NEW YORK CITY CAMPAIGN FINANCE BOARD

Administrative Report

Calendar Years 2008–2009

NEW YORK CITY CAMPAIGN FINANCE BOARD

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* Mr. Hall was appointed to the Board to replace Katheryn C. Patterson on July 28, 2010, just as this report was going to print.

Administrative Report Team

Editor

Peggy A. Willens

Design / Production

Crystal Choy
Winnie Ng

Fact Checkers

Joseph Ferris
Ilona Kramer
Michael O'Keefe

Researchers / Writers

Elizabeth Bauer
Joanne Bianco
Laura Bram
Elizabeth Carmona
Daniel Cho
Shawn Crawford
Shauna Tarshis Denkensohn
Susan DiMuria
Sue Ellen Dodell
Kevin Dowling
Eric Friedman
Man Wai Gin
Anne Guo
Peri Horowitz
Leahruth Jemilo
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Katharine Loving
Veena Mohandoss
Kenneth O'Brien
Michael O'Keefe
Christopher Oldenburg
Matt Salber
Andrew Saulter
Elizabeth A. Upp
Hillary Weisman
Mary Young

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I. INTRODUCTION

The purpose of the *Administrative Report* is to help policy makers, civic and advocacy groups, candidates, campaign representatives, and the public better understand the work of the New York City Campaign Finance Board (CFB).

The agency's 2009 post-election report, *New Yorkers Make Their Voices Heard: A Report on the 2009 Elections* (2009 post-election report), of which this is an appendix, is mandated by the City Charter. It examines issues of public policy and assesses the effectiveness of the Campaign Finance Act (Act) in achieving its goals during the 2009 election cycle. By contrast, this report focuses on the agency's strategic initiatives and day-to-day activities. CFB staff members are accountable for achieving the agency's mandates, and the report helps staff and Board members measure, evaluate, and report on their performance.

This inaugural edition of the *Administrative Report* reviews the agency's accomplishments during calendar years 2008 and 2009.

In 2008, CFB commemorated 20 years of administering, interpreting, and enforcing the Act, which became law in 1988. The report represents a new tool to ensure that the agency continues to build on the strong foundation of its first two decades.

II. MISSION & GUIDING VALUES

The Campaign Finance Board is a nonpartisan, independent city agency that serves the public interest by enhancing the role of New York City residents in the electoral process. The agency is included in the New York City Charter (Chapters 46 and 49) as a "charter agency." The primary activity of the CFB is to administer the voluntary Campaign Finance Program (Program), which sets spending limits and provides public matching funds to eligible candidates for five covered offices:

- Mayor
- Comptroller
- Public Advocate
- Borough President
- City Council

Ensuring the full and timely disclosure of every campaign's financial activity — regardless whether the candidate is participating in the Program — is another central element of the agency's mission. This disclosure allows all parties, including the media and the public at large, to see how each campaign is raising and spending its funds. In addition, the CFB educates voters about candidates seeking election to the five covered offices.

Since its creation by referendum and local law in 1988, the CFB has had several important mandates, which have not remained static. For example, in 2004, City Council legislation amended the Act to make contribution limits and prohibitions and disclosure requirements applicable to *all* candidates for local office, not just Program participants. The scope of the CFB's authority and mission expanded accordingly.

In early 2008, on the occasion of the 20th anniversary, CFB staff worked to identify the guiding values and principles underlying the agency's work. These values appear as themes throughout this report:

Quality	Guidance	Efficiency	Service

Specifically, staff members reaffirmed their commitment to:

QUALITY Improving and maintaining the quality of staff work and of the information given to campaigns. "Quality" was defined as timeliness, accuracy, and consistency.

GUIDANCE Helping campaigns do things right the first time, to prevent mistakes where possible and reduce the enforcement effort needed later.

EFFICIENCY Creating an effective and efficient workflow among CFB units, using triage, automation, and other process flow improvements to optimize the use of scarce resources.

SERVICE Serving two customer groups effectively:

- Candidates and campaign representatives
- NYC taxpayers and voters

These principles helped staff develop the agency's strategic objectives and priorities for the 2008–2009 period. For example, to improve the quality of information provided to campaigns, staff members:

- Reviewed all documents sent to campaigns for consistency of voice, clarity, and accuracy.
- Ensured that the Candidate Services Unit (CSU), Audit, and Legal staff used templates and boilerplate language whenever possible, to increase efficiency, improve consistency, and reduce the likelihood of errors.
- Increased the use of information technology whenever possible for the same reasons.

Section IV of the report highlights many examples of how these values were realized in the agency's day-to-day work.

III. OVERVIEW OF AGENCY OPERATIONS

This section describes the CFB's workload drivers, staffing levels, and financial resources in 2008 – 2009.

Workload Volume

Two main factors drive the CFB workload:

- The number of candidates taking part in a particular covered election.
- The percentage of those candidates participating in the Campaign Finance Program.

Two other types of campaigns also require attention from the CFB staff to ensure compliance with all applicable laws and regulations:

- Campaigns that terminate their operations before the election.
- Campaigns that fail to achieve a spot on the ballot for their selected race.

During calendar years 2008 and 2009, CFB staff resources were primarily focused on the campaigns in the elections listed below.

Number of Campaigns and Participation Rates			
Election	Total # of Candidates	# Participating in Program	% Participation
2007A*	15	13	87%
2007B*	5	3	60%
2007	3	2	67%
2008A*	4	3	75%
2008	2	2	100%
2009A*	14	13	93%
2009B*	2	2	100%
2009	232	196	84%

* *Special election*

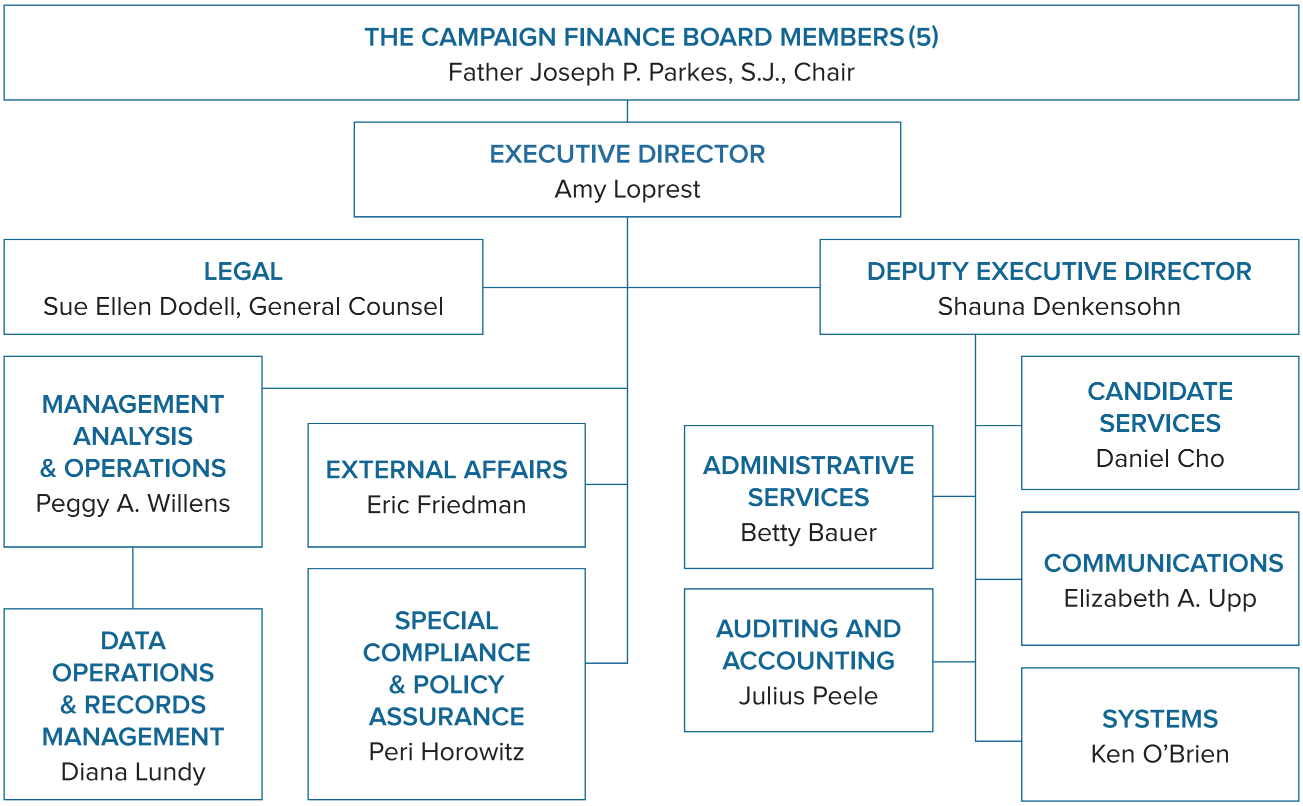
For the eight elections above, an additional 158 candidates registered and later terminated their campaigns prior to election day.

In addition to work related to the above campaigns (discussed in Section IV, *Accomplishments*):

- Audit staff completed the remaining 28 final audits from the 2001 and 2005 election cycles.
- Legal staff handled litigation and other enforcement matters and worked to recover public funds and penalties from campaigns in earlier election cycles.

