January 28, 2020

Department of Investigation
Conflicts of Interest Board
2 Lafayette Street
Suite 1010
New York, NY, 10007

To Whom It May Concern:

Common Cause New York formally requests the New York City Conflicts of Interest Board (COIB) immediately open an investigation into potential violations of city law generated by the troubling relationship between New York City Board of Elections Executive Director Michael J. Ryan and voting machine vendor Election Systems & Software (ES&S).

ES&S is the prime vendor for voting machines in New York City and typically has one of the largest contracts with the NYC Board of Elections. In 2013, Mr. Ryan was invited to join ES&S’s National Customer Advisory Board. The ostensible purpose of the biannual Advisory Board meetings was for ES&S to actively engage and solicit feedback from election administrators whose municipalities use ES&S products. Topics for the meetings would “include a review of the current and strategic direction of ES&S, potential new products, and overall election industry trends.” Perks of membership included all expenses paid trips which included airfare, hotels, meals, and entertainment.

Mr. Ryan joined the board in 2014. In 2018 it came to light that Mr. Ryan failed to receive the necessary ethics waiver to join the board nor did he properly disclose his membership on the annual city-mandated disclosure form. Equally troubling, in March 2019 he tried to circumvent the state voting machine certification process in order to use the as yet to be certified ES&S ExpressVote XL voting machine during the November 2019 election, exhibiting a troubling pattern of preferential behavior. To date, the ExpressVote XL is still undergoing the state certification process. It should be noted its limited rollout in other jurisdictions has been disastrous.

Meanwhile, ES&S has raked in over $50 million from BOE contracts since 2014.

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1 Letter of Advisory Board membership solicitation from Tom Burt, President of ES&S dated December 17, 2013.
4 Payments from the Board of Elections to ES&S were aggregated from 2014 through the current fiscal year. Payment details were accessed through the NYC Comptroller’s website Checkbook NYC.
We believe that Mr. Ryan violated city law on multiple counts when he failed to obtain the necessary waiver to sit on the ES&S advisory board and through accepting prohibited valuable gifts. **We demand a thorough investigation to shed light on the full scope of his dealings with ES&S.** While Mr. Ryan has withdrawn from the ES&S Advisory Board once his role finally came to light, we have grave concerns regarding his impartiality during any and all conversations and negotiations concerning the purchase of new voting machines from ES&S. The facts clearly support his recusal from the aforementioned procurement activities due to multiple violations of city law:

- Mr. Ryan violated the law when he did not disclose his membership on the ES&S National Customer Advisory Board and when he neither requested nor received the necessary waiver from the COIB to serve on the Board.

- It is highly unlikely that the full scope and contours of the mutually beneficial relationship are known which therefore necessitates a thorough COIB investigation.

  - Emails detail potential violations of the rules surrounding the receipt of valuable gifts.

  - A review of two Advisory Board agendas raise questions to the actual purpose of the convenings other than glorified sales pitches.

We’ve enclosed relevant research, documents, and analysis that support our complaint.

Respectfully,

Susan Lerner
Executive Director
Common Cause New York

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SUPPORTING ANALYSIS AND DOCUMENTATION FOR COIB COMPLAINT

A slew of evidence has emerged since December 2018 that has begun to fill in the details of the questionable relationship between Mr. Ryan and ES&S which seems to violate city law. The violations fall into one of two areas: a procedural failure, not requesting the appropriate waiver and subsequent failure to properly disclose the relationship, and an ethical failure, accepting gifts in excess of city caps. Our research and analysis show:

- Mr. Ryan never requested nor received the necessary waiver from the COIB to serve on the ES&S National Customer Advisory Board. This shows an astonishing lack of judgement and is seemingly in violation of city law.

  o The relevant law is clear:

    - Charter Section 2604(a)(1)(b) prohibits a full-time City employee from taking a position in a firm that is engaged in business dealings with the City. “Position” is defined in Charter Section 2601(18) as “a position in a firm, such as an officer, director, trustee, employee, or any management position, or as an attorney, agent, broker, or consultant to the firm, which does not constitute an ownership interest in the firm.”

