



Report of the Caucus Improvement Committee

Recommendations for the 2020 Delegate Selection Process

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*Supplemental information addressing
"A Comparison of 2020 Delegate Selection and Affirmative Action Plan (DSAAP) Options for
Washington State" and the 2020 WSDCC Caucus Improvement Plan*

Glossary of Terms and Acronyms

Accessibility

Accessibility is the design of products, devices, services, or environments for people with disabilities. The concept of accessible design and practice of accessible development ensures both "direct access" (i.e. unassisted) and "indirect access" meaning compatibility with a person's assistive technology (for example, computer screen readers) or other adaptive resources such as service animals. Accessibility can be viewed as the "ability to access" and benefit from some system or entity. The concept focuses on enabling access for people with disabilities or special needs, or enabling access through the use of assistive technology, adaptive equipment, or accessible built environment features.

ADA – Americans with Disabilities Act

The Americans with Disabilities Act (ADA) of 1990 is a law that has made a great impact on the lives of people with disabilities and our country over the past 29 years. The Congressional intent of the law is "to assure equality of opportunity, full participation, independent living, and economic self-sufficiency for individuals with disabilities." The ADA requires that public facilities are accessible to all. The Washington State Democratic Party guidelines for accessibility are available as Appendix G to this document and are on the WSDCC website.

CD – Congressional District

There are no ongoing local party organizations for the Congressional Districts. Where the term "Congressional District" or "CD" is used, it refers to the elected representative to the State Executive Committee, and any volunteer leadership appointed by the CD representative to the WSDCC Executive Board, in their capacity as the CD chair for the CD Caucus or by the State Party Chair. The CDs do not have a continuing organization other than the CD representative.

CO or CCC – County Central Committee

While the term "county" is normally a reference to the political boundaries, this document will use the terms as a shorthand for the Local Party Organization within that county. Where the term "county" or "CO" is used, it refers to the official local Democratic County Central Committee for the county referenced. "Counties" or COs" means all 39 of the Washington County Central Committees collectively.

Delegate Allocation

Democrats use a proportional method for determining how many delegates are awarded to, or "pledged" to vote for the various candidates at the national convention. Each candidate is awarded a number of delegates in proportion to their support in the state caucuses or the proportion of primary votes they won. Candidates with 15% or more support receive delegates. For example, if there were 20 delegates at a Democratic Convention with three candidates in the running. If candidate "A" received 70% of all caucus or primary votes, candidate "B" 20% and candidate "C" 10%, candidate "A" would get 16 delegates, candidate "B" would get 6 delegates and candidate "C" would get zero delegates, as they did not meet the 15% threshold.

Delegate Selection

To determine what individuals, attend the Democratic National Convention as delegates, the individuals interested in representing the state of Washington run for the honor to serve as a delegate either at the Congressional District Caucus (CD Caucus), or as an at-large candidate at the State Convention.

DNC – Democratic National Committee

The Democratic National Committee (DNC) was created during the Democratic National Convention of 1848. For years, it's been responsible for governing the Democratic Party and is the oldest continuing party committee in the United States. The Committee plans the Party's presidential nominating convention and promotes the Democratic Platform — the statement of core principles at the heart of our Party and is governed by its Charter and Bylaws.

DSAAP – Delegate Selection and Affirmative Action Plan

The Delegate Selection and Affirmative Action Plan (DSAAP) is the formal plan developed by each state and approved by the Democratic National Committee to govern the execution of the activities involved in the state process to apportion and select delegates to the Democratic National Convention.

FTE – Full Time Employee

An “FTE” is the hours worked by one employee on a full-time basis. The concept is used to convert the hours worked by several part-time employees into the hours worked by full-time employees. One FTE can be one employee working full time, or two employees each working half-time, etc. On an annual basis, an FTE is considered to be 2,080 hours, which is calculated as: 8 hours per day x 5 work days per week x 52 weeks per year = 2,080 hours per year.

LD – Legislative District Organization

While the term "legislative district" is normally a reference to the political boundaries of the 49 legislative districts, this document will use the terms as a shorthand for the Local Party Organization within the referenced legislative district.

Where the term “legislative district” or “LD” is used, it refers to the official local Democratic Party organization for the legislative district, comprised of the elected and appointed Precinct Committee Officers (PCOs), the elected statutory officers, and any additional members and officers the PCOs establish via their bylaws.

LPO – Local Party Organization (could be either a Legislative or County organization)

Local party organization (LPO) refers to: either an official local Democratic Party organization for the legislative district, or the local county central committee. When the term “local party organizations” is used, the reference is to both types of LPOs: Counties and LDs.

RCV – Ranked Choice Voting

Ranked Choice Voting or "Instant Run-Off Voting," allows voters to rank additional candidates besides their first choice, in order of preference, when marking their ballots. Ranked-choice voting eliminates the need for run-off elections.

RFP – Request for Proposal

A request for proposal (RFP) is a document that solicits a vendor proposal, often made through a bidding process, by an organization interested in procurement of a commodity, service, or valuable asset, to potential suppliers to submit business proposals. It is submitted early in the procurement cycle, either at the preliminary study, or the pre-purchasing stage.

VBM – Vote By Mail

Washington State is one of three states (Washington, Oregon, Colorado) which conduct public elections using “vote by mail” (VBM). Although VBM may be thought of as “absentee voting for everyone,” there are subtle differences. In a vote-by-mail election, all voters receive a ballot automatically, customarily at their registered address. There are still absentee ballots sent out upon request, which are sent to an address other than the voter’s registered address. Ballots are mailed out well ahead of Election Day, and thus voters have an “election period,” not just a single day, to vote.

WSDCC – Washington State Democratic Central Committee

The Washington State Democratic Central Committee (WSDCC), also called the State Central Committee (“SCC”), is the governing body of the Democratic Party of the State of Washington. Its membership consists of two representatives from each of the legislative district and county organizations, the elected chair, vice chair, secretary, and treasurer, as well as the following special members: DNC members from Washington State, the Governor and Members of Congress if Democrats, the leaders of the state House and state Senate Caucuses, a member representing the Young Democrats of Washington, a member of the Washington Federation of Democratic Women, and the Chair of the Chairs’ Organization.

WSDP – Washington State Democratic Party

The Democratic Party of the State of Washington (WSDP) is composed of Democratic Precinct Committee Officers (PCOs), Elected Democratic officials, Members of Democratic county, legislative district, congressional district and state Party organizations, all residents of the State of Washington who are willing to support the principles and goals of the Democratic Party as expressed in the Charter and wish to be known as Democrats, and members of those Democratic organizations that are recognized or chartered by the State Central Committee.

Introduction

The **Caucus Improvement Committee** (CIC) was formed in early 2018, with the assigned task of assessing and recommending potential changes to the caucus process to create a more comfortable, welcoming, and accessible caucus experience, while retaining the inclusive, communitarian, and democratic aspects traditionally enjoyed by caucus attendees, and preserving the grassroots energy so beneficial to the Democratic Party in Washington state.

The CIC is a formal sub-committee of the WSDCC Rules Committee, with some additional members of the state committee and the state chairs organization.

The CIC has spent hundreds of hours over the past year finding solutions, incorporating stakeholder feedback, and gathering information about options, proposed improvements, proposed procedures, and potential roadblocks, and have formulated their recommendations, which we present for your consideration.

Fundamental Recommendations

1. *It is the recommendation of the Caucus Improvement Committee (CIC) that the Precinct Caucuses be retained as the delegate allocation step of the Washington State Democrats' Delegate Selection and Affirmative Action Plans.*

- a. The CIC finds that the democratic ideals embodied in the precinct caucus process best serve the Democratic Party, as this delegate allocation step finds the Democrats candidate with the best “grassroots ground game” and ability to motivate and persuade American voters in the General Election.
- b. The CIC further finds that the precinct caucuses are the source of many needed new, energized volunteers for the Party, who go on to be core members of GOTV and local party leadership teams.

2. The 2020 Caucuses at all levels must have improved accessibility and comfort for all, including, but not limited to individuals living with disabilities, both temporary and permanent, individuals with limited English skills, those who are elderly and have limited endurance, parents who must bring children with them, and individuals from historically marginalized communities. All facilities and meetings must be ADA compliant.

3. The 2020 Caucuses at all levels must have a no-restrictions option for remote voter (absentee) participation, both to expand accessibility for all who might be unable to attend the precinct caucuses and to comply with the 2020 DNC Delegate Selection Rules.