Staff Resources

The CFB is organized in the following units:



Administrative Services

- Coordinates all human resources issues
- Manages budget and procurement
- Manages mailroom, reception, and all facilities

Auditing and Accounting

- Reviews campaigns' financial information
- Determines payments of public funds
- Conducts compliance visits
- Performs post-election audits

Candidate Services Unit

- Contacts all potential and confirmed candidates
- Conducts compliance, C-SMART, and draft audit training
- Helps candidates understand the procedures they need to follow

Communications

- Produces the Voter Guide
- Creates all printed materials
- Manages the website
- Publicizes the work of the CFB

Data Operations & Records Management

- Uploads financial info into Campaign Finance Information System (CFIS) and OnBase and verifies its accuracy
- Manages the flow and storage of all agency files
- Archives documents

Executive

- Directs agency operations
- Determines and manage the budget
- Sets agency policy
- Synchronizes the work of the units
- Works with the Mayor's Office and the City Council on legislation and related matters

Legal

- Prepares recommendations of penalties and repayment obligations to the Board
- Informs candidates of Board actions
- Drafts legislation, rules, and advisory opinions
- Litigates when necessary

Management Analysis & Operations

- Analyzes operations
- Develops internal control procedures
- Creates performance metrics
- Suggests process improvements
- Serves as EEO Officer

External Affairs

- Handles all media inquiries
- Conducts proactive outreach to inform stakeholders about the Program and new developments
- Coordinates the Debate Program
- Produces the post-election report
- Coordinates with other governmental and outside actors to further CFB's work

Special Compliance & Policy Assurance

- Coordinates the "Doing Business" process and reviews
- Manages investigations
- Researches new policy questions and codifies the CFB response

Systems

- Maintains and enhances CFIS, C-SMART, C-Access, OnBase, and the searchable database
- Manages the internal network
- Researches and adopts new technologies to increase efficiency and service

As of November 1, 2009, the CFB's staff included 84 full-time employees. Additionally, CFB hosts one intern each day from Cristo Rey High School and two first- or second-year law student interns for 10 weeks during the summer.

The table below illustrates the staff levels by unit over a three-year period. The number of employees in 2007 is representative of most of the preceding years. The large increase in personnel from 2008 to 2009 is due to changes in the CFB's mandates requiring audit reports to be completed within a short timeframe. This necessitated the hiring of more staff, especially auditors.

Full-Time Headcount by Unit

Unit	As of November 1		
	2007	2008	2009
Administrative Services	7	7	8*
Auditing and Accounting	13	12	20
Candidate Services	5	7	9*
Communications	3	5	5
Data Operations & Records Management	4	5	5
Executive	4	4	4
Legal	8	9	11
Management Analysis & Operations	—	1	1
External Affairs (previously, Press)	2	2	3*
Special Compliance & Policy Assurance	—	2	3
Systems	13	14	15
Total	**59**	**68**	**84**

* *Includes seasonal employees. On November 1, 2009, four seasonal employees were on staff.*

Financial Resources

The chart below summarizes the CFB's budget and expenditures in fiscal years 2008, 2009, and 2010, which includes the 2009 elections. The FY2010 data is accurate as of early 2010.

Agency Appropriations and Expenditures						
Item	FY2008 Budget	2008 Expenditures	FY2009 Budget	FY2009 Expenditures	FY2010 Budget	FY2010 Expenditures*
Personnel Services (PS)	$ 4,798,589	$ 4,348,879	$ 6,430,217	$ 5,379,258	$ 6,285,523	$ 4,160,922
Other than Personnel Services (OTPS)	$ 3,506,960	$ 1,817,526	$ 3,397,000	$ 1,637,414	$ 2,895,500	$ 2,038,200
Voter Guide	$ 500,000	$ 130,852	$ 425,000	$ 141,463	$ 7,569,000	$ 6,184,533
Public Fund	$ 1,000,000	$ 275,410	$ 1,500,000	$ 1,031,353	$ 50,800,000	$ 27,768,457
Total	**$9,805,549**	**$6,572,667**	**$11,752,217**	**$8,189,488**	**$67,550,023**	**$40,152,112**

* *Personnel Services figure as of 3/05/2010; Public Fund data as of 2/5/2010.*

All public matching monies are paid out of the Public Fund, which is entirely separate from CFB's operating accounts. Because the City Council must appropriate matching funds long before CFB Audit staff members can calculate the exact amounts that participating campaigns may receive, the agency has developed an effective and responsible method of estimating how many campaigns might receive matching funds, and in what amounts, for each special, primary, and general election. Any excess monies are returned to the General Fund as soon as possible. For example, CFB returned $20 million to the fund within two days of the November 2009 election. Any penalty payments received from campaigns are also returned to the city's General Fund.

IV. ACCOMPLISHMENTS IN 2008–2009

The values described in Section II were translated into the agency's day-to-day work. Some of the accomplishments described here were necessary to comply with external mandates. Others were discretionary initiatives undertaken to improve the effectiveness, efficiency, and transparency of CFB's operations. All of them, however, illustrate one or more of the guiding values described above and had a direct impact on one or both of the CFB's customer groups.

Quality	Guidance	Efficiency	Service

Mandated Strategic Initiatives: Complying with Legislation

In 2008 and 2009, there were three main legal mandates that required administrative and/or operational changes at the CFB:

- Local Law Nos. 34 and 67 of 2007 (Campaign Finance Act changes)
- Local Law No. 51 of 2008 (Term Limits extension)

The 2009 post-election report describes these changes to the laws in some depth. This section describes efforts undertaken by Board and staff members to comply with the laws.

Doing Business

Quality	Guidance	Efficiency	Service

To reduce the potential for, and appearance of, corruption in the form of "pay-to-play" contributions, Local Law No. 34 of 2007 established strict, low limits on contributions from people connected with entities that do business with the city. It also specified that these contributions cannot be matched with public funds and therefore do not count toward meeting the threshold to receive public funds.

The law mandated the creation of the "doing business database" (DBDB) to include any person* doing business with the city. Because some required records did not exist in a form that could easily be used to create the DBDB, the law took a phased approach. Before each phase could go into effect, the Board was required to certify that the newest component of the DBDB was "reasonably complete and accurate." The law also directed the CFB to describe the process it used to analyze each component of the DBDB and explain the process for updating the database.

To carry out this complex, technical project under the law's strict timeline, the CFB created the Special Compliance and Policy Assurance Unit. In overseeing all aspects of the doing business requirements, the Unit's director worked closely with staff of the Department of Information Technology and Telecommunications

* The term "person" includes an entity that has business dealings with the city, and the principal officers, owners, and senior managers of those entities.

(DoITT) and the Mayor's Office of Contract Services (MOCS), who were responsible for gathering the data and developing and maintaining the database.

The CFB's certification processes included testing of data using statistical sampling, review of data collection methods and processes, and interviews. The Board met the legal deadlines for the three phases:

Phase 1: Certification report on contracts, franchises, concessions, and lobbying (January 3, 2008)

Phase 2: Certification report on grants, economic development agreements, pension fund investment agreements, proposals for contracts, franchises and concessions, and senior managers of all entities covered in Phases 1 and 2 (July 1, 2008)

Phase 3: Certification report covering real property and land use (November 3, 2008)

The contribution restrictions for each phase took effect 30 days after the applicable certification.

In addition to helping develop the DBDB, CFB staff members designed internal systems to meet the mandates of the doing business law. For example, new processes address the limited time for review of campaigns' disclosure statements (on a schedule distinct from that of the regular review process) and notification to campaigns of over-the-limit or invalid doing business contributions. These now constitute an integral part of the CFB's operating procedures.

CFB staff also updated its training curriculum and materials to assist campaigns in understanding the new legal requirements. For instance, the CFB website includes an explanation of the new requirements, a link to the DBDB, and a comprehensive set of frequently asked questions and answers.

Deadlines for Audit Reports

Quality	Guidance	Efficiency	Service

Local Law No. 34 of 2007 imposed deadlines by which the CFB must complete its draft and final audit reports. In certain situations, these deadlines may be extended, e.g., when a campaign asks for additional time to respond to a request for documentation. To account for these extensions, CFB staff members developed workflows and drafted boilerplate correspondence to notify campaigns of deadline changes quickly, clearly, and consistently. In additional steps:

- The Audit and Systems Units collaborated to develop a computer program to track the draft and final audit deadlines for each candidate and automatically send notice letters to campaigns.
- CSU staff developed methods to inform candidates about the availability of extensions and revamped existing post-election training programs to assist campaigns in responding to their draft audit reports.
- Legal staff members prepared procedures and documents for enforcement purposes.

Revised Adjudication Process & Related Changes

Quality	Guidance	Efficiency	Service

Local Law Nos. 34 and 67 of 2007 provided that for elections after January 1, 2008, candidates may have penalty matters and public funds repayment claims considered by adjudication under the City Administrative Procedure Act (CAPA). As a result, candidates may appear either before the Board for an informal hearing — similar to the Board's prior practice — or before an administrative law judge (ALJ) for a formal hearing at the Office of Administrative Trials and Hearings (OATH) or elsewhere. In addition, public funds payment or repayment claims must be adjudicated at the same time as penalty matters. These changes necessitated several significant changes to the CFB's practices. Some highlights are briefly described here.

To ensure the successful implementation of the new mandates, CFB staff in 2009 worked closely with OATH staff to revise the Board's rules of procedure and to train ALJs in the Campaign Finance Program.

CFB staff significantly revised the documents issued to campaigns regarding alleged violations and proposed penalties and added a response form on which the candidate and treasurer indicate their choice to appear either before the Board or an ALJ. A description of a campaign's procedural and substantive rights will appear with each notice to better inform campaigns of their adjudicatory options. In line with the guiding values described in Section II, this effort will improve the information given to campaigns by making it both clearer and more comprehensive than it had been in the past. It was also designed to help campaigns respond adequately to the full range of issues raised during CFB's audit and enforcement processes, in order to reduce the need for follow-up efforts by both the campaign and the CFB.

The Board amended Rules 7-02(c) and 7-02(f) to conform them to CAPA and to create a comments period following formal adjudicatory hearings. After the hearing, and the ALJ's issuance of a report and recommendation, the amendments allow CFB staff and the campaign to submit written comments to the Board. The amended rules also require the Board to issue a written determination within 30 days of the conclusion of the written comments period.

