

From: [Sophie Lehman](#)
To: [Witzel-Behl, Maribeth](#)
Subject: Re: 2024 Membership Agreement
Date: Tuesday, January 2, 2024 2:17:57 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Perfect, thanks again and happy to have you on board for 2024!

On Tue, Jan 2, 2024 at 12:06 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Yes, please. I'm sorry I missed that!

From: Sophie Lehman <sophie@techandcivicliflife.org>
Sent: Tuesday, January 2, 2024 12:59 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: 2024 Membership Agreement

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Hi Maribeth!

Happy New Year! Loved opening my inbox to see this. Can you confirm that you wanted to be a premium member this year? (Neither box was checked.)

Thanks!

Sophie

On Thu, Dec 21, 2023 at 1:59 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Hi, Sophie.

Here is the signed agreement for 2024.

Thank you!

- Maribeth

From: Sophie Lehman <sophie@techandcivicliflife.org>
Sent: Tuesday, December 5, 2023 9:15 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: 2024 Membership Agreement

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Hi Maribeth!

I hope your week is off to a great start! We all enjoyed having you join us via Zoom for the convening; and thank you for sending Bonnie in person!

Here is the 2024 Alliance membership agreement for your review. Please let me know if you have questions.

Thanks!

Sophie

--

Sophie Lehman (she/her)
Associate Director
Center for Tech and Civic Life
www.techandcivicliflife.org

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Register to meet with Members of Congress during JEOLC next week
Date: Tuesday, January 2, 2024 4:29:34 PM

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[View this email in your browser](#)

Register to meet with Members of Congress during JEOLC

ELECTRICITY



The latest best practices for election officials.

Friends,

Happy New Year! We are so grateful for all that you did this past year, and are looking forward to continuing to collaborate in 2024. With major elections just around the corner, the team at CTCL is here to help your office in any way that we can.

We know many of you will be in Washington DC next week for the Election Center's Joint Election Officials Liaison Conference (JEOLC) and we are looking forward to seeing you there. **We would love to help you build a relationship with your lawmakers, so you can advocate for the resources you need to run excellent elections.** If you're an election official planning to be in DC next week, we can support you in requesting and scheduling meetings with your Congressional Delegations on the morning of Wednesday, January 10. **Please register here if you would like to participate.**

Once submitted, a member of our team will reach out to the email you provided with next steps. **You must register (or reach out directly) by this Friday, January 5 in order for us to schedule meetings for you.** Round-trip transportation from the Pentagon City Ritz Carlton Hotel as well as coffee and a bagged lunch will be provided during the visit.

Whether or not you will be visiting Capitol Hill, we invite you to join us for a casual gathering and networking event on January 11, 2023, from 8:00 pm to 11:00 pm at Banditos Tacos & Tequila, 1301 S Joyce St., Arlington, VA

22202. Small bites and beverages will be provided, and all are welcome. No registration is required.



We look forward to your active participation in shaping the dialogue around election administration. Please let colline@centerfortechandcivicle.org know if you have any questions or concerns.

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From: [Verbick, Jim](#)
To: [Chris Rickert](#); [CTCL Press Inquires](#)
Cc: [Witzel-Behl, Maribeth](#)
Subject: RE: FW: FW: journalist's question
Date: Friday, January 12, 2024 3:21:38 PM

Hi Chris,

Here is the legislative record from when the city accepted the grant.

<https://madison.legistar.com/LegislationDetail.aspx?ID=5979680&GUID=5101630B-B49F-4C97-9215-CA8DD6D17CF6&Options=ID|Text|&Search=75287>. I think you'll find much, if not all, of the information you're looking either in the body of the resolution or the attachments.

Sincerely,

Jim Verbick, WCMC

(pronouns: he/him/his)

Deputy Clerk

City of Madison City Clerk's Office

City-County Building-Room 103,

210 Martin Luther King Jr. Blvd. 53703

TEL: (608) 266-4601 | FAX: (608) 266-4666

jverbick@cityofmadison.com | Follow us on Twitter [@MadisonWIClerk](#)

"We exist to assist"

From: Chris Rickert <CRickert@madison.com>
Sent: Friday, January 12, 2024 2:30 PM
To: [CTCL Press Inquires <press@techandciviclife.org>](mailto:press@techandciviclife.org)
Cc: [Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>](mailto:MWitzel-Behl@cityofmadison.com); [Verbick, Jim <JVerbick@cityofmadison.com>](mailto:JVerbick@cityofmadison.com)
Subject: RE: FW: FW: journalist's question

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Thanks. How much was it for, when was it received and what can it be used for?

Chris Rickert / Urban affairs, investigations and consumer help ("SOS")
1901 Fish Hatchery Road • Madison, WI 53713
Office: 608-252-6198 • Mobile: 608-692-8508
[Twitter](#) • [Facebook](#) • [Author Profile](#)

[Click to Subscribe to Madison.com](#)

WISCONSIN STATE  **JOURNAL**

From: CTCL Press Inquires [<mailto:press@techandciviclife.org>]

Sent: Friday, January 12, 2024 2:29 PM

To: Chris Rickert <CRickert@madison.com>

Subject: Re: FW: FW: journalist's question

This Message Is From an Untrusted Sender

You have not previously corresponded with this sender.

Yes Madison received an Alliance grant.

On Fri, Jan 12, 2024 at 12:58 PM Chris Rickert <CRickert@madison.com> wrote:

Could I get a response to this, please?

Thanks,

Chris Rickert / Urban affairs, investigations and consumer help ("SOS")

1901 Fish Hatchery Road • Madison, WI 53713

Office: 608-252-6198 • Mobile: 608-692-8508

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WISCONSIN STATE  **JOURNAL**

From: Chris Rickert

Sent: Thursday, January 11, 2024 1:19 PM

To: 'CTCL Press Inquires' <press@techandciviclife.org>

Cc: 'mwitzer-behl@cityofmadison.com' <mwitzer-behl@cityofmadison.com>

Subject: RE: FW: journalist's question

Thanks. I see that Madison, WI, is a Center for Excellence. Is it receiving any grants from the Alliance or CTCL?

Chris Rickert / Urban affairs, investigations and consumer help ("SOS")
1901 Fish Hatchery Road • Madison, WI 53713
Office: 608-252-6198 • Mobile: 608-692-8508
[Twitter](#) • [Facebook](#) • [Author Profile](#)

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WISCONSIN STATE  **JOURNAL**

From: CTCL Press Inquires [<mailto:press@techandcivicliflife.org>]

Sent: Wednesday, January 10, 2024 5:10 PM

To: Chris Rickert <CRickert@madison.com>

Subject: Re: FW: journalist's question

This Message Is From an Untrusted Sender

You have not previously corresponded with this sender.

Through the Alliance for Election Excellence, jurisdictions that are Centers of Excellence already have the option, where permitted, to receive grants. One small jurisdiction in Illinois that received a recent grant used it to purchase a new building for secure storage of voting equipment and vote by mail materials. No decisions have been made about grants in 2024.

More on the above example

here: <https://www.electionexcellence.org/updates/infrastructure-investments-in-macoupon>

On Wed, Jan 10, 2024 at 9:36 AM Chris Rickert <CRickert@madison.com> wrote:

Can I get an answer to this, please?

Chris Rickert / Urban affairs, investigations and consumer help ("SOS")
[1901 Fish Hatchery Road • Madison, WI 53713](#)
Office: 608-252-6198 • Mobile: 608-692-8508
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WISCONSIN STATE  **JOURNAL**

From: Chris Rickert

Sent: Monday, January 8, 2024 3:05 PM

To: 'press@techandcivicliflife.org' <press@techandcivicliflife.org>

Subject: journalist's question

Hello: Can you tell me whether CTCL will be making election-administration grants available for this year's election cycle?

Chris Rickert / Urban affairs, investigations and consumer help ("SOS")
[1901 Fish Hatchery Road](#) • [Madison, WI 53713](#)
Office: 608-252-6198 • Mobile: 608-692-8508
[Twitter](#) • [Facebook](#) • [Author Profile](#)

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From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Discover a new grant opportunity in our webinar
Date: Wednesday, January 17, 2024 1:05:21 PM

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Join us for a new webinar series

ELECTRICITY



The latest best practices for election officials.

Save the Date! January 25th: Building Resilient Infrastructure and Communities Grant Webinar

Please join us **next Thursday, January 25th at 1pm ET** for a webinar with a national federal grants expert to learn more about a new grant opportunity and the steps that elections officials will need to take to submit an application.

We understand that as you wait for elections appropriations, doing your own research about additional grant opportunities can be labor and time intensive. That's why we're hoping to take some of that work off your plate through a new webinar series. Starting next week, we'll be providing our understanding of a new federal grant program released by FEMA and supported by the Bipartisan Infrastructure Law. The "Building Resilient Infrastructure and Communities" or BRIC program presents an exciting opportunity for state and local election officials to seek federal funding to improve elections operations. The BRIC program is **investing \$1 billion in public infrastructure funds across the country, including \$701 million in competitive grants to ensure that local jurisdictions can increase resilience of critical services from natural hazards**. As a core element of government function, elections are a critical service and eligible for this government funding. These webinars will cover the application process, and will include sample content, as well as inspiration for what the grant funds can be used for.

The first webinar in this series kicks off on **Thursday, January 25th**. The grant

deadline is February 29, 2024. We'll follow up early next week with more details on how to register. But if you're interested to learn more now and save your spot, please reach out to colline@techandcivicliflife.org.

About the Presenter



Dan Meuse is the founder and principal of Olden Street Advisors, a firm dedicated to person-centered public policy and program design. Olden Street has engaged with state and local officials across the country to implement novel approaches to government services in health care, social services, climate resilience, and election modernization, with more than \$350 million in funded projects now in operation. Dan serves as a fellow with the Institute for Responsive Government and is a faculty member at Princeton University's School of Public and International Affairs. An experienced facilitator and strategist,

Dan guides clients through industry jargon and government bureaucracy while ensuring that those with lived experience can inform the process to achieve lasting change.

Reporting Back from Last Week on Capitol Hill

In related news, last week marked an important milestone in our continued commitment to advocate for reliable election infrastructure funding. As part of the Election Center's Joint Election Officials Liaison Conference (JEOLC) in Washington, D.C., we supported 89 meetings between election officials and Congressional offices. During these meetings, election officials had the chance to highlight the innovations they are employing in their offices as well as the most pressing challenges they are facing heading into this major election year.



The day was a tremendous success, with **multiple Congressional offices expressing their intent to provide local election officials with meaningful support as they prepare for a costly and intense election season.** For many of the JEOLC participants, it was their first time coming to the Hill. Thanks to our coaching and logistical support, local election officials were able to build their skills, hold productive meetings, and carry themselves with confidence. We're looking forward to broadening our partnership with The Election Center and building on this new tradition in coming years to further develop this skill set among the elections community.

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From: Google Calendar on behalf of Tasmin Swanson
To: mwitzel-behl@cityofmadison.com; Randy Hadzor
Subject: CCD/Madison
Attachments: invite.ics

Attachment #1 immediately follows this email.

Caution: This email was sent from an external source. Avoid unknown links and attachments.

CCD/Madison
You have been invited by Tasmin Swanson to attend an event named CCD/Madison on Wednesday Jan 24, 2024 - 10am - 10:30am (Eastern Time - New York).

When

Wednesday Jan 24, 2024 - 10am - 10:30am (Eastern Time - New York)

Location

[Redacted location information]

Guests

Tasmin Swanson <mailto:tasmin@civicdesign.org>
- organizer
mwitzel-behl@cityofmadison.com <mailto:mwitzel-behl@cityofmadison.com>
Randy Hadzor <mailto:randy@civicdesign.org>
View all guest info

[Redacted guest list]

Reply for mwitzel-behl@cityofmadison.com <mailto:mwitzel-behl@cityofmadison.com>

[Redacted reply options]

Yes

[Redacted Yes response options]

No

[Redacted No response options]

Maybe

[Redacted Maybe response options]

More options

Invitation from Google Calendar [Redacted invitation details]

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more <https://urldefense.proofpoint.com/v2/url?u=https-3A__support.google.com_calendar_answer-3F7135-22forwaring&d=DwMFAQ&e=byehDZmmMFFQYBZBaqUCDuBm49Q9twmxaBM0hCgII&r=NB_YuTQPK0Q26EKJqPOaEnZpj7PYZozr0_DMPT00&m=_ad1vpbQCDvIlgMqMmJkMZtg8dUHO4sjT3gOGcny4nnimBUZKMFAPLbk7UZa-0&s=e5k52SLcaqNwblmtraKfTEqfMHMCsQJQHwWJ_4Qx0k&e=>

ATTACHMENT 1

Haar, Jennifer

Subject: CCD/Madison
Location: [REDACTED]
Start: Wed 1/24/2024 9:00 AM
End: Wed 1/24/2024 9:30 AM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: Tasmin Swanson

Please note the original Outlook Planner could not be included here as an Outlook Meeting Planner due to Adobe's file inclusion limitations. This is what the Planner contained except for the invitees list: Maribeth Witzel-Behl, Tasmin Swanson (organizer), and Randy Hadzor. All are mentioned in the original email on the previous page.

From: [Witzel-Behl, Maribeth](#)
To: [Tasmin Swanson](#)
Subject: Accepted: CCD/Madison

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Register now: Webinar discussing a new federal grant opportunity
Date: Monday, January 22, 2024 2:00:07 PM

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Join us for a new webinar series



CENTER FOR
TECH AND
CIVIC LIFE



**ELECTION
INFRASTRUCTURE
INITIATIVE**

Register Now: FEMA BRIC Grants Webinar

[Please join us this Thursday, January 25th at 1pm ET](#) for the first webinar in our 2024 Federal Grants Opportunities series. This webinar will teach local elections officials & other interested parties about what types of projects can be funded by FEMA BRIC grants, the process to apply to these funds, and some recommendations to increase your likelihood of receiving this public funding. You can learn more about the FEMA BRIC program [here](#).

[Register Now](#)

Questions? Please reach out to colline@techandciviclife.org

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From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Last Chance: Share your input about nonpartisan standards for election excellence!
Date: Tuesday, January 23, 2024 7:59:57 AM

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Last chance to share your input on poll worker standards

ELECTRICITY



The latest best practices for election officials.

Last Chance: Share your Input about Nonpartisan Standards for Election Excellence in Poll Worker Programs

Join dozens of other election officials and experts who have already shared their input.

As election officials and fellow election nerds, we know that poll workers are likely on your mind this year. Whether you call them election judges, booth workers, precinct officials, board workers—or something else entirely—you may be pondering some common questions. How can election departments recruit enough poll workers for Election Day? How can we effectively train them, manage them, and retain them so they do an excellent job and keep coming back year after year?

At CTCL and the U.S. Alliance for Election Excellence, we're also thinking a lot about poll workers as we help set the standard for what excellent poll worker programs look like across the country. After collaborating with nearly 50 election departments that serve 30.5 million voters, we came up with four nonpartisan poll worker standards—each defining goals and outcomes that are achievable by all local election departments.

Standards
for Election
Excellence



Poll Worker Recruitment
Poll Worker Training
Poll Worker Management
Poll Worker Retention

We're now seeking feedback from the election community to help make the poll worker standards even stronger! Here's your chance to join dozens of other election officials and experts who have already shared their input. **Will you let us know how the poll worker standards can be improved to meet the needs of your community?** [Fill out our brief form](#) by this **Friday, January 26th**. This should take 15-60 minutes of your time, depending on how many standards you'd like to provide feedback on.

[Provide feedback on poll worker standards](#)

Thank you for sharing your input with us. Your feedback is valued and will help shape the final standards for the field of election administration and maintain our healthy democracy for years to come.

[Comment](#)

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From: [Witzel-Behl, Maribeth](#)
To: [Tasmin Swanson](#)
Cc: [Randy Hadzor](#)
Subject: RE: Alliance -- CCD/Madison polling place signage
Date: Thursday, January 25, 2024 7:12:59 PM

I was thinking that maybe the branding section of the signage could indicate that we are a Center for Voting Excellence.

And one more thing, my next meeting with the Mayor is on the first Tuesday of February. Would it be possible to get a couple examples from the signage project to show her at that meeting?

Thank you very much!

From: Tasmin Swanson <tasmin@civicdesign.org>
Sent: Wednesday, January 24, 2024 9:11 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Randy Hadzor <randy@civicdesign.org>
Subject: Re: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth!

Does now still work for you to meet? Here's the zoom link if so:

[REDACTED]

Otherwise we can reschedule!

Tasmin

On Fri, Jan 19, 2024 at 13:58 Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Next Wednesday would work best. Thank you!

From: Tasmin Swanson <tasmin@civicdesign.org>
Sent: Friday, January 19, 2024 2:04 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Randy Hadzor <randy@civicdesign.org>
Subject: Re: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Happy New Year!

Could we schedule a 30-min call to show you some initial drafts next week or the week after?

Here are a few windows of time that work for us:

- Wednesday 1/24 at 9am-10am CT
- Friday 1/26 at 9am-10:30am CT
- Monday 1/29 anytime 9am–3pm CT except 12-1

Thanks!

Tasmin + Randy

On Fri, Dec 8, 2023 at 3:00 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Yes, that is perfectly fine. Thank you!

From: Randy Hadzor <randy@civicdesign.org>

Sent: Friday, December 8, 2023 1:56 PM

To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>

Cc: Tasmin Swanson <tasmin@civicdesign.org>

Subject: Re: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Thank you so much for sending all of these over. I just wanted to let you know we received the following translations and graphics:

1. Accessible Entrance Sign.doc
2. Address Changes and New Voters.docx
3. Ballot Counted Here - Straight Arrow.doc
4. Clerk Logo BW.jpg
5. Clerk Logo C.jpg
6. Emergency Bin Sign.docx
7. ExpressVote.docx
8. Get your ballot here.doc
9. Keep Ballots Dry.docx
10. political discussions.doc
11. Register to Vote Here.docx

12. Start Here Sign.doc
13. State Show Sign.doc
14. Voting with Arrow Right & Left.doc
15. Voting with Arrow Up.doc

I am looking forward to diving deeper into this project!

Also, just to let you know, our office is closed 12/18 through the New Year. I hope to be able to send over some preliminary concepts for your review before then. We'd originally hoped to start the work in November and wrap up by the time CCD closed for break, and only use your 2023 alliance credits. If we do carry over into 2024, that will mean starting to use your 2024 credits. Are you ok with that? You can let us know when you see the preliminary concepts.

I will be sure to reach out if any questions arise.

Thanks again,
- Randy

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

On Wed, Dec 6, 2023 at 11:31 AM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

And our agency logo, if needed.