4. The 2020 Caucuses at all levels must have a robust media and outreach plan to ensure participation of all voters who wish to participate, including, but not limited to the goals defined in the Affirmative Action Plan of the DSAAPs: Increased participation of African Americans, Hispanics, Native Americans, Asian Americans and Pacific Islanders and women, as well as outreach to other historically underrepresented groups such as LGBT Americans, people with disabilities, people living with economic insecurity and homelessness, senior citizens, new citizens eligible to vote, and a diversity of cultural, religious, and social backgrounds.

5. It is acknowledged that, regardless of the operational method for the required absentee ballot portion of the precinct caucus, that precinct caucuses will require more funding than using a primary as the allocation step. **The CIC would advocate that the cost of the precinct caucuses is worth the deep dive data on hundreds of thousands of Washington voters that the Party would likely acquire¹.** This data would be demographically sound, coming directly from the voters themselves, and extremely fresh. Equivalent data would be more costly to acquire from “Big Data” firms, and caucus data would be much more accurate.

6. Pre-registration for absentee or in-person caucus voting can take place online via the website, or over the phone, and absentee voting will take place in person or via paper absentee ballot. Voter demographic information will be requested, however, any voter who wishes to simply confirm their registration and make the Democratic declaration, similar to the process in a government-run primary, would be able to do so.

7. And finally, the Caucus Improvement Committee notes the critical role caucuses play in the defense of our democracy: Caucuses are not anonymous, thus provide verifiable tracking a primary cannot. They increase involvement and generate excitement by engaging both voters and volunteers at every level, ensuring that the Washington State Democrats select the best candidate to represent us as our presidential nominee.

¹ **Data provided by voters is completely voluntary.**

Operational Recommendations

Any state choosing to use precinct caucuses as the allocation step must have a remote voting, also known as absentee voting, option for caucus participants. This is both a 2020 DNC Delegate Selection requirement and a best practice that the CIC recommends.

1. Remote Voting: It is the recommendation of the Caucus Improvement Committee (CIC) that the principal precinct caucus absentee ballot mechanism be an online system for both registering for the caucus and casting each voter's vote.

a. The CIC finds that the most cost effective, environmentally sound, and efficient principal method would be an online caucus using two-step verification. This remote voting method would have an optional paper ballot available as a printed ballot that can be mailed in, to those without internet access or who do not wish to or are unable to vote online.

b. The CIC further finds that, if, for any reason, the WSDCC or the DNC Rules Committee is reluctant to use an online and electronic two-step verification process, then the electronic verification process can be replaced with a postcard mailed out to the voters' mailing addresses as recorded with their county elections office. The postcard would contain their personal PIN number which would enable the voter to log on and vote.

c. The CIC further finds that, while it is not their preferred choice of absentee balloting due to expense, that the fully paper method presented by the State Party at the January 26 meeting, which would involve a requested, mailed-out ballot with a public election look and feel is preferable to a government run-primary, as the same deep-dive data can be collected from voters as they register for receipt of a mailed ballot, and the valuable energy and grassroots participation of the in-person caucuses is preserved.

2. Ranked Choice Voting: It is the recommendation of the Caucus Improvement Committee that the voting methodology allow for one step of ranked choice voting (RCV).

a. Why Ranked Choice Voting, as opposed to single choice voting? Ranked choice voting, where a voter is allowed an additional choice of Presidential candidates if their first choice is eliminated, is the closest absentee voting system to the in-person experience of attending a precinct caucus. Ranked Choice Voting allows a remote participant to continue to make their voice and choice heard if their first selection is eliminated.

b. However, if, for any reason, the WSDCC or the DNC Rules Committee is reluctant to use ranked choice voting, the CIC would still find a single choice remote ballot, using any of the three operational options (preferably in the order presented) a better method than using a government-run primary, for the same reasons detailed in the section above.

Details of Operational Recommendations

Remote Voting: It is the recommendation of the Caucus Improvement Committee (CIC) that the principal precinct caucus absentee ballot mechanism be an **online system** for both registering for the caucus and casting each voter's vote.

Option A: Online Registration and Remote Voting System

The CIC finds that the most cost effective, environmentally sound, and efficient principal method would be an online caucus using two-step verification. This remote voting method would have an optional paper ballot available as a printed ballot that can be mailed to those without internet access or who do not wish to vote online. The voter would then send the ballot in to the State Party for tabulation.

This is the system that was presented in the January 26, 2019 interim report by the CIC. The demonstration site for this method is found at this URL: **www.wacaucus.com**

This system would provide the following caucus improvements:

1. Improved pre-registration system. Although walk-up same day arrivals at the precinct caucuses will be able to participate, by encouraging advance online registration, we can more accurately forecast attendance, and plan accordingly. Better venues that are the right size and type, will improve the experience and reduce chaos.
2. An absentee voting method that springboards off the online pre-registration but gives an option to participate without going to the meeting. There would be a purely mail version, able to be requested by telephone or US mail, for people who do not have internet access or choose not to use online methods.
 - a. The remote voters would be asked to get a secure online DemAccount long before the in-person caucus, then review some candidate information, and then a week later they can express their presidential preference.
 - b. The voter's account **would be secured using two-step verification** to ensure that the voter's account is not being hijacked.
 - c. During the period in between them viewing the information and their vote, the presidential campaigns would be informed of these voters, for an opportunity to send them a piece of mail or otherwise make contact.
 - d. At the in-person caucus, PCO / precinct conveners will have a list of the of the remote votes for their precinct. The remote votes would combine with the in-person votes in a tally process that is clear and immediate and verifiable. Then precinct delegates would be selected.
3. The centralized DemAccount system, which would continue to exist after the precinct caucuses, will streamline how Party staff and volunteers input participant data into VoteBuilder or other voter databases.

Option B: Online Registration and Remote Voting System with postcard PIN

The CIC further finds that, if, for any reason, the WSDCC or the DNC Rules Committee is reluctant to use an online and electronic two-step verification process, then the electronic verification process can be replaced with a postcard mail-out to the voters' mailing addresses as recorded with their county elections office. The postcard would contain their personal PIN number which would allow the voter to log on and vote.

- a. Many of the same processes from option A exist, with the substitution of a mailed-out PIN number for the two-step verification process. (note step c)
- b. The remote voters would be asked to get a secure online DemAccount long before the in-person caucus, then review some candidate information, and then a week later, after receiving their PIN number, the voter can express their presidential preference.
- c. The security of the voter's vote **and fraud would be prevented would be secured using a mailed-out postcard with the voter's PIN number**, to ensure that the voter's account can only be accessed by the voter and is not being hijacked, either individually, or in bulk.
- c. During the period in between their registration, their receipt of information, and their vote, the presidential campaigns would be informed of these voters, for an opportunity to send them a piece of mail or otherwise make contact.
- d. At the in-person caucus, PCO / precinct conveners will have a list of the of the remote votes for their precinct. The remote votes would combine with the in-person votes in a tally process that is clear and immediate and verifiable. Then precinct delegates would be selected.
- e. Other than the PIN number postcard step, the other aspects of the remote voting system would be the same.

Option C: Online Registration and Paper Absentee Balloting System

The CIC further finds that, if, for any reason, the WSDCC or the DNC Rules Committee is reluctant to use an online voting process at all, while it is not their preferred choice of absentee balloting due to expense and the environmental impact, that the fully paper absentee ballot method presented by the State Party at the January 26, 2019 meeting, which would involve a requested, mailed-out ballot with a public election look and feel is still much preferable to a government run-primary, as the same deep-dive data can be collected from voters as they register for receipt of a mailed ballot, and the valuable energy and grassroots participation of the in-person caucuses is preserved.

Financial Considerations

“A precinct-level caucus for the purposes of delegate allocation will incur costs, regardless of technology or procedure employed. Those costs could range from a low of \$1.4 million to a high of \$3.5 million. The State Party, and, realistically, the LDs, and County Party organizations will be expected to fundraise these amounts, and each contribute a portion of the significant expenses.”

- from A Comparison of 2020 Delegate Selection and Affirmative Action Plan (DSAAP) Options for Washington State

While the CIC agrees with the fundamental statement that the precinct caucuses will incur some costs not incurred by the Party with the government-run primary, the CIC would also advocate that the losses of grassroots energy and caucus participant deep data does not make up for cost savings.

Indeed, the CIC would assert that that **the money spent on the precinct caucuses is more than justified**, given the value of the volunteer recruitment and energy and the data collected.

Multiple Remote Voting Options – Lower Costs Possible

The CIC would also respectfully disagree that the only remote voting option is the fully paper ballot option presented as the precinct caucus option by the State Party consultant at the January meeting.

