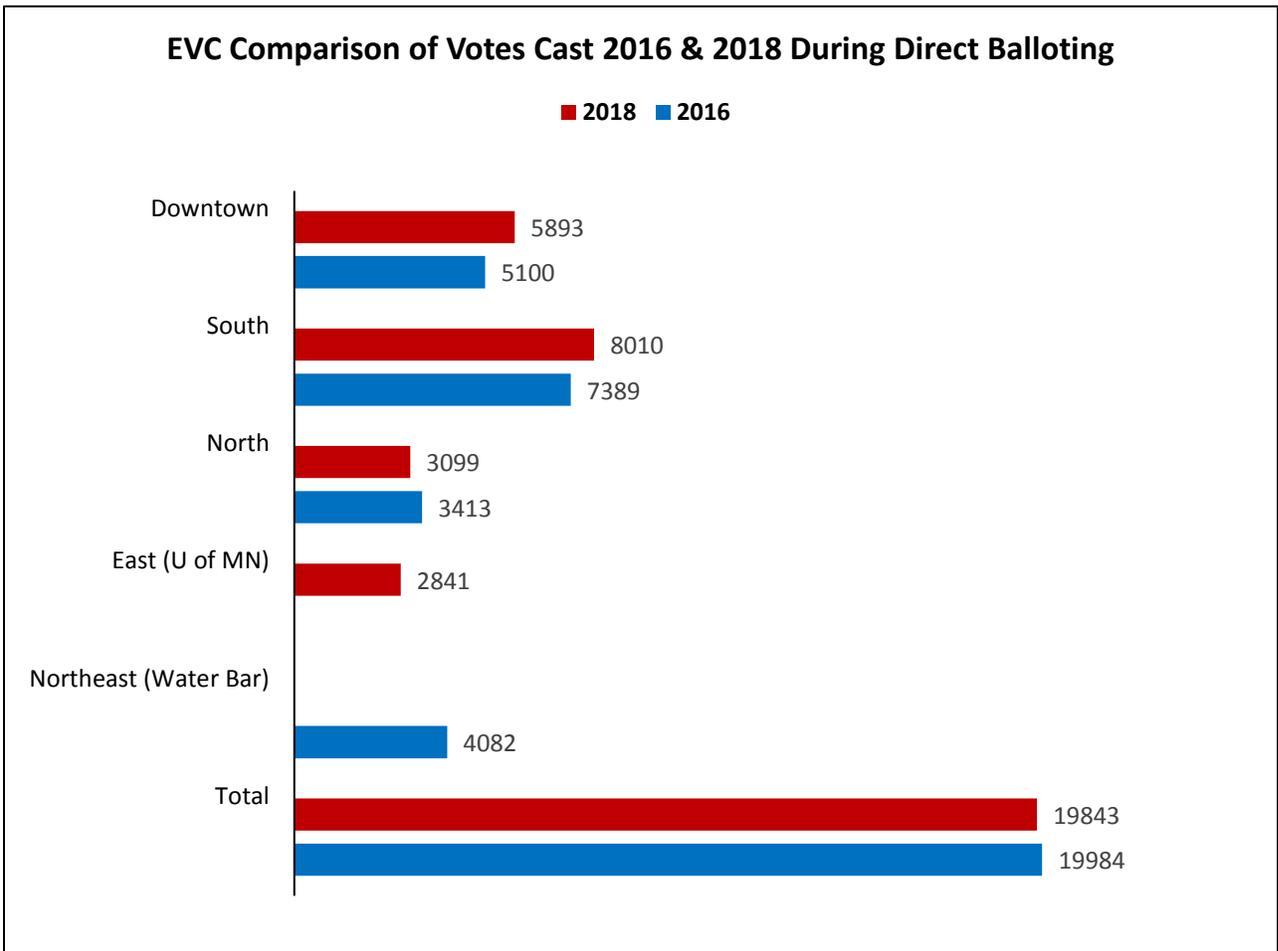
Figure 10. Breakdown of ballots cast before and during Direct Balloting period at Downtown EVC - 2018



Two EVC locations used in 2016 were used again in 2018: the primary site downtown and the satellite site at the Urban League, intended to serve North Minneapolis. Despite operating fewer days in 2018, turnout increased at the South EVC by 8 percent, and the Downtown EVC had a 16 percent increase in turnout overall during the 7-day Direct Balloting period, too, when compared to 2016. Unfortunately, a comparison between 2016 and 2018 turnout for the East EVC cannot be done because the actual location of the East EVC changed between those years, and the two sites were dissimilar for a variety of reasons, primarily access and location.

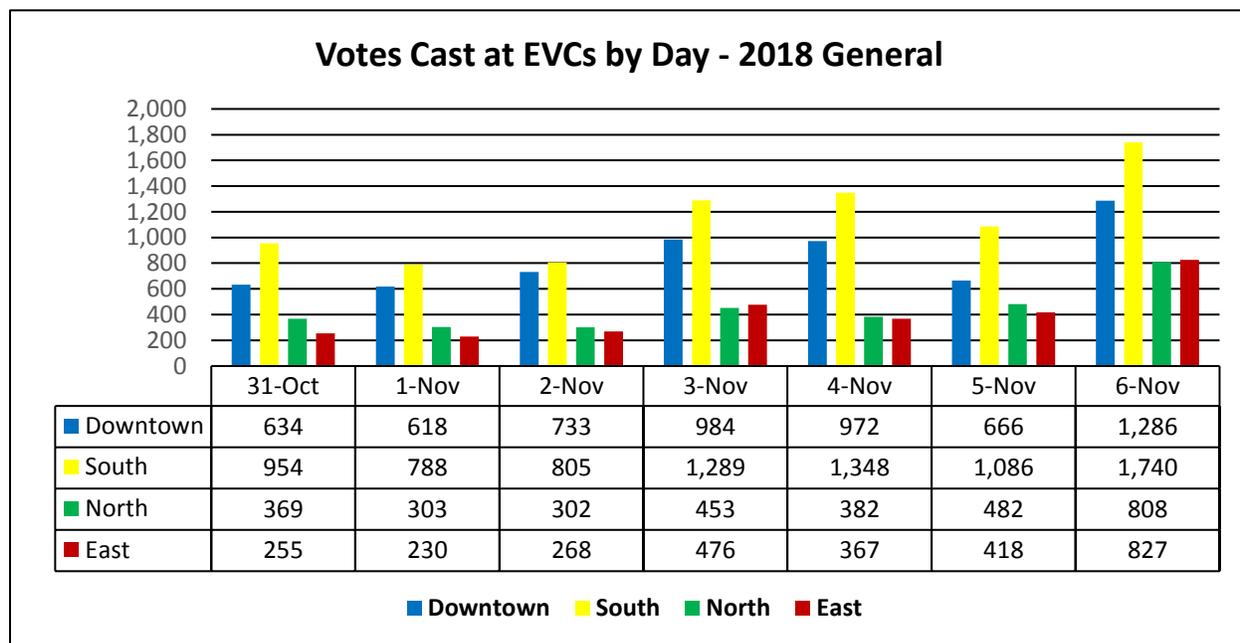
Surprisingly, despite overall voter turnout in Minneapolis being three points higher for the 2016 Presidential Election, which would be expected, the total number of absentee ballots cast during the 7-day Direct Balloting period is nearly identical. In fact, only 141 fewer votes were cast in the 2018 Gubernatorial Election than were cast during the same period for the 2016 Presidential Election. This data seems to support the premise that making ballot access easier through multiple satellite voting locations (EVCs) has had a positive impact on voter turnout and, furthermore, that limiting the duration of EVC operations aligned with the 7-day Direct Balloting period is sufficient to meet the heaviest voter demand for this extra convenience. Accordingly, plans for the 2020 Presidential Election should anticipate that an equal or greater percentage of voters will want to cast ballots early, likely during the Direct Balloting period, because of the increased availability, convenience, and popularity it provides. Accordingly, the City should give strong consideration to expanding the number of satellite EVCs during the Direct Balloting period for the 2020 election.

**Figure 11. Comparison of Direct Balloting votes by site from 2016 and 2018**



The Monday before Election Day is the last day of the 7-day Direct Balloting period, and traditionally it is the busiest day for in-person voting. In the 2018 midterm, on this final day of Direct Balloting (November 5), a new record was set at the South EVC for the total number of voters served in a single day—1,740 cast their ballots at this single satellite site. The previous record had also been set at the South EVC in the 2016 Presidential Election, when 1,445 voters cast their ballots. The Downtown EVC also experienced phenomenal turnout by helping 1,286 voters cast their ballots, surpassing the previous record of 871 set during the 2017 Municipal Election. Figure 12 provides a daily breakdown of ballots cast at each EVC during Direct Balloting in 2018.

Figure 12. Daily breakdown of votes cast by EVC during Direct Balloting



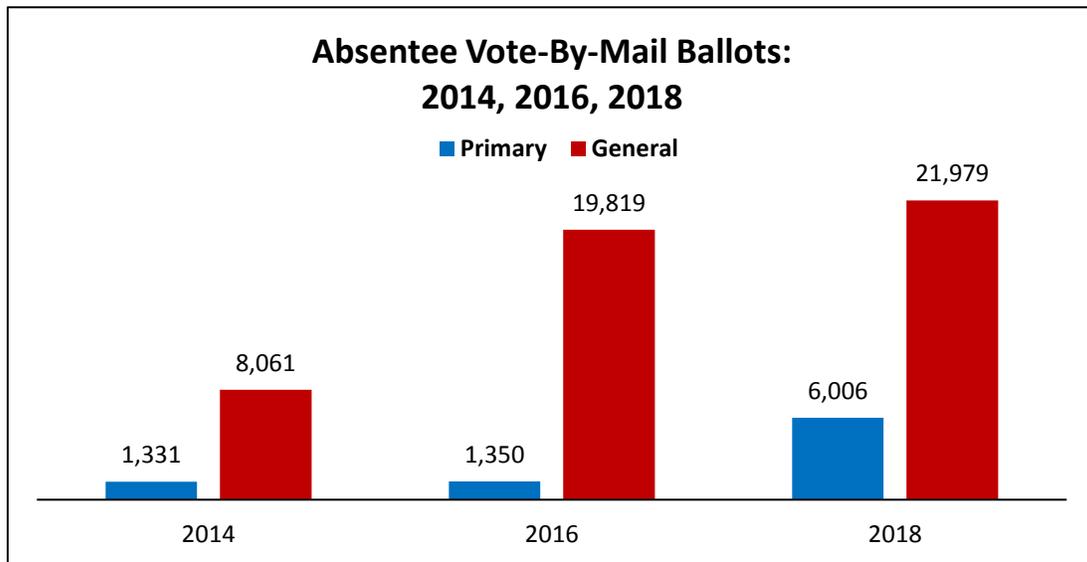
#### D. Vote-By-Mail

The Vote-By-Mail (VBM) program has two primary components: outgoing and incoming mail. Outgoing mail consists of receiving, processing, and mailing out absentee ballots in response to requests whereas incoming mail consists of receiving, processing, and preparing completed VBM ballots for tabulation. In 2018, the EVS VBM team received, responded to, processed, accepted, and tabulated a record number of absentee ballots during both the primary and general election; in fact, for the 2018 general election, the number of ballots mailed out exceeded the 2016 volume by almost 7,000 ballots. In the 2018 primary, more voters chose to participate via VBM than in-person at an EVC since 2014, when the Legislature first enacted “no-excuse” absentee balloting. A primary factor driving the increase in VBM participation in 2018 is the fact that it was a specific strategy employed by several campaigns in some competitive primary races. In those cases, VBM was prioritized over in-person early voting. This campaign tactic differed prior the past few years, which had been focused on driving voters toward in-person early voting at the City’s principal Early Vote Center or other satellite early vote locations. EVS lacks data to show whether campaigns that prioritized VBM over in-person early voting were ultimately successful; therefore, it is difficult to predict if similar campaign tactics would be employed to an equal or greater degree in future elections, and thus to plan accordingly in prioritizing resources for VBM or in-person early voting.

All in all, the 2018 VBM program experienced an increase of more than 4,500 absentee ballots, equating to an increase of about 350 percent in comparison to the 2014 and 2016 primaries, and almost 14,000 more absentee ballots cast, or an increase of roughly 173 percent, in comparison to the last gubernatorial

(midterm) general election in 2014. Even more significant, there were more than 2,000 absentee ballots cast in 2018, equating to an 11 percent increase in participation by mail during a midterm general election in comparison to the 2016 Presidential Election. This level of VBM participation over the past few elections cycles is reflected below in Figure 13.

Figure 13. Total number of VBM absentee ballots: 2014, 2016, and 2018



In 2018, VBM operations experienced increases in average daily workloads throughout the 46-day absentee balloting period. This included a significant increase in the number of absentee ballot applications processed; the number of VBM absentee ballots that were mailed out; and the volume of completed VBM absentee ballots returned and processed by mail per day, all as reflected in the tables below. The most significant increase was from the average ballots mailed out per day: in 2018, 166 more VBM ballots were mailed-out per day than in 2016; the gubernatorial election outpaced the presidential election. The smallest increase in 2018 was tied to the number of completed VBM ballots returned to EVS.

YEAR	Total Applications Processed	Daily Average Processed
2018	24,864	672
2016	21,622	584

15% increase

YEAR	Total Ballots Mailed Out	Daily Average Ballots Mailed
2018	30,040	812
2016	23,886	646

26% increase

YEAR	Total Ballots Mailed In	Daily Average Ballots Mailed
2018	21,951	593
2016	19,819	536

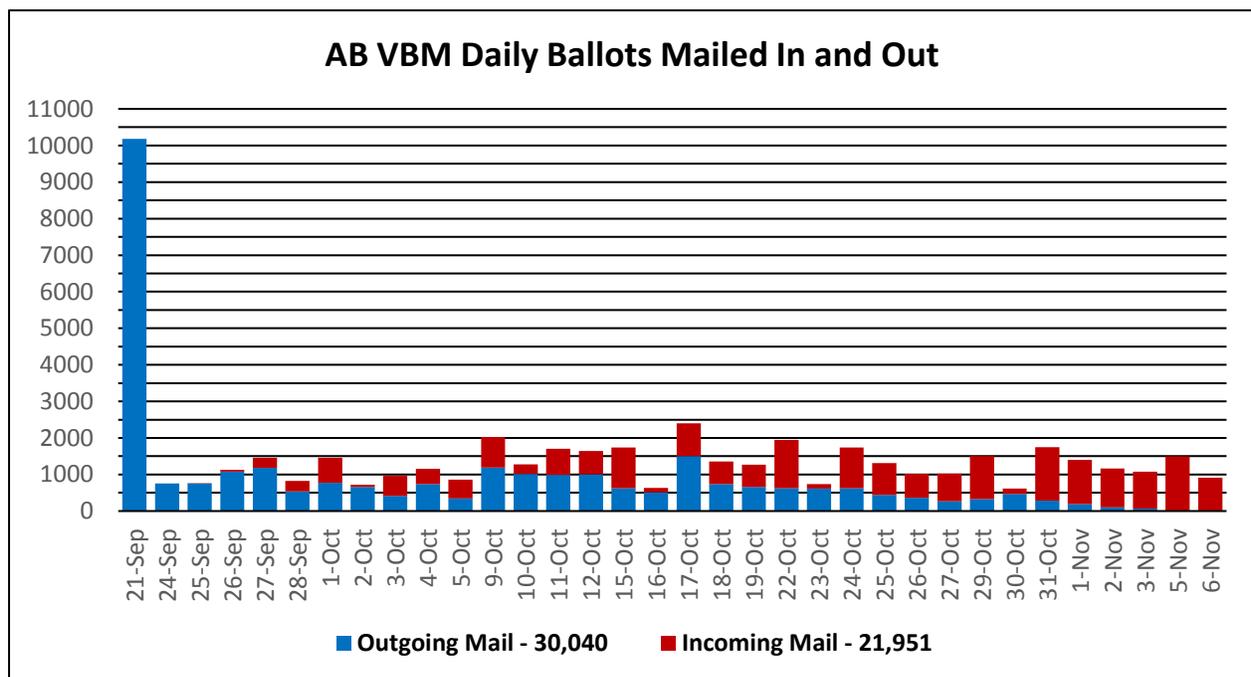
11% increase

VBM's two primary functions have inverse timelines in terms of peak workloads; generally, they are busy and slow at opposite times during the election season, which means that the VBM team does not experience many slow days or downtime in comparison to in-person teams. In 2018, VBM had a record-setting initial mail-out in response to higher-than-average absentee ballot requests. On the first day of absentee balloting, more than 10,000 ballots were requested, necessitating the VBM team to prepare a significant initial bulk

mailing to meet this demand, which far surpassed the previous record set in 2016 of 7,600 ballots. After that initial outbound mailing, the VBM team continued to send out an average of 721 ballots each day until the last week before Election Day. After Direct Balloting began, the daily average for mail-out requests fell to just 140 ballots per day, reflecting the increased level of participation by voters choosing to vote in-person via Direct Balloting instead. While the outward-bound mail operation starts very high and decreases as Election Day approaches, the opposite occurs for the in-bound mail team, which steadily increases up to and on Election Day. Incoming mail averaged more than 1,000 completed ballots per day in the final week prior to Election Day.

The VBM team is busiest during the week of Indigenous Peoples’ Day, 30 days before Election Day. This is the point in the absentee period when voters who have requested VBM ballots begin to return them, and also marks a period of growing awareness as more voters engage in the election and opt to use VBM to participate, thus accounting for the increased level of both daily requests and daily returns. In 2018, the VBM team averaged about 1,050 outward-bound VBM requests while simultaneously handling an average of 612 new, in-bound VBM requests per day. To compensate for this increase in overall workload, the VBM team was authorized to work the holiday, which was critical to keeping ahead of demand. Figure 14, below, shows a daily accounting of the number of ballots processed by both outgoing and incoming teams, illustrating the complementary peak and slow times for the team.

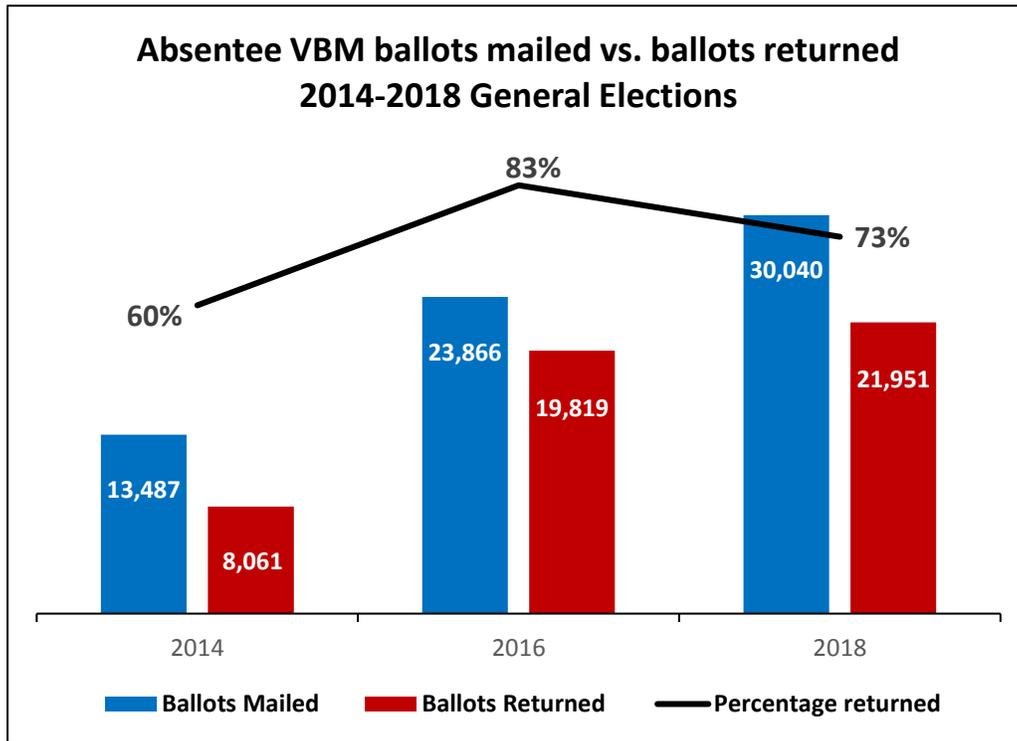
**Figure 14. Timeline of the VBM absentee ballots mailed out and received by day, 2018**



While absentee ballots are sent to anyone making a request, there is no guarantee that a voter will return a completed absentee ballot or that it will be included in the final tabulation of ballots if there are errors that would, under law, prevent it from being counted. The difference between the number of VBM ballots requested and the number returned and accepted in 2018 was also at a record level. The level of completed VBM ballots returned and counted decreased slightly in 2018 in comparison to the 2016 Presidential Election. A likely contributing factor for this decrease in 2018 was the result of a Get Out The Vote (GOTV) tactic used by a number of nonprofit and political organizations. In 2018, some of these organizations opted to send out partially-completed absentee ballot applications as a means of encouraging greater participation and facilitating the VBM process on behalf of potential voters. Unfortunately, many voters were unaware of this plan and, therefore, failed to complete the application form in order to receive a VBM ballot. Approximately 25 percent of all VBM ballots in 2018 resulted from this GOTV tactic, using pre-filled and partially completed

applications. The return rate for these VBM ballots was much lower compared to ballots that were independently requested and completed by voters without the involvement of nonprofit or political organizations. This was a significantly lower rate of return compared to 2014 when similar tactics were used by nonprofit and political organizations; in that year, approximately 60 percent of the ballots solicited through this GOTV tactic were successfully returned. No further data is available to explain the significant decrease in response rates for VBM ballots solicited through nonprofit and political GOTV campaigns in 2018. The VBM response rates for 2014, 2016, and 2018 are reflected in Figure 15.

Figure 15. VBM absentee ballots accepted, 2014, 2016, 2018 General Elections



To better serve voters, and improve internal processing times, the EVS VBM team has arranged with the Downtown Minneapolis Post Office to pick-up ballots directly on the two Saturdays immediately prior to Election Day and on Election Day itself. Doing so increases the time available for VBM teams to process and accept returned VBM ballots, instead of waiting an extra 24 hours for delivery via the U.S. Postal Service. This is particularly important on Election Day since it can mean the difference between having a VBM ballot counted or being excluded from the final count.

Another improvement in voter service implemented by the VBM team was to maintain a stock of postage-paid envelopes to expedite response to mail-out requests, particularly in the final days prior to Election Day when additional delays could otherwise prevent a voter from being allowed to participate. These postage-paid envelopes are used exclusively starting 14 days prior to Election Day. By using these envelopes anyone living in Minneapolis who requests to have a ballot mailed to them within the city can receive it the next day instead of waiting an additional two to four days for delivery.

### III. Precincts & Polling Places

#### A. 2018 Polling Places

In 2018, Minneapolis maintained a total of 132 precincts served by 124 polling places, with eight sites serving two precincts. Because of this fundamental connection between precincts and polling places, many voters understandably have strong ties to their precincts and/or polling places. Although no new precincts were added in 2018, two changes were made in polling places, as reflected in Table 12 (below); in Ward 2-Precinct 9, the site was moved to Matthews Park to overcome logistical challenges and space limitations from the former site (Augsburg University), and in Ward 6-Precinct 5, the site was returned to the Phillips Community Center after a few years of being displaced due to construction.

Ward-Precinct	From	To
2-9	Augsburg University	Matthews Park Recreation Center
6-5	Minneapolis American Indian Center	Phillips Community Center

While an overwhelming majority of polling locations operated with minimal issues in 2018, there were some longer wait times experienced at a handful of precincts in the general election in November. Of particular note, the polling site in Ward 3-Precinct 1 (University Lutheran Church) saw large numbers of college-aged voters needing to register on Election Day, resulting in long lines and wait times of more than an hour at various times. EVS responded by deploying additional election judges and equipment to help register voters and reduce the wait times and lines as quickly as possible. Despite the lines and wait times, the precinct successfully assisted all voters and was able to process the final voter by 8:30 p.m., just 30 minutes after the official close of all polls.

#### B. Poll Data Collection

As in 2016, Minneapolis again participated in a national data collection program related to polling place line management spearheaded by the Bipartisan Policy Center (BPC) located in Washington, D.C. As part of this analysis, election judges collected hourly counts of the number of voters in line (the last voter in line through any voters at the poll books that are checking in or registering); the number of poll books in operation; and the total number of check-ins as recorded on the electronic poll books. Any non-voters, such as children with parents, were included in the count. The City’s collected data was provided to the BPC for analysis and comparison to nationwide results, with final results anticipated to be released by the BPC soon. This type of data analysis is useful in planning and assigning resources, studying trends over time, and can help tell a story about how each election unfolds across the city. While EVS has anecdotal information from a variety of sources, it is helpful to evaluate the full data set and to compare the local experience with participating jurisdictions across the nation. Some noteworthy issues include:

- The largest number of voters in line at the opening of polls at 7 a.m. was at Ward 13-Precinct 7 (Kenny Community School) with **319** people in line. Voters in this precinct continued to appear in large numbers throughout the day.
- At 8 p.m., Ward 3-Precinct 1 still had **139** people in line to vote. The final voter was checked-in at 8:30 p.m., and all voters in line were served, as required under state election law.

#### C. Shortage of Precincts

Of its 132 precincts, Minneapolis had 23 sites—which is 17 percent of total precincts—serving more than 2,500 registered voters in November 2018. This exceeds recommended precinct-size guidelines promulgated by the Office of Secretary of State, which have a limit of between 2,000 to 2,500 registered voters maximum per precinct. Exceeding these recommended limits on precinct sizing is a leading factor that can contribute to

long lines and wait times on Election Day, especially during high-turnout elections like the 2020 Presidential Election. With an estimated 2018 population of more than 422,000, with further growth anticipated, the number of overpacked, overburdened precincts may negatively impact voters at polling places.<sup>3</sup> Although early voting has provided some relief at polls on Election Day, it is impossible to reliably predict a guaranteed percentage of early voting from year to year; therefore, EVS must be prepared to serve any and all voters who show up at the polls on Election Day.

For more context, Minneapolis had a total of 172 precincts in 1990 with a median of 1,237 registered voters per precinct and an overall population of approximately 369,000. By contrast, in 2018, with an overall increase of 14.2 percent in the general population, equating to approximately 422,000 residents, the City has fewer precincts and polling places to support its growing community. Table 13, below, shows the total number of precincts from 2012 to 2018 as well as a corresponding breakdown of the number of precincts and precinct sizes for registered voters during the same 6-year period.

<b>Table 13. Precinct-to-Population Equalization: 2012 – 2018 Elections</b>							
	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	
<b>Total # of precincts</b>	117	117	125	132	132	132	
<b>Precinct Size by Registered Voter Count<sup>4</sup></b>	<b>Precincts</b>	<b>Precincts</b>	<b>Precincts</b>	<b>Precincts</b>	<b>Precincts</b>	<b>Precincts</b>	<b>Staffing</b>
Up to 750	5	4	6	5	7	4	6
751-1,000	4	3	8	8	5	7	7
1,001-1,300	12	8	15	16	18	16	10
1,301-1,500	12	10	8	14	14	16	10
1,501-2,000	39	31	32	33	33	33	12
<b>2,001-2,500</b>	<b>28</b>	<b>34</b>	<b>35</b>	<b>34</b>	<b>34</b>	<b>33</b>	<b>15</b>
<b>2,501-3,000</b>	<b>15</b>	<b>24</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>18</b>
<b>Over 3,000</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>18</b>
<b>Total Precincts exceeding OSS-recommended size standards</b>	<b>17</b>	<b>27</b>	<b>21</b>	<b>23</b>	<b>21</b>	<b>23</b>	

In the upcoming year, EVS will again be evaluating the capacity of precincts and associated polling places to determine what, if any, changes could be made to reduce the number of polls being asked to serve more than the suggested levels of pre-registered voters. EVS must also anticipate the potential impact of overall growth and the census results coming in 2021 and subsequent redistricting in 2022. Under existing state election law, all polling locations for the 2020 Presidential Election must be designated by no later than December 31, 2019.<sup>5</sup>

<sup>3</sup> See [www.worldpopulationreview.com](http://www.worldpopulationreview.com)

<sup>4</sup> Registered voter totals as of May 2018

<sup>5</sup> M.R. 8240.1655, subp. 3

## IV. Election Judges and Seasonal Staff

### A. Recruitment and Deployment

Election judges are on the front line of elections: they ensure equal and fair access to the ballot, assist voters, and protect the integrity of the entire process. Fortunately, a substantial percentage of the City's corps of election judges return year after year; this enables those individuals to improve and grow in their roles. Equally as important, the long tenure ensures a depth of knowledge about election processes, combined with first-hand experience, which uniquely qualifies these men and women to function as ambassadors in the community, helping to advance the division's voter outreach and education goals.

In 2018, EVS deployed 1,741 election judges and seasonal staffers for the primary and 2,450 for the general election. In context, the total number of judges that were recruited, trained, and deployed for the midterm general election in November 2018—2,450 men and women—equated to approximately 61 percent of the City's full-time, permanent workforce. The excitement surrounding the 2018 election had a positive effect on recruitment efforts. For the first time in recent memory, the volume of prospective judge applications outpaced the need for Election Day workers. During the 2018 primary and general election combined, more than 900 voters signed up in their polling places, expressing interest in serving as election judges. The Student Election Judge Program also reached new levels this year, with more students expressing interest in working than available openings. Minnesota Rules limits the number of student judges to no more than one-third of the total judges present at a poll.<sup>6</sup> More than 200 student election judges served in the August primary and 400 served in the November general election.

State election law provides a base staffing level required for all polling places. EVS customizes poll staffing levels based on several variables:

- The type of election being planned—local, state or federal—and number of election events;
- Ballot content: races, candidates, and ballot questions;
- Number of registered voters per precinct and an analysis of turnout from previous similar elections;
- Nuances reflecting the character of each precinct, including numbers of poll books being deployed per site or special requests for extra monitoring of halls and wayfinding assistance at large polls like schools, for example;
- Language support; and
- Strategies to assure sufficient coverage for shortages, breaks, and unforeseen challenges.

As discussed in prior reports, EVS now excludes the Head and Assistant Head Judges from the overall staffing needs analysis for each precinct. This frees these leadership positions to focus exclusively on managing the polls and helping to mentor and develop team judges. This approach ensures that Head and Assistant Head Judges are easily accessible to coordinate the flow of voters into and out of the polls and to respond quickly to situations as they arise. In addition to the base training that is required of all election judges, Head and Assistant Head Judges are required to complete an additional three hours of training that has been custom-designed by EVS and focuses on leadership development, team mentoring and supervision, voter service standards, and polling place management, among other topics. A comprehensive Election Judge Manual is regularly updated each election cycle to serve as a ready reference and guide to all judges, and includes key information and legal citations, tips and tools, and supplemental resources specifically for leadership positions and team judges.

### B. Student Elections Judges

The EVS Student Election Judge Program continues to grow and reach new students. The ability to involve younger citizens in the election process, inspiring them to become lifelong participants in their communities, is a great source of pride for the Division and worthy of expansion in time and resources.

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<sup>6</sup> Minn. Stat. § 204B.22 requires a minimum of four judges per polling places.

Under the leadership of Caryn Scheel, the Student Election Judge Program has grown to recruit students from 38 different schools and now utilizes designated school coordinators (school staff or students) to assist in recruitment at 16 of those schools.

In the 2018 General Election, 400 students served in 131 of the 132 polling places across the city. Student judges continue to be better integrated alongside the adult election judges; they attend the same training sessions alongside their adult peers and perform all the same duties, except those requiring party balance. The students are appreciated as valuable members of judge teams, with special value in areas of technology and language assistance. With electronic poll books now at all polls, their experience with such devices is especially welcome. Many students provided translation assistance for voters on Election Day as well.

For more details on the City’s nationally award-winning Student Election Judge Program, please see Exhibits C and D.

### C. Closer Judges

EVS first experimented with recruiting and deploying “closers” to a small number of precincts as part of the 2016 Presidential Election. A closer is assigned to assist the Head Judge at the end of Election Day, providing a fresh pair of eyes to review and verify the detailed closing procedures, recognizing that many judges, and all Head Judges, work 15 hours or more on Election Day. Many judges start as early as 5:30 a.m. and work until polls close at 8 p.m. and until all closing procedures have been completed after that. Above all else, the closer is assigned as an additional resource to Head Judges to help ensure everything on the closing checklists get completed with accuracy and timeliness.

EVS repeated its use of closers in the 2018 Gubernatorial Election, but focused primarily on recruiting closers from amongst existing City staff. For many years, EVS has explored ways to engage larger numbers of City employees to help fulfill the multiple needs of administering elections, particularly on Election Day, and the closer position seemed like an ideal fit: it is of a limited duration, primarily after regular business hours are over, and does not require the detailed knowledge (or associated training) of a team election judge. Departments were invited to participate, and directors were specifically asked to encourage staff to serve in this specialized role. EVS provided several trainings to prepare closers to perform their duties. In total, 46 City employees were recruited, trained, and deployed as closers in 2018, just slightly more than 1 percent of the City’s entire full-time workforce.

