

April 14, 2020

By email to: Francis.Kenneally@jud.state.ma.us

Clerk, Francis V. Kenneally

John Adams Courthouse, 1 Pemberton Square, Suite 1400

Boston, MA 02108

Re: Robert Goldstein, et al. (“Petitioners”) v. Secretary of the Commonwealth, SJC-12931

Dear Clerk Kenneally:

This firm represents the Ranked Choice Voting 2020 Committee (the “RCV Proponents”), proponents of initiative petition 19-10 (the “Proposed Law”). The RCV Proponents expect to face similar hurdles during the coronavirus pandemic collecting signatures under applicable law as the Petitioners. They also face at least three additional challenges: (1) the RCV Proponents must collect over 30% more signatures than the Petitioner required to collect the greatest number of signatures, the candidate for U.S. Senate; (2) they must use an exact copy of the petition provided by the Secretary of the Commonwealth (the “Secretary”) to collect signatures; and (3) as the number of signatures and time period within which they are to be collected is set in MASS. CONST. amend. art. 48 (“art. 48”), there is no relief from those requirements.

The RCV Proponents submit this amicus letter to show how the constitutional and regulatory issues presented by Petitioners apply to initiative petitions, and to answer the two questions presented by the Single Justice in her Reservation and Report. The RCV Proponents request that if the Court allows Petitioners to collect signatures electronically, it also allow initiative petition proponents to do so.¹

Constitutional and Regulatory Context – After the Attorney General certified the Proposed Law as compliant with art. 48,² the Secretary determined that the RCV Proponents had collected at least the requisite number of signatures during the initial signature collection period.³ If the General Court fails to pass the Proposed Law before the first Wednesday in May, *i.e.*, May 6, 2020, the RCV Proponents must, to cause the Secretary to place the Proposed Law on the November 2020 ballot, file with the Secretary “a number of *signatures* of qualified voters equal in number to not less than one half of one percent of the entire vote cast for governor at the preceding biennial state election . . .”;⁴ in 2020, this requires collecting 13,374 signatures from voters who did not sign the petition during the initial signature gathering period. Those signatures must be delivered to the city and

¹ Doing so would avoid the Court having to reach the question whether requiring wet-ink signatures in the current public health crisis violates the RCV Proponents and voters’ rights to free speech and access to the ballot under arts. 9 and 16 of the Declaration of Rights, and those of voters who want to sign the RCV petition, such as Karen Morey Kennedy, whose affidavit is attached as Exhibit A. Ms. Kennedy “signed” her affidavit with an electronic signature. See id. at 3.

² See CURRENT PETITIONS FILED, MASS.GOV, <https://www.mass.gov/info-details/current-petitions-filed#19-10-initiative-petition-for-a-law-to-implement-ranked-choice-voting-in-elections-> (last visited Apr. 14, 2020).

³ A true and accurate copy of the Secretary of State’s letter certifying that the Proposed Law had received sufficient signatures (over 81,000) during the first round of signature collection is attached hereto as Exhibit B.

⁴ See art. 48, § 2 (emphasis added).

town registrars for verification by June 17, and subsequently be delivered as verified to the Secretary on or before July 1. See art. 48; see also G.L. c. 53, § 7.

Art. 48 requires proponents of a proposed law to collect a specified percentage of *signatures*. Neither art. 48 nor the Secretary's detailed regulations governing the form and certification of signatures on candidate and ballot petitions require those *signatures* to be "wet" signatures. Rather, the Secretary's regulations provide that municipal registrars "shall" certify a voter's name signed on a petition unless one or more of seven requirements is not met. 950 CMR 55.03(1). None of those requirements is that the voter's signature be "wet". See id. The Secretary then reviews the petitions with verified signatures. He disqualifies petitions that contain extraneous markings or that do not comply with the exact copy requirements, 950 CMR 48.07(1) and (2), and then determines the total number of certified signatures. 950 CMR 48.07(3). While the "exact copy" requirement disqualifies signatures on petition forms sent by facsimile,⁵ nothing in 950 CMR 48.00, *et seq.* requires signatures to be "wet."

R&R Question 2:⁶ The Logistics of, and Potential Problems With, Collecting and Verifying Electronic Signatures.

In numerous contexts, including areas of election administration overseen by the Secretary, the Commonwealth is expanding its acceptance of electronic signatures. Under "An Act Automatically Registering Eligible Voters and Enhancing Safeguards Against Fraud" (the "Act"), St. 2018, c. 205, voters' electronic signatures are transmitted to the Secretary and made available to municipal registrars. This Act, coupled with the Uniform Electronic Signatures Act, G.L. c. 110G, and the fact that states led by both major parties now allow candidates to collect signatures electronically, demonstrates that there will be few logistical and potential problems with verifying electronic signatures in Massachusetts.

Even before adoption of the Act, the Secretary maintained a secure online portal allowing citizens to complete an online affidavit using an image of their electronic signature from the registry of motor vehicles ("RMV") to register to vote; the registrar of the RMV facilitated the electronic transfer of that image to the Secretary's central voter registry. G.L. c. 51, § 33A. The Act then established a comprehensive system for obtaining electronic signatures of registered voters and updating registered voter identification information not less than every two months. See St. 2018, c. 205. It designated the RMV, the division of medical assistance, and the commonwealth health insurance connector authority, as "automatic voter registration agencies" ("AVAs"). G.L. c. 51,

⁵ 950 CMR 48.07(2)(b)3. The Secretary does allow facsimile signatures for numerous corporate and other business entity filings. See, e.g., 950 CMR 113.06(4), General Filing Requirements ("A document shall be signed by an authorized person, and further, unless submitted by authorized electronic or facsimile transmission, such signature must be original."); 950 CMR 113.22(3) (a statement of change of a corporation's registered office is proper if signature by the corporation's registered agent is an original or a facsimile); 950 CMR 108.13 (same regarding a limited partnership agent resignation statement); 950 CMR 112.13 (same regarding a limited liability company agent resignation statement); 950 CMR 113.23 (same regarding a corporate agent resignation statement). Moreover, the Massachusetts Business Corporations Act itself contemplates that signatures may be facsimile or electronic. G.L. c. 156D, § 1.40 ("Sign' or 'signature', includes any . . . facsimile . . . or electronic signature.").

⁶ The RCV Proponents address R&R question 2 first because their response to question 1 relies on the regulatory scheme described in response to question 2.

§ 42G1/2 (b)(1). It directed the Secretary to enter into memoranda of understanding with these agencies pursuant to which the AVAs “shall transmit electronic records containing information on the applicant’s legal name, age, residence, citizenship and the applicant’s electronic signature to the state secretary who shall transmit the same to the board of registrars or election commission of the city or town in which the person resides . . .” *Id.*, § 42G1/2(e) (emphasis added).

To minimize the likelihood of fraud, the Act provides that the AVA “shall not transmit . . . a record that does not clearly and consistently contain both the applicant’s electronic signature and sworn or verified information for the applicant’s: (A) legal name; (B) age; (C) residence; and (D) citizenship.” G.L. c. 42G1/2(e). Upon receiving the foregoing electronic records, “the board of registrars or election commission . . . determine[s] whether the names of persons included in the electronic records belong to persons who meet the qualifications of a voter . . .” *Id.*, § 65(d)(1). Thus, municipal registrars already have access to a current and reliable database of electronic signatures of voters registered in Massachusetts.⁷

Given the foregoing system, municipal registrars may fulfill their obligation under 950 CMR 55.03(1)(b) to check initiative and candidate petition signatures by comparing the existing, verified, electronic signatures of registered voters with the electronic signatures on a petition. It would be arbitrary and capricious if 950 CMR 55.03(1)(b) were construed to require candidates and ballot initiative proponents to collect and submit “wet” signatures from voters—as would be the case if signatures were collected by mail—only to have municipal registrars compare those voters’ “wet” signatures with the state’s “electronic” signatures of those same voters.⁸

Massachusetts, which has already taken steps to expand use of electronic signatures in response to the pandemic,⁹ should follow the lead of Florida, New Jersey, and Arizona, all of which allow candidates to collect signatures electronically. Earlier this month, the Republican Secretary of State of Florida issued an emergency rule prohibiting certification of a voter’s signature unless the petition contains, among other things, “The voter’s original, ~~ink~~ signature or image of voter’s original signature that can be utilized by the Supervisor of Elections to compare and verify the signature of the voter on record . . .” *See Exhibit E* hereto (black-line and underline in original). Less than a week before, the Democratic Governor of New Jersey issued an Executive Order

⁷ In 2004, the Legislature enacted the Uniform Electronic Signature Act, G.L. c. 110G. That act provides, with certain limitations perhaps applicable here, “[i]f a law requires a signature, an electronic signature satisfies the law.” *Id.*, § 7(d). That act also established standards for verifying electronic signatures. *Id.*, § 9.

⁸ Collecting signatures by mail would be insufficient for two reasons. First, “[s]ome strains of coronavirus live for only a few minutes on paper, while others live for up to 5 days.” *How Long Does the Coronavirus Live on Surfaces?*, WEBMD, <https://www.webmd.com/lung/how-long-covid-19-lives-on-surfaces> (last visited Apr. 14, 2020). Voters may thus be reluctant to touch an envelope. They may also, if they are quarantined, perhaps in an independent or assisted living facility (*see, e.g.*, Ex. A), not have the ability to mail a signed petition. Second, enabling voters to access the petition on-line assumes they will be able to print it and mail it. Some voters, like the affiant in Ex. A, do not own printers, let alone printers that print double-sided. The Secretary’s “exact copy” regulation, 950 CMR 47.07(2) and *Hurst v. State Ballot Law Comm’n*, 427 Mass. 825, 828 (1998), disqualify signatures on petitions that do not match the Secretary’s double-sided form, *exactly*.