The CIC, after reviewing the consultant’s calculations and algorithms for voter participation from the January meeting documents, does now agree that the 1 million participating voter likelihood is within range, including all types of participation, and also that a fully paper sub-contracted absentee balloting process was accurately calculated in the cost range the consultant assessed.

However, the CIC still would assert that, if the WSDCC is willing to look to the future, there are lower cost options available via the Remote Vote (absentee) balloting process, and that the January document did not reflect the processes devised by the CIC, as the CIC’s findings were not yet available to the consultant in late 2018 to analyze.

Appendix D to this document features a cost matrix which identifies the differences in costs for each of the processes.

Please note the total costs as identified in the second and third columns. These are the full costs to the state party, including staff costs for the cycle, using each of the processes.

LPO Local Caucus Costs

These costs do not include LPO local caucus costs. The CIC would argue that the local, non-absentee related costs, can be fundraised at the caucuses, as many LPOs have successfully done.

What has not been done in recent past cycles is provide training and mentorship to LPOs to raise funds before, during, and after the precinct caucuses to cover facilities, materials, and ADA costs (such as ASL interpreters and rented ramps). Furthermore, although voting itself would not be paired with fundraising, the Dem Account system that leads to the voting process, would obtain emails and the opt in to receive communication from the party, leading to perhaps one million contacts who might receive email contact from the state party that could contain a fundraising link, increasing available funds.

The Caucus Improvement Committee is committed to developing the needed training materials and mentorship matrix to connect the LPO leadership all over the state to best practices for this fundraising to ensure all LPOs are profitable at the caucus levels.

Opportunities and Risks

The CIC recognizes that there are opportunities and risks with all the possible delegate allocation step options.

Technology can glitch, custodians can fail to show up to unlock a caucus location, a massive earthquake can hit on caucus day. But many of those risks are inherent in a primary process, as well.

Risks can be mitigated with good planning, including contingency plans for extreme challenges such as natural disasters. An excellent communications plan can mitigate the public impact of circumstances beyond the Party's control with rapid acknowledgement and action to remedy the problem.

The CIC cannot express strongly enough how much the committee believes that the positive benefits of the precinct caucuses as the allocation step will improve the choices made in the Presidential race itself, and in the benefits such as an energized base and new volunteers which are only available through the precinct caucus process.

Opportunities Only Available in the Precinct Caucuses

(primarily from A Comparison of 2020 Delegate Selection and Affirmative Action Plan (DSAAP) Options for Washington State)

Using a precinct-level caucus for delegate allocation, under the new DNC rules, would:

- Allow for direct, in-person recruitment of new members and energize the existing base at in-person caucuses, led by PCOs and local Democratic leaders.
- Allow the Party to gather detailed demographic data and contact information from participants who are willing to share such information, while allowing voters to vote who just want to confirm their voter registration and sign the Democratic declaration. This data could be used for targeting and outreach in all campaigns.
- Ensure Washington State's status as the largest caucus delegation in the nation.
- Transparent and verifiable: names stay attached to vote, unlike anonymous ballots (a.k.a. primary ballots)

Risks Involved with using a Primary as the Allocation Step

- Using a Primary would require the Party to forego the detailed information about participants that is customarily gathered at the caucuses, as only the accessible information from the voter file would be the fact that a voter voted a Democratic Presidential Primary ballot. * **Such data would be available to the state and county party chairs.*
- Makes it harder to estimate the likely attendance at the legislative district caucuses that would become the first step in the delegate selection process.
- A Primary could have its state funding eliminated by the Legislature at the last minute.
- Regional diversity of primary delegates is lost, as LD caucus participants may skew to those living near the LD caucus location, making state convention platform skew less diversely. This is particularly a problem in Washington's rural areas, where a jurisdiction may be 150 miles end to end.

- Elimination of in-person engagement and discussion of candidates and important issues among neighbors at the caucuses, which strips local party organizations of a rich opportunity for recruitment of new members and engaging existing members.
- The primary has no second option/rank-choice option, thus presents a much greater risk of all delegates being awarded to one candidate against the preference of 85% of the voters, without their ability to re-align to other choices. While the DNC 15% minimum threshold is applied at the CD level, the visibility afforded by precinct level caucuses for a candidate's likelihood of dropping below the 15% threshold is not obtainable using a primary.
- Candidate names are locked on to ballots in Washington State 63 days in of being mailed to voters. This occurs before many the Iowa and NH elections which often result in candidates ending and closing their campaigns. As such, there is a high likelihood that candidate's names would appear on the primary ballot for candidates who have suspended their campaigns, resulting in a waste of votes cast for candidates who are no longer running.
- The Secretary of State gives each party the names of voters who chose candidates of their party. By subtracting from total votes cast, Republicans would have our voter's party I.D.
- Removes the one-on-one discussion of the candidates and important issues among neighbors at the caucuses, which has been a source of recruitment of new members and engaging existing members.

Addressing Precinct Caucus Risks:

To address some of the risks that have been asserted in the Full Caucus vs. Primary-Hybrid Comparison Document would exist by using a precinct-level caucus for delegate allocation, under the new DNC rules, the Caucus Improvement Committee would respond:

1. Precinct Caucus Risk: *[The precinct caucuses will] involve a major expenditure, potentially as much as \$3.5 million, which the Party may not be able to raise, and which would drain funds that could be used for field operations statewide at all levels.* LDs would each likely incur direct costs from a low of \$1,500 (for example, for an LD with 250 participants) to \$25,000 or more for an LD with 20,000+ participants, as well as incur a proportional portion of the distributed costs (the \$1.5 - \$3.5 million).

- a. The CIC does not dispute that a State Party run precinct caucus will cost more than a state-run primary. However, as noted in the three proposed operational options from the CIC, there are methodologies provided that would cost less than the most expensive option, a caucus with a Party-run paper absentee ballot process.
- b. The CIC would note that the primary option is not without staff and resources costs to the state Party, as well. Simply because the costs of administration of the primary itself are borne by the state of Washington, does not mean that execution of training, the media and outreach plans, GOTV operations to make up for the loss of the volunteer recruitment, etc., costs are eliminated entirely.
- c. The CIC would assert that the deep voter data gathered from a precinct caucus process is well worth the money spent on administering the precinct caucuses, even if the most expensive absentee option, the paper ballot absentee, is chosen.
- d. The LD and CD caucus expenses exist in the Primary-Hybrid plan.

e. Historically, the experience of the Local Party Organizations in terms of fundraising at the caucuses has varied. However, a sizable portion of the Local Party Organizations (LPOs) come out profitably ahead, raising a significant amount of money from voluntary donations, which can be used for GOTV and other activities in the district. The Caucus Improvement Committee is committed to developing the needed training materials and mentorship matrix to connect the LPO leadership all over the state to best practices for this fundraising to ensure *all LPOs* are profitable at the caucus levels.

2. Precinct Caucus Risk: [The precinct caucuses] will consume nearly all WSDCC staff time during the lead-up and execution of the precinct-level caucuses, leaving none for ongoing operations.

- In addition to additional paid staff, at least some of this can be alleviated by volunteer staff. When we ask for help in cases like these, volunteers will step up; especially volunteers who know they are contributing to making the caucuses run smoothly, thus helping to ensure a fair process for all candidates.
- The CIC's proposal imposes far less burden on State Party staff. The plans for the precinct caucuses include better planning and anticipation of the response to the precinct caucuses in 2008 and 2016. One tremendous burden on the state party in the past – the lack of capture of the data through pre-registration of caucus participants causing massive data processing burden, and the overwhelming surrogate affidavit response, have been replaced by a technology pre-registration solution and a contemplated and well-planned remote voting/absentee program. Much of the manual labor required by state party staff in the past is being replaced by technology and other efficiencies. Also, the leadership and process management pieces that state party staff have provided in the past are replaced by planned hires of additional staff for the three months of the precinct and LD caucus administration.

3. [The precinct caucuses will] open the local and state parties up to significant and damaging public criticism and loss of delegates if either the absentee balloting provision, or meeting the ADA requirements, is not executed flawlessly.