EVS surveyed both Head Judges and closers after the election to solicit feedback on potential improvements for a future program. A majority of Head Judges reported that having a closer was a positive experience. Just over one-third were unsure about or reported negative responses, primarily from those judges with longer tenure and experience who also indicated they did not feel the need for additional assistance in closing the polls. Based on evaluation feedback, EVS intends to make the following changes to the closer program prior to the 2020 Presidential Election:

**Photo 5. Student Judge Program Coordinator Caryn Scheel working with student judges at the EVS warehouse.**



- Recruit more closers from the City’s pool of experienced election judges, especially those who have had prior experience serving as the Head or Assistant Head Judge;
- Have closers arrive earlier (at 7 p.m.) so that they have more time to connect with the workflow already established and with the Head Judge;
- Offer closers on a “by request” basis to Head Judges;
- Refine the criteria used to assign closers; and
- Expand training options for closers.

#### D. Seasonal Staff

With only five full-time professional staff, including the division director, EVS is heavily dependent upon the ability to recruit, train, and retain a large seasonal staff to assist in planning, organizing, and conducting each election in the largest, most-populated municipality in the state achieving the highest turnout in the nation. This is an untenable situation and presents significant risk to the entire program and, thus, the capability of the City to ensure effective administration of elections into the future. That is because the success of EVS is directly tied to its ability to retain a high-quality, skilled, and flexible seasonal cadre of workers—something not found to the same critical degree in any other program within the City enterprise. Within EVS, recruitment for seasonal staffers typically begins as early as March and continues through the rest of the year, growing over time to become the single largest workforce in the enterprise by Election Day. That translates to almost full-time, year-round work tied to one of the most-critical, core functions of the City, which is all done by seasonal workers who do not necessarily have a continued, vested interest in the success of the program.

Because it is under-resourced, EVS is compelled to recruit, train, and (hopefully) retain more senior-level seasonal staffers to supervise teams of other seasonal workers within each major program, functioning as a type of “middle management layer” between the permanent team of staff and the thousands of seasonal and temporary workers required to sufficiently conduct an election in Minneapolis. All aspects of recruiting, training, scheduling, evaluating, and paying election judges requires seasonal staff support. Seasonal staffers are involved in:

- Recruiting, assigning, training, responding to, and processing payroll for 2,500+ election judges;
- Organizing, stocking, and managing the EVS warehouse and coordinating all logistical details associated with Election Day deployment;
- Assisting with programming and testing all tabulators and other election equipment to ensure accurate performance;
- Serving as election judges for the operation of the City’s Early Vote Center(s) and its Absentee Balloting Board, ensuring access via VBM, IP, and other forms allowed by law;
- Assisting in ordering, proofing, and verifying orders for ballots;
- Coordinating outreach and education initiatives and/or partnering with other organizations to ensure all voters are “election ready”;
- Staffing the front counter and providing service to voters, candidates, media, and the general public before, during, and after each election;
- Participating in post-election audits and related efforts;
- Participating in work involved in processing, certifying, and publishing election results; and
- Participating in regular post-election evaluation and analysis activities, including the preparation of reports to the City Council’s Committee on Elections & Rules.

The need for seasonal staffing is greatest in connection with early voting, both by-mail and in-person during the 46-day absentee balloting period. While the vast majority of voters prefer to cast ballots at the polls on Election Day, it is important to remember that for the same level of commitment, resources, attentiveness, and assistance must be provided to all voters choosing to participate prior to Election Day. Thus, for EVS, every day during the 46-day absentee balloting period is Election Day, with the same level of focus on voter service and the need to ensure the integrity of the voting process consistently throughout. This translates into the need for sufficient, well-trained staff to handle this highly variable workload. It is important to

recognize both the number of in-person absentee voters and absentee mail ballots being received increase substantially as Election Day approaches, placing further demands on staff to get all absentee ballots received both in-person and by mail, so that tabulation on Election Night is not unduly delayed. Different teams are needed to visit all health care facilities to serve qualified voters who are residents of these facilities, to process mailed ballots, to accept or reject returned ballots, and to prepare and tabulate ballots.

This seasonal cohort is a critical extension of the City’s full-time professional election administrators, and they are expected to perform mission-critical tasks, as outlined above, which includes line management and team supervision. Seasonal staffers are a diverse group—a more accurate reflection of the voters served throughout the city. EVS is also proud to note that several former Urban Scholars have joined the ranks of the EVS seasonal staff, some even moving on to attain full-time positions within the City enterprise. In this way, seasonal employment with EVS has become a pathway toward employment, both with the City of Minneapolis and, in most cases, with other area employers after gaining work experience and connections through their service with EVS. Recent election staff have gone on to work for the following departments: City Clerk, City Council, Mayor, City Attorney, Civil Rights, Public Works, and Community Planning & Economic Development, among others.

The following charts illustrate all staffing for the 2018 primary and general election, including all types of elections judges and seasonal staffers. Note that full-time staff account for less than 1 percent of total.

**Figure 16. EVS Staffing for 2018 Primary**

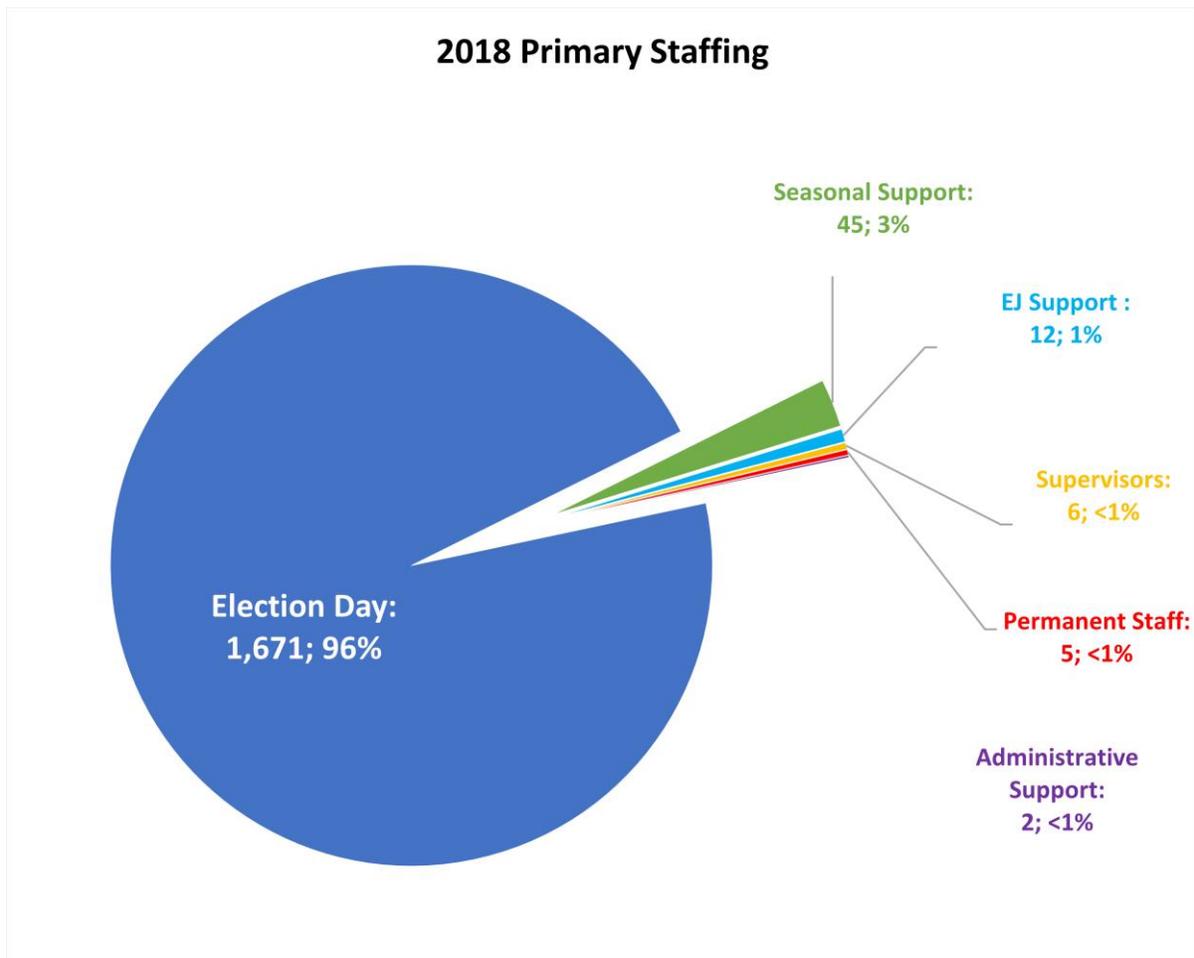
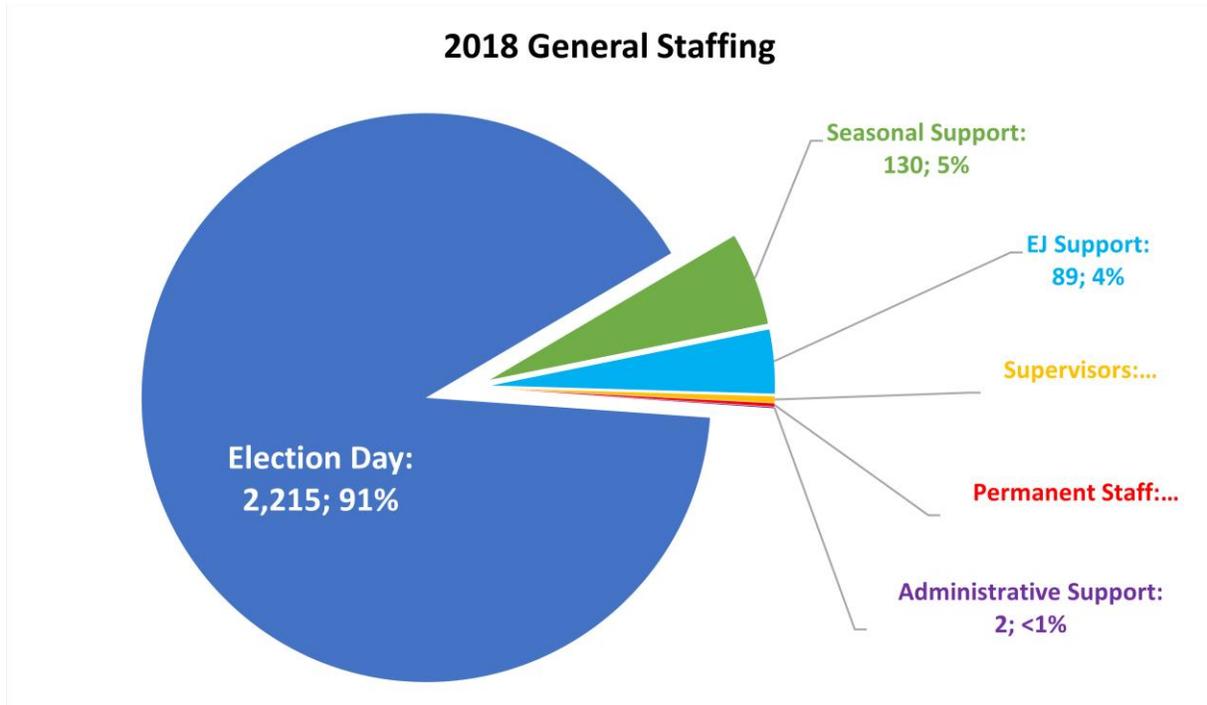


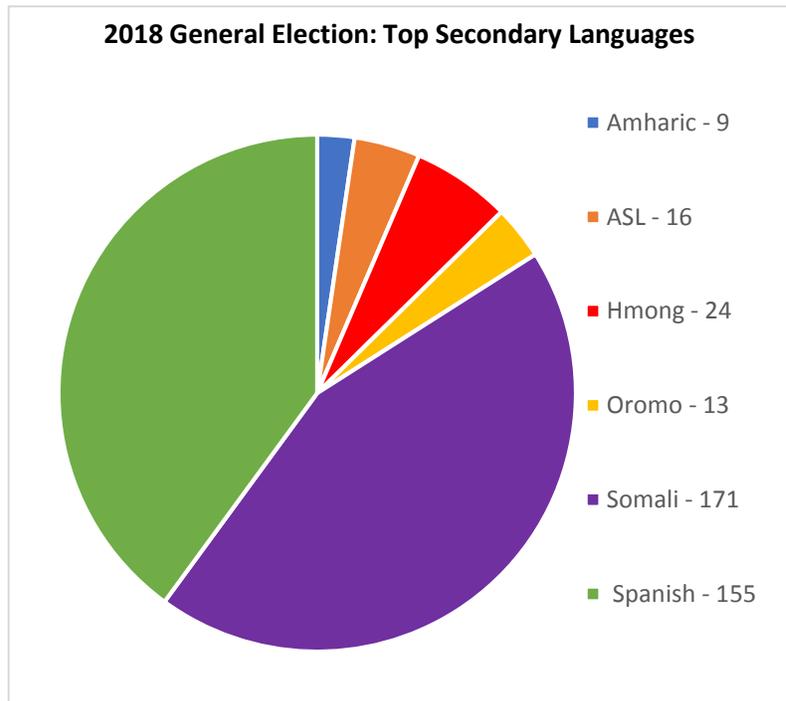
Figure 17. EVS Staffing for 2018 General



### E. Language Support & Translation

EVS has identified the strategic goal of achieving better representation of the various communities served at the polls, reflecting the diversity of the city’s residents and its multiple precincts. As an outgrowth of this goal, EVS has worked over the past several election cycles to recruit, train, and deploy a corps of election judges with secondary language skills; specifically, judges who are fluent in Hmong, Somali, and Spanish, with preference for individuals who are native speakers. This level of specialized support—where individuals with identified secondary language skills are fully-trained as election judges—enables EVS to improve service to all voters and to ensure ballot access to those populations who are new to the electorate process. Having capable assistance readily available at the polls or the Early Vote Center(s) is mission-critical to future success, and EVS has made good progress on this goal.

Figure 18. Top secondary language skills for the 2018 General Election



In planning for the 2018 election, EVS identified all precincts where at least

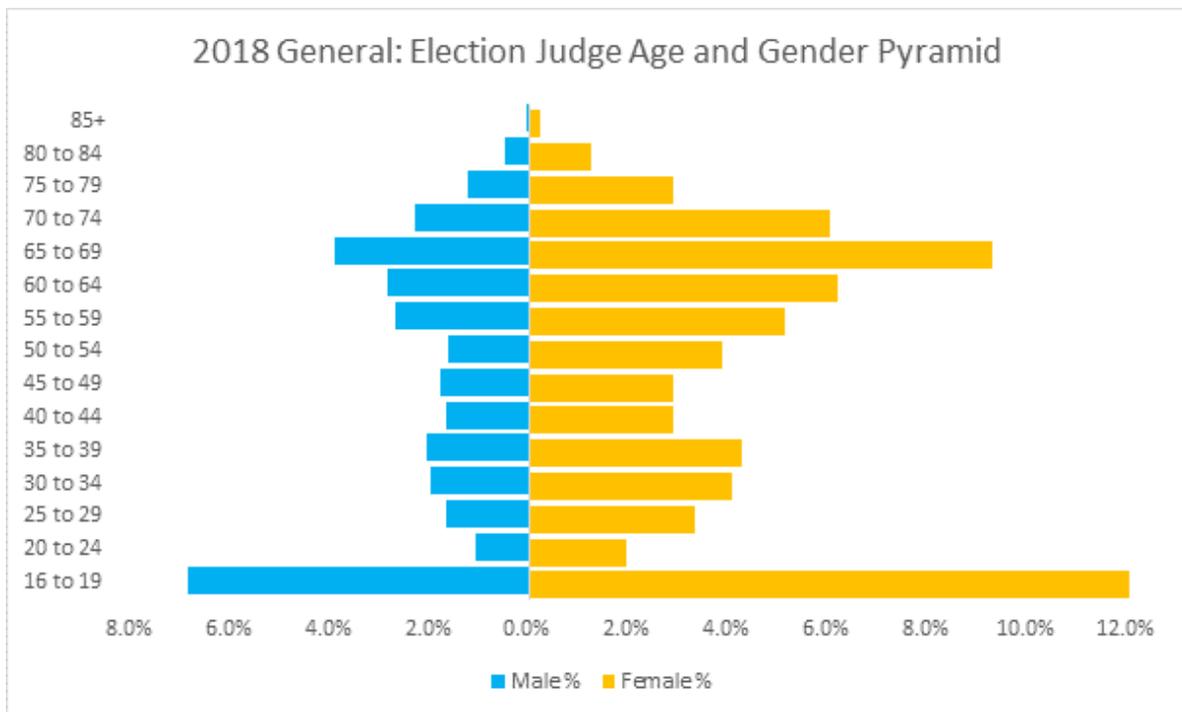
15 percent of the pre-registered voting population spoke one (or more) of the top three non-English languages in Minneapolis; specifically, that includes Hmong, Somali, and Spanish. Those identified precincts were targeted to receive additional support on Election Day in the form of bilingual election judges, both for the primary and the general election. These bilingual election judges provided on-site translation assistance in addition to the regular duties of all team election judges. Judges offering language support services are identified with buttons that clearly indicate which their secondary language.

In addition to on-site personnel, EVS continued its long-standing partnership with Minneapolis 311 to ensure language support for voters using relay operators and third-party contractors. Working in tandem, the election judge, 311 Customer Service Agent, and the third-party contractor assisted voters so that they could cast a ballot. For 2018, there were 6 calls to Minneapolis 311 for such support in the primary and 22 such calls for the general election.

#### F. Judge Demographics and Retention

Figure 19, below, shows how Minneapolis election judges in 2018 self-reported by age and gender. The data reveal what many voters know from their own experiences at the polls—there are more women than men serving as judges, and large percentages of judges are in the 55 to 75-age range. Note the spike in the percentage of 16 to 19-year-olds, a result of the City’s nationally award-winning Student Election Judge Program. This increase in young workers will continue to help diversify the corps of election judges on many indicators, including age, race and ethnicity, and others.

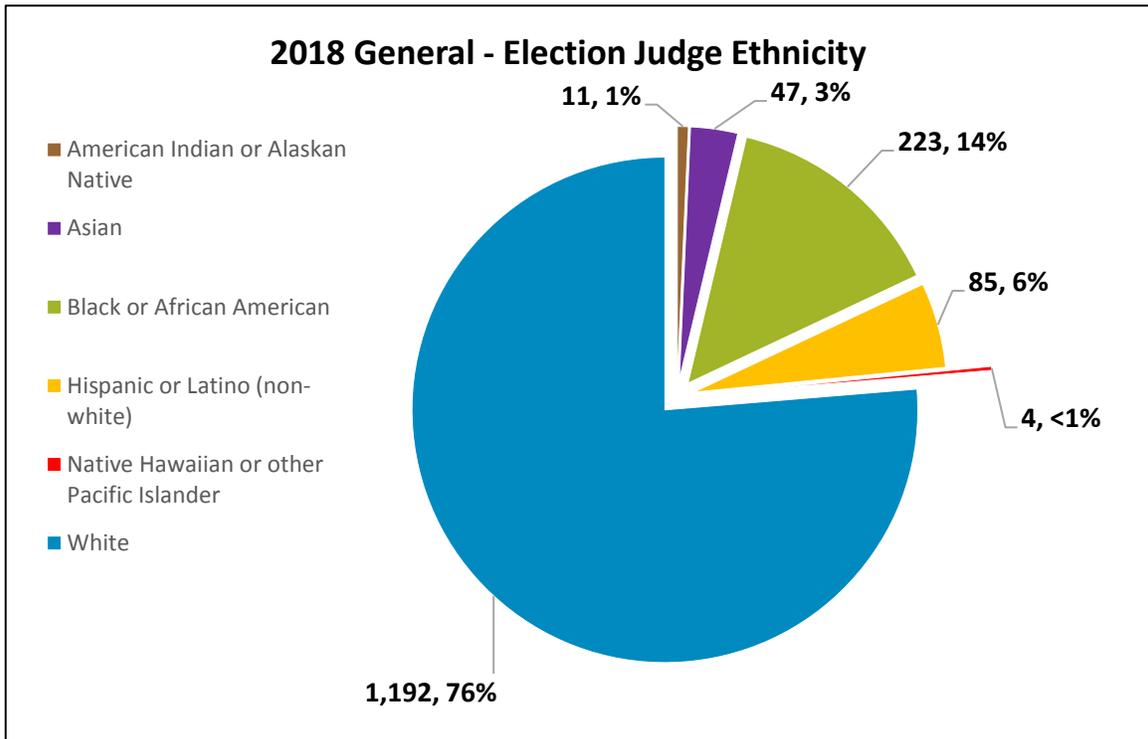
**Figure 19. Self-reported age and gender of election judges for the 2018 general election**



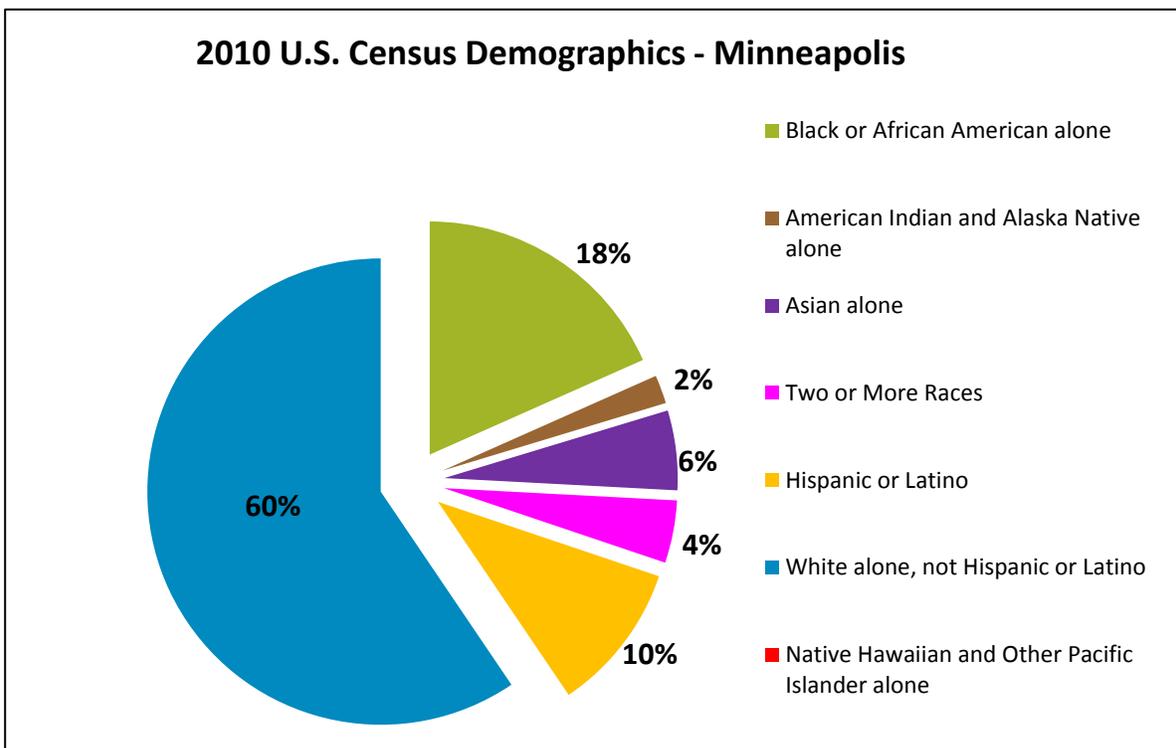
EVS continues to seek ways of diversifying its election judge workforce, especially as it ties directly to the long-term strategic goal of having the election judges assigned to precincts and polling places reflect the diversity of the communities being served. Deployment of larger numbers of student judges is helping to diversify judges at the polls, and is expected to continue into the future. The two figures on the next page provide self-reported data about election judges from the 2018 general election as well as the City’s overall demographic composition according to the 2010 official census data. One item of special note, the

percentage of Black or African-American judges has increased from 2 percent in 2010 to 14 percent in 2018, an increase likely due to increases in Somali judge recruitment tied to language support needs.

**Figure 20. Self-reported election judge race/ethnicity for 2018 general election**



**Figure 21. 2010 U.S. Census Demographics – City of Minneapolis**



Staff also recently looked at self-reported data provided by election judges related to retention from one election cycle to the next. Based on data from 2016 to 2018, EVS enjoys a stable base of approximately 500 election judges that return each election cycle to work, with closer to 800 judges that return only for each general election in November. That equates to approximately one-fourth to one-third of the total number of judges that are required to staff the City’s 132 precincts on Election Day. Some other interesting conclusions from the data on election judges include:

- Between 2016 and 2018—which covered five election events—EVS had a total of 4,318 individuals who served as election judges, which is almost equal to the City’s total full-time workforce, all recruited, trained, supervised, evaluated, and paid by five full-time professionals in EVS (indicating high efficiency);
- Approximately 5 of every 8 judges who worked in the 2018 general election (1,391) also worked in the 2018 primary;
- Approximately 3 of every 8 judges who worked the 2018 general election (861) also worked in the 2016 and 2017 general elections (effective retention); and
- Nearly 1 of every 5 judges who worked the 2018 general election (458) also worked in all election events between 2016 to 2018, for a total of five separate events (retention and productivity).

### G. Election Judge Training

EVS invests significant resources in its training programs, recognizing how dependent the success of every election is on the caliber of election judges, which is a direct reflection of the training and coaching provided, before, during, and after each election event. After every election cycle, staff undertakes a thorough review of all training materials, feedback solicited from judges and seasonal staff, and fine-tunes the training program in preparation for the next regular election cycle. It reflects the cycle of continuous improvement that is incorporated into each EVS program.

In 2018, EVS offered five content courses, two optional workshops, and two debrief sessions. Each class is tailored to the specific roles that judges play in the polls, such as team judge or head judge. In total, there were 120 class offerings in 2018, with the majority of classes involving between 30-50 participants. While judges are compensated for time spent in mandatory training, they did not receive any additional pay for the two optional workshops and the post-election debrief. The judges who attended those workshops and the annual debrief did so voluntarily and out of a desire to expand their knowledge, improve their performance, and contribute to improvements in the overall administration of elections in future years. Most remarkable is the frequency of requests from judges for additional and/or expanded trainings, including optional trainings and development opportunities.

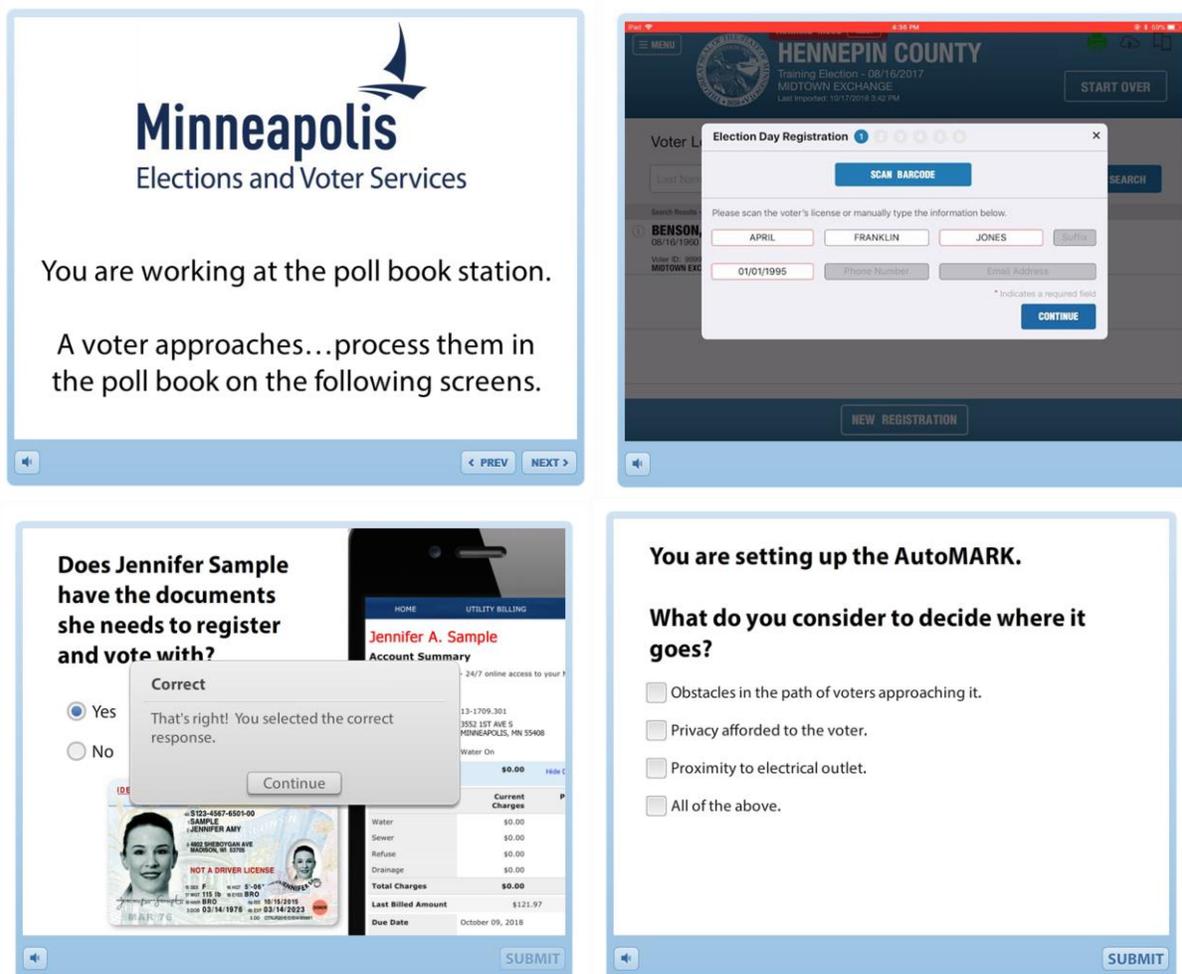
<b>Content courses</b>	<b># offered</b>	<b># attended</b>
Basic Training (mandated by law)	67	2,484
Head and Assistant Judge Training	17	314
Poll Book and Registration Specialist Training	17	361
Precinct Support Judge Training	2	17
Closer Training - new in 2018	2	48
<b>Workshops and extra practice</b>	<b># offered</b>	<b># attended</b>
Poll Book Practice*	7	210
Closing Workshop - new in 2018*	3	48
<b>Team Debriefs and Feedback Sessions</b>	<b># offered</b>	<b># attended</b>
Post-Primary Review	4	167
Post-Election Debrief*	1	107

*\* Denotes voluntary election judge participation*

EVS offered two new courses in 2018 about how to close the polls. The closing process involves a lot of precise documentation, sorting and filing, and very technical tasks associated with transmitting results data from the tabulator and shutting down the election equipment correctly. This has consistently proven to be the biggest challenge across all precincts, particularly because it is among the most critical functions and comes after an average 15-hour workday. To improve results, EVS offered an optional closing workshop to all election judges that was focused solely on the step-by-step details involved in closing polls effectively. Due in part to these workshops, Election Night drop-off for the general election went noticeably more smoothly than for the primary. EVS will expand on this preparatory training model in 2020 and beyond. The second new class developed and offered in 2018 was a training for polling place closers as a further aid to close polls effectively on Election Night.

All training classes are designed to have a combination of lecture and hands-on practice. Thanks to the intervention and support of Mayor Frey, election judge training was conducted in Room 107B at City Hall, which was repurposed as a large-sized training center, something much appreciated by election judges. The space allowed EVS to implement a more hands-on approach to training, which was evident in the efficiency of poll operations in 2018. Another improvement in 2018 was the modification of the Election Judge Manual, which was simplified and streamlined for better usability as a field reference guide.

Figure 22. Screen shots of the new, online refresher training for election judges



As a further training innovation, EVS created an interactive, online quiz in 2018 that judges can use as a refresher on various training topics. Since the majority of election judges are trained in June or July ahead of the August primary, there is a significant gap until the general election in November, which opens the potential for errors. The online refresher course was specifically developed to address the need for quick pointers and reminders so that election judges are prepared for the opening of polls at 6 a.m. on Election Day. The interactive, online quiz includes a simulation exercise of using a poll book to check-in or register voters, processes that are highly detailed and technical and critical to overall success. In the future, this online training tool could be used to teach some of the mandatory basic content thereby leaving more in-class time for more advanced topics.

Finally, to close the loop on training, EVS uses a 360-degree performance evaluation among all election judges and seasonal staff to evaluate the performance and capabilities of the entire team. This feedback is carefully reviewed to determine where judges and seasonal staff can best be utilized in future elections to leverage individual skills and strengths, as well as how to improve plans and preparations for future elections, building on successes and leveraging new investments to maximize team performance.

A key finding from analyzing feedback in 2018 is that judges need more support and training on cultural competency, including how to navigate intergenerational differences successfully, as well as microaggression awareness and prevention. The standard currently taught by EVS to all election judges is to treat all individuals with respect, courtesy, and dignity, whether voters or team members. Clearly, based on feedback from judges and seasonal staff, more can be done to clarify work expectations and to provide judges and seasonal staffers with the knowledge and skills to interact appropriately with each other and with the public.