    - Charter Section 2604(e) provides that a public servant may hold a position or engage in conduct otherwise prohibited by Chapter 68 if the Board determines, after receiving written approval of the public servant’s agency head, that such position or conduct does not involve a conflict with the purposes and interests of the City.

  o A FOIL request revealed a single waiver on file for part-time employment at Northwell Health dated February 14, 2018.

  - In this instance, Mr. Ryan understood the necessity of requesting a waiver so as to steer clear of any perceived conflicts of interests. He was granted permission to serve as a part-time member of Northwell Health’s Institutional Review Board. While Northwell has business before the City, it has no dealings with the New York City Board of Elections. His part-time earnings would be capped at $540 annually.

- The too cozy relationship between Mr. Ryan and ES&S smacks of impropriety and is a blatant conflict of interest due to his tenure on the ES&S National Customer Advisory Board.

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6 New York City Charter Chapter 68, Conflicts of Interest.
7 Common Cause/NY received a copy of the COIB waiver on January 23, 2020.
ES&S spent thousands of dollars on nine paid trips for Mr. Ryan since he joined the board in 2014.8

- Destinations varied from corporate headquarters in Nebraska to Las Vegas to Fort Lauderdale.

- The biannual trips were convenings of the advisory board. Expenses subject to reimbursement were categorized as travel and lodging. ES&S spent anywhere between $9,000-$45,000 on all nine trips. Since the value of reimbursements are publicly reported as ranges, we can not specify the exact amount.

- Due to public outcry, Mr. Ryan resigned from the board in December 2018.

- Other advisory board members took varying approaches to insulate themselves from perceived or actual conflicts of interest.

  - South Carolina’s Election Director Marci Andino, and fellow ES&S Customer Advisory Board member, obtained the relevant permission from state authorities and still recused herself from procurement decisions to avoid any perceived or actual conflicts of interest.9

- A review of two meeting agendas, from August 2016 and March 2017, reveal the dual purpose of these convenings.


  - March 2017: Agenda items included Company Update, Building the Future-Development Update, Technical Services- How ES&S is growing to meet your needs, and Customer Satisfaction- The results say...

- Furthermore, ES&S spent an additional $39,000 to directly lobby Mr. Ryan on the purchase of voting machines since 2017.

  - ES&S retained Davidoff Hutcher & Citron to lobby Mr. Ryan in 2017 and 2019.

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8 Common Cause/NY received copies of Mr. Ryan’s Annual Disclosure Report from the COIB between January 22-23, 2020.

Lobbying subject details are listed as “voting machine and voting contracts and oversight” in 2019.\textsuperscript{10}

Lobbying subject details are listed as “procurement” in 2017.\textsuperscript{11}

- A review of emails, supporting meeting documentation, and meeting agendas suggest repeated violations of the valuable gifts rule.

  - The charter is clear:
    
    \begin{itemize}
      \item Section 2604 (b)(5): No public servant shall accept any valuable gift, as defined by rule of the board, from any person or firm which such public servant knows is or intends to become engaged in business dealings with the city, except that nothing contained herein shall prohibit a public servant from accepting a gift which is customary on family and social occasions.\textsuperscript{12}
      
      \item The law goes on to define that a valuable gift “means any gift to a public servant which has a value of $50.00 or more, whether in the form of money, service, loan, travel, entertainment, hospitality, thing or promise, or in any other form.”\textsuperscript{13}
    \end{itemize}

- New York City Advisory Board Meeting (August 2016)

  - On August 3rd, emails show that Mr. Ryan and a companion enjoyed pre-show appetizers at the Broadway Lounge VIP area in the New York Marriott Marquis hotel and tickets to the now shuttered Broadway production of \textit{Get on Your Feet} compliments of ES&S. Historical data indicates tickets to \textit{Get on Your Feet} ranged from $55-$149 dollars.\textsuperscript{14}
  
    - On August 4th, emails show he enjoyed a meal at Becco on ES&S’s dime.
  