Mandatory Compliance Training

Quality	Guidance	Efficiency	Service

In addition to the provisions described above, Local Law 34 mandated that as of January 1, 2008, participating candidates, their campaign managers, treasurers, or persons with significant managerial control over a campaign must attend training in the requirements of the Program and C-SMART, the agency's financial disclosure software. For the 2009 citywide elections, over 1,020 individuals received training, representing more than 315 campaigns.

Extension of Term Limits

Quality	Guidance	Efficiency	Service

On November 3, 2008, Local Law No. 51 extended term limits from two terms to three for current elected officials. This change required a speedy and wide-ranging response from the CFB. The Board and staff worked to adjust CFB policies and procedures to conform to the new law while achieving three goals:

- Make it practical for all candidates who wished to join the Program to do so.
- Treat both incumbents and potential challengers in 2009 and 2013 fairly.
- Encourage competitive races for all offices covered by the Program.

While this topic is discussed in depth in the 2009 post-election report, several significant staff efforts deserve mention here.

Legal Analyses. The Board issued Advisory Opinion (AO) No. 2008-7 (November 3, 2008) to address the impact of the legislation on two groups of candidates subject to the provisions of the Act:

Group 1: Candidates with reported activity who would now seek re-election to their incumbent offices in 2009, instead of the higher offices they anticipated seeking in 2009; and

Group 2: Candidates with reported activity who would no longer run in 2009, but would seek office in 2013.

The Board interpreted the Act and Rules to permit Group 1 candidates to "restart" the 2009 election by "freezing" the original committee and opening a new one for 2009, applying a 15% fundraising expenditure to the 2013 expenditure limit **(Group 1-A)**, *or* to maintain the same committee for 2009 and allocate expenditures between the aborted 2009 campaign and the 2009 re-election campaign **(Group 1-B)**.

Group 2 candidates were permitted to maintain the same committee for 2013 and apply a 15% rate of expenditures for funds raised prior to the 2013 election cycle toward the 2013 expenditure limit.

The Board issued Advisory Opinion No. 2009-8 (October 29, 2009) to provide guidance to candidates who had activity in the 2009 election cycle but who met one of the following criteria: either their decision not to run in 2009 was not due to the extension of term limits, or they had failed to comply with AO 2008-7. AO 2009-8 clarified that such candidates are not eligible to receive the benefits of AO 2008-7. Finally, on January 7, 2010, the Board issued Advisory Opinion No. 2010-1 in order to reaffirm and clarify the Board's guidance provided in the earlier opinions.

Candidate Education. CSU provided outreach and support in response to the law change and AO 2008-7 by explaining the provisions of the opinion to all registered candidates at that time (158 candidates had registered as of November 3, 2008) and creating procedures for candidates to follow based on the options they chose. CSU staff members:

- Issued a new guidance document, *Term Limits Extension and the Campaign Finance Board: Candidate Guidance Document on Advisory Opinion No. 2008-7.*
- Led the staff's creation of the Higher Office Proof (HOP) form, which candidates were required to file by January 15, 2009 if they were interested in obtaining the benefits of joining Group 1.

- Worked closely with candidates during this period to ensure that they had complete and accurate information on which to base their decisions.

Audit Review and Technical Support. The Audit staff developed detailed procedures for calculating the 15% fundraising allocation to be applied toward Group 1-A and Group 2 candidates' future campaign expenditures. The Systems staff created a new version of C-SMART for Group 1-A candidates (2009F) and also began planning for the conversion of 2009/2009F databases to a 2013 version of C-SMART.

Discretionary Strategic Initiatives: Providing Better Service to Campaigns

In line with the guiding values, CFB staff looked to improve the timeliness, accuracy, and consistency of staff work. The focus was on developing methods to help campaigns do things right the first time, especially utilizing technology and focused personal attention. This section describes some of the initiatives that directly improved the quality of CFB's service to campaigns.

C-Access

Quality	Guidance	Efficiency	Service

To meet candidates' needs for online, secure access to up-to-date campaign information, the CFB launched C-Access, an electronic web gateway that allows candidates registered with the CFB to view disclosure information they have submitted through a secure, reliable, 24-hour online portal. It also provides a fast, secure means for the CFB to deliver reminders, reports, and other documents to the candidates. For example, candidates and treasurers can:

- view their threshold status for public funds
- view the status of their disclosure statements
- check candidate and committee contact information
- receive letters relating to their audit report extensions and due dates
- receive their audit reports
- receive notices and updates pertinent to their campaign's audit.

Additionally, C-Access facilitates communication between the CFB and registered campaigns by providing:

- a calendar of CFB-related events
- an announcements board for general announcements and reminders, and
- links to useful resources.

Based on feedback from candidates, treasurers, and other campaign representatives, the CFB will expand C-Access to be more interactive by allowing users to customize and modify information and will provide other helpful features for future election cycles.

Payment Console

Quality	Guidance	Efficiency	Service

On public funds payment dates, CFB staff notifies all candidates whether they are getting paid, and if not, the basis for the Board's determination that they are ineligible. For the 2009 citywide elections, the CFB developed a payment console that automatically generates a detailed, tailored notification for each candidate. The console also directly emails the notices to the campaign treasurer and/or posts them to C-Access. This replaced Registered Mail and faxing, which has reduced mailing costs for the CFB and increased convenience for candidates.

Doing Business: Guidance & Electronic Notification of Findings

Quality	Guidance	Efficiency	Service

To assist campaigns in complying with the new doing business requirements, the CFB published on its website a list of frequently asked questions with clear, detailed answers. This information was updated several times between January 2008 and December 2009, as new needs of candidates and treasurers were identified.

The staff of the newly created Special Compliance and Policy Assurance Unit developed comprehensive processes to review all contributions within the legally mandated timelines.

After completing their reviews, Special Compliance staff notified campaigns of their findings using email from a dedicated account. This represented the first time that CFB notified campaigns of the results of a contribution review solely via email. This speedier communication enabled campaigns to more easily meet the 20-day deadline for returning contributions without penalty. CFB staff also encouraged campaigns to respond by email. As part of its effort to use information technology to improve its productivity and efficiency, the CFB plans to increase its use of electronic communication in future election cycles.

Enterprise Content Management

Quality	Guidance	Efficiency	Service

In January 2009, after months of preparation, CFB implemented an Enterprise Content Management (ECM) system. This represented another significant technological improvement of the 2009 election cycle. CFB's objectives were to:

- Reduce the CFB's dependence on paper files.
- Improve document distribution among all CFB units.
- Improve efficiency by streamlining and accelerating business processes.
- Enhance customer service by facilitating forms-driven, web-based processes (making the process easier both internally and externally).
- Support compliance and reduce risk by ensuring proper classification and retention of documents.

- Transform and modernize the agency's information technology systems by aligning structured and unstructured data, improving data accuracy and integrity, and minimizing the number of disparate data sources.

The ECM system functions as a virtual filing cabinet, storing documents pertaining to campaigns that file with the CFB, whether they are submitted by campaigns, generated by CFIS, or generated internally. This storage system facilitates retrieval of documents and makes documents simultaneously available to all staff. The original documents are retained in accordance with all legal and records management requirements, but for most day-to-day functions, the electronic versions of the records are adequate for CFB staff's review and analysis.

At CFB, the heart of the system is the OnBase software, but the ECM project was a much greater undertaking than a software installation project. Both the Audit and Data Operations & Records Management Units overhauled their work processes. This overhaul was facilitated by the use of OnBase workflows — built to CFB specifications — which route documents to the staff person responsible for processing them. After one person completes a set of tasks, a document is routed to the next person assigned to work with that record. The original workflows primarily served the Data Operations, Audit, and Special Compliance Units. Future phases will include additional workflows for the Special Compliance and the Legal Units.

Contact Records System

Quality	Guidance	Efficiency	Service

CFB staff members create a record of every interaction with candidates, treasurers, and other campaign representatives. These "contact records" allow the CFB to:

- Document campaigns' questions.
- Create a formal record of staff members' advice and information to assure uniformity.
- Identify areas in which campaigns might benefit from additional training or new educational materials.
- Enable staff to search for consistent answers to incoming questions.
- Build a record for possible future enforcement actions.

Prior to calendar year 2009, staff members created contact records using a Microsoft Word template, saved them on the network drive, and printed a paper copy of each one. This process was inefficient and cumbersome: contact records could not be easily viewed or sorted, and searching for a particular contact record — or contact records on a single subject across candidates — was very time consuming.

To improve this process, in early 2009 the CFB introduced a fully electronic and web-based contact record management system. The new system allows staff to maintain the required correspondence records and also provides the ability to search, organize, and quickly retrieve records by full-text, subject, or keyword. This has vastly improved the ease and efficiency of documenting the high volume of phone and email interactions between the CFB and campaigns.

Contact Records	
Election Cycle	**Number of Contact Records**
2007	68
2007A	293
2007B	74
2008	150
2008A	172
2009A	610
2009B	16
2009	12,438
Total	**13,821**

Mission: Providing Effective Support to Campaigns

The CFB maintains ongoing efforts to help campaigns comply with the Act, Board Rules, and other requirements. Our belief is that if the CFB can help candidates understand their obligations and manage their campaign finances correctly early in the election cycle, there will be fewer enforcement matters in the post-election period.

As in past years, CFB staff worked proactively in 2008–2009, reaching out to campaigns with new informational materials, reminders, and tools to help participants and non-participants comply with all their legal requirements. This section describes some of those efforts.

