TECHNICAL PROPOSAL

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Minnesota Proposal for On-Line FPCA and FWAB Wizard Improvements and Advances in Other Aspects of Election Absentee Systems for UOCAVA Voters

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TECHNICAL APPROACH AND JUSTIFICATION

1) Executive Summary

The State of Minnesota has been and remains one of the leaders in providing innovative online voting services to UOCAVA voters. Through this grant opportunity, Minnesota desires to continue its efforts to provide the best possible resources and tools to successfully guide the voter through the less-than-transparent UOCAVA voting process.

Minnesota is home to approximately 91,000 eligible overseas military and civilian voters. In 2008 Minnesota enacted most of FVAP's legislative recommendations, including the electronic transmission of blank ballots to UOCAVA voters. That year, about 15,869 UOCAVA voters participated, which was a great improvement over 2006, however, enormous potential for further improvement still remains.

VOTERS REACHED	2006	2008	% Increase
UOCAVA ballots transmitted	11,931	15,869	33%
UOCAVA ballots returned by Election Day	2,958	11,526	290%

EFFECTIVENESS: RETURN AND REJECTION RATES		
% transmitted ballots returned by Election Day	24.8%	72.6%
% ballots returned by Election Day rejected	8.4%	1.8%

In 2008, Minnesota also implemented a Military and Overseas Voter Services website, designed by the Overseas Vote Foundation (OVF), to provide voters an FPCA Wizard. (Minnesota was the first state to offer its voters this type of tool.) The results of the program were outstanding:

VOTERS REACHED	2006	2008
Voters Using the FPCA or FWAB Wizard:	0	7,155

Source: Overseas Vote Foundation, Overseas and Military Voter State Fact Sheet: Minnesota

In its first year, a number equal to nearly ½ of UOCAVA voters who were sent a ballot in 2008 used one of the on-line wizards. Despite this incredible start, there is still room for improvement. Since it was first launched, the state has gained insight into: the dynamics of the user interacting with the online system; and, the need for enhanced voter communication and outreach. These factors, as well as system design features, can greatly influence the outcome of the UOCAVA voting process.

In light of the above, this project will focus heavily on the voter experience in both the registration/ballot request process and the write-in ballot procedure. We will test and verify the hypothesis that with improvements in voter information, website design and voter communication, the UOCAVA voter base will grow and the voter failure rates will be reduced. Our objective is to grow ballot requests using the on-line wizard by 60% and to ensure that at

least 95% of those who use the tool succeed at submitting the resulting documents and are sent a ballot.

An innovative approach to the registration/ballot request process will involve prototyping the use of video and multiple points of communication with the voter. In addition, we will prototype and test the first online implementation of a wizard-style Federal Write-in Absentee Ballot, which includes online marking for federal, state and local-level offices.

Our project will make use of the power of data collection by obtaining data on each aspect of the online process, from registering and requesting a ballot to downloading and tracking the ballot.

In addition to integral data tracking and reporting, the site will be able to take advantage of Google Analytics reporting facilities, providing data on the usage of the tools and services by the voters. Further data collection from Minnesota's absentee ballot system will allow further conclusions to be drawn. A post-project evaluation and report will be conducted by OVF in order to assess the project's impact for Minnesota and its possible significance for other states and local jurisdictions.

2) Goals and Objectives
Our primary goal will be to demonstrate that through the technological advancement of existing online UOCAVA systems into the next generation of online voter services, distinctly positive results can be achieved in increasing voter participation and reducing UOCAVA voter failure rates. *[Factors 1, 2, 3 and 4 – Significance, Sustainability, Impact and Strategic Approach]*

After examination of current processes and with our significant experience in UOCAVA voting systems, the State of Minnesota proposes new innovative improvements to enhance the effectiveness of our system. Minnesota fully supports the premise that innovations spearheaded by our state, which are proven to bring positive results, can and should be made available to other state and county licensees of the OVF State Hosted Systems solutions. *[Factors 3, 6 and 7 – Impact, Scalable, Collaborative]*

Our main objective is to grow ballot requests using the on-line wizard by 60% and to ensure that at least 95% of those who use the tool succeed at submitting the resulting documents, while reducing the voter failure rate in 2012 as a result of the proposed enhancements.

To this end, we will create, deploy and test several new system components for both the voter registration and write-in ballot processes.

Further objectives include:
- Expand and reinforce the support offered to voters who use the online registration/ballot request process, so that they can better *follow through* with the form transmission to their election official. This will directly impact the rate of successful registrations.
- Augment the capability of the FWAB to serve voting needs for state and local level elections. Successful use of the FWAB will reduce failure rates.
- Bolster the type and usefulness of information provided to voters through the website and to encourage pro-active communications. This will directly impact participation and

support our main goal.

Underlying these objectives is the precept that each action we take will provide us with new data, which can be used to gain a deeper level of insight into the UOCAVA process. With these insights, we will be able to create better services which will, in turn, invite more voters to become part of the process.

The implementation of a UOCAVA voting system is not a simple one-time process of hiring a vendor who will install a new set of online processes. Every change significantly affects the voters who use it – they are as much a part of the system as the technology.

3) Service and Solution Innovations

3.1) Voter Registration/Ballot Request Process Improvements
Minnesota is well ahead of many states in serving UOCAVA voters through an integrated voter-facing set of tools and services. The Minnesota Military and Overseas Voter Services website https://minnesota.overseasvotefoundation.org is an excellent basis for developing the ongoing technological advancements in services for UOCAVA voters. *[Factor 2 - Sustainable]*

The principal and most strategic application in the existing suite of Minnesota UOCAVA voter services is an **FPCA Wizard** with Forms and Instructions. The FPCA Wizard represents a transformation from the historically cumbersome and error-laden methods for manually registering overseas and military voters to a refined, well-designed, easy-to-use and voter-oriented online, automated process. *[Factor 1 - Significance]*

We propose to approach the beginning and end of the FPCA Wizard in new ways designed to better inform voters of the UOCAVA voter registration/balloting process and prepare them for the actions they need to take. *[Factor 4 – Strategic Approach]* The key issue identified is that voters do not always print, sign and send in their form at the end of the online FPCA Wizard process. Voters tend to assume that a form completed on-line is equal to the completion of the entire process and do not properly follow the instructions to submit their form, whether by email, fax or by post, after printing and signing it. This is a weak point in the process and a source of failure.

According to the Overseas Vote Foundation, 7,155 Minnesota voters used the FPCA or FWAB Wizards in 2008 and 1,574 used these tools in 2010. OVF has data (names, birth years) for 6,022 of these voters. A cursory comparison of OVF data with data of UOCAVA voters who submitted applications to vote as UOCAVA voters in 2008 and/or 2010 seems to indicate that 4,002 of them submitted an application for a ballot in at least one of these two elections; of this number, 545 submitted an application in both years. That leaves 2,020 or 34% of them who used one of the on-line wizards, but did not submit the resulting documents. While some voters may have consciously chosen not to, perhaps because they did not believe that they would have enough time to complete the process and have their ballot counted, and other applications may have been lost in transit, it is highly likely that many of these voters misunderstood the steps that they needed to take to complete the process – an issue that can and should be resolved with the funds from this grant.