    - This is in addition to the disclosed reimbursement for travel and lodging in the $1,000-$5,000 range.

- Las Vegas Advisory Board Meeting (March 2017)

  - An agenda detailing the March conference indicates he more than likely attended two group dinners at high-end restaurants in The Cosmopolitan of Las

\textsuperscript{12} \textit{New York City Charter Chapter 68}, \textit{Conflicts of Interest}.
\textsuperscript{13} \textit{Rules of the Board, Conflicts of Interest, Rules of the City of New York Title 53}.
\textsuperscript{14} TDF, ‘\textit{On Your Feet}’ legacy webpage.
Vegas hotel.

- This is in addition to the disclosed reimbursement for travel and lodging in the $1,000-$5,000 range.

- It is highly unlikely that the full scope and contours of the mutually beneficial relationship are known which therefore necessitates a thorough COIB investigation.

  - While Mr. Ryan has amended his disclosure reports, he has only disclosed travel and lodging expenses. Meals, events and other goods are not recorded.

The preponderance of evidence suggests Mr. Ryan violated city law, and we only know part of the story. The COIB must take immediate action and open an investigation into the relationship. Public trust in the impartiality of our election administration is essential for a healthy democracy.
ADDENDUM: SUPPORTING DOCUMENTATION

1. Letter dated 12/17/2013 from Tom Burt, ES&S President, inviting Mr. Ryan to join the advisory board.

2. Letter dated 1/9/2014 from Mr. Ryan accepting a position on the advisory board.

3. Letter dated 2/14/2018 from NYC COIB allowing Mr. Ryan to serve as a member of Northwell Health’s IRB.


5. ES&S National Advisory Board agenda, itinerary and list of attendees for March 2017 meeting in Las Vegas.
Common Cause New York
COIB Letter of Complaint

Supporting Documentation

Document 1
December 17, 2013

Michael J. Ryan
Executive Director
Board of Elections in the City of New York
Executive Office
32 Broadway, 7th Floor
New York, NY 10004

Dear Executive Director Ryan:

Election Systems & Software, LLC ("ES&S") has been in the Election Industry for over 30 years. As our only focus in business, we strive to provide quality solutions and great partnership to our customers. ES&S is our country's leader in the elections market and our goal is to remain the leader for many years to come. A big part of our responsibility as an industry leader is to recognize the importance of soliciting feedback from our customers. One of the many ways we accomplish this is through our National Customer Advisory Board. Our National Customer Advisory Board is comprised of both State and County Election Officials from across the country. The diversity that exists within the Advisory Board helps ES&S stay closely attuned to the needs and challenges of election officials throughout our industry.

Mr. Ryan, I am pleased to extend to you a formal invitation to join our National Customer Advisory Board and encourage you to give it strong consideration.

Please allow me to provide you with a few more details concerning the Advisory Board. The National Customer Advisory Board meets two to three times a year at various locations throughout the United States. Typically one of the meetings is held at our corporate headquarters in Omaha, Nebraska, and the other meetings are typically held at a customer location. The time commitment required on your part would be very minimal outside of your attendance at these meetings. The meetings generally take up a full working day.

The meetings include a review of the current and strategic direction of ES&S, potential new products, and overall election industry trends. Additionally, and potentially most valuable to you and your peers, there is always a substantial amount of time on the agenda for roundtable discussions between the election officials in attendance. This is your time to engage in discussion with your peers about the goals you are pursuing and the challenges you face in the pursuit of those goals. We focus heavily on creating an environment where you and your peers can share best practices and come away from the meeting with good ideas and advice on how to serve your voters even better.

Mr. Ryan, I hope you give this invitation strong consideration and I look forward to your reply.

Sincerely,

Tom Burt
President and Chief Operating Officer

"Maintaining Voter Confidence. Enhancing the Voting Experience."