C-SMART and Compliance Training

Quality	Guidance	Efficiency	Service

CSU staff members conduct compliance and C-SMART trainings for candidates, campaign staff, and consultants. Compliance trainings cover the laws and regulations of the Act, while trainees at C-SMART sessions learn how to use the required financial disclosure software created and distributed free of charge by the CFB.

During the 2009 election cycle:

- 1,026 unique individuals attended one or more training sessions
- 319 campaigns fulfilled their training requirement
- 24 campaigns attended advanced C-SMART training, which covered fundraising, letter writing, and other advanced features of the software

CY2008–2009 CSU Training Sessions			
Training Session	**Number of Sessions Held**	**Duration of Session (hrs)**	**Total Hours of Training**
Compliance and C-SMART*	102	4.50	459.00
Compliance	53	2.00	106.00
C-SMART	53	2.50	132.50
Supplemental†	20	1.25	25.00
Advanced C-SMART	15	2.00	30.00
Total	**243**	—	**752.50**

* *"Compliance and C-SMART" refers to classes that took place on a single day covering both compliance and C-SMART. CSU also conducted separate compliance and C-SMART trainings, which were held after business hours for those who could not attend during the day.*

† *"Supplemental" training sessions were offered to campaigns that had completed a training session before the implementation of Local Law Nos. 34 and 67 of 2007. These sessions focused on the expanded corporate contribution prohibitions and the new doing business restrictions.*

In 2008–2009, CSU also held training sessions for the 2007 and 2008 special elections. Twenty-two candidates and campaign staff members were trained for the 2007A and 2007B special elections, and six were trained for the 2008 and 2008A special elections.

Campaign Correspondence

Quality	Guidance	Efficiency	Service

On average, each Candidate Services liaison was responsible for advising 29 campaigns. The liaisons disseminated important and time-sensitive information by phone, email, C-Access, and postal mail throughout the 2009 election cycle on issues including:

- Filer Registration
- Certification
- Disclosure statement reminders and late or missing letters
- C-SMART updates
- Guidance documents on the extension of term limits
- Conflict of Interest Board requirements
- Election day reminders
- Petition reminders
- Advisory Opinions and Board Determinations
- Doing business information and brochures

- Voter Guide and Video Voter Guide submissions
- Post-election compliance procedures and information

Reference and Guidance Documents

Quality	Guidance	Efficiency	Service

Updated for each citywide election cycle, CFB's Campaign Finance Handbook is the primary educational resource for candidates, treasurers, liaisons, and other campaign representatives. Complementing CSU's in-person training classes and other educational materials, the handbook is intended to be an easy to read, step-by-step manual and convenient reference over the course of a campaign.

The 2009 edition, published in March, included many improvements over the 2005 handbook based on feedback from campaigns and insights from CSU and Audit staff. The enhancements included highlighting important information such as compliance alerts, important reminders for frequently asked questions, sidebars to address situations that frequently occur during a campaign, and a streamlined format.

Copies were mailed to the 156 campaigns registered at the time of publication and additional copies were distributed at training sessions. The electronic version on the CFB website was viewed nearly 175,000 times.

To supplement the handbook and notify campaigns of changes as they occurred, CSU and Communications staff created 17 reference and guidance documents to address specific issues that were frequently mentioned by the campaigns. These are available in the "Campaign Tool Box," a comprehensive, easy-access compendium of resources for campaigns in the Candidate section of the CFB's website.

Staff also created a new resource to help campaigns establish internal control procedures to effectively use campaign resources and reduce the risk of financial mismanagement. The document, *Internal Controls: Best Practices for Political Campaigns in New York City*, covers topics including bank account controls, staff separation of duties, and proper recordkeeping.

The CFB also published a guidance document on the website called *Filing a Complaint with the NYC Campaign Finance Board*, which outlines the steps individuals may take to notify the CFB if they observe campaign financial activity that may be improper. It includes the procedures the CFB follows after a complaint is filed, and also identifies violations that are not within the CFB's jurisdiction and the proper authorities to whom individuals should direct those complaints.

Conflicts of Interest Board Requirement

Quality	Guidance	Efficiency	Service

The Act requires that candidates demonstrate they have filed financial disclosure forms with the New York City Conflicts of Interest Board (COIB) in order to be eligible for public funds. Participating candidates must give the CFB a copy of one document, the *COIB Certificate of Compliance*. Unfortunately, the COIB is unable to track which candidates are running for office, making it difficult for the CFB to ensure candidate compliance. To close this information gap, CFB developed a program to help all candidates in covered races file their COIB disclosure in a timely manner. In addition to distributing information packets for COIB, CSU liaisons reminded candidates by phone and email of their COIB filing obligation and were in close communication with COIB on each candidate's status. In 2008–2009, CSU assisted more than 230 candidates in fulfilling this requirement.

C-SMART

Quality	Guidance	Efficiency	Service

To help campaigns comply with the Act and Rules, CFB developed C-SMART (Candidate Software for Managing and Reporting Transactions), releasing the first version in May 1993. After every election cycle, Systems staff members add features and functions, ensuring that each new release is as technically up-to-date and easy to use as possible. C-SMART enhancements originate from four main sources:

1. Feedback from candidates, treasurers, and campaign staff members, through informal communications as well as focus groups and surveys.
2. Suggestions from CSU liaisons who work closely with campaigns.
3. Changes to the Act and Rules that necessitate changes to the software.
4. The availability of improved information technology.

For the 2009 election cycle, C-SMART version 9 was created. Significant new features included the abilities to:

- Produce disclosure statements that campaigns are required to file with the State Board of Elections after their disclosure requirement with the CFB ends.
- Alert campaigns to potential infractions under the Act, such as prohibited contributions, missing employer information, and more.
- Generate and print letters and emails on such topics as unregistered political committees, prohibited contributors, subcontractors, and contribution cards.
- Import and export data to QuickBooks or Microsoft Money.
- Reconcile check numbers from transactions entered into C-SMART with the check numbers on bank statements.
- Record voided checks.

- Enter detailed information about a contributor, such as demographics, education, and organizational affiliation(s).
- Maintain contact records of every conversation with a contributor, including follow-up date.
- Create a customized list of issues important to the voting public.
- Create distinct contact lists and export lists to a data file.
- Record pledges from potential contributors including notification indicating how much more money a contributor can pledge/contribute to the campaign.
- Export data from C-SMART into other applications.

In early 2010, Systems and CSU staff members began the process of reviewing and improving C-SMART for the 2013 election cycle.

Filing Day Process Improvements

Quality	Guidance	Efficiency	Service

There were 16 filing days during the 2009 election cycle (July 2006 through January 2010), on which candidates were required to submit financial disclosure statements with the CFB (in addition to daily pre-election disclosures in the two weeks immediately preceding the primary and general elections). On or before each filing day, campaign representatives delivered documents to the CFB to satisfy their legal disclosure requirements. Most campaigns took advantage of the ability to file electronically using C-SMART.

An improved process allowed staff to catch errors earlier in the filing process, which in turn allowed campaign representatives to fix errors without incurring delays or potential penalties. The improvements included the following:

- CSU reminded campaign staff two weeks and again one week before each filing day.
- Audit staff triaged campaigns' backup documentation at the time of delivery to identify obvious deficiencies in time for campaigns to make corrections.
- Candidates who did not file were called before the end of the day.
- Upgrades to CFIS enabled faster document processing and tracking.
- Staff established standardized publication times for public disclosure.
- To provide better and more timely service to campaigns, CSU staff was onsite to provide phone and email assistance to campaigns on weekends before each filing day.

Mission: Encouraging Compliance with the Campaign Finance Act

Although the CFB works with campaigns to ensure compliance, candidates, treasurers, and campaign staff remain responsible for complying with all applicable regulations. CFB Audit and Special Compliance staff members evaluate campaigns' financial submissions throughout the four-year election cycle. With the assistance of CSU, they alert campaign representatives to instances of potential non-compliance regarding contributions, expenditures, documentation, and disclosure.

Audit Unit: Training and Structure

Quality	Guidance	Efficiency	Service

To ensure that Audit staff were equipped to meet the demands of an election year, in late 2008 the CFB developed and conducted a training program called the Audit Academy. It was designed to provide new Audit staff with a thorough background in how to audit for compliance with the Act and Rules and served as the foundation for more detailed training classes. The curriculum covered such core topics as contribution and expenditure limits and prohibitions, as well as more intricate areas such as invalid matching claims and expenditure documentation. Audit Academy helped ensure consistency in the work of the Audit Unit.

The Audit Unit also created procedures and standards to meet the new legal requirements regarding (1) the ban on contributions from LLCs and partnerships, and (2) the requirement for CFB to conduct its audits in accordance with Generally Accepted Government Auditing Standards (GAGAS).

In 2008, the Audit Unit was restructured for four reasons: (1) to increase its efficiency, (2) clearly delineate job tasks, (3) create clear lines of review, and (4) ensure that mandated deadlines for public funds disbursements and audit reports are met. The new structure includes four teams, generally comprising two auditors, two compliance analysts and a senior auditor. The senior auditor ensures consistency, accuracy, and timeliness of the team's work.

Statement Reviews

Quality	Guidance	Efficiency	Service

Before every election, Audit staff members review all periodic disclosure statement filings to ensure that campaigns are adhering to the Act and Rules. Auditors examine campaigns' reporting to determine whether the campaign may have violated the contribution limit, accepted any prohibited contributions, failed to satisfy certain disclosure requirements, or committed other violations.

Statement Reviews Completed	
2008	**2009**
133	1,403

A new system application introduced in 2009 automated the statement review process, allowing auditors to complete them more efficiently. This was another instance of the CFB using technology to increase the consistency, accuracy, and clarity of materials sent to campaigns.