⁹ Early last week, this Court entered an order (OE-144) expressly permitting electronic signatures on court filings and other documents to be served on another party with the same force and effect as if the signer had fixed his/her original signature to the document. Governor Baker filed legislation (H4586) last month to allow electronic signatures on search warrant applications and criminal complaints. *See Exhibit C* hereto. These events occurred after the Office of the Comptroller gave a presentation in January of this year in which he wrote, among other things, “moving away from wet signatures is the number 1 request from agencies.” *See Exhibit D* hereto, at slide 8.

directing “[t]he Secretary of State, county clerks, and municipal clerks [to] accept petitions with signatures collected via an online form created by the Secretary of State . . .” See Exhibit F hereto. These states joined Arizona in authorizing candidates to collect signatures electronically. See Ariz. Rev. Stat. § 16-315(E).

R&R Question 1: The Court’s Authority to Order the Electronic Collection of Signatures

This Court may supplant an interpretation of a statute with its own judgment, where that interpretation is not reasonable,¹⁰ or where the regulation is applied by an agency “in a manner that produces a result antithetical to the purposes of the enabling statute.” *Mass. Coalition for the Homeless v. Sec’y of the Exec. Off. of Health & Human Servs.*, 422 Mass. 214, 227 (1996). Here, the Secretary’s enabling statute requires him to promulgate regulations with respect to candidate and ballot question signatures to “maintain accuracy, uniformity, and security from forgery and fraud in the procedures for certifying . . . petitions for ballot questions.” G.L. c. 53, § 7. That legislation also requires registrars to use a relatively permissive standard when determining whether to certify a signature: “[i]f the registrars can reasonably determine from the form of the signature the identity of the duly registered voter, the name shall be deemed to have been signed substantially as registered.” *Id.*¹¹ These laws, as applied, where ballot proponents are required to collect over 13,000 signatures during a six week period where it is and almost certainly will be dangerous to the public health to collect signatures in person, particularly when the Secretary and municipal registrars have a database of electronic signatures, demand an interpretation of G.L. c. 53, § 7, and the Secretary’s regulations that permits submission of electronic signatures.¹²

Conclusion - Based on the foregoing, this Court may and should authorize candidates and initiative petition proponents to collect signatures electronically. The Court need not prescribe the methods for collecting electronic signatures. As evidenced by the electronic signature on the affidavit attached as Exhibit A, there are companies whose business it is to facilitate use of electronic signatures. Moreover, the affiant has placed electronically, at the bottom of the front side of the petition the Secretary prepared for the RCV Proponents last fall, the three essential pieces of information: her signature, city/town, and address, thus demonstrating that petitions may be completed electronically. See attachment to Ex. A.

For present purposes, the Court should order, for those candidate and ballot petitions to be delivered to municipal registrars and the Secretary on or before July 1, 2020, that: (a) an electronic signature satisfies the statutory, regulatory, and art. 48 requirements for a “signature”; (b) an electronic signature is not a “facsimile” signature; and (c) petitions sent electronically satisfy the “exact copy” requirements of 950 CMR 48.07(2)(b)(3), provided they are not transmitted by fax machine, such that signatures on petitions shall not be disqualified because they were sent electronically.

¹⁰ *Flemings v. Contributory Retirement Appeal Bd.*, 431 Mass. 374, 375 (2000).

¹¹ The Secretary’s regulations should be interpreted not only for uniformity and security from forgery and fraud, but “to promote the right of eligible voters to sign such petitions.” 950 C.M.R. 48.01.

¹² When this Court reviews the constitutionality of election laws, current conditions and available technology is a relevant part of the inquiry. *Chelsea Collaborative, Inc. v. Secretary of the Commonwealth*, 480 Mass. 27, 37 (2018) (“What was perhaps a reasonable regulation that insignificantly interfered with the right to vote thirty-five, one hundred, or 200 years ago may be considered to interfere significantly with the exercise of that right today in light of technological change and the reasonable expectations of Massachusetts citizens.”)

Respectfully submitted,
RANKED CHOICE VOTING 2020 COMMITTEE
By its attorneys,
Thomas O. Bean (BBO #548072)
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One Federal Street, 20th Floor
Boston, MA 02110
617-309-2600
/s/ Thomas O. Bean
Thomas O. Bean (BBO #548072)

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Patrick Roath, Esq. (By email to Patrick.Roath@ropesgray.com)
AAG, Anne Steerman (By email to anne.sterman@state.ma.us)

DECLARATION PURSUANT TO MASS. R. APP. P. 17(c)(5)

No party, party's counsel, or person or entity other than amicus curiae and its counsel, authored this letter in whole or in part, or contributed money intended to fund its preparation or submission. Neither amicus curiae nor its counsel has either represented any of the parties to this appeal in another proceeding involving similar issues, or been or represented a party in a proceeding or legal transaction at issue in the present appeal.

/s/ Thomas O. Bean
Thomas O. Bean

EXHIBIT A

COMMONWEALTH OF MASSACHUSETTS
SUPREME JUDICIAL COURT

SUFFOLK, ss.

No. SJC-12931

ROBERT GOLDSTEIN, KEVIN O'CONNOR, MELISSA BOWER SMITH,
on behalf of themselves and others similarly situated,

Petitioners,

v.

WILLIAM FRANCIS GALVIN, in his Official Capacity as
Secretary of the Commonwealth of Massachusetts,

Respondent.

AFFIDAVIT OF KAREN MOREY KENNEDY
IN SUPPORT OF *AMICUS* LETTER OF
RANKED CHOICE VOTING 2020 COMMITTEE

I, Karen Morey Kennedy, state the following based upon my own personal knowledge and belief:

1. I reside in Concord, Massachusetts, at Newbury Court, an independent, assisted living, and memory care facility serving residents over the age of 55 years.
2. I am 81 years old. My husband, Robert Maxwell Kennedy, lives with me and is 82 years old.
3. My husband and I are both registered voters in Concord.
4. My husband and I would like to sign the petition for Initiative 19-10, Initiative Petition for a Law to Implement Ranked-Choice Voting in Elections, during the signature gathering period beginning May 6, 2020. Neither my husband nor I signed the petition during the signature gathering period in fall 2019.
5. In addition to both of us being at "high-risk" for coronavirus because of our ages, my husband is at "high-risk" for the virus because he is being treated for a number of medical issues.
6. On or around March 11, 2020, in response to the COVID-19 pandemic, the managers of Newbury Court restricted visitor access to the facility to a single designated family member.

7. On or around March 23, 2020, the managers of Newbury Court closed the facility to all persons other than employees and medical service personnel. At the same time, residents were advised not to leave the facility.

8. On or around April 10, 2020, the managers of Newbury Court reported that two residents had contracted COVID-19. In response, the managers of Newbury Court implemented a full lockdown of the facility, such that no residents, including my husband and me, may leave their apartment, let alone leave the facility.

9. Given the number of residents who are age 65 and over at Newbury Court and thus at "high-risk" for coronavirus, I believe that the lockdown will extend beyond the current end-date of the state's stay-at-home advisory, May 4, 2020. Unfortunately, I have no idea when it will end, and when it will be safe to resume what had been our normal lives.


10. As a result, I do not expect to have an in-person opportunity to sign the petition for Initiative 19-10 when it becomes available on May 6, 2020, and may not have an in-person opportunity to sign it before signature gathering closes in June 2020. Also, it would be difficult to mail a petition in a timely manner were I to receive a copy by mail or able to print a copy sent to me electronically.

11. Unfortunately, however, we do not have access to a printer capable of printing something on both sides of a piece of paper.

12. My husband and I are, however, capable of signing documents electronically during the lockdown, by using our computer or mobile phones.

13. As an example, I have electronically affixed my signature, home address and hometown to the form of petition for Initiative 19-10 used in fall 2019, which signed petition is attached to this affidavit.

Signed under the pains and penalties of perjury on April 13, 2020.

DocuSigned by:

B70B293737164E7...
Karen Morey Kennedy

Certificate of Completion

Envelope Id: 7588446BEDA7411ABF12A6CFA6A53817

Status: Completed

Subject: Please DocuSign: Kennedy Affidavit - one last time

Source Envelope:

Document Pages: 2

Signatures: 1

Envelope Originator:

Certificate Pages: 4

Initials: 0

James Henderson

AutoNav: Enabled

jim.henderson@voterchoice2020.org

Envelopeld Stamping: Enabled

IP Address: 68.160.160.95

Time Zone: (UTC-05:00) Eastern Time (US & Canada)

Record Tracking

Status: Original

Holder: James Henderson

Location: DocuSign

April 13, 2020 | 18:47

jim.henderson@voterchoice2020.org

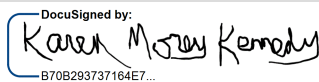
Signer Events

Karen Morey Kennedy

kmoreyk@comcast.net

Security Level: Email, Account Authentication
(None)

Signature

DocuSigned by:

B70B293737164E7...