11208 John Galt Boulevard • Omaha, NE 68137 USA • Phone 402 593 8100 • Toll-Free 1 800 847 8633 • Fax 402 593 8102
Common Cause New York
COIB Letter of Complaint
Supporting Documentation

Document 2
January 9, 2014

Via E-mail teburt@essvote.com and Regular Mail

Mr. Tom Burt
President & CEO
Elections Systems & Software
11208 John Galt Boulevard
Omaha, NE 68137

Re: National Customer Advisory Board

Dear Mr. Burt:

Re the above matter and as a follow-up to your letter dated December 17, 2014, please advised that your request was placed on the agenda for the meeting of the Board of Commissioners on Tuesday, January 7, 2014. I am pleased to advise you that the commissioners voted unanimously to approve my acceptance of your invitation to become a participating member of the National Customer Advisory Board.

By approving my participation at a public meeting stating that it is "in the interests of the City of New York", the minutes thereof will satisfy the requirement that approval be in writing. In addition to confirm the parameters of participation/travel are:

1. The travel is "in the interests of the City of New York";
2. The Board of Commissioners approves the travel in writing;
3. The travel, lodging and meals are "no greater than necessary" to conduct the required business (i.e. no first class airline tickets, presidential suite rooms and/or high priced steak dinners)
Thank you for your invitation and for your shared desires to serve the voters of the City of New York in the most effective and convenient manner possible. I look forward to our continued work in a spirit of mutual cooperation.

Yours truly,

Michael J. Ryan
Executive Director

C: Commissioners
   Dawn Sandow, Deputy Executive Director
Common Cause New York
COIB Letter of Complaint

Supporting Documentation

Document 3
February 14, 2018

Steven H. Richman
General Counsel
New York City Board of Elections
32 Broadway
New York, New York 10004

Re: Conflicts of Interest Board Case No. 2018-051 (Michael Ryan)

Dear Mr. Richman:

This is in response to your letter to the Conflicts of Interest Board (the “Board”), dated January 22, 2018, and additional communications between your agency and Board staff, requesting a waiver, pursuant to the conflicts of interest provisions of Chapter 68 of the New York City Charter, to permit Michael Ryan to work part-time for Northwell Health in light of his position with the New York City Board of Elections (“BOE”).

Relevant Facts

You advise the Board that at BOE Mr. Ryan is Executive Director with a flexible 35-hour work week.

You further advise that Mr. Ryan proposes to work part-time at Northwell as a member of the Institutional Review Board (“IRB”), the role of which is to ensure that research involving human subjects for any ethical concerns. The IRB is a requirement for institutions, like Northwell, that take part in federally-sponsored research. Mr. Ryan would be compensated $45 per IRB meeting, capped at $540 a year. Each IRB meeting is held via videoconference, using equipment provided by Northwell; the meetings take place twice a month for approximately one hour and are held during regular business hours. In order to participate in these meetings, Mr. Ryan would sign out at BOE and use his lunch hour, managerial flex time, and/or annual leave to attend such meetings and to do any other work for Northwell. Mr. Ryan agrees that he will not use his BOE office or equipment in connection with his work for Northwell, including not bringing the Northwell videoconference equipment into his BOE office.

You advise that Northwell has business dealings with the City, but not with BOE, and that Mr. Ryan is not involved with those business dealings in his work for the City.
At its public meeting on December 12, 2017, the BOE approved Mr. Ryan’s part-time work at Northwell and authorized you to communicate this decision to the Board.

**Relevant Law**

Charter Section 2604(a)(1)(b) prohibits a full-time City employee from taking a position in a firm that is engaged in business dealings with the City. “Position” is defined in Charter Section 2601(18) as “a position in a firm, such as an officer, director, trustee, employee, or any management position, or as an attorney, agent, broker, or consultant to the firm, which does not constitute an ownership interest in the firm.”

Charter Section 2604(e) provides that a public servant may hold a position or engage in conduct otherwise prohibited by Chapter 68 if the Board determines, after receiving written approval of the public servant’s agency head, that such position or conduct does not involve a conflict with the purposes and interests of the City.