A. Pre-empt Failure through Education: A short 1.5-2.5-minute professional video designed to inform the voter of the process will be created, developed and integrated into the RAVA process. The video will explain the entire UOCAVA voting process and the most crucial aspects that the voter must execute. *[Factors 3 and 5 –Impact and Innovation]* It will capture the voter's attention through its interactive nature and far surpass the effectiveness of the current written instructions in educating voters of the key steps involved in the UOCAVA absentee voting process.

B. Pre-empt Failure through End-of-Process Interactive Value Exchange: Another step that will be taken to address the problem of voters not reading the instructions on screen or on the printed letter that comes with the FPCA, at the end of the FPCA wizard process, is to create a more "interactive finish" to the process *[Factors 3, 5 and 6 –Impact, Innovation and Scalability]* The voter, having just completed entering his/her data is anxious to get to the final step and wants to believe that is will all happen online.

The crucial moment in the process is right before the voter gets a signal that they have reached the end of the FPCA Wizard process. Prior to downloading the form, a new dialogue box will open up with 3 options for transmitting the printed, signed form. The voter must choose an option in order to continue to the form download. These options will necessarily record the voter's intention to either:

1) **Email Transmission**: Print, sign, scan and email the application as an attachment to the appropriate county official. [Note: the LEO email address will be pulled in from the MN Election Official Directory and provided onscreen to the voter]
2) **Fax Transmission**: Print, sign, and fax the application to the appropriate county official. [Note: the LEO fax number will be pulled in from the MN Election Official Directory and provided onscreen to the voter in a pre-filled fax cover sheet]
3) **Send by Post**: Print, sign, and mail-in the application as an attachment to the appropriate county official. [Note: the LEO mailing address will be pulled in from the MN Election Official Directory and provided onscreen to the voter]

Voters making their choice at this stage will provide us with information about their intent. This added step will make this final and integral step clear to the voter while providing them with information about how to execute the step – a highly effective value exchange.

The three buttons will provide the added benefit of allowing us to know if the user clicked at all, and then what his/her intent was at the time of going through the FPCA Wizard process. This will allow data tracking and analysis of the information.

C. Pre-empt Failure through Follow-up Voter Reminders: After the voter has downloaded the form, an automatic email is generated to thank them and to remind them to follow through with transmission of their form to their election official. We will take this one step further and develop a system which sends a second reminder to the voter at a specific interval – to tell them that they should login to the Minnesota Ballot Access Tracking System to confirm the receipt of their form by the election official and what to do if it has not been received. *[Factor 3 and 5 –*

Impact and Innovation] This step will also will also meet the sustainability as well as the scalability criteria, because not only can it be utilized by other jurisdictions once it is effectively tested, but once built, it can be utilized in subsequent election cycles. *[Factor 2– Sustainable]*

3.2) Federal Write-in Ballot Improvements

The Minnesota Military and Overseas Voter Services website currently provides a *customized* "Vote-Print-Mail" FWAB Wizard, which meets the 2012 MOVE requirements. It is built on the same engine as the FPCA Wizard. It integrates a "zip-to-district" matching with the voter's address and then pulls in the voter's federal-level candidate lists from VoteSmart.org. Voters enter their U.S. address and the system presents them with federal candidate lists by office so they can point, click, vote, and print their ballots. *[Factor 1 - Significance]*

Modifications to the FWAB Wizard contribute to a main goal of the project by further facilitating the voting in state and local elections.

The manner in which the voter's precinct and associated candidate list are determined will be modified for voters other than citizens who are indefinitely overseas (since they are only permitted to vote in federal elections) such that the addresses must exactly match the Minnesota Pollfinder addresses in order to be associated with a precinct. Address entry into the current FWAB Wizard will be modified by implementing pull-down menus in fixed fields, rather than the current free-form fields. The address entry system will also need to distinguish citizens residing overseas indefinitely because they are only eligible to vote in federal races. *[Factor 5 – Innovation]*

Minnesota will provide the address ranges or data that is underneath the current precinct finder data. Such data is already available and provided to others via the Google/Pew VIP project. Already having these administrative processes in place will support and ensure the success of this system upgrade. Following the address to precinct match, the system will generate a list of candidates and ballot questions for all races for which the voter is eligible.

3.3) Voter Information Service – What's on My Ballot?

The modifications made to the FWAB will be made of further use in augmenting the voter information services available throughout website. *[Factors 2 and 5 – Sustainable and Innovative]* Using the same precinct and candidate list identification systems, we will be able to create a distinct "What's on My Ballot" module. This will allow UOCAVA voters to better inform themselves about the ballot prior to actually voting, thus boosting the likelihood that they complete the voting process. *[Factor 1 – Significance]*. They will enter their address and see the names of the candidates and/or any ballot questions for which they are eligible to vote.

3.4) Outreach Improvements – Mailing List Development

The purpose of this activity is to build communications and outreach to UOCAVA voters.

Reminding voters to take action at crucial times during an Election Year will support growth in successful participation. A pro-active communications program is possible with applications like the FPCA Wizard that can build a UOCAVA voter mailing list. *[Factor 1 - Significance]* We will automate the collection of voter email addresses for voters who opt-in to our list and

integrate that with an online mail system designed for mass mailings. Minnesota can then plan to conduct regular informational online mailings to remind UOCAVA voters of important deadlines, registration requirements and any other key information. *[Factor 3 - Impact]* The list will gain increasing value and usefulness as it grows and in future years can be utilized to communicate elections information and to encourage UOCAVA voters to apply for their ballots. *[Factors 2 and 6 – Sustainable and Scalable]*

Data Aspect: The mailing list will identify voters that are interested in a closer link to the state office with respect to voting and elections. We will also be able to track the success of any mailer sent – for example, the click through and open rates of the emails sent to the list will give insight into the value of this form of outreach.

3.5) Reporting Dashboard Enhancements
The purpose of these enhancements is to significantly increase the use and distribution of available data.

The Minnesota customized Military and Overseas Voters Web Service includes a backend Reporting Dashboard system, which provides real-time access to our voter registration data. However the ability to more easily perform cross tabulations of aggregate data should be a simpler, more-usable aspect of the system. A new interface will be developed to allow us to define and schedule regular reports. This will assure better data tracking and allow for timely, pro-active outreach should participation be less than expected. *[Factor 2 and 5 – Sustainable and Innovative]*

We expect to be a leader in analysis of voter data and election process data that we, or others, or FVAP could use to compare to other states of similar profile. *[Factor 4 - Strategic Approach]*

Schedule and Milestones:
- System Requirements Review – Months 1-2
- Voter Registration/Ballot Request Process Improvements – Months 3-5
- Federal Write-in Ballot Improvements – Months 6-7
- Voter Information Service – What's on My Ballot? – Months 6-7
- Outreach Improvements – Mailing List Development – Month 8
- Reporting Dashboard Enhancements – Month 9
- Post Project Evaluation and Report – Dec 2012 – Feb 2013

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COLLECTION OF DATA, RESEARCH AND REPORTING

During both the registration and balloting phase we will collect data important to measuring outcomes and also track those intervening variables that would impact results. These variables include: voter experience (i.e. new voters versus experienced voters), civilian vs. military voters, age, education and gender.