Signature Adoption: Drawn on Device

Using IP Address: 24.62.224.254

Timestamp

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Viewed: April 13, 2020 | 18:55

Signed: April 13, 2020 | 18:58

Electronic Record and Signature Disclosure:

Accepted: April 13, 2020 | 18:55

ID: 658759f6-b35d-4ddf-a30f-fe6aba035645

In Person Signer Events

Signature

Timestamp

Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

Timestamp

Intermediary Delivery Events

Status

Timestamp

Certified Delivery Events

Status

Timestamp

Carbon Copy Events

Status

Timestamp

Witness Events

Signature

Timestamp

Notary Events

Signature

Timestamp

Envelope Summary Events

Status

Timestamps

Envelope Sent

Hashed/Encrypted

April 13, 2020 | 18:49

Certified Delivered

Security Checked

April 13, 2020 | 18:55

Signing Complete

Security Checked

April 13, 2020 | 18:58

Completed

Security Checked

April 13, 2020 | 18:58

Payment Events

Status

Timestamps

Electronic Record and Signature Disclosure



The Commonwealth of Massachusetts

AN INITIATIVE PETITION

FOR A LAW

Under Article XLVIII of the Amendments to the Constitution of the Commonwealth

SUMMARY

This proposed law would implement a voting system known as "ranked-choice voting," in which voters rank one or more candidates by order of preference. Ranked-choice voting would be used in primary and general elections for all Massachusetts statewide offices, state legislative offices, federal congressional offices, and certain other offices beginning in 2022. Ranked-choice voting would not be used in elections for president, county commissioner, or regional district school committee member.

Under the proposed law, votes would be counted in a series of rounds. In the first round, if one candidate received more than 50 percent of the first-place votes, that candidate would be declared the winner and no other rounds would be necessary. If no candidate received more than 50 percent of the first-place votes, then the candidate or candidates who received the fewest first-place votes would be eliminated and, in the next round, each vote for an eliminated candidate would instead be counted toward the next highest-ranked candidate on that voter's ballot. Depending on the number of candidates, additional rounds of counting could occur, with the last-place candidate or candidates in each round being eliminated and the votes for an eliminated candidate going

to the voter's next choice out of the remaining candidates. A tie for last place in any round would be broken by comparing the tied candidates' support in earlier rounds. Ultimately, the candidate who was, out of the remaining candidates, the preference of a majority of voters would be declared the winner.

Ranked-choice voting would be used only in races where a single candidate is to be declared the winner and not in races where more than one person is to be elected.

Under the proposed law, if no candidate received more than 50 percent of first-place votes in the first round, the rounds of ballot-counting necessary for ranked-choice voting would be conducted at a central tabulation facility. At the facility, voters' rankings would be entered into a computer, which would then be used to calculate the results of each round of the counting process. The proposed law provides that candidates in a statewide or district election would have at least three days to request a recount.

The Secretary of State would be required to issue regulations to implement the proposed law and conduct a voter education campaign about the ranked-choice voting process. The proposed law would take effect on January 1, 2022.

FILING DEADLINES. Initiative petitions must be submitted to local election officials for certification of signatures no later than **5 p.m. on Wednesday, November 20, 2019**. Local election officials must complete their certification no later than December 2, 2019. Thereafter, initiative petitions containing certified signatures must be retrieved by petitioners from the local election officials and then filed with the Elections Division, Office of the Secretary of the Commonwealth, One Ashburton Place, Room 1705, Boston, MA, no later than **5 p.m. on Wednesday, December 4, 2019**.

FIRST TEN SIGNERS

Gregory D. Dennis	19 Wheaton Road	Arlington
Deborah Otis	87 Athelstane Road, #1	Newton
Jordan Berg-Powers	18 Townsend Street, #1	Worcester
Susan A. Chalifoux-Zephir	900 West Street	Leominster
Cristina Crawford	100 Prospect Street	Sherborn
Rebecca J. Downing	172 Sycamore Street	Holyoke
Shelli A. Pereira	10 North Ogden Street	Fall River
Tanisha M. Sullivan	79 Milton Avenue	Boston
Gladys Vega	116 Clark Avenue	Chelsea
Thomas William Peake	55 Holyoke Street	Easthampton

These names have been certified as names of registered voters in their places of residence. Original petition was filed on September 4, 2019.

SECRETARY OF THE COMMONWEALTH OF MASSACHUSETTS

REGISTRAR USE ONLY:

ONLY REGISTRAR MAY WRITE IN THIS AREA

CIRCULATOR AND SIGNER INFORMATION

INSTRUCTIONS TO CIRCULATORS AND SIGNERS

- **DO NOT ALTER THIS INITIATIVE PETITION IN ANY WAY. ADDITIONAL MARKINGS ON THIS PETITION WILL DISQUALIFY ANY SIGNATURES ON THIS PETITION SHEET.**
- For your signature to be valid, you must be a registered voter in the city or town named below and your signature should be written substantially as registered. DO NOT sign the same petition more than once.
- If you are prevented by physical disability from writing, you may authorize some person to write your name and residence in your presence.

REGISTRAR USE ONLY	I. SIGNATURE to be made in person with name substantially as registered (except in case of physical disability as stated above)	II. NOW REGISTERED AT (street, number and apartment number, if any) (city or town will be the same as stated below)	WARD	PREC.
1	DocuSigned by: 	100 Newbury Ct., Apt. 5521		

B70B293737164E7...

City or Town

ONLY REGISTERED VOTERS OF

Concord

MAY SIGN THIS SHEET.

(OVER)

C

REGISTRAR USE ONLY		I. SIGNATURE to be made in person with name substantially as registered (except in case of physical disability as stated on other side)	II. NOW REGISTERED AT (street, number and apartment number, if any) (city or town will be the same as stated above)	WARD	PREC.
2					
3					
4					
5					
6					
7					
8					
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10					
11					
12					
13					
14					
15					

WARNING - criminal penalty for unlawfully signing, altering, defacing, mutilating, destroying, or suppressing this petition: fine of up to \$1,000 or imprisonment for up to one year.

INSTRUCTIONS TO REGISTRARS

REGISTRAR INFORMATION

- You must time-stamp or write in date and time these papers are received.
- Check thus ✓ against the name of each qualified voter to be certified. For names not certified, use the code at the right. Draw a line through any blank spaces not containing signatures.
- Each sheet must be certified by at least three registrars. A facsimile stamp is acceptable.
- You must complete certification no later than December 2, 2019.

N - no such registered voter at that address, or address is illegible.

S - unable to identify signature as that of voter because of form of signature, or signature is illegible.

W -wrong community.

T - already signed papers for this question.

CERTIFICATION OF SIGNATURES

At least three registrars' names must be signed or stamped below.

_____ city or town _____ month and day

We certify that _____
(number of names certified – use numbers and words)

above signatures checked thus ✓ are names of qualified voters from this city or town.

Registrars of Voters or Election Commissioners of

_____ city or town _____ county

City or Town

ONLY REGISTERED VOTERS OF

Page 1 of 10

MAY SIGN THIS SHEET.

C

Certificate Of Completion

Envelope Id: 74DBF2DDEE6D4789894BC0EAFABF0BEE

Status: Completed

Subject: Please DocuSign - Form of Petition

Source Envelope:

Document Pages: 2

Signatures: 1

Envelope Originator:

Certificate Pages: 4

Initials: 0

James Henderson

AutoNav: Enabled

jim.henderson@voterchoice2020.org

Envelopeld Stamping: Enabled

IP Address: 68.160.160.95

Time Zone: (UTC-05:00) Eastern Time (US & Canada)

Record Tracking

Status: Original

Holder: James Henderson

Location: DocuSign

April 13, 2020 | 14:59

jim.henderson@voterchoice2020.org

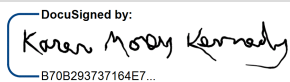
Signer Events

Karen Morey Kennedy

kmoreyk@comcast.net

Security Level: Email, Account Authentication
(None)

Signature

DocuSigned by:

B70B293737164E7...

Signature Adoption: Drawn on Device

Using IP Address: 24.62.224.254

Timestamp

Sent: April 13, 2020 | 16:37

Viewed: April 13, 2020 | 16:56

Signed: April 13, 2020 | 16:58

Electronic Record and Signature Disclosure:

Accepted: April 13, 2020 | 16:56

ID: e1bd4de7-b082-4624-8254-8acf24690f45

In Person Signer Events

Signature

Timestamp

Editor Delivery Events

Status

Timestamp

Agent Delivery Events

Status

Timestamp

Intermediary Delivery Events

Status

Timestamp

Certified Delivery Events

Status

Timestamp

Carbon Copy Events

Status

Timestamp

Witness Events

Signature

Timestamp

Notary Events

Signature

Timestamp

Envelope Summary Events

Status

Timestamps

Envelope Sent

Hashed/Encrypted

April 13, 2020 | 16:37

Certified Delivered

Security Checked

April 13, 2020 | 16:56

Signing Complete

Security Checked

April 13, 2020 | 16:58

Completed

Security Checked

April 13, 2020 | 16:58

Payment Events

Status

Timestamps

Electronic Record and Signature Disclosure

EXHIBIT B



The Commonwealth of Massachusetts

William Francis Galvin, Secretary of the Commonwealth
Elections Division

December 20, 2019

Gregory D. Dennis
19 Wheaton Road
Arlington, MA 02474

Dear Mr. Dennis:

I am writing to you as the first of the original ten signers of an "Initiative Petition for a Law to Implement Ranked-Choice Voting in Elections." As you are aware, 80,239 certified signatures are required to qualify an initiative petition for a law to be transmitted to the General Court. I am pleased to inform you that 111,268 certified signatures of the 113,541 received by this Office on or before December 4, 2019, have been allowed. The remaining signatures have been disallowed for not being certified, not in conformance with the interpretation of G. L. c. 53, § 22A as set forth in Walsh v. Secretary of the Commonwealth, 430 Mass. 103 (1999), and Hurst v. State Ballot Law Commission, 427 Mass. 825 (1998), or in excess in the allowed number per county. The breakdown is as follows:

County	Total Filed	ALLOWED	DISQUALIFIED ¹	UNCERTIFIED ²	COUNTY EXCESS ³
Barnstable	10,355	10,271	73	11	0
Berkshire	3,744	3,740	4	0	0
Bristol	11,091	10,829	249	13	0
Dukes	95	93	2	0	0
Essex	11,333	11,031	296	6	0
Franklin	2,923	2,881	38	4	0
Hampden	4,140	4,098	40	2	0
Hampshire	6,391	6,132	256	3	0
Middlesex	20,622	19,870	744	8	0
Nantucket	60	56	0	4	0
Norfolk	12,823	12,785	29	9	0
Plymouth	7,669	7,596	60	13	0
Suffolk	10,417	10,191	212	14	0
Worcester	11,778	11,695	70	13	0
TOTAL	113,541	111,268	2,073	100	0

One Ashburton Place, 17th Floor, Boston, Massachusetts 02108

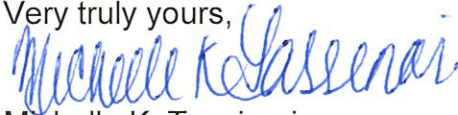
(617) 727-2828 • 1-800-462-VOTE (8683)

website: www.sec.state.ma.us/ele • e-mail: elections@sec.state.ma.us

Gregory D. Dennis
Page Two
December 20, 2019

Therefore, the initiative petition will be transmitted to the Clerk of the House of Representatives, as required by the Constitution.