Compliance Visits

Quality	Guidance	Efficiency	Service

Before a participating campaign may receive public funds, Audit staff members often conduct a compliance visit, an audit review at the campaign's office. Campaigns are selected for visits according to audit standards; for example, first-time candidates eligible to receive public funds are the top priority.

Frequently, Audit staff members are accompanied by Candidate Services liaisons. Staff members observe the campaign's operations for three main purposes:

- To determine compliance with reporting and recordkeeping requirements.
- To assist campaigns in meeting these requirements.
- To verify that campaigns have established internal control procedures.

Compliance Visits Conducted	
2008	2009
5	118

Results of Doing Business Reviews

Quality	Guidance	Efficiency	Service

The Special Compliance and Policy Assurance Unit was responsible for enforcing the new, lower doing business contribution limits. The table below presents the results of the staff's efforts in 2008–2009 for the 2008A, 2008, 2009A, 2009B, and 2009 elections:

Doing Business Review Volume & Results	
Number of Filing Periods	31
Number of Filing Submitted by Campaigns	2,084
Number of Transactions Reviewed by CFB	134,256
Number of Notifications Emailed to Campaigns	259
Number of Instances of Potential Doing Business Contribution Limit Violations	642

CFB emailed all notifications within the deadlines mandated by law, which is 20 days except during the six weeks prior to an election, in which it is 3 business days.

Complaints & Investigations

Quality	Guidance	Efficiency	Service

In 2008–2009, CFB staff received 63 complaints pertaining to the 2008A, 2009A, and 2009 elections. They ranged from formal legal statements to anonymous and untraceable faxes. Of the 63, slightly more than half — 35 — were brought by an opponent or someone demonstrably tied to an opponent of the respondent. Twenty-four were formal complaints, meaning that the written complaint was sworn or affirmed. Under CFB rules, all candidates who are the subject of a formal complaint must be given an opportunity to answer, unless the complaint is dismissed outright by the Board because it is lacking in merit.

Special Compliance staff have several avenues available to them in responding to a complaint. They may conduct research, begin a formal investigation, and/or work with law enforcement authorities as necessary. Time is of the essence, and the staff work as efficiently as possible to ensure that any significant instances of non-compliance are identified before they may affect the outcome of an election. Of the 63 complaints received in 2008–2009, 31 were closed or dismissed prior to the respective election. Many of the remaining 32 were received very close to, or after, the relevant election day, making it impossible to resolve or dismiss them before the election.

Mission: Responsible Public Funds Stewardship

One of CFB's responsibilities is to protect the public funds entrusted to the agency for disbursement to participating campaigns. The CFB is obligated to ensure that public funds are disbursed accurately, timely, and only to those candidates who are eligible for them. The agency ensures that funds are paid out appropriately and used by the candidates solely for allowable costs. The CFB also enforces repayment of public funds when necessary.

Only campaigns participating in the Program are eligible to receive public funds. This section of the report highlights some of the agency's efforts in enforcing these campaigns' compliance with Program requirements.

Threshold for Receiving Public Funds

Quality	Guidance	Efficiency	Service

In order to receive public funds, a participant in the Program must satisfy criteria outlined in the law:

- Join the Program by the specified deadline.
- Be on the ballot.
- Have opposition on the ballot.
- Meet a two-part threshold requirement.

- Resolve all outstanding debt to the CFB from previous campaigns for a covered office.
- Remain substantially in compliance with the Act and Rules.

The threshold requirement is intended to ensure that all candidates who receive public funds have at least minimal support within the communities they seek to represent. Candidates must demonstrate that they have (1) raised a certain total dollar amount in matchable contributions and (2) received $10 or more from a certain number of individuals in the areas in which they seek office. (The exact threshold requirement depends on the office sought). One of the most important — and eagerly awaited — results of the CFB's review of a campaign's pre-election disclosure statements is the determination of whether the campaign has met threshold.

The following numbers of participants met threshold in the elections held in 2008 and 2009:

Proportion of Participants Meeting Threshold			
Election Cycle	**Number of Participants**	**Number of Participants Who Met Threshold**	**% of Participants Who Met Threshold**
2008A	3	2	67%
2008	2	2	100%
2009A	13	12	92%
2009B	2	1	50%
2009	196	151	77%

Review of Matching Claims

Quality	Guidance	Efficiency	Service

The Audit staff ensures that only eligible contributions are matched with public funds. With each disclosure statement, campaigns report contributions they claim meet the criteria to be matched with public funds. Auditors and compliance analysts review each such "matching claim" to verify that it does, in fact, meet the criteria for eligibility (e.g., the contributor is an individual New York City resident) and that the campaign has provided adequate supporting documentation.

If a contribution does not meet the criteria, the claim is invalidated, which means it is not eligible to be matched with public funds nor does it count toward the campaign's threshold. Some reasons for invalidation are correctable, and Audit and CSU staff members inform the campaign how such an error can be remedied. If the campaign responds adequately, the invalidation is overridden and the contribution can qualify for matching funds and count toward the threshold.

More than 18,000 contributions were invalidated for the elections held in 2008 and 2009. Of these, almost 10,000 were corrected and the claims became eligible for more than $4.7 million in public matching funds. However, more than 8,500 claims were not corrected by campaigns and at least $3.9 million in matching funds was not disbursed as a result of the CFB's careful review.

Corrected Matching Claims		
Election Cycle	**Number of Corrected Claims**	**Match Amount of Corrected Claims**
2008A	31	$ 2,214
2008	66	$ 4,800
2009A	416	$ 19,880
2009B	0	$ 0
2009	9,320	$ 758,079
Total	**9,833**	**$ 784,973**

Invalidated Matching Claims		
Election Cycle	**Number of Invalid Claims**	**Match Amount of Invalid Claims**
2008A	51	$ 3,468
2008	68	$ 6,130
2009A	56	$ 30,279
2009B	8	$ 696
2009	8,331	$ 615,031
Total	**8,514**	**$655,604**

Public Funds Paid to Campaigns

Quality	Guidance	Efficiency	Service

After the matching claims review and once ballot status is determined, CFB staff members recommend disbursement of public funds, which the Board approves for eligible campaigns on a set schedule. In the summer of the election, claims review and recommendation for payment are performed on a 4-day turnaround to expedite campaigns' receipt of public funds.

Amounts Expended from the Public Fund		
Election Cycle	**CY2008**	**CY2009**
2005	$ 41,303	$ 63,724
2007A	$ 56,479	$ 0
2007B	$ 7,740	$ 0
2007	$ 0	$ 0
2008A	$ 178,374	$ 0
2008	$ 165,986	$ 0
2009A	$ 0	$ 826,615
2009B	$ 0	$ 0
2009	$ 0	$ 27,304,733
Total	**$449,882**	**$28,195,072**

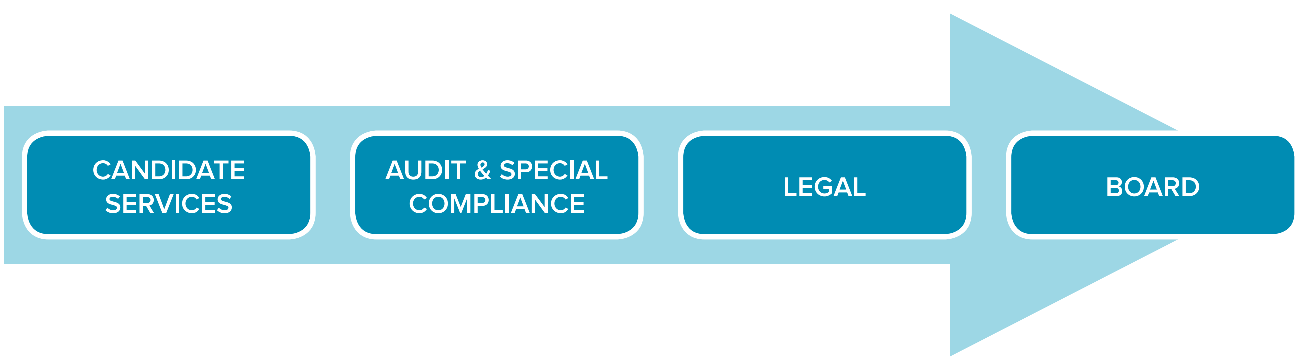
The 2009 post-election report includes a thorough analysis of public funds payments.

Mission: Enforcing the Campaign Finance Act

A central element of the CFB's mandate is to enforce the Act and Board Rules consistently and fairly. Throughout the four-year election cycle, Audit, Special Compliance, and Legal staff members work to determine the extent of every campaign's compliance and to develop recommendations to the Board for possible enforcement actions.

This section of the Administrative Report describes the most significant elements of that enforcement process in 2008–2009.

Due to the cyclical nature of the CFB's work, the central workflow moves from CSU (during the pre-election period), through the Audit and Special Compliance Units (both pre-election and post-election) to the Legal Unit (primarily post-election), and then to the Board for action when necessary. For this reason, during 2008–2009, while CSU, Special Compliance, and Audit were focused on 2008 and 2009 campaigns, the Legal Unit was chiefly completing its work on campaigns from earlier election cycles.



Audit Reports

Quality	Guidance	Efficiency	Service

After every election — special, primary, or general — the Audit Unit requests extensive documentation from each campaign that has completed its electioneering activity for that cycle. Using these records and the information disclosed by the campaign before the election, Audit staff members conduct a comprehensive audit to evaluate the candidate's compliance with the Act and Board Rules governing contributions and expenditures, disclosure, and documentation. A draft audit report is sent to the campaign so that the candidate and treasurer may address any open questions and issues.

