



# Board of Elections

## RECOMMENDED FY21 BUDGET

\$8,375,091

## FULL TIME EQUIVALENTS

56.35

 MARGARET JURGENSEN, ELECTIONS DIRECTOR

## MISSION STATEMENT

The mission of the Board of Elections is to register voters, conduct elections, assist persons seeking elective office with candidate filings and campaign fund reports, assist citizens seeking to place questions on the ballot, and preserve election data.

## BUDGET OVERVIEW




The total recommended FY21 Operating Budget for the Montgomery County Board of Elections is \$8,375,091, an increase of \$140,825 or 1.71 percent from the FY20 Approved Budget of \$8,234,266. Personnel Costs comprise 53.54 percent of the budget for 29 full-time position(s) and two part-time position(s), and a total of 56.35 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 46.46 percent of the FY21 budget.

## COUNTY PRIORITY OUTCOMES



While this program area supports all seven of the County Executive's Priority Outcomes, the following are emphasized:

-  **Thriving Youth and Families**
-  **Effective, Sustainable Government**

## INITIATIVES

-  Voter satisfaction with the polling place experience during Early Voting and Election Day.
-  Monitor and mitigate voter wait time on Election Day.
-  Expand the use of social media to enhance voter education and community outreach.

## INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

-  Board of Election - MoCo Votes Smartphone and SMS Apps provide direct links to commonly requested information in a user-friendly application, reducing telephone call volume to office staff.
-  Creation of a database to track logic and accuracy testing of election equipment and automatically update paperwork when there is a change in data.

- ☀ Increase part-time seasonal temporary employees to reduce overtime hours.
- ☀ Create a Voter-Cancellation form to allow former residents of Montgomery County to cancel their voter registration which will improve the accuracy of the registered voters list.

## PROGRAM CONTACTS

Contact Margaret A. Jurgensen of the Montgomery County Board of Elections at 240.777.8523 or Taman Morris of the Office of Management and Budget at 240.777.2771 for more information regarding this department's operating budget.

## PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY20 estimates reflect funding based on the FY20 Approved Budget. The FY21 and FY22 figures are performance targets based on the FY21 Recommended Budget and funding for comparable service levels in FY22.

## PROGRAM DESCRIPTIONS

### ☀ Administration

The Administration program of the Board of Elections is responsible for delivering a fundamental and legally mandated public good by ensuring that all eligible citizens have the right to vote, and that elections are accurate, fair, and equitable. This requires effective management of resources from the State Board of Elections and County Government, as well as adherence to all Federal, State, and local laws and regulations. This is accomplished through the following activities: public records management including the certification of election results with the Board of Canvassers; support to the County Board of Elections and its attorney; compliance with Montgomery County Government policies and regulations related to human resources, procurement, budget, etc.; liaising with the Maryland State Board of Elections; compliance with Federal and State statutory and regulatory requirements; and the effective coordination of public information. These combined activities are essential to ensure the accuracy and integrity of the election process, and to instill public confidence in election results.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of public comments recorded at official board meetings	N/A	4	12	13	14
Percent of precincts reporting election results by 11:00 p.m.	N/A	98.9%	100.00%	100.00%	100.00%
Average voter wait time on election day (minutes)	N/A	7	30	30	30

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,496,421</b>	<b>18.45</b>
Realignment of Programs	(424,933)	(12.20)
Shift: Administration and Contracts from Election Operations	164,066	0.00
Increase Cost: Board Attorney and Stipends	35,500	0.00
Shift: Transfer of Seasonal FTE to Election Operations	0	(1.00)
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	(29,098)	0.00
Decrease Cost: Maryland State Board of Election Fees	(71,649)	0.00
Shift: Transfer Position to Voter Services	(79,784)	(1.00)

FY21 Recommended Changes	Expenditures	FTEs
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(211,552)	(0.25)
<b>FY21 Recommended</b>	<b>2,878,971</b>	<b>4.00</b>

## Election Operations

The Election Operations program contains three independent sections that ensure Early and Election Day voting is successful. These sections are Polling Place and Early Voting Management, Election Judge Recruitment and Training, and Outreach.