## V. Voter Outreach & Education

In 2018, the Voter Outreach & Education (VOE) program again benefitted from strong partnerships with several sister departments; in particular, the departments of Neighborhood & Community Relations (NCR), City Communications, Information Technology, and Minneapolis 311. These partnerships made possible significant improvements in engaging and educating voters, providing accurate and responsive information, promoting community awareness about the importance of participating, and responding to inquiries and requests in a timely manner. Some highlights of these successful partnerships are described below.

### A. Communications

As in prior years, EVS collaborated with the City Communications Department to develop a comprehensive communications plan to promote the 2018 Gubernatorial Election. Using the **YOUR CITY. YOUR VOTE.** brand, the communications plan for the 2018 election included the development of materials in a variety of media and formats, including video, targeted paid and earned media campaigns, and—of course—proactive, timely interaction and follow-up with news media outlets. The City Communications Department brings important channels that can be leveraged to amplify these messages to multiple audiences. Among its other work, the City Communications Department supported the 2018 Gubernatorial Election by producing, distributing, and following-up on—

- News releases and media advisories to generate media coverage of the election;
- Public service announcements on Comcast and CenturyLink cable systems, reaching all cable TV subscribers in Minneapolis;
- Digital billboard displays, donated by Clear Channel Outdoor, displaying election information throughout the city;
- Live cultural radio programs in Hmong, Somali, and Spanish, to provide information about the election, with radio spots in those languages playing up to Election Day;
- Feature coverage of the election on KMOJ on its October 18 broadcast; and
- Regular posts about the election and election-related issues of interest through the City's social media platforms to amplify messages and reach larger audience(s).

Complementing work done with City Communications, EVS manages its own website and social media to enhance and extend its outreach and educational initiatives. EVS has received positive recognition for its use of social media platforms, bringing a more informal and interactive means of attracting, engaging, and educating voters and the community at-large. By the numbers, EVS Twitter and Facebook accounts expanded their reach in 2018 by growing the total number of followers to 2,926 (a 26 percent increase) and 1,423 (a 12 percent increase), respectively. Predictably, the accounts gained popularity during the weeks leading up to the primary and general election. EVS also improved its website ([vote.minneapolismn.gov](http://vote.minneapolismn.gov)), which is the centerpiece to all its outreach, education, and engagement work, helping to provide a single source to connect voters, candidates, and election judges with accurate and timely information and data. In 2018, the website was visited by nearly 240,000 users, over a quarter of which visited for the first time on either the day of the primary or general election. In addition, the five interactive maps tracking early voting and overall voter turnout were viewed 13,175 times.

## B. Outreach

Although EVS has partnered with NCR in the past, the department's renewed commitments re-energized and enhanced initiatives for the 2018 Gubernatorial Election. NCR led several VOE initiatives to maximize City resources and build enterprise capacity in promoting important election-related messages. One area of particular focus was leveraging community partnerships to reduce registration gaps and make voting as accessible as possible for all eligible residents in the City's diverse communities. Beyond the 2018 election, VOE initiatives underscored the importance of the 2020 Census and subsequent redistricting, laying the groundwork for important civic events in the next few years.

In 2018, NCR produced a weekly series of Voter Engagement Updates, electronic newsletters that provided accessible content, resources, and support to neighborhood groups, community organizations, and other subscribers. NCR also led voter registration events in partnership through a variety of community-based events, which included, as examples:

1. Participation in the REV UP Campaign to encourage/increase registration among residents with disabilities;
2. Participation in the "Make Voting a Tradition" campaign, a multi-year initiative that has successfully engaged, educated, and empowered the American Indian community;
3. Naturalization ceremonies, as well as customized messaging through NCR's Office of Immigrant & Refugee Affairs;
4. Local "Welcome Week" events at area university and college campuses; and
5. A variety of culturally-specific and relevant National Voter Registration Day (NVRD) events throughout Minneapolis.

Finally, NCR took a lead role in organizing and promoting a series of events tied to National Voter Registration Day (Sept. 25) in collaboration with EVS and colleagues from Hennepin County Elections. Staff were stationed at a variety of community gathering spots to engage the public about voting and the necessity of registration as the first step in participation. Some of the key locations in 2018 included:

- Cedar Riverside Opportunity Center
- Cora McCovey Health & Wellness Center
- H White Mens Room
- Lao Assistance Center @ Harrison Education
- Midtown Global Market
- North Market
- Pow Wow Grounds
- Urban League
- Waite House

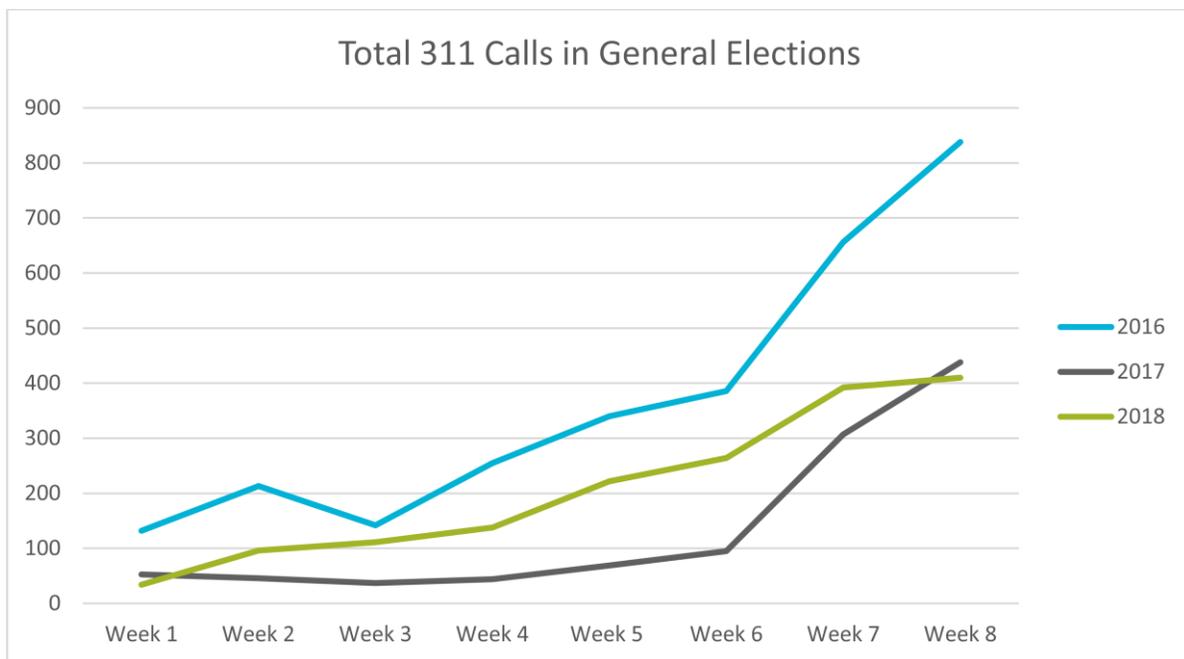
Through these efforts, NCR facilitated conversations with more than 900 people, resulting in 67 new and/or updated voter registrations for 2018.

### C. Voter Service

Minneapolis 311 has long been a champion of EVS' voter outreach efforts by serving as the front-line response to election inquiries coming in from around Minneapolis and the surrounding Twin Cities area. While the core purpose of the 311 and EVS collaboration has always been to aid Minneapolis voters, it also benefits voters in other jurisdictions, campaigns, and media outlets. The ability to serve a wide array of customers is a testament to the quality of service offered through this partnership and the dedication that staff take to provide excellent care.

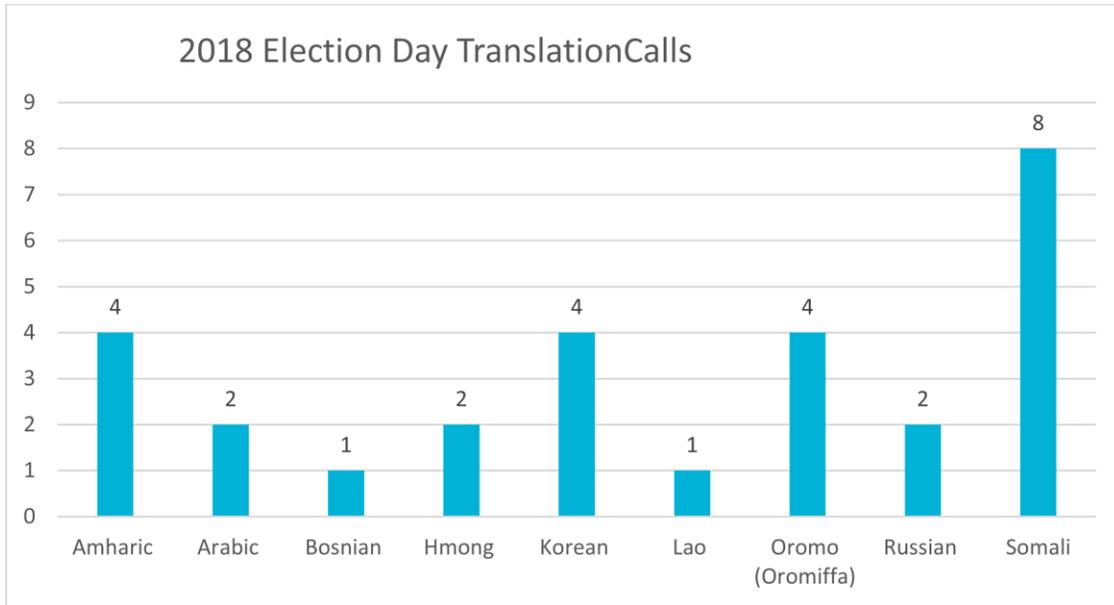
Each year, EVS and Minneapolis 311 work together to develop specialized scripts and resource guides to equip 311 agents with the tools they need to confidently and effectively respond to election inquiries. While analysis has shown that the most requested topics from one year to another tend to be fairly consistent, this partnership saves EVS a tremendous amount of time and resources. Of the roughly 2,201 election calls that 311 received between the 2018 primary and general only 22 percent or 497 calls required assistance by elections staff. Typically, the calls transferred to EVS are instances where voters need to speak directly with election staff or require interpretation of more complex election laws or procedures. By decreasing the instances that EVS needs to be involved, staff are able to focus more on time sensitive components for election administration such as equipment testing, polling place deployment, and election judge training to name a few. The chart below shows the total volume of calls received in recent years with the start of the 46-day early voting period at Week 1 through Election Day in Week 8 for the General.

**Figure 23. Calls processed by Minneapolis 311 in general elections, 2016, 2017 and 2018**



In addition to responding to general election inquiries before, during, and after Election Day, 311 helps EVS to address gaps in the level of voter service which sometimes occur at the polls on Election Day. While EVS makes significant efforts every year to ensure that precincts have the capacity to provide language assistance and translation support by trained election judges, there are circumstances where that level of service simply cannot be provided by EVS. In those circumstances, 311 has helped provide an adequate level of support to all voters, thereby ensuring access to the ballot. With its relay service, 311 is able to connect voters who require translation and language support with the resources they need to participate in the election process with independence and confidence. During the 2018 election season, 311 handled 28 translation calls—which includes service both for the primary and general election—from 15 different polling places, all as reflected in the chart below. The average call length time was 9.75 minutes.

**Figure 24. Language assistance provided by Minneapolis 311, 2018 general election**

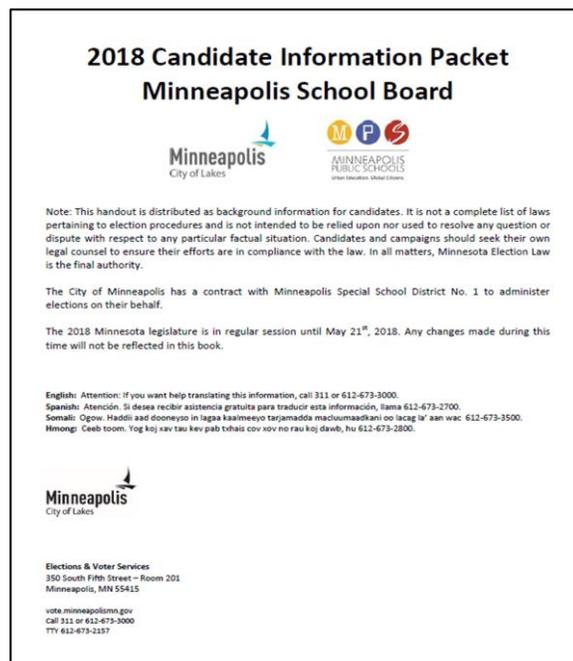


In 2018, Minneapolis 311 again supported a dedicated elections button as part of its 311 mobile app. This app connects voters directly with the **YOUR VOTE GUIDE** which features a variety of quick links posted to the EVS website, providing users online access to the resources most frequently requested and/or needed by voters.

#### D. Candidate Communications

Dedication to administering the election process with integrity has always driven EVS to make election-related information more accessible for the public. Candidates for office and their respective campaigns are an important component of this effort; first, they are primary actors in each election and, second, they are valuable partners to EVS in terms of furthering outreach and education to voters through their own channels. By communicating timely, relevant, and accurate information about the election to candidates and their campaign teams, EVS seeks to push out messages to voters throughout the community, and thereby build awareness and encourage participation. In this spirit, EVS created a Candidate Information Packet, available to all candidates filing for office with EVS. It was later expanded as an offering to all candidates and campaigns operating in the City of Minneapolis. While modifications will be made on a continuous basis, primarily to

**Figure 25. Cover of the 2018 Candidate Information Packet**



assure the accuracy of content, the overall concept is to create a single source of nonpartisan, relevant information about the election for all candidates. The 2018 Candidate Information Packet covered topics such as:

- How to file for office;
- Basic descriptions for each office (Special School District #1 - Minneapolis);
- Important election dates, including the start of early voting, public accuracy equipment testing, campaign finance filing deadlines, and Election Day;
- A listing of all polling places and a map of local election boundaries;
- An overview of election laws related to campaign signs, campaigning in multiple unit dwellings, polling place conduct, and challengers in the polls;
- Resources offered by Minneapolis Elections & Voter Services, Hennepin County Elections, and the Office of Secretary of State's Elections Division; and
- A copy of the 2018 OSS Campaign Manual.

An electronic copy was posted and made publicly available via the EVS website starting two weeks before the candidate filing period began. This online version was posted to serve candidates and campaigns as well as improve voter service.

As an extension of these efforts, EVS provided periodic updates that were emailed to all candidates (except judicial candidates), campaigns, and political parties. These emails provided breakdowns of absentee ballot returns, updates on election timelines, and reminders about available resources. By creating direct, regular communications with these groups, EVS had confidence that accurate election information was distributed. In prior years, EVS provided this type of regular communications only during municipal elections. In 2018, this service was provided on a broader scale, resulting in positive feedback. One survey participant commented: *"Thanks for being so communicative. It built my trust in the system."* At a time of heightened concern about election administration, security, and the integrity of the voting process, EVS will continue to pursue avenues like this which increase trust in the division's ability to effectively and securely administer the election.

## E. Voter Information Guide

EVS first produced a voter guide in conjunction with the 2013 Municipal Election. That was the year EVS launched its VOE program, which has evolved and improved significantly year after year. While other initiatives have been developed, the voter guide has been a core component of the VOE program, providing a printed guide tailored to each year's election that is mailed to every household address in the City of Minneapolis. Post-election surveys consistently show that voters (and non-voters) appreciate the voter guides; feedback identifies the guides as key sources of reliable and trustworthy, nonpartisan information about the election and indicate the content helps voters to engage and participate.

Voter guides are carefully designed to contain the most vital elements of election information and are mailed to every Minneapolis household, regardless of registration status. In 2018, the voter guide consisted of two 11x17 inch double-sided sheets folded and tabbed to streamline production and delivery by the U.S. Postal Service. Each guide included—

- Details about the three methods of voting: (1) Vote-By-Mail; (2) Early In-Person; or (3) at the polls on Election Day;
- Instructions on how to confirm current registration status or register at the polls on Election Day;
- Details about how to access a sample ballot and learn more about ballot content (candidates and questions);
- Key timeline issues, including service hours for Early Vote Centers, VBM return deadlines, and information about Election Day, including voter resources and assistance, basic voting instructions, and EVS contact information;
- Updated polling place rules based on the recent U.S. Supreme Court ruling; and
- A copy of Minnesota's "Voter's Bill of Rights" as codified in Minnesota Statute 204C.08, subd. 1d, which provides specific statutory rights and protections guaranteed to all voters.

In 2018, the Voter Information Guide also included basic details about the 2020 Census and subsequent redistricting. The purpose for including these details was to lay the early groundwork for larger plans tied to community-wide outreach and engagement on these important civic activities. In 2020, EVS will be responsible for conducting the presidential nomination primary on Tuesday, March 3, in response to legislation enacted in 2016. This will be followed by the nationwide census on Monday, April 1. These events will precede the 2020 Presidential Election, which sets the stage for the 2021 Municipal Election, redistricting in early 2022, followed by the next midterm election in November 2022. EVS will be partnering with NCR, City Communications, and other departments to promote awareness throughout the community and to help drive participation in all these important events.

A successful collaboration with the Document Solutions Center and the IT Department produced a more targeted and effective distribution list for the 2018 guide than what had been used in prior years, which resulted in savings in associated production costs. The list identified nearly 23,000 addresses that had either been duplicated or were businesses incorrectly listed as residential properties. In 2018, a total of 177,000 guides were distributed to Minneapolis residents in the week leading up to Election Day, thus targeting the period of peak voter awareness and interest.

## F. Elections Data Initiatives

As discussed in the 2018 gubernatorial Election Plans & Preparation Report presented to the Elections & Rules Committee on October 17, 2018, EVS has prioritized the production of accessible and interactive data visualizations as a further means of engaging the community. By making raw data available, EVS has empowered residents to ask and answer their own questions about voter participation patterns. In addition, by visualizing this data, EVS helps make those patterns more readily accessible and provides context to trends within each year and across multiple years, thereby supporting community dialogue about the importance of voting before, during, and after each election. These data initiatives contribute to public assessments about voter turnout, the administration of elections, and political representation among a host of other important factors.

Perhaps the best example of this was the data visualization tracking early voting, which was live and available online at the start of the 46-day absentee balloting period prior to the general election. Updated daily, this map tracked early voter turnout, which proved to be historic for a gubernatorial (midterm) election. Since the visualization included many ways to parse the data, users could choose how to filter results; for example:

Figures 26. Image of the 2018 Voter Information Guide

**Three ways to vote**

**Vote by mail**

Return your completed ballot by Election Day. It will not count if it is received after Election Day.

Completed ballots may be returned by mail or delivery service (such as FedEx or UPS). You can also return your ballot in person **no later than 3 p.m.** on Election Day to City Hall (350 S Fifth St Room 201) or to the Downtown Early Vote Center (217 S Third St). You can drop off ballots for up to three other voters.

If you do not or cannot return your ballot by Election Day, go to your polling place and vote. You will receive a new ballot—you cannot submit your absentee ballot at your polling place.

**Vote early in-person**

You can vote before Election Day at any Minneapolis Early Vote Center. Early Vote Centers are not open for voting on Election Day.

**Hours**

October 31 7 a.m. - 6 p.m.	November 1 7 a.m. - 6 p.m.	November 2 7 a.m. - 6 p.m.	November 3 9 a.m. - 4 p.m.	November 4 12 p.m. - 5 p.m.	November 5 7 a.m. - 5 p.m.
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**Locations**

<b>Downtown Early Vote Center</b> 217 S Third St	<b>East Early Vote Center</b> 1800 University Ave SE
<b>North Early Vote Center</b> 2100 Plymouth Ave N (Urban League)	<b>South Early Vote Center</b> 810 31st St W (Regents Assembly Church)

**Vote on Election Day at your polling place**

Election Day is **Tuesday, November 6**, and polls are open from **7 a.m. to 8 p.m.** You must vote at your assigned polling place. Because polling places can change from year to year, check before you vote.

Find where you vote at [pollfinder.sos.state.mn.us](http://pollfinder.sos.state.mn.us)

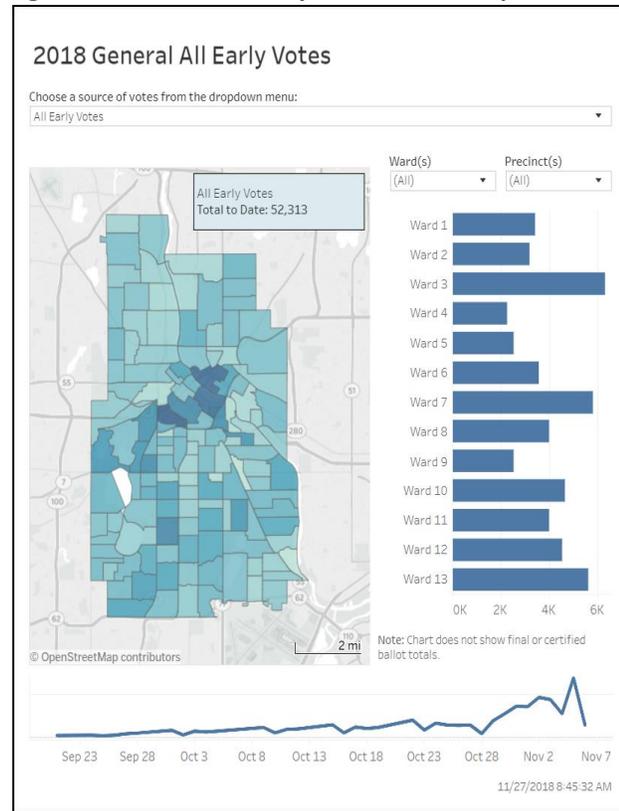
311 (outside Minneapolis dial 612-673-3000)

type of early vote (mail or in-person); location (ward and precinct-level data); or even according to when ballots were received (day-by-day tracking), shown in Figure 27.

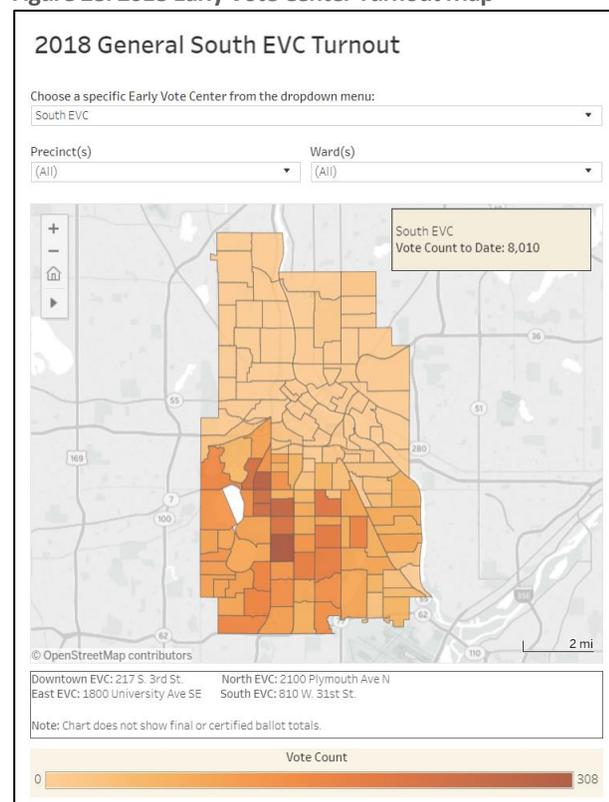
The City's data analytics team, housed in the IT Department, was a critical partner in the creation and maintenance of these online visualization tools. In addition to the general turnout data for the absentee balloting (early vote) period, the analytics team helped create a new visualization application to track turnout at each of the City's EVCs during the 7-day Direct Balloting period leading to Election Day when the highest levels of turnout were experienced. Looking at the voter turnout data during this busy week helped identify trends about which areas of the city were eager to vote early and in-person. While it was not a surprise to see voters living in close proximity to an EVC were engaging, it was striking to see how geographically widespread turnout was for the always-popular South EVC, regardless of a voter's residential address and/or assigned ward and precinct. This interactive data tool, shown in Figure 28, was not available when the division first operated multiple EVCs in 2016; however, its use was invaluable in terms of allowing EVS and the general community by providing real-time statistics and context about what appears to be a growing interest for Minneapolis voters: early voting.

As with the primary, EVS created a citywide map showing the rate of registered voter turnout, early voting, and Election Day Registration (Figure 29, next page). Based on the version developed after the 2018 primary, this map became available to the public on the Friday following Election Day as soon as EVS had unofficial voter turnout data. The short turnaround production time, coupled with historical context provided by the data visualization, created a particularly useful tool to address a multitude of questions, big and small. The voter statistics map was easily shared through social media channels: voters used the map to tout high turnout for their precinct(s); an election judge used it to emphasize the number of Election Day Registrations they helped process; some community members highlighted the continuing disparities in voter turnout across different wards or showed the

**Figure 27. 2018 General Early Voter Turnout Map**



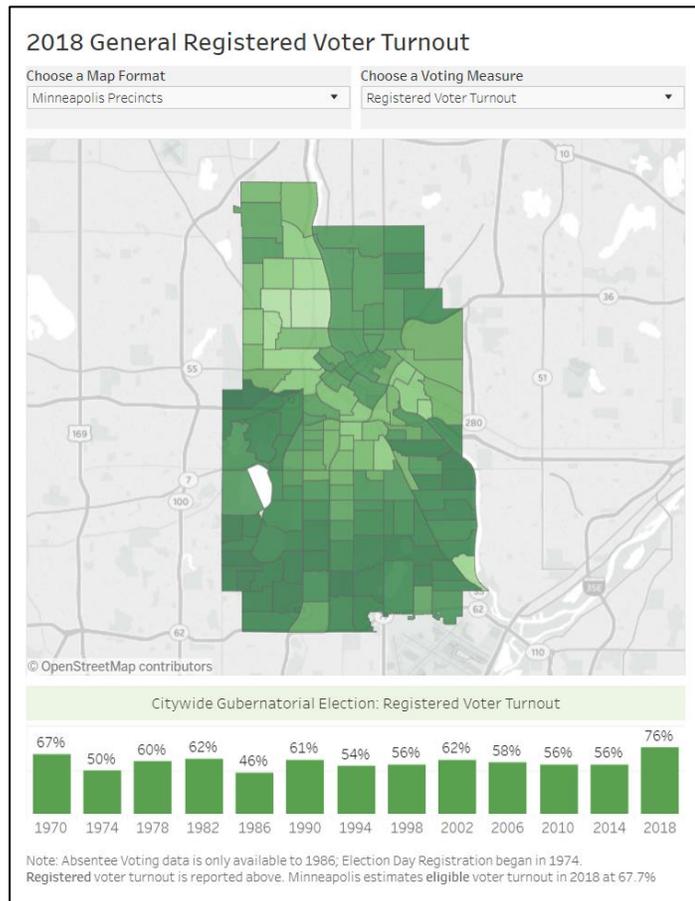
**Figure 28. 2018 Early Vote Center Turnout Map**



strides one area made in comparison to 2014. These and other examples provide evidence about the types of critical community conversations that EVS has been excited to foster through a greater focus on publishing and contextualizing data in a publicly accessible and transparent manner.

In total, the interactive maps provided in 2018 by EVS garnered more than 13,175 views, and continue to be accessed by the public for ongoing reference. Going forward, EVS plans to continue work to make raw data available in conjunction with its data visualizations to add value to community conversations about voting and to enable residents to better understand the dynamics of turnout in the city. One central idea resulting from the positive experiences in 2018 is the potential to develop a “voter dashboard,” an online resource that would provide a set of resources that could be easily customized to a specific precinct, based on a voter’s residential address, which would be capable of integrating core election information—such as election-specific dates and timelines and static information like voter rights and representation—with real-time data about turnout trends along with meaningful analyses. This level of work will hopefully continue to increase the already above-average levels of civic literacy demonstrated by Minneapolis residents.

Figure 29. 2018 General Election Vote Statistics



## VI. Administration and Operations

### A. Overview of Election Financing

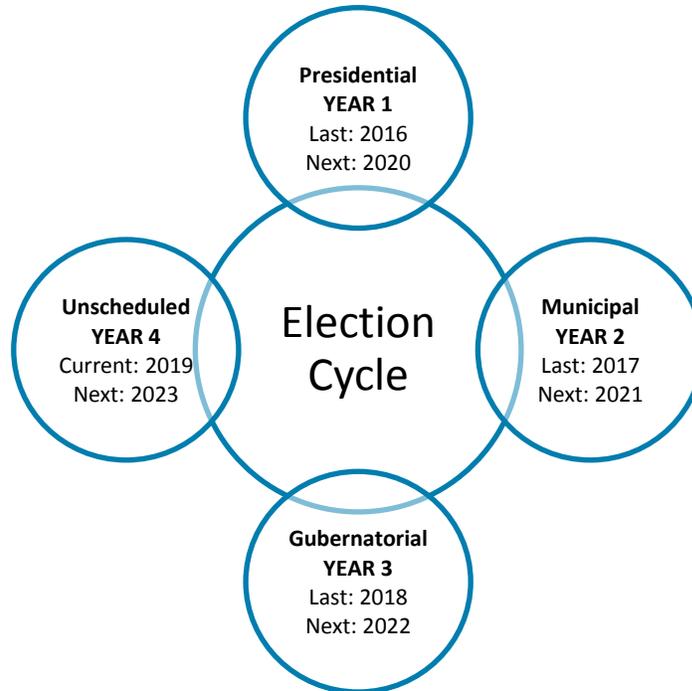
Minneapolis administers elections across a planned, four-year cycle, illustrated in Figure 30 (next page). The first year is focused on the regular presidential election, which typically produces the highest voter turnout, followed by the municipal election in the second year, when turnout is typically lowest. There are no regular elections programmed in the fourth year of the cycle, although there is always the possibility of a special election being called.

Since 2013, the Elections & Voter Services Division, under the direction of the City Council’s Elections & Rules Committee, has developed annual budget recommendations that are projected against the regular, four-year election cycle. More so than other municipal functions, the financing of elections varies dramatically from year to year, and is influenced by many factors, which includes but is not limited to the following—

- The type of election and the number of election events during a given year;

- Ballot content, especially high-profile, competitive races and interesting or controversial ballot questions<sup>7</sup>;
- The level of voter engagement, including organized get-out-the-vote drives and campaign efforts to motivate participation; and
- Projected turnout based on an analysis of trends, demographics, and precinct profiles, among others.

**Figure 30. Regular four-year election cycle**



As a consequence of this extreme variability from year to year, most jurisdictions have adjusted their approach to financing elections to budget by the particular year in the overall election cycle as a starting point, and then adding to that base by factoring in anticipated elements, like those listed above, which can and do impact the fiscal impact of each election. Thus, the proposed four-year election budget used by EVS since its development in 2013 for internal tracking and reporting purposes consists of two key components:

- A **core budget** which includes the fixed operating costs required to maintain the EVS Division; and
- An **elections expense budget** tailored to programming needs for a specific year based on the four-year election cycle and a thorough analysis of several factors, some of which are identified above.

Clearly, elections are expensive. That is because elections are inclusive—and they are guaranteed. Voting rights are bestowed through, and are protected by, both federal and state constitutions and laws. Thus, access to the ballot box cannot be conditioned upon or abridged by a budget. Assuring all qualified voters have free, equitable access to the ballot box is a cornerstone of any representative democracy. Indeed, government begins at the ballot box. Much like public safety, health, and infrastructure, elections constitute a fundamental function and core component of good government.

<sup>7</sup> Research over multiple years and different election cycles and types of elections have consistently shown that ballot content is the greatest determining factor for voter turnout/participation.

The fluctuating impact of election funding can be illustrated by evaluating actual expenditures over the past six years, which includes the last two midterm elections (2014-2018).<sup>8</sup>

ELECTION YEAR/CYCLE → EXPENSE CATEGORIES ↓	2013 MUNICIPAL	2014 GUBERNATORIAL	2015 UNSCHEDULED	2016 PRESIDENTIAL	2017 MUNICIPAL	2018 GUBERNATORIAL
<b>CORE BUDGET</b>	\$481,911	\$447,972	\$472,026	\$936,008	\$1,059,793	\$1,274,708
<b>ELECTION EXPENSE</b>	\$1,328,551	\$1,659,253	\$838,996	\$3,338,230	\$1,292,587	\$2,314,375
<b>TOTAL EXPENDITURES</b>	<b>\$1,810,462</b>	<b>\$2,107,225</b>	<b>\$1,311,022</b>	<b>\$4,274,238</b>	<b>\$2,352,380</b>	<b>\$3,589,083</b>

**Difference of \$1,481,858 between 2014 and 2018 midterm elections**

### B. 2018 Election Budget

Actual expenditures for the 2018 Gubernatorial Election was below the approved budget by about 11 percent. Expenditure details for the approved versus actual budget are provided in the following table.