From: Tasmin Swanson <tasmin@civicdesign.org>
Sent: Thursday, November 16, 2023 8:12 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>; Randy Hadzor <randy@civicdesign.org>
Subject: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Attached is a proposal for working on the polling place signage project. Let me know if you'd like to discuss anything in it on a call. Or if you're happy with it, we can get started as soon as you send your ok over email!

Things we'd love from you:

- High resolution logo/seal (ideally in an svg or other vector format)
- Translations as soon as available
- A list of any other additional signs you might want (beyond what I picked up from you in Madison earlier this month)

Also -- I'm pleased to introduce Randy, a new CCD team member who will be working on this project!

Tasmin

--

Tasmin Swanson
Center for Civic Design
civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

--

Tasmin Swanson
Center for Civic Design
civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

From: [Randy Hadzor](#)
To: [Witzel-Behl, Maribeth](#)
Cc: [Tasmin Swanson](#)
Subject: Re: Alliance -- CCD/Madison polling place signage
Date: Thursday, February 1, 2024 8:33:03 AM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

That sounds great. I will send over a few examples of the signage concepts and layouts on or before Monday, February 5th.

Terrific idea regarding the inclusion of the Center for Voting Excellence branding – we will look into it!

--

Randy Hadzor

Center for Civic Design

civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Alliance -- CCD/Madison polling place signage
Date: Monday, February 5, 2024 5:17:37 PM

Awesome! Thank you!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Monday, February 5, 2024 3:38 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

You can access the [REDACTED].

Let me know if you have any questions or ideas - I'd be happy to set up a call!
- Randy

--

Randy Hadzor
Center for Civic Design
civicdesign.org

From: [Witzel-Behl, Maribeth](#)
To: [Tasmin Swanson](#)
Subject: Poll Worker Manuals
Date: Monday, February 12, 2024 7:11:49 PM

Hi, Tasmin!

I have finished working through our Election Official Guide for plain language. I think I pushed Microsoft Word beyond what it was designed to do, and it pushed me back this weekend! It was changing font sizes, moving pictures, and causing all sorts of problems. So I got permission from IT to use Publisher going forward.

Last fall, or maybe earlier than that, the Alliance had a guide for poll worker manuals. I couldn't get the internal index tabs figured out, but now I am hopeful that more will be possible with Publisher. Is that guide still available? I can't remember how I accessed it before. Or maybe there are other guides you would recommend.

Here's where we ended up for the guide we will send out to the polls next week:

- [Poll Workers](#)
- [Opening the Polls](#)
- [Voting Hours](#)
- [Closing the Polls](#)

Thank you!

-Maribeth

From: [Colline Miller](#)
To: [Colline Miller](#)
Bcc: mwizel-behl@cityofmadison.com
Subject: We need your help in requesting more HAVA funds
Date: Wednesday, February 14, 2024 2:06:57 PM
Attachments: [Four Steps to Funding Secure Elections.pdf](#)

Attachment #2 immediately follows this email

You don't often get email from colline@techandcivillife.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi there,

Our team has been working around the clock to preserve and expand HAVA security grants in the federal budget, and the appropriations request process is just getting started. In order to expand grant funding to \$400m this upcoming fiscal year, we need a strong showing from local elections officials stating why this funding would make a difference to them. **Our goal is to have at least one request form submitted to every congressional office this year.** Can we [count on you to send a request](#) to your Senators and Representative?

We have template language and have done research on every office's process, so the process of submitting should take 10 minutes max. Here's what we'd need:

1. If you're able to submit a request, either [fill out this form](#), or shoot me a note back to let me know.
2. I'll follow up with the template and instructions to submit. You're welcome to add your own personal flair if you'd like.

Thank you so much for all that you do day in and day out for our democracy. Let's make sure that congress knows what you need!

Best,

Colline

--



Colline M. Miller (she/her)
Senior Campaign Manager
Center for Tech and Civic Life
Phone: 315-481-3905
Websites: www.techandcivillife.org
www.ModernizeOurElections.org

4 Steps to Funding Secure Elections



SECURE, ACCESSIBLE, AND MODERN ELECTIONS REQUIRE CONGRESS' SUPPORT:

Members of Congress have to make tradeoffs when it comes to appropriations, so hearing from members of their district can make a difference in the prioritization process. Our goal is to submit requests for \$400m in elections infrastructure funding to every Congressional Office as they begin to negotiate next year's budget.

How we get there:

1. PLEDGE

Pledge to submit an appropriations request to your member of Congress at bit.ly/EII-Appropriations

2. DRAFT

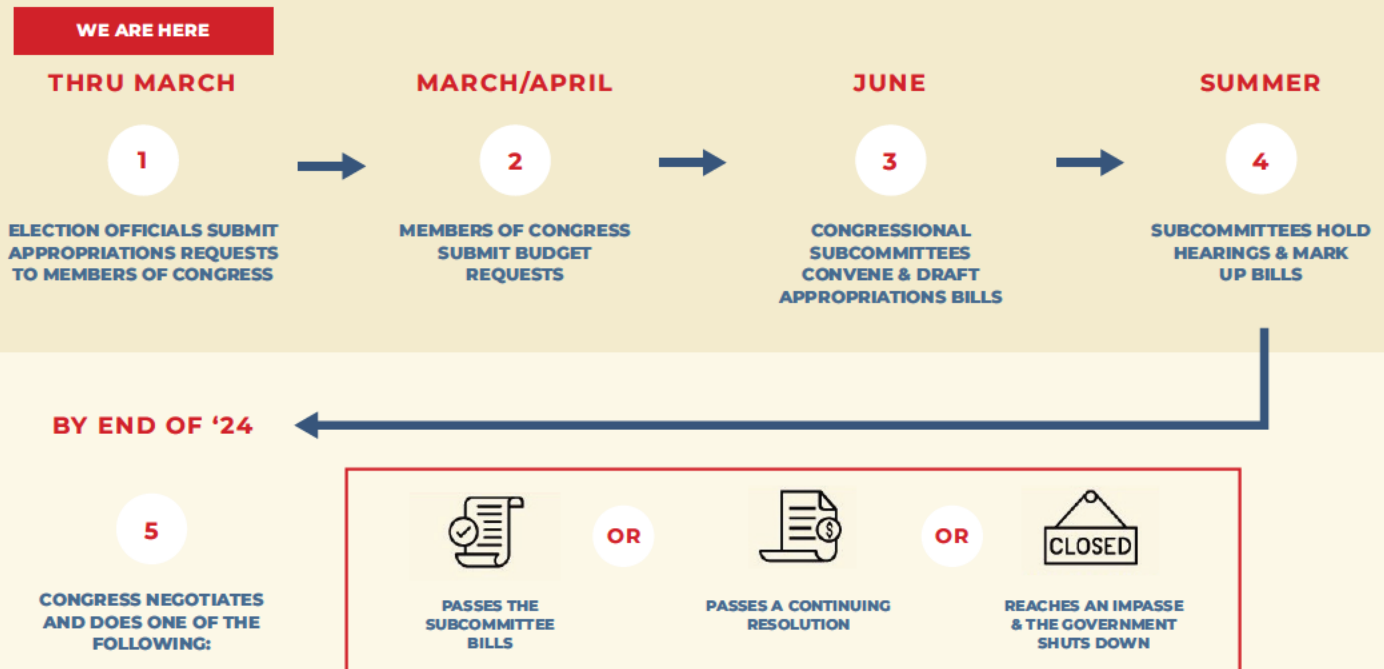
When the request form for your representative opens, our team will reach out to help you fill out the request.

3. SUBMIT

Within 48 hours, complete and submit the request form to your member of Congress.

4. CELEBRATE

By end of March, together we will have reached every Congressional office & made a strong statement to increase elections funding.



From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Signage Summary
Date: Thursday, February 15, 2024 3:20:26 PM

You just made my day! Thank you!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Thursday, February 15, 2024 3:17 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>
Subject: Signage Summary

You don't often get email from randy@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Here is a link to the [REDACTED].

If you have any questions, just let me know and I'd be happy to jump on a call!
- Randy

--

Center for Civic Design
civicdesign.org

From: [Sophie Lehman](#)
To: [Sophie Lehman](#)
Bcc: mwitzel-behl@cityofmadison.com
Subject: February Alliance Call on 2/28
Date: Friday, February 16, 2024 11:40:15 AM

You don't often get email from sophie@techandcivicle.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hello!

[REDACTED] for the February Alliance call on Wednesday, February 28 from 12:00pm - 1:00pm Pacific / 3:00pm - 4:00pm Eastern. Our first Zoom of 2024 brings Alliance partners and Centers together to provide updates and connect with each other. This month we'll be cheering on Centers with upcoming primaries, discussing plans for the year, and more.

All staff are welcome to join and [REDACTED].

Hope to see you then!
Sophie

--



Sophie Lehman (she/her)
Associate Director
Center for Tech and Civic Life
www.techandcivicle.org

From: [Tasmin Swanson](#)
To: [Witzel-Behl, Maribeth](#)
Subject: Re: Poll Worker Manuals
Date: Friday, February 16, 2024 1:25:38 PM
Attachments: [Best Practice Guide Designing Manuals for Poll Workers-Feb 2024.pdf](#)

Attachment #3 immediately follows this email

You don't often get email from tasmin@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Sorry for the slow reply! Attached is the best practice guide we've been working on!

That's exciting news about publisher! I haven't worked in it before, but I bet it will be more robust and better able to handle the sheer volume of info than word.

Instead of a thumb index, you could try adding a dynamic running footer. Include the section name next to the page number on every page, that'll help orient readers. Here's a super quick walk through on youtube for how to do it: https://www.youtube.com/watch?v=9Ho9012qDoo&ab_channel=ProductivityCorner

Tasmin

On Mon, Feb 12, 2024 at 8:11 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Hi, Tasmin!

I have finished working through our Election Official Guide for plain language. I think I pushed Microsoft Word beyond what it was designed to do, and it pushed me back this weekend! It was changing font sizes, moving pictures, and causing all sorts of problems. So I got permission from IT to use Publisher going forward.

Last fall, or maybe earlier than that, the Alliance had a guide for poll worker manuals. I couldn't get the internal index tabs figured out, but now I am hopeful that more will be possible with Publisher. Is that guide still available? I can't remember how I accessed it before. Or maybe there are other guides you would recommend.

Here's where we ended up for the guide we will send out to the polls next week:

- [Poll Workers](#)
- [Opening the Polls](#)
- [Voting Hours](#)
- [Closing the Polls](#)

Thank you!

-Maribeth

--

Tasmin Swanson

Center for Civic Design

civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

Best Practice Guide

Designing Manuals for Poll Workers

**Guidelines for creating usable
poll worker manuals.**



**Center for
Civic Design**

Introduction

Poll workers are on the frontlines of democracy. You can support them by writing and designing manuals that make it easy to find information, even in stressful situations. These guidelines are for anyone writing or updating their jurisdiction's election worker manuals.

Why follow these guidelines?

Poorly designed manuals lead to confusion on election day and more calls to your office. Great manuals answer questions and empower poll workers to feel confident while doing their jobs.

How do we get poll workers to actually use the manual?

- Make it easy to use with the tips in this best practice guide
- Practice using the manual in training
- Work in pairs with one person reading the instructions aloud, and a second person completing the task

What's the best program to create manuals in?

There's no single answer. Whether you use Microsoft Word, Adobe InDesign, Canva, or another tool to build your manuals, the design principles shared in this guide will help you create a manual that is easier to use.

We built a template in Word and included lots of tips and tricks for using Word in this guide because it's widely available, easy to use, and has a number of advanced formatting and accessibility features that—if used right—can take your document from good to great.

Related resources

Check out the accompanying template and how to guide on electiontools.org.

Look out for blue information boxes

Throughout the guide we include links to detailed instructions for some of Word's more advanced features. All of the URLs are written out in full in the appendix on Page 53.



What's in this guide?

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Get poll workers to use the manual?	2
What's the best program to create manuals in?	2

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Use color and scale to add visual cues	13
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Use headers and footers for orientation on each page	15
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Write headings that describe tasks, not equipment	20
Put steps in the order they need to be completed	21
Break long procedures into a series of actions	22
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Make it easy to find the right information

How often have you experienced this: An election worker calls you on election day with a question that you know is covered in the manual.

The manual contains a lot of information, but finding it can be a challenge. Before you start writing your content, create an outline of everything you want to cover. A clear path for organization will help you create a succinct guide that can later turn into your table of contents. We recommend organizing your information into sections and subsections.

Sections

Sections are like chapters. They are probably organized by either time (opening, during voting hours, closing) or function (check in, voting booths, provisional voting, etc).

Subsections

Subsections are discrete tasks or duties and their accompanying instructions.

This section covers style and formatting options that improve navigation. We'll show you how to set up the skeleton of your document in a way that makes it easy to find the correct information.

When in doubt, remember to design pages for use in the polling place. Make sure they are easy to scan and read quickly, and make clear where one step ends and the next begins.

Use formatting to establish a clear information hierarchy

Font, color, and size help readers find, understand, and use content, and instantly know what's most important.

Most design and word processing programs let you define your styles. If you can't, then we strongly suggest you use a different program.

Styles don't just look nice, they are also a key way to help your readers navigate your document.

By using styles throughout your document, you teach your readers what to expect when they see different font sizes or colors. This color means we've reached a new main section. This font size means we've reached a new subsection. These distinctions are subtle, but important.

Styles also help both you (the document editor) and readers who use screen reader assistive technology navigate the document digitally. You can automate your table of contents to pull all of your headings into a single, hyperlinked list.

Styles and how to use them:

Style	What it's for	Formatting suggestions
Header 1 (H1)	Use for the title of a new section	<ul style="list-style-type: none"> Font size: 22 pt Suggested color: hex#5682B8
Header 2 (H2)	Use for the title of a subsection	<ul style="list-style-type: none"> Font size: 16 pt Suggested color: hex # 5682B8
Header 3 (H3)	Use for distinct topics or tasks within a subsection	<ul style="list-style-type: none"> Font size: 12 pt bold Color: black
Body Text	Use for writing paragraphs Build new styles based on this for bullets, numbered lists, and other formatted body text	<ul style="list-style-type: none"> Font size: 12 pt Color: black



Read more about [creating and customizing styles on Microsoft](#)

Example page using styles

Here's what they look like on a page.

Section 1 | Heading 2

Heading 2
1-2 sentences directly under the header to explain the main goal of the page.
What's the 1 thing someone needs to know?

Heading 3
Block of text.

Here's a list of steps you need to complete in order:

1. First
2. Second
3. Third

Heading 3
Here's a bunch of text.
And here's a bulleted list

- Item 1
- Item 2
- Item 3
- Item 4
- Item 5
- Item 6

Important dates to remember

Election	Early Voting	Election Day
Primary Election	5/28 to 6/10	6/14
General Election	10/22 to 11/4	11/8

Use this style to reference a document or law

8

H2 starts on a new page.

Several H3s on the page.

“Subtitle” is larger than the main body text.

Steps that need to be followed in order are a single, numbered list.

2 columns are used to format long lists.

Italics used for information that can fall back visually – interesting but not critical.

Start your manual with a table of contents

Table of contents (TOC) allow for easy navigation to important information.

Your TOC is a snapshot of your entire manual. It introduces readers to your main organizational structure, and should be the first place they turn to when they have questions.

Use font size, bold, and indents to show hierarchy and make the TOC easier to skim.

By using styles, you can create a TOC that updates automatically.

Main sections (H1) are bold and to the far left.

Subsections (H2) are slightly indented.

Include page numbers.

May go onto a 2nd page.

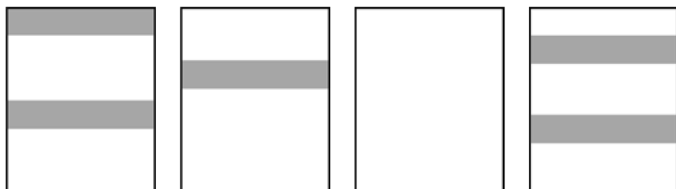
The screenshot shows a Table of Contents page titled "Table of contents | County". The page includes a title, a note to update the table, and a list of sections with page numbers. The page number "3" is visible at the bottom. A second page of the TOC is shown below, starting with page number "7".

Section	Page Number
Table of Contents	1
County Board of Elections	2
Contact Information	2
County	2
Table of contents	3
How to use this manual	4
Find the right section	4
Look for these symbols	4
Welcome	5
Section 1	6
Numbered steps	8
Checklist	13
Visual guides	17
Form examples	20
Optional pages	25

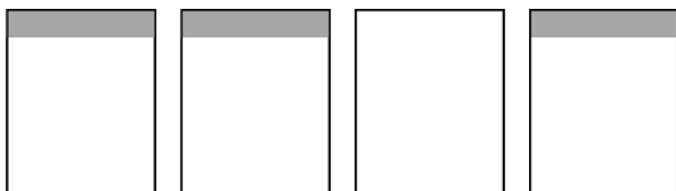
i Read these [instructions](#) on setting up a table of contents in Word

Start each new idea on a new page

Train readers to look in the same place every page to find information.



New ideas appear in different places on each page. Readers need to scan the entire page every time. They are likely to miss something.



New ideas are only at the top of a new page. Readers can skim the manual quicker because their eyes are trained to look in one place.

What counts as a new idea?

The answer will depend on how you organize your manual. But the short answer is that all Heading 1s and Heading 2s are probably new ideas.


This change might increase your page count, but we think it's worth it. Other tips in this guide will help you write more concise instructions.

Improve reading comprehension speed with left aligned text

Align text and objects to the left in a predictable vertical line.

Don't use center aligned text. With center aligned text, the beginning of each line is in a different place than the line before it. This slows down reading time, as people need to search for the beginning of the line.

STATION 2 (VERIFICATION JUDGES)



- Two Verification Judges, one from each political party, locate the voter's signature verification record. The verification record is an electronic poll book, a scanned signature roster or a pre-printed Application to Vote with the scanned signature of the voter.
- The two Verification Judges compare the voter's signature and address on the ballot application to the signature and address on the verification record. Both the signature and address must be the same.
- If an electronic poll book or a preprinted application is used, mark as follows:
General and Consolidated Primary:
"D" (Democrat), "R" (Republican) or "V" (Nonpartisan) OR
General and Consolidated General Election:
"V" (voted)
- Determine the correct ballot style. Unless preprinted on the application, write the ballot style number in the appropriate space on the voter's application as directed by the Election Authority. Initial the application and return it to the voter, or pass to the Ballot Distribution Judge.
- At 6:30 p.m. one of the Election Judges announces the polls will close in one half hour.
- At 7:00 p.m. an Election Judge will announce the polls are closed. Any voter standing in line at the closing time is entitled to vote. Election Judges shall mark the last person in line at closing. This can be accomplished in any manner you choose or as directed by your Election Authority. If you have sufficient judges you can have a judge stand at the end of the line behind the last person entitled to vote.