The successful use of technology can often be influenced by the individual's age and education level. This will provide valuable insight into determining which individuals tend to fail during the voting process. Do civilian or military voters have more problems?

All data gathered in the FPCA Wizard can be migrated as needed to other databases. Indeed this would be achieved by implementing the use of the IEEE Common Data Format (CDF) as a standard format, which will allow us to not only make state comparisons but also county level comparisons. The implementation of this system on the county level will allow us to make an important comparison during research and analysis, namely success rates across counties. Often research measures success across elections or across states.

In Minnesota, all absentee data is housed centrally in a statewide database, which makes it possible to easily compare and analyze voter-level data to see whose applications were received and who succeeded at submitted their ballots in time to have them counted. What characteristics do these voters have in common? We will also be able to analyze time series data. All of this will provide important comparisons and benchmarks for analysis.

Programmatic and Financial Progress Reports

Reporting will take place in the form of bi-monthly progress reports. This will allow election officials to monitor usage and to judge the impact of any outreach efforts. Should it be determined that outreach efforts are not having an effect, officials can then adjust their plans in order to distribute resources in an effective manner.

Each report will contain the following information:
1. Usage: the number of applications created by the FPCA Wizard, the number of FWABs created by the FWAB Wizard, the number of questions received on the help desk
2. Tracking of Voter Demographics (such as voter history, voter types, age, gender, education level): This data will be provided through the reporting dashboard
3. Google Analytics: number of site visits, bounce rate, time spent on site, page views
4. Funds expended to date

The first report can be generated after the data capture element is implemented. Thereafter, these reports will be compiled in months 4, 6, 8 and 10.

Final Election Report on Voter Experience in the 2012 General Election
This report will analyze the overall success of the project. It will provide the final statistics on the usage of voter servers and blank ballot delivery. It will also contain macro-level analysis including:

- The numbers and percentages of voters who used one of the on-line wizards.
- The numbers and percentages of these voters who successfully submitted the resulting documents.
- An analysis of the ways in which voters indicated that they intended to return their FPCAs and whether they ultimately submitted a ballot.
- An analysis of whether voters who used the on-line wizards are more or less likely than the average UOCAVA voter to submit their ballots on time.
- An analysis of whether voters who used the on-line wizards are more or less likely than the average UOCAVA voter to have their ballots accepted or rejected.
- An analysis of the dates FPCAs were received and the dates of the reminders sent to see what impact, if any, reminders had.
- The number of local election sites that feature a link to the Minnesota Military and Overseas Voter Services site and of partner organizations that posted a link or otherwise promoted it.
- An analysis of the path voters used to find the Minnesota Military and Overseas Voter Services site to see how often they came from local election sites and through referrals from other partner organizations.
- The number of FWABS generated using the FWAB wizard in which voters cast votes in state and/or local races.
- An analysis of the correlation between the number of hits to the What's On My Ballot module to the number of ballots successfully submitted.

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MANAGEMENT APPROACH

Identification of personnel and contractors involved:
Project Manager: Claire Wilson, Director of Voter Outreach
Contractor: Overseas Vote Foundation

Past, present or proposed collaborative activities
Secretary Ritchie has brought a collaborative approach to the work of the Office of the Minnesota Secretary of State. One of his first acts was to turn FVAP's suggestions for improving the voting process for military and overseas voters into legislation. He then worked with local election officials on ensuring that the bill could be easily implemented and with FVAP to get the changes passed. In 2008, nearly all of the suggestions were signed into law and UOCAVA voters benefitted from the new process in that election. In 2010 Secretary Ritchie advocated for, and the legislature enacted, an earlier primary, providing UOCAVA voters with a longer absentee balloting period.

Secretary Ritchie and his staff have also taken a collaborative approach to working with county, city and other local election officials on improving Minnesota's elections process. They have been key partners in identifying areas that need improvement and ways to improve our processes.

This grant will further our collaboration by ensuring that local election officials are entirely familiar with the special rights and privileges afforded to UOCAVA voters and providing them the opportunity to provide better service to these voters via a link on their websites to the Minnesota Military and Overseas Voter Service.

Goal 1: Improve experience for UOCAVA voters and reduce impediments to success by making sure that voters fully understand the steps they need to take to submit their ballot request.
As described in the Technical Approach section, evidence seems to indicate that at least some voters who use the FPCA Wizard (perhaps as many as 34%) mistakenly believe that they have successfully completed their ballot application process once they have come to the end of the online process and do not understand that they need to sign their FPCA and submit it either as a scanned attachment, by fax or by mailing it in. As a result, in the current process, the potential UOCAVA voter takes the time to go through the online process, but may not realize that they have not successfully completed and submitted the application.

Two tools will be developed and implemented to assist the voter in understanding the application process in its entirety:
- A short instructional video for voters to watch before beginning the process will be recorded and developed. This video will clarify the process on the front end of the experience.

- The end of the process will be structured with the implementation of an enhanced system design feature so that voters cannot complete the process without indicating how they intend to submit their FPCA.

The Office of the Secretary of State will work in collaboration with OVF to write the script for the video and will also provide input for the design of the last page of the FPCA Wizard.

Potential risks to the implementation of these tools include:
- Voters will not view the video.
- Despite the reminders to download the ballot, voters will not take the additional step to download, sign and submit the FPCA.

In order to meet and mitigate these risks, the video will be prominently featured on the first page of the "Register and Request your Ballot" portion of the Minnesota hosted OVF site. The video will not be easy to dismiss with such prominent placement and the clarity of the instructions delivered through video messaging will directly influence the voters understanding of the information on the site and will result in a more successful application process.

In addition, once the voter completes the FPCA process and chooses an option for submission, they will receive an automatically generated email reminding them to submit their application in case they have not yet done so. Providing additional reminders that the application is not complete until it has been downloaded, signed and submitted will mitigate the risk that the voters might not return the application despite the enhanced system features.

Performance indicators will include:
- The number of times the video is viewed.
- The number of times the video is viewed in correlation to the number of applications received.
- The number of reminder emails read in correlation to the number of applications received.
- The number of applications received from voters who use the FPCA Wizard.
- The percentage of voters who use the FPCA Wizard who successfully submit applications and who submit ballots on time; these figures can be broken down by demographic factors as well as by the method of submission the voter indicated they were going to use.

Modifications justifications include:
Despite the fact that voters are clearly reminded through print text on the screen and in instructions once the FPCA Wizard process is completed, these instructions delivered in this particular manner are not necessarily heeded or effective. Changing the ways in which these messages are delivered so that they are more interactive and more engaging will likely resonate with voters who have a higher level of familiarity with internet-based communications and who are more likely to respond to instructions delivered in these styles. Modifying the existing processes seems necessary to catch the attention of voters who are accustomed to submitting forms electronically without needing to download or submit them in alternative ways.