Often, campaigns' responses resolve all the draft audit findings, in which case the final audit is completed and sent to the campaign. If instances of non-compliance are evident even after the campaign's response, CFB staff members from the Audit, Legal, Special Compliance, Candidate Services, and Press Units collaborate to develop an appropriate recommendation to the Board for enforcement action. During this process they use guidelines established before the election, most of which are published. After the Board acts, the Audit Unit completes the final audit report and sends it to the campaign. The Legal Unit completes and prepares a Final Board Determination, which is also sent to the campaign.

Audit Reports Completed

Election Cycle	Completed in CY2008		Completed in CY2009	
	Draft	Final	Draft	Final
2001	0	1	0	0
2005	3	19	0	7
2007A	5	6	0	2
2007B	3	1	0	1
2007	2	1	0	1
2008A	0	0	4	1
2008	0	0	2	0
2009A	0	0	5	0
Total	**13**	**28**	**11**	**12**

Note: Audit reports from the 2002A, 2003A, 2003, and 2005A election cycles were completed before January 1, 2008.

As described earlier, Local Law 34 of 2007 created new deadlines for the audits, beginning with the 2008A special election. CFB staff succeeded in issuing all the draft and final audit reports for EC2008A, EC2008, EC2009A, and EC2009B by the newly mandated deadlines.

For the election cycles completed in 2008–2009, the median time to complete a draft audit was 8.4 months. The median time to complete a notice of alleged violations or a final audit was 26.8 months.

Number of Final Board Determinations		
Election Cycle	**CY2008**	**CY2009**
2005	22	4
2007A/B	4	3
2008A	0	3
Total	**26**	**10**

Review of Public Fund Payments

Quality	Guidance	Efficiency	Service

As part of the post-election audit process, Audit staff review the use of public funds. Campaigns may be required to return public funds for various reasons, including:

- The campaign failed to document that the funds were spent on allowable expenses.
- The campaign has funds remaining after the election (campaigns must use private funds first. If there is a surplus, campaigns that received public funds must return the surplus amount to the Public Fund).
- An overpayment of public funds occurred.

Starting in 2008, the Board must publicly vote on how much is owed back to the public as part of the Audit process.

Streamlining of Penalty Guidelines

Quality	Guidance	Efficiency	Service

CFB has created penalty guidelines to use when the audit process results in findings of non-compliance. Also referred to as the enforcement standards or enforcement mechanisms, these guidelines:

- Define the standard penalties for violations of the Act and Board Rules.
- Provide guidance to CFB staff in formulating penalty recommendations to the Board.

The penalty guidelines are posted on the CFB website to increase the transparency of the agency's enforcement process.

A revision of the guidelines was necessary in 2008 to ensure that the guidelines reflect recent changes in the Act and Board Rules. Additional goals of the review process — in line with the guiding values mentioned above — were to streamline the enforcement process and to produce penalty recommendations that were more closely proportionate to the size of the campaign and the severity of the violation and easier to apply consistently across campaigns. For these reasons, beginning in April 2008 Board staff undertook a thorough review and revision of the penalty guidelines for the 2009 elections.

Two examples illustrate the project's significant outcomes. The previous version of the guidelines included a wide variety of aggravating and mitigating factors for staff members to consider when determining an appropriate penalty amount. This led to a lengthy process of internal discussion and review. Under the revised guidelines, however, the baseline penalties are designed to apply in most cases, and staff recommendations will depart from the standard penalties only in rare instances. In addition, the updated guidelines provide a new mechanism to allow CFB staff to recommend lower penalties, if applying the baseline amounts would result in total or individual penalties disproportionate to the size of the campaign.

Payment of Penalties/Repayment of Public Funds

Quality	Guidance	Efficiency	Service

The next step in this process is for the CFB and the campaign to determine the method and timeline for payment. (In this context, the "campaign" might mean the committee, the candidate, and/or the treasurer.)

Most campaigns pay their outstanding penalties and/or repayment obligations without further action by the CFB. However, when needed, CFB's Legal Unit makes additional enforcement efforts, e.g., by sending formal collection notices and identifying campaigns delinquent on the CFB website. In 2008 – 2009, for example, six campaigns from the 2005 election cycle paid, or entered payment plans, only after such intermediate enforcement actions.

The CFB has a particularly effective enforcement tool: under the Act, candidates who owe public funds or penalties from a previous election cycle are ineligible to receive public funds for their current campaign. In 2009, this prohibition encouraged several delinquent campaigns to pay the CFB monies they owed from previous election cycles.

Penalties and Repayment Obligations, EC2001–2008A*

Election Cycle	Penalties Assessed	Repayments Required
2001	$1,430,864	$1,954,524
2002A	$ 1,120	$ 254
2003A	$ 3,064	$ 6,343
2003	$ 221,448	$ 463,029
2005	$ 594,475	$1,409,467
2007A	$ 25,962	$ 4,655
2007B	$ 8,990	$ 0
2007	$ 5,122	$ 0
2008A	$ 0	$ 9,827

Note: These numbers reflect only penalties assessed and repayment obligations for final audits issued through December 31, 2009. Much of this money was collected before calendar year 2008, which is the starting date for this report. The complete election cycle totals are provided for clarity.

Monies Collected by Calendar Year		
	2008	2009
Penalties and Repayments Collected by the CFB	$703,305	$410,431

As of the end of CY2009 campaigns had entered into payment plans to recover penalties and public funds owed totaling nearly $600,000. These plans, which are negotiated based on the financial resources of the parties involved, typically span 3–10 years.

Campaigns that Entered Payment Plans			
Election Cycle	Number of Campaigns		Amount Outstanding
	Paid in Full*	Still Paying (as of January 1, 2010)	
1997	2	0	$ 0
2001	6	6	$ 470,000
2003	4	1	$ 18,000
2005	8	6	$ 103,000
Total	**20**	**13**	**$591,000**

* *These figures do not include campaigns that paid immediately upon receiving the first notification from the Audit or Legal Unit.*

Some delinquent campaigns do not agree to enter into payment plans and the CFB pursues other avenues to collect the public monies. As of the end of CY2009, the CFB was actively seeking to collect slightly over $400,000 owed to the CFB from these delinquent campaigns from previous election cycles.

When all else fails, the CFB can initiate litigation to collect outstanding penalties and public funds repayments. While time consuming and labor intensive, in some cases it is the only effective way for the CFB to carry out its mandate to enforce the law by collecting assessed penalties and recouping public monies.

In 2008–2009, CFB appeared in matters before the following courts:

- Small Claims Court division of Civil Court, New York County
- Supreme Court of the State of New York, New York County
- Appellate Division of the NYS Supreme Court
- U.S. District Court, Southern District of New York

Summary results of these actions appear below.

Small Claims Court. The CFB prevailed in two cases and lost one case involving EC 2005 campaigns.

NYS Supreme Court. The CFB initiated litigation in 17 matters in 2008–2009. Nine cases were still pending at the end of 2009; in the remainder the CFB prevailed or a settlement was reached after the litigation process began, obviating the need for a judicial decision.

The funds at issue in pending lawsuits initiated by the CFB total nearly $300,000. Most of these cases involve EC2005 campaigns, and some will have been settled in the CFB's favor by the time this report is published.

The CFB also defended itself in five cases brought against the agency in NYS Supreme Court as shown in the chart below.

Litigation Brought Against the CFB in NYS Supreme Court		
Election Cycle	Number of Cases (as of December 2009)	
	Lost; Appeal Pending	Prevailed
2001	0	1
2005	1	3
Total	**1**	**4**

Appellate Division of NYS Supreme Court. The CFB worked with the New York City Law Department to defend the agency in the appeals of cases brought by one EC2003 campaign and three EC2005 campaigns. The CFB prevailed in three cases and lost one.

U.S. District Court. At the federal level, the CFB worked with the Law Department to defend a challenge to the Act. The District Court granted summary judgment on many of the claims. Appeal of that judgment is pending in the Second Circuit Court of Appeals.

Mission: Improving Disclosure to the Public & Press

One of CFB's primary goals is to provide comprehensive, accurate, and up-to-date information about campaigns' financial activities. In 2008–2009, the Communications and Press Units used a multimedia approach to achieve this objective.

Website Disclosure Enhancements

Quality	Guidance	Efficiency	Service

The CFB website (www.nyccfb.info) is a crucial communications channel between the agency and candidates, campaign staff, members of the media, and the general public. The website provides an extremely efficient and effective way for CFB to:

- Disclose complete, accurate, up-to-date information about campaigns' financial activities.
- Educate campaign representatives, the press, and public about the Act and Board Rules.
- Complement the printed Voter Guide with an interactive online version, for ease of access by voters.

General Website Statistics		
	2008	2009
Visitors to the website	92,390	124,860
Visits	363,686	482,201
Page Views	1,087,485	11,566,251

CFB staff made significant changes to the disclosure-related features of the website: the searchable database and the financial summary page.

Searchable Database. Introduced in 1998, the searchable database allows the public, campaign staff, and media representatives to perform customized searches and downloads of all campaign finance data sorted by the user's preference. A 2009 update incorporated suggestions from frequent users, resulting in two main enhancements:

- Quick Contributor Search: a faster way to find a specific contributor or to generate a list of all contributors to a particular candidate, accessible on the homepage and most secondary pages of the CFB's website.
- Advanced Search: a wide range of customizable search options that enable more powerful queries. For the first time, users can easily search transactions within a given disclosure period. It also includes an improved search for intermediaries and other specific aspects of a campaign's financial activity.

The search results are presented in an environment that provides far more clarity, flexibility, and interactivity than the original. Users are given a dollar total for each search, along with the ability to sort results on the screen. Results can be downloaded in Microsoft Excel or printer-friendly Adobe Acrobat.

In both 2008 and 2009 the database page was the most popular on the CFB website; it received over 3.7 million views in 2009.