CATEGORIES	APPROVED	ACTUAL
<b>CORE BUDGET</b>	\$1,212,548	\$1,274,708
<b>ELECTION EXPENSE</b>	\$1,583,456	\$2,314,375
<b>SUPPLEMENTAL FUNDS</b>	\$1,200,000	---
<b>TOTALS</b>	<b>\$3,996,004</b>	<b>\$3,589,083</b>

*Actual expenditures were \$406,921 under the approved budget. The first time in many years that the election was delivered within budget scope.*

The City Council authorized an increase to the 2018 EVS budget by \$1.2 million to expand early voting opportunities and voter education for the general election. Specific purposes for the funds were to pursue opening three or four additional EVCs aligned with Direct Balloting during the final seven days of absentee balloting leading to the general election in November and production of the per-household Voter Information Guide. This supplemental funding was the result of efforts led by Council Members Ellison and Warsame, in collaboration with Mayor Frey, recognizing the need to increase efforts in the wake of the record-breaking turnout experienced during the August primary. Despite limited time and notification, EVS was able to execute these goals by allocating the new funds to facility rentals, the hiring of additional staff, expansion of existing program capacities, the acquisition of additional resources, and development of best practices to streamline such initiatives for the future.

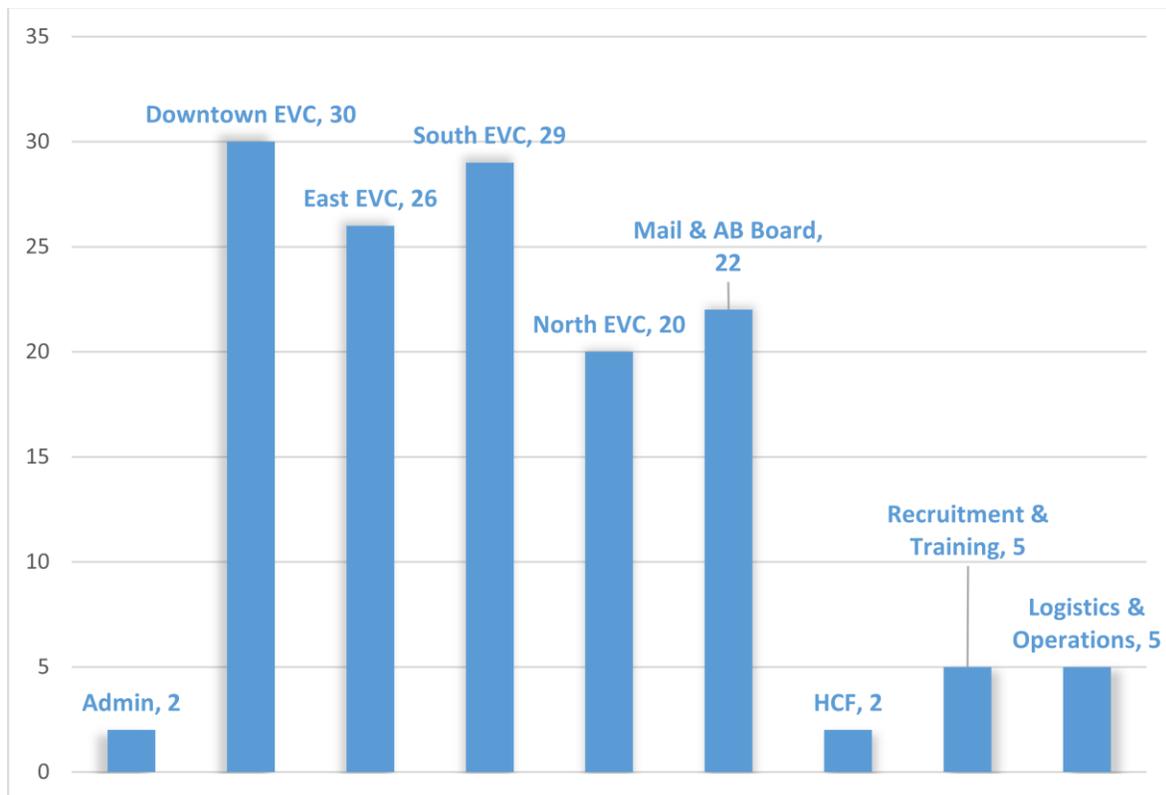
Although EVS was in line with the approved budget versus actual expenditures, it is worth examining some of the major expenses that contributed to the overall expenses in administering the 2018 election—which account for the difference in costs from the last midterm in 2014—as detailed in the following pages.

<sup>8</sup> 2018 data as of 1/13/19

## Total Seasonal Staffing = \$1,183,218 in gross wages

Seasonal staffing is one of the most prominent budgetary considerations each year because it is essential to the success of the 46-day absentee balloting period. A total of 141 seasonal staffers were hired for the peak of election season. As detailed in past reports, early voting has the most significant impact on all seasonal positions and made up 91 percent of those in 2018. Staff working in this program are classified into specific components of the early voting process such as in-person voting at the Early Vote Centers, mailing and processing Vote-By-Mail ballots, administering absentee voting in designated health care facilities, and serving as the Absentee Ballot Board for the accepting/rejecting/tallying all absentee ballots. This became a compounding factor in 2018 when policymakers decided late in the planning process to expand the number of Early Vote Centers, thereby necessitating an increase in seasonal staff. Each additional Early Vote Center opened has a ripple effect on all aspects of the absentee process and further increases staffing to ensure adequate and timely voter services are offered at each stage. Consequently, efforts to identify, hire, and train strong seasonal staff was a greater undertaking in 2018, with a corresponding budgetary impact.

**Figure 31. Seasonal staffing for the 2018 election (not including election judges)**



With notable exceptions tied to expanded early voting options and voter outreach initiatives supported by elected policymakers, the 2018 seasonal staffing levels remained largely on par with previous elections. Nearly 61 percent of all seasonal staff had prior experience working with EVS, either as part of the seasonal staff or as an election judge. Even more staggering is that 30 percent of returning workers had served in three or more consecutive election cycles, adding hands-on experience and consistency to the team.

When the total seasonal staff wages from 2018 are analyzed further, two characteristics emerge that deserve additional explanation. These impacts were overtime hours and additional staffing for expanded early voting operations.

## **1) Seasonal Staff Overtime Hours = \$102,182 for 3,130 Hours**

All employees covered by the Fair Labor Standards Act are entitled to overtime pay for any time worked in excess of 40 hours in the standard work week. The pay received during this time is the equivalent to 1.5 the regular pay rate. In 2018, seasonal staff worked a total of 3,130 overtime hours which resulted in \$102,182 in overtime pay, the equivalent of eight percent of all staff wages. Data analysis shows the biggest source for this overtime was tied to hours worked at the Early Vote Centers during the 7-day Direct Balloting period which coincides with expanded in-person service hours, a direction given by policymakers in 2014.

Data prove that the seven days of Direct Balloting are the busiest time during the entire early voting period. This increases the need for having experienced seasonal workers available to serve voters, which often results in schedules that exceed the regular 40-hour week. As a practical solution, if the City were to program multiple EVCs as a standard practice for each election cycle, then sufficient funds and staffing could be secured in advance, which would lessen the drain by overtime work and would lessen the burden on experienced workers who already experience heightened levels of stress and burnout at this late point in the election season.

The extended in-person service hours also mark the beginning of 19 continuous work days for the majority of EVS employees due to in-person voting, election judge training, and deployment of polling place supplies and equipment during the final weekends before Election Day. This heightened level of activity remains undiminished until the Friday after Election Day when all required materials have been submitted to Hennepin County Elections, polling place supplies and equipment are returned to the warehouse, and final turnout results are published. Overtime hours accrued during the week of the election are always notable due to these time-sensitive, statutorily-required activities.

Finally, the overtime hours reflect a concerning trend in elections work more generally that leads to increased stress and burnout among hardworking and qualified individuals, leading to high turnover amongst the permanent, professional staff as well as the seasonal staff and temporary workforce. The City's continued success is largely the result of the personal dedication by seasonal workers and election judges who return for multiple years out of a love in serving their community.

## **2) Additional Seasonal Staff for Early Voting = \$355,000 in Gross Wages**

With the late decision to operate multiple EVC satellite sites, staffing levels had to be increased prior to the general election, beyond the original budgeted amount, which included the hiring of an additional 89 seasonal staffers and the rehiring of an experienced seasonal employee to provide oversight to plan the multi-site operations for three additional EVCs. Of the other new hires, 75 individuals were specifically hired to handle in-person early voting at the new EVCs. The remaining 13 individuals worked at the Downtown EVC to support expanded in-person early voting and the increased operations in the VBM program and the Absentee Ballot Board. The total impact of all additional staff was approximately \$355,000 in gross wages.

### **Other Notable Financial Impacts to Additional Early Vote Centers = \$64,960**

- **Facility Rentals = \$32,460**
- **Operational = \$19,500**
- **Supplies = \$13,000**

Three additional Early Vote Centers were opened to serve voters during the 7-day Direct Balloting period, from October 30 through November 5. These satellite sites were operated at Regents Assembly Church (South), Urban League (North), and University of Minnesota Fieldhouse (East). Each facility was identified as meeting all legal requirements established by the state for polling places, represented different geographic areas for voter convenience, and were situated in areas of anticipated high or low voter turnout. The facilities were rented for an average of 18-19 days to allow City staff adequate time to set up and tear down each

voting site. Each facility was open to serve voters with in-person voting for seven days of extended service hours as noted elsewhere in this report. The financial impact for leasing the three facilities was \$32,460 with the East EVC being the costliest at \$15,810.

The transportation of supplies and equipment for each of the three satellite EVC sites was coordinated by Property Services. This included, for example, voting booths, ballot tabulators, E-Poll Books, ballots, computers, tables, chairs, signage, and assorted administrative supplies. The service was critical after Election Day to ensure EVS was quickly moved out of each site by the deadlines stipulated in the lease agreements. In addition, Property Services also arranged installations of adequate security systems that adhered to EVS requirements for any facility storing election ballots and materials. These security modifications included alarms, electronic key pads, changing current locks, and related components. Finally, IT also contributed by setting up the appropriate services for each site to operate 10-15 computers, phone lines, and internet services. In total, EVS acquired an estimated \$19,500 worth of operational expenses for the services offered by departments like Property Services and IT.

While EVS strived to reuse and borrow as much as possible for the additional Early Vote Centers, the specifics of this election cycle made it necessary to also spend approximately \$13,000 on new supplies, equipment, printing productions.

**2018 Voter Information Guide = \$64,745**

The voter guide is a key component of the VOE program, despite being a costly element of the overall election. Efforts in 2018 were successful in decreasing production costs by 26 percent and saving nearly \$23,114 in comparison to 2017 production costs, as reflected in the table below.

**Table 17. Production costs for the Voter Information Guide**

2013 Voter Guide	2016 Voter Guide	2017 Voter Guide	2018 Voter Guide
Election Type: Municipal	Election Type: Presidential	Election Type: Municipal	Election Type: Gubernatorial
Expected Turnout: Low	Expected Turnout: High	Expected Turnout: Low	Expected Turnout: High
Three 11x17 pages, double-sided and folded	Four 11x17 pages, double-sided and folded (33% increase in content)	Two 11x17 pages, double-sided and folded	Two 11x17 pages, double-sided and folded
Separate envelope, adding cost	Tabbed and direct-mailed, cutting costs	Tabbed and direct-mailed, cutting costs	Tabbed and direct-mailed, cutting costs
Per household = 200,000 units	Per household = 200,000 units	Per household = 200,000 units	Per household = 177,000 units
Personalized sample ballot included	Personalized sample ballot included	No sample ballot included	No sample ballot included
100% production outsourced	58% production outsourced	65% production outsourced	100% production outsourced
Cost/Unit = 49 cents	Cost/Unit = 49 cents	Cost/Unit = 44 cents	Cost/per Unit = 37 cents
<b>Total Cost = \$97,536</b>	<b>Total Cost = \$97,486</b>	<b>Total Cost = \$87,859</b>	<b>Total Cost = \$64,745</b>

**Election Judge Pay and Minimum Wage Increase = \$865,000**

- **Primary Election = \$370,000**
- **General Election = \$495,000 (\$45,000 specifically for expanded early voting opportunities)**

In 2017, the Minneapolis City Council approved a municipal minimum wage ordinance requiring all businesses within city boundaries to pay workers a minimum of \$15 per hour. Under the large business classification, EVS is required to meet this through pay adjustments that are incrementally increased by the year 2022. The 2018 election cycle experienced two increases; January 1 and July 1, with subsequent adjustments annually on July 1. A team/student judge working a full Election Day shift from 6 a.m. to 9 p.m. saw an average increase to overall pay of \$35 - \$40. The following table shows the full impact of the wage increase through 2022.

<b>Pay Rate Changes</b>	<b>Prior Min Wage</b>	<b>Adjusted Min Wage</b>	<b>Amount Increased</b>
1/1/2018	\$9.50	\$10.00	\$0.50
7/1/2018	\$10.00	\$11.25	\$1.25
7/1/2019	\$11.25	\$12.25	\$1.00
7/1/2020	\$12.25	\$13.25	\$1.00
7/1/2021	\$13.25	\$14.25	\$1.00
7/1/2022	\$14.25	\$15.00	\$0.75

Preliminary analysis in 2017 estimated the initial increments would increase the 2018 election judge pay by nearly \$188,000. However, increased voter turnout at the primary caused EVS to re-evaluate staffing projections and make appropriate adjustments to select precincts. Additionally, EVS relied on experienced election judges to support the increased early voting program operations that included an unplanned expansion of three satellite locations, as noted elsewhere. These expenses were not planned and therefore not reflected in original budget projections. The further increase to wages will undoubtedly continue to have a positive impact on the recruitment and retention of a talented election judge workforce. One out of five Minneapolis election judges who worked this year have worked every election since the 2016 Primary; that equates to a total of 458 judges. Providing Minneapolis election judges with adequate wage is just one effort the city uses to recognize their contribution and dedication to election administration.

**C. Warehouse Logistics and Operations**

All polling locations opened to serve voters at 7 a.m. on Election Day with all voting equipment fully operational. The polls remained open during the day and closed at 8 p.m. Voters already in line at 8 p.m. continued to be served as required by law. By 9 p.m., within one hour of all polls closing, 98 percent of precincts had reported unofficial results. Only two precincts reported unofficial results after 10 p.m. Those two precincts experienced technical issues that required ballots to be re-tabulated on another machine to confirm the accuracy of the reported count. Results were re-tabulated with 100 percent accuracy and results were reported to Hennepin County on Election Night.

The election warehouse staff prepares over 150 unique supply and equipment items for use on Election Day. This includes everything from ballots and ballot tabulator to paper clips and Post-It® notes. In the week prior to the election, all equipment and materials are deployed to the City’s polling locations with 100 percent accuracy. Truck routes and order of precinct delivery is coordinated with the trucking vendor to ensure the most cost-effective options are utilized. The routes and delivery schedules are also coordinated with each polling location contact. It is critical that the buildings are open to accept supplies and sensitive equipment is received and stored in a safe and secure location. Additional last-minute content is distributed to head

election judges at the Election Warehouse on the weekend prior to the election. All of this detailed logistics work is accomplished with a seasonal staff of five to six individuals working under one permanent, professional election administrator.

### **Early Vote Center Support**

The warehouse team was tasked with pulling together supplies to support the Downtown Early Vote Center which was open the entire 46 days leading up to both the primary and general election in 2018. Basic office supplies were needed to support the 12 voter check-in stations in the EVC including the support staff managing the VBM operation.

**Photo 6. EVS Administrator Eric Jeffreys-Berns with the Logistics and Operations team before the General Election.**



Warehouse staff were also cross-trained on all EVC operations and were available the first day of early voting to assist in responding to anticipated high voter turnout.

The warehouse is responsible for preparing and testing all the equipment used for early voting including voting booths, secure ballot containers, AutoMark (ballot marking device), DS200 ballot tabulator, poll pads for use as electronic greeter lists, and the DS850 high speed tabulator for absentee ballot processing. The warehouse team also was responsible for purchasing, staging, and deploying equipment and supplies for the three additional EVCs. Each site had a unique workspace configuration which required customized approaches to address the available space at each site. To maximize and streamline delivery, a large portion of supplies were put into transfer bins known as gaylords. This allowed for quick execution of delivery to the EVCs when they were ready to stage.

### **Expanded Use of Poll Pads**

The warehouse team investigated, tested, and supported use of the new e-poll pads for use as greeter lists at the Downtown Early Vote Center. After a successful first run, this model was later expanded to all EVCs during the Direct Balloting period. The poll pad is a digital alternative to the traditional paper check-in and registration processes in the polls. In 2018, EVS collaborated with Hennepin County to temporarily convert the poll pad into a “greeter list” that contained a simple data file of all registered voters in the City of Minneapolis. The electronic greeter list allowed the EVC team to verify a voter’s information faster with less paperwork processing and delays, thereby resulting in a smoother process in serving voters. The old paper version of this report exceeded 9,000 pages and was used only as a backup if the Statewide Voter Registration System went down. This innovative use of new technology was a huge success, and will be repeated in future election years and is likely to be deployed in other jurisdictions in Hennepin County.

### **Equipment Testing**

Driven by a dedication to administering each election with transparency and full security, EVS conducts a series of equipment tests in the weeks prior to each election. These tests ensure every machine scheduled for deployment, and on standby as back up, are fully operational through standards established by federal and state laws. This is accomplished through creating “test ballots” that have been pre-marked and running them through the various machines to verify the accuracy of reported results. The status of EVS’ equipment tests are then shared with Hennepin County Elections to help resolve any problems prior to Election Day.

The following pieces of election equipment are tested by the Election Division prior to each election event:

<b>DS200 Ballot Tabulators</b>	143 machines	143 election day memory sticks 143 back-up memory sticks 10,010 ballots tested on all tabulators (35 through each machine)
<b>AutoMark – assistive voting device</b>	144 machines	12 test ballots per machine to verify functionality 1,728 total tests completed
<b>Epoll Books (EPBs)</b>	548 EPBs	Includes 3 test points for all 548 EPB sets (printer, battery, and poll pad) 1,644 tests completed
<b>Voting Booths</b>	1300 booths	Confirmed electrical connection.

In addition to testing described above, EVS also participates in two additional types of equipment testing.

**1) Stress Test**

Once per election season all jurisdictions coordinate with Hennepin County Elections to perform a system “stress test.” This means simultaneously transmitting all ballot tabulator test results to Hennepin County to ensure server stability in advance of Election Day so that unofficial results can be posted in a timely manner on Election Night. For Minneapolis, this involves running 143 machines at the same time. In 2018, the stress test was successfully completed during the primary.

**2) PAT – Public Accuracy Test (PAT)**

The statutorily-mandated Public Accuracy Test (PAT) is designed to demonstrate the accuracy of the computer program and voting systems used in each election cycle to the public. Testing must include one precinct from each congressional district, legislative district, county commissioner district, ward, and school district on the ballot. Minneapolis typically chooses 12 to 13 precincts for the PAT. Staff completing the tests must also work in teams of two based on party balance between the state’s recognized major political parties. In 2018, such tests were conducted at the Downtown Early Vote Center and Election Warehouse with 100 percent accuracy. Furthermore, each test was done in accordance to MN Election Law<sup>9</sup>. This includes posting of an official notice to notify the public, candidates, and media. In an effort to make these events even more transparent, the division posts photos on social media channels.

**E-Poll Books**

For the 2018 general election, a total of 496 electronic poll books (e-poll books, or EPBs) were programmed, tested, and deployed for use in all precincts, with most precincts allocated between 3 and 10 devices. The poll pad application was also updated prior to the general election because an unexpected update from Google Maps caused an interface error with the new version of the application. This second application update, completed prior to the election, was done in a timely and successful manner.

On Election Day the online poll book management system known as e-Pulse actively monitored the health of the poll books, including connectivity and battery levels. E-Pulse also monitored the EPB initialization, absentee voter data updates, and the secure connection to Hennepin County. All polls were functional to serve voters at 7 a.m. One precinct experienced a connectivity delay but was still ready to serve voters at opening on Election Day. After some trouble shooting effort over the phone the issue was successfully resolved and connectivity was achieved. The poll pad vendor, KNOWiNK, provided onsite support on Election

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<sup>9</sup> Minnesota Statutes 206.83

Day, making them readily available to resolve support issues throughout the day and evening. This on-site availability minimized the potential for any negative impact to voters and election judges.

## **VII. Recommendations for Future Elections**

### **A. Early Vote Centers: Additional Sites and Built-in Funding Model**

During the 2016 and 2018 general elections, EVS has operated multiple Early Vote Centers to provide all voters in Minneapolis with greater convenience and access to the ballot box. In addition to the primary location downtown, in close proximity to City hall, three satellite sites were located throughout the community in both years, for a total of four voting locations during the early voting period. In 2016, each satellite site was operated throughout the entire 46-day absentee balloting period, which significantly increased operating costs that year; however, in 2018, the satellite sites operated only during the 7-day Direct Balloting period, which reduced operating expenses while still accommodating the biggest in-person early turnout during the final week before Election Day. Based on these experiences, EVS believes that this approach—operating satellite voting sites only during the 7-day Direct Balloting period—offers the most benefit at the most reasonable cost and is, therefore, a good formula for future election years.

Data show that the satellite sites located in south Minneapolis in both 2016 and 2018 outperformed all other sites in terms of turnout. For example, in 2018, 40 percent of all in-person early votes were cast at the South EVC—even despite the short operational timeframe, only 7 days. Moreover, analysis of the ballots cast at the south satellite sites in both 2016 and 2018 show that these facilities attract voters from across the entire city, not just surrounding neighborhoods.

Accordingly, with the next regular election being the 2020 Presidential Election, EVS proposes to add satellite sites in the southern parts of the city to respond to this growing appetite among voters for greater convenience and choice in accessing the ballot. At least one of these southern sites should be considered for operation throughout the entire 46-day absentee balloting period, in conjunction with the primary EVC located at or near EVS headquarters. This could alleviate pressure over the full absentee balloting period with only a single site, and also reduce congestion in the final 7-day Direct Balloting period, as experienced in 2018.

In 2018, the policy direction to add three satellite sites came late in the year, creating a significant burden to the core EVS team who was already engaged in administering the final weeks of the primary and preparing to open early voting for the general election. To avoid similar challenges in the future, EVS recommends that annual plans for regular elections should incorporate sufficient funding for multiple satellite operations as part of the base election budget. To accommodate this, EVS recommends a funding model be established that would connect the specific election year and type of election to the potential number of satellite sites, based on a variety of factors which would include historical and projected turnout levels. This sliding scale approach would enable EVS, in conjunction with the Finance & Property Services Department, to better anticipate and plan for any number of potential satellite voting sites as part of the recommended election budget in future years.

In anticipation of the potential for significant turnout for the 2020 Presidential Election, EVS recommends that multiple satellite voting sites be included in the budget. EVS proposes to collaborate with the Finance & Property Services and IT departments to identify potential sites for multiple EVCs for formal consideration by the Mayor and City Council, to be included in the department's 2020 budget requests. As a starting point, EVS recommends a second "full-time" Early Vote Center to operate throughout the entire 46-day absentee balloting period as part of the presidential election, which would expand voter choice and opportunity. As EVS is scheduled to relocate to a new headquarters located outside the downtown area, the need to counterbalance a permanent EVC becomes a more critical issue in planning the presidential election. Based on turnout data from both 2016 and 2018, locating a second full-time EVC in south Minneapolis would appear to offer the most value to the largest number of voters. This could also help reduce burdens across all

of the City's polling places on Election Day. From an administrative standpoint, having two full-time EVCs also enables EVS to recruit, train, and develop teams of election judges and seasonal workers who are then able to lead the operation of multiple, smaller satellite sites that could be opened during the Direct Balloting period when early in-person turnout can be anticipated to be at its highest.

In addition to the 2 full-time EVCs, EVS also recommends that the Council consider funding multiple satellite voting sites, but only during the final 7-day Direct Balloting period leading to Election Day. EVS recommends that between 4 and 6 satellite sites be considered in addition to the 2 full-time sites, which would give all voters between 6 and 8 voting sites, expanding access, convenience, and choice in the final days before Election Day. These should be scattered throughout the city, primarily targeting underrepresented communities.

EVS believes the success of the multiple EVC approach demonstrated in 2016 and 2018 means that these voter-focused options should be considered standard practice for all future elections, but tailored to the specific type of election (presidential, gubernatorial, municipal, etc.). Having adequate and consistent funding baked into the financing formula will allow EVS the appropriate time and resources to identify and secure suitable locations, set up voting location, and hire and train staff without being rushed. EVS will be able to budget for these sites by adopting proper hiring, onboarding, and training schedules that can be applied consistently year after year. Such a model is currently used successfully for all other temporary staff hired by EVS every year. Ultimately, this means that the overall process and experience of creating and using these satellite sites will be positive not only for the department and staff but—more importantly—for the voters.

## **B. Expand use of the CORE program to continue diversifying the corps of election judges**

In 2015, EVS launched its **Charitable Organizations Recruitment for Elections (CORE)** program. Through the CORE program, nonprofits are compensated for their work to recruit a minimum of 10 volunteers who serve as election judges. Currently, the program pays nonprofits \$1,300 for 10 volunteer election judges, with the potential to earn up to \$130 for each additional volunteer judge beyond the first batch of 10 volunteers. As originally conceived, EVS had hoped to use the CORE program to diversify its election judge corps, thereby ensuring that polling places reflected the communities being served. Simultaneously, it was a means of building positive relationships with trusted community partners. One of the most successful CORE partnerships is the League of Women Voters of Minneapolis (LWVM). Each year, LWVM recruits election judges to staff the Election Night drop-off sites, coordinating the detailed processes of receiving, processing, and verifying election results and other materials from all 132 precincts. While EVS was somewhat successful in recruiting other nonprofit organizations in the program's initial years, the program has not been actively promoted and participation has suffered as a consequence.

Looking forward to the 2020 Presidential Election, and future years, EVS hopes to revitalize the CORE program as a means of driving election judge recruitment from targeted communities. EVS also hopes this program will solidify existing positive relationships with nonprofit organizations and open doors to new partnerships. To achieve this objective, EVS intends to dedicate some seasonal staff resources to the CORE program. EVS is also evaluating the CORE program as a potential vehicle for developing a grant program in which the City could fund nonprofit organizations for voter engagement and education work, based on a successful program operating in King County, Washington.

## **C. Revamp voter registration drive program, packets, and supporting materials**

In 2016, EVS created a voter registration packet to support local groups that were organizing and conducting registration drives. These packets offered a ready-made kit that included all the information and resources needed to register voters, which groups could then tailor and incorporate into their GOTV plans and campaign strategies. Interest in these packets renewed in 2018. Based on feedback, EVS plans to update and modernize these packets. EVS also will be exploring the potential for creating a "how to" training on voter registration and registration drives that could be offered to local groups, nonprofit organizations, and others in preparation for the 2020 Presidential Election. These trainings would provide non-partisan, factual

instructions on how to plan and conduct a voter registration drive using the packets created by EVS. The development of the packets and the potential training are directly tied to the division’s long-term strategic goal of increasing voter registration, particularly among underrepresented and hard-to-reach populations. Partnering with the NCR Department, EVS would anticipate taking this training opportunity into cultural communities to help educate, engage, and encourage participation.

**D. Provide more soft-skills training and expand online training options**

EVS has high standards for its election judges; this is reflected in the mandatory training required, both for team judges and the supplemental training required for all leadership positions as well as the detailed training provided for seasonal workers (which includes the mandated election judge training). Table 20, below, illustrates the City’s strong commitment to training and development of its election judges, which is significantly more than the training mandated under Minnesota election law.

<b>STATE OF MINNESOTA</b>		<b>CITY OF MINNEAPOLIS</b>	
Basic Training – required for all judges every 2 years	2 hours	Basic Training – required of all election judges every 2 years	3 hours
Supervisory Training – required for all leadership positions every two years	1 hour	Supervisory Training – required for all leadership positions every two years	3 hours
Not applicable	—	Poll Book Specialist – required for all specialist positions every two years	2 hours
Not applicable	—	Precinct Support Judges – required for all PSJ positions every two years	1 hour
<b>TOTAL HOURS OF TRAINING</b>		<b>TOTAL HOURS OF TRAINING</b>	
Basic Training	2 hours	Basic Training	3 hours
Supervisory Training [must also complete basic training]	3 hours	Supervisory Training [must also complete basic training]	6 hours
Not applicable	—	Poll Book Specialist [must also complete basic training]	5 hours
Not applicable	—	Precinct Support Judges [must also complete basic and supervisory training courses]	7 hours

As shown, the City of Minneapolis has committed to a much higher level of training across the board for all its election judges. This level of training and the standards enforced by EVS translates into exceptional service for voters, whether voting absentee or at the polls on Election Day. Nevertheless, as with every other aspect of the EVS Division, training is regularly evaluated for improvement. Post-election feedback from judges in 2018 identified the need for more soft-skills training, particularly around areas such as cultural competency, de-escalation techniques, emergency preparedness, and multi-generational workplace management issues, among others. Additionally, judges have encouraged EVS to explore more opportunities for online training that could substitute for—and complement—the existing classroom trainings (shown in the table above). EVS launched an initial online training in 2018, and plans to expand this capability in future years. With no regular elections programmed in 2019, EVS will explore the potential to create a wider menu of options for online training. Current proposals include an online refresher course for experienced election judges; an online assessment tool to verify competency; an online simulation tool to help judges practice registering voters using electronic poll books; as well as the potential to address some of the desired soft-skills training described above.

Report presented to

Minneapolis City Council

Standing Committee on Elections & Rules – The Hon. Jeremiah Ellison, Chair

Wednesday, March 27, 2019



Report prepared by

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Recognitions

The Elections & Voter Services Division gratefully acknowledges the participation and contribution of several partners who were engaged in preparations for the successful 2018 Gubernatorial Election:

- Minneapolis Election Judges & Seasonal Staff
- The Hon. Steve Simon, Secretary of State
- Secretary of State’s Office – Election Division
- Hennepin County Elections Team
- All Minneapolis City Departments – especially: City Attorney; City Communications; Finance & Property Services; Human Resources; Information Technology; Minneapolis 311; Neighborhood & Community Relations; Police; and Public Works.