21

This example of a poll worker manual page has lines that start in different places on the page. It forces the eye to move back and forth, increasing the chance that the user will miss an important section. The same thing happens when text blocks or images in your manual are in different places on the page.

During Voting Hours | Having a Voter Sign the Signature Sheet Pollbook

Having a Voter Sign the Signature Sheet Pollbook

At Station 2, the voter is going to sign the signature sheet. Follow these steps.

- Two of you, one from each political party will need to complete these steps.
- Flip through the sheets until you find the voter.
- Have the voter sign in the center column of the signature sheet.
- Compare that signature to the preprinted signature in the left hand column.
- After comparing, both of you need to initial to the right of the voters signature.
- You can check the voter's ballot style in far left hand column.
- Make a checkmark in the "Voted" box in the right hand column.
 - If it is a Primary Election, instead of the "Voted" box, there will be boxes for each party. Check the box next to the party ballot the voter requested.

Edited: 10/25/2023 | 29

A revised version of the page above has all of the same information starting in the same vertical line. When the user completes one section, they go straight down to the next line and start in the same place as before. Using a vertical, left-alignment in your manual has the same benefit.

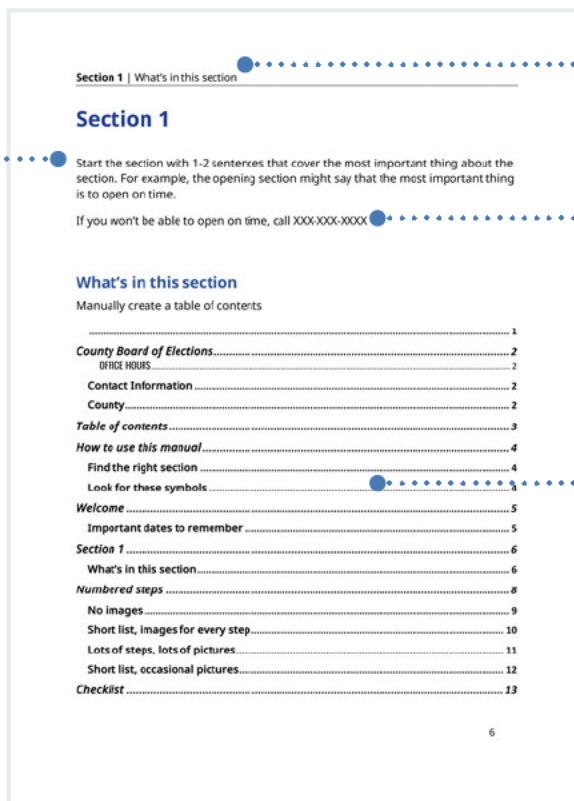
Break up a long manual into manageable chunks with section breaks

Start each new section with a new page.

The dedicated section break page should highlight important information and show what is in the section with a secondary TOC.

If your manual is short, or you have different manuals for different tasks, you may not need this page.

Start by saying the single most important thing to know in this section.



Running header updates to include section title.

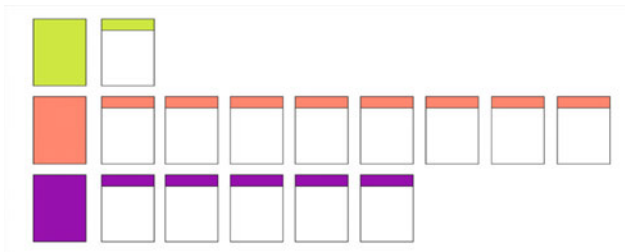
Say where to go for help if needed.

Table of contents just for this section.

i Watch this [youtube video](#) about creating multiple table of contents in a Word doc.

Use color and scale to add visual cues that help your reader skim

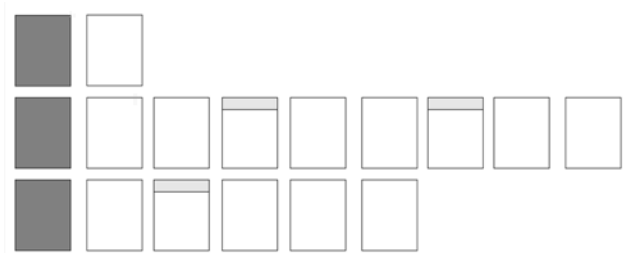
Imagine laying every page of your manual out on the floor. How easy is it to tell when a new section begins?



Color

- Each section has a dedicated color
- Section break pages are visually arresting

If you're printing in black and white, you can still do this.



Black and white

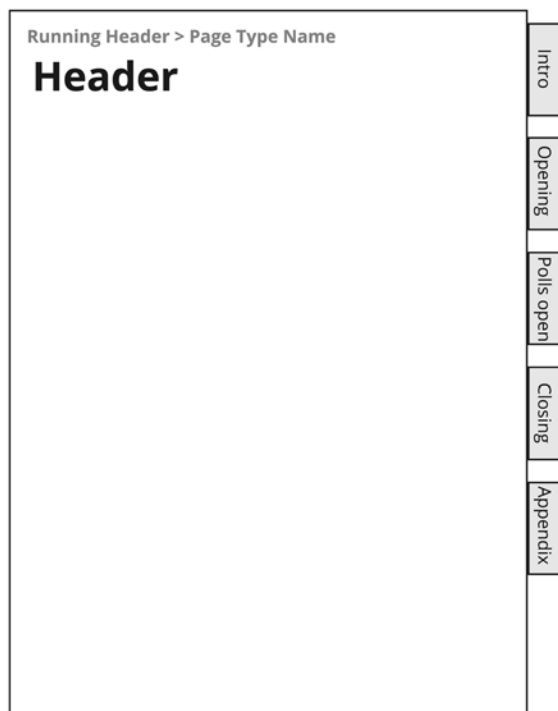
- Section break pages are easy to find
- Subsections stand out



Not Recommended

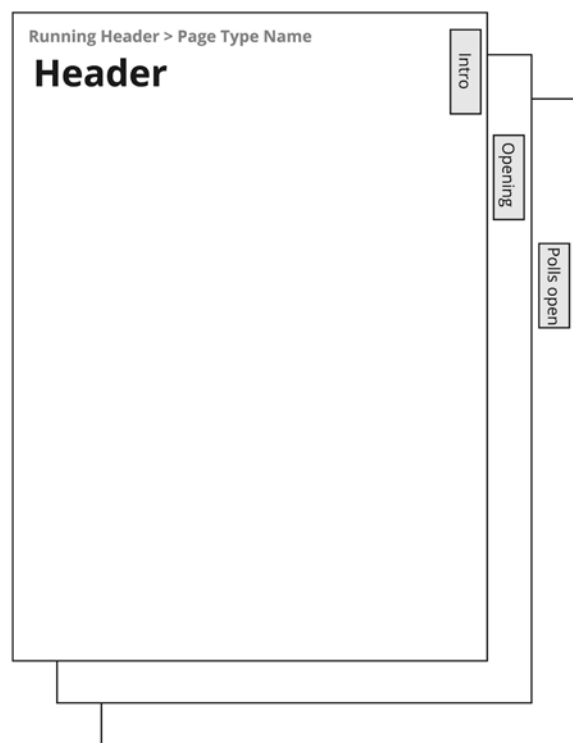
The all white version is nearly impossible to skim and quickly identify section shifts.

Use outer edges of the paper to help people find where sections start



External tabs

Whether you're using your local copy shop, or a more professional printer, ask for a price quote for tabs. You can also buy these from an office supplies store insert them yourself.



Internal tabs (Thumb index)

If it isn't cost-effective to get external tabs, you can add them yourself to the outside edge of a page. Even when they are printed on the edge of the page, they can help as someone flips through the pages rapidly.

Use headers and footers for orientation on each page

If the page was ripped out of the manual, the header and footer should help someone put it back in the right place.

First part of header is the section title (from an earlier page).

Second half of header is the subsection.

Section 1 | What's in this section

Heading 2

1-2 sentences directly under the header to explain the main goal of the page. What's the 1 thing someone needs to know?

Heading 3
Block of text

Dynamic header instantly tells the reader what is on the page.

General Election 10/22 to 11/4 11/8

Use this style to reference a document or a law

Edited: 10/25/2023 | 8

Page number in the bottom outside corner.

Use the right typography to call attention to important details on a page

Bold

Use bold to emphasize information and draw the reader's attention

- Readers are often sensitive to the weight of a type, which makes bold an effective stylistic choice to call attention to important information
- But be careful, too much emphasis can be worse than none, so save bold for important words, phrases, and dates

Italics

Use italics for parenthetical information, like citations of laws

- Low vision readers have a harder time reading italics because of the way letters connect, which makes italics a poor choice for calling attention to information
- Italics are often used within the body of a text to emphasize a word or phrase
- Italics do not work well for long paragraphs of text

ALL CAPS

Don't use all caps

- Most of what we read in English is mixed case, with both Capital and lowercase letters
- All caps takes away the variation that we're used to, which slows down reading and comprehension speeds

Underlining

Only use underlines for hyperlinks in digital documents

- Underlining can make text harder to read by running over descenders (like j, p, and y) which adds extra noise to the page

Use shorter line lengths to increase reading comprehension

Shorter lines are more comfortable to read than longer lines.

When a line of text stretches across an entire printed page, your eyes have to do more work. It's harder to track your progress vertically and find the start of the next line of text.

Aim for an average line length of 45–90 characters, including spaces.

Ways to shorten line lengths:

- Use bullet and indentation
- With bullets, write short sentences—or don't write full sentences at all. Short, direct, verb-driven phrases are clearer, especially when it comes to instructions.
- Adjust the margins
- Place images in a column taking $\frac{1}{4}$ - $\frac{1}{5}$ of the page

Other benefits to more space in the margins:

- You can insert tips or other important notes (e.g. the blue boxes in this guide).
- Poll workers can write in important information—both during training, and while they are working.

Writing great instructions

Something important to keep in mind when writing your manual is that no one reads a manual for fun. Its purpose is to give directions.

Most of this comes down to plain language. For a more in depth explanation of plain language you can read about our research on our [website](#).

For even more information about writing effective poll worker materials, read our [Field Guide](#) on the subject.

Give your poll workers goals to work towards

At the beginning of each section, give poll workers a clear north star.

What's the one sentence or phrase you want them to remember or fall back on when they're in a stressful situation?

During opening, it might be: have enough equipment set up to open at 7 am, call us if you can't.

This helps supervisors make decisions about allocating poll worker time. If opening is only minutes away, then instead of setting up all the booths or the ballot scanner, they'll know they need one booth and one ballot scanner, and then can set up the rest of the booths as soon as they have time.

Write directly to your reader, and only write to one reader at a time

Use “you” when writing to your poll workers.

In a sentence that speaks directly to your users, the subject is the pronoun “you” either stated (You remove the seal) or implied use imperative statements (Remove the seal).

Before

Poll workers should make sure the unit is on. The ballot box should be unlocked and opened. Poll workers should then make sure the power cord is plugged into the back of the unit.

After

1. Make sure the unit is on.
2. Unlock and open the ballot box.
3. Make sure the power cord is plugged into the back of the unit.

Address one group of readers at a time.

Documents that attempt to serve multiple audiences are difficult for almost everyone.

Focus on what poll workers need to know to do their job. Don't include extraneous information, like what happens at the warehouse after they drop off their supplies.

If different poll workers have very different jobs, consider creating separate manuals or job aids for each role.

Write headings that describe tasks, not equipment

Effective headings tell readers what they will learn when they read what's underneath.

This is especially important for subsections (H2s).

A heading that names an object leads to questions, instead of answering them. For example, a heading like "Ballot marking device" leads to questions including: Is this about setting up a ballot marking device, or fixing a problem with a ballot marking device or turning it off at the end of the night, or.... something else?

This forces the reader to spend more time on each page deciding whether or not it's going to be useful for them.

We love starting headings in manuals with verbs, but you could also use questions. Whatever you decide, stick to it throughout your manual.

One way to check if your headings are effective, is to look at the table of contents. It should read like a set of high level instructions.

Before	After
Loading a ballot	Loading a ballot
Poll worker ballot and precinct selection screens	Selecting a precinct
Coding a ballot	Selecting a ballot
	Marking a ballot to review for voter eligibility

Put steps in the order they need to be completed

Use numbers for steps.

Use bullets for lists that are not step-by-step procedures.

If poll workers need to complete a series of tasks in a strict order, use numbers.

For example:

1. Insert the Supervisor card.
2. Enter the password.
3. Remove the Supervisor card.

If the order doesn't matter, then bullet points or a checklist will work.

For example:

Put these items into the blue bag:

- Pens
- I voted stickers
- Tape

Break long procedures into a series of actions (substeps)

Use indents for substeps to create visual hierarchy.

Steps can act almost like accordions—if you know what to do, or if the step doesn't apply, you can just skip down to the next thing.

The substeps are the details that a less experienced poll worker might need. Or they are details about one option—if that option isn't relevant, then your reader should be able to quickly skip past them.

Before	After
If an overvoted ballot is encountered, the voter should be provided with an alternate ballot, and instructed to mark the ballot without incurring an overvote, then return the ballot for processing. The overvoted ballot should be filed as spoiled. If the voter does not want to mark another ballot, and is content with the candidate selections on the original ballot, the overvoted ballot should be fed into the unit in override mode.	<ol style="list-style-type: none">1. Explain overvoting to the voter.2. Ask if the voter wants to mark a new ballot or turn in the overvoted ballot.3. If the voter wants to mark a new ballot:4. Give the voter a new ballot.5. File the overvoted ballot as spoiled.6. If the voter does not want to mark a new ballot:7. Ask the voter to put the overvoted ballot into the unit.8. Press the override button.

Put warnings before—not after—consequences

Be sure instructions can be followed in order, putting warnings or preparation needed before the action.

Consider what you want the election worker to read—and do—first. If the warning is at the end, there is a very real chance that the election worker will take action first, and may not read the warning until it's too late.

Before

Tape poster to the front of the entrance door. Skip this step if it's raining.

After

If it's raining, don't do this step.
Tape poster to the front of the entrance door.

Before

The Lithium-Ion Battery Pack can be replaced only by Authorized Service Personnel.
CAUTION: RISK OF EXPLOSION. THE BATTERY CAN EXPLODE IF REPLACED BY INCORRECT TYPE.

After

Caution! Risk of explosion!
The battery can explode if it is replaced by an incorrect type. The Lithium-Ion Battery Pack can be replaced only by Authorized Service Personnel.

Using images to support understanding

An image can make or break directions in a manual. Too many and they become too small to comprehend on paper. Too blurry, and the reader is confused by what they are looking at. A good image supports the point you are trying to get across. They are simple, clear, and easy to digest.

Images should support, not supplement, written or verbal information. No information should be inaccessible to any voter because of its format.

Use illustrations when possible instead of photos

Good images are less cluttered, and allow you to show the most important information, often in a smaller amount of space.

System vendors often have illustrations needed in their own manuals. Use them, or create your own.

For example, both images below accompany these instructions:

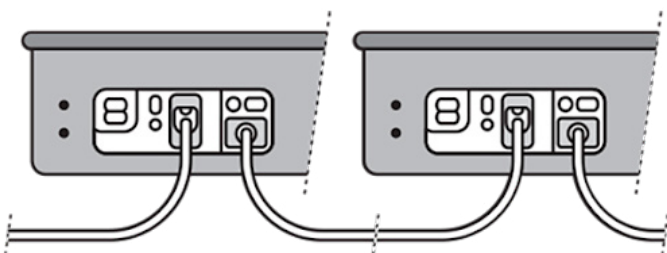
- Connect the unit to the power receptacle (AC in) of the previous unit.
- This creates a daisy-chain of the voting units.

Both images are attempting to convey the same information. But, the illustration is able to do it clearer, with a smaller footprint.



The Photo:

- Takes up a lot of space
- The voting units are far from each other
- You can't see the cords clearly
- The cord hangs below the edge of the photo



The illustration:

- Takes up less vertical space on the page
- Zooms in on the power receptacles

Take great photos when you do use them

Whether you use a photo or an illustration, the same key principles apply.

- Use a high quality version. Images should not be blurry.
- Use images that are large enough to see clearly.
- Make sure that key information or details in the image are visible
- If you want to show an entire object or form and then zoom in on key details, use two different photos so detail isn't lost.

Other things to consider when taking photos:

Use a plain background.

If there are lots of items or things around, move them when you take the photo. Or crop the image so that they don't distract the reader.

Use good lighting to prevent shadows.

Sunlight from a window will work most of the time. Stand with your back to a window so the light falls onto the object. Avoid using spotlights that cast heavy shadows.

Use a screenshot on a computer instead of taking a photo of a computer screen.

Photos of screens often look fuzzy. If you do need to take a photo, position lights so that they don't cause a glare on the screen.

Take multiple photos so you have options.

Take both landscape and portrait photos, and take them from a few angles. This gives you more options when you place the photos onto a page, or when you want to point out different details.

Use images strategically—you don't need an image with every step

Use images to support your text, not to replace it.

Images take work to maintain. They can be easily misinterpreted by different viewers. And a low quality image can cause disagreements.

Start by writing plain language instructions. Then add in images for additional context.

Include an image when you want to:

- Show the correct version of an object for a scenario.
- Show an important technical detail.
- Diagram an important procedure.

An image might be unnecessary if:

- You only have a low quality image.
- There is already a similar image on the page.
- The image is text on a screen.

Use icons to call out important information and warnings

Use a small, consistent set of icons throughout the manual.

Introduce them in the first few pages of the manual.




Putting the list on one of the first pages means they will be easy to find again.

Don't rely solely on color.







Each icon should also have a distinct image or shape. This combination ensures that people who are colorblind can still use the icons.

Limit how many icons you use.


Too many and readers won't remember what each icon means.

-  General information call out
-  Warning (but not an emergency) (e.g. call the warehouse when you have time)
-  Stop! Immediate action required

Generic set

-  Refer to material on another page of the manual.
-  An item requires the Deputy or Judge's signature.
-  Call the Call Center.
-  Say something to a voter.
-  This is a quote from the Texas Election Code.
-  This is a very important note.

Travis County, TX

 Download icons from our [Image Library on ElectionTools.org](https://www.electiontools.org)

Place images neatly on the page

When you add an image to a page, it has to fit without looking cluttered.