Web Page Rankings — Pages Visited Most Frequently		
Rank	**2008**	**2009**
1	Searchable Database	Searchable Database
2	Homepage	Campaign Finance Summaries
3	Career Opportunities	2009 Handbook
4	Campaign Finance Summaries	Homepage
5	Candidate section landing page	2009 General Election Voter Guide
6	Public section landing page	2009 Primary Election Voter Guide
7	Candidate Handbook	Site search
8	Site search	Career Opportunities
9	2005 Post Election Report PDF	Candidates section landing page
10	Press section landing page	Public section landing page

Financial Summary Page. The Campaign Finance Summary page is an important resource for journalists, voters, and others interested in researching a campaign's financial activity. Significant design changes in 2009 provide richer summary information, facilitate comparisons among opposing candidates, and allow users to see a convenient snapshot of a candidate's financial status. Feedback from users has been very positive, and the Campaign Finance Summary page became the second-most popular page in 2009 (with over 1.2 million views), up from fourth place in 2008.

"Doing Business" Contributions Summary. In October 2009, the CFB enhanced disclosure to the public by publishing on its website a summary of campaigns' doing business contributions. This summary contains the total number, amount, and refunded amount of contributions from doing business contributors to each campaign, based on CFB staff's review. The page also offers an Excel download containing each contribution that has been determined to be from someone in the DBDB, including the name of the entity with which the contributor is associated. The development of these features posed new challenges for CFB staff due to the unique timing requirements of the doing business law. This was also the first time the CFB published data containing actual results of its reviews.

Launch of *Full Disclosure*

Quality	Guidance	Efficiency	Service

Another significant Press initiative was the August 2008 launch of *Full Disclosure*, a monthly newsletter with 850 subscribers (as of early 2010). Created for the media, candidates, and other interested parties, it allows the CFB to provide information about the inner workings of the agency and campaign finance issues to people interested in the agency's work. Each issue contains articles focused on relevant topics, an employee profile, a list of recent Board actions, and a clear, useful "Tip of the Month" for campaigns from the Candidate Services Unit.

Between August 2008 and early 2010, the Press Unit published 15 editions of the newsletter. During 2010–2011, *Full Disclosure* will be published on a quarterly schedule.

Ongoing Press Coverage & Proactive Outreach

Quality	Guidance	Efficiency	Service

The Press Unit's main activity is its ongoing phone and email communication with members of the media. Additionally, the Press Unit generates three types of mass communications to the press:

- **Media advisories** announce meetings of the Board, debates, the post-election hearings, and other events.
- **Press releases and statements** are sent out following Board meetings and to alert the press to new features on the CFB website, the release of CFB publications like the Voter Guide, and the status of the Debate Program. They also describe the Board's position on local and national events and political decisions that may affect the Program or are related to campaign finance more generally.

Media Communications		
Type	**2008**	**2009**
Media Advisories	17	33
Press Release & Statements*	44	61
Total	**61**	**94**

* *The staff sends press releases before each filing day and periodically during filing day when disclosure data is updated. Only the final release for each of the 16 filing days in the 2009 election cycle is included above.*

Between January 1, 2008 and early 2010, the CFB was mentioned directly 367 times in New York State media outlets (via Westlaw). This does not include hundreds of additional stories that rely on campaign finance data available on the CFB website.

In addition, in 2008–2009 the Press Unit began several activities to increase the transparency of the CFB's work and to build media representatives' understanding of the complicated arena of campaign finance. For instance, the Unit trained five reporters in using the searchable database and organized seven visits by the Press Secretary to community newspapers.

Freedom of Information Law Requests

Quality	Guidance	Efficiency	Service

In 2008, the CFB received 14 requests for agency records pursuant to the Freedom of Information Law (FOIL). In 2009, the number of requests more than doubled, to 32. Legal Unit staff members provided the records when available, except in cases where the records were subject to a statutory exemption from disclosure.

Mission: Voter Education

The CFB is mandated to educate voters in two ways: by publishing and distributing the official, nonpartisan NYC Voter Guide for every municipal primary and general election, and by administering a debate program.

Voter Guide: Printed and Online

Quality	Guidance	Efficiency	Service

CFB staff members worked diligently to obtain profiles for as many candidates as possible in the 2009 Voter Guide and to reach as broad a readership as possible. This section of the report describes highlights of this effort; more detail appears in the 2009 post-election report.

Participation in the Voter Guide. Candidates are not legally obligated to submit a profile for publication in the printed or online Voter Guide. However, the more candidates who participate, the more useful the Guide is for voters, so Communications and CSU staff reach out via mail, email, the website, and in the community to encourage candidates to participate. The Guide includes the names of all candidates anticipated to appear on the ballot in each race, even when they did not provide a profile, based on information obtained from the City BOE.

2009 Primary Election			
Office	**Number of Candidates on the Ballot**	**Number of Those Candidates Submitting Profiles**	**% Participation**
Mayor	3	3	100%
Public Advocate	5	5	100%
Comptroller	4	4	100%
Borough President	3	3	100%
City Council	137	133	97%
Total	**152**	**148**	**97%**

2009 General Election			
Office	**Number of Candidates on the Ballot**	**Number of Those Candidates Submitting Profiles**	**% Participation**
Mayor	8	8	100%
Public Advocate	5	4	80%
Comptroller	5	4	80%
Borough President	13	11	85%
City Council	120	86	72%
Total	**151**	**113**	**75%**

Distribution of the Voter Guide. The broad distribution of the Voter Guide is key to its usefulness and success. The CFB produces Voter Guides in English and Spanish citywide. Consistent with the language requirements of the Voting Rights Act, the Guide has been produced in Chinese for Manhattan, Brooklyn, and Queens since 1993 and in Korean for Queens since 2002.

2008–2009 Voter Guide Statistics			
Statistic	**2008 Council District 30: General**	**2009 Citywide: Primary**	**2009 Citywide: General**
Number of Editions	2	18	14
Languages	English/Spanish Chinese/Korean	English/Spanish, Chinese (targeted districts in Manhattan, Brooklyn & Queens), Korean (targeted districts in Queens only)	
Number of copies printed	102,000	3,041,634	4,310,276
Number of copies mailed	98,838	2,995,360	4,269,776
Approximate Cost	$ 124,000	$5.4 million	

Marketing & Promotion. For 2009, the CFB looked for ways to promote the Voter Guide beyond its traditional subway and bus poster ad campaign. A cornerstone of this effort was cross-marketing the Guide with VAC's video guide and the CFB's Debate Program. Each of these voter resources had its own unique ad campaign, but included information on the other two voter resources and provided a web address for each. This approach tripled the likelihood that a voter would see an ad and learn about the voter information the city provides to its citizens. Communications staff also launched the first Voter Guide Facebook fan page.

Online Guide Enhancements. CFB staff implemented a number of enhancements to the online version of the Guide, which becomes more popular with every election. These included:

- Adding "share" buttons, which let visitors bookmark, email, or post content to social media sites.
- Providing mail-to links to campaigns' email addresses and links to candidates' websites and videos in their Voter Guide profile online.
- Linking to the city's new NYCityMap online (**http://gis.nyc.gov/doitt/nycitymap**) to help voters determine their district.
- Creating Spanish, Chinese, and Korean "homepages" with all text in the target language that provided links to PDFs of the translated Guides (also posted for the first time in 2009), debate information, voter registration forms, and other useful links to content available in the target language.

Video Voter Guide

Quality	Guidance	Efficiency	Service

In 2009, the CFB collaborated with the Voter Assistance Commission (VAC), other city agencies, and VAC media partners on VAC's second Video Voter Guide (the first was produced in 2005). For the 2009 election cycle, the CFB:

- Prepared and distributed information about the video guide.
- Notified candidates about the video guide via email and phone calls from Candidate Services liaisons.
- Encouraged candidates to participate in the video guide.
- Scheduled candidate taping sessions at the NBC studios.
- Advertised the video guide's primary and general election broadcast schedule on its website and in the printed Voter Guide.
- Cross-marketed the video guide on its Debate Program and Voter Guide advertisements.
- Surveyed candidates about their experience participating in the video guide after the election.

In 2009, more than 180 candidates participated in the video guide. Each candidate's prepared statement, professionally videotaped and from two to four minutes long (depending on the office sought), was broadcast on NBC's cable channel NY Nonstop and on NYC TV. Videos and transcripts in multiple languages were available on VAC's website. In addition, readers of the online Voter Guide could view each candidate's video statement in a pop-up window from their online Guide profile page.

Debate Program

Quality	Guidance	Efficiency	Service

Together with the Voter Guide, the debate program is a cornerstone of the CFB's voter education efforts. The 2009 Debate Program comprised 11 debates, which took place between late August and late October. All were broadcast on television, on the radio, and online via streaming video. A full description of the program, the sponsor selection process, and the tone and content of the debates appears in the 2009 post-election report.

Professional Outreach & Development

To share their knowledge with colleagues in other jurisdictions and to maintain their skills at the highest possible level, CFB staff members organized, led, and participated in a wide range of outreach and professional development events in 2008–2009, some of which are highlighted below.

Quality	Guidance	Efficiency	Service

The CFB's 20th Anniversary Conference

On February 21, 2008, the CFB and Fordham University's Center for Electoral Politics and Democracy co-sponsored a conference to mark the 20th anniversary of the Campaign Finance Act, entitled *Citizen-Owned Elections: Public Financing Past, Present, and Future*, at Fordham's Lincoln Center Campus.

The conference consisted of a series of panels addressing such issues as:

- The beginnings of New York City's Campaign Finance Program.
- Small donors and their impact on democracy.
- The differences between so-called "clean money" programs and matching funds programs like New York City's.
- The future of the public financing program for presidential elections.
- Independent expenditures and disclosure.

Many national experts on campaign finance participated in panel presentations, including Former Mayor Edward I. Koch, New School President and former U.S. Sen. Bob Kerrey, and U.S. Rep. Christopher Shays.