**Exhibit A**  
**2018 General Election Statistics**

# 2018 General Election Statistics

Citywide Turnout of Estimated Citizen Voting Age Population (CVAP) is 67.7%

Source: U.S. Census Bureau, 2017 American Community Survey 1-Year Estimate of Minneapolis Citizen Voting-Age Population (CVAP)

Ward	Precinct	Registered Voters at 7 am	Voters Registering at Polls	Voters Registering By Absentee	Total Registrations	Total Voters at Polls	Absentee Voters	Total Ballots Cast	Total Registered Voter Turnout	Percentage Absentee	% Registered to Total (Election Day)	Absentee Spoiled Ballots	ED Spoiled Ballots	Total Ballots Spoiled
<b>City Wide Total</b>		<b>249298</b>	<b>20386</b>	<b>3832</b>	<b>24218</b>	<b>154801</b>	<b>52313</b>	<b>207114</b>	<b>76%</b>	<b>25%</b>	<b>13%</b>	<b>420</b>	<b>2680</b>	<b>3100</b>
1	1	954	80	15	95	659	153	812	77%	19%	12%	0	13	13
1	2	2787	128	27	155	1902	471	2373	81%	20%	7%	4	8	12
1	3	2426	116	19	135	1758	414	2172	85%	19%	7%	3	19	22
1	4	2249	142	22	164	1545	421	1966	81%	21%	9%	1	10	11
1	5	1918	97	21	118	1323	346	1669	82%	21%	7%	3	12	15
1	6	2354	169	38	207	1573	417	1990	78%	21%	11%	4	19	23
1	7	1963	335	40	375	1259	369	1628	70%	23%	27%	4	24	28
1	8	1439	138	27	165	993	265	1258	78%	21%	14%	3	24	27
1	9	2548	216	20	236	1685	427	2112	76%	20%	13%	2	31	33
1	10	979	58	9	67	667	148	815	78%	18%	9%	1	12	13
<b>Ward 1</b>		<b>19617</b>	<b>1479</b>	<b>238</b>	<b>1717</b>	<b>13364</b>	<b>3431</b>	<b>16795</b>	<b>79%</b>	<b>20%</b>	<b>11%</b>	<b>25</b>	<b>172</b>	<b>197</b>
2	1	1458	92	15	107	960	265	1225	78%	22%	10%	2	17	19
2	2	1430	64	22	86	930	371	1301	86%	29%	7%	2	14	16
2	3	1925	402	30	432	1312	258	1570	67%	16%	31%	3	15	18
2	4	1163	528	65	593	910	140	1050	60%	13%	58%	0	15	15
2	5	2322	347	74	421	1451	428	1879	69%	23%	24%	5	24	29
2	6	1182	110	18	128	817	273	1090	83%	25%	13%	7	12	19
2	7	567	380	9	389	541	98	639	67%	15%	70%	0	16	16
2	8	2680	73	18	91	1807	615	2422	87%	25%	4%	3	12	15
2	9	803	113	35	148	561	190	751	79%	25%	20%	1	6	7
2	10	1791	555	70	625	1152	205	1357	56%	15%	48%	1	14	15
2	11	1424	57	12	69	947	328	1275	85%	26%	6%	3	13	16
<b>Ward 2</b>		<b>16745</b>	<b>2721</b>	<b>368</b>	<b>3089</b>	<b>11388</b>	<b>3171</b>	<b>14559</b>	<b>73%</b>	<b>22%</b>	<b>24%</b>	<b>27</b>	<b>158</b>	<b>185</b>
3	1	3080	1097	159	1256	2190	410	2600	60%	16%	50%	6	8	14
3	2	2852	478	84	562	1812	611	2423	71%	25%	26%	3	15	18
3	3	3156	296	78	374	1742	1071	2813	80%	38%	17%	6	30	36
3	4	1157	68	30	98	713	254	967	77%	26%	10%	1	13	14
3	5	1631	123	48	171	1047	360	1407	78%	26%	12%	6	19	25
3	6	2996	263	40	303	2000	528	2528	77%	21%	13%	2	45	47
3	7	2287	423	37	460	1434	630	2064	75%	31%	29%	5	31	36
3	8	1619	136	37	173	958	483	1441	80%	34%	14%	3	7	10
3	9	2598	226	103	329	1258	1010	2268	77%	45%	18%	7	22	29
3	10	1069	100	18	118	720	182	902	76%	20%	14%	1	13	14
3	11	1493	157	41	198	929	406	1335	79%	30%	17%	1	11	12
3	12	889	105	34	139	429	342	771	75%	44%	24%	3	13	16
<b>Ward 3</b>		<b>24827</b>	<b>3472</b>	<b>709</b>	<b>4181</b>	<b>15232</b>	<b>6287</b>	<b>21519</b>	<b>74%</b>	<b>29%</b>	<b>23%</b>	<b>44</b>	<b>227</b>	<b>271</b>

Ward	Precinct	Registered Voters at 7 am	Voters Registering at Polls	Voters Registering By Absentee	Total Registrations	Voters at Polls	Absentee Voters	Total Ballots Cast	Total Registered Voter Turnout	Percentage Absentee	% Registered to Total (Election Day)	Absentee Spoiled Ballots	ED Spoiled Ballots	Total Ballots Spoiled
4	1	1735	110	6	116	1039	193	1232	67%	16%	11%	0	17	17
4	2	2602	186	36	222	1482	325	1807	64%	18%	13%	3	33	36
4	3	1526	118	11	129	751	148	899	54%	16%	16%	2	28	30
4	4	2496	138	22	160	1576	378	1954	74%	19%	9%	4	15	19
4	5	2799	226	32	258	1470	339	1809	59%	19%	15%	5	48	53
4	6	1996	167	14	181	1077	205	1282	59%	16%	16%	3	62	65
4	7	1777	82	11	93	1154	287	1441	77%	20%	7%	3	15	18
4	8	2227	139	22	161	1166	373	1539	64%	24%	12%	5	22	27
<b>Ward 4</b>		<b>17158</b>	<b>1166</b>	<b>154</b>	<b>1320</b>	<b>9715</b>	<b>2248</b>	<b>11963</b>	<b>65%</b>	<b>19%</b>	<b>12%</b>	<b>25</b>	<b>240</b>	<b>265</b>
5	1	2288	141	31	172	1021	457	1478	61%	31%	14%	6	37	43
5	2	2180	180	20	200	972	242	1214	51%	20%	19%	4	37	41
5	3	1607	112	11	123	683	238	921	53%	26%	16%	5	35	40
5	4	1433	87	20	107	649	360	1009	66%	36%	13%	9	27	36
5	5	1397	108	13	121	711	269	980	65%	27%	15%	4	26	30
5	6	708	60	12	72	347	119	466	60%	26%	17%	1	24	25
5	7	2110	177	38	215	975	326	1301	56%	25%	18%	10	47	57
5	8	2182	191	15	206	985	199	1184	50%	17%	19%	3	64	67
5	9	1537	146	30	176	859	332	1191	70%	28%	17%	3	17	20
<b>Ward 5</b>		<b>15422</b>	<b>1202</b>	<b>190</b>	<b>1392</b>	<b>7202</b>	<b>2542</b>	<b>9744</b>	<b>58%</b>	<b>26%</b>	<b>17%</b>	<b>45</b>	<b>314</b>	<b>359</b>
6	1	844	46	12	58	505	207	712	79%	29%	9%	1	13	14
6	2	2358	173	67	240	1123	728	1851	71%	39%	15%	9	52	61
6	3	2869	194	98	292	1186	782	1968	62%	40%	16%	30	91	121
6	4	2144	350	47	397	1118	401	1519	60%	26%	31%	5	44	49
6	5	1279	109	25	134	521	393	914	65%	43%	21%	10	37	47
6	6	1391	110	28	138	654	251	905	59%	28%	17%	6	33	39
6	7	902	54	21	75	409	198	607	62%	33%	13%	3	14	17
6	8	1273	103	18	121	721	200	921	66%	22%	14%	2	36	38
6	9	2038	186	36	222	1109	418	1527	68%	27%	17%	6	26	32
<b>Ward 6</b>		<b>15098</b>	<b>1325</b>	<b>352</b>	<b>1677</b>	<b>7346</b>	<b>3578</b>	<b>10924</b>	<b>65%</b>	<b>33%</b>	<b>18%</b>	<b>72</b>	<b>346</b>	<b>418</b>
7	1C	1043	27	7	34	683	280	963	89%	29%	4%	3	7	10
7	2D	1549	47	16	63	999	383	1382	86%	28%	5%	2	13	15
7	3	2562	169	47	216	1563	758	2321	84%	33%	11%	4	20	24
7	4D	2475	185	43	228	1450	719	2169	80%	33%	13%	2	13	15
7	5	2237	217	30	247	1396	520	1916	77%	27%	16%	3	33	36
7	6	3217	343	72	415	1476	819	2295	63%	36%	23%	8	9	17
7	7	1109	39	6	45	679	313	992	86%	32%	6%	1	6	7
7	8	3832	295	68	363	2016	1143	3159	75%	36%	15%	0	36	36
7	9	2421	196	49	245	1526	725	2251	84%	32%	13%	1	14	15
7	10	803	97	16	113	530	150	680	74%	22%	18%	0	6	6
<b>Ward 7</b>		<b>21248</b>	<b>1615</b>	<b>354</b>	<b>1969</b>	<b>12318</b>	<b>5810</b>	<b>18128</b>	<b>78%</b>	<b>32%</b>	<b>13%</b>	<b>24</b>	<b>157</b>	<b>181</b>

Ward	Precinct	Registered Voters at 7 am	Voters Registering at Polls	Voters Registering By Absentee	Total Registrations	Voters at Polls	Absentee Voters	Total Ballots Cast	Total Registered Voter Turnout	Percentage Absentee	Registered to Total (Election Day)	Absentee Spoiled Ballots	ED Spoiled Ballots	Total Ballots Spoiled
8	1	1391	139	21	160	867	210	1077	69%	19%	16%	6	55	61
8	2	2739	283	47	330	1767	646	2413	79%	27%	16%	4	24	28
8	3	1546	136	22	158	1005	239	1244	73%	19%	14%	2	30	32
8	4	1593	91	22	113	1019	338	1357	80%	25%	9%	2	29	31
8	5	2450	85	26	111	1618	540	2158	84%	25%	5%	4	26	30
8	6	2409	151	30	181	1578	570	2148	83%	27%	10%	0	18	18
8	7	2973	108	30	138	1836	852	2688	86%	32%	6%	6	13	19
8	8	2812	148	31	179	1925	580	2505	84%	23%	8%	6	22	28
<b>Ward 8</b>		<b>17913</b>	<b>1141</b>	<b>229</b>	<b>1370</b>	<b>11615</b>	<b>3975</b>	<b>15590</b>	<b>81%</b>	<b>25%</b>	<b>10%</b>	<b>30</b>	<b>217</b>	<b>247</b>
9	1	1319	137	20	157	822	260	1082	73%	24%	17%	3	28	31
9	2	2594	146	29	175	1610	581	2191	79%	27%	9%	1	28	29
9	3	2011	162	54	216	1041	412	1453	65%	28%	16%	11	31	42
9	4	1583	137	20	157	811	211	1022	59%	21%	17%	1	39	40
9	5	613	61	5	66	386	90	476	70%	19%	16%	2	4	6
9	6	2353	135	37	172	1473	485	1958	78%	25%	9%	5	29	34
9	7	1327	81	9	90	880	277	1157	82%	24%	9%	3	14	17
9	8	244	21	1	22	141	37	178	67%	21%	15%	0	4	4
9	9	1200	132	11	143	759	163	922	69%	18%	17%	1	26	27
<b>Ward 9</b>		<b>13244</b>	<b>1012</b>	<b>186</b>	<b>1198</b>	<b>7923</b>	<b>2516</b>	<b>10439</b>	<b>72%</b>	<b>24%</b>	<b>13%</b>	<b>27</b>	<b>203</b>	<b>230</b>
10	1	2161	248	39	287	1462	462	1924	79%	24%	17%	3	21	24
10	2	3461	540	94	634	2231	815	3046	74%	27%	24%	9	21	30
10	3A	1808	192	28	220	1240	419	1659	82%	25%	15%	5	5	10
10	4	1905	215	44	259	1228	457	1685	78%	27%	18%	4	12	16
10	5A	1487	89	35	124	981	347	1328	82%	26%	9%	3	3	6
10	6	2353	217	34	251	1591	534	2125	82%	25%	14%	2	16	18
10	7	1917	225	44	269	1193	425	1618	74%	26%	19%	7	23	30
10	8	1457	155	24	179	948	304	1252	77%	24%	16%	2	17	19
10	9	2587	291	41	332	1513	441	1954	67%	23%	19%	4	35	39
10	10	2164	204	44	248	1283	436	1719	71%	25%	16%	7	32	39
<b>Ward 10</b>		<b>21300</b>	<b>2376</b>	<b>427</b>	<b>2803</b>	<b>13670</b>	<b>4640</b>	<b>18310</b>	<b>76%</b>	<b>25%</b>	<b>17%</b>	<b>46</b>	<b>185</b>	<b>231</b>
11	1	1696	58	16	74	1170	376	1546	87%	24%	5%	3	7	10
11	2	2415	88	45	133	1489	587	2076	81%	28%	6%	11	21	32
11	3	2250	129	27	156	1371	400	1771	74%	23%	9%	3	30	33
11	4	2699	95	17	112	1868	568	2436	87%	23%	5%	7	16	23
11	5	1449	41	13	54	1005	330	1335	89%	25%	4%	0	8	8
11	6	2437	78	14	92	1721	485	2206	87%	22%	5%	2	7	9
11	7	2320	74	10	84	1627	441	2068	86%	21%	5%	2	14	16
11	8	2179	105	16	121	1533	370	1903	83%	19%	7%	0	29	29
11	9	1253	84	10	94	822	161	983	73%	16%	10%	1	25	26
11	10	1674	62	8	70	1207	264	1471	84%	18%	5%	2	113	115
<b>Ward 11</b>		<b>20372</b>	<b>814</b>	<b>176</b>	<b>990</b>	<b>13813</b>	<b>3982</b>	<b>17795</b>	<b>83%</b>	<b>22%</b>	<b>6%</b>	<b>31</b>	<b>270</b>	<b>301</b>

Ward	Precinct	Registered Voters at 7 am	Voters Registering at Polls	Voters Registering By Absentee	Total Registrations	Voters at Polls	Absentee Voters	Total Ballots Cast	Total Registered Voter Turnout	Percentage Absentee	% Registered to Total (Election Day)	Absentee Spoiled Ballots	ED Spoiled Ballots	Total Ballots Spoiled
12	1	2562	115	11	126	1790	443	2233	83%	20%	6%	1	26	27
12	2	2309	95	123	1584	1584	482	2066	85%	23%	6%	3	16	19
12	3	2842	141	24	165	1889	563	2452	82%	23%	7%	5	34	39
12	4	1282	61	8	69	897	229	1126	83%	20%	7%	2	8	10
12	5	1713	64	20	84	1153	413	1566	87%	26%	6%	1	14	15
12	6	1540	56	7	63	1137	227	1364	85%	17%	5%	2	12	14
12	7	139	16	9	25	60	30	90	55%	33%	27%	0	1	1
12	8	1174	53	13	66	784	259	1043	84%	25%	7%	1	7	8
12	9	1772	73	16	89	1190	382	1572	84%	24%	6%	2	14	16
12	10	2005	114	9	123	1397	284	1681	79%	17%	8%	3	13	16
12	11	1575	80	10	90	1108	274	1382	83%	20%	7%	1	13	14
12	12	2690	133	39	172	1647	712	2359	82%	30%	8%	2	23	25
12	13	1158	36	11	47	823	226	1049	87%	22%	4%	1	10	11
<b>Ward 12</b>		<b>22761</b>	<b>1037</b>	<b>205</b>	<b>1242</b>	<b>15459</b>	<b>4524</b>	<b>19983</b>	<b>83%</b>	<b>23%</b>	<b>7%</b>	<b>24</b>	<b>191</b>	<b>215</b>
13	1	2192	228	34	262	1426	481	1907	78%	25%	16%	4	15	19
13	2	1237	44	19	63	796	322	1118	86%	29%	6%	2	12	14
13	3	1640	58	21	79	1147	365	1512	88%	24%	5%	0	20	20
13	4	1748	110	25	135	1232	373	1605	85%	23%	9%	0	25	25
13	5	1582	38	9	47	1033	410	1443	89%	28%	4%	4	16	20
13	6	2010	62	16	78	1281	548	1829	88%	30%	5%	2	11	13
13	7	2770	91	19	110	1884	649	2533	88%	26%	5%	1	13	14
13	8	2047	100	15	115	1438	434	1872	87%	23%	7%	3	12	15
13	9	2722	91	24	115	1785	613	2398	85%	26%	5%	1	20	21
13	10	1116	50	15	65	755	260	1015	86%	26%	7%	1	5	6
13	11	1777	68	24	92	1187	437	1624	87%	27%	6%	3	13	16
13	12	1091	40	7	47	718	290	1008	89%	29%	6%	2	8	10
13	13	1661	46	16	62	1074	427	1501	87%	28%	4%	3	7	10
<b>Ward 13</b>		<b>23593</b>	<b>1026</b>	<b>244</b>	<b>1270</b>	<b>15756</b>	<b>5609</b>	<b>21365</b>	<b>86%</b>	<b>26%</b>	<b>7%</b>	<b>26</b>	<b>177</b>	<b>203</b>

**Citywide Turnout of Estimated Citizen Voting Age Population (CVAP)\* is 67.7%**

Ward	Registered Voters at 7 am	Voters Registering at Polls	Voters Registering By Absentee	Total Registrations	Voters at Polls	Absentee Voters	Total Ballots Cast	Total Registered Voter Turnout	Percentage Absentee	Registered to Total (Election Day)	Absentee Spoiled Ballots	ED Spoiled Ballots	Total Ballots Spoiled
Ward 1	19617	1479	238	1717	13364	3431	16795	79%	20%	11%	25	172	197
Ward 2	16745	2721	368	3089	11388	3171	14559	73%	22%	24%	27	158	185
Ward 3	24827	3472	709	4181	15232	6287	21519	74%	29%	23%	44	227	271
Ward 4	17158	1166	154	1320	9715	2248	11963	65%	19%	12%	25	240	265
Ward 5	15422	1202	190	1392	7202	2542	9744	58%	26%	17%	45	314	359
Ward 6	15098	1325	352	1677	7346	3578	10924	65%	33%	18%	72	346	418
Ward 7	21248	1615	354	1969	12318	5810	18128	78%	32%	13%	24	157	181
Ward 8	17913	1141	229	1370	11615	3975	15590	81%	25%	10%	30	217	247
Ward 9	13244	1012	186	1198	7923	2516	10439	72%	24%	13%	27	203	230
Ward 10	21300	2376	427	2803	13670	4640	18310	76%	25%	17%	46	185	231
Ward 11	20372	814	176	990	13813	3982	17795	83%	22%	6%	31	270	301
Ward 12	22761	1037	205	1242	15459	4524	19983	83%	23%	7%	24	191	215
Ward 13	23593	1026	244	1270	15756	5609	21365	86%	26%	7%	26	177	203

\*Source: U.S. Census Bureau, 2017 American Community Survey 1-Year Estimate of Minneapolis Citizen Voting-Age Population (CVAP)

Absentee Statistics	# Served	% of Total
In Person	26156	50%
Mail	21979	42%
(a) HCF	612	1%
(b) Hennepin County	2650	5%
(c) UOCAVA	484	1%
(d) Agent Delivery	70	0%
(e) Federal/ Presidential	362	1%
<b>GRAND TOTAL</b>	<b>52313</b>	

- (a) Health Care Facilities
- (b) Hennepin County: Processed at service centers: City processes (accept /reject)
- (c) UOCAVA: Overseas and military absentee ballot
- (d) Agent Delivery: Delivery by designated agent for absentee voter
- (e) Federal/ Presidential ballots processed