Projections of effectiveness include:
OVF has already utilized video on their site to great effect. When they instituted an instructional video for the FWAB Wizard, for instance, there was a 1 to 1 success rate. 8,500 voters viewed the video and 8,500 FWAB's were completed. We expect the same or similar results from a video outlining the FPCA process. In addition, if a voter receives the instruction to select the submission method, we expect that this step will increase their awareness of the step and will result in more completed applications submitted.

Goal 2: Improve the voting experience for UOCAVA voters and reduce impediments to success in voting in all races in which they are eligible to vote.
Currently, local election officials report that the majority of voters who fill out Federal Write-in Absentee Ballots vote solely in federal races. This is in spite of the fact that the majority of UOCAVA voters are eligible to vote in all races on the ballot. This discrepancy is likely because voters are not aware of the state and local races and candidates on the ballot and as such cannot write them in. When a voter fills out the FWAB Wizard now, it can provide them with federal candidates to choose from based upon the voter's zip code. In order for a voter to know the other races and candidates on the ballot, the voter must take additional steps and check multiple sources, which can be a burden for the voter.

Creating a tool that will allow the FWAB Wizard to display local races will be developed in the following ways:
- Minnesota will provide OVF with address ranges so that a voter's address can be precincted when entered into the FWAB application.
- OVF will also be provided with candidates and question lists for races for each precinct.
- The programming will then be created so that voters will be presented with candidates and questions for all races in which they are entitled to vote.

There are two potential risks involved in modifying the FWAB Wizard:
- The voter could be presented with the wrong candidates.
- Voters who are not eligible to vote in local or state races might receive choices of candidates for local races.

These risks would be addressed and mitigated by having the FWAB wizard utilize address ranges to determine races provided by the state. Prior to receiving the list of candidates, the FWAB Wizard will ask the voter to indicate which category of UOCAVA voter they are and will only provide state and local candidates to military voters and those temporarily overseas.

Performance indicators will include:
- Tracking the number of voters who choose to utilize this new tool
- Carefully monitoring the correlation between those who use the tool and those who successfully cast their ballots with votes cast in state and local races. (Please note: the tool will track only whether the voter selected any candidates in state or local races, not the particular candidate selected or the race in which a candidate was selected.)

Modifications justifications and projected effectiveness:
Modifying the processes in this way will expand the opportunities UOCAVA voters have to connect to their home communities through the elections process. Allowing them an accessible and viable option for voting an entire ballot will hopefully increase both their interest in voting and allow them to vote in the same manner as those who successfully received a ballot from the state.

Goal 3: Improve the voting experience for UOCAVA voters and reduce impediments to success in voting in all races in which they are eligible to vote while providing an opportunity to increase their awareness of and participation in upcoming elections.

There is currently no easy way for UOCAVA voters to find out about the races in which they are eligible to vote and/or to become informed about the candidates. We would address this by adding a tool to Military and Overseas Voting Service to assist voters in seeing the races and candidates that will be on their ballots, similar in form to the Sample Ballot which Minnesota residents can view and utilize prior to their voting experience. This "What's on My Ballot" module will facilitate engagement and better inform UOCAVA voters. This module is anticipated to increase the likelihood that they will feel prepared to successfully participate in the elections process.

The tools and programming that would need to be developed are very similar to those listed above for the proposed changes to the FWAB Wizard. In this instance, the tool will also provide voters links to the candidate information (if provided to the Office of the Secretary of State by the candidates) so that they can continue to actively educate themselves about the races and the candidates. This will once again increase their connection to the voting experience.

A similar risk occurs when creating the "What's on my Ballot Module" as occurs when localizing the FWAB Wizard, which is that the voter could be presented with wrong candidates. This also will be mitigated by having the Wizard utilize address ranges to determine which races to show.

Performance indicators will include:
- How many voters choose to utilize this new tool
- Feedback received from and generated by voters regarding the use of the tool
- The number of click throughs to other informational sites from the tool

There is currently no tool available to UOCAVA voters that allows them to prepare themselves for the ballot that they will eventually receive and vote. Modifying the current modules offered to UOCAVA voters enhances their voting experience while potentially increasing their interest in participation.

Projections of effectiveness include:
Sample ballots are widely utilized by Minnesota residents through the OSS polling place finder tool on the elections home website. The Office of the Minnesota Secretary of State works in collaboration with many non-profit and community groups to educate Minnesota's eligible voting population about this module. Feedback from these groups as well as the number of hits

indicate that the Sample Ballot module which was viewed over 54,000 times on the day before election day alone, educates voters and allows them to prepare for their voting experience. Based on this experience among domestic voters, we anticipate this modification would be very useful and effective for UOCAVA voters.

Goal 4: Improve experience for UOCAVA voters and reduce impediments to success by creating an electronic mailing list through which pertinent election information as well as reminders regarding upcoming elections can be sent to UOCAVA voters.

Currently, the only mechanism by which the state of Minnesota communicates with UOCAVA voters is if they opt to receive an office email newsletter, which provides information about the office generally. No list is maintained of UOCAVA emails so no outreach or communications can be delivered electronically to encourage participation or remind voters of important deadlines.

The following tool will be developed to facilitate communications with voters:
- Emails will be collected and integrated with an online mail system designed for mass mailings.
- Calendars will be created reflecting when reminders should be sent.
- Emails will then be automatically sent to those who have opted-in to the mailing system.

While the risk exists that some voters may not wish to receive emails from the elections division informing or reminding them of elections, these voters can opt-out of the email system at any time by simply clicking an unsubscribe link.

Performance indicators will include:
- How many emails are being received and not bouncing back to the system
- How many voters choose to not opt-out of the email system and how many click through successfully and frequently.

Research has proven that voters who are actively reminded about voting and elections are more likely to participate in elections. Currently, UOCAVA voters, because of their distance from the campaigns and races are not generally reached by the typical GOTV outreach efforts that voters who reside stateside are exposed to on a regular basis. Reaching out to these voters and reminding them to register and to apply for their ballots, to check on the status of their application and ballot, and to return their ballots will keep UOCAVA voters informed and more closely involved in the elections process.

Goal 5: Improve experience for UOCAVA voters and reduce impediments to success by ensuring that local election officials fully understand the rights and privileges afforded to UOCAVA voters and can better serve them by providing a direct link from the local election officials' websites to Military and Overseas Voter Service. Also by providing links to the Military and Overseas Voter Service from websites of other organizations with which UOCAVA voters are likely to interact.