According to the Maryland Law Code, the Polling Place and Early Voting Management (PPM) section is responsible for leasing polling sites, assigning all Montgomery County voters to sites that are in the same or an adjacent precinct to the voter's home address, ensuring each polling place complies with the Americans with Disabilities Act, ensuring all polling places have adequate ballots and supplies, and providing the Board of Elections with information about the cost of facilities, the accessibility of voting sites, and other criteria.

The program's duties also include coordinating with the Information Technology program and the Montgomery County Department of General Services to transport voting equipment, assisting candidates and groups requesting to add questions to the ballot, assisting candidate filings, proofing ballot styles, and redistricting and updating voter precincts.

The timeline of Montgomery County's election process is dictated by the Maryland State Election Calendar, and begins with the creation of Early Voting Centers and Election Day polling places. As Polling Place Management is preparing the supplies and equipment necessary to facilitate an election, other sections within Election Operations are preparing Election Judges, and providing voter outreach to the public.

Election Judge Recruitment and Training is responsible for the recruitment of registered Maryland voters to serve as Election Judges during Early Voting and Election Day. The section also provides training, assigns Election Judges to sites, and provides payment to each volunteer. Recruitment of volunteers is done year-round utilizing a variety of methods, with increased effort and focus in the six months preceding an election. A database of interested volunteers is maintained by the section to maintain the efficiency of the selection process.

Training for all election workers is required by State law and is necessary for successful operations on Election Day. The training program includes both on-line and in-person class instruction throughout the County, over a period of 9 to 12 weeks. Each precinct team includes volunteers that are registered in different political parties, have various levels of experience, and that may have bilingual language capabilities. Following each election, the Election Judge Recruitment and Training staff complete payroll processing and a thorough precinct performance review and audit.

The Voting Rights Act mandates that information provided in English also be provided in Spanish, and the Outreach section is responsible for accommodating the cultural and linguistic needs of Montgomery County. This section is responsible for contacting voting eligible citizens that are unregistered, for whom English is a second language, who have special needs or disabilities, who are homeless, or who live in areas with low participation rates. With over 170 recognized languages, Montgomery County is a

nationally recognized leader in providing effective voter outreach through voter-focused planning and community engagement. A key asset for the Outreach section is its national award-winning Future Vote Initiative that has recruited 43,619 students and parents to participate in elections, since 2004. The Initiative has also recruited over 10,000 students, that are at least 16 years-old, to serve as election judges.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Percent of voters rating Election Day polling place as "well run"	N/A	91%	95%	95%	95%
Percent of no-show Election Judges on Election Day	N/A	4%	4%	4%	4%
Number of election judges recruited, trained, and placed per election	2,979	3,393	3,000	3,300	3,200
Percent of polling places opening on time	100%	100%	100%	100%	100%
Tax dollars saved by leveraging Future Vote students earning Student Learning (SSL) hours	\$223,986	\$299,049	\$187,829	\$230,804	\$187,829

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>3,169,602</b>	<b>20.53</b>
Realignment of Programs	(275,772)	(0.25)
Increase Cost: Election Judge Stipends	130,420	0.00
Increase Cost: Polling Place Leases	6,645	0.00
Shift: Transfer of Seasonal FTE from Administration	0	1.00
Technical Adj: Salary transfer to Voter Services	(5,105)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation	(50,000)	0.00
Shift: Supplies to Information Technology and Administration	(55,058)	0.00
Shift: Administration and Contracts	(158,070)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	315,170	0.25
<b>FY21 Recommended</b>	<b>3,038,814</b>	<b>21.53</b>

## Information Technology

The Information and Technology (IT) program supports the year-round security of all data and the efficient performance of voting equipment for thousands of voters during an election cycle. The IT program is responsible for network infrastructure, the production of data reports, the maintenance of systems related to election operations, the maintenance, storage and security of equipment, and the maintenance of website and database applications mandated for use by the State Board of Elections. The program coordinates with the Maryland State Board of Elections to organize and integrate voter registration information, to modify polling place precincts and district boundaries, and to transport voting equipment.