**Advice**

You are advised that, based on your representations and the BOE’s approval, the Board has determined that it would not conflict with the purposes and interests of the City for Mr. Ryan to work part-time for the Northwell, **provided that** he meets the following conditions set forth in Charter Sections 2604(b)(2), (b)(3), (b)(4), and (b)(6):

1. All of Mr. Ryan’s work for Northwell must be performed at times when he is not required to perform services for BOE. This means, as he agreed, that Mr. Ryan must sign out at BOE and use annual leave, managerial flex time, and/or his lunch hour to work for Northwell and to participate in Northwell meetings that occur during regular work hours.

2. Mr. Ryan may not use his BOE position or title to obtain any private or personal advantage for himself or Northwell. This means, for example, that he may not promote Northwell to anyone with whom he deals at BOE.

3. He may not use his BOE supplies, letterhead, telephone, e-mail, computer, fax, personnel, or other BOE equipment in connection with his work for Northwell. This means, as he agreed, that he may not use his BOE office in connection with his work for Northwell, including not participating in Northwell videoconference or conference calls from his BOE office, even if he is not using a BOE telephone or computer. Additionally, he may not make his BOE e-mail address or telephone number available to Northwell.

4. He may not use for private advantage or disclose any confidential information obtained as a result of his City employment.
5. He may not participate, either at BOE or at Northwell, in any matter related to Northwell’s business dealings with the City. This means, for example, that Mr. Ryan must recuse himself at Northwell in any matter in which Northwell partners with or seeks funding from any City agency.

The advice conveyed in this letter is conditioned on the correctness and completeness of the facts supplied to us. If such facts are in any respect incorrect or incomplete, the advice we have given to you may not apply. If at any time you would like further advice based on a change of circumstances or additional information, please contact us.

Very truly yours,

[Signature]

Richard Briffault
Chair

cc: Fernando A. Bohorquez, Jr.
    Anthony Crowell
    Jeffrey D. Friedlander
    Erika Thomas
    Raphael Savino
Common Cause New York
COIB Letter of Complaint

Supporting Documentation

Document 4
ES&S National Advisory Board  
Wednesday, August 3, 2016  
New York Marriott Marquis  
1535 Broadway  
New York, NY 10036  
(Business Casual Attire)

<table>
<thead>
<tr>
<th>Various Arrival Times</th>
<th>Hotel Lobby</th>
<th>All</th>
</tr>
</thead>
</table>
| 5:30 p.m. – 7:30 p.m. | Pre-Show Appetizers  
Broadway Lounge VIP Area  
(9th Floor of the Hotel) | Advisory Board Members & Guests |
| 7:30 p.m. – 8:00 p.m. | Walk to Marquis Theatre for 8 p.m. Show =  
“On Your Feet”  
(3rd Floor Theatre Level in Hotel Building) | All Attending Broadway Show |
| 8:00 p.m. – 10:15 p.m. | “On Your Feet” Broadway Show | All Attending Broadway Show |
| 10:15 p.m. – 10:30 p.m. | Walk Back to Hotel  
(8th Floor) | All Attending Broadway Show |