Despite Minnesota's great success with reaching out to UOCAVA voters effectively through the Military and Overseas Voter Services employed by the Hosted Systems Program of Overseas Vote Foundation, currently only 14 out of the 87 counties have a link to this website on their local elections site. Only 1 of the 5 of the largest Minnesota cities has a link on their website. This is significant, because, in the State of Minnesota, counties fully administer the UOCAVA voting process. UOCAVA voters may initially visit their city or county website in search of elections information. A clear way to benefit UOCAVA voters would be to have the Minnesota OVF website clearly linked on city and county elections sites. In addition, because cities are not directly involved in UOCAVA processes, city clerks are not as familiar with the process. Occasionally, UOCAVA voters fill out regular absentee ballot applications which are received by local election officials who are not familiar with the privileges associated with UOCAVA voting, including the electronic transmission of ballots, and then do not afford these privileges to the voter. Cities need additional education on the process for UOCAVA voters and how it differs from the standard absentee balloting procedures so that UOCAVA voters can benefit directly.

Some UOCAVA voters may not be actively seeking out information about the election, but may become interested in voting if provided with an easy path to do so. We will collaborate with organizations with which voters may interact, such as colleges and universities with study abroad programs and religious organizations that send missionaries abroad, to maximize exposure to the Minnesota Military and Overseas Services website through links on these organizations websites, links on their Facebook pages, links sent via Twitter, and/or links sent by email.

A plan and tools will be developed for this outreach effort in the following ways:
- In collaboration with the League of Minnesota Cities, a plan will be developed to provide better education to city clerks and local election officials regarding the UOCAVA voting process.
- Instructions and training will be created and geared towards city clerks that will focus on how to handle regular absentee ballot applications that arrive in their offices from what appear to be UOCAVA voters.
- Work will begin with county auditors and clerks of large cities to encourage and support them in providing the OVF link in a prominent location on their elections website.
- Organizations with potential links to UOCAVA voters will be identified. Meetings with these organizations will be held to encourage their active participation in supporting voting in the 2012 election.

While there is a small risk that organizations could misunderstand the purpose of the web tool and promote its use by domestic absentee voters, we will mitigate this risk by providing them with draft language that will make the differences clear. Also, if domestic absentee voters go to the site, it will be clear to them that it is not a tool that applies to them.

Performance indicators will include:
- The numbers of trainings successfully conducted with city clerks.
- The number of counties and larger cities who add the OVF link to their local elections website.
- The number of organizations that promote use of the OVF link to their lists of potential UOCAVA voters.

- Tracking the number of voters who access the Minnesota OVF site from these various sources.

A sustained push such as this to conduct outreach and education with local election officials has not yet occurred and is reflected in the low linkage rates on local sites. Partnering with local election officials, who are often the first and frequently only point of contact with elections for UOCAVA voters will better serve voters, ensuring that they receive accurate information from local election officials and that if they visit their home county website for elections information, they will have immediate access to the comprehensive voter information that appears on the Military and Overseas Voter Service website.

Milestones
- FPCA Wizard Application Improvement
  - Development of video script
  - Taping of video
  - Launching video
  - Designing new page and new page functionality
  - Testing and launching new functionality
- FWAB Improvements and creation of What's on My Ballot module
  - Programming requirements laid out
  - Programming completed and address ranges applied
  - Candidates added (when timely)
- Mailing List Development
  - Programming requirements laid out
  - Mass email system designed
  - Calendar created
  - Informational emails sent
- Outreach to local election officials & organizations
  - Training materials developed
  - Trainings conducted
  - Consolidated push to have officials and organizations add/promote links

Measures of Success
The design and implementation of these strategic goals will result in success measures which rely on data not previously collected in a systematic way, if at all. It has been difficult up until this point to draw conclusions about exactly how many voters are taking advantage of the on-line tools and, of those, the reasons that UOCAVA voters fail to complete the applications process or return ballots. According to OVF, 7,155 Minnesotans used one of the on-line Wizards in 2008, but a cursory review of the data seem to indicate that up to 34% of them failed to submit the resulting document. More thorough research would need to be done to confirm this statistic and to find out if there are other factors that are the cause. Even if the failure rate is half of this number, there is clearly room for improvement. Also, since we do not currently send reminders, we do not have data on how sending reminders may impact the voting experience.

Increasing the methods by which we collect data will enhance our ability to determine and measure success as well as provide an accurate basis for future improvements.

In addition to the enhancements to data analysis provided by the reporting dashboard enhancements, the measures of success for these goals will be dependent on the following:

- Ensuring that the Minnesota Military and Overseas Voter services allows for tracking methods by which voters intend to submit their FPCA.
- A post-election analysis of UOCAVA voters who did not follow through and submit the FPCA.
- Recording the ways in which voters indicated their intent to return the FPCA and whether they ultimately submitted a ballot, analyzing whether those ballots were received on time and eventually accepted or rejected.
- Comparing dates FPCA's were received against the dates of the reminders sent.

In addition to the future usefulness of the new data provided by the implementation of these strategic goals, success will ultimately be measured by the UOCAVA voters experience with the enhanced modules, increased communications, and extended outreach measures.
- Increased FPCA completion and submission rates – 60% increase in the number of voters who use the FPCA Wizard, while ensuring that at least 95% of those who use the tool succeed at submitting the resulting documents and are sent a ballot.
- Increased usage of the Minnesota Military and Overseas Voter Services from local election sites and through referrals from other partner organizations – 50% of hits to Minnesota Military and Overseas Voter Services coming directly from these sources.
- Increased numbers of FWABs with votes cast in state and/or local races – 30% of returned FWABS indicate local races voted.
- Demonstrated understanding of the UOCAVA voting process by city clerks – 100% of clerks in cities with populations over 50,000 trained directly (15).
- Higher percentage of county and large city elections websites linking directly to the Minnesota Overseas Voter services – 70% of counties and 75% of large cities linked directly to the Minnesota Military and Overseas Voter Service.
- Having organizations with ties to UOCAVA voters promote use of the Military and Overseas Voter Service – 50% of the organizations contacted will promote use of the site at least once.
- A strong correlation between the number of hits to the What's On My Ballot module to the number of ballots successfully submitted – 60% of number of hits to What's On My Ballot module corresponding to number of successful ballot submissions.

Financial Management
We will pay contractor as milestones are met. The last 10% of the payment will not be paid until all work has been completed to the state's satisfaction.

Current and Pending Project Proposal Submissions: Not Applicable

Qualifications of Proposed Key Personnel:

Claire Wilson has served as the Director of Voter Outreach for the Office of the Minnesota Secretary of State since December 2009. In this capacity she has overseen the development of tools and messages to educate and inspire voters, as well as developed extensive training materials and conducted hundreds of trainings.

Susan Dzieduszycka-Suinat is the CEO and President of the Overseas Vote Foundation, a nonprofit, nonpartisan organization established in 2005 which developed a first-of-its-kind suite of software applications to facilitate voting by military and overseas voters.

Dr. Claire M. Smith has conducted extensive research on the behavior of military and overseas voters and the barriers they experience to casting ballots.

Please find their resumes or curricula vitae attached.