- There is risk any time the Washington State Democrats do anything in public. Whether it's a fundraiser, a State Committee Meeting, or presidential caucuses, there will always be a risk. The remote voting /absentee plan put together by the CIC mitigates this risk as much as is possible given all variables.)
- Caucuses are not conducted via secret ballot. They are a public and transparent process, which is verifiable with the voters who participated. Random full precincts can be pulled and audited in the same manner as a public election is audited during the canvass process for security. With the CIC process, every single voter record, both electronic and paper, will have a unique, trackable identifier tied directly to the person who cast the vote.
- All data will be secure and backed up on an hourly basis offline on encrypted external hard drives.
- The Caucus Improvement Committee is committed to developing the needed training materials and mentorship matrix to connect the LPO leadership all over the state to best practices for administering and managing the complete caucus process to ensure ADA compliance, outreach, comfort of physical participants, and confidence in the remote voting process.

DNC Rules 2.G and 2.K and Proof of Concept:

Any proposed caucus plan must conform to the Delegate Selection Rules for the 2020 Democratic National Convention, specifically Rules 2G and 2K, which lay out a number of specific requirements.

The Caucus Improvement Committee has reached out to a number of established software vendors, including some with established track records producing election software, for online processes in other countries and for large private elections.

The pre-RFP outline for their software bids includes all of these DNC requirements, as well as the safety, accuracy and security requirements the WSDCC seeks, and how the responding vendors would meet these requirements, and is in the form required and provided by the state Party

The CIC will have these pre-RFPs back with analysis of the responses for Rules committee review and proof of the viability of the concept on Saturday, March 16, 2020, and public review on Monday, March 18, 2020.

The applicable DNC Rules are found in Appendix A.

The form and content of the pre-RFP outline is found in Appendix B.

In the meantime, the membership of the WSDCC can experience the online registration and voting concept from the voter's perspective at: www.wacaucus.com

Conclusion:

This is an historic moment in the history of the Washington State Democratic Party.

This is the moment when the members of the WSDCC, in consultation with each of their home district or county chairs and membership, make a critical decision about the future of the Presidential delegate allocation process in our home state.

Will we embrace the grassroots of our Party, and empower and energize our membership, using what the CIC would argue is a superior method for choosing a Presidential nominee, or will we take the path of the least resistance and use a delegate allocation procedure which will allow party outsiders to potentially choose our candidate in Washington state?

The members of the Caucus Improvement Committee spent 2018 listening, gathering data, and assessing how the caucus process, beginning with the precinct caucuses, could be improved for a more comfortable and welcoming caucus experience for attendees, a more efficient and less stressful experience for leadership and party staff, and an overall better process in total.

We present our solutions and welcome your questions.

Joanne Fleming & Carin Chase

Co-Chairs

2018-2019 Caucus Improvement Committee,

A formal sub-committee of the WSDCC Rules and Bylaws Committee

Appendix A: Applicable Excerpts from the 2020 Delegate Selection Rules for the 2020 Democratic National Convention

- G. **The casting of ballots over the Internet may be used as a method of voting** in a vote only for presidential preference in a State Party-run process constituting the first determining stage in the presidential nominating process, and only if such casting of ballots over the Internet:
1. Is used in a system in which voters may cast their ballots in person on the day of such process and/or by mail, and in which casting of ballots over the Internet is an alternate means of voting;
 2. Is accompanied by a comprehensive, proactive education and outreach program on the use of Internet voting that is set forth in the state's delegate selection plan and approved by the DNC Rules and Bylaws Committee;
 3. Is conducted in accordance with a plan approved by the DNC Rules and Bylaws Committee that is included in the state's delegate selection plan, and that provides adequate measures to achieve security, reliability, access to eligible voters and transparency, including contractual and other safeguards to secure exclusive ownership and control by the State Party of voting data;
 4. Is accomplished through a system which provides the voter with an opportunity to verify the voter's ballot and correct any error before the voter's vote is cast; which can be permanently maintained by the voter at the voter's option in paper, electronic or other form; and which produces a paper record of the voter's vote that is preserved and maintained by the State Party in the event of a manual audit, until the expiration of the time for filing an implementation challenge under these Rules.
- K. While parties are encouraged to use government-run primaries, in states where the State Party chooses to hold a Party-run process to establish presidential preference, the State Party's Delegate Selection Plan shall prevent attempts at voter suppression, disenfranchisement, and ensure an open and inclusive process. Further, the Rules and Bylaws Committee shall determine whether the State Party's Delegate Selection Plan meets the requirements specified in this section, including:
1. Incorporating mechanisms with reasonable safeguards against error and fraud to vote absentee or vote early;
 2. Demonstrating that the State Party has the financial and technical ability to successfully run the process;
 3. Implementing same-day voter registration and party-affiliation changes at the voting location;
 4. Creating a process for publicly reporting the total statewide and district level results for each candidate based on the first expression of preference by the participants at the first determining step, as determined in the State's Plan;
 5. Requiring that the allocation of all national delegates, be locked in at the final expression of preference at the first determining step, as determined by the State's Plan, subject to recount;
 6. Ensuring final expressions of preference as part of the presidential nominating process are securely preserved, in a method to be specified in the State's Plan, that ensures the availability of a prompt and accurate recount or recanvas;

7. Providing a standard and procedure by which a presidential candidate may request a recount or recanvas that is paid for by the candidate and carried out in a timely manner;
8. Creating mechanisms that allow voters who are unable to be a part of the process in person to participate. This can include, but is not limited to those serving in the military, those with a disability or illness preventing participation, those who are not able to take time off from work or obtain child care, and other reasons; and
9. Taking appropriate steps to ensure voters in party-run processes, like those in primary states, have a right to participate in the process. These steps could include any required rules changes and the proper education and outreach to ensure accessibility, including specifically for people with disabilities and for people with limited English proficiency in accordance with the Americans with Disabilities Act and Sections 203 [protection of citizens who are language minorities] and 208 [protection of citizens who are disabled] of the Voting Rights Act.

Appendix B: Pre-RFP form for vendors

Request for Proposal: Washington State Democratic Party

PO Box 4027 Seattle, WA 98194 (206) 583-0664

Project Name: Presidential Allocation Caucus Absentee/Remote Ballot Process

Project Description:

The Washington State Democratic Party may choose a caucus-based process as the delegate allocation step for the Presidential Nominating process culminating in the Democratic National Convention. One of the 2020 requirements of the Democratic National Committee Rules is that any caucus process used as the delegate allocation step must offer an absentee or remote voting opportunity for those participants who cannot physically attend the caucuses for any reason. This pre-RFP serves to establish estimated costs and a list of vendors interested, qualified, and able to bid on the process once an allocation step is chosen by the Washington State Democratic Central Committee on April 7, 2019. Expectation is that the full RFP process will commence on April 15, 2019, with a vendor chosen by July 30, 2019.

Procurement Contact Person: Joanne Fleming, Caucus Improvement Committee Co-Chair

Telephone Number of PCP: Joanne Fleming (509) 999-5648

Email Address of PCP: scm-a@thirdld.org

For document transmission, please attach PDFs, MS Word Docs, or scans to email.

Responding Vendor Name:

Address:

City, State, Zip Code:

Vendor Phone(s):

Vendor contact Person for RFP Response:

Vendor contact email(s):

1. Background/Introduction

The Washington State Democratic Party (WSDP) and the Washington State Democratic Central Committee (WSDCC), the operational organization and governing body, respectively, for the Democratic Party in Washington State are seeking vendors for a privately-run absentee ballot process, replicating elements of a publicly-run election as a part of the Presidential nomination process in Washington State, to be conducted in the Spring of the year 2020.

The Washington State Democratic Party is currently considering two possible options for the delegate allocation step - the initial step in the Presidential Nomination process, in which state delegates to the national convention are allocated to the various Presidential candidates.

The two options are using a government-run primary or using a traditional party-run caucus.

Under new rules for the 2020 delegate selection process, a state party may choose a caucus-based process as the delegate allocation step for the Presidential Nominating process culminating in the Democratic National Convention. *However, one of the 2020 requirements of the Democratic National Committee Rules is that any caucus process used as the delegate allocation step must offer an **absentee or remote voting opportunity** for those participants who cannot physically attend the caucuses for any reason.*

This pre-RFP serves to establish estimated costs and a list of vendors interested, qualified, and able to bid on the **absentee or remote voting opportunity** process once an allocation step is chosen by the Washington State Democratic Central Committee on April 7, 2019.

This pre-RFP must be returned by 5:00pm PDT, on Wednesday, March 13, 2019 for priority consideration.

Expectation is that the full RFP process will commence on April 15, 2019, with a vendor chosen by July 30, 2019.

2. Project Goals and Scope of Services

The successful vendor chosen will be expected to build and execute an online remote voting application to be used by approximately 1 million voters with options for a paper ballot to be requested online, by phone, and by US postal mail, if the online option is not usable by the voter. The existing Washington Secretary of State's voter database will be used for identifying and precincting registered voters.

