



**Mark Andersen, CERA  
Supervisor of Elections, Bay County**

**ISO 9001:2008 Quality Assurance Certified  
NSF# C0028358-IS1**

830 W. 11<sup>th</sup> Street Panama City, FL 32401 Ph: 850-784-6100 [baysuper@bayvotes.org](mailto:baysuper@bayvotes.org) [www.bayvotes.org](http://www.bayvotes.org)

June 25<sup>th</sup>, 2013

Mark Nejbauer, Administrative Officer  
Presidential Commission on Election Administration  
Designated Federal Official (DFO)

Robert F. Bauer – Co-Chair,  
Presidential Commission on Election Administration

Benjamin L. Ginsberg – Co-Chair,  
Presidential Commission on Election Administration

Brian Britton – Member, Presidential Commission on Election Administration

Joe Echevarria – Member, Presidential Commission on Election Administration

Trey Grayson – Member, Presidential Commission on Election Administration

Larry Lomax – Member, Presidential Commission on Election Administration

Michele Coleman Mayes – Member, Presidential Commission on Election Administration

Ann McGeehan – Member, Presidential Commission on Election Administration

Tammy Patrick – Member, Presidential Commission on Election Administration

Christopher Thomas – Member, Presidential Commission on Election Administration

Dear Mr. Nejbauer and Commission Members:

Attached is my submitted testimonial as well as certification information. Thank you for the opportunity to share my thoughts and opinions.

If you have any questions or concerns, please contact my office.

Respectfully,

Mark Andersen  
Supervisor of Elections, Bay County



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## **Election Quality Management, Security, and the Public Perception**

### **Bay County Florida, Supervisor of Elections Mark Andersen Testimonial**

My name is Mark Andersen and I am the Bay County Florida Supervisor of Elections serving in an elected position.

I would like to first say that I consider it an honor to be chosen to state my thoughts on ways to continually improve our nation's decision making process, voting. I will briefly discuss three areas, Election Quality Management, Security, and the Public Perception.

#### Election Quality Management

Under Election Quality Management, for 3 ½ years, my office has been certified under the International Organization for Standardization (ISO) 9001:2008 quality management system. My office is the only election office in the country with this certification. I have also been trained as an ISO 9001:2008 Lead Auditor. This certified quality management system is not a well known or used program in the election profession; however, it is widely used by contractors providing vital equipment to our military and civilian bases. I don't contend that it is the only quality management system available, but it does provide an annual third party audit and minimum standards that must exist in some format for election offices and for vendors providing service to the office. This system has provided a very useful path for my office as well as vendor performance to measure and improve performance and uniformity.

My opinion is that if the approach to elections is addressed as a not-for-profit business quality accountability program, some type of quality management system with minimum and maximum controls must exist.

Improvements can only be obtained on the measurement of function, prevention and, worst case, failure or perceived failure of the right to vote and to have that vote properly counted or not counted. Without a beginning planned process, an election cannot occur nor will it end without planned expected performance.

Public Voter Registrations, Process of Voter Registrations, Continued Update of Registrations, Election Timelines and Preparations, Public Testing, Absentee Voting, Early Voting, Election Day Voting, 10 Day Overseas Receiving, Recount(s), Final Certification, Post Election Audits, and finally Records Retention.



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These are just a few of the processes that must have process uniformity. Without uniform process, measurement becomes difficult if not impossible. Perfection is the overall goal and can never be obtained without uniformity of process. A base line of minimum standards is better than no standards at all, even if the minimum is broad in scope. Individual uniformity within any office is critical to success, and without it, it is just a matter of time before error becomes unmanageable. Baseline uniformity between counties or states will always have a more measureable outcome. We are different in many ways but very much alike when it comes to election equipment from like vendors. Quality factors and requirements should include at a minimum:

- Standard Quality Measurement for all vendors.
- In my office, total office buy in and support of uniform office procedures is mandatory. This ensures that input thru a nonconformance, a meeting discussion for findings, and a determined corrective action allows all to be a part of the solution.
- Written procedures detailed in all areas that can be used to train new personnel vs. any individual resource or lack of resource, if that individual is not available.
- Regular training and office communication must be in place at all times.
- No individual should ever be in a position without a back up. A sole source individual is one family emergency away from failure to provide quality service to the public.
- Logistics, Configuration Management, Quality Control, Quality Assurance, & Cost Effectiveness should be a standard in the Elections vendor industry.
- Spending more does not mean better efficiency, compare cost to access.
- Caution should always exist with technology; when it is running without issue you gain great results. However, failure of that high volume system can and will result in catastrophic failure.

I believe that any and all election offices and equipment vendors must have some type of a quality management system in place. At a minimum an elections office must have uniformity, quality control and quality assurance from data to physical election systems. All vendors and contract support members used by any vendor should have some type of proven quality management system in place and be evaluated prior to performance of any task. This would provide a further level of protection for election officials who purchase certified systems.