A well-designed page means your images are:

- Aligned to the text properly
- Anchored
- the correct size

These are all functions of text wrapping, or changing the visual relationship between images and text.

Align

You want your images to line up with the correct information. In this example from the template, it is clear that the first image accompanies the first step and the second image accompanies the second image.

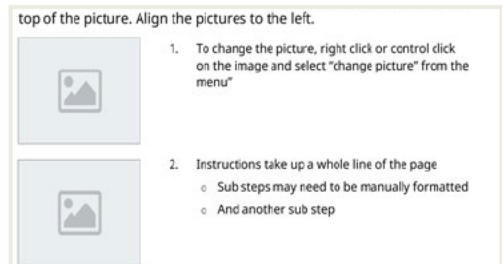
Anchor

Anchoring connects an image to the text, so if the text moves, the image moves with it. Anchoring also enables screen readers to connect the correct graphic to the text. It is part of the text wrapping and moving graphics system in Word.

Size

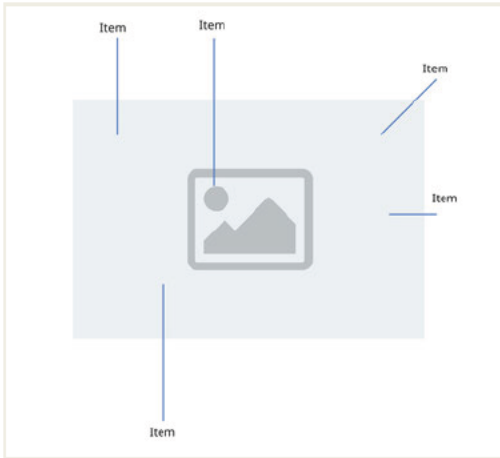
Images look different on paper than they do on a screen. Print pages and look at the images on paper to make sure they are large enough to see clearly. We recommend keeping images 1.75 inches wide or larger.

i For more detailed directions about text wrapping in Word, read this [article](#) from Microsoft.



Use callouts to point out important parts of an image

Callouts are a visual element that helps emphasize something specific on an image.

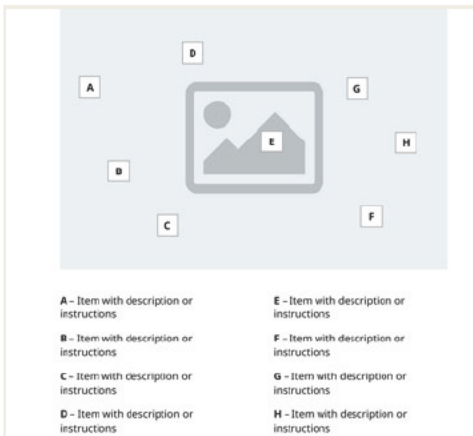


Leader lines

A leader line is a line that connects a bit of text to a portion of the image. They are great for giving a 1 or 2 word name of an object or feature.

The line will go on top of the image, but it shouldn't block the image. To prevent the line from obscuring the image, make the line thin in a neutral color. In this document, we used a blue dashed line.●

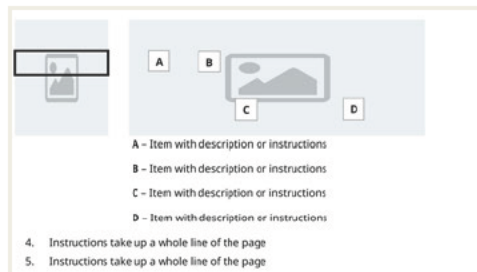
To keep your page from looking busy, use straight lines at a 180, 90, or 45 degree angle.



Legend

When you want to give longer explanations for features in an image, using a legend gives you more space than leader lines.

Label items in the image with letters (they should be on a solid color background to help them stand out from the image). Then underneath the image, write out what each letter is. You can use numbers if the order that someone reads the items or uses the features matters, such as a map showing how voters will move through the polling place.



Zoom in

When you want to zoom in or magnify a particular feature or portion of a form or screen, show the full form or equipment—large enough to be recognizable, but too small to see in detail. Use a box outline to point out what you want to focus on. Then include a second, zoomed in picture of just the portion of the object that you want to talk about. Include leader lines or a legend if needed.

Use diagrams for complex multi-step workflows and processes

Diagrams are a great way to convey complex multi-step workflows and processes with multiple inputs or outputs.

i For detailed flowchart creation instructions, read this [article](#) from Microsoft

Color/Styling

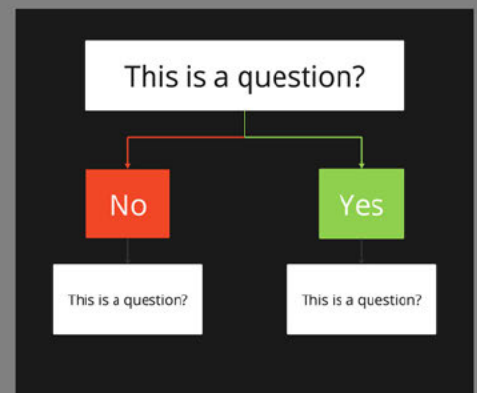
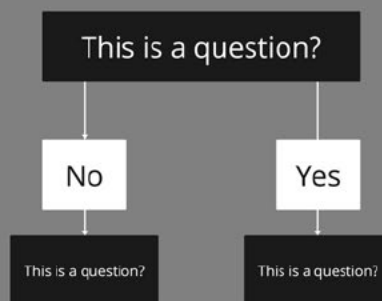
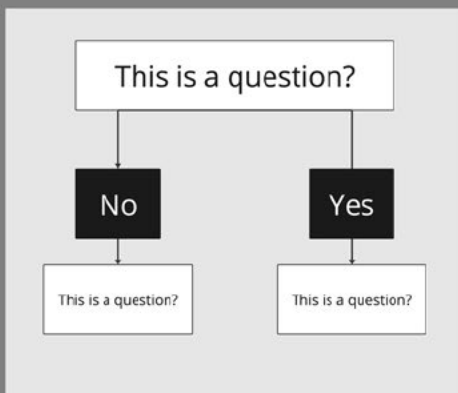
You need to assign a consistent and distinct style and color to:

- the questions
- the yes answer + arrow
- the no answer + arrow

Which of those elements do you want people to read first? What should jump out at the “front” of the image? You’ll need to play around with color until you figure out the appropriate arrangement, even if you’re just doing black and white.

Spacing

There’s a lot of information to fit into a small space. Arrows show the flow, but you also want to stick with a consistent top-to-bottom or left-to-right reading order if possible. Keeping elements aligned to a grid layout will keep it from feeling overwhelming.



Make images accessible using alt text

Writing alt text for images is an essential step to make sure the manual is accessible.

Alt text helps:

- People who use screen readers.
- When images are missing or turned off.
- If you decide to translate your manual to other languages besides English.

If you plan on sharing a digital version of your manual, then all of your images need alt text since all images in your manual should support meaning and not be purely decorative.

When writing alt text, ask:

- What does the image add to the page?
- What would someone only know by looking at the image?

i [Read more](#) about writing great alt text

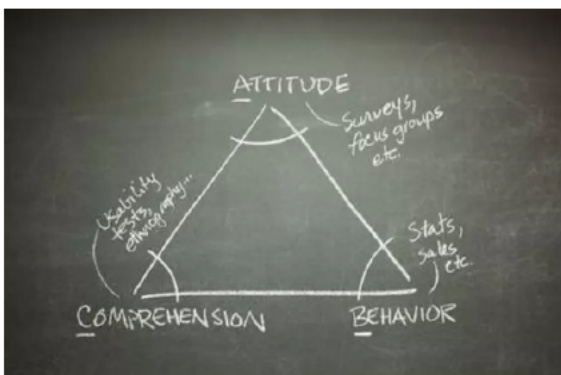
What you write as alt text depends on the image.

If the image contains:

- Text - repeat the words
- Visual information - explain it
- Sensory information - describe it
- Nothing new - ignore it (mark it as descriptive)

Alt text should be different from the caption. After all, a reader doesn't need to read (or hear) the same sentence twice.

i [Use this decision tree](#) to decide what to write in the alt text



Alt text:

A diagram sketched on a chalkboard as a triangle. Top: Attitude. Right: Behavior. Left: Comprehension.

Caption:

Fig 1: The ABC of research methods

Index of page types

To help you design pages to be used in a polling place, we've laid out all of the example page types we made. Each example has tips on how to create the page.

When creating your own manual, you may run into the goldilocks problem—what is the line between a manual that is long enough to be complete and short enough to not be intimidating? There's no single right answer. Maybe the right answer for you is publishing multiple volumes. Maybe it's one really long volume bound in a binder. If it helps, we've seen a number of good manuals in the 100+ page realm.

Some of the recommendations in here will increase the page count. That is because we're big believers in white space and starting new topics on new pages. Our research shows that white space and 1 page per topic help people retain information. But, if your budget or time limits the number of pages you can publish, our tips and templates will help you make the best design decisions to have a lot of content on one page.

How to use these page types:

- Use these as inspiration and recreate them in your own document
- Download the word files and input your content into a new document

Introductory pages

The first few pages of your manual set the tone and tell your poll workers what to expect.

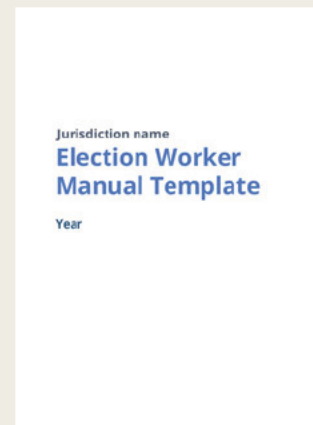
Use these pages to:

- Establish a brand identity through colors and fonts
- Tell poll workers where to get help
- Introduce icons and other wayfinding devices that will be used throughout the manual
- Welcome poll workers and let them know their work is valued

These pages include:

- Cover page
- Contact info
- How to use this manual
- Welcome letter

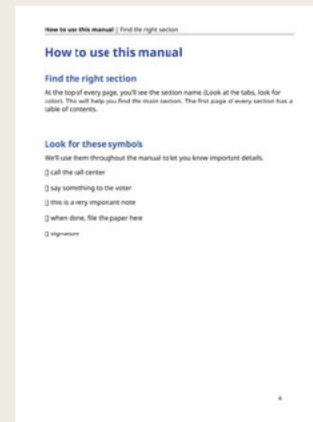
Cover page



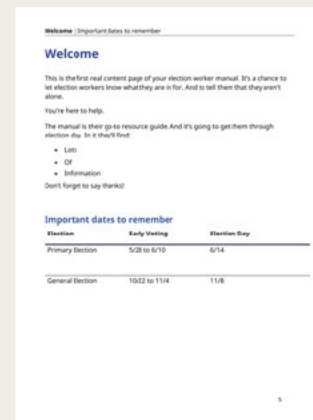
Contact info



How to use the manual

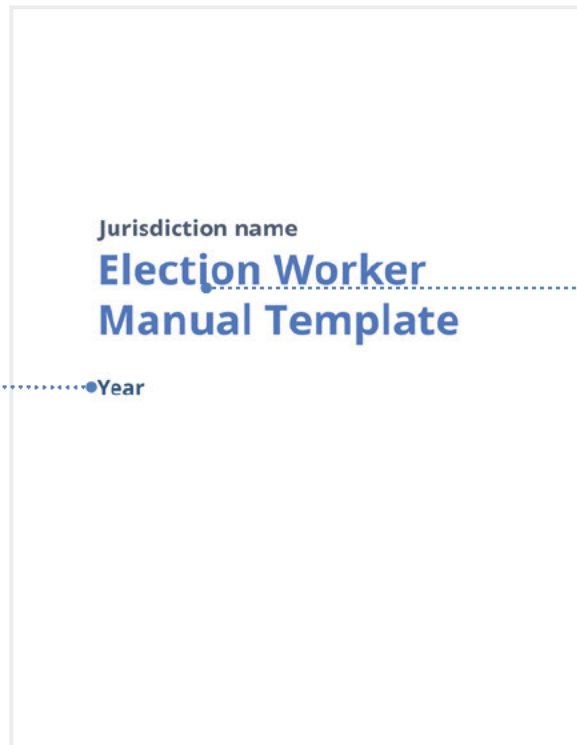


Welcome letter



Cover

Tells who the manual is for, what is inside, and when and where to use it.



The title is in sentence case.

The year or election is prominently featured so that readers are confident they have up-to-date info.

Contact page

Make it easy for poll workers to find more information when needed.

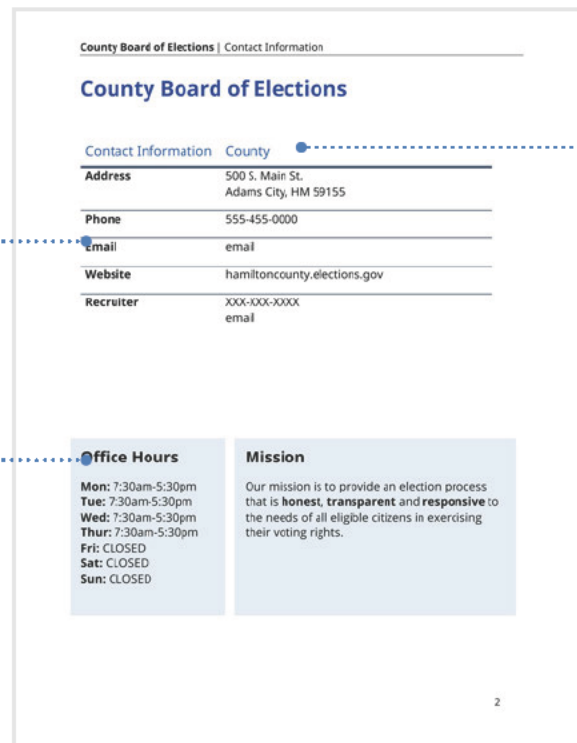


Table includes a header row so that the content in the table can be read accurately by a screen reader.

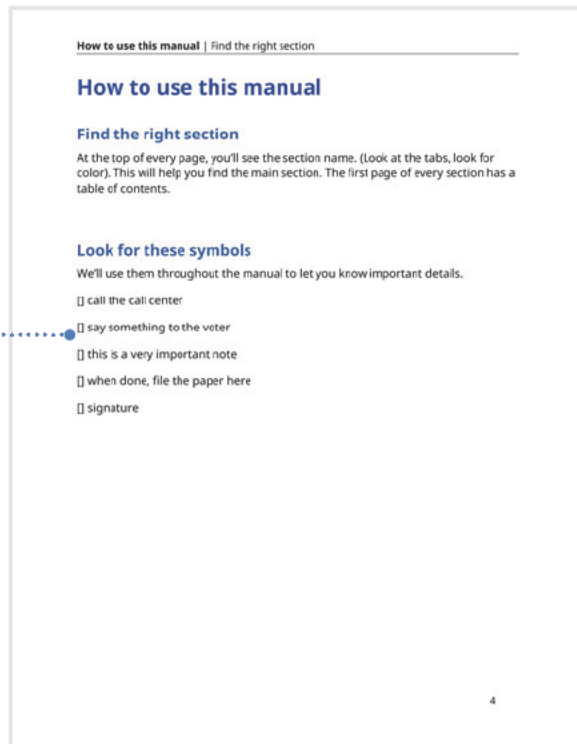
Consider using generic email and phone info (e.g. elections@co.gov).

Including office hours sets expectations about response times.

How to use the manual

Introduce icons that will be used accross the manual

Introduces a limited number of distinct icons.

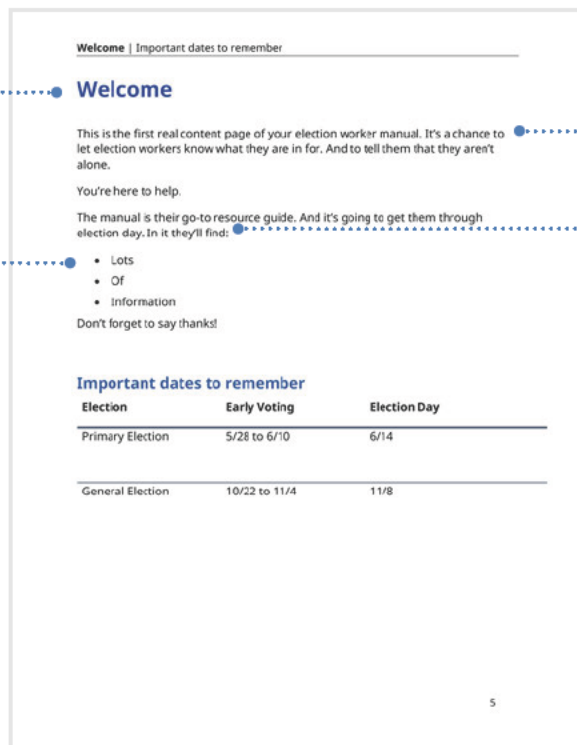


Welcome letter

Text heavy page written in a friendly tone

Write a friendly title.

Use bulleted lists to break up long sentences.



Short paragraphs between 1-3 lines.

Write in a friendly, approachable tone.

Table of contents

A table of contents is critical if you want poll workers to be able to find accurate information quickly.

There are two key components of a table of contents:

- **Informative headings** that contain the right key words to signal what will be in the section
- **Page numbers** so that your reader knows where to go

Luckily, you can automate your table of contents which makes it easier to maintain.

These pages include:

- Table of contents
- Section break

Table of contents | County

Table of contents

Update the table before you finalize the document

Table of Contents

County Board of Elections	2
Contact information	2
County	2
Table of contents	2
How to use this manual	4
Find the right section	4
Look for these symbols	4
Welcome	6
Section 1	6
Numbered steps	8
Checklist	10
Visual guides	17
Form examples	20
Optional pages	25

Table of contents

Section 1 | What's in this section

Section 1

Start the section with 1-2 sentences that cover the most important thing about the section. For example, the opening section might say that the most important thing is to open on time.

If you won't be able to open on time, call 000.000.0000

What's in this section

Manually create a table of contents

County Board of Elections	2
BRID BRID	2
Contact information	2
County	2
Table of contents	2
How to use this manual	4
Find the right section	4
Look for these symbols	4
Welcome	6
Important dates to remember	6
Section 1	6
What's in this section	6
Numbered steps	8
No images	8
Short list, images for every step	10
Lots of steps, lots of pictures	11
Show the occasional picture	11
Checklist	13

Section break

Table of contents

Make it easy to navigate to the main sections

The screenshot shows a page titled "Table of contents | County". The main heading is "Table of contents" in bold. Below it is a note: "Update the table before you finalize the document". The table of contents lists various sections with their corresponding page numbers. Annotations include a blue dot pointing to the bolded "Table of contents" heading and another blue dot pointing to the "Table of contents" entry in the list, with a callout box stating "Likely goes onto a 2nd page." The page number "3" is visible at the bottom.