Very truly yours,



Michelle K. Tassinari
Director/Legal Counsel
Elections Division

¹ "Disqualified" refers to signatures on petitions that were not "exact" copies or that contained any extraneous markings such as highlighting, underlining, or other information, which do not meet the requirements of G. L. c. 53, § 22A as set forth in Walsh v. Secretary of the Commonwealth, 430 Mass. 103 (1999), and Hurst v. State Ballot Law Commission, 427 Mass. 825 (1998).

² "Uncertified" refers to signatures on petitions that are not signed by at least three registrars of voters or election commissioners as required by 950 C.M.R. § 55.02(7).

³ "County Excess" refers to the number of signatures in that county that exceed one-quarter of the total number of certified signatures required for transmission. The maximum number of allowable certified signatures per county is 20,060.

EXHIBIT C

HOUSE No. 4586

The Commonwealth of Massachusetts



CHARLES D. BAKER
GOVERNOR

OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE · BOSTON, MA 02133
(617) 725-4000

KARYN POLITO
LIEUTENANT GOVERNOR

March 24, 2020

To the Honorable Senate and House of Representatives,

I am filing for your consideration a bill entitled “An Act to Further Address Challenges Faced by Municipalities and School Districts Resulting from COVID-19.” This legislation is designed to provide flexible solutions for local officials across the Commonwealth as the challenges of the COVID-19 epidemic disrupt the normal process of administering local government.

As you know, on March 15, 2020, I issued an Emergency Order temporarily closing all public and private K-12 schools in the Commonwealth. While that Order was necessary to protect the health and safety of the Commonwealth, this legislation provides important flexibility to address potential disruptions that may result. First, it empowers the Commissioner of Elementary and Secondary Education to delay beyond April 1 the requirement, established in the recently enacted Student Opportunity Act, that school districts submit three-year evidence-based plans aimed at closing achievement disparities among student subgroups. Second, it authorizes the Board of Elementary and Secondary Education, upon the recommendation of the Commissioner, to modify or waive the requirements of the competency determination for high school graduation. Third, the legislation authorizes the Commissioner, to modify or waive the requirement for the Commonwealth’s annual statewide student assessment, known as the MCAS. In all three instances, action can be taken only to address disruptions caused by the pandemic.

This bill also provides flexibility to Regional School Districts in case they are not able to approve their budgets by the statutory deadline. The bill would accordingly permit Regional School Districts to suspend the statutorily-required vote on the approval of their fiscal year 2021 budget and allow the Department of Elementary and Secondary Education (“DESE”) to certify an amount sufficient for the operation of the district until a budget can be adopted.

Also in the area of municipal finance, this bill would provide cities and town flexibility on tax collections, such that they can allow their residents more time to pay taxes without incurring penalties. Specifically, the bill would allow municipalities to waive late-payment penalties for 4th quarter tax bills, which are due May 1. It would also allow municipalities to change their tax bill due date and extend the deadline for property tax exemptions and deferrals from April 1 to June 1, 2020.

There are a number of important modifications to the local permitting process in this bill. These include the following changes:

- Provides that no permit is automatically granted, approved, or denied because a local permitting authority does not act within a time period required by law.
- Provides that any permit that is currently valid will not lapse or expire during the state of emergency, and suspends any time limitation on such permits during the emergency.
- Allows applications for permits to be filed electronically, so as to eliminate the need for in-person filing.
- Suspends any requirement that a hearing on a permit application be held within a certain period of time until 45 days after the end of the state of emergency.

These changes will provide necessary relief to cities and towns that, due to disruptions caused by the state of emergency, are unable to timely process and hear permitting applications. At the same time, these changes balance the needs of residents and developers by ensuring that their current permits are not impaired by the emergency.

Additionally, I am proposing a method that would allow municipalities to utilize retirees during the current state of emergency, so that municipalities can tap qualified workers when their workforces may be disrupted. Currently, retirees collecting a pension are limited in how many hours they may work and the compensation they can earn. This proposal would lift those restrictions for calendar year 2020 for work done during the emergency.

I am also proposing changes that would allow for electronic signatures on search warrant applications and criminal complaints that are necessary in light of the current public health emergency. This would decrease traffic to courthouses and thereby reduce risk to judicial and public safety officers as well as courthouse staff and court users.

Lastly, I propose to allow restaurants and other establishments that are licensed to sell alcohol for on-premises consumption to sell wine and beer for takeout and delivery subject to certain conditions. As you know, restaurants and bars are currently barred from allowing customers to eat or drink on-premises, and their liquor licenses limit them to the sale of alcohol for on-premises consumption. This change would restore a critical source of revenue to restaurants and other food establishments.

The Lieutenant Governor and I are happy to see that the Joint Committee on Municipalities and Regional Government reported a bill on Monday, H.4580, that contains a number of similar provisions intended to relieve pressure on municipalities. We look forward to working with you to share ideas and language to achieve our common goals. In light of the ongoing emergency, I urge your prompt enactment of legislation to relieve pressure on our cities and towns.

Respectfully submitted,

Charles D. Baker,
Governor

HOUSE No. 4586

Message from His Excellency the Governor recommending legislation relative to further addressing challenges faced by municipalities, school districts and state authorities resulting from COVID-19. March 24, 2020.

The Commonwealth of Massachusetts

In the One Hundred and Ninety-First General Court
(2019-2020)

An Act to further address challenges faced by municipalities, school districts and state authorities resulting from COVID-19.

Whereas, The deferred operation of this act would tend to defeat its purpose, which are forthwith to make certain changes in law in response to a public health emergency, each of which is immediately necessary to carry out to accomplish important public purposes, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public health and convenience.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

1 SECTION 1. Section 20 of chapter 161A, of the General Laws, as appearing in the 2018
2 Official Edition, is hereby amended by striking out, in line 2, the word, “March”, and inserting in
3 place thereof the following word:- May.

4 SECTION 2. Said section 20 of said chapter 161A, as so appearing, is hereby amended
5 by striking out, in line 4, the word, “April” and inserting in place thereof the following word:-
6 June.

7 SECTION 3. Section 2 of chapter 275 of the General Laws, as so appearing, is hereby
8 amended by inserting, in line 5, after the word “subscribed”, the following words:- ,
9 electronically or in person.

10 SECTION 4. Section 2A of chapter 276 of the General Laws, as so appearing, is hereby
11 amended by striking out, in line 1, the word “The” and inserting in place thereof the following
12 words:- The signature on the warrant may be made by electronic signature. The.

13 SECTION 5. Section 2B of said chapter 276, as so appearing, is hereby amended by
14 inserting, in lines 1 and 2, after the word “personally”, the following words:- or through wire or
15 electronic means.

16 SECTION 6. Said section 2B of said chapter 276, as so appearing, is hereby further
17 amended by inserting, in line 13, after the word “form”, the following words:- and the signature
18 therein may be made by electronic signature.

19 SECTION 7. Section 22 of said chapter 276, as so appearing, is hereby amended by
20 inserting, in line 4, after the word “subscribed”, the following words:- , electronically or in
21 person.

22 SECTION 8. Said section 22 of said chapter 276, as so appearing, is hereby further
23 amended by adding the following sentence:- If a complaint is subscribed to electronically by the
24 complainant, the complainant, if a law enforcement officer, may, in lieu of being examined on
25 oath by a justice, subscribe to the complaint under the pains and penalties of perjury.

26 SECTION 9. (a) As used in this section, the following words shall have the following
27 meanings:

“Permit” means a permit, variance, special permit, license, amendment, extension or other approval issued by a permit granting authority pursuant to a statute, ordinance, bylaw, rule or regulation, whether ministerial or discretionary.

“Permit Granting Authority” means (i) a local, county or regional official, or (ii) a local, county or regional multi-member body, that is authorized to issue a permit.

(b) Notwithstanding any general or special law, rule, regulation, charter, ordinance or by-law to the contrary, during the state of emergency declared by the governor on March 10, 2020 as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19”:

(1) An application for a permit shall be deemed duly filed and accepted as of the date of the filing by the applicant, if filed with and certified as received by the city or town clerk if a municipality, or with the secretary or other official established by law to receive such applications if a county or regional entity. Notwithstanding the foregoing, a permit granting authority may contest the completeness of an application at the time of filing, if the application is ultimately denied by the permitting board on other grounds, or if the permit is ultimately appealed by the applicant. An application for a permit may be filed electronically, either through an electronic submission website established by the permit granting authority, or through attachment of the requisite forms and supplemental materials to electronic mail sent to the aforesaid clerk, secretary, or official. Certification of receipt for purposes of this paragraph may be provided electronically to the applicant, and shall be provided electronically if the permit application is submitted electronically and electronic certification of receipt is requested by the applicant.