Minnesota Proposal for On-Line FPCA and FWAB Wizard Improvements and Advances in Other Aspects of Election Absentee Systems for UOCAVA Voters

BUDGET PROPOSAL

a. <u>Personnel</u>

Staff to coordinate grant activities (Claire Wilson): Collaborate on development of new website functionality with consultant; conduct acceptance testing of functionality; prepare training materials for local election officials; attend trainings; encourage local officials and organizations to add or promote links to the tool by email, phone, coordinate research/evaluation and final report [an average of 1/3 time for 15 months at $21.59 per hour]

$17,272

b. <u>Fringe Benefits</u>

1/3 of Fringe Benefits for Claire Wilson for 15 months at $7.20 per hour

$4,650

c. <u>Travel</u>

Staff will travel to trainings sponsored by MACO (Minnesota Association of County Officers) and the League of Minnesota Cities to present to local election officials on the UOCAVA balloting process as well as providing an overview of the new features available on the Minnesota OVF website. Conference fee, including meals and lodging for each conference, based upon past and expected charges ($480 conference fees, rental car for 4 days ($160), plus gas ($80), for each conference).

$1,606

Staff will also attend meetings with organizations with connections to UOCAVA voters and may travel to some city clerk's offices to train them on how to better serve UOCAVA voters, if they are unable to attend the organizational trainings. (Estimate of 300 miles / 55.5 cents per mile.)

f. <u>Contractual</u>

Contract with the Overseas Vote Foundation for website development, instructional video, software license and post-election research and evaluation.

$202,727

i. <u>Total Direct Charges</u>

$226,255

k. <u>TOTALS</u>

$226,255

BREAKDOWN OF ESTIMATE FROM VENDOR (Overseas Vote Foundation)

New Development

FWAB Wizard Upgrade for State/Local Races	$50,000
What's On My Ballot Module (depends on FWAB upgrade)	$10,000
FPCA Transmission Modifications to FPCA Wizard End-Process	$25,000
Reporting Dashboard Enhancements	$12,727
Mailing List Signup and Integration	$10,000
Subtotal by Project Definition	**$107,727**

Flat Fee Development Items

UOCAVA Voting Process Video	$15,000
Website Interface Design Customization	$5,000
Hosting/Bandwidth Contribution	$15,000
Subtotal Flat Fees by Installation	**$35,000**

Licensing for 2012 Election Cycle	**$35,000**

Post Project Research Report	**$25,000**

Total	**$202,727**

Minnesota Proposal for On-Line FPCA and FWAB Wizard Improvements and Advances in Other Aspects of Election Absentee Systems for UOCAVA Voters
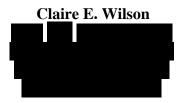
RETURN ON INVESTMENT ANALYSIS

Of the approximately 91,000 eligible UOCAVA voters from the State of Minnesota, roughly 15,870 absentee ballots were sent out in 2008 according to balloting statistics and about 12,090 were returned. The low number of blank ballots sent out compared to the number of eligible overseas voters suggests that there is still considerable potential in Minnesota for increasing the participation rate. In 2008, the first year in which Minnesota offered UOCAVA voters the option of using on-line FPCA and FWAB Wizards, 7,155 voters did so. However, it appears that up to 34% of this group did not submit the resulting document. The goal of the present project is to grow ballot requests using the on-line wizard by 60% and to ensure that at least 95% of those who use the tool succeed at submitting the resulting documents. In raw numbers, this would mean that an additional 4,293 voters would use one of the Wizard tools and a total of 10,876 would use it successfully to submit the resulting documents – an increase of 6,154 voters successfully using the on-line tool.

The following ROI considerations assume the successful implementation of the above mentioned next generation FPCA and FWAB Wizards as well as new tools for voter education, voter communication and voting tracking. This significantly upgraded Minnesota Military and Overseas Voter Service solution will then be made available from multiple website access points at the local jurisdiction level, as well as from other organizations with which UOCAVA voters are likely to interact. All 87 counties of Minnesota will benefit from this single upgrade.

Our analysis below shows that with a public project of this nature, generating improved outcomes in a more cost-effective manner will create public service value, but not always a clear monetary value in the sense of return on investment.

1) The costs of the project, excluding the evaluation/research component are approximately $200,000.

2) One can also look at the economics in terms of cost per UOCAVA vote. An average amount of about $5 per vote is often mentioned in the literature. Calculating the cost per newly successful voter works out to be $32.50 per voter during the first election. The ongoing cost is $35,000 licensing fee per election cycle, which reduces the cost to $5.69 per newly successful voter. This return on investment seems reasonable compared to other costs normally encountered in the voting process.

3) Of course, voters who used the site effectively in previous elections will also benefit from the upgrades, especially being able to learn about candidates in state and local level races and being provided with these candidates' names when filling out the FWAB. The cost per successful voters is $18.39 of the original investment and $3.22 in subsequent years – an even more reasonable return on investment.

4) Each county in Minnesota will be able to offer the same upgraded voting system to their UOCAVA voters at no cost. Should the county in question be located in another state, whose Secretary of State does not offer an on-line FPCA Wizard, they would indeed be faced with the $35,000 license fees. For example if only ten of the largest counties in some other state decided they wanted to provide such a voting system, the total license royalty would be $350,000.

5) The evaluation/research component of this proposal will cost $25,000 – a cost of only $2.30 per voter who we anticipate successfully using the upgraded tools.

6) An added value for the State of Minnesota can then be seen in various ways or in terms of various outcomes.
   a. An increase in the number of UOCAVA voters represents a public service or civic value, which however cannot be quantified.
   b. The individual counties in Minnesota acquire the added value of a voting service whose market price would otherwise be $35,000. The State of Minnesota receives a multiple of this added value through its 87 counties.
   c. After having attained the 6,154 newly successful voters under this project the average cost per vote ($5.69/vote, see no. 2 above) should go down due to the larger number of voters.
   d. Added value can also be seen in this project in the form of providing benchmark cost data for other states or can be seen in the transfer of the Minnesota model to other states.

7) For Minnesota specifically, these added values are attained at a total cost (see budget) of about $226,255, paid by the present research grant. A very cost-effective endeavor for the state.

Claire E. Wilson

Experience:

The Office of the Minnesota Secretary of State, *Voter Outreach Director*   **St. Paul, MN   December 2009- present**

_Created and implemented state-wide civic engagement effort focusing on diverse communities, including veterans, students, and people with disabilities while supervising staff of 10 and overseeing all logistics for an engaged statewide presence, including appearances at over 35 fairs and festivals and hundreds of workshops encouraging voter participation in the 2010 general election.
_Increased the office's presence on the internet through redesign of pages, social media presence and accessible url creation.
_ Created curriculum and led trainings for community members, officials and staff to work with the elections system and to clarify and increase the usage of internet based tools available to voters.
_Initiated and strengthened partnerships between the state and community and non-profit agencies through presentations, workshops, and oversight of advisory committees.

The Loft Literary Center, *Associate Education Director*   **Minneapolis, MN   May 2008-August 2009**
_ Supervised and trained over 40 teaching artists and 5 interns while managing all aspects of the Summer Youth creative writing program including catalog development, recruitment of over 500 students, and facilitation of all on-site and off-site logistics,
_Managed community youth partnerships including Basic Needs which brought creative writing opportunities to teen parents and New Stories/Old Stories a classroom based curriculum designed to engage new immigrant students and their families.
_Created organized and facilitated inkTank, a diverse metro-wide teen literary council created in response to community feedback regarding youth engagement within the organization. The program attracted national funding and increased youth participation by 60%.
_ Coordinated all logistics related to youth programming including facilitation of meetings between community partners, management of student database and registration, directly advising students, and corresponding with teaching artists regarding contracts, pay cycles and classroom expectations.