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### Election Security

Under Election Security, Security is never easy or convenient.

A review of any completed project/election should never be by the project manager in charge. Separate quality control and quality assurance checks must be performed each and every step of the way.

For example: Staff responsible for coding or creating the ballot should never be involved in the final testing or quality assurance verification.

It is mandatory in my office that a 2-person process/quality assurance is performed using established standards. Area security risk assessment of the process is mandatory well in advance - never afterwards. If you have not addressed all possible scenarios, you are not prepared. For example, during a recount of any election using a paper ballot, any pen or pencil not under direct control and separate from the process, puts the paper ballot at high risk. Remove all pens/pencils from the area prior to beginning and establish security quality assurance. This very simple risk adjustment removes the possibility and also the perception of any possible tampering of the paper ballot.

### Public Perception

Under Public Perception, if what you are doing and how you are doing it is not documented, the general public has zero trust and you have no proof.

Contrary to the desires of all involved, lines are lines and will always exist to some extent. The level of tolerance and existence is directly affected by the number of ballot sheets and/or pages, length of ballot language, time of voter arrival and proper planning. If 150 voters are in line at 7:00 a.m., it will take some time to process and catch up. Also, if 50 voters arrive at 6:50 p.m. followed by a bus of voters arriving to vote, you will have a line. It is vital that effective legislation and an efficient budget are considered. Advance expected performance and budget planning to include effective voter understanding will prevent extremely long lines.

Media fuels the public perception that an election is over on Election night if there is not a close race; however, in Florida it is never over on Election Night. Results in many Florida races continue to have very small margins of victory or defeat. No matter what Election Night results reveal, the election is not over. Results are unofficial, unofficial, unofficial, unaudited and all election offices still have possibly thousands of Provisional Ballots to process.



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Election Officials and Staff, Election Equipment Vendors and Printing Vendors all have a few things in common: elections must have organization, accuracy, security, and most of all the confidence of the voter. Accuracy is always more important than speed.

Election planning does not begin on Election Day. Election planning involves the public as well as the elections office demanding effective communication. It is constant and ever changing due to revised legislation, ballot length, media focus and, in some cases, weather. A Quality Management System enables the public to review and understand normal processes; it also provides planned options for the not so normal conditions.

In closing, I always recommend keeping emotions and politics off the platform and let facts and performance-based procedures with verification serve the public.

Again, I sincerely thank you for this opportunity.

Mark Andersen

Bay County Florida Supervisor of Elections



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**NSF International Strategic Registrations**

789 North Dixboro Road, Ann Arbor, Michigan 48105  
(888) NSF-9000

### *Certificate of Registration*

This certifies that the Quality Management System of  
**THE CONSTITUTIONAL OFFICE OF MARK ANDERSEN SUPERVISOR OF ELECTIONS**

830 W.11th Street, Bay County  
Panama City, Florida, 32401, United States

has been assessed by NSF-ISR and found to be in conformance to the following standard(s):

### **ISO 9001:2008**

**Scope of Registration:**

The Provision of Election Management and Security, Voter Registration, Candidate Qualifying and Report Management Services for Bay County, FL.

**Exclusions:** 7.3

**Industrial Classification:**

SIC: 9229  
IAF - QMS: 36  
NACE: L 75.2



Certificate Number: C0028358-IS1  
Certificate Issue Date: 11-AUG-2009  
Registration Date: 11-AUG-2009  
Expiration Date \*: 10-AUG-2012

*Christian B. Lupo*

**Christian B. Lupo, General Manager**  
**NSF-ISR, Ltd.**

Authorized Registration and/or Accreditation Marks. This certificate is property of NSF-ISR and must be returned upon request. \*Company is audited for conformance at regular intervals. To verify registrations call (888) NSF-9000 or visit our web site at [www.nsf-ISR.org](http://www.nsf-ISR.org)

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**ISO 9001:2008**

**Scope of Registration:**

The provision of election management and security, voter registration,  
candidate qualifying and report management services for Bay County Fl.



Certificate Number: C0028358-IS2  
Certificate Issue Date: 08-AUG-2012  
Registration Date: 16-JUL-2012  
Expiration Date \*: 15-JUL-2015

William Niedzwiccki,  
President & General Manager,  
NSF-ISR, Ltd.

Authorized Registration and /or Accreditation Marks. This certificate is property of NSF-ISR and must be returned upon request. \*Company is audited for conformance at regular intervals. To verify registrations call (888) NSF-9000 or visit our web site at [www.nsf-isr.org](http://www.nsf-isr.org)



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## *Certificate of Successful Completion*

*Awarded to*

# Mark Andersen

*This person has passed comprehensive examinations and  
continual evaluations in the competency units of:*

## ISO9001:2008 Lead Auditor

for International Quality Management Systems

*on December 13 - 16, 2010,  
instructed by Roy Galloway,  
IATF#3-US-07-04-0725 RABQSA QMS-EMS-OHS 05501*



  
Craig Deane, President  
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