49 (2) A requirement of a statute, ordinance, bylaw, rule, or regulation that a hearing
50 commence within a specific period of time after the filing of an application or request for approval
51 of a permit is suspended as of March 10, 2020; provided, however, that the applicable period
52 shall resume 45 days after the termination of the state of emergency, or as of a date otherwise
53 prescribed by law, whichever is later.

54 (3) A permit in effect or existence as of March 10, 2020, including any deadlines or
55 conditions of the permit, shall not lapse or otherwise expire and the expiration date of the permit,
56 or time period for meeting a deadline or for performance of a condition of the permit, shall toll
57 during the state of emergency.

58 (4) No permit shall be considered granted, approved or denied, constructively or
59 otherwise, due to a failure of the permit granting authority to act within the time required by a
60 statute, ordinance, bylaw, rule or regulation; provided, however, that the permit granting
61 authority acts within 45 days of the termination of the state of emergency or by a date otherwise
62 prescribed by law, whichever is later; provided, however, that the applicant and Permit Granting
63 Authority may agree to alternative timing in writing.

64 (5) Notwithstanding the time periods by which a permit is to be either heard or acted
65 upon, a permit granting authority may, by a declaration of its chair, which the chair is authorized
66 to make irrespective of whether a quorum is present to vote on such matter, schedule or
67 reschedule on one or more occasions the hearing or decision deadlines on a permit application
68 provided no such date or deadline is rescheduled for more than 45 days after the termination of
69 the state of emergency or after a date otherwise prescribed by law, whichever is later. The chair
70 shall provide written notice of any applicable rescheduled dates or deadlines to the applicant at

the applicant's address, and to the general public by posting electronically on the website of the city or town clerk or the website of the county or regional entity.

(6) In the event a permit is required to be recorded with the registry of deeds or filed with registry district of the land court, as the case may be, for the county or district in which the property subject to the permit is located, within a certain period of time after its issuance in order to remain in force and effect or as a condition to exercising the permit, (i) the period of time for recording the permit shall be suspended during such time as the relevant registry of deeds or registry district of the land court is either closed or subject to rules and procedures restricting public in-person access; and (ii) the failure to record the permit shall not preclude the permit holder from applying for, obtaining and commencing construction activities pursuant to other required permits and approvals, including, without limitation, a building permit, which building permit may be issued and shall be considered duly issued pursuant to the provisions of section 6 of chapter 40A of the General Laws.

(7) A hearing on a pending application for a permit opened by a permit granting authority prior to March 10, 2020, which has either not been concluded as of March 10, 2020 or has been continued by the permit granting authority as of March 10, 2020, shall be automatically tolled and continued to the first hearing date of the permit granting authority following the termination of the state of emergency, or to a date otherwise prescribed by law, whichever is later; provided, however, that the date is no later than 45 days from of the termination of the state of emergency or the date otherwise prescribed by law, whichever is later.

(c) Nothing in this section shall affect the ability of a permit granting authority, subject to applicable notice and hearing requirements, to revoke or modify a permit when that

93 permit or the law or regulation under which the permit was issued authorizes the modification or
94 revocation thereof; provided, however, that in no event shall the permit granting authority revoke
95 or modify the permit for failure of the permit holder as a result of the state of emergency to
96 exercise or otherwise commence work pursuant to the permit, or where such work commenced
97 on or prior to March 10, 2020, but has stopped as a result of the state of emergency or actions
98 taken by an agency or political subdivision of the commonwealth in reliance thereon. The
99 limitations set forth in this subsection shall apply as long as the state of emergency is in effect
100 and for a period of 60 days following the termination thereof; provided, however, that a permit
101 holder shall be entitled to a further extension of reasonable length to exercise or otherwise
102 commence work pursuant to said permit at the discretion of the permit granting authority for
103 good cause shown; provided, further, that the chair of any permit granting authority shall be
104 authorized to grant such further extension irrespective of whether a quorum is present to vote on
105 the matter.

106 (d) Notwithstanding the requirements of section 20 of chapter 30A of the General
107 Laws, a permit granting authority, during the state of emergency, shall be permitted to conduct
108 meetings and public hearings remotely, consistent with the Governor's order entitled "Order
109 Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A Section 20" issued March
110 12, 2020, as the order may be amended, supplemented or replaced.

111 (e) Nothing in this section shall preclude or prohibit a permit granting authority from
112 issuing decisions on permit applications for which duly held public hearings or meetings have
113 been held, or preclude or prohibit any building commissioner, inspector of buildings, or other
114 permit granting official as the case may be, from issuing permits, including but not limited to
115 demolition or building permits.

(f) Notwithstanding any general or special law to the contrary and without limiting the foregoing, this section shall apply to all local boards and commissions' conduct of public meetings, public hearings, or other actions taken in a quasi-judicial capacity.

SECTION 10. (a) Notwithstanding any general or special law to the contrary, the provisions of subsections (b) and (c) of section 91 of chapter 32 of the General Laws shall not apply in calendar year 2020 to the following two categories of persons for hours worked during the state of emergency issued by the governor on March 10, 2020 as a result of the outbreak of the 2019 novel Coronavirus also known as "COVID-19":

(i) any person who has been retired and who is receiving a pension or retirement allowance, under the provisions of said chapter 32 or any other general or special law, from the commonwealth, a county, city, town, district or authority, or

(ii) any person whose employment in the service of the commonwealth, county, city, town, district or authority has been terminated, under the provisions of said chapter 32 or any other general or special law, by reason of having attained an age specified in said general or special law or by the rules and regulations of any department or agency of the commonwealth, county, city, town, district or authority without being entitled to any pension or retirement allowance.

Accordingly, these two categories of persons may, during the state of emergency and subject to all other laws, rules and regulations, governing the employment of persons in the commonwealth, county, city, town, district or authority, be employed in the service of the commonwealth, county, city, town, district or authority, including as a consultant or independent

contractor or as a person whose regular duties require that his time be devoted to the service of the commonwealth, county, city, town, district or authority during regular business hours.

(b) The provisions of this section shall not apply to individuals retired under a general or special law on disability.

SECTION 11. (a) Notwithstanding any general or special law to the contrary, as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19” and the declaration of a state of emergency issued by the governor on March 10, 2020, for fiscal year 2020, the chief executive officer of a city, town or district, as defined in clause Fifth B of section 7 of chapter 4 of the General Laws, may extend:

(i) for the purposes of the first paragraph of section 57 of chapter 59 of the General Laws, the date May 1 to a date not later than June 1, 2020;

(ii) for the purposes of the seventh and eighth paragraphs and the tenth and eleventh paragraphs of section 57C of chapter 59 of the General Laws, the date May 1 to a date not later than June 1, 2020; and

(iii) for the purposes of the third paragraph of section 59 of chapter 59 of the General Laws, the date April 1 to a date not later than June 1, 2020.

(b) Notwithstanding sections 57, 57C and 59 of chapter 59 of the General Laws or any other general or special law to the contrary, if municipal offices are closed as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19” or the declaration of a state of emergency issued by the governor on March 10, 2020 on the date that a tax payment,

157 abatement or exemption application is due, the due dates shall not be extended except pursuant to
158 this section.

159 SECTION 12. Notwithstanding sections 57, 57A and 57C of chapter 59 of the General
160 Laws and section 2 of chapter 60A of the General Laws or any other general or special law to the
161 contrary, as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19”
162 and the declaration of a state of emergency issued by the governor on March 10, 2020, for fiscal
163 year 2020, the chief executive officer of a city, town or district, as defined in clause Fifth B of
164 section 7 of chapter 4, may waive the payment of interest and other penalty in the event of late
165 payment of any excise, tax, betterment assessment or apportionment thereof, water rate or annual
166 sewer use or other charge added to a tax for payments made after its respective due date but
167 before June 30, 2020.

168 SECTION 13. Notwithstanding subsection (i) of section 1D of chapter 69 of the General
169 Laws, and any other general or special law to the contrary, upon recommendation of the
170 commissioner of elementary and secondary education, the board of elementary and secondary
171 education may modify or waive the requirements of the competency determination for high
172 school graduation, in order to address disruptions caused by the outbreak of the 2019 novel
173 Coronavirus also known as “COVID-19”.

174 SECTION 14. Notwithstanding section 1I of chapter 69 of the General Laws, and any
175 other general or special law to the contrary, the commissioner of elementary and secondary
176 education may modify or waive the requirement for a comprehensive diagnostic assessment of
177 individual students under said section 1I of chapter 69 in order to address disruptions caused by
178 the outbreak of the 2019 novel Coronavirus also known as “COVID-19”.

SECTION 15. Notwithstanding section 16B of chapter 71 of the General Laws or any other general or special law to the contrary, if a vote on the approval of a fiscal year 2021 regional school district budget by a town or city is delayed beyond June 30, 2020 as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19” and the declaration of a state of emergency issued by the governor on March 10, 2020, the budget approval process described in said section 16B shall be suspended and the district shall notify the department of elementary and secondary education of a lack of a budget and the commissioner, or his designee, shall certify an amount sufficient for the operation of the district commencing July 1, 2020 in an amount not less than 1/12 of the total budget approved for the district in the most recent fiscal year. Similar sums shall be certified for each successive month to ensure the continued provision of services by the district until such time as a budget is adopted and approved by the regional committee and member towns or cities in the manner otherwise provided in said section 16B. The department may issue guidelines or regulations for the implementation of this section.