The Loft Literary Center, *Associate Program Director*   **Minneapolis, MN   April 2007-April 2008**
_Supervised the Events and Volunteer Coordinator staff position.
_Facilitated the coordination, administration, and outreach for all Open Writing Groups working directly with the Ethiopian, Somali, Latino and LGBT communities to expand Open Groups to include those populations.
_Collaborated with Minnesota Public Radio and the Minneapolis Star Tribune to select authors and traveled nationally to attend conferences as the Loft staff liaison for the Talking Volumes program
_Created and curated the Third Thursday Reading series a monthly reading series featuring local Minnesota authors.

The Loft Literary Center, *Events and Volunteer Coordinator*   **Minneapolis MN   July 2005- March 2008**
_Recruited trained and maintained records for over 100 active volunteers and interns.
_Provided excellent logistical support for over 50 annual on-site and off-site events including set-up, teardown, volunteer supervision, and ticket sales
_Wrote and distributed monthly volunteer e-newsletters.
_Coordinated all book sales for the organization including selecting inventory, selling books at events, and reconciling orders.
_Provided open and friendly customer service at events and frequently served as the public face of the Loft at off-site events as well as at intern and volunteer fairs.

City of Lakes Nordic Ski Foundation, *Program Manager*   **Minneapolis, MN   September 2003- July 2005**
_ Founding member and key player in the creation of the City of Lakes Loppet and the City of Lakes Nordic Ski Foundation working independently as the sole employee of the organization through years of large growth.
_Provided direct outreach and education to the Park Board, the mayor's office, neighborhood association and community partners in the forms of meetings, electronic newsletters and tabling.

_ Assessed urban community needs for programming with educators and Park Board staff and in response created and facilitated Get Outside and Bryn Mawr Skis. These programs in collaboration with North Memorial Hospital and the MPRB and worked directly with urban youth of all ages exposing them to fitness and nutrition curriculum and experiences including Nordic skiing, canoeing and mountain biking.

Frank Theater, *Assistant to the Director*   **Minneapolis, MN**   **August 2003- July 2005**
_Provided excellent administrative and logistical management in support of the theatre's mission to explore ideas and concepts of social, political or cultural concern.
_ Performed multiple daily office tasks in a fast paced and constantly changing work environment including grant research, volunteer coordination, site prep, maintaining a donor database, and assisting in the preparation and distribution of bi-annual newsletters
_ Edited, compiled and contributed to resource guides, which contained original articles discussing and analyzing the issues explored in each new production.
_ Collaborated with community members, actors, civic leaders and other experts to present panel discussions following some presentations in order to increase audience engagement.

Camp Glen Arden for Girls *Program Director/Head Counselor*   **Flat Rock, NC**   **June 1999- September 2001**
_Supervised 20 to 30 college age staff members in a residential camp setting
_Developed and implemented daily activities for youth ranging in ages from 6-17.
_Traveled extensively during the winter months in the southern United States recruiting campers as well as counselors at in-home gatherings and camp fairs.
_Handled all administrative tasks for the camp including camper database management, communication between the office and parents, writing and distributing monthly newsletters, and keeping the office systems up to date.

Civic and Community Engagement:

_Member of the League of Women Voters
_ Minneapolis Arts Commissioner appointed 2007-2009
_Kids Voting Volunteer 2008 to present
_ Powderhorn Park Neighborhood Association Board of Directors elected 2009, Interim Executive Director 2010
_Bedlam Theater Board of Directors 2008
_ LGBT Host Home Volunteer Host 2006 to present
_Nordic Ski Coach for various highs schools and programs 2003-2008

Skills:

_Strong working knowledge of the MS word suite and familiarity with other operating systems
_ Knowledge of and ease with most new media including social networking sites
_Nationally Certified EMT

Education:

Bowdoin College, Brunswick, Maine
BA- Women's Studies /Graduated with honors May 1997

Study Abroad 1995-1996 Windhoek, Namibia
Women and Development Program through the College of Global Education, Augsburg College Minneapolis, MN

Susan Dzieduszycka-Suinat
President and CEO, Overseas Vote Foundation

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Current Organizational Activity and Key Experience

Overseas Vote Foundation - Founder and Executive Director, 2005 – present

Ms. Dzieduszycka-Suinat is President, CEO and cofounder of Overseas Vote Foundation (OVF), www.overseasvotefoundation.org, a nonprofit, nonpartisan organization established in 2005 that helps overseas and military voters participate in federal elections by providing public access to interactive web services. 4.75 million individuals visited OVF's 17 voter services sites in 2008.

Ms. Dzieduszycka-Suinat works for the foundation full-time and manages OVF's strategic planning and operations including technical development and oversight of staffing, research, marketing, and alliance programs. She spearheaded the functional specification, development and launch of the complete suite of OVF Internet-based voter services available online today.

OVF's suite of software applications is the first of its kind within the U.S. and a direct outcome of Ms. Dzieduszycka-Suinat's vision for overseas and military voter services that work within today's security paradigm. Her understanding of the real and practical needs of overseas and military voters coupled with her ability to translate these needs into logical, easily accessed technology solutions is demonstrated in OVF's online presence.

- Management responsibility for OVF strategy and operations:
  - Planning, development, maintenance and support for OVF's seven integrated online voter services, reporting and backend content management systems
  - Organizational development – team building, staffing, monitoring, reporting
  - Revenue development strategy, grant-writing and applications
  - Assure appropriate legal review for all programs and activities
  - Capitol Hill and stakeholder relationship development
  - Press and promotional program development and implementation
- Key Accomplishments:
  - Built organization including Executive Board (10), Advisory Board (10), Operations Team (13), Regional Volunteer Team (35) and Alliance Partner Program (8).
  - Executed and published four post-election online voter surveys – the OVF survey has become a core part of the OVF program and the largest survey of its kind
  - Developed State Hosted Systems program which licenses the OVF voter services suites to seven states, helping to establish a usability standard in UOCAVA services

The Dream Plan, Marketing Consulting – Founder and Managing Director, 1999 – current
Project management organization for small business entrepreneurs
Key projects include:
- **Overseas Vote 2004 Project Initiative**: **Product Development and Worldwide Marketing Program Manager**
  - Responsible for design, functionality, usability and maintenance of first-ever UOCAVA Internet-based voter registration system and supporting services

- o Briefed development team and supported product development for accelerated 3-week timeline
- o Developed project and marketing plans and executed against them to register 80,000 UOCAVA voters in the 12 weeks prior to the 2004 election.
- o Staffed and launched Help Desk to support voters directly through Internet-base help desk services answering over 7,000 questions in the 12 week period
- o Managed approximately 50 person team in activities including, online promotion, link program, support, help desk, reporting and technical response issues
- o Responded personally to all public relations program initiatives and press interviews, and directed marketing communications efforts
- o Designed, promoted and executed events to support communications efforts