The IT program collaborates with Montgomery County's Department of Technology Services (DTS) to implement enhancements to the Election Management System. The Election Management System is used to manage election workers, Future Vote students and polling places. The program also coordinates with DTS to implement technology that provides valuable information and resources to voters such as the display of wait times on the department website, and allowing voters to request and receive voting information by text message.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
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Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Annual hours worked by temporary employees to perform Maryland State Board of Elections mandated tasks exceeding merit workforce availability	N/A	10,892	13,052	14,000	11,000
Number of electronic poll books prepared and used on election days	1,059	1,059	1,162	1,162	1,048
Percent of required voting units per precinct that were operable on election day	100%	100%	100%	100%	100%
Average response time to resolve equipment and/or maintenance concerns during voting hours (hours)	2.5	2.5	1.5	1.5	1.5
Incidents of emergency bin use during voting hours	N/A	8	6	6	8

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>0</b>	<b>0.00</b>
Realignment of Programs	807,575	12.45
Increase Cost: IT Administration and Supplies	45,989	0.00
Technical Adj: Department of Technology Services Contract	37,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(125,910)	0.00
<b>FY21 Recommended</b>	<b>764,654</b>	<b>12.45</b>

## Voter Services

Accurate voter registration records are the foundation for fair and equitable elections, and accurate voter registration records are the basis of effective election planning. The Voter Services Program administers voter registration and absentee voting under procedures established by the State Administrator of Elections. Voter Services is responsible for answering voters' questions, and ensures compliance with Federal and State confidentiality requirements. In addition, the Voter Services Program coordinates the counting of absentee and provisional ballots, and ensures that each ballot for an election corresponds to a single eligible voter who has not cast more than one ballot.

Voter Services is a deadline-driven program that diligently processes a constant stream of incoming data. The program processes all changes to name, address, and party affiliation, and maintains a database of citizens that will not vote for reasons of death, felony conviction, ineligibility for jury duty, residency outside of the jurisdiction, or other valid legal reason.

The program provides legally-required training for volunteer registrars; responds to various voter and candidate requests for voter registration applications, listings, and data regarding registered voters; verifies nominating and referenda petitions; and issues and canvasses absentee and provisional ballots. The program also tracks returned mail and sends multiple mailings to voters for whom new eligibility information is obtained in order to comply with State and Federal requirements.

The program also provides voter registration data to municipalities within Montgomery County, and is responsible for researching provisional ballots, verifying same-day registration, performing monthly peer audits of other jurisdictions within the state, assisting military and overseas voters, administering voting for residents of nursing homes and assisted living facilities, receiving and staging ballots, conducting the post-election canvassing, counting and auditing of ballots cast, and reconciling and auditing absentee and provisional voter credit.

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of registered voters served per program FTE	N/A	35,989	39,306	40,462	41,619
Number of absentee ballots requested (000s)	15	48	42	70	25

Program Performance Measures	Actual FY18	Actual FY19	Estimated FY20	Target FY21	Target FY22
Number of active registered voters (000s)	644	665	680	700	720
Average time before application is processed (hours)	N/A	48	52	72	56
Cost per absentee ballot canvassed	N/A	\$1.18	\$1.28	\$1.02	\$1.31

FY21 Recommended Changes	Expenditures	FTEs
<b>FY20 Approved</b>	<b>1,568,243</b>	<b>17.37</b>
Realignment of Programs	(106,870)	0.00
Technical Adj: Position and salary funding transferred from Election Operations and Administration	84,889	1.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay	57,438	0.00
Reduce: Administration and Contracts	(74,343)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	163,295	0.00
<b>FY21 Recommended</b>	<b>1,692,652</b>	<b>18.37</b>