SECTION 16. Notwithstanding subsection (a) of section 23 of chapter 132 of the acts of 2019, or any other general or special law to the contrary, the commissioner of elementary and secondary education may set the deadline for each school district to submit its first 3-year plan required pursuant to subsection (d) of section 1S of chapter 69 of the General Laws, as inserted by section 5 of chapter 132 of the acts of 2019, as April 1, 2020, or such later date as determined by the commissioner, in order to address disruptions caused by the outbreak of the 2019 novel Coronavirus also known as “COVID-19”..

SECTION 17. Notwithstanding any general or special law to the contrary, during the state of emergency declared by the Governor on March 10, 2020 as a result of the outbreak of the 2019 novel Coronavirus also known as “COVID-19”, an establishment licensed to sell alcoholic

202 beverages or only wines and malt beverages on-premises may sell wine or malt beverage only
203 for off-premises consumption subject to the following conditions: (i) the wine or malt beverage
204 must be sold in its original, sealed container; (ii) the wine or malt beverage must be sold as part
205 of the same transaction as the purchase of food; and (iii) a customer is limited to 192 ounces of
206 malt beverage and 1.5 liters of wine per transaction.

207 SECTION 18. This act shall take effect upon its passage.

EXHIBIT D



COMPTROLLER ADVISORY BOARD



OFFICE OF THE
COMPTROLLER

COMMONWEALTH OF MASSACHUSETTS

January 2020



OVERVIEW OF DEPARTMENT INITIATIVES

STRATEGIC FOCUS TEAMS

– 5 TEAMS OF 6 TO 9 MEMBERS

E-SIGNATURE INITIATIVE

ROBOTIC PROCESS AUTOMATION (RPA)

ENHANCED TRANSPARENCY

ORGANIZATION RELATED – (FOCUS BPI AND AGENCY OUTREACH)

CYBER CENTER

ANECDOTES VS. ANALYTICS

DOCUMENT RETENTION MODERNIZATION

POLICY MODERNIZATION

BEST PROJECT

Next



STRATEGIC FOCUS TEAMS

RECRUITMENT, RETENTION, AND TRAINING

FLEXIBLE AND COMPRESSED SCHEDULES

- 26 INDIVIDUAL SCHEDULES FOR 93 EMPLOYEES HAVE BEEN REDUCED TO 6 UNIFORM SCHEDULES
- ADDED THE CTR'S FIRST COMPRESSED SCHEDULE
- EXPLORING "WORK FROM HOME" OPTIONS FOR MANAGERS – PILOT WITHIN BEST TEAM

CORPORATE SITE VISITS

- COMMODORE BUILDERS
- ACCENTURE
- PEGASYS

ENHANCED TRAINING OPPORTUNITIES

- NEW CUSTOMER SUCCESS MANAGER
- EX. CERTIFIED GOVERNMENT FINANCIAL MANAGER (CGFM) PROGRAM
- EXPANDED USE OF LEARNING MANAGEMENT SYSTEM

EXPANDED USE OF SOCIAL MEDIA PLATFORMS FOR RECRUITMENT

- 150 APPLICANTS FOR CUSTOMER SUCCESS MANAGER
- 100+ APPLICANTS FOR THE COMMUNICATIONS MANAGER POSITION
- PROMOTING FUNCTIONAL TITLES



STRATEGIC FOCUS TEAMS

COMMUNICATIONS

INTEGRATED, EXPANDED SOCIAL MEDIA PLATFORMS

BRANDING AND LANGUAGE UPDATES

- MORE PROFESSIONAL, CONSISTENT LOOK
- CLARITY OF LANGUAGE AND USER EXPERIENCE
- COMPTROLLER SEAL
- DEVELOPED CTR SPECIFIC STYLE GUIDE
- DEVELOPED CTR SPECIFIC BRANDING GUIDE

QUARTERLY ALL STAFF LUNCHES

CTR STAFF PORTAL

- SHORTCUTS TO IMPORTANT FORMS
- EMPLOYEE E-NEWSLETTER

Next



STRATEGIC FOCUS TEAMS

WOMEN IN THE WORKPLACE

HEADED BY GENERAL COUNSEL AMY NABLE

IDENTIFY STRATEGIES TO SUPPORT WOMEN IN THE WORKPLACE

- MENTORING
- TRAINING
- WORK LIFE BALANCE

INITIATIVES TO DATE

- BROWN BAG LUNCH
- SBFR AND CAFR THEMES
- PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Next



STRATEGIC FOCUS TEAMS

STRATEGIC PLANNING

HEADED BY FIRST DEPUTY JEFF SHAPIRO

- UPDATE MISSION STATEMENT
- CREATE VISION STATEMENT
- DEVELOP 3 TO 5 YEAR GOALS

UPDATED MISSION (COMPLETE)

- “WE OVERSEE THE COMMONWEALTH’S FINANCIAL SYSTEMS, ENSURING INTEGRITY, MITIGATING RISK, AND PROVIDING ACCURATE REPORTING AND TRANSPARENCY TO ILLUSTRATE THE FINANCIAL HEALTH OF MASSACHUSETTS.”

UPDATED VISION (COMPLETE)

- “OUR VISION IS TO BE A SOLUTIONS-ORIENTED PUBLIC AGENCY. WE PROMOTE INNOVATION. WE ARE A NATIONAL LEADER IN GOOD GOVERNANCE. WE WILL CONTINUOUSLY IMPROVE THE TRANSPARENCY OF FINANCIAL INFORMATION. AS STEWARDS OF THE PUBLIC TRUST, WE WILL INSPIRE CONFIDENCE BY MAINTAINING OUR CORE PRINCIPLES: CLARITY, INTEGRITY, AND ACCOUNTABILITY.”



STRATEGIC FOCUS TEAMS

INTERNAL CONTROL POLICIES

IN FEBRUARY CTR'S ICP FILLED THREE 3-INCH BINDERS

BY REMOVING REDUNDANCIES AND DUPLICATIONS, THERE IS NOW JUST ONE 3-INCH BINDER

CTR HAS CONTRACTED WITH AN INTERACTIVE POLICY SOFTWARE VENDOR, POWERDMS, AFTER A CAREFUL REVIEW OF SEVERAL VENDORS

POLICY EVALUATION ACTION PLAN DEVELOPED

- COMPTROLLER POLICY STAKEHOLDER ADVISORY GROUP
- PROCESS TO COMMENCE JANUARY 2020

Next



E-SIGNATURE

MOVING AWAY FROM WET SIGNATURES IS THE NUMBER 1 REQUEST FROM AGENCIES

CTR PILOTED A E-SIGNATURE PROGRAM WITHIN THE AGENCY

- CURRENTLY ALMOST ALL SIGNATURES ARE E-SIGNATURES

PILOT AN E-SIGNATURE PROGRAM WITH HIGHER EDUCATION

- FOCUSED ON ISA
- BEGAN SEPTEMBER 2019

CTR HAS IDENTIFIED DOCUSIGN AS A STRATEGIC PARTNER

- ISA STATEWIDE - 2020
- VENDOR MANAGEMENT, W-9S - 2020
- CONTRACTS 2021-2021

Next



ENHANCED TRANSPARENCY

ADDITIONS TO CTHRU

- NON-BUDGETED SPECIAL REVENUE FUNDS AND TRUST ACCOUNTS ADDED TO CTHRU IN NOVEMBER 2019
- BUDGET TO ACTUAL ADDED TO CTHRU IN AUGUST 2019
- STABILIZATION FUND ADDED TO CTHRU IN APRIL 2019
- SETTLEMENTS AND JUDGEMENTS ADDED TO CTHRU IN FEBRUARY 2019

AGENCY SITE VISITS – MEET WITH AGENCY HEAD & KEY LEADERSHIP

- 43 OF 151 AGENCIES TO DATE

PUBLIC INFORMATION REQUEST (PIR) RESPONSES TO WEB

- GO LIVE - JANUARY 2020
- ALL REQUESTS WILL RESULT IN THE ABILITY OF REQUESTOR TO TRACK STATUS
- WORK FLOW INTERNALLY TO ENSURE SECRETARY OF STATE COMPLIANCE
- ALL REQUESTS AND RESPONSES WILL BE POSTED ON WEB

Next



ROBOTIC PROCESS AUTOMATION (RPA)

AGENCY STAFF IDENTIFIED 50 POSSIBLE WORK FLOWS WHICH MAY BE STREAMLINED THROUGH THE USE OF "BOTS"

- SENIOR STAFF IDENTIFIED 10 OF THOSE PROCESSES WHICH WOULD HAVE THE MOST POSITIVE IMPACT

"SHARK TANK" LIKE PROCESS USED TO PRIORITIZE THE 10 PROJECTS

- OWNERS REQUESTING "BOT" MADE A PITCH TO A PANEL
- THE PANEL SELECTED 2 PRIORITY PROJECTS AND 3 SECONDARY PROJECTS

IDENTIFIED 3 CONSULTING PARTNERS TO REVIEW AND SUBMIT A PROPOSAL FOR THE 2 PRIORITY PROJECTS

FIRST RPA PROJECT EXPECTED TO GO LIVE DURING CALENDAR 2020, Q2



ORGANIZATION RELATED

CHIEF PROCESS AND INNOVATION OFFICER

- FOCUSED ON BUSINESS PROCESS REDESIGN AND CHANGE MANAGEMENT
- WORKS AS TEAM LEAD FOR HELP DESK, CUSTOMER SUCCESS AND ENTERPRISE RELATIONSHIP MANAGER
- FILLED INTERNALLY IN SEPTEMBER 2019