As well as the online collection and tabulation of votes, the vendor will produce a daily flat file report to mail paper ballots via first class mail (may be bulk election class) out to all voters who have requested them. Ballots and/or envelopes will contain barcodes and/or other technology to allow for mechanized sorting of incoming ballots so to expedite and ensure accuracy in the tabulation process.

There is no need for a secret ballot, as these absentee caucus ballots are substituting for the voters' physical presence at a caucus. Indeed, the names of the voters will be linked and the ballots signed by voters. Thus, there may be a barcode or other technology linking the voter printed directly on the ballot.

The identity of the voters having cast incoming caucus ballots will be verified using the Washington Secretary of State's voter and signature database, so prevent voter fraud.

The results from the ballots will need to be sorted by precinct, and reported out by name of voter, precinct, and presidential choice. Write-ins will need to be tabulated and reported out.

Ballots will be due back one week before the caucus day, to provide enough time to fully canvass, tabulate, and distribute to the precinct committee officers or designated precinct leaders in advance of caucus day for use in their calculations of presidential delegate allocation on caucus day.

The precinct caucuses will be held on Saturday, March 21, 2020.

3. Anticipated Selection Schedule

Responding vendors will be notified by March 15, 2019, if they have qualified for the vendor list to which the full RFP will be offered in April 2019.

4. Time and Place of Submission of Proposals

This pre-RFP is to be submitted to Joanne Fleming, Co-chair of the Caucus Improvement Committee at **scm-a@thirdld.org**. Documents may be attached as PDFs, MS Word documents, or scans of documents. In the subject line, please state "WSDP Online Voting RFP Response".

5. Timeline

This pre-RFP serves to establish estimated costs and a list of vendors interested, qualified, and able to bid on the process once an allocation step is chosen by the Washington State Democratic Central Committee on April 7, 2019. Expectation is that the full RFP process will commence on April 15, 2019, with a vendor chosen by July 31, 2019.

Build out and testing of the process will occur from August 1, 2019 – December 31, 2020.

The system will go live for accepting ballot requests on January 2, 2020. Ballots will go for first mail-out on February 29, 2020, with rolling mail-out until March 10, 2020.

Canvass will commence as ballots are returned, with ballots received by March 14, 2020 eligible for consideration.

Results will be compiled March 15 – March 20, 2020.

6. Elements of Proposal:

Please answer the following questions about your proposal:

1. Please describe in a short narrative the process you are proposing to meet the needs of the absentee ballot/remote voting process operation:

2. Please identify any equipment, hardware, and software your firm plans to use in your process:

3. About your firm and staff:

- a. Has your firm ever designed a remote voting/absentee ballot process for a universe of 1 million voters? When and for what jurisdiction or organization? May we contact the jurisdiction or organization to discuss their experience?
- b. Has your firm ever designed a remote voting/absentee ballot process using exactly the procedures you are proposing for this election? When and for what jurisdiction? Please describe the process you used and anything you learned. May we contact the jurisdiction or organization to discuss their experience?
- c. Who would be the principal leadership staff involved from your firm? What are the backgrounds of each? How many years of direct election administration experience do they have?
- d. Who would be the on-the-ground representatives of your firm working with our team? What are the backgrounds of each? How many years of direct election administration experience do they have?
- e. What level of dedication of your team's resources will be available during the critical timeframe of the execution of the election? On caucus day and during the early voting period?
- f. Are all of your leadership and staff neutral parties in the 2020 Presidential nomination process? How do you ensure that no individuals involved in the project have endorsed or worked for any Presidential candidate, campaign or outside campaign support group, either privately or formally?
- g. The Washington State Democratic Party require execution of a non-disclosure agreement and a contractual understanding that all data involved in the process is the sole property of the Washington State Democratic Party and the Washington State Democratic Central Committee. Would these requirements be agreeable to your firm?

4. About your proposed process:

- a. The WSDP must follow specific, prescribed rules from the DNC in administering our absentee and remote voting process for the caucus. Given these parameters:
 - How does your process provide a voter-verified paper record of each voter's vote? (Voter-verified specifically means that the voter has seen the means of vote transmission and agrees it is accurate)
 - How does your process allow for providing precinct caucus leaders with a usable record to incorporate into the calculations of each caucus' total for allocation of delegates?
 - How would a swift and accurate recount of votes cast be accomplished?

- How would disabled voters be accommodated? Indicate all of the various disabilities your equipment and/or process could accommodate.
- How does your process accommodate voters without internet access? (for requesting ballots, asking questions)
- How does your process ensure that no bad actor could alter or forge another's vote or ballot?
- How do you verify that it is the actual voter requesting a ballot and returning that ballot? What is your procedure?
- What other cyber security measures do you employ to assure the integrity of any online interfaces with voters for any purpose?

b. In addition to the DNC, the WSDP is a leader in advocating for best election and cyber security practices. Given that:

- How do you stress test your process, to ensure it can handle 1 million voters, with the possibility of 40% of them all accessing your system on one day?
- How does your process propose to ensure that any data transmitted via the internet is promptly harvested multiple times daily and transferred to secure data storage with no connection to the internet, and also to a secondary replicated storage, in another location, and also without any connection to the internet?
- How does your process and system propose to ensure that a hostile actor does not hack or otherwise disrupt any portions of the online the absentee ballot request or other process?
- How does your process propose to recover from a major natural disaster or emergency situation? Specifically: An earthquake? A major storm which knocks out power in the region for several days? A fire in the building in which the ballot processing is occurring?
- How does your process address tabulation of the ballots or votes in a timely manner if no power is available for several days?
- How does your process restart tabulation if disrupted by an emergency, outage, or hostile actor?
- What brands of election equipment or software are you planning to use and why? Has any of the equipment or software been used in previous elections? Which ones?

5. Force Majeure Circumstances:

a. What level of liability insurance does your firm carry for an election process of this size?

- b. Have you ever been unable to execute on an election administration contract? Where and when? What were the circumstances?

6. Costs

Please provide the costs to the WSDP for the services, including lease or purchase of any required hardware, software, equipment, as well as staff costs, licensing or other items needed for full execution of the proposal, identified above.

7. Evaluation Criteria

The pre-RFP for qualifying potential vendors will be evaluated on the following criteria:

- 20% Leadership staff and previous election process success record
- 50% Executables and complete overall plan
- 30% Cost and Budget

8. Possible Roadblocks

The Democratic National Committee requires that all states have a fully American with Disabilities Act compliant accessible process, and the following nine elements:

- A. ...[T]he State Party's Delegate Selection Plan shall prevent attempts at voter suppression, disenfranchisement, and ensure an open and inclusive process. Further, the Rules and Bylaws Committee shall determine whether the State Party's Delegate Selection Plan meets the requirements specified in this section, including:
 - 1. Incorporating mechanisms with reasonable safeguards against error and fraud to vote absentee or vote early;
 - 2. Demonstrating that the State Party has the financial and technical ability to successfully run the process;
 - 3. Implementing same-day voter registration and party-affiliation changes at the voting location;
 - 4. Creating a process for publicly reporting the total statewide and district level results for each candidate based on the first expression of preference by the participants at the first determining step, as determined in the State's Plan;
 - 5. Requiring that the allocation of all national delegates, be locked in at the final expression of preference at the first determining step, as determined by the State's Plan, subject to recount;
 - 6. Ensuring final expressions of preference as part of the presidential nominating process are securely preserved, in a method to be specified in the State's Plan, that ensures the availability of a prompt and accurate recount or recanvass;
 - 7. Providing a standard and procedure by which a presidential candidate may request a recount or recanvass that is paid for by the candidate and carried out in a timely manner;
 - 8. Creating mechanisms that allow voters who are unable to be a part of the process in person to participate. This can include, but is not limited to those serving in the military, those with a disability or illness preventing participation,

those who are not able to take time off from work or obtain child care, and other reasons; and

9. Taking appropriate steps to ensure voters in party-run processes, like those in primary states, have a right to participate in the process. These steps could include any required rules changes and the proper education and outreach to ensure accessibility, including specifically for people with disabilities and for people with limited English proficiency in accordance with the Americans With Disabilities Act and Sections 203 and 208 of the Voting Rights Act

Any proposal without these elements cannot be considered.


9. Budget

The WSDP is interested in the respondents' best estimates for budget required to execute with accuracy the identified required absentee/remove voting process supporting 1 million participating voters, with as many as 40% of those voters potentially responding or requesting a ballot on a single day. The distinguishing feature of "budget" versus "costs" would be that the components of the various executables are integrated into a total overall expenditure picture for the entire project.