## BUDGET SUMMARY

	Actual FY19	Budget FY20	Estimate FY20	Recommended FY21	%Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	3,947,596	3,460,569	4,030,246	3,609,064	4.3 %
Employee Benefits	885,827	876,467	924,008	874,694	-0.2 %
<b>County General Fund Personnel Costs</b>	<b>4,833,423</b>	<b>4,337,036</b>	<b>4,954,254</b>	<b>4,483,758</b>	<b>3.4 %</b>
Operating Expenses	3,755,854	3,897,230	4,562,583	3,891,333	-0.2 %
<b>County General Fund Expenditures</b>	<b>8,589,277</b>	<b>8,234,266</b>	<b>9,516,837</b>	<b>8,375,091</b>	<b>1.7 %</b>
<b>PERSONNEL</b>					
Full-Time	28	29	29	29	—
Part-Time	3	2	2	2	—
FTEs	56.18	56.35	56.35	56.35	—
<b>REVENUES</b>					
Miscellaneous Revenues	23,466	0	0	0	—
Other Charges/Fees	2,177	10,000	10,000	10,000	—
<b>County General Fund Revenues</b>	<b>25,643</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>—</b>

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
	<b>FY20 ORIGINAL APPROPRIATION</b>	<b>8,234,266 56.35</b>
<b>Changes (with service impacts)</b>		
Reduce: Administration and Contracts [Voter Services]	(74,343)	0.00
<b>Other Adjustments (with no service impacts)</b>		

## FY21 RECOMMENDED CHANGES

	Expenditures	FTEs
Shift: Administration and Contracts from Election Operations [Administration]	164,066	0.00
Increase Cost: Election Judge Stipends [Election Operations]	130,420	0.00
Technical Adj: Position and salary funding transferred from Election Operations and Administration [Voter Services]	84,889	1.00
Increase Cost: FY21 Compensation Adjustment	83,918	0.00
Increase Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Voter Services]	57,438	0.00
Increase Cost: Annualization of FY20 Compensation Increases	55,020	0.00
Increase Cost: IT Administration and Supplies [Information Technology ]	45,989	0.00
Technical Adj: Department of Technology Services Contract [Information Technology ]	37,000	0.00
Increase Cost: Board Attorney and Stipends [Administration]	35,500	0.00
Increase Cost: Polling Place Leases [Election Operations]	6,645	0.00
Increase Cost: MLS Pay for Performance (Increase to Base Pay)	4,081	0.00
Increase Cost: Retirement Adjustment	3,703	0.00
Increase Cost: Print and Mail Adjustment	889	0.00
Increase Cost: Annualization of FY20 Personnel Costs	178	0.00
Shift: Transfer of Seasonal FTE from Administration [Election Operations]	0	1.00
Shift: Transfer of Seasonal FTE to Election Operations [Administration]	0	(1.00)
Technical Adj: Salary transfer to Voter Services [Election Operations]	(5,105)	0.00
Decrease Cost: Motor Pool Adjustment	(6,786)	0.00
Decrease Cost: Salary Adjustment for Seasonal Temps, Multilingual and Overtime Pay [Administration]	(29,098)	0.00
Shift: Overtime Pay to Seasonal Temps and Multilingual Pay [Election Operations]	(39,018)	0.00
Technical Adj: Maryland State Board of Elections Fees Consolidation [Election Operations]	(50,000)	0.00
Shift: Supplies to Information Technology and Administration [Election Operations]	(55,058)	0.00
Decrease Cost: Maryland State Board of Election Fees [Administration]	(71,649)	0.00
Shift: Transfer Position to Voter Services [Administration]	(79,784)	(1.00)
Shift: Administration and Contracts [Election Operations]	(158,070)	0.00
<b>FY21 RECOMMENDED</b>	<b>8,375,091</b>	<b>56.35</b>

## PROGRAM SUMMARY

Program Name	FY20 APPR Expenditures	FY20 APPR FTEs	FY21 REC Expenditures	FY21 REC FTEs
Administration	3,496,421	18.45	2,878,971	4.00
Election Operations	3,169,602	20.53	3,038,814	21.53
Information Technology	0	0.00	764,654	12.45
Voter Services	1,568,243	17.37	1,692,652	18.37
<b>Total</b>	<b>8,234,266</b>	<b>56.35</b>	<b>8,375,091</b>	<b>56.35</b>

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## FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY21	FY22	FY23	FY24	FY25	FY26
<b>COUNTY GENERAL FUND</b>						
<b>EXPENDITURES</b>						
<b>FY21 Recommended</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>	<b>8,375</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
<b>Subtotal Expenditures</b>	<b>8,375</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>	<b>8,407</b>