*For those not attending the Broadway Show, please feel free to join us for the Pre-Show Appetizers and/or enjoy dining at The View Restaurant & Lounge, located at the 47th & 48th Floors of the Hotel, which would be a good spot for outside City views.*
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00 a.m. - 8:30 a.m.</td>
<td>Continental Breakfast</td>
<td>All</td>
</tr>
<tr>
<td>8:30 a.m. - 8:45 a.m.</td>
<td>Welcome</td>
<td>Kathy Rogers/Tom Burt</td>
</tr>
<tr>
<td>8:45 a.m. - 9:30 a.m.</td>
<td>New York City Elections – Scale of Operations</td>
<td>Mike Ryan</td>
</tr>
<tr>
<td>9:30 a.m. - 10:00 a.m.</td>
<td>Travel to Manhattan Warehouse</td>
<td>All</td>
</tr>
<tr>
<td>10:00 a.m. - 11:00 a.m.</td>
<td>Tour of Manhattan Warehouse</td>
<td>NYC &amp; ES&amp;S Staff</td>
</tr>
<tr>
<td>11:00 a.m. - 11:30 a.m.</td>
<td>Return to Hotel</td>
<td>All</td>
</tr>
<tr>
<td>11:30 a.m. - 12:00 p.m.</td>
<td>Election Insights – New York City</td>
<td>Karen Borchert</td>
</tr>
<tr>
<td>12:00 p.m. - 1:00 p.m.</td>
<td>Lunch</td>
<td>All</td>
</tr>
<tr>
<td>1:00 p.m. - 2:30 p.m.</td>
<td>New Tabulation Systems</td>
<td>Adam Carbullido/Jim Schmidt/Steve Pearson</td>
</tr>
<tr>
<td>2:30 p.m. - 2:45 p.m.</td>
<td>Break</td>
<td>All</td>
</tr>
<tr>
<td>2:45 p.m. - 4:00 p.m.</td>
<td>Roundtable #BeReady2016</td>
<td>Steve Harsman - Moderator</td>
</tr>
<tr>
<td>4:00 p.m. - 4:30 p.m.</td>
<td>Discussion/Feedback/Wrap-Up/Close Meeting</td>
<td>Kathy Rogers &amp; All</td>
</tr>
<tr>
<td>4:30 p.m. - 6:30 p.m.</td>
<td>Pre-Dinner Break</td>
<td>All</td>
</tr>
<tr>
<td>6:30 p.m. - 6:45 p.m.</td>
<td>Meet In Hotel Lobby prior to Group Dinner</td>
<td>Advisory Board Members</td>
</tr>
<tr>
<td>6:45 p.m.</td>
<td>Walk to Becco/Dinner/Walk Back to Hotel (355 West 46th Street)</td>
<td>Advisory Board Members</td>
</tr>
</tbody>
</table>
ES&S National Advisory Board
Friday, August 5, 2016
Or
Saturday, August 6, 2016
Or
Sunday, August 7, 2016
New York Marriott Marquis
(Travel Attire)

<table>
<thead>
<tr>
<th>Various Departure Dates/Times</th>
<th>Check-Out and Depart Hotel for Return Travel (via Taxi Stand Area at Hotel)</th>
<th>All</th>
</tr>
</thead>
</table>


| Customer Name | Position | Class | New York Merchandise Marin Quorum Committee Name | Comment | Note | Actual Date | Actual Hours | Actual Time | Actual Time Ex | Depart Date | Depart Time Ex | Depart Time Ex |
|---------------|---------|------|-----------------------------------------------|--------|-----|-------------|-------------|-------------|---------------|-------------|--------------|---------------|----------------|
| Martin, Mary  | Dir. Dir. | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Director of Operations | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Deputy Director of Operations | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Assistant Director of Operations | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Associate Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Senior Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |
|                | Analyst | P    | New York Merchandise Marin Quorum Committee Name |         |     |             |             |             |               |             |              |               |                |

Notes:
- C=Pending - No action date
- P=Pending Approval

**Total Hours:** 124.5

**Total Time:** 12:45 PM
Common Cause New York
COIB Letter of Complaint
Supporting Documentation
Document 5
ELECTION SYSTEMS & SOFTWARE

NATIONAL ADVISORY BOARD MEETING

Las Vegas, NV © March 1 - March 3
CONFIDENTIALITY NOTICE:

This e-mail transmission and any documents, files, or previous e-mail messages attached to it may contain information that is confidential, and may constitute non-public information. It is intended to be conveyed only to the designated recipient(s) named above. Any unauthorized use, reproduction, forwarding, distribution or other dissemination of this transmission is strictly prohibited and may be unlawful. If you are not an intended recipient of this e-mail transmission, please notify the sender by return e-mail and permanently delete any record of this transmission. Your cooperation is appreciated.
DEPARTURE