= End of pre-RFP =


Appendix C: Example of how the online process might look for registration & absentee voting:

Step 1: Pre-Registration



Caucus in 2020!

The caucus is where you can meet up with your neighbors on March 21st to express your preference for who should be President. Each state will send delegates to the final nomination vote at the DNC National Convention, in proportions that were won in each state's process.



Pre-register now! Use the form on the right. All participants will be cross-checked with their voter registration, and establish or sign into their own unique DemAccount which is the Democratic Party's online identifier for you, similar to other secure online sites you log into.

Pre-Register for your DemAccount


(you will need this to caucus)

First, search for your voter record:

First Name: Last Name: Zip Code:

☒ I agree to the [Washington State laws regarding the use of voter registration data.](#)

Step 2: Find Your Voter Record



Find your voter record

First Name: Last Name: Zip Code:

☒ I agree to the [Washington State laws regarding the use of voter registration data.](#)

We found 1 matching voter — please select below:


	FULL NAME	DATE OF BIRTH	ADDRESS	CITY, STATE & ZIP
<input checked="" type="radio"/>	JOANNE M. FLEMING			SPOKANE, WA 99207

Please also provide us with some contact information:

Phone: Email:

☒ I affirm that I am participating in this caucus as a Democrat, and that I will not also have participated in the Republican primary. I consider this a matter of public record.

Step 3: In-Person or Absentee?



Welcome back, thanks for doing the two step verification to establish your DemAccount! We'll see you on **Saturday, March 21st, 10am** at

1000 4th Ave
Seattle, WA 98104

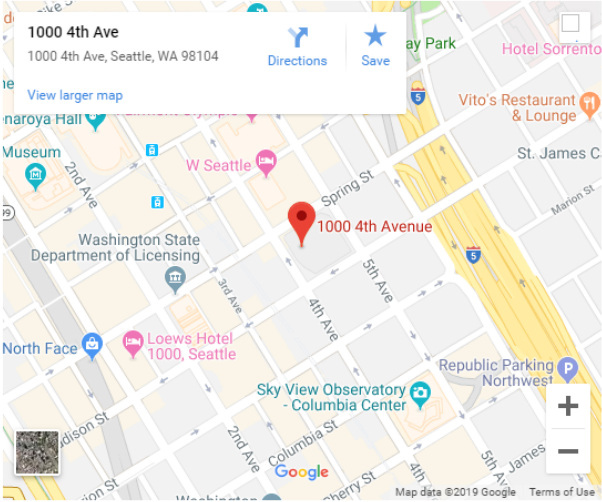
Are you planning on attending the caucus?
Bring a copy of your caucus registration sheet with you.
In-person attendees

[Download your caucus registration sheet](#)


Note: some anti-virus programs (McAfee in particular) have problems with downloading our PDF files. We recommend disabling those temporarily so you can get your caucus registration sheet.

Can't make it?
You can still participate, remotely!
[Absentee voters](#)

[Register as a remote voter](#)



Step 3-Absentee: Absentee Voters – Review Candidates



Remote Voter Participation

Remote voter participation is as follows:

1. You review information for each of the candidates.
2. One week later, you can express your preference here until March 11.

[Review Candidates](#)[Preference Poll](#)

Note: this site is for demonstration purposes only and is not a binding vote in any election process.
By using this site, you agree to abide by the [Washington State laws regarding the use of voter registration data](#).
Copyright © WSDCC 2018 Caucus Committee

Step 3-Absentee: Absentee Voters – Review Candidates



2020 Democratic Caucus Candidates

As part of the remote voter process, please review the information for each candidate below. You must check each checkbox before you can continue.

Franklin D. Roosevelt

<https://www.fdr4moreyears.com>

Served on the New York State Senate in 1910, and as Assistant Secretary of the Navy under President Woodrow Wilson during WW1. As president, during the first 100 days of the 73rd United States Congress, Roosevelt caused federal legislation and issued executive orders that instituted "the New Deal" producing relief, recovery, and reform helping the unemployed and farmers while seeking overall economic recovery.



☒ I have reviewed the information for Franklin D. Roosevelt.

Ruth Bader Ginsburg

<https://www.rbg4prez.com>

Was the second female justice to be confirmed to the supreme court. Served as professor at Rutgers School of Law and Columbia Law School. Volunteer lawyer and member of its board of directors for the American Civil Liberties Union in the 1970's. She co-founded the Women's Rights Law Reporter, the first law journal in the U.S. to focus exclusively on women's rights. Favors single payer healthcare for all, funded by a reduction in military spending.



☒ I have reviewed the information for Ruth Bader Ginsburg.

John F. Kennedy


<https://www.jfkagain.com>

Graduated from Harvard then served in the U.S. Naval Reserve. During WW2, he commanded PT boats in the Pacific theater and earned the Navy and Marine Corps Medal. Kennedy represented the 11th congressional district of Massachusetts in the U.S. House of Representatives from 1947 to 1953, and the U.S. Senate from 1953 to 1960. Faced off against Russia in the Cuban Missile Crisis making soviet forces withdraw from Cuba.



☒ I have reviewed the information for John F. Kennedy.

Step 3-Absentee: Absentee Voters – Select Presidential Preference



Please select your presidential preference:

You are allowed to select up to 2 candidates. You may choose the same candidate twice.

Preference #1:

Preference #2:

☒ I have read the requirements and agree to the Terms of participation.


Note: this site is for demonstration purposes only and is not a binding vote in any election process.
By using this site, you agree to abide by the [Washington State laws regarding the use of voter registration data](#).
Copyright © WSDCC 2018 Caucus Committee



Thank you! Your preference responses have been recorded.

Step 3b:

Step 3 In-Person Attendees – Download your caucus registration sheet



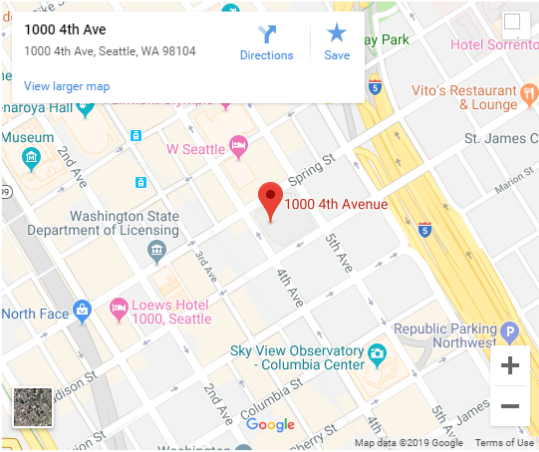
Welcome back, thanks for doing the two step verification to establish your DemAccount! We'll see you on **Saturday, March 21st, 10am** at

1000 4th Ave
Seattle, WA 98104

Are you planning on attending the caucus?
Bring a copy of your caucus registration sheet with you.
In-person attendees

Note: some anti-virus programs (McAfee in particular) have problems with downloading our PDF files. We recommend disabling those temporarily so you can get your caucus registration sheet.

Can't make it?
You can still participate, remotely!
[Absentee voters](#)



Step 3 In-Person Attendees – caucus registration sheet



County	SPOKANE	Legislative District	3
Precinct	3109	RSVP #	771896
Caucus location	1000 4th Ave Seattle, WA 98104		

2020 Precinct Caucus Sign-In Sheet



"I am a registered voter in the legislative district named above. I consider myself to be a Democrat, and I agree that my attendance at this caucus is a matter of public record."

Presidential Preference (at sign-in)		Presidential Preference (final, if changed)	
Full Name (as registered - please print clearly)	JOANNE FLEMING		
Signature			
Date of Birth		Gender	F
Home Phone	509-999-5648	Mobile Phone	
Email Address	kickinggrassroots@gmail.com		
Registration Address			
Registration City	SPOKANE	Registration Zip Code	99207
Mailing Address			
Mailing City		Mailing Zip Code	
YES, I would like to be a Campaign Volunteer!		<input type="checkbox"/>	
YES, I would like to receive campaign updates by text!		<input type="checkbox"/>	
Optional			
Ethnicity			
Preferred Language			
LGBTQ?	<input type="checkbox"/>	Disabled?	<input type="checkbox"/>
Veteran?	<input type="checkbox"/>	Union?	<input type="checkbox"/>
DO NOT COMPLETE THIS SECTION - FOR CAUCUS USE ONLY			
Final Preference		Delegate?	
Alternate Number?			

wa-democrats.org | (206) 583-0664 | @washdems | facebook.com/washdems | #WAcaucus

¹ Data provided by voters is completely voluntary.