ENTERPRISE RELATIONSHIP MANAGER

- SINGLE POINT OF CONTACT FOR SUPPORTING RELATIONSHIPS WITH STATE AGENCIES
- FILLED INTERNALLY IN SEPTEMBER 2019

FORMER HELP DESK MANAGER POSITION REIMAGINED AS CUSTOMER SUCCESS MANAGER

- NEW HIRE IN SEPTEMBER 2019
- ADDED FOCUS ON INTERNAL TRAINING AND MODERNIZING TRAINING DELIVERY
- FORMER HELP DESK NOW **"SOLUTIONS DESK"**

COMMUNICATIONS MANAGER

- NEW HIRE IN OCTOBER 2019

Next



ORGANIZATION RELATED

OFFICE OF THE COMPTROLLER CALENDAR YEAR EXEMPT EMPLOYEE ANALYSIS CALENDAR 2019

January 1, 2019

Exempt Staff	FTE	Salary
Active	25.8	\$3,159,520
In transition	2	\$223,000
Total	27.8	\$3,382,520

December 31, 2019

Exempt Staff	FTE	Salary
Active	26.8	\$3,284,203
In transition	2	\$230,920
Total	28.8	\$3,515,123

Salary Change Breakdown	% Change	Salary
2019 COLA - 12/1/19	1.06%	\$35,769
Non COLA Salary Change	2.86%	\$96,833
Total Change	3.92%	\$132,603

FTE Change 1.0

Note: The "Non COLA Salary Change" was attributable to the 1 FTE staff add during the year at an approximate cost of \$128,000, less turnover savings. Example, reducing the number of functional manager titles from 6 to 4 and replacing vacant positions will lower salaried employees. This analysis is for CTR funded employees only.

There was no change to the number of union employees in 2019.
Approximately 78% of CTR employees are union.



CYBER SECURITY RELATED

CTR HAS RESPONDED TO 4 SIGNIFICANT CYBER ATTACKS SINCE LATE 2018

CTR HAS PARTNERED WITH EOTSS VENDORS TO RESPOND

CTR HAS DEVELOPED CYBER ATTACK SUMMARY REPORTS

- CONFIDENTIAL REPORTS SHARED WITH STATE AUDITOR AND EOTSS ONLY
- NON-CONFIDENTIAL REPORTS AVAILABLE ONLINE

CTR HAS DEVELOPED CYBER ATTACK “LESSON LEARNED” REPORT

- UPDATED AFTER EVERY INCIDENT LAST UPDATED AUGUST 13, 2019
- [HTTP://WWW.MACOMPTROLLER.INFO/COMPTROLLER/DOCS/BUSINESS-FUNCTIONS/BF-INT-CNTRL/CCLL81319.PDF](http://www.macomptroller.info/comptroller/docs/business-functions/bf-int-cntrl/CCLL81319.PDF)

PROCUREMENT FOR CYBER RESPONSE RELATED SERVICES

- A WIDER ARRAY OF SERVICES WILL BE AVAILABLE AND MORE ELIGIBLE VENDORS
- SERVICES WILL BE AVAILABLE TO CITIES AND TOWNS

Next



ANECDOTES VS. ANALYTICS

DEVELOPED A LAYERED SERIES OF DASHBOARDS

- EXECUTIVE LEVEL
- TEAM LEVEL
- AGENCY LEVEL: (CFOS ETC.)

IDENTIFIED TABLEAU AS STRATEGIC PARTNER

- 22 DASHBOARD VISUALIZATIONS
- FIRST DASHBOARDS Q1 2020

CREATED CTR'S FIRST DATA SCIENTIST POSITION

- POSITION WILL BE POSTED BY END OF JANUARY 2020

Next



BUSINESS ENTERPRISE SYSTEMS TRANSFORMATION (BEST) PROJECT

BEST PROJECT LAUNCHED AS JOINT PROJECT OF CTR, ANF, EOTTS

- 9 MEMBER EXECUTIVE STEERING COMMITTEE

PROJECT MANAGEMENT OFFICE FEATURES TEAM LEADS, INCLUDING:

- TECHNICAL, FINANCIAL, HR, FINANCIAL REPORTING, COMMUNICATIONS, CHANGE MANAGEMENT, RISK & COMPLIANCE

PROJECT WILL REPLACE AGING STATEWIDE FINANCIAL AND HUMAN RESOURCES SYSTEMS UTILIZING BEST PRACTICES AND EMPLOYEE FEEDBACK

MCKINSEY HAS JOINED AS SUPPORT VENDOR TO HELP SUPPORT PMO WITH VISIONING, FEEDBACK AND REQUIREMENTS GATHERING

POINTS OF CONTACT ACROSS 93 AGENCIES HAVE SUBMITTED NAMES TO TAKE PART IN UPCOMING WORKSHOPS TO HELP COLLECT FEEDBACK

Next



QUESTIONS?

THANK YOU!

MACOMPTROLLER.ORG

EXHIBIT E

CERTIFICATION OF DEPARTMENT OF STATE
EMERGENCY RULE FILED WITH THE
DEPARTMENT OF STATE

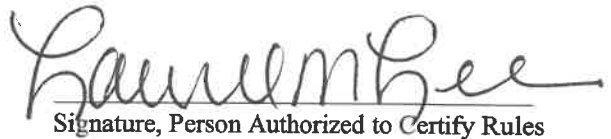
I hereby certify that an immediate danger to the public health, safety or welfare requires emergency action and that the attached rule is necessitated by the immediate danger. I further certify that the procedures used in the promulgation of this emergency rule were fair under the circumstances and that the rule otherwise complies with section 120.54(4), F.S. The adoption of this rule was authorized by the head of the agency and this rule is hereby adopted upon its filing with the Department of State.

Rule No(s).

11SER20-2 – Candidate Petition Process

Under the provision of section 120.54(4)(d), F.S., this rule takes effect upon filing unless a later time and date less than 20 days from filing, is set out below:

Effective Date: Immediately
(month) (day) (year)



Signature, Person Authorized to Certify Rules

Secretary of State
Title

Number of Pages Certified

FILED
2020 APR -2 PM 2:41

CERTIFICATION OF DEPARTMENT OF STATE
DESIGNATION OF RULE THE VIOLATION OF WHICH IS A MINOR VIOLATION

Pursuant to Section 120.695(2)(c)3, Florida Statutes, I certify as agency head, as defined by section 20.05(1)(b), Florida Statutes, that:

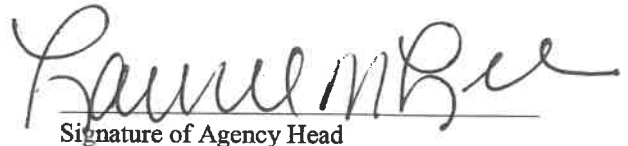
☒ All rules covered by this certification are not rules the violation of which would be minor violation pursuant to Section 120.695, F.S.

☐ The following parts of the rules covered by this certification have been designated as rules the violation of which would be a minor violation pursuant to Section 120.695, F.S.:

Rule No(s).

Rules covered by this certification:

1SER20-2



Signature of Agency Head

Secretary of State

Title

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1SER20-2 (1S-2.045) Candidate Petition Process.

(1)-(5)(e) No change.

(5)(f) In addition to the above requirements, the supervisor of elections shall not verify as valid a signature on a candidate petition form unless all of the following information is contained on the petition form:

1. The voter's name;
2. The voter's address (including city and county);
3. The voter's complete voter registration number or date of birth (to include the month, day, and year) that matches the date of birth on the voter's registration application;
4. The voter's original, ~~ink~~ signature or image of voter's original signature that can be utilized by the Supervisor of Elections to compare and verify the signature of the voter on record; and,
5. The date the voter signed the petition (to include the month, day, and year) as recorded by the voter.

(5)(g)-(7) No change.

Rulemaking Authority 20.10(3), 97.012(1), 99.095, 99.097(1), 105.035(2) FS. Law Implemented 99.095, 99.061, 99.097, 103.021, 105.031, 105.035 FS. History—New 10-23-07, Amended 11-7-10, 12-5-11, 1-1-14, 10-18-15, 04-2-20.

FILED
2020 APR -2 PM 2:42

DEPARTMENT OF STATE

Division of Elections

RULE TITLE:

Candidate Petition Process

RULE NO:

1SER20-2

STATEMENT OF SPECIFIC FACTS AND REASONS FOR FINDING AN IMMEDIATE DANGER TO THE PUBLIC HEALTH, SAFETY, OR WELFARE:

A public health emergency and state of emergency have been ordered or declared by the Governor in Executive Orders No. 20-51 and 20-52 for the entire state in response to the COVID-19 virus. These and other orders and guidance limit person-to-person contact in various ways to prevent the spread of the virus, which makes it more difficult to collect original signed petitions in order to access the ballot by the petition method pursuant to section 99.095, Fla. Stat., and Rule 1S-2.045, F.A.C.

STATEMENT OF THE AGENCY'S REASONS FOR CONCLUDING THAT THE PROCEDURE USED IS FAIR UNDER THE CIRCUMSTANCES:

The Division has received comments and concerns from candidates currently circulating petitions for ballot access. The state of emergency, orders, and guidance are quickly evolving over time. Permitting circulation and collection of candidate petitions by means other than personal contact prevents spread of the virus, while maintaining the petition method of ballot access for candidates, and supporting the state's important interests in the process as well. The Division of Elections is aware of the rulemaking procedures prescribed by Section 120.54, Florida Statutes, but due to the immediate and evolving nature of the state of emergency, regular rulemaking is too lengthy in both adoption and effect.