FRIDAY - SUNDAY
Various Departure Dates/Times
Check-Out and Depart Hotel for Return Travel
(Via Taxi)

www.essvote.com
for more information about ES&S Products and Services.
# Schedule

## Wednesday, March 1

**Business Casual Attire**

Various Arrival Times via Taxi - Hotel Lobby

- 6:00 PM: Group Dinner at Chandelier
  - The Cosmopolitan of Las Vegas
  - Level 2
  - Advisory Board Members and Guests 21

## Thursday, March 2

**The Cosmopolitan of Las Vegas**

Yale Town 1 Conference/Meeting Room - Level 4

**Business Casual Attire**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45 - 8:30 AM</td>
<td>Continental Breakfast All</td>
</tr>
<tr>
<td>8:30 - 8:45 AM</td>
<td>Welcome Kathy Rogers</td>
</tr>
<tr>
<td>8:45 - 9:15 AM</td>
<td>Company Update Tom Burt</td>
</tr>
<tr>
<td>9:15 - 9:30 AM</td>
<td>Time Capsule Reveal All</td>
</tr>
</tbody>
</table>
| 9:30 - 10:15 AM | Nevada Elections
  - Honorable Barbara Cegavske
  - Nevada Secretary of State                                                                     |
| 10:15 - 10:30 AM | BREAK                                                                                           |

**Thursday, March 2 continued**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Details</th>
</tr>
</thead>
</table>
| 10:30 - 12:00 PM | Will 2016 change the face of elections?
  - Group Discussion Moderated by Brad Nelson and Kathy Rogers
  - Infrastructure Technology
  - Recounts Funding
  - Voter Confidence |
| 12:00 - 1:15 PM | Lunch                                                                                           |
| 1:15 - 2:00 PM | Building the Future - Development Update
  - Adam Carbullido |
| 2:00 - 2:30 PM | Technical Services - How ES&S is growing to meet your needs.
  - Steve Pearson |
| 2:30 - 3:15 PM | Customer satisfaction - The results say...
  - Jim Schmidt |
| 3:15 - 3:30 PM | Break                                                                                           |
| 3:30 - 4:00 PM | Wrap-Up Meeting Kathy Rogers                                                                    |
| 4:00 - 6:00 PM | Pre-Dinner Break All                                                                             |
| 6:00 PM      | Dinner at Scarpetta
  - The Cosmopolitan of Las Vegas
  - Advisory Board Members |
<table>
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<tr>
<th>CUSTOMER MEMBERS/GUESTS</th>
<th>Exec. Dir., SC State Election Commission</th>
<th>H4ZWB</th>
<th>Delta</th>
<th>1-Mar</th>
<th>1402</th>
<th>12:26 p.m.</th>
<th>4-Mar</th>
<th>LAX</th>
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<td>Andino, Marci</td>
<td>Deput Administrator, MD</td>
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<td>Casavina, Barbara</td>
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<td>LYHNC</td>
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<td>Charkson, Nikki</td>
<td>Asst. Deputy SOS &amp; Legal Counsel, GA</td>
<td>Do Not Have</td>
<td>Delta</td>
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<td>Crispell, Marisa</td>
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<td>ZH88S</td>
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<td>Dir., Montgomery Co., OH</td>
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<td>3109</td>
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<td>ES&amp;S</td>
<td>President &amp; CEO</td>
<td>K3YNK</td>
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<td>Carbullido, Adam</td>
<td>Sr. Admin. Spec. (Meeting Coord.)</td>
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Customers:
Marci Andino
Nikki Charlson
Marisa Crispell
David Dove
Steve Harsman
Tabitha Lehman
Ralph Mohr
Brad Nelson
Toni Pippins-Poole
Greg Riddlemosser
Mike Ryan

ES&S:
Tom Burt
Adam Carbullido
Bryan Hoffman
Matt Nelson
Steve Pearson
Kathy Rogers
Jim Schmidt

ES&S Mtg. Coord.:
JoAnn Chastain

2/24/2017