APPENDIX D: Caucus as allocation step Process Options with Budgets and Volunteer Time						
Summary Totals						
Timeline	Absentee Paper Ballot Process	Budget Line Item	Absentee Online Remote Voting Process with Postcard PIN	Budget Line Item	Absentee Fully Online Remote Voting Process	Budget Line Item
	Approximate TOTAL distributed COSTS	\$1,740,000	Approximate TOTAL distributed COSTS	\$680,000	Approximate TOTAL distributed COSTS	\$505,000
	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$2,790,100	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$1,720,100	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$1,555,100
	Approximate additional direct LPO COSTS each	\$700 - \$35,000	Approximate additional direct LPO COSTS each	\$700 - \$35,000	Approximate additional direct LPO COSTS each	\$700 - \$35,000
	Approximate additional direct LPO COSTS all districts	\$1,050,100	Approximate additional direct LPO COSTS all districts	\$1,050,100	Approximate additional direct LPO COSTS all districts	\$1,050,100
	Approximate additional LPO Volunteer Hours per district	500 – 15,000 volunteer hours each LD or county, depending upon size of district	Approximate additional LPO Volunteer Hours per district	500 – 11,000 volunteer hours each LD or county, depending upon size of district	Approximate additional LPO Volunteer Hours per district	500 – 10,500 volunteer hours each LD or county, depending upon size of district
	Approximate additional LPO Volunteer Hours all districts	387,500 volunteer hours statewide	Approximate additional LPO Volunteer Hours all districts	287,500 volunteer hours statewide	Approximate additional LPO Volunteer Hours all districts	275,000 volunteer hours statewide

Report of the Caucus Improvement Committee: Recommendations for the 2020 Delegate Selection Process

Caucus as allocation step Process Options with Budgets and Volunteer Time						
Timeline	Absentee Paper Ballot Process	Budget Line Item	Absentee Online Remote Voting Process with Postcard PIN	Budget Line Item	Absentee Fully Online Remote Voting Process	Budget Line Item
April 2019	Selection of allocation step by WSDCC	\$0	Selection of allocation step by WSDCC	\$0	Selection of allocation step by WSDCC	\$0
	LD responsibility: SCMs study the materials presented		LD responsibility: SCMs study the materials presented		LD responsibility: SCMs study the materials presented	
April – June 2019	Full RFP process for vendor selection	\$5,000	Full RFP process for vendor selection	\$5,000	Full RFP process for vendor selection	\$5,000
	No LD responsibility this step		No LD responsibility this step		No LDresponsibility this step	
June – Dec 2019	Customization of software for support of voter requests and questions	\$20,000	Development of software for requesting PIN, support of voter requests and Qs	\$25,000	Development of software for voting, support of voter requests and Qs	\$25,000
	No LD responsibility this step		No LD responsibility this step		No LDresponsibility this step	
August-Sept 2019	Training of Leadership Team on overall process. <i>Budget line for state party staff</i>	\$10,000	Training of Leadership Team on overall process <i>Budget line for state party staff</i>	\$10,000	Training of Leadership Team on overall process <i>Budget line for state party staff</i>	\$10,000
	LD responsibility: Identify Logistics leadership, PCO recruitment chair, Fundraising team and have them complete the training	1 volunteer hour per every 3 expected in person attendees. Eg: 5,000 attendees/ 3 = 1,666 vol hours (so 20 volunteers would each put in 83.3 hours over two months)	LD responsibility: Identify Logistics leadership, PCO recruitment chair, Fundraising team and have them complete the training	1 volunteer hour per every 3 expected in person attendees. Eg: 5,000 attendees/ 3 = 1,666 vol hours (so 20 volunteers would each put in 83.3 hours over two months)	LD responsibility: Identify Logistics leadership, PCO recruitment chair, Fundraising team and have them complete the training	1 volunteer hour per every 12 expected in person attendees. Eg: 5,000 attendees/ 12 = 416.6 vol hours (so 20 volunteers would each put in 20.8 hours over two months)
Sept 2019 – March 2020	Required Media outreach plan	\$25,000	Required Media outreach plan	\$25,000	Required Media outreach plan	\$25,000
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step	

Report of the Caucus Improvement Committee: Recommendations for the 2020 Delegate Selection Process

Timeline	Absentee Paper Ballot Process	Budget Line Item	Absentee Online Remote Voting Process with Postcard PIN	Budget Line Item	Absentee Fully Online Remote Voting Process	Budget Line Item
August – Oct 2019	Recruitment of Volunteer Staff needed during tabulation period	\$5,000	Recruitment of Volunteer Staff needed during tabulation period	\$5,000	Recruitment of Volunteer Staff needed during tabulation period	\$5,000
	LD responsibility: recruit their portion of the full team of full-time equivalent volunteers needed during the tabulation period (25-75 per district depending upon their Democratic density)	25-150 volunteer hours	LD responsibility: to recruit their portion of the full team of full-time equivalent volunteers needed during the tabulation period (15-50 per district depending upon their Democratic density)	25-75 volunteer hours	LD responsibility: to recruit their portion of the full team of full-time equivalent volunteers needed during the tabulation period (15-50 per district depending upon their Democratic density)	25-75 volunteer hours
August – Dec 2019	Mentor the LPO fundraising plan to pay for the precinct caucuses	\$5,000	Build and Plan the LPO fundraising plan to pay for the precinct caucuses	\$5,000	Build and Plan the LPO fundraising plan to pay for the precinct caucuses	\$5,000
	LD and County sub-caucus responsibility – raise the full amount of funds needed to pay for the precinct caucus process in their jurisdiction, including absentee/remote voting process - \$5,000 - \$250,000 each	50 – 1200 volunteer hours over 4 months <i>(depending upon expected voter turnout and Democratic density – each LD has individual budget)</i>	LD and County sub-caucus responsibility – raise the full amount of funds needed to pay for the precinct caucus process in their jurisdiction, including absentee/remote \$5,000 - \$150,000 each	50 -750 volunteer hours over 4 months <i>(depending upon expected voter turnout and Democratic density – each LD has individual budget)</i>	LD and County sub-caucus responsibility – raise the full amount of funds needed to pay for the precinct caucus process in their jurisdiction, including absentee/remote voting process \$5,000 - \$100,000 each	50 – 500 volunteer hours over 4 months <i>(depending upon expected voter turnout and Democratic density – each LD has individual budget)</i>
August – Dec 2019	Recruitment of Precinct Caucus Leaders	\$5,000	Recruitment of Precinct Caucus Leaders	\$5,000	Recruitment of Precinct Caucus Leaders	\$5,000
	LD responsibility: to recruit a competent individual to lead every precinct with no PCO, as well as to identify site conveners and area coordinators.	25-250 volunteer hours	LD responsibility: to recruit a competent individual to lead every precinct with no PCO, as well as to identify site conveners and area coordinators.	25-250 volunteer hours	LD responsibility: to recruit a competent individual to lead every precinct with no PCO, as well as to identify site conveners and area coordinators.	25-250 volunteer hours

Report of the Caucus Improvement Committee: Recommendations for the 2020 Delegate Selection Process

Timeline	Absentee Paper Ballot Process	Budget Line Item	Absentee Online Remote Voting Process with Postcard PIN	Budget Line Item	Absentee Fully Online Remote Voting Process	Budget Line Item
Nov - Dec 2019	Build out of ballot tabulation database	\$5,000	Build out of paper ballot request option, support and tabulation plan	\$15,000	Build out of paper ballot request option, support and tabulation plan	\$15,000
Nov - Dec 2019	Build out of ballot tabulation database	\$5,000	Build out of paper ballot request option, support and tabulation plan	\$15,000	Build out of paper ballot request option, support and tabulation plan	\$15,000
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD \$ or vol responsib. this step	
Nov – Dec 2019	Design of ballot cards and tabulation database	\$10,000	Design of ballot cards and hand tabulation procedure plan	\$10,000	Design of ballot cards and hand tabulation procedure plan	\$10,000
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD \$ or vol responsibility this step	
Nov – Dec 2019	Planning, Locating and securing caucus locations	\$500 - \$20,000, Plus 8 – 100 volunteer hours, depending upon the locations needs of each district	Planning, Locating and securing caucus locations	\$500 - \$20,000, Plus 8 – 100 volunteer hours, depending upon the locations needs of each district	Planning, Locating and securing caucus locations	\$500 - \$20,000, Plus 8 – 100 volunteer hours, depending upon the locations needs of each district
January – March 2020	Accept Requests for VBM ballot to be mailed to voters in late February	Included in software cost	Accept sign-ups for voting when voting period opens.	Included in software cost	Accept sign-ups for voting when voting period opens.	Included in software cost
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD \$ or vol responsibility this step	
February 2020	No comparable step	\$0	Mail out of voter postcards with PINs	\$175,000	No comparable step	\$0
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD responsibility this step	
Late February 2020	Voting Period begins – requests from online, phone and by mail requests (server + security costs)	\$50,000	Voting Period begins – voting goes live online (server and security cost)	\$50,000	Voting Period begins – voting goes live online (server and security cost)	\$50,000