Fig. 1: In-Person Early Vote

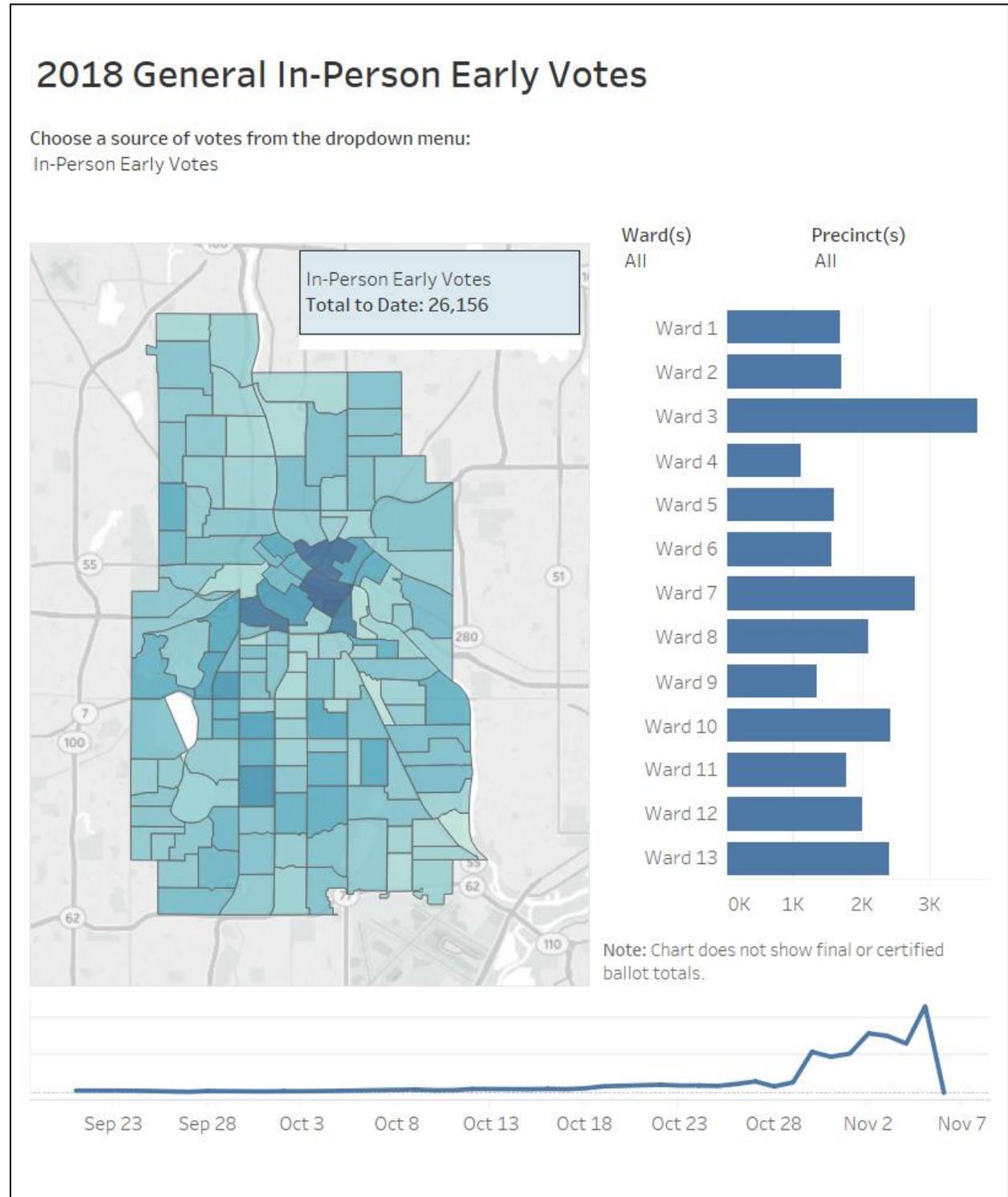


Fig. 2: Mail, Health Care, Hennepin County, and Other Early Vote

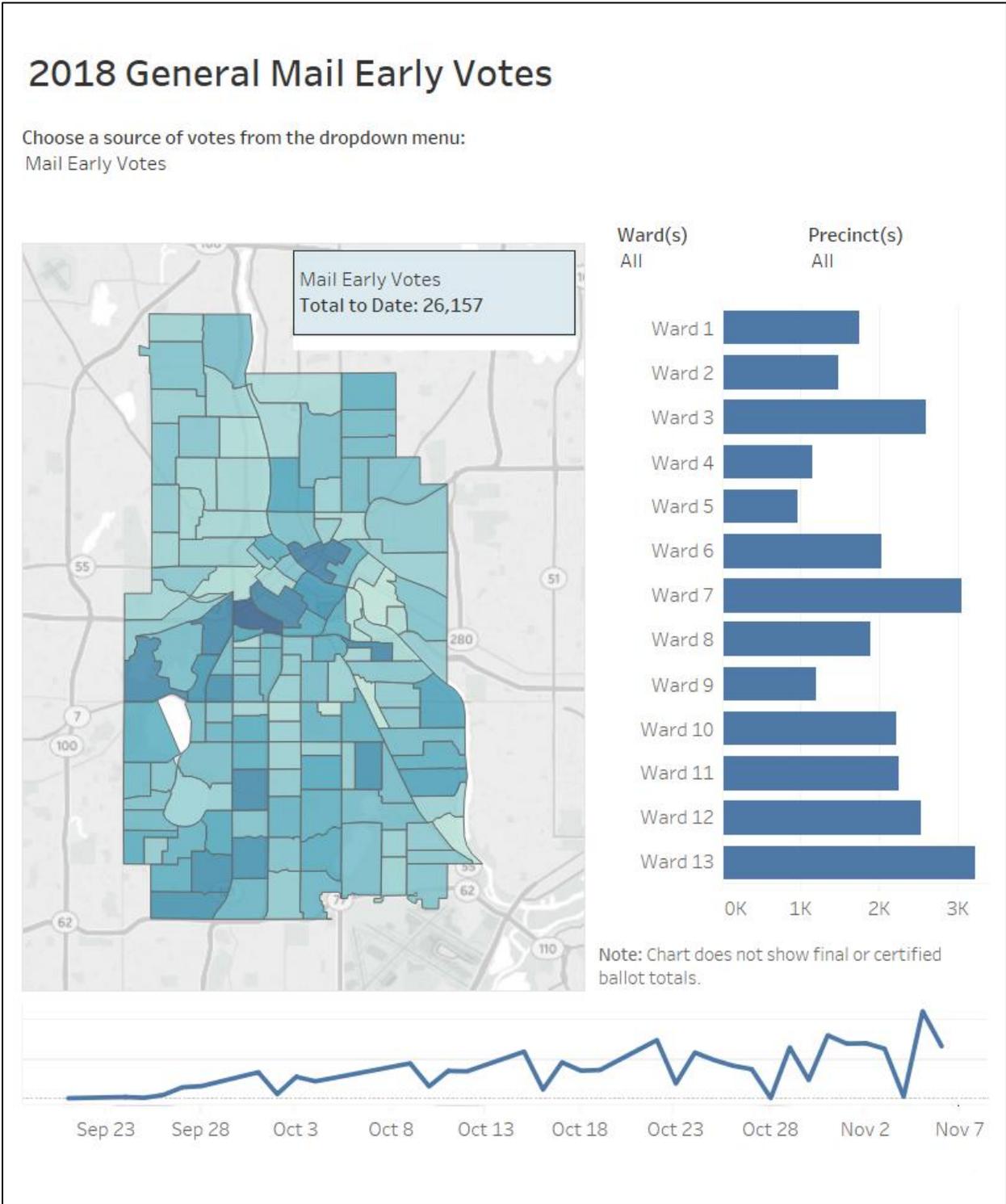


Fig. 3: Downtown Early Vote Center Turnout

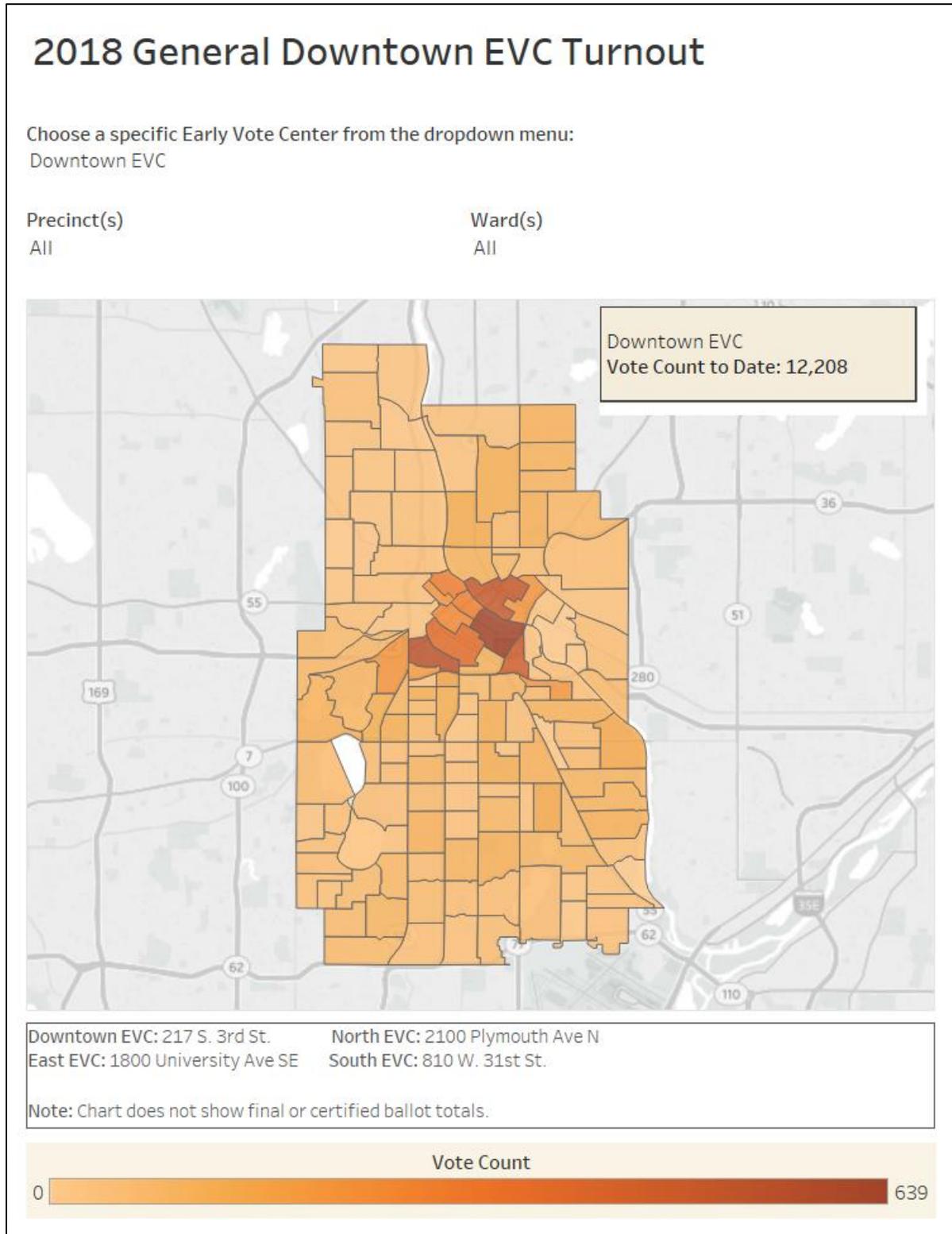


Fig. 4: North Early Vote Center Turnout

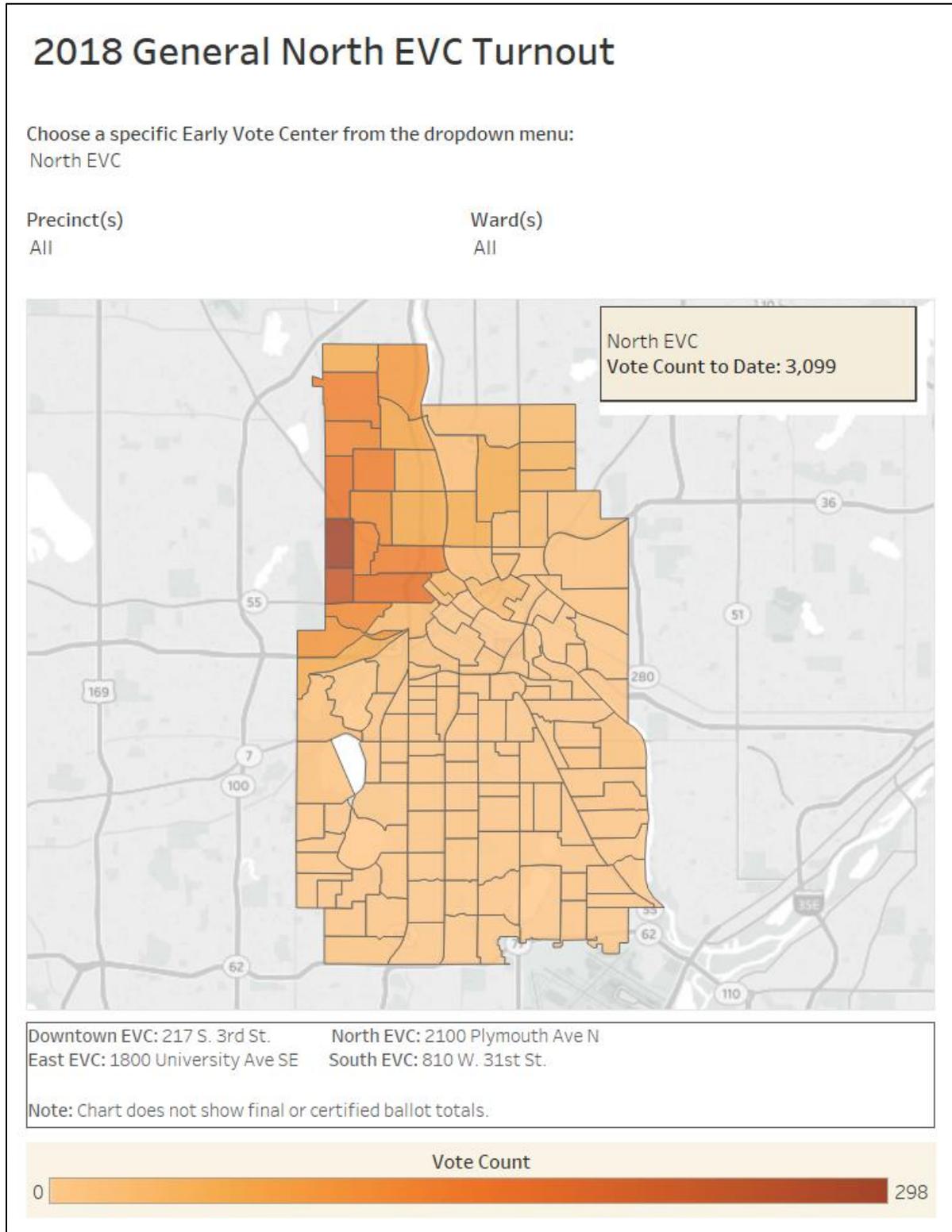


Fig. 5: East Early Vote Center Turnout

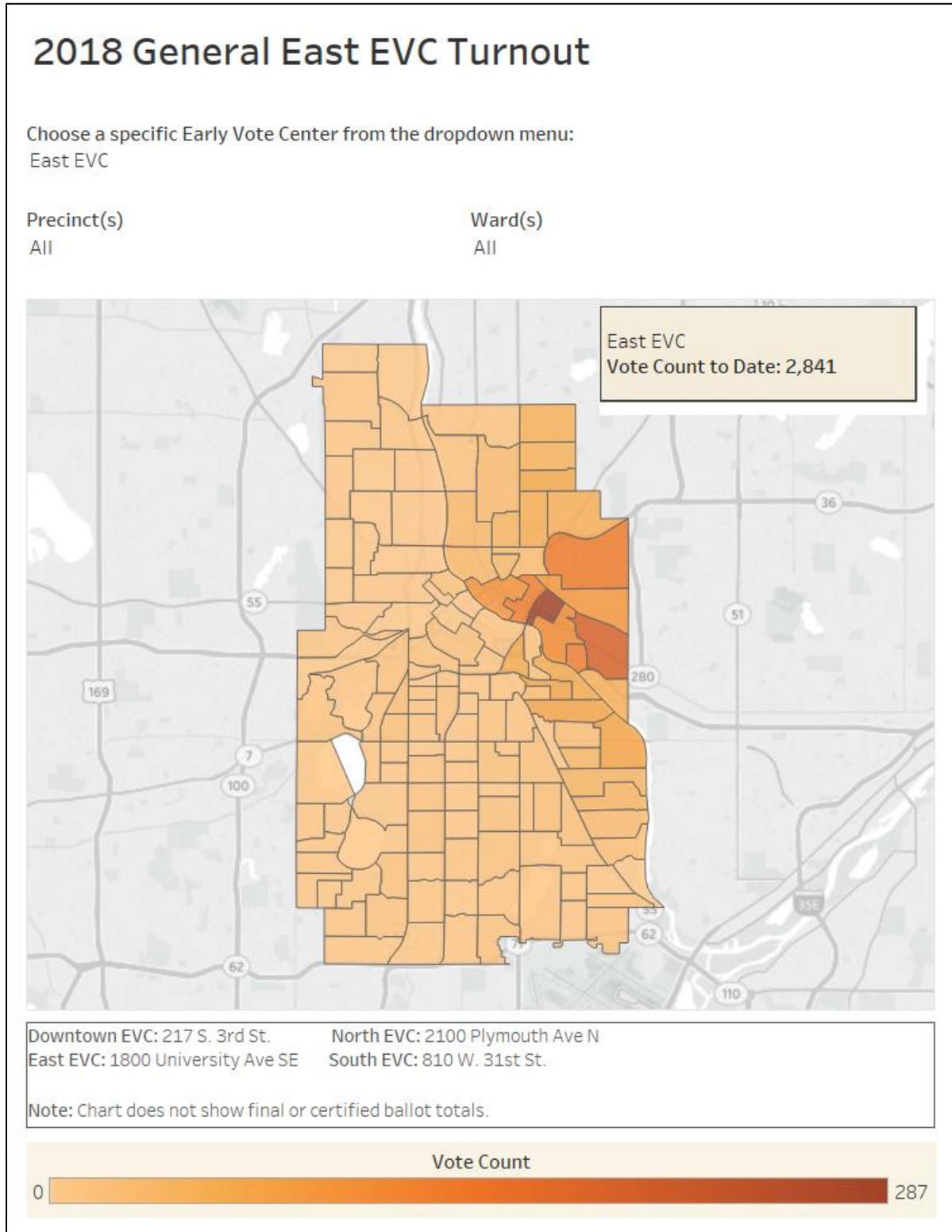


Fig. 6: South Early Vote Center Turnout

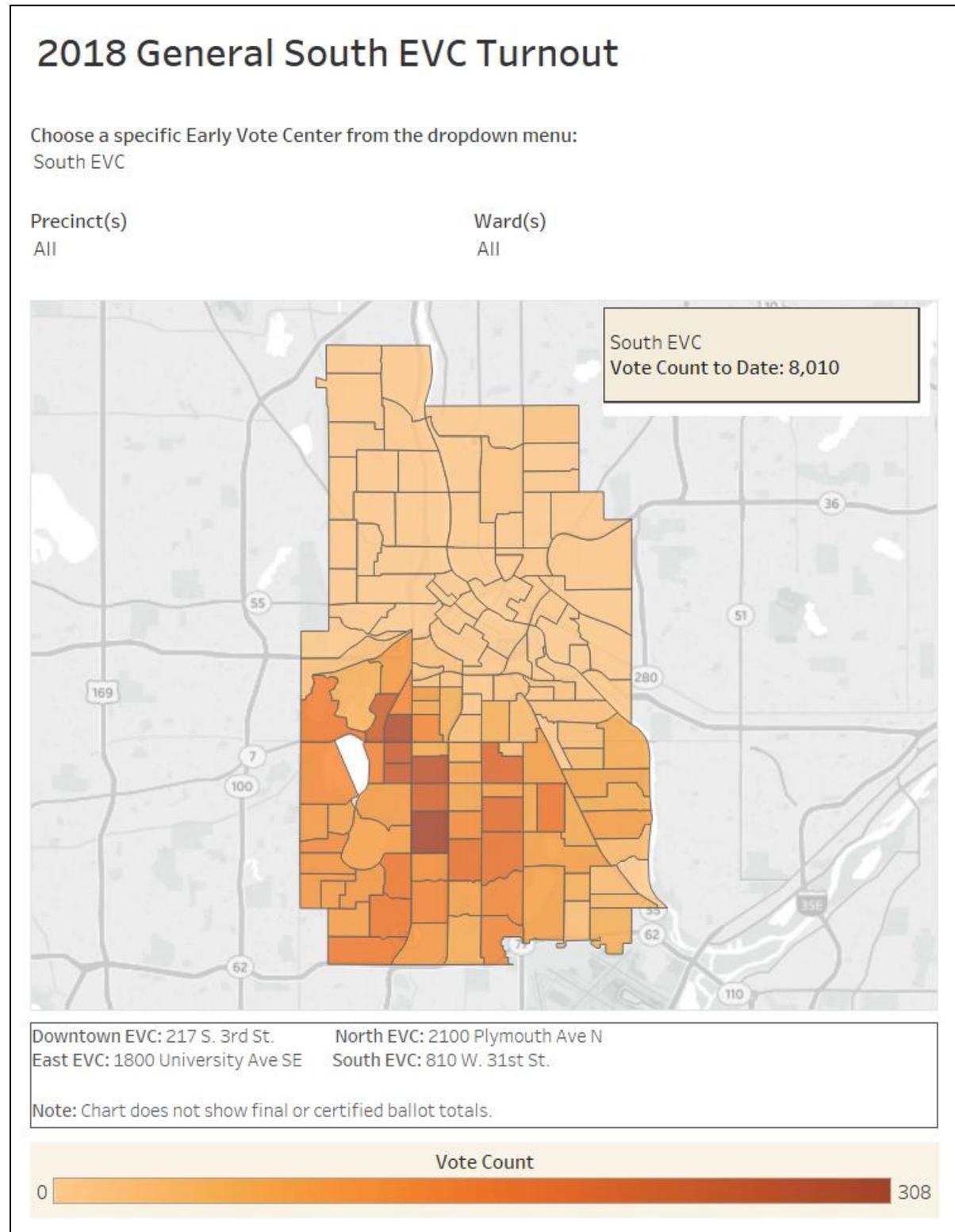


Fig. 7: Registered Voter Turnout and Historic Comparison

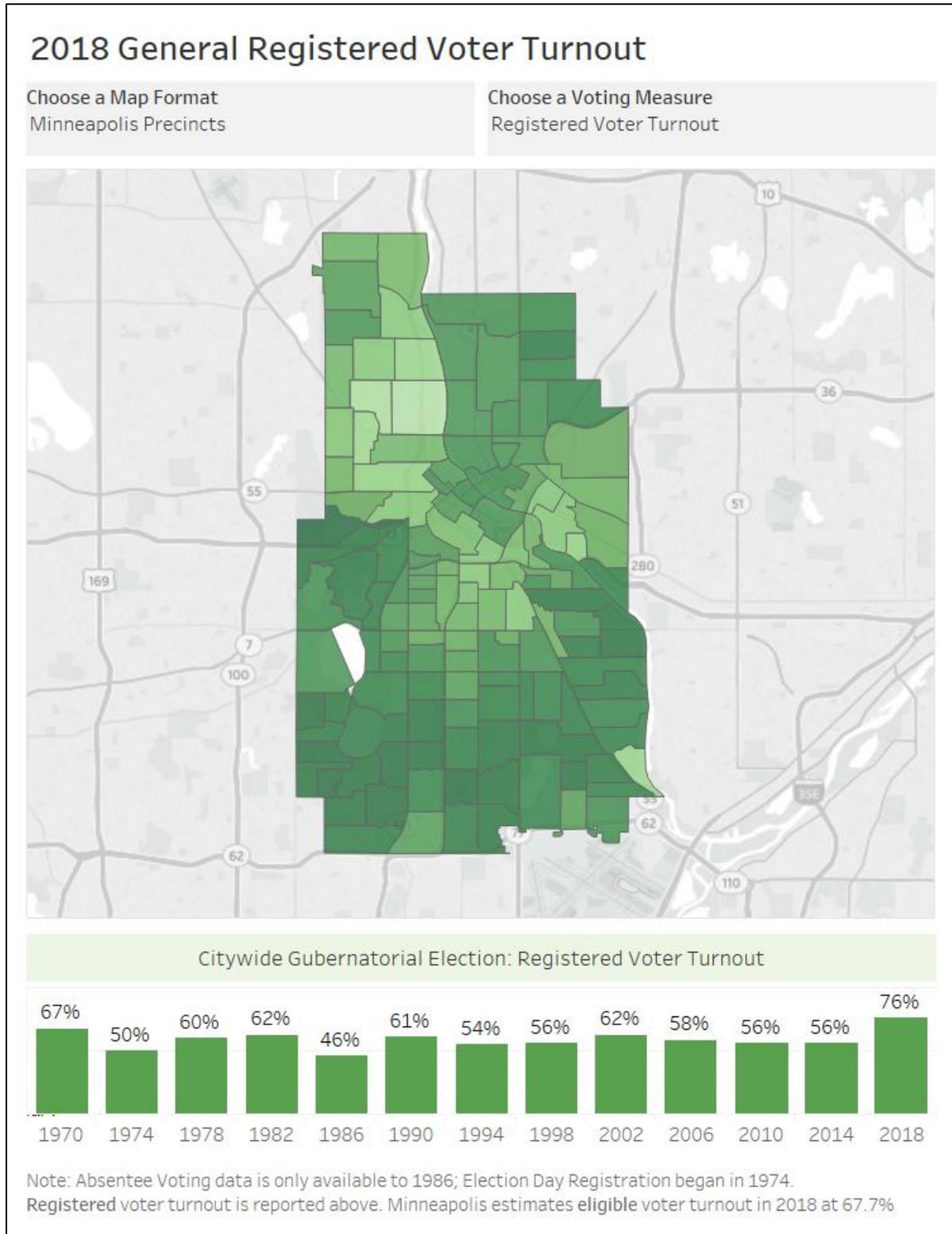


Fig. 8: Absentee/Early Voting and Historic Comparison

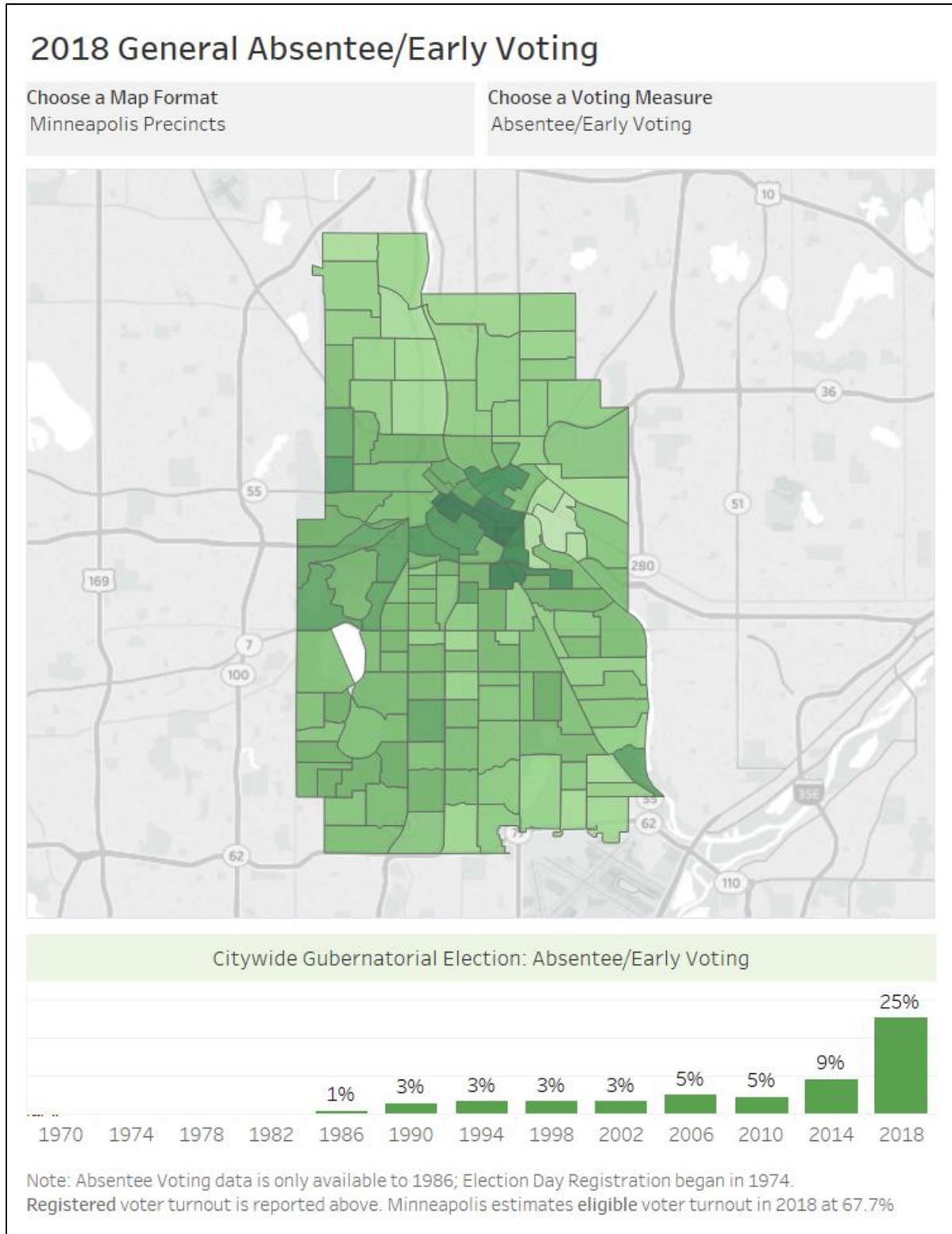
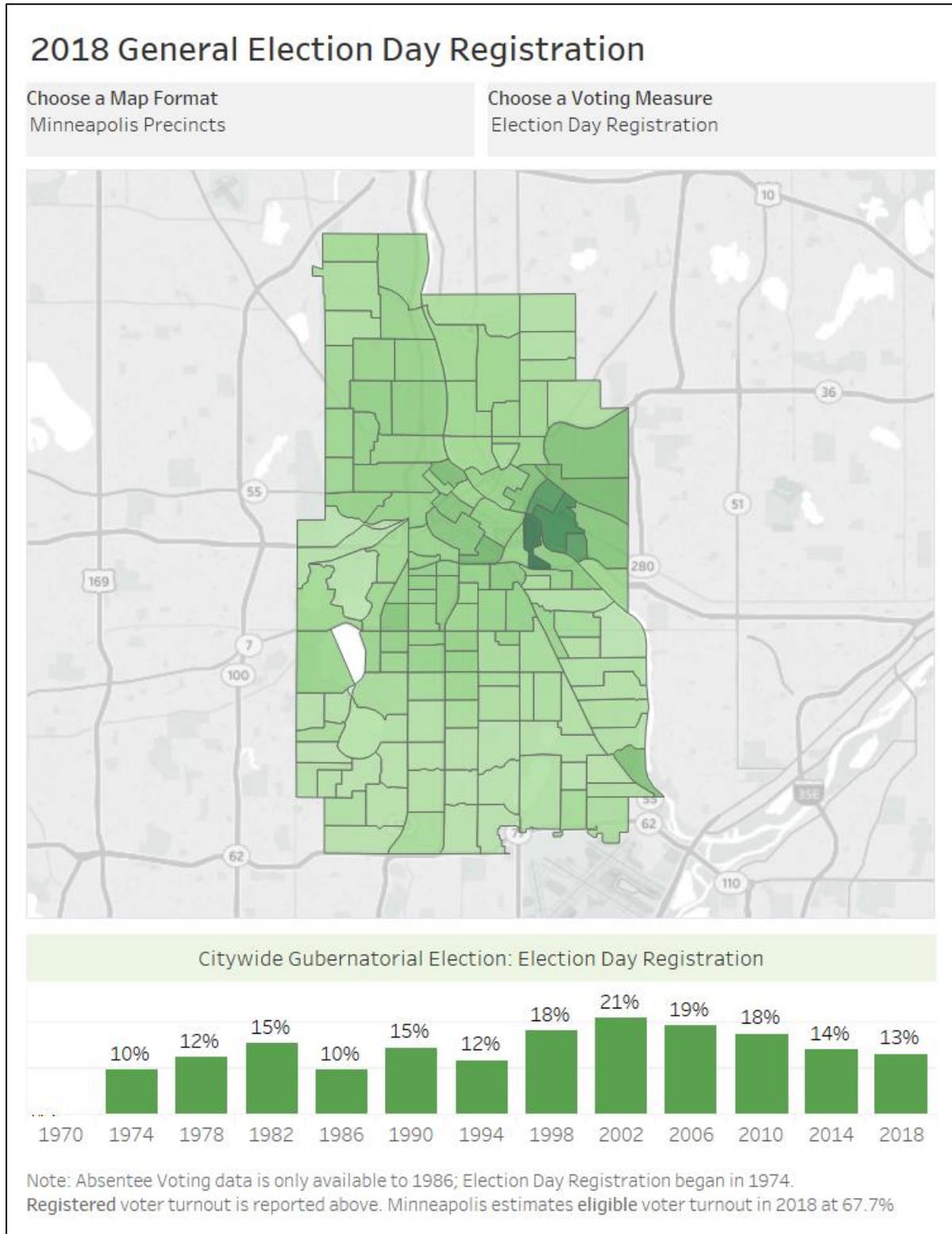


Fig. 9: Election Day Registration and Historic Comparison

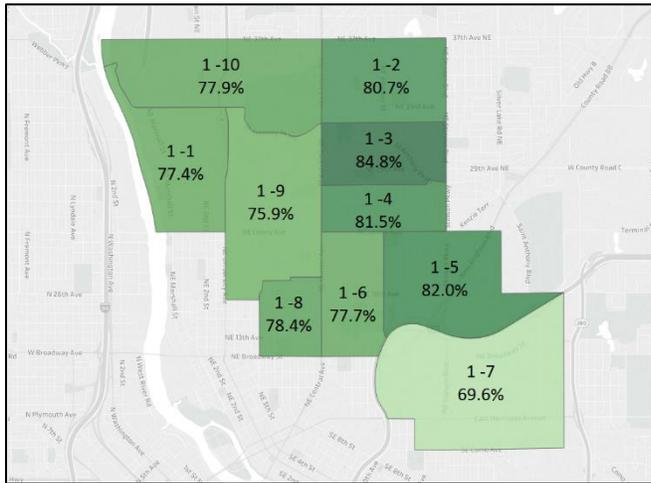


**Exhibit B**  
**2018 General Election: Ward & Precinct Analyses**

# 2018 General Election: Ward & Precinct Analyses

## Ward 1 – 2018 General Statistics

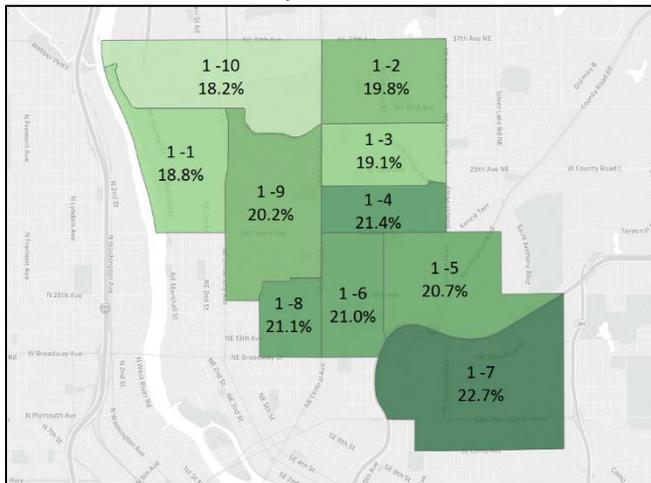
### Registered Voter Turnout



### Ward 1: Total Registered Voter Turnout

- Registered Voter Turnout: 78.7%
- Total Number of Voters: 16,795

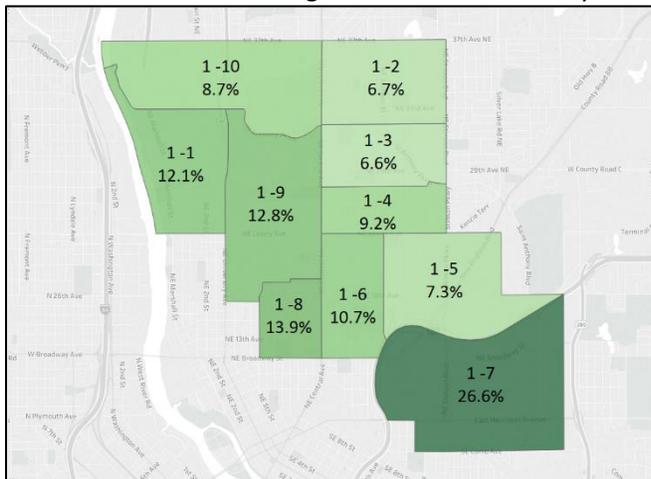
### Percent who Voted Early (In-Person, Mail, or Other)



### Ward 1: Total Early Voting

- Percent who Voted Early: 20.4%
- Number of Early Voters: 3,431
  - In-Person: 1,683 (49.1%)
  - Mail: 1,512 (44.1%)
  - Other: 236 (6.9%)

### Percent of Voters who Registered on Election Day

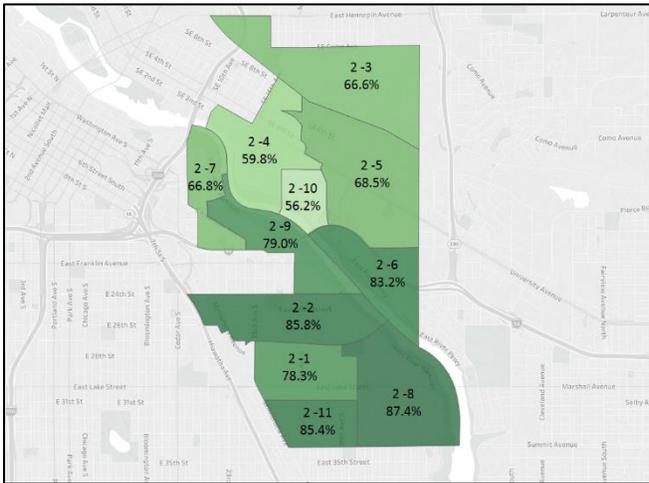


### Ward 1: Total Election Day Registrations

- Percent EDR: 11.1%
- Number of EDRs: 1,479

## Ward 2 – 2018 General Statistics

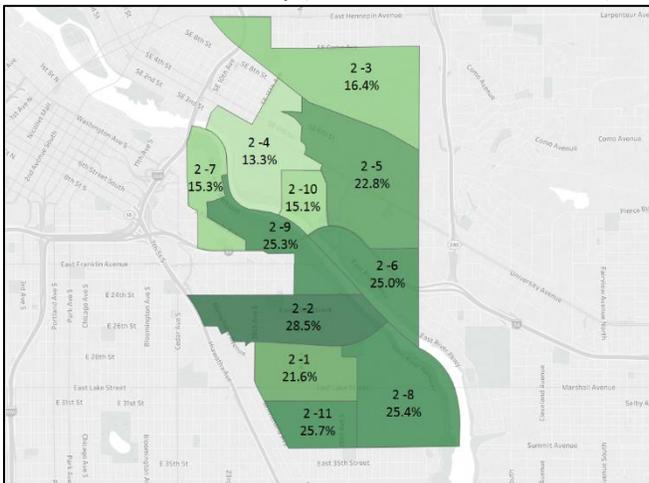
### Registered Voter Turnout



### Ward 2: Total Registered Voter Turnout

- Registered Voter Turnout: 73.4%
- Total Number of Voters: 14,559

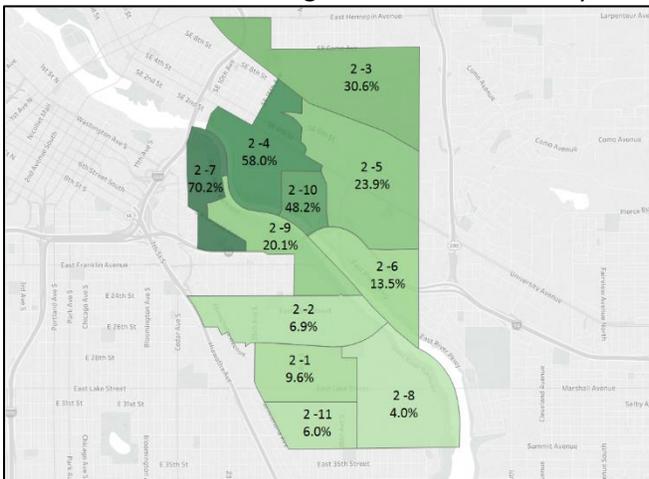
### Percent who Voted Early (In-Person, Mail, or Other)



### Ward 2: Total Early Voting

- Percent who Voted Early: 21.8%
- Number of Early Voters: 3,171
  - In-Person: 1,703 (53.7%)
  - Mail: 1,256 (39.6%)
  - Other: 212 (6.7%)

### Percent of Voters who Registered on Election Day

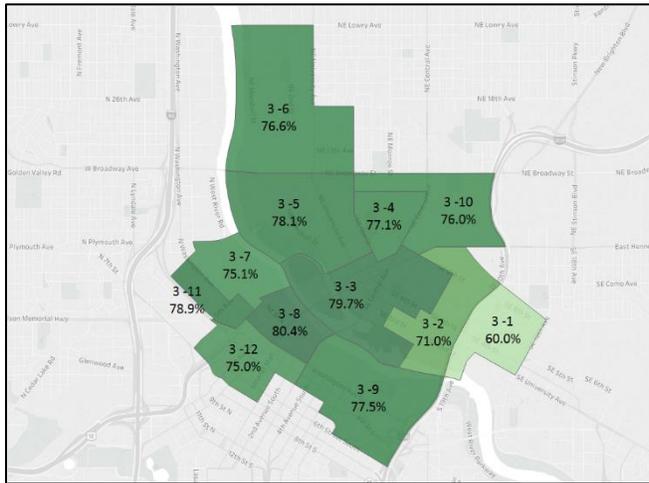


### Ward 2: Total Election Day Registrations

- Percent EDR: 23.9%
- Number of EDRs: 2,721

# Ward 3 – 2018 General Statistics

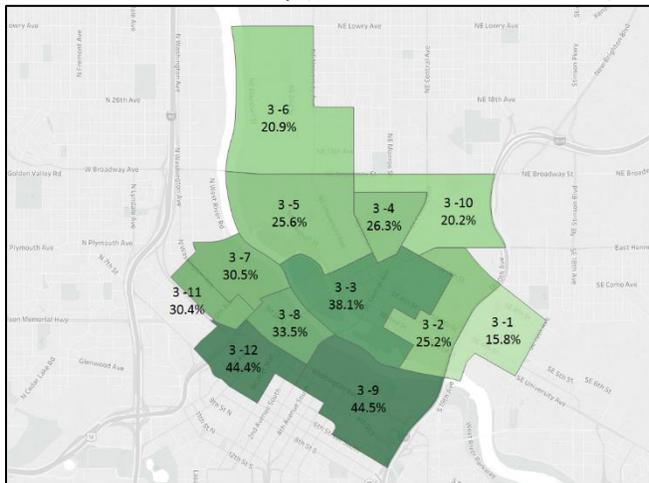
## Registered Voter Turnout



### Ward 3: Total Registered Voter Turnout

- Registered Voter Turnout: 74.2%
- Total Number of Voters: 21,519

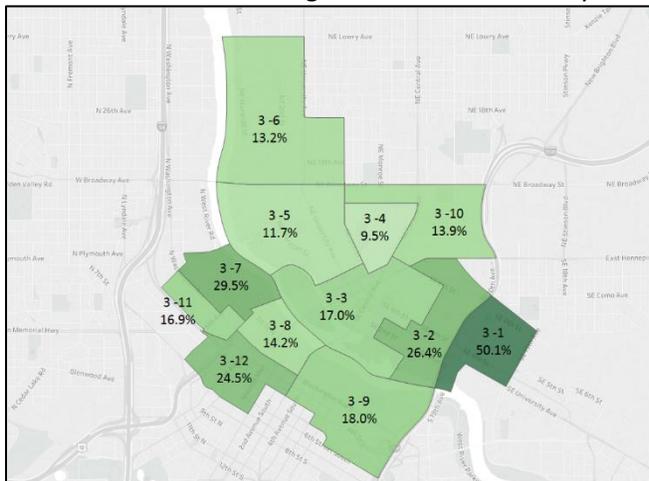
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 3: Total Early Voting

- Percent who Voted Early: 29.2%
- Number of Early Voters: 6,287
  - In-Person: 3,701 (58.9%)
  - Mail: 2,152 (34.2%)
  - Other: 434 (6.9%)

## Percent of Voters who Registered on Election Day

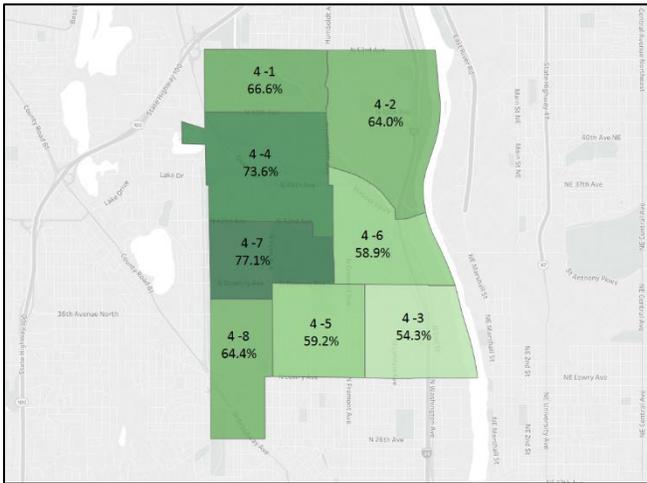


### Ward 3: Total Election Day Registrations

- Percent EDR: 22.8%
- Number of EDRs: 3,472

## Ward 4 – 2018 General Statistics

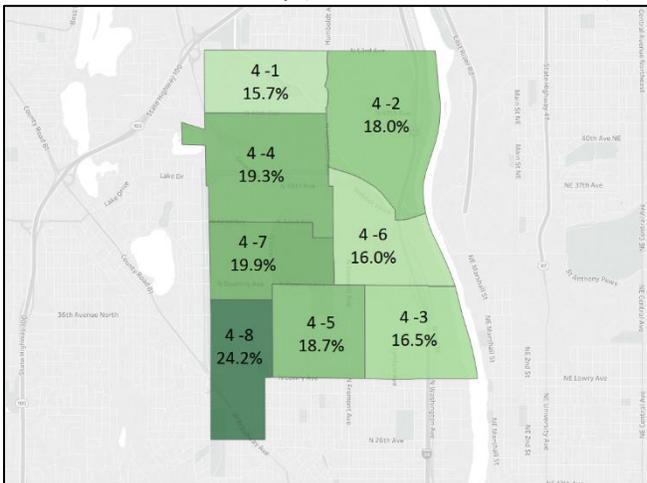
### Registered Voter Turnout



### Ward 4: Total Registered Voter Turnout

- Registered Voter Turnout: 64.7%
- Total Number of Voters: 11,963

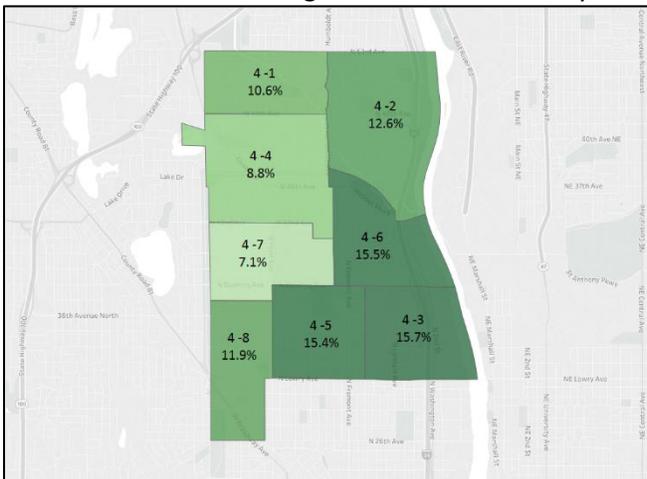
### Percent who Voted Early (In-Person, Mail, or Other)



### Ward 4: Total Early Voting

- Percent who Voted Early: 18.8%
- Number of Early Voters: 2,248
  - In-Person: 1,118 (49.7%)
  - Mail: 1,016 (45.2%)
  - Other: 114 (5.1%)