Table of Contents	1
County Board of Elections	2
Contact Information	2
County	2
Table of contents	3
How to use this manual	4
Find the right section	4
Look for these symbols	4
Welcome	5
Section 1	6
Numbered steps	8
Checklist	13
Visual guides	17
Form examples	20
Optional pages	25

Use font size, bold, and intents to show hierarchy.

Likely goes onto a 2nd page.

i Read these instructions on setting up a table of contents

Section break

Start a new major section of the manual with it's own intro page

The screenshot shows a page titled "Section 1 | What's in this section". The main heading is "Section 1". Below it is a note: "Start the section with 1-2 sentences that cover the most important thing about the section. For example, the opening section might say that the most important thing is to open on time. If you won't be able to open on time, call XXX-XXX-XXXX". The table of contents lists various sections with their corresponding page numbers. Annotations include a blue dot pointing to the "Section 1" heading, another blue dot pointing to the "What's in this section" entry in the list, and a third blue dot pointing to the "Table of contents" entry in the list. The page number "6" is visible at the bottom.

Section 1	6
What's in this section	6
Numbered steps	8
No images	9
Short list, images for every step	10
Lots of steps, lots of pictures	11
Short list, occasional pictures	12
Checklist	13

Start by saying the single most important thing to know in this section.

Running header updates to include section title.

Say where to go for help if needed.

Table of contents just for this section
If the H2s in the section are written as tasks, this double as a checklist.

Numbered steps

Numbered steps will probably be the most common page type in your manual.

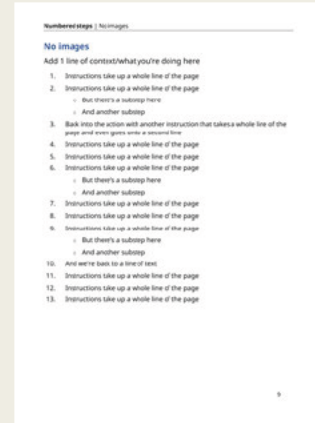
These pages need to be usable in stressful, time-constrained situations. Formatting can make the page easy to skim, and help poll workers keep track of where they are in the process.

Use this page type for:

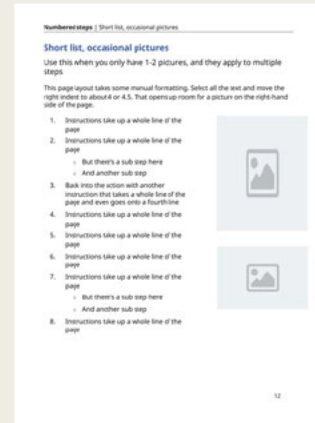
- Setting up equipment
- Closing down equipment
- Checking in a voter
- and any other place where you need poll workers to complete a process in a strict order

These pages include:

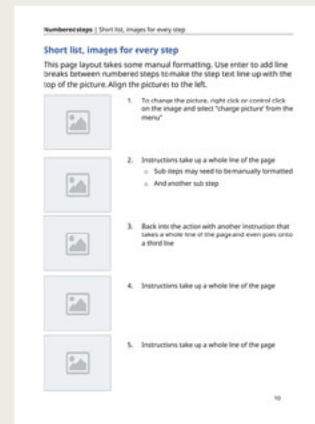
- Text only
- Few images
- Images critical to most steps
- Many images with little text



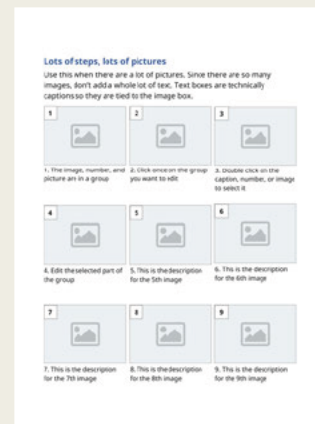
Text only



Few images



Images critical to most steps



Many images, minimal text

Numbered steps

Use when steps need to be completed in a particular order

Single sentence explains the end goal, or how to know when the task is complete.

Numbers are vertically aligned.

Numbered steps | No images

Add 1 line of context/what you're doing here

1. Instructions take up a whole line of the page
2. Instructions take up a whole line of the page
 - o But there's a substep here
 - o And another substep
3. Back into the action with another instruction that takes a whole line of the page and even goes onto a second line
4. Instructions take up a whole line of the page
5. Instructions take up a whole line of the page
6. Instructions take up a whole line of the page
 - o But there's a substep here
 - o And another substep
7. Instructions take up a whole line of the page
8. Instructions take up a whole line of the page
9. Instructions take up a whole line of the page
 - o But there's a substep here
 - o And another substep
10. And we're back to a line of text
11. Instructions take up a whole line of the page
12. Instructions take up a whole line of the page
13. Instructions take up a whole line of the page

9

Keep instructions brief and direct.

Line space between steps helps to keep each step distinct.

Substeps are indented.

Few images

Use when a few images can illustrate multiple steps accurately

Written text is two-thirds the width of the page.

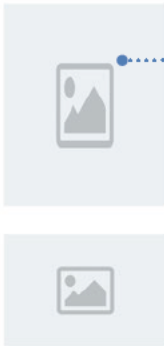
Numbered steps | Short list, occasional pictures

Short list, occasional pictures

Use this when you only have 1-2 pictures, and they apply to multiple steps

This page layout takes some manual formatting. Select all the text and move the right indent to about 4 or 4.5. That opens up room for a picture on the right-hand side of the page.

1. Instructions take up a whole line of the page
2. Instructions take up a whole line of the page
 - o But there's a sub step here
 - o And another sub step
3. Back into the action with another instruction that takes a whole line of the page and even goes onto a fourth line
4. Instructions take up a whole line of the page
5. Instructions take up a whole line of the page
6. Instructions take up a whole line of the page
7. Instructions take up a whole line of the page
 - o But there's a sub step here
 - o And another sub step
8. Instructions take up a whole line of the page



12

Consider annotating the image with numbers to show each related step (e.g. when to fill out each form field).

Images for every step

Use when pictures and words work together to explain each step

Picture related to every step.

Use high quality pictures without unnecessary backgrounds.

Numbered steps | Short list, images for every step

Short list, images for every step

This page layout takes some manual formatting. Use enter to add line breaks between numbered steps to make the step text line up with the top of the picture. Align the pictures to the left.

1. To change the picture, right click or control click on the image and select "change picture" from the menu
2. Instructions take up a whole line of the page
 - o Sub steps may need to be manually formatted
 - o And another sub step
3. Back into the action with another instruction that takes a whole line of the page and even goes onto a third line
4. Instructions take up a whole line of the page
5. Instructions take up a whole line of the page

10

Numbers are vertically aligned.

This page type has room for longer written explanations.

Many images, minimal text

Use when you have a lot of steps to show

Pictures related to every step.

Minimal text, pictures do most of the work.

Lots of steps, lots of pictures

Use this when there are a lot of pictures. Since there are so many images, don't add a whole lot of text. Text boxes are technically captions so they are tied to the image box.

1. The image, number, and picture are in a group
2. Click once on the group you want to edit
3. Double click on the caption, number, or image to select it
4. Edit the selected part of the group
5. This is the description for the 5th image
6. This is the description for the 6th image
7. This is the description for the 7th image
8. This is the description for the 8th image
9. This is the description for the 9th image

Step numbers in the top left corner on a white background so it is easy to read.

Job tasks

Items on the checklist can be completed in any order

Intro says when and where to use this checklist.

Checkbox style used in place of bullet points.

Checklist | Checklist for someone's job

Checklist for someone's job

This might be a job aid because it covers the most important things that one person/job function needs to do throughout the day.

The order of items in a checklist shouldn't matter too much - if things need to be in a strict order, use a numbered list.

Before election day

- Schedule the days and hours team members will be working.
- Schedule and call all workers.
- Be at site during the setup.

Opening the polls

- Open the polls on voting machines and complete paperwork.
- Make sure all indoor and outdoor signs are posted.
- Distribute supplies to Monitors and Senior Monitor.

While polls are open

- Oversee vote center operation and supervise workers (Monitors, Senior Monitor, Card Collector, Sanitizers) throughout the day.
- Handle voting issues throughout the day (e.g., fleeing voters, printer issues, voting machine errors, etc.)
- Ensure proper forms are completed for specific situations.

Closing the polls

- Complete closing paperwork.
- Close the polls on voting machines and remove flash drives.
- Pack required items to bring with you to Election Dept. Warehouse, especially transfer case containing flash drives.
- Pack and secure other items that stay at vote center.
- Drive to Election Dept. Warehouse with required items (both Team Leaders or Assistants must drive to the warehouse in one vehicle).

14

H3 divides tasks into shorter groupings, either by time of day, or type of work.

Short list with images




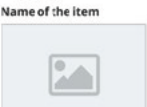
These short lists are great for packing or set up lists

2 column layout means that line lengths are short, and easier to read.

Checklist | Multiple short lists with picture

Multiple short lists with picture

This is a 2 column style of checklist, great for packing lists. These are 2 columns, not a table.

 <p>Name of the item</p> <ul style="list-style-type: none"><input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item	 <p>Name of the item</p> <ul style="list-style-type: none"><input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item
 <p>Name of the item</p> <ul style="list-style-type: none"><input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item	 <p>Name of the item</p> <ul style="list-style-type: none"><input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item<input type="checkbox"/> Item

15

Space for image on top of the list (this could be the the bag or envelope everything goes into).

Visual guides

Sometimes an image really is worth a thousand words.

There are a lot of materials and supplies that poll workers interact with. Trying to describe where they live and how to set them up can take many pages of text.

Instead, clean, simple to understand diagrams can cover the same information in a smaller footprint.

Use this page type when:

- Setting up a polling place
- Showing a table with supplies

These pages include:

- Image with legend
- Image with callouts

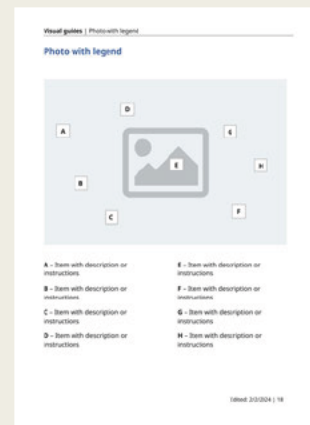


Image with legend

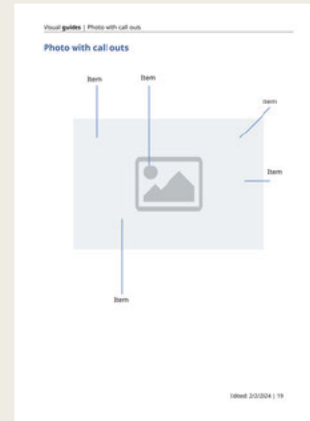


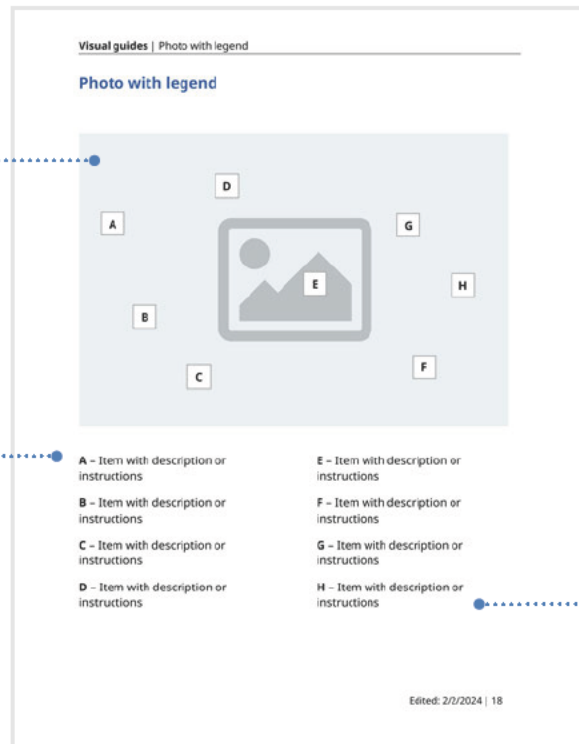
Image with callouts

Image with legend

Use a legend when you need to include short item descriptions

Letters have a white background to increase visibility against picture.

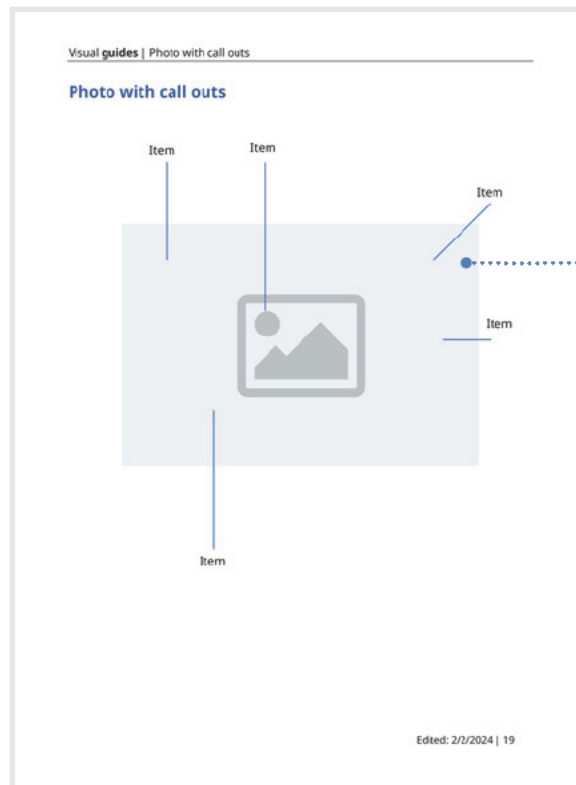
Keep item descriptions short.



2 column layout means that line lengths are short, and easier to read.

Image with callouts

Use callouts if you only need to name the item, without describing it



Leader lines are at 180, 90, or 45 degree angles only
This keeps the page looking neater.

Form examples

Forms are often loose papers that can be easily lost.

When a form is mentioned in the manual, you can help poll workers keep track of a form by saying:

- Where to find it
- How to complete it
- What to do with it when it is complete

Including form examples can be helpful if the original form is lost.

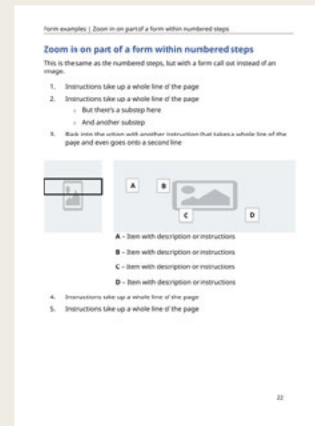
In a pinch, an election worker could rip the example page out of the manual and use it. Or they could duplicate the page on a blank sheet of paper.

There should be instructions on the form itself.

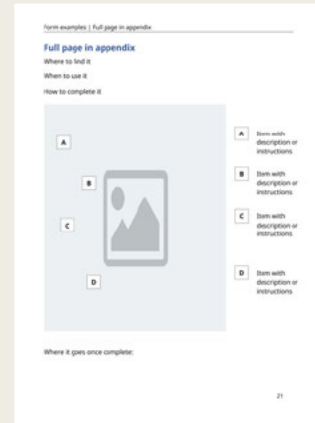
If you find yourself writing long explanations in the manual for how to fill out a form, consider rewriting the instructions on the form itself.

These pages include:

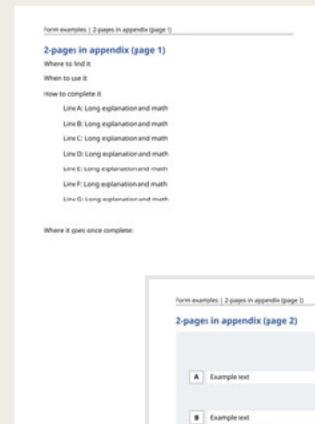
- Callout portions of a form
- 1-page form listing in the appendix
- 2-page spread for complicated forms



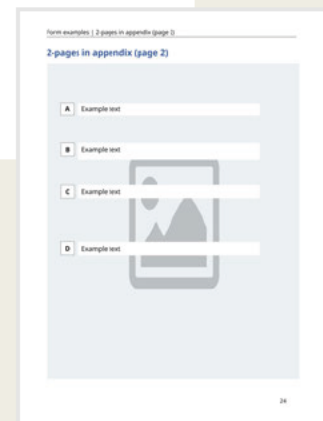
Callout portions of a form



1-page form listing in the appendix

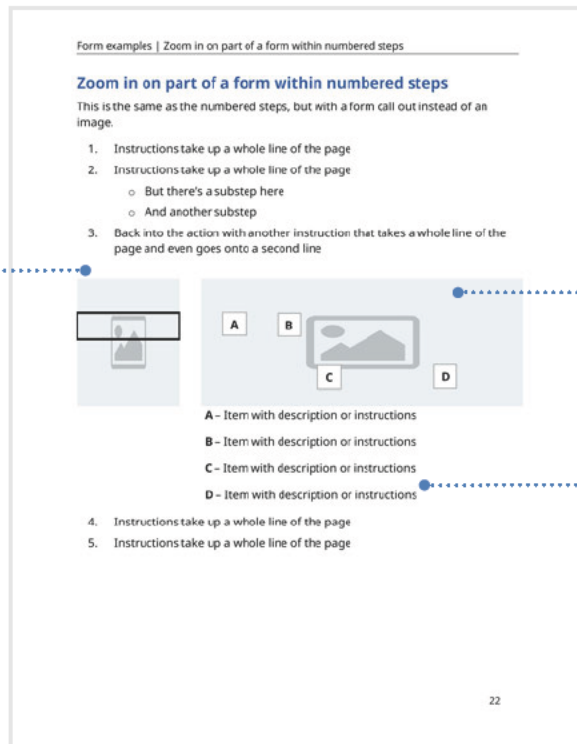


2-page spread for complicated forms



Call out a portion of the form

This page type can be used on a numbered steps page



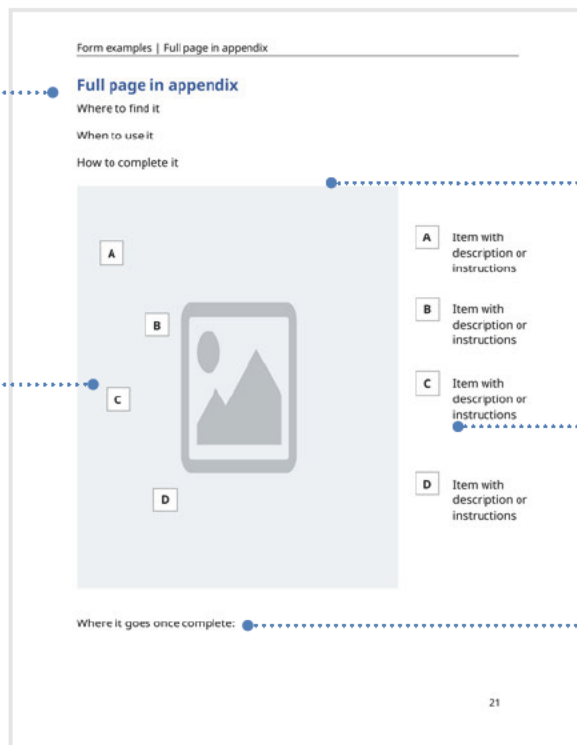
Show full form with a box around the zoomed in area.