Report of the Caucus Improvement Committee: Recommendations for the 2020 Delegate Selection Process

Timeline	Absentee Paper Ballot Process	Budget Line Item	Absentee Online Remote Voting Process with Postcard PIN	Budget Line Item	Absentee Fully Online Remote Voting Process	Budget Line Item
	No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step		No LD \$ or volunteer responsibility this step	
Feb 29 – March 14, 2020	Ballots may be received and processed – daily results must be archived out of the cloud and under secure data storage in two locations	\$35,000	Online Votes may be received – daily results must be archived out of the cloud and under secure data storage in two locations	\$25,000	Online Votes may be received – daily results must be archived out of the cloud and under secure data storage in two locations	\$25,000
	No LD responsibility for this step		No LD responsibility for this step		No LD responsibility for this step	
Feb 29 – March 14, 2020	LD and County sub-caucuses only: Purchasing, Staging all supplies for precinct caucuses	\$100 - \$5000 for supplies, plus 50 – 250 vol hours, depending upon size of district	LD and County sub-caucuses only: Purchasing, Staging all supplies for precinct caucuses	\$100 - \$5000 for supplies, plus 50 – 250 vol hours, depending upon size of district	LD and County sub-caucuses only: Purchasing, Staging all supplies for precinct caucuses	\$100 - \$5000 for supplies, plus 50 – 250 vol hours, depending upon size of district
Feb 29 – March 14, 2020	LPOs only: Training of all PCOs and vacant precinct captains for precinct caucus day	50 – 1200 volunteer hours, depending the LPO	LPOs only: Training of all PCOs and vacant precinct captains for precinct caucus day	50 – 1200 volunteer hours, depending the LPO	LPOs only: Training of all PCOs and vacant precinct captains for precinct caucus day	50 – 1200 volunteer hours, depending the LPO
Late February 2020	Ballots Mailed out Postage	\$750, 000 + \$230,000	Mail out of requested paper ballots (assuming 50K requested paper ballots) + postage	\$39,000 + \$11,500	Mail out of requested paper ballots (assuming 50K requested paper ballots) + postage	\$39,000 + \$11,500
	LD responsibility: Must have volunteers available to answer questions or refer for response, from voters that come in at the LD level	16-72 trained volunteer hours per day during the voting period	LD responsibility: Must have volunteers available to answer questions or refer for response, from voters that come in at the LD level	16-72 volunteer hours per day during the voting period	LD responsibility: Must have vols available to answer questions or refer for response, from voters that come in at the LD level	16-72 volunteer hours per day during the voting period
March 14	Voting period ends		Voting period ends		Voting period ends	
March 15 – 20, 2020	CANVASSING AND TABULATION	\$250,000	CANVASSING and TABULATION	\$75, 000	CANVASSING and TABULATION	\$75, 000
	LD responsibility: Volunteers from each LPO to decrease the reliance on paid hourly staff for hand tabulation	50 – 6400 volunteer hours per LD, depending upon Democratic density	LD responsibility: Volunteers from each LPO to decrease the reliance on paid hourly staff for hand tabulation	50 – 3200 volunteer hours per LD, depending upon Democratic density	LD responsibility: Volunteers from each LPO to decrease the reliance on paid hourly staff for hand tabulation	50 – 3200 volunteer hours per LD, depending upon Democratic density

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March 20, 2020	Report out for Precincts	Included in previous budget items	Report out for Precincts	Included in previous budget items	Report out for Precincts	Included in previous budget items
	Volunteer Time for each LPO to prep the reports for caucus day and ensure that the caucus supplies are properly staged	12 – 240 hours, depending upon Democratic size of LD		12 – 240 hours, depending upon Democratic size of LD		12 – 240 hours, depending upon Democratic size of LD
	ADA and language accommodations: Translators, physical equipment, etc.	\$100 - \$10,000 each LD, depending on number of locations and accommodations needed (30-50K TL)	ADA and language accommodations: Translators, physical equipment, etc.	\$100 - \$10,000 each LD, depending on number of locations and accommodations needed (30-50K TL)	ADA and language accommodations: Translators, physical equipment, etc.	\$100 - \$10,000 each LD, depending on number of locations and accommodations needed (30-50K TL)
March 21	PRECINCT CAUCUSES		PRECINCT CAUCUSES		PRECINCT CAUCUSES	
	Volunteer hours for each LPO to conduct the precinct caucuses, and central report gathering	50 – 1000 hours, depending upon Democratic size of LD	Volunteer hours for each LPO to conduct the precinct caucuses, and central report gathering	50 – 1000 hours, depending upon Democratic size of LD	Volunteer hours for each LPO to conduct the precinct caucuses, and central report gathering	50 – 1000 hours, depending upon Democratic size of LD
March 21, 2020	Report back from caucuses and aggregation of results	Included in previous budget items	Report back from caucuses and aggregation of results	Included in previous budget items	Report back from caucuses and aggregation of results	Included in previous budget items
March – April 2020	Possible recount* <i>*not included in budget totals – would be paid by candidate requesting</i>	\$250,000	Possible recount* <i>*not included in budget totals – would be paid by candidate request</i>	\$100,000	Possible recount* <i>*not included in budget totals – would be paid by candidate requesting</i>	\$100,000
April 2020	Wrap-up and data transfer to Party voter database	\$10,000	Wrap-up and data transfer to Party voter database	\$5,000	Wrap-up and data transfer to Party voter database	\$5,000
	Equipment not included in other line items	\$250,000	Equipment not included in other line items	\$100,000	Equipment not included in other line items	\$100,000

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	Staff not included in other line items, including particularly staff for processing of ballots printed from the website and filled out by hand, and for staffing the email and telephone help lines. <i>This also includes up to four management-level party staff to ensure that state party staff are not consumed by caucus responsibilities, and can continue to perform their customary functions.</i>	\$280,000	Staff not included in other line items including particularly staff for processing of ballots printed from the website and filled out by hand, and for staffing the email and telephone help lines, which would also be replacement PIN lines <i>(CIC would advocate for using volunteer labor for this line item, however, if staff needed to be hired, this would be the cost.)</i>	\$100,000	Staff not included in other line items, including particularly staff for processing of ballots printed from the website and filled out by hand, and for staffing the email and telephone help lines, which would also be help desk lines for those having technical voting problems <i>(CIC would advocate for using volunteer labor for this line item, however, if staff needed to be hired, this would be the cost.)</i>	\$100,000
	Approximate TOTAL distributed COSTS	\$1,740,000	Approximate TOTAL distributed COSTS	\$680,000	Approximate TOTAL distributed COSTS	\$505,000
	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$2,790,100	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$1,720,100	Approximate TOTAL distributed COSTS with additional direct LPO costs included	\$1,555,100
	Approximate <i>additional</i> direct LPO COSTS each	\$700 - \$35,000	Approximate <i>additional</i> direct LPO COSTS each	\$700 - \$35,000	Approximate <i>additional</i> direct LPO COSTS each	\$700 - \$35,000
	Approximate <i>additional</i> direct LPO COSTS all districts	\$1,050,100	Approximate <i>additional</i> direct LPO COSTS all districts	\$1,050,100	Approximate <i>additional</i> direct LPO COSTS all districts	\$1,050,100
	Approximate additional LPO Volunteer Hours per district	500 – 15,000 volunteer hours each LD or county, depending upon size of district	Approximate additional LPO Volunteer Hours per district	500 – 11,000 volunteer hours each LD or county, depending upon size of district	Approximate additional LPO Volunteer Hours per district	500 – 10,500 volunteer hours each LD or county, depending upon size of district
	Approximate additional LPO Volunteer Hours all districts	387,500 volunteer hours statewide	Approximate additional LPO Volunteer Hours all districts	287,500 volunteer hours statewide	Approximate additional LPO Volunteer Hours all districts	275,000 volunteer hours statewide