### Percent of Voters who Registered on Election Day

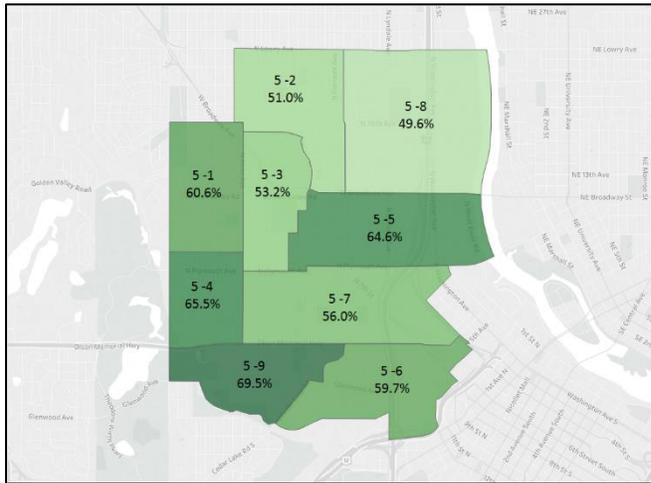


### Ward 4: Total Election Day Registrations

- Percent EDR: 12.0%
- Number of EDRs: 1,166

# Ward 5 – 2018 General Statistics

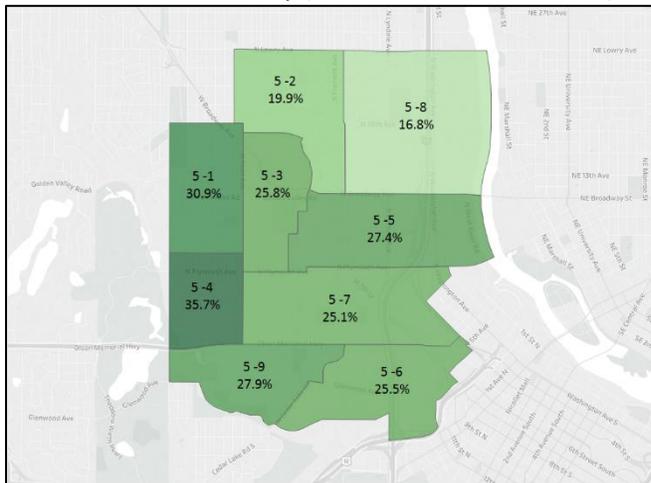
## Registered Voter Turnout



### Ward 5: Total Registered Voter Turnout

- Registered Voter Turnout: 58.0%
- Total Number of Voters: 9,744

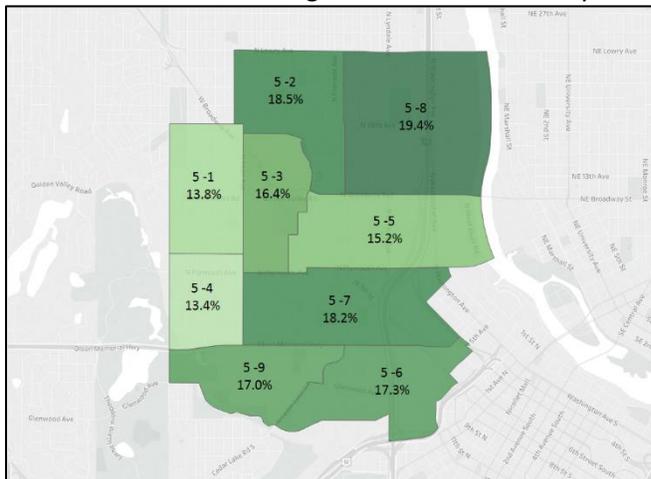
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 5: Total Early Voting

- Percent who Voted Early: 26.1%
- Number of Early Voters: 2,542
  - In-Person: 1,584 (62.3%)
  - Mail: 821 (32.2%)
  - Other: 137 (5.4%)

## Percent of Voters who Registered on Election Day

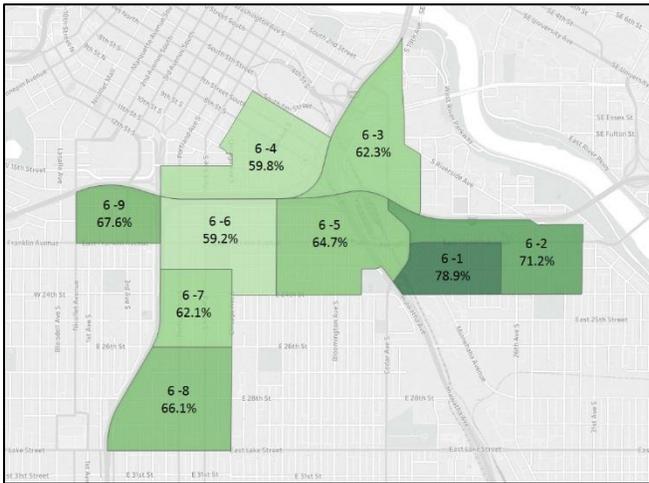


### Ward 5: Total Election Day Registrations

- Percent EDR: 16.7%
- Number of EDRs: 1,202

# Ward 6 – 2018 General Statistics

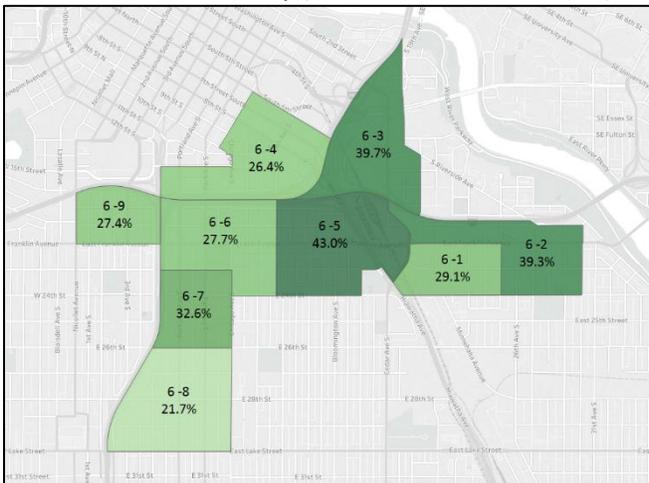
## Registered Voter Turnout



### Ward 6: Total Registered Voter Turnout

- Registered Voter Turnout: 65.1%
- Total Number of Voters: 10,924

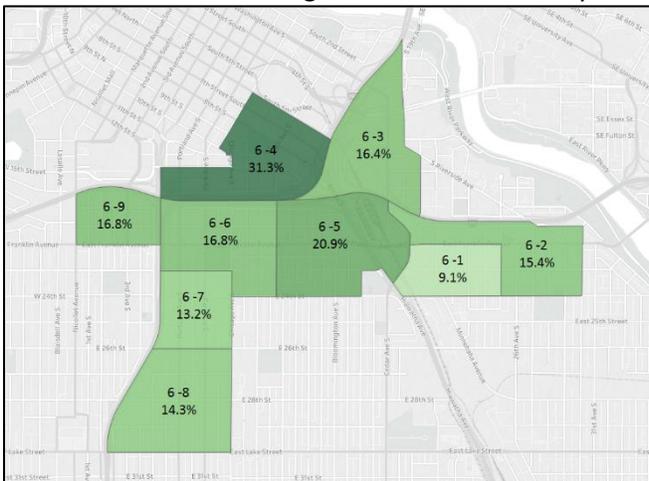
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 6: Total Early Voting

- Percent who Voted Early: 32.8%
- Number of Early Voters: 3,578
  - In-Person: 1,566 (43.8%)
  - Mail: 1,569 (43.9%)
  - Other: 443 (12.4%)

## Percent of Voters who Registered on Election Day

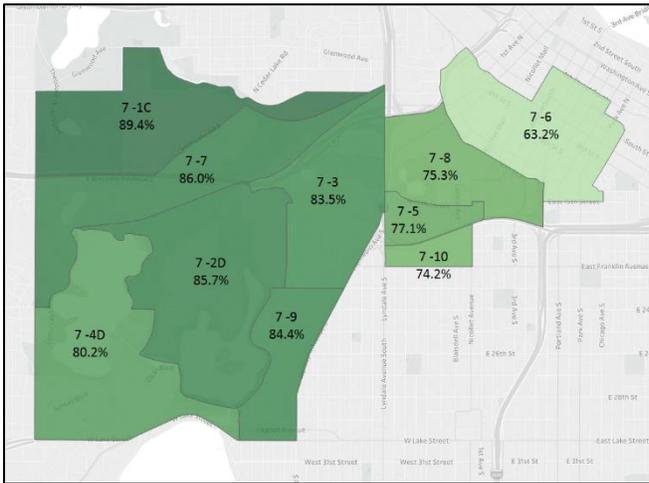


### Ward 6: Total Election Day Registrations

- Percent EDR: 18.0%
- Number of EDRs: 1,325

## Ward 7 – 2018 General Statistics

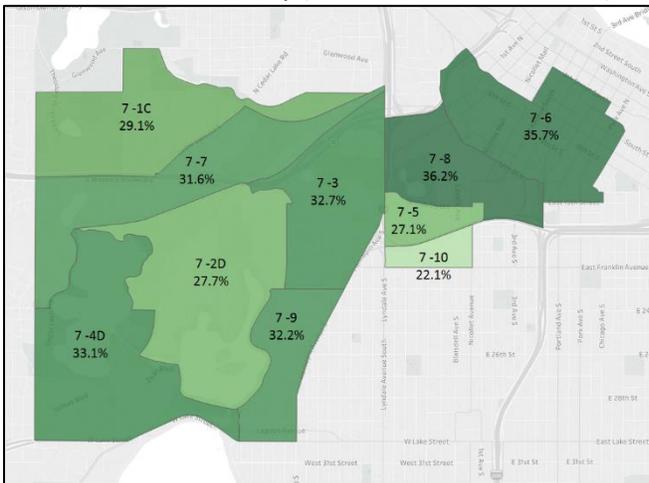
### Registered Voter Turnout



### Ward 7: Total Registered Voter Turnout

- Registered Voter Turnout: 78.1%
- Total Number of Voters: 18,128

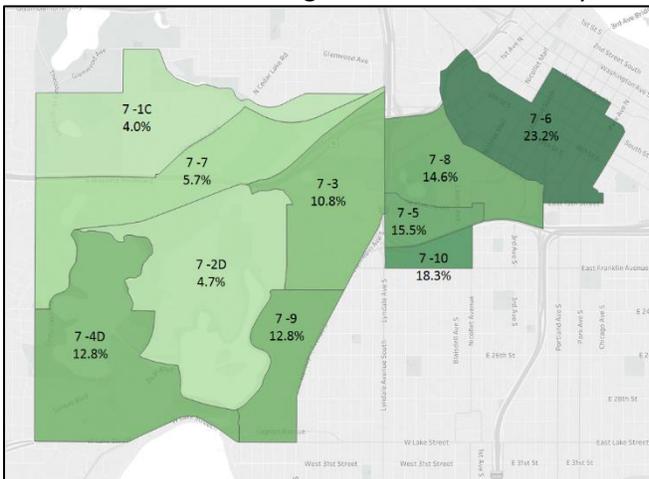
### Percent who Voted Early (In-Person, Mail, or Other)



### Ward 7: Total Early Voting

- Percent who Voted Early: 32.0%
- Number of Early Voters: 5,810
  - In-Person: 2,782 (47.9%)
  - Mail: 2,368 (40.8%)
  - Other: 660 (11.4%)

### Percent of Voters who Registered on Election Day

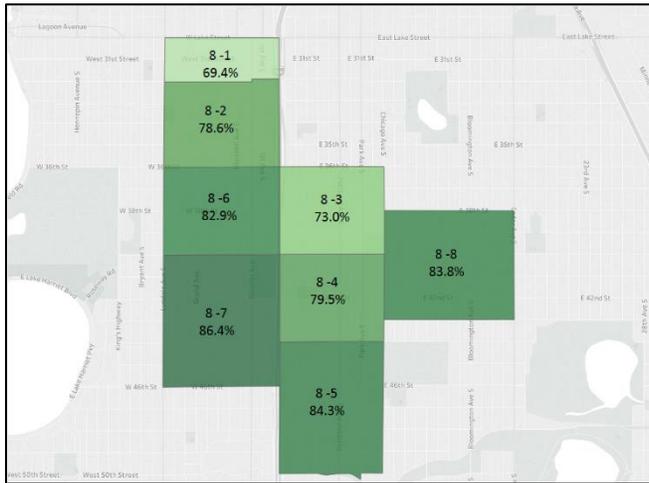


### Ward 7: Total Election Day Registrations

- Percent EDR: 13.1%
- Number of EDRs: 1,615

## Ward 8 – 2018 General Statistics

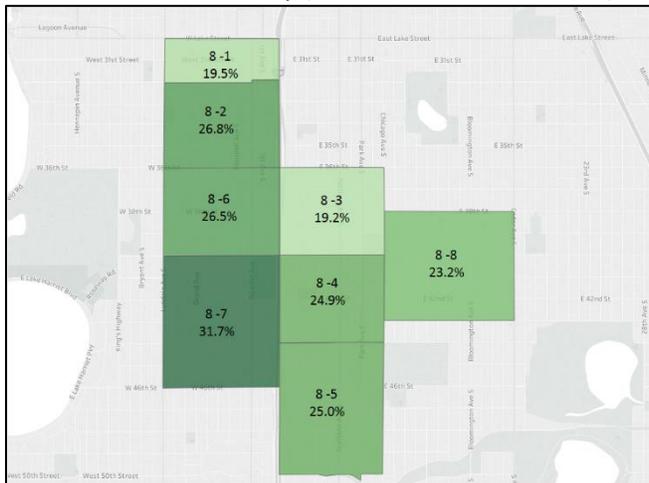
### Registered Voter Turnout



### Ward 8: Total Registered Voter Turnout

- Registered Voter Turnout: 80.8%
- Total Number of Voters: 15,590

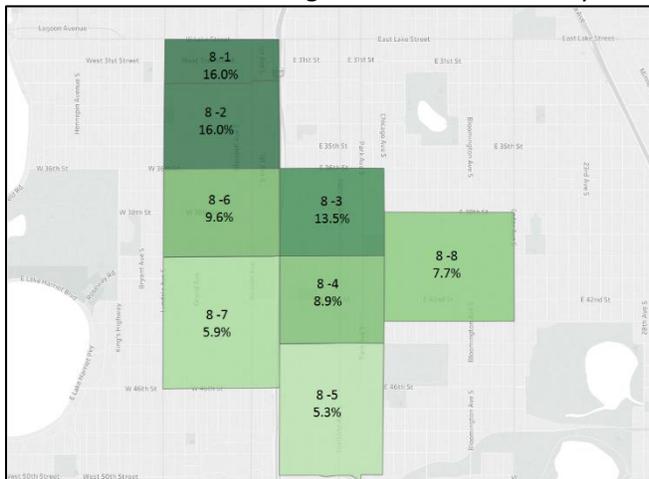
### Percent who Voted Early (In-Person, Mail, or Other)



### Ward 8: Total Early Voting

- Percent who Voted Early: 25.5%
- Number of Early Voters: 3,975
  - In-Person: 2,104 (52.9%)
  - Mail: 1,614 (40.6%)
  - Other: 257 (6.5%)

### Percent of Voters who Registered on Election Day

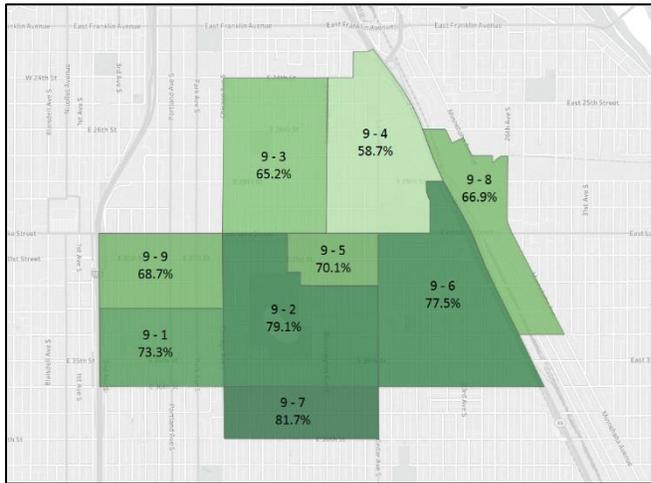


### Ward 8: Total Election Day Registrations

- Percent EDR: 9.8%
- Number of EDRs: 1,141

# Ward 9 – 2018 General Statistics

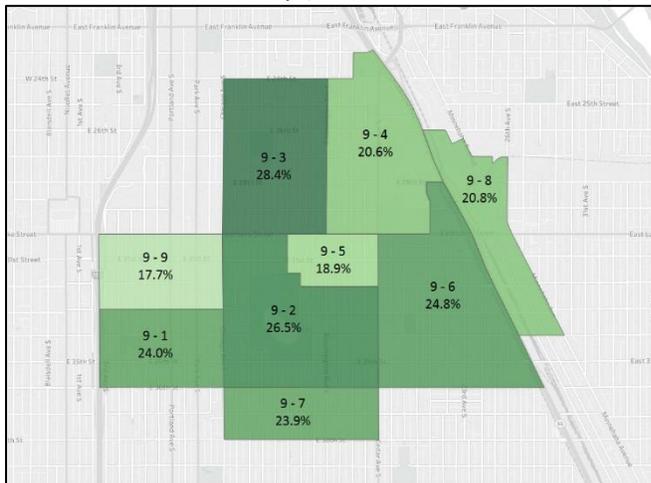
## Registered Voter Turnout



### Ward 9: Total Registered Voter Turnout

- Registered Voter Turnout: 72.3%
- Total Number of Voters: 10,439

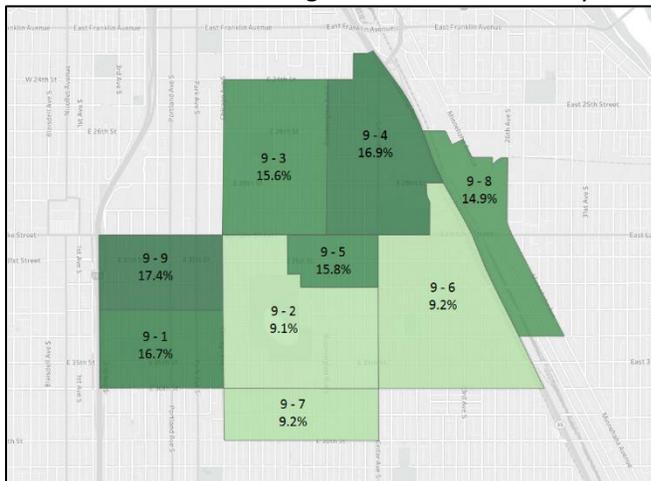
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 9: Total Early Voting

- Percent who Voted Early: 24.1%
- Number of Early Voters: 2,516
  - In-Person: 1,328 (52.8%)
  - Mail: 1,005 (39.9%)
  - Other: 183 (7.3%)

## Percent of Voters who Registered on Election Day

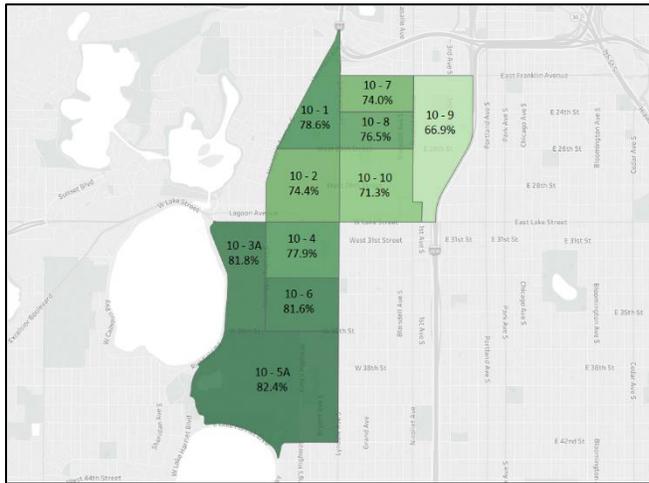


### Ward 9: Total Election Day Registrations

- Percent EDR: 12.8%
- Number of EDRs: 1,012

# Ward 10 – 2018 General Statistics

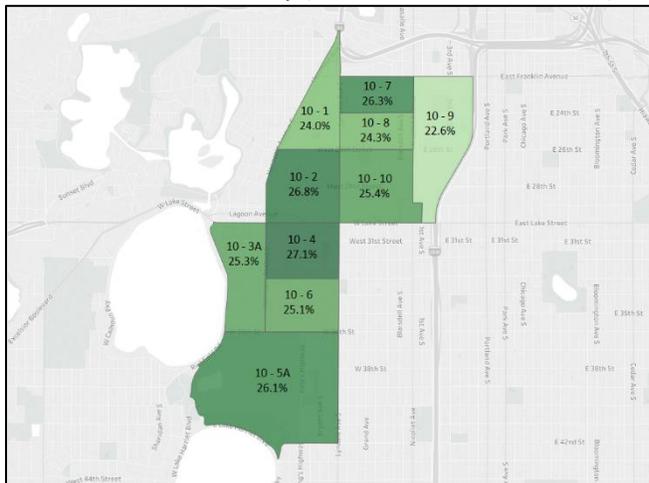
## Registered Voter Turnout



## Ward 10: Total Registered Voter Turnout

- Registered Voter Turnout: 76.0%
- Total Number of Voters: 18,310

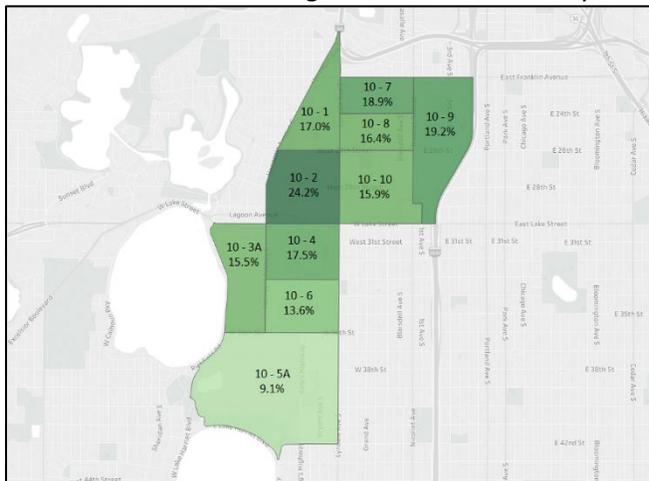
## Percent who Voted Early (In-Person, Mail, or Other)



## Ward 10: Total Early Voting

- Percent who Voted Early: 25.3%
- Number of Early Voters: 4,640
  - In-Person: 2,421 (52.2%)
  - Mail: 1,793 (38.6%)
  - Other: 426 (9.2%)

## Percent of Voters who Registered on Election Day

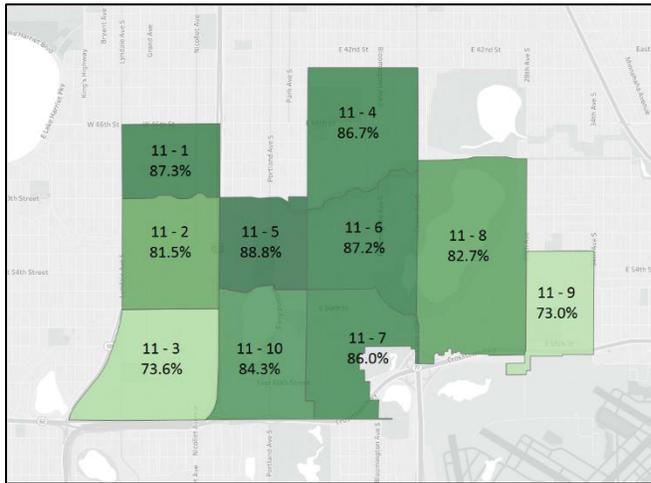


## Ward 10: Total Election Day Registrations

- Percent EDR: 17.4%
- Number of EDRs: 2,376

# Ward 11 – 2018 General Statistics

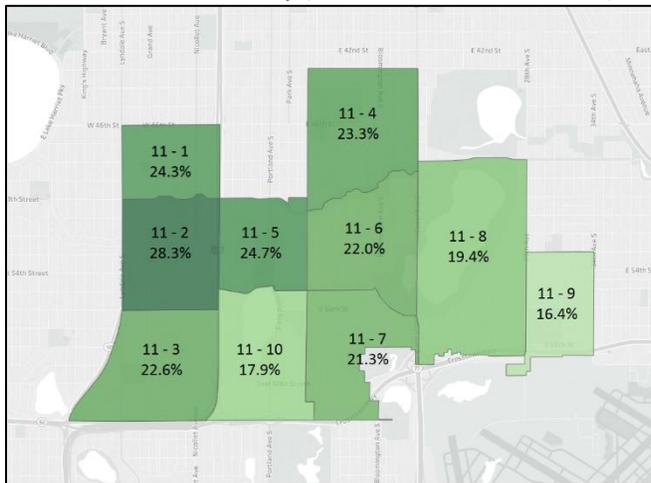
## Registered Voter Turnout



### Ward 11: Total Registered Voter Turnout

- Registered Voter Turnout: 83.3%
- Total Number of Voters: 17,795

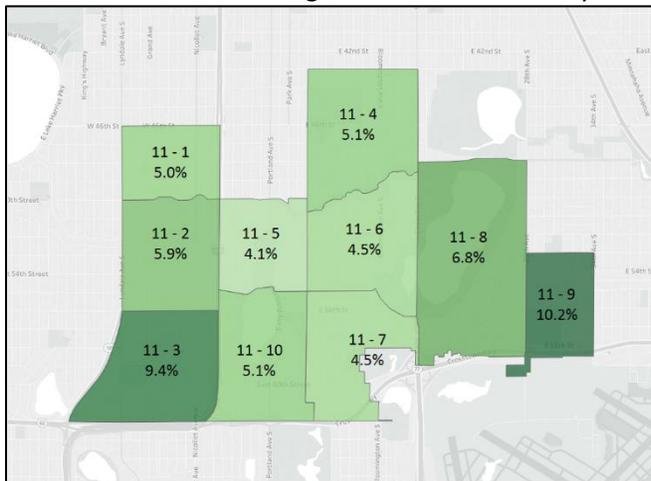
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 11: Total Early Voting

- Percent who Voted Early: 22.4%
- Number of Early Voters: 3,982
  - In-Person: 1,753 (44.0%)
  - Mail: 1,875 (47.1%)
  - Other: 354 (8.9%)

## Percent of Voters who Registered on Election Day

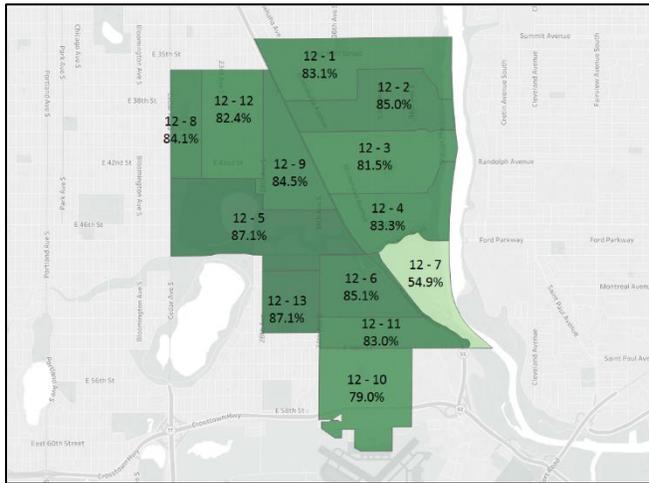


### Ward 11: Total Election Day Registrations

- Percent EDR: 5.9%
- Number of EDRs: 814

# Ward 12 – 2018 General Statistics

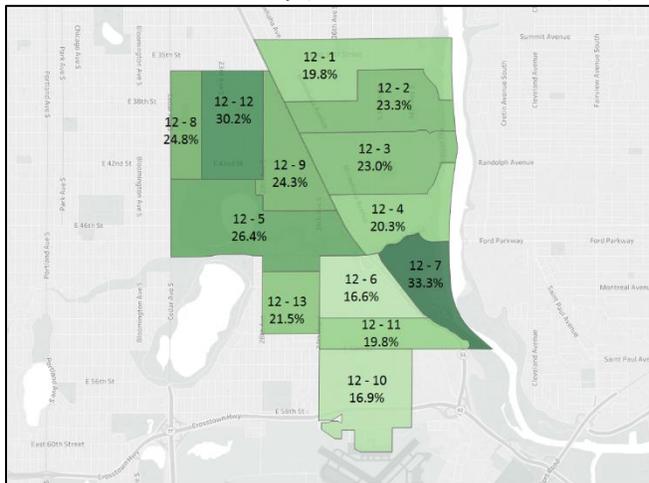
## Registered Voter Turnout



### Ward 12: Total Registered Voter Turnout

- Registered Voter Turnout: 83.3%
- Total Number of Voters: 19,983

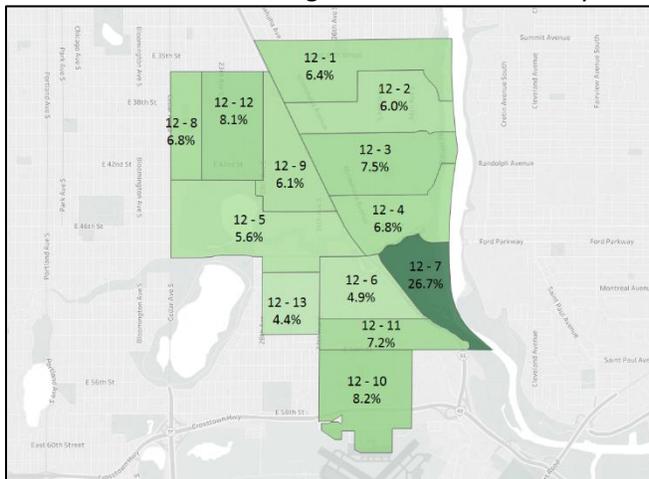
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 12: Total Early Voting

- Percent who Voted Early: 22.6%
- Number of Early Voters: 4,524
  - In-Person: 2,009 (44.4%)
  - Mail: 2,147 (47.5%)
  - Other: 368 (8.1%)

## Percent of Voters who Registered on Election Day

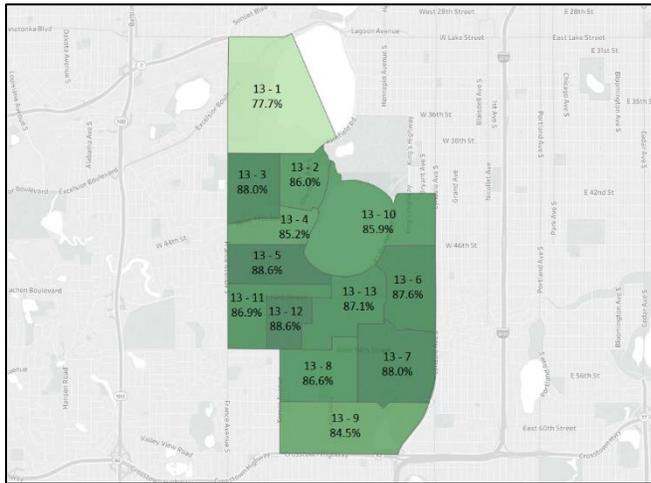


### Ward 12: Total Election Day Registrations

- Percent EDR: 6.7%
- Number of EDRs: 1,037

# Ward 13 – 2018 General Statistics

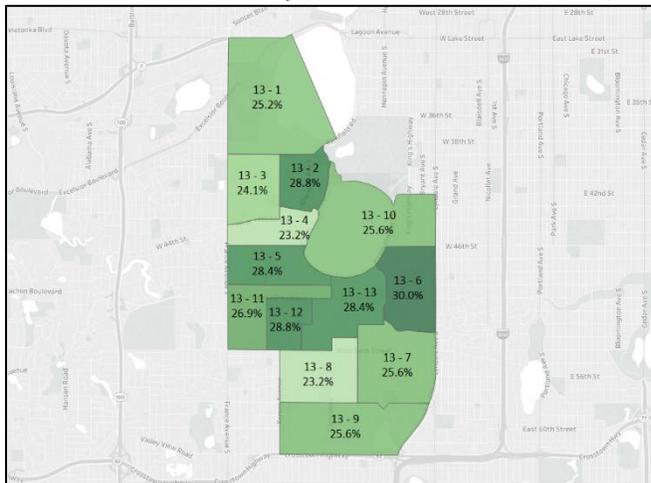
## Registered Voter Turnout



### Ward 13: Total Registered Voter Turnout

- Registered Voter Turnout: 85.9%
- Total Number of Voters: 21,365

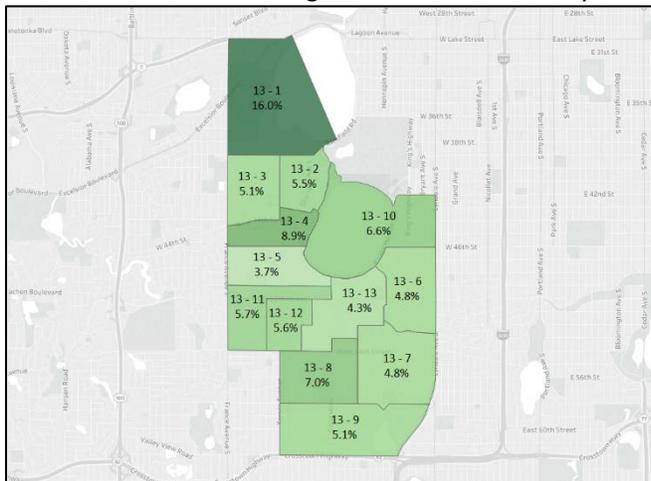
## Percent who Voted Early (In-Person, Mail, or Other)



### Ward 13: Total Early Voting

- Percent who Voted Early: 26.3%
- Number of Early Voters: 5,609
  - In-Person: 2,404 (42.9%)
  - Mail: 2,851 (50.8%)
  - Other: 354 (6.3%)

## Percent of Voters who Registered on Election Day



### Ward 13: Total Election Day Registrations

- Percent EDR: 6.5%
- Number of EDRs: 1,036



**Exhibit C**  
**2018 Student Election Judge Survey Results**

# 2018 Student Election Judge Survey Results

## Overall Experience



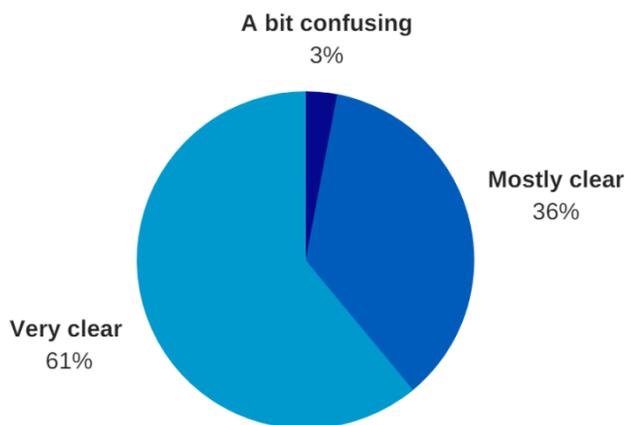
4.69 Stars out of 5

This survey was sent to all 400 high school students who participated in the 2018 Minneapolis Student Election Judge Program. 254 students responded online between Nov. 7 and Dec. 2, 2018.