Relevant part of the form shown in greater detail.

Legend below box with details about form fields.

1-page form listing in the appendix

Use this if the explanations for filling out the form can be kept short



Explain where to find it and when to use it at the top of the page.

Form fields are marked with letters.

Small version of the full form is recognizable, but isn't intended to be read.

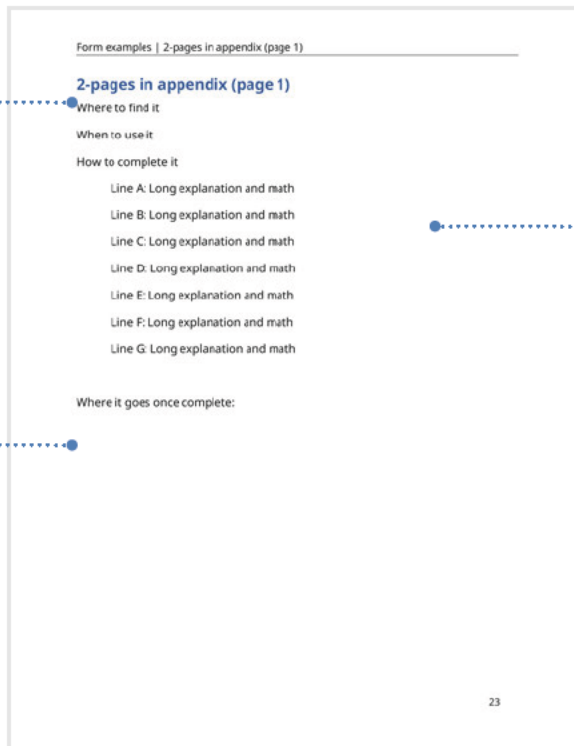
Legend on the side has short explanations for how to complete fields.

Say where to file the form in the same location on each appendix page.

2-page appendix for complicated forms

This should be used rarely, and only for very complicated forms. If you need 2 pages to explain how to fill out the form, that might be a sign that you should revise the instructions on the form itself.

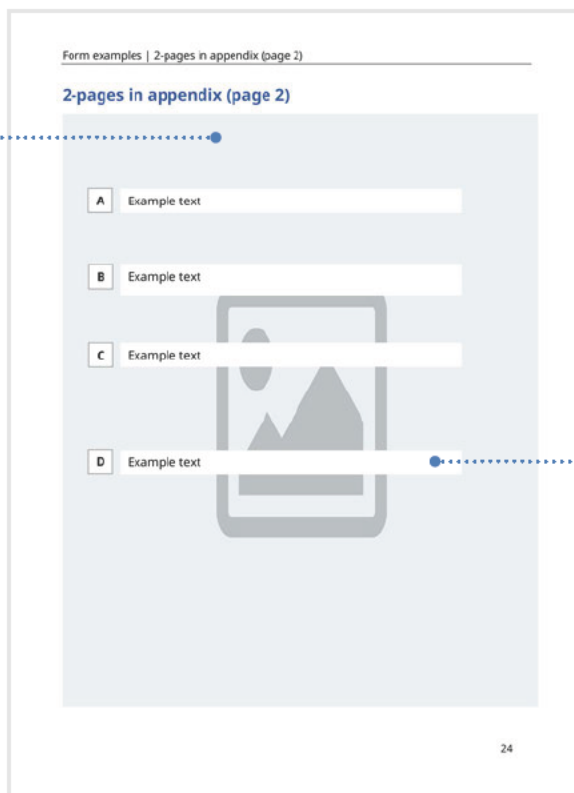
Where to find it and when to use it at the top of the page.



Where to file the form is at the same spot on each appendix page.

Room for longer explanations about how to fill out each field.

The form takes up most of the page so all the text can be read clearly.



Include sample answers for form fields in a different color or font.

Optional pages

We've included a few optional page layout suggestions. You don't need to use all—or any—of them.

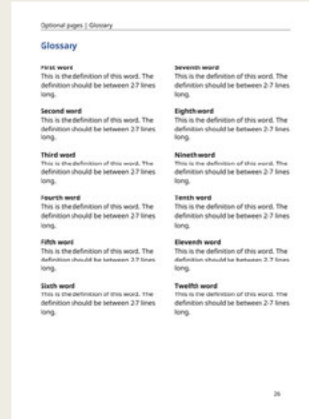
These pages include:

- Index
- Glossary
- Notes

Index



Glossary



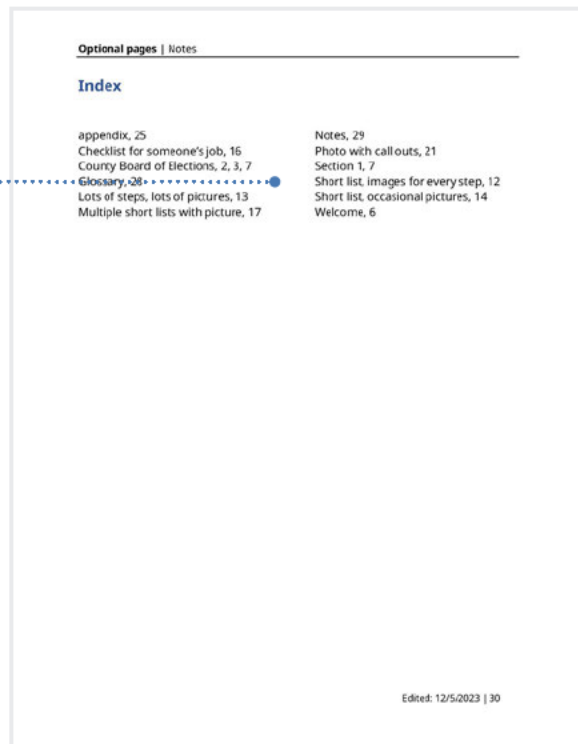
Notes



Index

Requires work to maintain, but an index can be a great addition

2 column layout means that line lengths are short, and easier to read.



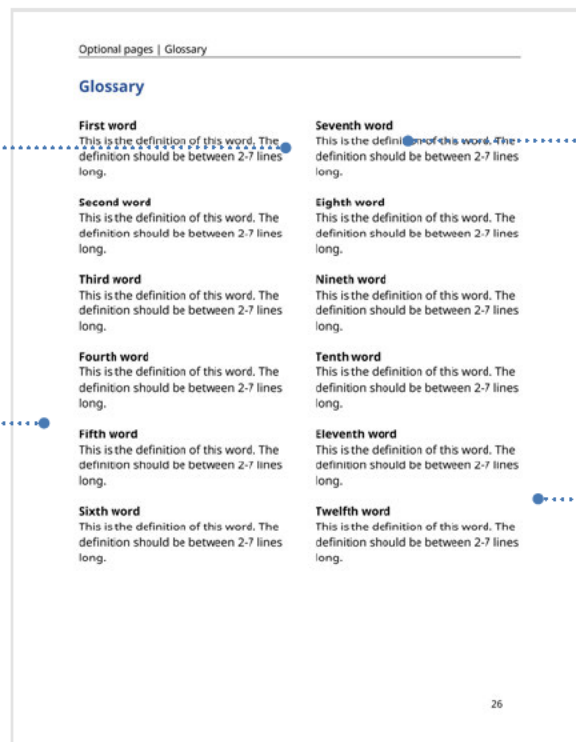
i Read instructions on creating an index in Word.

Glossary

Elections are full of specialized words, a glossary page helps your poll workers keep track of them.

2 column layout means that line lengths are short, and easier to read.

Definitions are between 2-7 lines long.



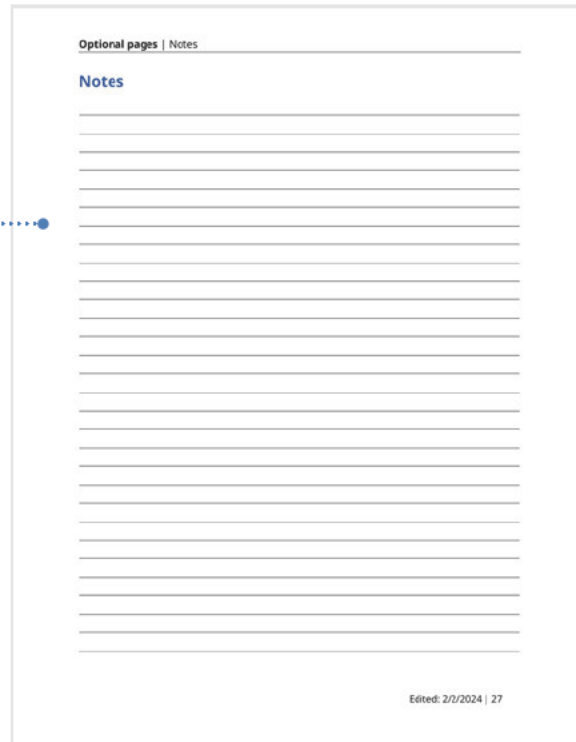
Key word is in bold on the line above the definition.

Definition is in regular font, below the key word.

Notes

If using the manual during training, consider including note pages at the end of each section. You could also ask team leaders to use this space to record notes throughout the day.

Lots of room to write notes during training.



The research behind these best practices

These guidelines are based on The Center For Civic Design's years of experience with usability testing with and observing (and being!) poll workers across the country. Here is a select list of research we drew upon while writing these documents.

Landscape scan of existing manuals from across the country

We collected manuals from around the country, and worked with The Elections Group to catalog the existing page layouts.

Security insights and issues for poll workers

<https://civicdesign.org/topics/pollworkers-security/>

NIST Report: Style Guide for Voting System Documentation

https://tsapps.nist.gov/publication/get_pdf.cfm?pub_id=890039

Field Guides To Ensuring Voter Intent Vol. 4 Effective Poll Worker Materials

<https://civicdesign.org/fieldguides/effective-poll-worker-materials/>

Field Guides To Ensuring Voter Intent Vol. 9 Creating Accessible Online Information

<https://civicdesign.org/fieldguides/creating-accessible-online-information/>

Presentation on writing great alt text

<https://www.slideshare.net/whitneyq/writing-great-alt-text-38937551>

Appendix

Throughout this document, there are blue information boxes that reference resources from across the web. Below is a list of all the references, and the pages you can find them on.

Read more about [creating and customizing styles](#) on Microsoft. Read more on page 6

- Read these [instructions](#) on setting up a table of contents in Word. Read more on page 7
- Download icons from our [Image Library](#) on [ElectionTools.org](#). Read more on page 28
- For more detailed directions about text wrapping in Word, read this [article](#) from Microsoft.. Read more on page 29
- For detailed flowchart creation instructions, read this [article](#) from Microsoft. Read more on page 31
- [Read more](#) about writing great alt text. Read more on page 32
- [Use this decision tree](#) to decide what to write in the alt text. Read more on page 32

In collaboration with The Elections Group and the US Alliance for Elections Excellence.

hello@civicdesign.org

civicdesign.org

[@civicdesign](https://www.instagram.com/civicdesign)



Center for
Civic Design

From: [Tasmin Swanson](#)
To: [Witzel-Behl, Maribeth](#)
Subject: Re: Update on Effect of Plain Language Project
Date: Friday, February 16, 2024 1:27:40 PM

You don't often get email from tasmin@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Amazing feedback! I know how much work y'all have put into updating the site, it's so exciting to see it being felt by voters!

On Sun, Feb 11, 2024 at 10:34 AM Crawley, Katie <KCrawley@cityofmadison.com> wrote:
Congrats to you and your team!

Get [Outlook for iOS](#)

From: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Sent: Sunday, February 11, 2024 9:33:56 AM
To: Chang, Bonnie <BChang@cityofmadison.com>; Christianson, Eric <EChristianson@cityofmadison.com>; Haar, Jennifer <JHaar@cityofmadison.com>; Harris, Heather <HHarris@cityofmadison.com>; Lund, Thomas <TLund@cityofmadison.com>; O'Connell, Camille S <CO'Connell2@cityofmadison.com>; Perez, Nikki <NPerez@cityofmadison.com>; Tlaseca, Diana <DTlaseca2@cityofmadison.com>; Verbick, Jim <JVerbick@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>; Crawley, Katie <KCrawley@cityofmadison.com>; Munger, Sam R. <SMunger@cityofmadison.com>
Subject: Update on Effect of Plain Language Project

We keep getting website feedback like the feedback below.

From: City of Madison <noreply@cityofmadison.com>
Sent: Saturday, February 10, 2024 10:16 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Web feedback: Vote Absentee

Page Title
Vote Absentee

Page URL
<https://www.cityofmadison.com/clerk/elections-voting/voting/vote-absentee>

Was this page helpful to you?
Yes

Why or why not?

this was well-written and cleared up several areas of confusion for me. Thanks

--

Tasmin Swanson

Center for Civic Design

civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Tasmin Swanson](#)
Subject: RE: Poll Worker Manuals
Date: Friday, February 16, 2024 3:46:39 PM

Super helpful. Thank you!

From: Tasmin Swanson <tasmin@civicdesign.org>
Sent: Friday, February 16, 2024 1:25 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Poll Worker Manuals

You don't often get email from tasmin@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Sorry for the slow reply! Attached is the best practice guide we've been working on!

That's exciting news about publisher! I haven't worked in it before, but I bet it will be more robust and better able to handle the sheer volume of info than word.

Instead of a thumb index, you could try adding a dynamic running footer. Include the section name next to the page number on every page, that'll help orient readers. Here's a super quick walk through on youtube for how to do it: https://www.youtube.com/watch?v=9Ho9012qDoo&ab_channel=ProductivityCorner

Tasmin

On Mon, Feb 12, 2024 at 8:11 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Hi, Tasmin!

I have finished working through our Election Official Guide for plain language. I think I pushed Microsoft Word beyond what it was designed to do, and it pushed me back this weekend! It was changing font sizes, moving pictures, and causing all sorts of problems. So I got permission from IT to use Publisher going forward.

Last fall, or maybe earlier than that, the Alliance had a guide for poll worker manuals. I couldn't get the internal index tabs figured out, but now I am hopeful that more will be possible with Publisher. Is that guide still available? I can't remember how I accessed it before. Or maybe there are other guides you would recommend.

Here's where we ended up for the guide we will send out to the polls next week:

- [Poll Workers](#)
- [Opening the Polls](#)
- [Voting Hours](#)
- [Closing the Polls](#)

Thank you!

-Maribeth

--

Tasmin Swanson
Center for Civic Design
civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Introducing Communications Standards for Excellence
Date: Tuesday, February 20, 2024 8:00:56 AM

You don't often get email from andrea@techandcivicle.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

[View this email in your browser](#)

Introducing Communication Standards for Excellence

ELECTRICITY



The latest best practices for election officials.

Introducing Nonpartisan Communications Standards and Resources

Primary election season is officially upon us! As your election office prepares to administer smooth and successful elections in 2024 and beyond, you're sure to be implementing a number of communications strategies, including:

- Informing voters of upcoming elections
- Answering voters' frequently asked questions
- Fostering relationships with community leaders
- Debunking misinformation and sharing factual and transparent information about the election process
- Ensuring you're meeting voters' language access needs

If you're looking to improve any of these processes, we've got you covered. The U.S. Alliance for Election Excellence is thrilled to introduce our newest [Standards for Election Excellence](#). This set of nonpartisan standards focuses on—you guessed it—communications. It includes everything from effectively distributing information to voters, to building and maintaining relationships with your community and with the media.

Communications
Standards for
Election
Excellence



Plain Language
Information Design
Language Access
Voter Communications
Community Relationships
Media Relationships

To support election offices in achieving these high standards, we've built and curated nonpartisan, generic resources. Here's just a sampling of our communications resources geared specifically to election offices:

[Communicating trusted election information training series](#) - A six-course series on getting accurate information to voters

[Election website template](#) - A template to create a straightforward election website that answers voters' top questions.

[Planning language access workbook](#) - Resources to help you serve voters in their preferred language.

[Outreach letter to community organizations](#) - A template for reaching out to community organizations to recruit poll workers.

[Explore all communications resources](#)

As a refresher, last year the Alliance developed [five nonpartisan values](#) to advance the profession of U.S. election administration for years to come, along with our first set of nonpartisan standards for [achieving excellence in poll worker programs](#). The standards are designed by local election officials, designers, technologists, and other experts to support local election officials, improve election operations, and build public trust. These draft standards will be updated based on feedback from the election community. If you'd like to submit feedback on the communications standards, [we welcome your input](#).

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Center for Tech and Civic Life
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Chicago, IL 60601

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From: [Rocio Hernandez](#)
To: [Witzel-Behl, Maribeth](#)
Cc: steph@techandcivicliflife.org
Subject: Thank you! We launched the nonpartisan communications standards!
Date: Tuesday, February 20, 2024 2:55:36 PM

You don't often get email from rocio@techandcivicliflife.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

I wanted to take a moment to share an update on the development process for the nonpartisan Standards for Election Excellence. After months of discussing and implementing feedback on the communication standards, we had the final opportunity to share feedback at the December convening. Please take a couple of minutes to read through a [REDACTED] we heard!

We are so grateful for your feedback in the past couple of months. Your suggestions made the nonpartisan communications standards better and helped us define excellence for the field of election administration. Don't forget to check out the communications standards on the [Alliance website](#), and invite others to share their [feedback](#)!

Next, we will dig into the topic of audits and ballot management standards. We will share more details on that in the coming weeks!