2020 APR -2 PM 2:42

EXHIBIT F

EXECUTIVE ORDER NO. 105

WHEREAS, in light of the dangers posed by COVID-19, I issued Executive Order No. 103 (2020) on March 9, 2020, the facts and circumstances of which are adopted by reference herein, which declared both a Public Health Emergency and State of Emergency; and

WHEREAS, to further protect the health, safety, and welfare of New Jersey residents by, among other things, reducing the rate of community spread of COVID-19, I issued Executive Order No. 104 (2020) on March 16, 2020, the facts and circumstances of which are also adopted by reference herein, which established statewide social mitigation strategies for combatting COVID-19 and; and

WHEREAS, as of March 18, 2020, according to the Centers for Disease Control and Prevention ("CDC"), there were more than 191,000 confirmed cases of COVID-19 worldwide, with over 7,800 of those cases having resulted in death; and

WHEREAS, as of March 18, 2020, there were more than 7,000 confirmed cases of COVID-19 in the United States, with at least 97 of those cases having resulted in death; and

WHEREAS, as of March 18, 2020, there were 427 positive cases of COVID-19 in New Jersey, spread across numerous counties; and

WHEREAS, State and Federal public health experts, including officials at CDC, believe that infections will continue to spread at exponential rates unless aggressive action is taken to minimize person-to-person contacts and to reduce any unnecessary interactions; and

WHEREAS, the COVID-19 emergency is unfolding alongside numerous contemporaneous local, State and Federal elections; and

WHEREAS, the New Jersey Secretary of State is legally obligated to ensure that all qualified voters within the State are able to fully exercise their constitutionally protected right to vote; and

WHEREAS, allowing certain upcoming elections to proceed during this unprecedented COVID-19 health crisis as they were originally planned will create hardships and health risks for voters, poll workers and candidates alike; and

WHEREAS, election officials require flexibility and sufficient lead time to adapt the State's voting infrastructure to confront the magnitude of the public health and safety risks of the COVID-19 pandemic; and

WHEREAS, social distancing measures are required for a period of as-yet-undetermined duration, and the COVID-19 outbreak may have significant effects on New Jersey's voting systems as long as social distancing measures are in place and for some time thereafter; and

WHEREAS, the full participation of voters and candidates is critical to a robust democracy; and

WHEREAS, failing to take proactive actions to mitigate the adverse impacts of the current health crisis on certain upcoming elections carries the risk of disenfranchising countless citizens; and

WHEREAS, pursuant to N.J.S.A. 19:23-14, petitions for candidates for the June 2, 2020 primary election are due by 4:00 p.m. on March 30, 2020; and

WHEREAS, allowing candidates to submit their petitions electronically, in addition to by hand delivery, will help limit unnecessary person-to-person contact; and

WHEREAS, allowing voters to fill out and submit petitions electronically, so that candidates and campaigns need not physically gather petitions by going to individual voters in person, will help limit unnecessary person-to-person contact; and

WHEREAS, the COVID-19 emergency will significantly hinder otherwise qualified candidates from meeting the nomination requirements set forth in N.J.S.A. 19:23-7, 19:23-11, 19:23-14, 19:23-15, 19:25-3, 19:34-8, and 19:24-4; and

WHEREAS, temporarily modifying the requirements of N.J.S.A. 19:23-8, 19:23-14, 19:24-4, and 19:25-3 to allow for electronic submission of petitions is needed to keep voters engaged during this unprecedented crisis; and

WHEREAS, States generally have discretion to dictate the time, manner and place of elections in the absence of controlling federal law; and

WHEREAS, requiring voters to report to public polling locations to vote under the current circumstances will hinder public participation in the democratic process, particularly among elderly and immune-compromised voters, and undermine the legislative intent of provisions like N.J.S.A. 19:8-2 and 19:8-3.1, which are designed to ensure that such voters can exercise their right to vote; and

WHEREAS, voting by mail is already an authorized mode of voting in New Jersey pursuant to Title 19, subtitles 62 and 63; and

WHEREAS, at least 34 states and the District of Columbia already allow voters to cast their ballot via mail and five states run entirely vote-by-mail elections; and

WHEREAS, in-person voting has declined over the years, while the total number of voters who voted early, absentee or by mail has steadily increased; and

WHEREAS, New Jersey citizens are presently faced with the choice of exercising their constitutional franchise, or endangering their health and safety; and

WHEREAS, a temporary delay in certain elections that are rapidly approaching will give the county and municipal election officials enough time to send vote-by-mail ballots to all registered voters for these elections, allowing voters to exercise their constitutional franchise without jeopardizing their health and safety; and

WHEREAS, in order to prepare vote-by-mail ballots for all registered voters in the upcoming elections, state, county and municipal election officials need sufficient preparation time; and

WHEREAS, the Constitution and statutes of the State of New Jersey, particularly the provisions of N.J.S.A. 26:13-1 et seq., N.J.S.A. App. A: 9-33 et seq., N.J.S.A. 38A:3-6.1, and N.J.S.A. 38A:2-4 and all amendments and supplements thereto, confer upon the Governor of the State of New Jersey certain emergency powers;

NOW, THEREFORE, I, PHILIP D. MURPHY, Governor of the State of New Jersey, in order to protect the health, safety and welfare of the people of the State of New Jersey and in accordance with the authority vested in me by the New Jersey Constitution and statutes of the State of New Jersey, hereby ORDER and DIRECT the following:

1. In addition to accepting hand delivery of candidate and delegate petitions that are due by 4:00 p.m. on March 30, 2020, the Secretary of State, county clerks, and municipal

clerks shall allow for these candidate and delegate petitions to be submitted electronically.

2. The Secretary of State, county clerks, and municipal clerks shall also accept petitions with signatures collected via an online form created by the Secretary of State, which shall be available for use by Thursday, March 19, 2020. Following the availability of the online form, the Secretary of State, county clerks, and municipal clerks shall require that signatures be gathered via the online form. Hand signatures obtained prior to the effective date of this Executive Order shall also be accepted.

3. The online form shall be provided to county clerks and municipal clerks as a means of accepting petitions that are due to them by 4:00 p.m. on March 30, 2020.

4. The verification requirements of N.J.S.A. 19:23-11, insofar as they are not included on the online form created by the Secretary of State, shall be suspended for petitions due by 4:00 p.m. on March 30, 2020.

5. The requirements of N.J.S.A. 19:23-7 and N.J.S.A. 19:23-15 that a candidate provide a notarized oath of allegiance with their petition shall be suspended for petitions due by 4:00 pm on March 30, 2020. Candidates who have not already signed and notarized an oath of allegiance shall attach a signed pledge of allegiance to their petitions containing the same language as prescribed in N.J.S.A. 41:1-1.

6. The special election scheduled for March 21, 2020, in the Fire District 1 for the Township of Old Bridge in the County of Middlesex, the special election scheduled for March 31, 2020, in the Township of West Amwell in the County of Hunterdon, and the special election scheduled for March 31, 2020, in the City of Atlantic City in the County of Atlantic shall be postponed

until May 12, 2020, to be held concurrently with the elections currently scheduled for that date.

7. The elections that are scheduled for April 21, 2020, shall be postponed until May 12, 2020, also to be held concurrently with the elections currently scheduled for that date.

8. Any election scheduled for a date between March 19, 2020 and May 12, 2020, not specifically referenced in Paragraph 6 and 7, shall be postponed until May 12, 2020. Further, no other elections may be held or proceed prior to May 12, 2020.

9. All elections that take place on May 12, 2020, including those previously scheduled for that date and those rescheduled as a result of this Order, shall be conducted solely via vote-by-mail ballots, which will automatically be sent to all registered voters without the need for an application to receive a vote-by-mail ballot.

10. The requirements of N.J.S.A. 19:14-25 that sample ballots be sent shall be suspended. All registered voters will be receiving vote-by-mail ballots and there will be no polling places in the May 12, 2020 elections.

11. The time restrictions of N.J.S.A. 19:63-9 shall be suspended, and vote-by-mail ballots shall be mailed in compliance with a schedule to be prepared by the Secretary of State in a manner to ensure the timely receipt and return of ballots for counting in the May 12, 2020 elections.

12. To ensure that all registered voters, whether active or inactive, are provided with the opportunity to exercise their right to vote through the use of vote-by-mail ballots in the May 12, 2020 elections, N.J.S.A. 19:63-3(f), which prohibits the county clerk from sending a vote-by-mail ballot to inactive voters, shall be suspended.

13. Vote-by-mail ballots shall be processed and canvassed in compliance with standards established by the Secretary of State and in accordance with guidelines provided by the State Department of Health and where necessary, superseding the statutory deadlines established at N.J.S.A. 19:63-17 and 19:63-22, including the allowance of the early counting of vote-by-mail ballots prior to May 12, 2020.

14. All vote-by-mail return envelopes shall have prepaid postage in order to guarantee the proper delivery of all cast vote-by-mail ballots.

15. The Secretary of State shall establish appropriate standards for ensuring that all eligible citizens are able to exercise their right to vote through the use of vote-by-mail ballots in the May 12, 2020 elections.

16. This Order shall take effect immediately.

GIVEN, under my hand and seal this
 19th day of March,
 Two Thousand and Twenty, and
 of the Independence of the
 United States, the Two
 Hundred and Forty-Fourth.

[seal]

/s/ Philip D. Murphy

Governor

Attest:

/s/ Matthew J. Platkin

Chief Counsel to the Governor