- **Corporate Identity and Websites and Marketing Development** for various firms including:
  - o Grace Advisory venture capitol
  - o Eyeshot Elements – graphics display system for advertising and promotion
  - o Endeavors Technology, secure peer-to-peer networking software technology marketing development in UK and German regions

Supporting Experience

International Software Marketing
Thirteen years in software marketing with UNIX Leader Santa Cruz Operation (SCO)

Key roles included:
- OEM Marketing Manager, Europe, Middle East and Africa – responsible for partner marketing program development and execution. Accounts included, Compaq, IBM, Olivetti, Unisys, Siemens and HP
- Director of Marketing, France and Spain – responsible for entire marketing mix for regional subsidiary including press and public relations, channel marketing, training program marketing, advertising and promotional marketing activities
- North American Channel Marketing Manager – distribution channel marketing program development and execution with key channel partners. Managed 5-person core team.
- Technical Marketing Manager – supporting role to key sales staff and marketing development teams

Education: Bachelor of Arts, Environmental Studies, University of California, Santa Cruz; Marketing Program Certification in Organizational Development, Large-Scale Project Management and Marketing, University of California, Berkeley
Citizenship: American
Languages: Native English, fluent in French and German
Other: Lived overseas for 17 years; currently living in Munich, Germany with husband and two children

DR. CLAIRE M. SMITH

Krandelstr. 5 | Wildeshausen, 27794 GERMANY | +49 4431 946 6914 | claire@overseasvotefoundation.org

RESEARCH AND ACADEMIC EXPERIENCE

Overseas Vote Foundation, September 2008 – Present
Research Program Director
- Oversaw analysis of 2008 and 2010 voter and local election official post-election surveys
- Conducted original research on the impact of state UOCAVA policies on voters and developed the UOCAVA State Policy Index
- Editor and contributor to monthly research newsletter, including articles on indentifying the correct number of UOCAVA voters and evaluating available data sets
- Organized academic panels for UOCAVA Summit 2010 and Summit 2011, including theme development and speaker recruitment
- Prepared materials for research grant proposals for the Carnegie Corporation, Pew Center on the States, Federal Voting Assistance Program, and Election Assistance Commission
- Prepared testimony for congressional hearings, as well as answering questions from congressional staff regarding the impact of policy
- Answered questions from the "Voter Help Desk," communicating to voters around the world

Carl von Ossietzky Universität, Oldenburg, Germany, 2005 - 2006
Adjunct Professor, Department of Political Science
- Classes Taught: Federalism in the U.S., Voting and Participation in the U.S., Parties and Organizations in Germany

University of Notre Dame, South Bend, IN, 2000 - 2002
Teaching Assistant and Research Assistant
- TA for: Introduction to American Politics, Introduction to Comparative Politics

MANUSCRIPTS

"It's in the Mail: The Military and Overseas Voting Experience," (with Judith Murray)
     Book manuscript in progress

"Barriers to Overseas Voting and Satisfaction with the Voting Process," (with Thad Hall)
     Journal article under review

EDUCATION

University of Notre Dame, South Bend, IN
PhD Political Science, May 2005
- First Field: Comparative Politics; Second Field: American Politics
- Subspecialties: political parties, party systems, federalism, electoral systems
- Dissertation: "Money to Burn: Party Finance and Party Organization in Federal Countries"

University of Notre Dame, South Bend, IN
MA Political Science, January 2002

Radford University, Radford, VA
BA Political Science and German (magna cum laude), May 1999

ADDITIONAL CERTIFICATIONS AND QUALIFICATIONS
ICPSR Training Program in Quantitative Methods of Social Research, University of Michigan
Summer 2000

Cambridge Certificate in English Language Teaching to Adults (CELTA), Hamburg, Germany
July 2006

ENGLISH TEACHING EXPERIENCE
Bildungswerk Cloppenburg, Cloppenburg, Germany, 2009
Consultant and English Teacher

CNC Language Network, Cloppenburg, Germany, 2006 –2008
Owner, English Teacher

inlingua Sprachschule, Oldenburg and Cloppenburg, Germany, 2004 – 2005
English Teacher

CONFERENCE PAPERS
"When No One Can Knock on Your Door: Getting Out The Vote to Overseas Americans." Presented with Paul Herrnson and Michael Hanmer. Annual Meeting of the American Political Science Association, September 2011.

"Time to MOVE: Overseas and Military Voter State Policy Innovation." Midwest Political Science Association Conference, April 2011.

"Overseas Voter Satisfaction in 2010." Presented with Thad Hall. Midwest Political Science Association Conference, April 2011.

"Defending Votes: Legislative Policy and Military Voting." Midwest Political Science Association Conference, April 2010.

"It's in the Mail: Surveying UOCAVA Voters and Barriers to Voting." Annual Meeting of the American Political Science Association, September 2009.

"Ask and then Ask Again: Party Finance Laws and the Rise of Fundraising in Canada and the U.S." Midwest Political Science Association Conference, April 2005.

"The Ties that Bind: Party Finance and Party Organization in Canada and the U.S." Northeastern Political Science Association Conference, November 2004.

"Money to Burn: Party Finance and Party Organization in Germany and Austria." Midwestern Political Science Association Conference, April 2004.

"Dimensions of Political Finance Legislation in the U.S. States: An Institutional Exploration." Midwestern Political Science Association Conference, April 2002.

"Where's the Party? Federalism and Political Finance in the United States and Germany." Annual Meeting of the American Political Science Association, August 2001.

"Democracy's Dilemma: The Role of Political Culture in Democratic Consolidation." Presented with Karrie Koesel at the Midwestern Political Science Association Conference, April 2001.

"Adapting Consociationalism: Viable Democratic Structures in Burma." International Studies Association – Midwest Conference, October 2000.

AWARDS, SCHOLARSHIPS AND FELLOWSHIPS
Kaneb Center Outstanding Graduate Student Teacher Award, *University of Notre Dame*, April 2002
Outstanding Student of the Year, *Radford University*, 1999
Kellogg Institute Dissertation Year Fellowship, *University of Notre Dame*, 2003-2004
Friedrich Ebert Stiftung Dissertation Support, *Germany*, 2002-2003
Nanovic Institute Dissertation Fellowship, *University of Notre Dame*, 2002 - 2003
Kellogg Institute Seed Money for Graduate Students, *University of Notre Dame*, Summer 2002
Downs Summer Training Travel Grant, *University of Notre Dame*, Summer 2000
Zeta Tau Alpha Foundation Achievement Scholarship, 1999

PROFESSIONAL MEMBERSHIPS AND SERVICE
American Political Science Association (APSA)
Midwest Political Science Association (MWPSA)
American Citizens Abroad (ACA), Country Contact for Americans in Germany

ADDITIONAL SKILLS
Foreign Languages   German (fluent), French (some spoken)

REFERENCES AVAILABLE UPON REQUEST