Warmly,
Rocio

--

Rocío Hernandez (she/her)
Senior Program Manager
Center for Tech and Civic Life
rocio@techandcivicliflife.org

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Alliance -- CCD/Madison polling place signage
Date: Wednesday, February 28, 2024 2:28:38 PM

Good afternoon.

The signage worked well on Election Day! A couple requests:

- Could City of Madison at the bottom of each sign not be in all caps, to make it easier to read?
- Poll workers preferred having the arrows on the Voting directional signs, so we'll be using those.
- Poll workers requested that the Voter Check-In sign be split into two signs, one that says Voter Check-In, and another with steps 1, 2 & 3
- Poll workers missed having the signs printed on colorful paper. They said the signs blended in with signs the facility itself had posted on its doors and walls. If we print the signs on colorful paper, is there a natural progression of colors we should use as the voter moves through the polling place? Should we work our way through a rainbow of colors?

Thank you!

-Maribeth

From: Randy Hadzor <randy@civicdesign.org>
Sent: Monday, February 5, 2024 3:38 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Alliance -- CCD/Madison polling place signage

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

You can access the [REDACTED].

Let me know if you have any questions or ideas - I'd be happy to set up a call!
- Randy

--

Randy Hadzor
Center for Civic Design
civicdesign.org

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Alliance -- CCD/Madison polling place signage
Date: Tuesday, March 5, 2024 11:43:37 AM

March 19 is pretty booked, but March 16 is wide open.

From: Randy Hadzor <randy@civicdesign.org>
Sent: Tuesday, March 5, 2024 11:36 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Alliance -- CCD/Madison polling place signage

You don't often get email from randy@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Great to hear!

Are you available to touch base in either of the following time windows?

March 16, 10:00 - 1:00 CT (11-2 ET)

March 19, 11:00 - 3:00 CT (12-4 ET)

Also, if anyone filled out the [REDACTED], feel free to [REDACTED].

Thanks,
- Randy

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Alliance -- CCD/Madison polling place signage
Date: Tuesday, March 5, 2024 12:14:22 PM

I would be free from 10 to 11, and from 12 to 1.

From: Randy Hadzor <randy@civicdesign.org>
Sent: Tuesday, March 5, 2024 11:58 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Alliance -- CCD/Madison polling place signage

You don't often get email from randy@civicdesign.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

My mistake! I meant to say the 14th or 19th.

Do you have availability March 14, 10:00 - 1:00 CT (11-2 ET) ?

From: [Google Calendar](#) on behalf of [Randy Hadzor](#)
To: mwitzer-behl@cityofmadison.com; Tasmin Swanson
Subject: CCD / Madison
Attachments: [invite.ics](#)

Attachment #4 immediately follows this email

You don't often get email from randy@cityofmadison.com. Learn why this is important <<https://aka.ms/LearnAboutSenderIdentification>>

Caution: This email was sent from an external source. Avoid unknown links and attachments.

CCD / Madison
You have been invited by Randy Hadzor to attend an event named CCD / Madison on Thursday Mar 14, 2024 · 1pm – 2pm (Eastern Time - New York)

When
Thursday Mar 14, 2024 · 1pm – 2pm (Eastern Time - New York)

Location
[Redacted]

Guests
Randy Hadzor <randy@cityofmadison.com>
- organizer
mwitzer-behl@cityofmadison.com <mwitzer-behl@cityofmadison.com>
Tasmin Swanson <Tasmin Swanson>
View all guest info

[Copy to my calendar](#) [Redacted]

Yes [Redacted]

No [Redacted]

Maybe [Redacted]

More options [Redacted]

Invitation from Google Calendar [Redacted]

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more <<https://support.google.com/calendar/answer/37135#forwarding>>

ATTACHMENT 4

Haar, Jennifer

Subject: CCD / Madison
Location: [REDACTED]
Start: Thu 3/14/2024 12:00 PM
End: Thu 3/14/2024 1:00 PM
Show Time As: Tentative
Recurrence: (none)
Meeting Status: Not yet responded
Organizer: Randy Hadzor

Please note the original Outlook Planner could not be included here as an Outlook Meeting Planner due to Adobe's file inclusion limitations. This is what the Planner contained except for the invitees list: Maribeth Witzel-Behl, Tasmin Swanson, and Randy Hadzor (organizer). All are mentioned in the original email on the previous page.

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: Accepted: CCD / Madison

ATTACHMENT 5

From: [Steph Ban](#)
To: adrian@techandcivicle.org; [Steph Ban](#); studiodavidjanka@gmail.com; rocio@techandcivicle.org; blennon@boonecountymo.org; [Witzel-Behl, Maribeth](#); phansen@coconino.az.gov
Subject: Audits and ballot management codevelopment call
Start: Tuesday, March 26, 2024 3:00:00 PM
End: Tuesday, March 26, 2024 4:30:00 PM

This is the codevelopment call for the audits and ballot management standards. Be sure to complete your [baseline task](https://www.jotform.com/240704074235146) at least 48 hours before the call. Please let me know if we can expect anyone else from your office so we can share the invitation with them. Thanks!

Join Zoom Meeting

[REDACTED] (ID: [REDACTED], passcode: [REDACTED])

Join by phone

(US) +1 [REDACTED] (passcode: [REDACTED])

Joining instructions:

Meeting host:

[REDACTED] steph@techandcivicle.org Join Zoom Meeting: [REDACTED]

Please do not edit this section.

From: [Witzel-Behl, Maribeth](#)
To: [Steph Ban](#)
Subject: Accepted: Audits and ballot management codevelopment call

From: [Randy Hadzor](#)
To: [Witzel-Behl, Maribeth](#)
Subject: Re: Alliance -- CCD/Madison polling place signage
Date: Tuesday, March 12, 2024 4:56:10 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Looking forward to our check in on Thursday.

Just a reminder, if anyone filled out the [REDACTED] or if there are any photos feel free to [REDACTED]. I would be happy to review them beforehand.

Thank you!
- Randy

--

Randy Hadzor

Center for Civic Design

civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Sophie Lehman](#)
To: [Sophie Lehman](#)
Bcc: mwitzel-behl@cityofmadison.com
Subject: March Alliance Events
Date: Friday, March 15, 2024 12:05:38 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Happy Friday!

It's time to [REDACTED] for our next monthly Alliance call! It will be on Wednesday, March 27, from 12-1pm Pacific / 2-3pm Central / 3-4pm Eastern. All staff are invited and [REDACTED] is required.

The Elections Group is hosting a tabletop exercise on Monday March 25 at 9am Pacific / 11am Central / 12pm Eastern. Participants will select one of two topics for the exercise: 1) poll worker shortages, or 2) ballot management issues. We particularly encourage you to include the staff that work in those areas, but all are invited to join. [REDACTED]

Looking forward to seeing you later this month!
Sophie

--



Sophie Lehman (she/her)
Associate Director
Center for Tech and Civic Life
www.techandcivicle.org

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Cc: [Verbick, Jim](#)
Subject: RE: Madison Print Shop
Date: Monday, March 18, 2024 2:22:13 PM

We would have large signs produced by an outside shop. I am copying Deputy Clerk Jim Verbick so he can get you the contact information for both our Dane County print shop and our outside print shop.

Thank you!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Monday, March 18, 2024 2:20 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Madison Print Shop

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Do you have the number, or would you be able to connect me to the print shop?

Often I've found it's helpful to touch base with the production house to make sure what we think is easy and affordable, is in fact in line with their capabilities. I'd love to call over to ask a couple of questions.

Would they also be producing the larger scale yard signs, A frames, posters etc? Or would you have them produced elsewhere?

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Cc: [Tasmin Swanson](#); [Olson, Eric](#)
Subject: RE: Polling place signage, round 2
Date: Thursday, March 21, 2024 2:51:08 PM

I will find out!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Thursday, March 21, 2024 1:14 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>
Subject: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

One question as we are wrapping up the signage files in preparation to send everything over to you tomorrow:

For the web address on the signs, would it be possible for your IT department to set up a url short link forwarder to direct to <https://www.cityofmadison.com/clerk/elections-voting/voting> ?

Perhaps either:

- [cityofmadison.com/vote](https://www.cityofmadison.com/vote)
- vote.cityofmadison.com

Otherwise, we can stick with [MyVote.wi.gov](https://www.mylivemadison.com)

- Randy

--

Randy Hadzor
Center for Civic Design
[civicdesign.org](https://www.civicdesign.org)

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Cc: [Tasmin Swanson](#)
Subject: RE: Polling place signage, round 2
Date: Thursday, March 21, 2024 4:12:27 PM

Changed Status from **New** to **Resolved**.

Hi Maribeth,

We have setup a promotional URL of [cityofmadison.com/vote](https://www.cityofmadison.com/vote) that sends people to <https://www.cityofmadison.com/clerk/elections-voting/voting>

Please note that, as a City employee on the City network, you need the "www" in the URL for the promo URL to work. If you want to test the behavior, use www.cityofmadison.com/vote. For the signs, you don't need the "www" because residents will not be on the City network.

Thanks,

Eric Olson
Web Manager

From: Randy Hadzor <randy@civicdesign.org>
Sent: Thursday, March 21, 2024 1:14 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>
Subject: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

One question as we are wrapping up the signage files in preparation to send everything over to you tomorrow:

For the web address on the signs, would it be possible for your IT department to set up a url short link forwarder to direct to <https://www.cityofmadison.com/clerk/elections-voting/voting> ?

Perhaps either:

- [cityofmadison.com/vote](https://www.cityofmadison.com/vote)
- vote.cityofmadison.com

Otherwise, we can stick with MyVote.wi.gov

- Randy

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Cc: [Tasmin Swanson](#)
Subject: RE: Polling place signage, round 2
Date: Friday, March 22, 2024 4:04:33 PM

Thank you!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Friday, March 22, 2024 3:45 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Excellent, that looks great!

Here is a link to the [REDACTED] for April.

If you have any questions, just let me know and I'd be happy to jump on a call!

- Randy

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Cc: [Tasmin Swanson](#)
Subject: RE: Polling place signage, round 2
Date: Sunday, March 24, 2024 8:40:49 PM

I just uploaded everything to the print shop! We'll take pictures on Election Day, and I'll ask our Chief Inspectors to take pictures.

Should we set up a Zoom for Chief Inspectors to join, maybe either the day after the election or the Friday of that week?

Thank you so much for all of your work on this! I am really excited for this next step!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Friday, March 22, 2024 3:45 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: Tasmin Swanson <tasmin@civicdesign.org>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Excellent, that looks great!

Here is a link to the [REDACTED] for April.

If you have any questions, just let me know and I'd be happy to jump on a call!

- Randy

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Steph Ban](#)
To: [Witzel-Behl, Maribeth](#)
Cc: [Rocio Hernandez](#); [Adrian Griffin](#)
Subject: Re: Action item: Next steps for nonpartisan audits and ballot management standards!
Date: Monday, March 25, 2024 3:50:33 PM

Hi Maribeth,

This is a reminder that your codevelopment call is scheduled for tomorrow, **Tuesday March 26 at 3 pm CT**. We look forward to hearing your thoughts on the audits and ballot management standards! Let me know if you have any questions.

Thank you!

On Tue, Mar 12, 2024 at 4:51 PM Steph Ban <steph@techandciviclife.org> wrote:

Hi Maribeth,

Thanks for sharing your availability! I've put you down for **3/26 at 3pm Central**. You should receive a Zoom link very shortly. Please let us know if we need to invite anyone else from your office.

In preparation for the call, please complete the [baseline task](#) at least **48 hours** before the call. This should take you about 30 minutes. It will help inform the agenda and direction of the call. Note: On the form, you have the option to submit your feedback for each standard either written or by voice recording. If you choose to use the recording function, your feedback will be securely stored, but not deleted.

We look forward to hearing your thoughts on the audits and ballot management standards. Please let us know if you have any questions or concerns.

Thank you!

On Tue, Feb 27, 2024 at 3:05 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Thank you very much!

From: Rocio Hernandez <rocio@techandciviclife.org>
Sent: Tuesday, February 27, 2024 2:55 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: steph@techandciviclife.org; Adrian Griffin <adrian@techandciviclife.org>
Subject: Re: Action item: Next steps for nonpartisan audits and ballot management standards!

You don't often get email from rocio@techandcivicliflife.org. [Learn why this is important](#)

Hi Maribeth,

Yes! We want the experts on the topics to share their input, so feel free to include the County Clerk in this work.

On Tue, Feb 27, 2024 at 11:19 AM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Good morning.

If our County Clerk designs the ballots for our municipality, would it be okay to include them in this segment?

-Maribeth, City of Madison, WI

From: Rocio Hernandez <rocio@techandcivicliflife.org>
Sent: Tuesday, February 27, 2024 11:13 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Cc: steph@techandcivicliflife.org; Adrian Griffin <adrian@techandcivicliflife.org>
Subject: Action item: Next steps for nonpartisan audits and ballot management standards!

You don't often get email from rocio@techandcivicliflife.org. [Learn why this is important](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hello Maribeth,

Thank you for your support in codeveloping the nonpartisan [communications](#) standards. As feedback rolls in, we are pivoting to focus on codevelopment of the Audits and Ballot Management standards.

As with previous standards, there will be:

-
-
- A 90-minute
- **codevelopment call**
- with 2-3 Centers
-
-
-
- A
- **baseline activity**
- to complete closer to the call; your responses will frame the conversation
-

Action item by March 5 (approximately 10 minutes):

- 1.
- 2.
3. Identify 1-3 people who will represent your office in codevelopment of the standards. This might be
4. the Alliance lead and two additional folks who have expertise on the topic of audits, ballot creation, ballot allocation, and secure ballot handling.
- 5.
- 6.
- 7.
8. [REDACTED]
9. [REDACTED]
10. [REDACTED]
11. your office representatives can join a codevelopment call. There are options between the dates of
12. **March 19-April 2.**
- 13.

Once you've shared your availability, we will follow up to confirm the date of your codevelopment call and share the baseline activity. This will be your opportunity to share initial feedback on the draft standards.

Important note: We recognize March is an incredibly busy time. If you cannot attend a codevelopment call, **please reach out by March 5.** We will provide an alternative participation option to anyone who cannot attend a

call.

Thank you for your continued collaboration. We are lucky to work with you!

--

Rocío Hernandez (she/her)

Senior Program Manager

Center for Tech and Civic Life

rocio@techandcivicliflife.org

--

Rocío Hernandez (she/her)

Senior Program Manager

Center for Tech and Civic Life

rocio@techandcivicliflife.org

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Take action: Call on Congress to support election funding
Date: Tuesday, March 26, 2024 1:00:00 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

[View this email in your browser](#)

Calling on Congress to Support Election Infrastructure Funding

ELECTRICITY



The latest best practices for election officials.

Calling on Congress to Support \$400M in Election Infrastructure Funding for FY25

You may have seen on Friday that Congress passed \$55 million in HAVA Security Grants as a part of the FY24 budget. It was hard work down to the very final minutes to preserve the funding for election infrastructure in this bill, and was due to the incredibly hard work of hundreds of election officials and partners to ensure that Congress heard your needs loud and clear. Thank you to everyone who took action this year, whether it was drafting op eds, meeting with your elected Members of Congress, submitting requests, signing petitions, or taking other actions to prevent election infrastructure funding from being cut down to zero. The EAC will now distribute these grants (a minimum of \$1 million per state) within the next 45 days.

Since Congress was behind in negotiating FY24, we are already rolling directly into FY25 advocacy - and we know that **\$55 million is not nearly enough to meet the needs of local elections offices across the country.** That is why we are asking you to submit a request letter to your Congressional office, calling on your elected representatives to support \$400 million in elections infrastructure funding this coming fiscal year.

The process is simple:

1. If you do not know which Members of Congress represent your district, look up your elected Representative and Senators [here](#).
2. Customize your request letter using the template [here](#). Address it to your

- Members of Congress, and add your letterhead (if applicable).
3. Submit your letter to your Congressional delegation by **April 5**.

In order to continue to grow our support for elections infrastructure funding, it will take all of us. Thank you for taking action and continuing to make your voices heard. If you have any questions, please feel free to reach out to

keara@techandcivicliflife.org.

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From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Polling place signage, round 2
Date: Wednesday, March 27, 2024 2:41:14 PM

We have 107 Chief Inspectors. I don't know how many would participate, but would it be okay if we invited all of them?

Maybe 2 pm Central/3 ET for the Zoom?

From: Randy Hadzor <randy@civicdesign.org>
Sent: Wednesday, March 27, 2024 2:30 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

That all sounds excellent!

A zoom call would be great.

Is there a time on Wednesday the 3rd between 9-12 or 2-5 ET that works best for you?
Friday at 12ET could also be an option.

How many people do you anticipate inviting, and how many people do you anticipate attending the zoom?

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

Attachment #6 immediately follows this email

From: [Google Calendar](#) on behalf of [Bandy Hadzor](#)
To: mwitez-behl@cityofmadison.com; [Tasmin Swanson](#)
Subject: hold for Signage Zoom
Attachments: [invite.ics](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

hold for Signage Zoom
You have been invited by Randy Hadzor to attend an event named hold for Signage Zoom on Wednesday Apr 3, 2024 · 3pm – 4pm (Eastern Time - New York)

When

Wednesday Apr 3, 2024 · 3pm – 4pm (Eastern Time - New York)

Guests

Randy Hadzor <mailto:randy@civicedesign.org>
- organizer
mwitez-behl@cityofmadison.com <<mailto:mwitez-behl@cityofmadison.com>>
Tasmin Swanson <<mailto:Tasmin Swanson>>
View all guest info

Reply to mwitez-behl@cityofmadison.com <<mailto:mwitez-behl@cityofmadison.com>>

Yes

No

Maybe

More options

Invitation from Google Calendar

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more <<https://support.google.com/calendar/answer/37135#forwarding>>

ATTACHMENT 6

Haar, Jennifer

Subject: hold for Signage Zoom

Start: Wed 4/3/2024 2:00 PM
End: Wed 4/3/2024 3:00 PM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Randy Hadzor

Please note the original Outlook Planner could not be included here as an Outlook Meeting Planner due to Adobe's file inclusion limitations. This is what the Planner contained except for the invitees list: Maribeth Witzel-Behl, Tasmin Swanson, and Randy Hadzor (organizer). All are mentioned in the original email on the previous page.

From: [Randy Hadzor](#)
To: [Witzel-Behl, Maribeth](#)
Subject: Re: Polling place signage, round 2
Date: Wednesday, March 27, 2024 3:21:42 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Yes, that sounds great.

I just sent a placeholder calendar invitation for now and will be in touch with more details soon!