### Student comments:

- Really cool and interesting to see how our voting system works.
- I felt that I was playing an important role in our political system in helping voters vote.
- A new way to meet people from different places and getting a better look at a community that wants their voices heard.
- I truly loved this experience, if there was a job similar to the voting precincts I would definitely look into it.
- Great, fun, makes you feel like you're doing something important.
- I enjoyed working in a peaceful environment and with people I didn't know very well. Everyone was very helpful and understanding.
- I had such a lovely time and felt very invigorated to see so many people voting and that I could help them with this important democratic process.
- It was overall very easy for me to get involved and very accessible, and it was cool to participate in voting even though I'm not old enough to vote.
- It was one of the best things I've done so far in my life and an amazing learning experience. The people were amazing as heck.

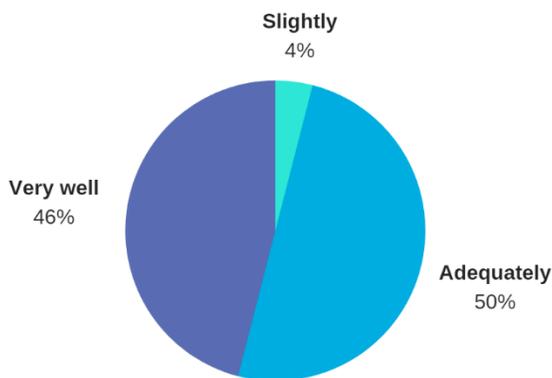
## The application process was . . .



Most students found the application process clear and easy to manage. Common trouble points included missed deadlines, some confusion on what was required from returning students, and difficulties managing the Election Worker Portal. Some described the Portal being clunky, outdated, and not mobile-friendly, although it functioned.

It might be beneficial to survey students who did not complete the process to find out why they did not. We added the parent permission form within the online application, but many student applicants still missed that step until they were reminded.

## After attending Election Judge Training I was prepared . . .



Nearly all students reported that their training left them prepared to serve on Election Day. They liked that hands-on aspects, and would have like to see more. One student commented, “There was a nice balance of getting to know terms along with getting mini-lectures but also interactive components that really helped when the time came to do them in real life. One thing though would be to add one of the examples as someone who does not have all their required forms to register, which happened on election day.”

## Did you receive the support you needed?

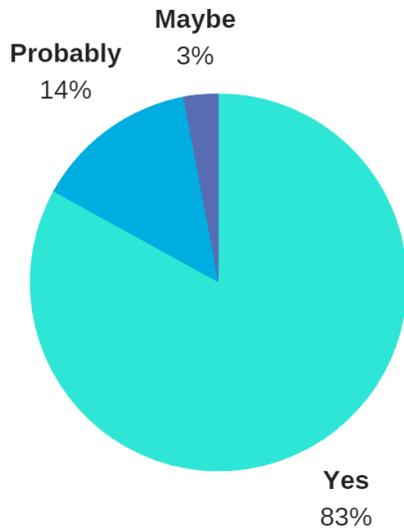
**School Support:** Students reported wide differences in the ways their schools supported the program, in part because we had students from many more schools during this election. Many commented that they didn’t need support, other than being excused from school for the election, but others spoke highly of how their school advisors supported them in completing the paperwork and reminding them about the next steps. The biggest school challenge this year was getting absences excused in a timely fashion. Minneapolis Elections is working with several schools to improve those processes.

**Minneapolis Elections & Voter Services Support:** Students reported that questions were responded to quickly and that staff were friendly and helpful. They appreciated the many reminders about training and Election Day, and informational emails about the program that they and their families received.

**Polling place teams:** About 97% of students reported feeling supported by the other election judges in their polling place. They felt welcomed, valued, and reassured. Receiving a call from their Head Election Judge in advance of the election was very important to the students, and not receiving a call made them anxious. Typical comments:

- There were so many people at my polling site that were veterans of this process and were happy to teach me and pass on knowledge.
- Everyone was very dedicated, supportive and kind. I felt comfortable and useful.
- The other election judges I worked with were extremely helpful in answering questions I had. (Also, they were all kind and smiling—wonderful to be around all day!) The Head Judge and Assistant Head Judge seemed to care about us and made sure we all had jobs to do, as well as quickly coming to our aid if a voter had a question we didn’t know how to answer.

## Would you like to be an election judge again?



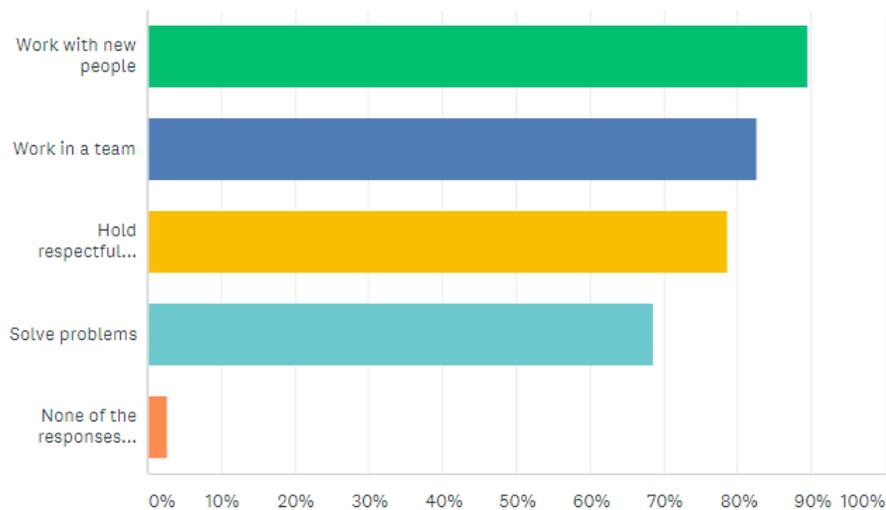
Students overwhelmingly say that they would like to return as an election judge again, and they would similarly recommend the experience to a friend or family member.

This year, we increased our percentage of returning student judges from 32% of those eligible to return in 2017 to 60% in 2018. We are exploring strategies to further increase the number of returning student judges, including offering additional leadership opportunities as Student Elections Ambassadors.

## Students reported improving civic and work skills

As a result of the Student Election Judge Program I improved my ability to:  
(Check all that apply )

Answered: 248 Skipped: 6

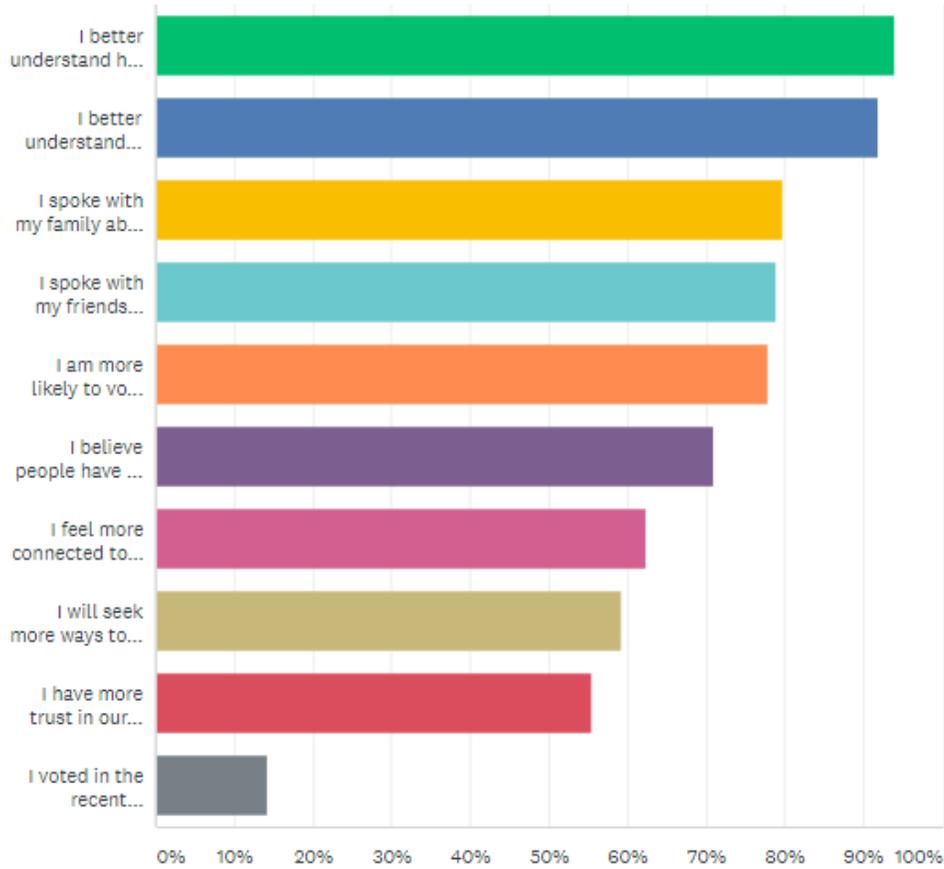


Students reported improving and growing some important skills through their experience with the program, with 89% saying that they became more comfortable working with people that they did not know and 83% reporting that they improved their ability to work as part of a team. About 79% reported improving their ability to hold a respectful dialog, and 69% said that the experience helped them hone problem-solving skills. Only 7 respondents reported that none of these statements applied.

## Students reported developing civic knowledge and dispositions

Check any of the following statements that apply to you personally:

Answered: 247 Skipped: 7



ANSWER CHOICES	RESPONSES
▼ I better understand how to vote.	93.93% 232
▼ I better understand election procedures.	91.90% 227
▼ I spoke with my family about my experiences as an election judge.	79.76% 197
▼ I spoke with my friends about my experiences as an election judge.	78.95% 195
▼ I am more likely to vote when I am 18.	77.73% 192
▼ I believe people have a responsibility to participate in elections.	70.85% 175
▼ I feel more connected to my community.	62.35% 154
▼ I will seek more ways to be involved in elections.	59.11% 146
▼ I have more trust in our election system.	55.47% 137
▼ I voted in the recent election.	14.17% 35

Note: 100% respondents age 18 and older on Election Day reported that they voted on Election Day.

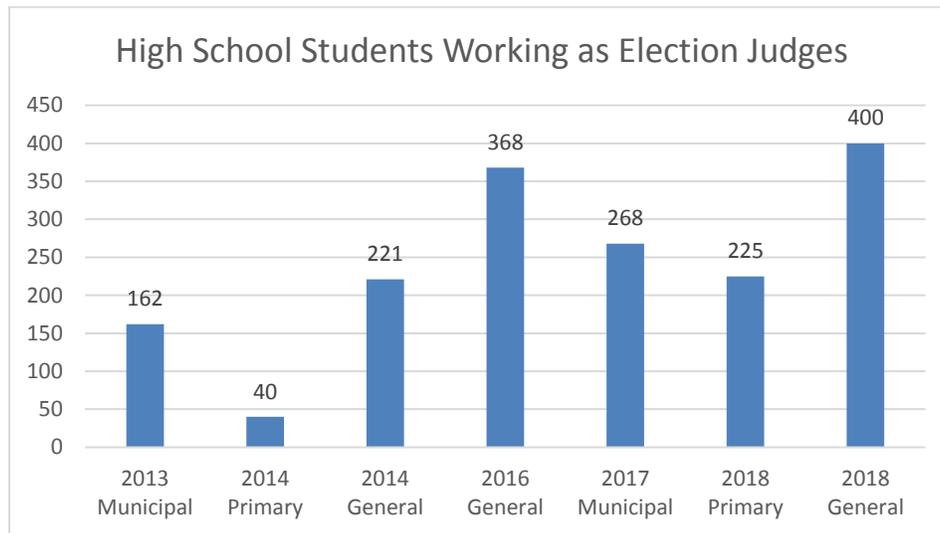
**Exhibit D**  
**2018 Student Election Judge Program Recap**

## 2018 Student Election Judge Program Recap

The 2018 General Election marked the largest participation by high school students Minneapolis Elections & Voter Services has seen. The interest in the program number of applicants far exceeded program capacity, and in general reflected high voter interest in the general election.

Here is a snapshot of the 2018 results.

### Highest number of high school students working as election judges



With 132 precincts of varying sizes, Minneapolis has the capacity for roughly 400 Student Election Judges to serve on Election Day

**400 high school students worked on Election Day**, 150 were returning judges.

- 85% of those who turned in parent permission served as election judges
- 48% of applicants served as election judges, but for the first time we could not place everyone who wanted to serve.
- 37.5% of high school students who served as election judges had served in at least one previous election

**855 high school students applied to serve as election judges.**

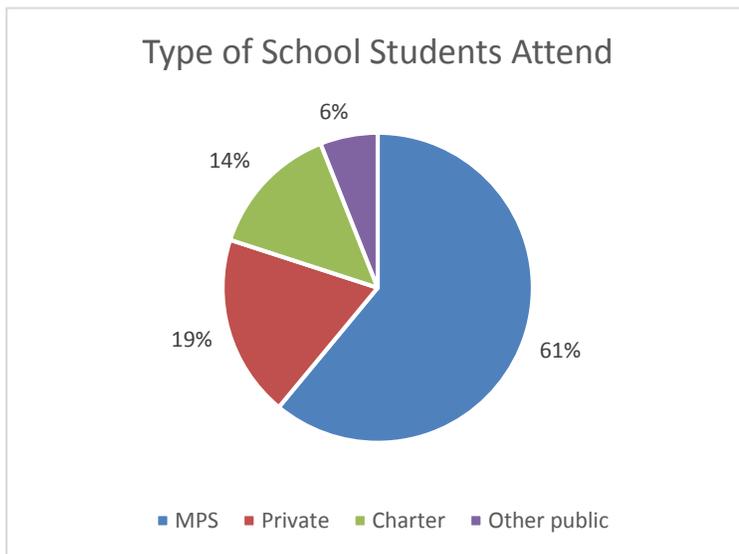
- 469 students completed the permission process.
- 30 students were referred to other election jurisdictions near their residences.
- 315 students attended training in October, 150 in the summer.
  - 24 students were assigned but missed training
  - 32 students were trained but didn't work
  - 32 students were not authorized by their school

We had 19 assigned students who did not show up to work on Election Day (4.75%). This is a much higher rate than we've had in the past two elections (1.5-2%). Nearly half of the no-shows came from schools who have not traditionally participated in the student election judge program. Most of the others came from schools that serve vulnerable populations and have typically had a higher rate of dropping out than the other schools we work with.

While we want to minimize the disruption of no-shows, the strategies to do so are likely to be time-intensive in order to maximize participation of desired demographics. The three biggest barriers to trained students showing up on election day included:

- School conflicts (schools denying the excused absence, reluctance to miss a particular learning day)
- Family conflicts (family care responsibility, lack of communication with parents about location/transportation)
- Lack of communication (students who signed up for the primary and general election simultaneously but then didn't later communicate they could not be there for the general election).

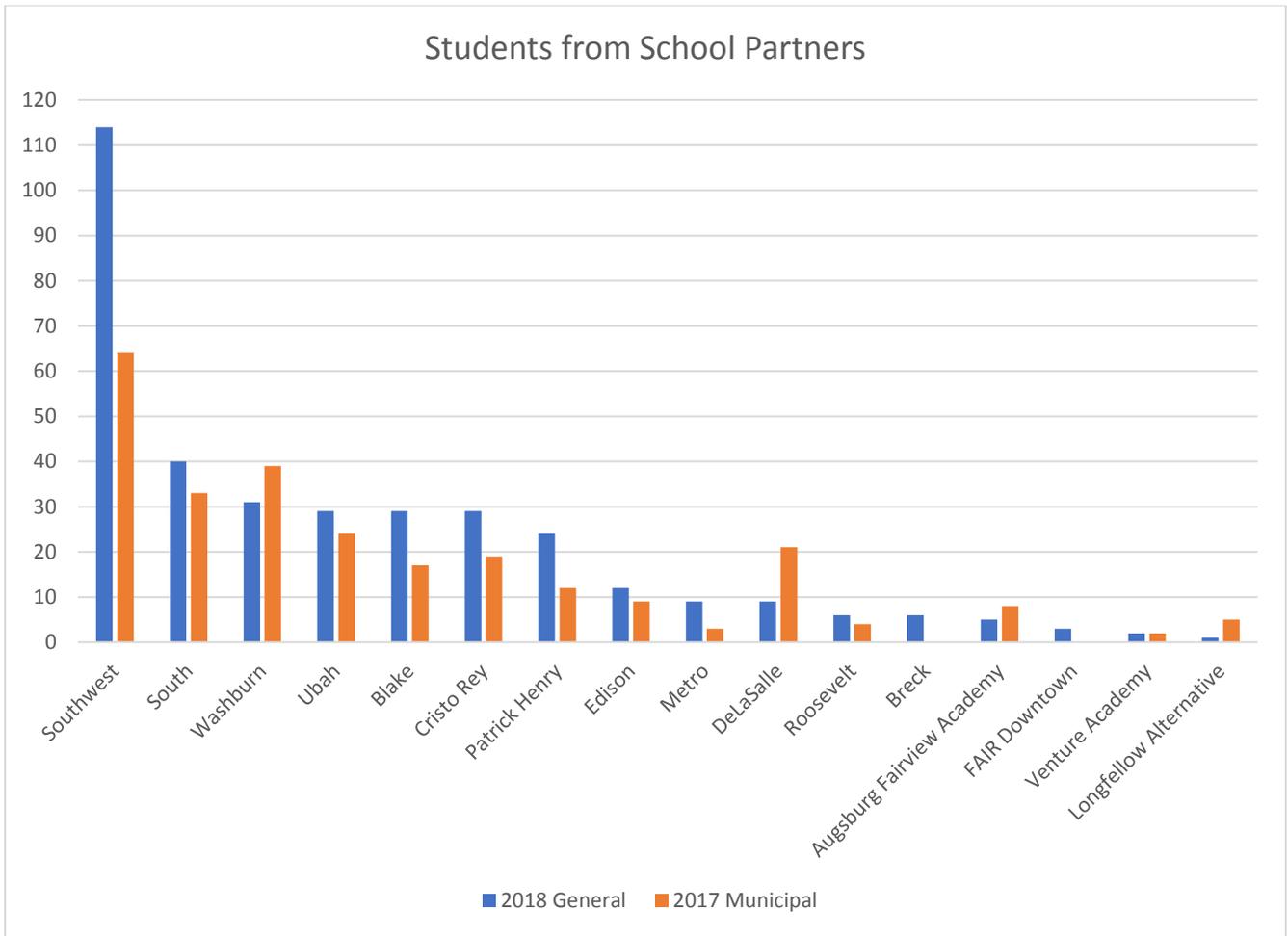
## School Participation



This year, students from 54 area high schools applied to be student election judges, and students from **38** different schools participated. While Minneapolis Public Schools students continue to make up the majority of our participants, we have increasing numbers of participants from private schools, public charter schools, and St. Paul and suburban public schools. Many students cross city boundaries to attend school, and half of our program participants who attend suburban schools are Minneapolis residents.

Because of the overwhelming number of applications we received this year, we referred students from

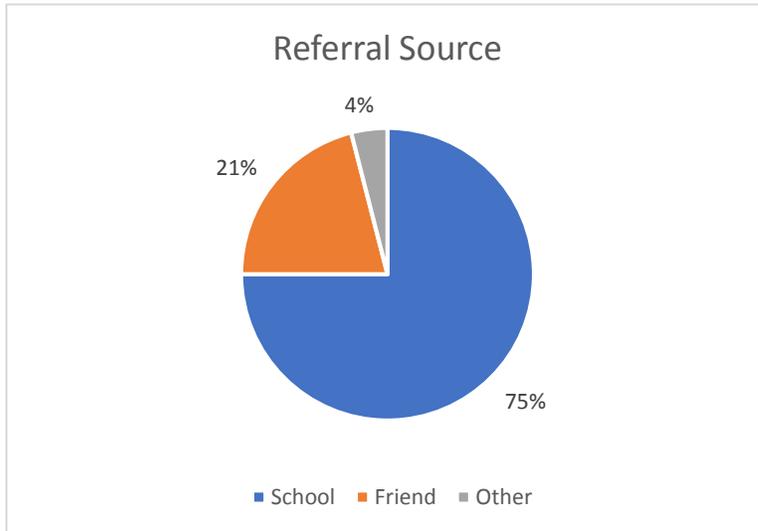
suburban schools who lived outside of Minneapolis to our elections partners in their home jurisdictions. We prioritized applications from students who live in Minneapolis or attend Minneapolis schools.



We had 16 schools who were active participants in 2018, meaning that we had a designated school staff person or student representative who supported the program and helped students at that school through the process. We also recruited an additional 3 school partners to work with more intentionally for the coming election cycle in 2020. Post-election meetings at these schools will help us work together more effectively.

Minneapolis Public Schools, with the exception of South High, have largely adopted a policy that any student who obtains parent permission to participate will be excused from school to do so. Private schools and charter schools have varying criteria for participation, which lead to an extraordinary and unexpected withdrawal of students a week or two before the election. In 2017 only one student was denied participation by their school; in 2018, 32 students were denied, largely because of credit repair or not meeting work-study expectations. For these schools, student word-of-mouth promotion was very effective in stirring interest, but ultimately not successful in expanding opportunities to youth because of school barriers. We are working closely with these schools to identify students earlier in the process and perhaps limit the participants to students to sign up with the school in advance to tie the experience to their school curriculum.

## Referral Source

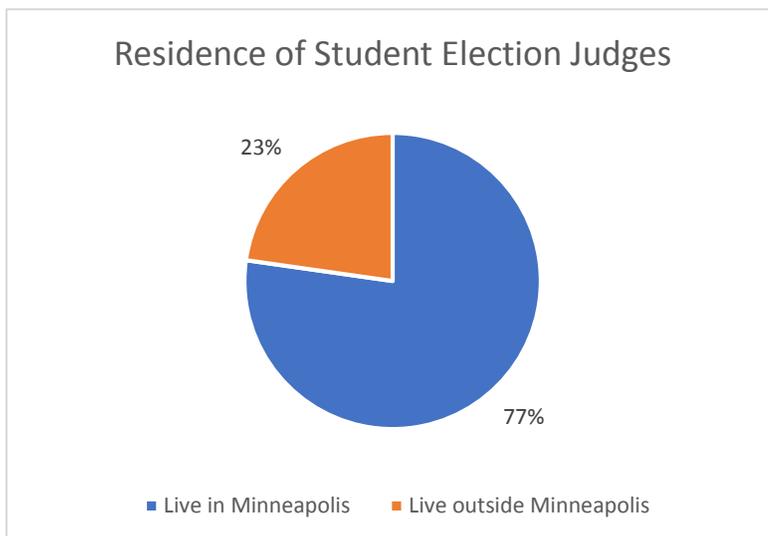


The majority of our participants hear about us from their school, but in 2018, after implementing a Student Elections Ambassador pilot program, we increased the number of referrals by friends from 13% to 21% of applicants.

Ambassadors are experienced student election judges who are available to guide students through the application process and help them understand what to expect. We worked with student ambassadors at Southwest, Edison, Metro Schools College Prep, Eagle Ridge, and Venture Academy. At Metro, a student who had attended election judge training but discovered he was ineligible to serve took on this

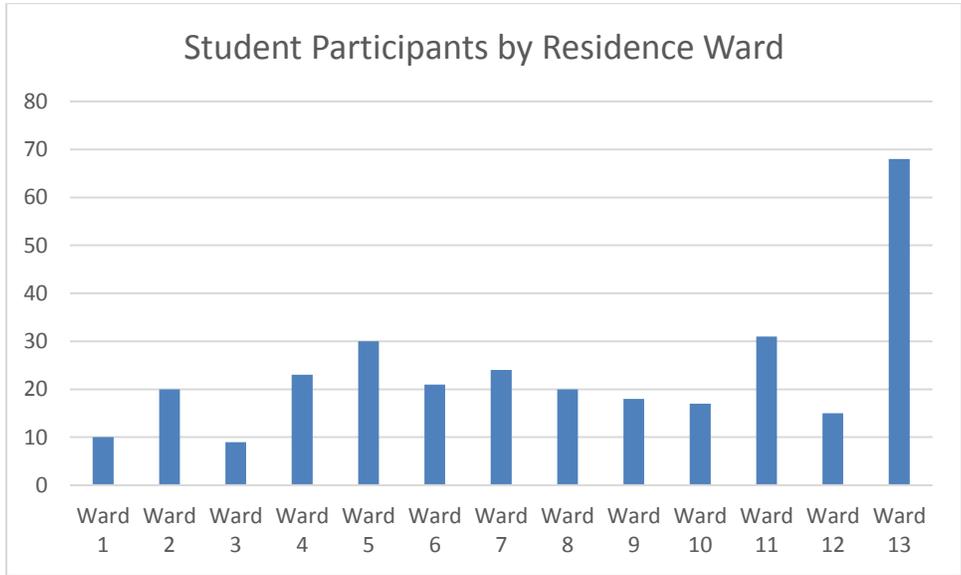
leadership role, working alongside a faculty advisor. He recruited 36 classmates to apply at a school that has had minimal participation in recent years. While a portion of those students ultimately did not serve, it showed the power of a persuasive peer voice in generating interest in the program. Where the peer-to-peer recruitment could be seen the most, however, was among Somali-speaking students who attend suburban schools. We received more than a hundred applications from these students, who reported being referred by a friend or family member.

## Student Residence



The majority of participants (77%) lived in Minneapolis, but the program also drew an increasing number from St. Paul and adjoining suburban areas in Anoka, Dakota, and Hennepin counties.

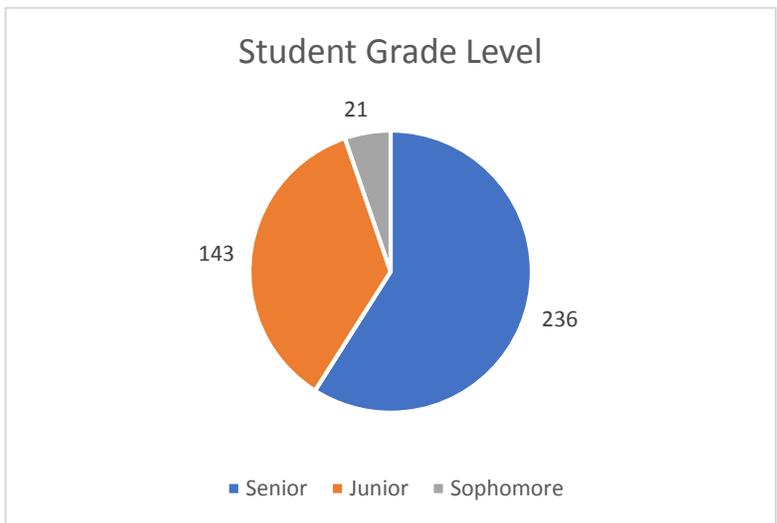
School location is not necessarily a good predictor of where students reside. While we drew 114 students from Southwest High School, for example, only half of those students reside in Ward 13. Likewise, suburban charter public schools frequently draw students who reside in Minneapolis, and private schools in Minneapolis draw students from across the metropolitan region.



**131 of 132 precincts had at least one Student Election Judge**

The program strives to place students in each precinct. Given that precincts have varying staffing needs and students often have limited transportation options, some precincts have more students than others, particularly in the southwest area of the city where we draw a disproportionate number of student election judges. In 2018, only Minnesota Veterans Home (12-07) did not have a student election judge for the general election.

**Student Election Judge Characteristics**

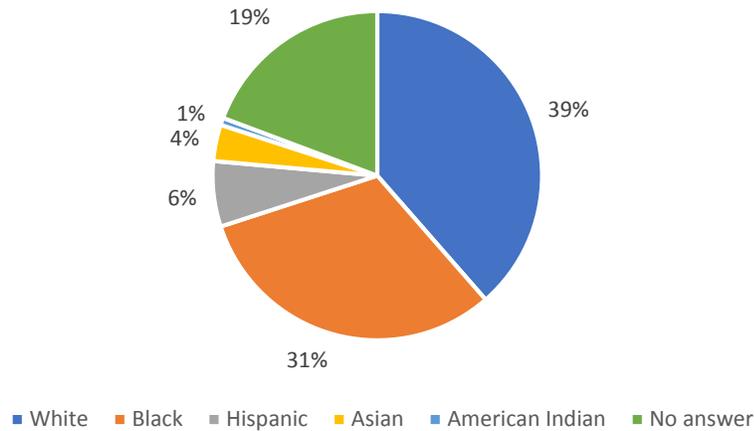


We draw predominantly on high school seniors, with just over 60% of participants being in 12th grade. This means that for the upcoming presidential primary election, we will have about 164 high school students eligible to return as student election judges.

We had 21 high school sophomores this year, a slight increase over previous year. We intend to recruit these experienced election judges who have expressed eagerness for additional leadership responsibilities as Elections Ambassadors.

There were 54 high school students who were 18 or older on Election Day and served as team judges.

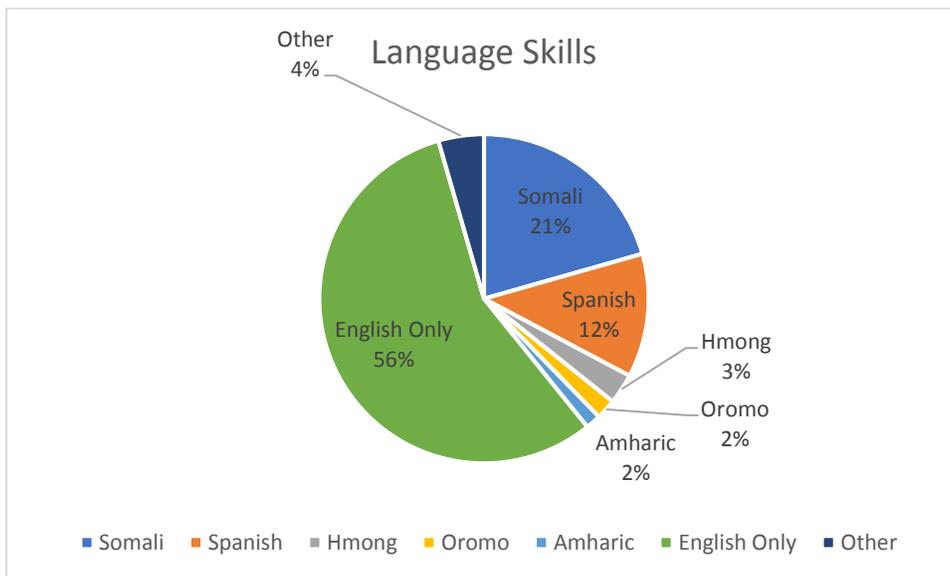
### Student Election Judge Ethnicity



Our high school election judges increasingly reflect the diversity of the Minneapolis-area population. Their demographics help us ensure that more voters are able to see someone who looks like them and reflects their ethnicity in the polling place on election day.

### Language Support

Student Election Judges in 2018 were more likely than their adult counterparts to report being bilingual, with 44% of students speaking two or more languages. We had 174 students who reported being fluent in a language other than English; 90 of these students reported assisting voters with those language skills in the polling place on Election Day.



## Outreach and Presentations

Student Election Judge staff presented at 17 national and local events in 2018, reaching approximately 1090 students, educators, and organizations with voter education and information on the Minneapolis Student Election Judge Program. Highlights included the National Youth Leadership Council, a webinar with CIRCLE on student election judge programs to a national youth voting coalition, and a hands-on workshop with the Jefferson Awards Students-in-Action at the Humphrey School for Public Affairs.

We also participated in a feature on the program for KSTP Channel 5 news prior to the general election and a video feature for “A City that Works,” to be completed at the end of this quarter.