--

Randy Hadzor

Center for Civic Design

civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: Accepted: hold for Signage Zoom

Attachment #7 immediately follows this email

From: [Google Calendar](#) on behalf of [Randy Hadzor](#)
To: mwitzer-behl@cityofmadison.com; [Tasmin Swanson](#); [Evie Lacroix](#); [Croix Stone](#)
Subject: Madison Signage Workshop
Attachments: [invite.ics](#)

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Madison Signage Workshop
You have been invited by Randy Hadzor to attend an event named Madison Signage Workshop on Wednesday Apr 3, 2024 - 3pm - 4pm (Eastern Time - New York)

This event has been updated

Changed: title, location

When

Wednesday Apr 3, 2024 - 3pm - 4pm (Eastern Time - New York)

Location

CHANGED

View map

Guests

Randy Hadzor <mailto:randy@civicedesign.org>
- organizer
mwitzer-behl@cityofmadison.com <mailto:mwitzer-behl@cityofmadison.com>
Tasmin Swanson <mailto:Tasmin@civicedesign.org>
Evie Lacroix <mailto:evie@civicedesign.org>
Croix Stone <mailto:croix@civicedesign.org>
View all guest info

Reply to mwitzer-behl@cityofmadison.com <mailto:mwitzer-behl@cityofmadison.com>

Yes

No

Maybe

More options

Invitation from Google Calendar

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more <<https://support.google.com/calendar/answer/37135#forwarding>>

ATTACHMENT 7

Haar, Jennifer

Subject: Madison Signage Workshop

Location: [REDACTED]

Start: Wed 4/3/2024 2:00 PM

End: Wed 4/3/2024 3:00 PM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Randy Hadzor

Please note the original Outlook Planner could not be included here as an Outlook Meeting Planner due to Adobe's file inclusion limitations. This is what the Planner contained except for the invitees list: Maribeth Witzel-Behl, Tasmin Swanson, Evie Lacroix, Croix Stone, and Randy Hadzor (organizer). All are mentioned in the original email on the previous page.

From: [Witzel-Behl, Maribeth](#)
To: [Sophie Lehman](#)
Subject: RE: Projects
Date: Friday, March 29, 2024 4:54:01 PM

What a great resource! I am adding that link to my list of things to explore after the April 2 election.

Are you aware of any standards related to the number of hours election administrators should work without impeding the integrity of the election? A part of me is fighting to suck it up and have a great attitude about 90-hour workweeks, and another part of me is arguing that working so many hours is a weak spot in the integrity of our elections. Do you know where I could explore best practices in this area as time permits?

Thank you!

-Maribeth

From: Sophie Lehman <sophie@techandcivicle.org>
Sent: Tuesday, March 19, 2024 6:16 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Projects

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth!

Apologies for my incredibly delayed response!

Thank you so much for this amazing recap, it was such a treat to read! I'm in awe of your many plain language improvements. And how wonderful that you shared your learnings with other departments! I was thrilled to hear you were able to pilot the redesigned signs and will have them revised for the April 2 election. I'm so glad that the grant funds will allow you to purchase a Bluecrest and security carts.

Re: your media question, is this the kind of resource you were thinking about?

<https://electionsgroup.com/resource/creating-a-media-guide/question>

Let me know, or give me a ring if it's easier to chat about: [REDACTED].

We're all so grateful for your work!

Sophie

On Wed, Feb 28, 2024 at 1:39 PM Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com> wrote:

Hi, Sophie.

Here's an update on City of Madison projects.

The Center for Civic Design helped redesign the signs we use to help voters navigate the polling place. We had a small primary last week (only 16 polling places), and tested out the new signage. Rather than having poll workers post separate signs in English and in Spanish, we have four languages on each sign (English, Spanish, Traditional Chinese, and Hmong), and an icon that is like a fifth language. I just went through the feedback and requested a few changes. We will rollout the signage citywide for the April 2 election.

I have updated our website with plain language to bring it to a 6th grade reading level. I trained all city department heads so they can do the same with the websites for their agencies. We are in the process of getting every page of our website translated into Spanish and Traditional Chinese.

I updated our absentee ballot instruction letter with plain language, changing it from a 6th grade reading level to a 3rd grade reading level.

I updated our polling place Quick Guides, Task Sheets, and Election Official Guide with plain language and brought it to reading levels of 4th to 6th grade. I'm still fighting with software on formatting for the Election Official Guide, and I just got an updated Best Practice Guide from the Center for Civic Design, so there are a few more changes to be made before next election.

The Elections Group has offered to help us develop a better ticketing system for Election Day needs at our polling places. We submitted a request to our IT department for permission to use the software they recommended, but IT wants us to make SharePoint work. I'll follow up with the Elections Group on that today.

We are using most of our grant funds to purchase a Bluecrest machine that will automate the insertion of materials in outgoing absentee envelopes, and will automate sorting absentees by ward as they are returned to our office.

We are using the rest of the grant funds toward security carts that will hold the tabulator, ExpressVote, voting booths, and signage for delivery to each polling place. We should have 16 carts delivered before the April election, and enough for every polling place by November.

Are you aware of any best practices for creating election media kits?

I think that's all I have. We would be happy to dive into additional initiatives.

Thank you!

-Maribeth, City of Madison

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Polling place signage, round 2
Date: Monday, April 1, 2024 3:27:12 PM

Is this different from the earlier link?


From: Randy Hadzor <randy@civicdesign.org>
Sent: Monday, April 1, 2024 3:26 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Here is the information for the Zoom workshop to pass on to the chief inspectors:

Wednesday April 3rd, 2pm CT (3pm ET)

Remote: 

Please join us to share your thoughts on the **new polling place signage**. We are looking forward to hearing your observations and insight, to help continue improving the polling place signage package so that Madison voters have a great experience navigating through their polling places.

--

Randy Hadzor
Center for Civic Design
civicdesign.org

randy@civicdesign.org

Pronouns: he/him Timezone: Eastern

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Polling place signage, round 2
Date: Tuesday, April 2, 2024 7:48:03 AM

Thank you!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Tuesday, April 2, 2024 7:47 AM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

It's the same as the calendar invite. Just making sure you had it – apologies for any confusion.

Wishing you a great day today!

- Randy

From: [Witzel-Behl, Maribeth](#)
To: [Randy Hadzor](#)
Subject: RE: Polling place signage, round 2
Date: Wednesday, April 3, 2024 1:10:00 PM

Absolutely!

From: Randy Hadzor <randy@civicdesign.org>
Sent: Wednesday, April 3, 2024 1:08 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Re: Polling place signage, round 2

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hi Maribeth,

Looking forward to the zoom workshop this afternoon.

If possible, can you join the call 5 minutes before we are scheduled to begin, so we can go over a couple things in preparation?

Thanks!

Talk to you soon,

- Randy

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Join CTCL in celebrating Vote Early Day
Date: Thursday, April 4, 2024 11:07:29 AM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

[View this email in your browser](#)

Join CTCL in celebrating
Vote Early Day

ELECTRICITY

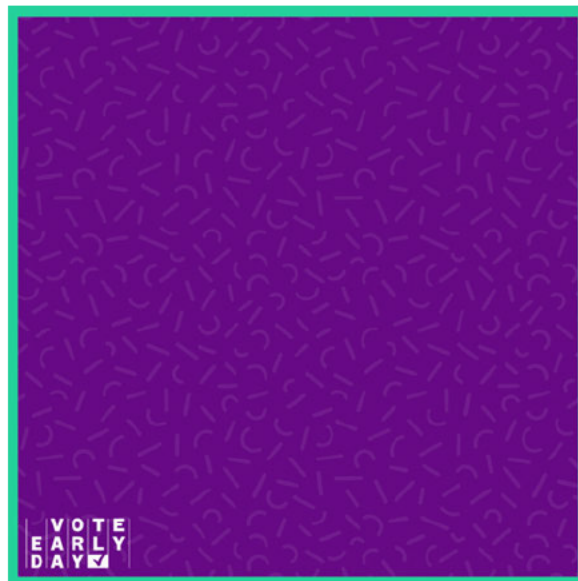


The latest best practices for election officials.

Vote Early Day: Not Too Early to Start Planning

Join Center for Tech and Civic Life in celebrating Vote Early Day this fall!

CTCL is excited to celebrate Vote Early Day this fall to empower voters to cast their ballots early. Whether you're an election official or an election nerd, we encourage you to [sign up to celebrate this day of action for our democracy](#). Our partners at Vote Early Day can support you with **swag, digital tools, and national recognition for your work** to help Americans vote early.



Vote Early Day is a national civic holiday celebrated by businesses, nonprofits,

election administrators, campus groups, and creatives to empower Americans with the tools and knowledge to share their voices in our democracy. In 2020, **over 100 million people cast their ballot ahead of Election Day**, more than the total early vote in the 2016 and 2018 elections combined.

This year's celebration is on **Tuesday, October 29**. The work we do together this fall will ensure we can rise to the challenge of uplifting voters as they decide who will lead our country as President, who will represent them in Congress, and the fate of many state elections and ballot referenda. The best part? Vote Early Day is an open-source holiday, so your election office or organization can celebrate in the way that is most meaningful and impactful for your community.

If you are as inspired to help Americans vote early as we are, we invite you to join this growing civic holiday at www.VoteEarlyDay.org/get-involved.

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Chicago, IL 60601

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From: [Sophie Lehman](#)
To: [Sophie Lehman](#)
Bcc: mwitzel-behl@cityofmadison.com
Subject: April Alliance Call
Date: Friday, April 5, 2024 4:01:35 PM

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Hello and happy Friday!

██████████ for the April Alliance call on Wednesday, April 24 from 12-1pm Pacific / 2-3pm Central / 3-4pm Eastern.

The focus will be providing final feedback on revised Audits & Ballots standards, so it would be great to have the appropriate representative(s) from your office join. As always, all staff are welcome.

Have a great weekend!
Sophie

--



Sophie Lehman (she/her)
Associate Director
Center for Tech and Civic Life
www.techandcivillife.org

From: [Google Calendar](#) on behalf of [Tasmin Swanson](#)
To: bchang@cityofmadison.com; tl@electionsgroup.com
Subject: Bonnie/TJ/Tasmin
Attachments: [Inv/te.ics](#)

Attachment #8 immediately follows this email

Caution: This email was sent from an external source. Avoid unknown links and attachments.

Bonnie/TJ/Tasmin
You have been invited by Tasmin Swanson to attend an event named Bonnie/TJ/Tasmin on Thursday Apr 11, 2024 · 12pm – 12:50pm (Eastern Time - New York)

When

Thursday Apr 11, 2024 · 12pm – 12:50pm (Eastern Time - New York)

Location

[View map](#)

Guests

Tasmin Swanson <<mailto:tasmin@civicdesign.org>>
- organizer
bchang@cityofmadison.com <<mailto:bchang@cityofmadison.com>>
tl@electionsgroup.com <<mailto:tl@electionsgroup.com>>
View all guest info

Reply for bchang@cityofmadison.com <<mailto:bchang@cityofmadison.com>>

Yes

No

Maybe

More options

Invitation from Google Calendar

You are receiving this email because you are an attendee on the event. To stop receiving future updates for this event, decline this event.

Forwarding this invitation could allow any recipient to send a response to the organizer, be added to the guest list, invite others regardless of their own invitation status, or modify your RSVP. Learn more <<https://support.google.com/calendar/answer/37135#forwarding>>

ATTACHMENT 8

Haar, Jennifer

Subject: Bonnie/TJ/Tasmin

Location: [REDACTED]

Start: Thu 4/11/2024 11:00 AM

End: Thu 4/11/2024 11:50 AM

Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Tasmin Swanson

Please note the original Outlook Planner could not be included here as an Outlook Meeting Planner due to Adobe's file inclusion limitations. This is what the Planner contained except for the invitees list: Bonnie Chang, Tasmin Swanson (organizer), and TJ (last name unknown). All are mentioned in the original email on the previous page.

From: [Tasmin Swanson](#)
To: [Chang, Bonnie](#)
Subject: Re: Chat?
Date: Wednesday, April 10, 2024 1:04:06 PM

Can do! I just sent a calendar invite for tomorrow, and we can pick a follow up time when we meet!

On Wed, Apr 10, 2024 at 1:08 PM Chang, Bonnie <BChang@cityofmadison.com> wrote:

Hi Tasmin,

Can we do 2 meetings? Let's the one tomorrow and then I'll let you know in the meeting some more details to follow up with!

Thank you,

Bonnie

From: Tasmin Swanson <tasmin@civicdesign.org>
Sent: Tuesday, April 9, 2024 4:19 PM
To: Chang, Bonnie <BChang@cityofmadison.com>
Subject: Re: Chat?

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Hi sorry for the delay! Here are some blocks of time we're both available:

Thursday 4/11 10-12pm CT

Monday 4/15 1-2pm CT

Wednesday 12-1 pm CT

Thursday 10am-1pm CT

On Mon, Apr 8, 2024 at 1:40 PM Chang, Bonnie <BChang@cityofmadison.com> wrote:

Hi Tasmin,

Seeing when you and TJ might have some time this week to chat! I don't have TJ's email!

Thank you,

Bonnie Chang

pronouns: she/her/hers

City of Madison Clerk's Office

City-County Bldg, Room 103

210 Martin Luther King Jr Blvd

Madison, WI 53703

(608) 266-4601

www.cityofmadison.com/clerk

Twitter: [@MadisonWIClerk](https://twitter.com/MadisonWIClerk)

"We exist to assist."

--

Tasmin Swanson

Center for Civic Design

civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

--

Tasmin Swanson
Center for Civic Design
civicdesign.org

(m) 202-560-3355 | tasmin@civicdesign.org

Pronouns: she/her Timezone: Eastern

From: [Chang, Bonnie](#)
To: [Tasmin Swanson](#)
Subject: Accepted: Bonnie/TJ/Tasmin

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Help set the standard for excellent elections
Date: Thursday, April 18, 2024 10:59:50 AM

You don't often get email from andrea@techandcivicle.org. [Learn why this is important](#)

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Share your input:
Standards for excellence

ELECTRICITY



The latest best practices for election officials.

Share your input: Help set the standard for excellent elections across the country

Are you interested in helping to advance the professionalism of the election administration field for years to come? Whether you're an election official, an election expert, or a member of an organization that supports voters, [we want to hear from you!](#)

Communications
Standards for
Election
Excellence



Plain Language
Information Design
Language Access
Voter Communications
Community Relationships
Media Relationships

In February, the U.S. Alliance for Election Excellence introduced our newest Standards for Election Excellence. This set of voluntary, nonpartisan standards

focuses on communications, and includes everything from effectively distributing information to voters, to building and maintaining relationships with your community and with the media.

Here's your chance to help set the standard for what excellent elections look like across the country: let us know what you think of the draft standards! [Fill out our brief form by Friday, May 3rd](#). Your feedback will shape the final standards and help us define excellence for the future of U.S. election administration.

[Share your input](#)

Looking to improve your election office's communications processes? We invite you to explore our nonpartisan, generic [communications resources](#) designed to support achievement of the standards.

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Chicago, IL 60601

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From: [Witzel-Behl, Maribeth](#)
To: [Sophie Lehman](#)
Subject: RE: Upcoming Alliance Event
Date: Thursday, April 18, 2024 1:25:15 PM

That is exactly what we need! Thank you!

From: Sophie Lehman <sophie@techandciviclife.org>
Sent: Thursday, April 18, 2024 1:24 PM
To: Witzel-Behl, Maribeth <MWitzel-Behl@cityofmadison.com>
Subject: Upcoming Alliance Event

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Hi Maribeth,

Looking forward to seeing you on next week's Alliance call!

In the meantime, I wanted to let you know that The Elections Group is hosting a session on wellness and resiliency for election officials on April 29 at 11am Central to address the challenges faced by election officials and provide techniques for building resilience. Participants will have the opportunity to practice the techniques and participate in a group discussion. Your entire team is invited and encouraged to [REDACTED].

Thanks!
Sophie

--

Sophie Lehman (she/her)
Associate Director
Center for Tech and Civic Life
www.techandciviclife.org

From: [Center for Tech and Civic Life](#)
To: [Maribeth Witzel-Behl](#)
Subject: Last chance: Help set the standard for excellent elections
Date: Wednesday, May 1, 2024 9:00:21 AM

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Share your input:
Standards for excellence

ELECTRICITY



The latest best practices for election officials.

Last chance: Share your input on nonpartisan communication standards for election excellence

Dozens of election officials and experts have already weighed in on the latest draft of voluntary, nonpartisan standards from the U.S. Alliance for Election Excellence. There are just a few days left to join them to help set the standard for what excellent elections look like across the country. We invite you to [fill out our brief form](#) by this Friday, May 3rd. Your feedback will shape the final communications standards and help us define excellence for the future of U.S. election administration.

[Share your input](#)

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Chicago, IL 60601

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From: [Center for Tech and Civic Life](#)
To: mwitezl-behl@cityofmadison.com
Cc: sophie@techandcivicle.org; ola@techandcivicle.org; nareth@techandcivicle.org; accountant@techandcivicle.org
Subject: USAEE Invoice from Center for Technology and Civic Life
Date: Friday, May 3, 2024 7:48:53 AM
Attachments: [Invoice 1486 from Center for Tech and Civic Life.pdf](#)

Attachment #9 immediately follows this email

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INVOICE 1486

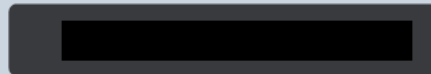


CENTER FOR
TECH AND
CIVIC LIFE

Center for Tech and Civic Life

DUE 06/01/2024

\$4,800.00



Powered by QuickBooks

Dear Maribeth -

Please find the invoice for Madison's 2024 USAEE Membership Dues.
Let us know if you have any questions!

Thanks,
Center for Tech and Civic Life

Center for Tech and Civic Life

303 E Wacker Dr Ste 2106 IL US

hello@techandcivicliflife.org

If you receive an email that seems fraudulent, please check with the business owner before paying.



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Center for Tech and Civic Life
303 E Wacker Dr Ste 2106
IL US
hello@techandciviclife.org



CENTER FOR
TECH AND
CIVIC LIFE

INVOICE

BILL TO

City of Madison
ATTN: Maribeth Witzel-Beh
210 Martin Luther King Jr.
Blvd
Madison, WI

INVOICE # 1486

DATE 05/02/2024

DUE DATE 06/01/2024

TERMS Net 30

ACTIVITY	QTY	RATE	AMOUNT
USAEE Membership Dues US Alliance for Election Excellence Membership Dues for 2024	1	4,800.00	4,800.00

BALANCE DUE

\$4,800.00