The keynote address was given by Dennis Burke, a longtime advocate for public financing of campaigns who played an integral role in the creation of Arizona's Clean Elections program in 1998. He managed the campaign of the late Doris "Granny D" Haddock for the U.S. Senate in New Hampshire in 2004. That campaign was the subject of a documentary, "Run, Granny, Run," clips from which were screened at the conference and introduced by the film's director, Marlo Porlas.

Other Conferences

CFB staff members made presentations at several conferences, including:

- Annual conferences of the Council on Governmental Ethics Laws (COGEL). In December 2008, staff members made presentations addressing enforcement, communications, auditing, and the effective use of IT systems. In December 2009, Amy Loprest led a panel on *Public Financing: What Makes it Work*.
- Panel presentation on *Campaign Finance Board Update*, New York State Bar Association Continuing Legal Education. (December 2008)

- *Public Financing of Campaigns: Lessons from New Jersey, New York City and Connecticut*: Conference sponsored by the Eagleton Institute of Politics at Rutgers University, comparing public financing models. (April 2009)
- Panel presentation on *Administration of Campaign Finance Laws*, Practising Law Institute, Washington, D.C. (September 2009)

Staff members also attended:

- Several seminars and conferences at CUNY-Baruch College, addressing money in politics; ethics and finance; and the role of money in judicial elections (February 2008, May 2009, September 2009)
- *Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners*, a two-day conference co-sponsored by The Public Manager, a management journal, and The American Society for Public Administration, held in Baltimore. (July 2008)
- *Money In Politics 2009: New Horizons for Reform*, a conference organized by the Brennan Center for Justice, held in Washington, D.C. (May 2009)

Leadership

CFB staff members served on committees and in leadership roles in several outside organizations, including:

- NYC Bar Association: Election Law Committee, Municipal Affairs Committee
- COGEL Program Committee. In 2009, Amy Loprest was elected to the COGEL Steering Committee and serves as chair of the 2010 Awards Committee.
- Elizabeth A. Upp, Director of Communications, has served on COGEL's Technology Committee since 2007.

Visitors to the CFB

Because New York City is widely regarded as having one of the most effective campaign finance programs in the country, CFB staff and Board members are often asked to serve as resources for elected officials and government staff members from other jurisdictions seeking to improve their own programs or develop new ones. In CY2008–2009, the CFB welcomed visitors from:

- China: Electoral officials participating in the Carter Center Scholars program (October 2008)
- Victoria (Australia) Electoral Commission (August 2008)
- Australian Electoral Commission (December 2008)
- Philadelphia: Members of a Mayoral task force (March 2009)
- Lesotho Election Commission (September 2009)
- New South Wales (Australia) Electoral Commission (December 2009)
- Representatives from the Center for Democracy and Election Management of American University, a program providing training for international electoral officials. A variety of jurisdictions and countries were represented in the group.

SELF-EVALUATION PROCESS

CFB uses three primary channels to invites feedback from individuals: a survey of audience members and sponsors of the CFB Debate Program, post-election hearings, and a survey.

Quality	Guidance	Efficiency	Service

Debate Program

To evaluate the effectiveness of the Debate Program, the CFB solicited feedback in a number of ways. The CFB provided response cards at the general election debates for mayor. Forty-nine cards were collected from audience members. Comments were also solicited on the websites of all sponsors. Sixteen open-ended comments were received as a result of this solicitation. In addition, sponsors were asked to fill out a survey with a series of questions about their experiences with the Debate Program. Both sponsoring groups responded with constructive suggestions; an analysis of their feedback can be found in the 2009 post-election report.

Post-Election Hearings

CFB holds public hearings after each citywide election. The hearings provide an opportunity for civic groups, candidates, elected officials, and the general public to comment on the agency's work during the election and suggest changes the Board should consider for future elections.

The post-election hearings on the 2009 citywide elections were held on December 1–2, 2009. During the hearings, the Board heard testimony on a wide range of issues, including:

- The Program's ability to help candidates opposed by high-spending non-participants
- The impact of the new $6-to-$1 matching rate
- The timing of public funds payments
- Public funding for candidates who face only nominal opposition
- How to improve the Voter Guide and Debate Program
- The effect of the CFB's administrative procedures on campaigns
- The effects of new limits on contributions from individuals who are doing business with the city and the new ban on LLC and partnership contributions

In total, 37 people testified in person or submitted written testimony to the CFB. Detailed information and transcripts are available on the CFB website.

Post-Election Campaign Survey

In addition to the hearings, in December 2009 CFB staff invited comments and suggestions through a wide-ranging survey of over 900 candidates, treasurers, and key campaign liaisons from the 2008, 2008A, 2009, 2009A, and 2009B elections. Participating and non-participating campaigns were invited to complete the survey.

This online survey gave respondents the opportunity to comment anonymously on their direct experience with the CFB during the 2009 election cycle, which gave the survey a strong "customer satisfaction" aspect. Respondents were invited to comment on the Program and the CFB's voter education initiatives as well.

The survey included an introduction and the following sections:

- About You
- Your Overall Opinion
- Participating in the Campaign Finance Program
- Learning What to Do
  - Training & Resources
  - Notification & Communication
- Disclosing Your Finances
  - C-SMART
  - Statement Review Response
  - Doing Business
  - Compliance Visits
- Receiving Matching Funds
  - IMC Report
- Getting the Word Out
  - Voter Guides
  - Debates
- Using the CFB Website for Financial Data
- Final Thoughts

Ninety-four (94) responses were received by the closing date of the survey, February 1, 2010. The responding group included 48 treasurers and 31 candidates, and 82 of the respondents had been involved with City Council races. The majority (89%) of responding campaigns participated in the Program, and most had received public matching funds.

Highlights of the responses in "Your Overall Opinion" appear below (note that not all respondents answered every question):

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	N/A	Rating Average	Response Count
The Campaign Finance Board is fair	1.2% (1)	11.9% (10)	8.3% (7)	**51.2% (43)**	27.4% (23)	0.0% (0)	**3.92**	84
The Campaign Finance Board is tough	2.4% (2)	13.4% (11)	14.6% (12)	32.9% (27)	**36.6% (30)**	0.0% (0)	**3.88**	82
Total								**86**

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree	N/A	Rating Average	Response Count
Professional	0.0% (0)	1.2% (1)	0.0% (0)	24.4% (21)	**74.4% (64)**	0.0% (0)	**4.72**	86
Courteous	0.0% (0)	0.0% (0)	1.2% (1)	20.9% (18)	**77.9% (67)**	0.0% (0)	**4.77**	86
Knowledgable	0.0% (0)	4.7% (4)	0.0% (0)	31.8% (27)	**63.5% (54)**	0.0% (0)	**4.54**	85
Total								**86**

	Never	Rarely	Sometimes	Often	Always	N/A	Rating Average	Response Count
CFB staff members gave me consistent information	0.0% (0)	0.0% (0)	10.6% (9)	35.3% (30)	**54.1% (46)**	0.0% (0)	**4.44**	85
The information I received from the CFB was clean and easy to understand	0.0% (0)	1.2% (1)	14.0% (12)	40.7% (35)	**44.2% (38)**	0.0% (0)	**4.28**	86
I was confident that I received accurate information from CFB staff in writing	0.0% (0)	0.0% (0)	9.3% (8)	22.1% (19)	**68.6% (59)**	0.0% (0)	**4.59**	86
I was confident that I received accurate information from CFB staff in person and by phone	0.0% (0)	0.0% (0)	7.1% (6)	34.1% (29)	**58.8% (50)**	0.0% (0)	**4.52**	85
CFB staff members responded quickly to my questions and concerns	0.0% (0)	0.0% (0)	5.9% (5)	23.5% (20)	**70.6% (60)**	0.0% (0)	**4.65**	85
Total								**86**

	Not at All	Poorly	Adequately	Well	Very Well	N/A	Rating Average	Response Count
Reducing the possibility and perception of corruption associated with large contributions	0.0% (0)	4.9% (4)	17.3% (14)	30.9% (25)	**35.8% (29)**	11.1% (9)	**4.10**	81
Increasing the impact of small contributions from individual New Yorkers	1.2% (1)	4.9% (4)	21.0% (17)	21.0% (17)	**45.7% (37)**	6.2% (5)	**4.12**	81
Limiting campaign spending	1.2% (1)	12.3% (10)	21.0% (17)	**30.9% (25)**	25.9% (21)	8.6% (7)	**3.74**	81
Enabling more citizens to conduct competitive campaigns for city office	2.5% (2)	7.4% (6)	24.7% (20)	24.7% (20)	**35.8% (29)**	4.9% (4)	**3.88**	81
Providing accessible, real-time public disclosure of campaign resources	0.0% (0)	3.7% (3)	9.9% (8)	25.9% (21)	**56.8% (46)**	3.7% (3)	**4.41**	81
Total								**81**

As soon as all the detailed results were tabulated, the CFB staff began analyzing how to incorporate the suggestions and constructive criticism into the agency's operations. This process will continue through the 2013 election cycle.

In developing recommendations for the agency's mandated post-election report, staff members took into consideration the survey responses related to the Act and the matching funds program (e.g., contribution limits and prohibitions, threshold requirements, and expenditure limits).

VI. LOOKING AHEAD: EC 2013 STRATEGIC INITIATIVES

In 2010, CFB staff members began using the lessons of the 2009 election cycle to improve the agency's operations for 2013. The mission, objectives, and guiding values will not change: the staff will continue helping campaigns comply with rules and requirements by providing clear, consistent, and accurate information through a variety of channels throughout the four-year election cycle. When possible, the agency will use automation, IT solutions, and the CFB website to make it easier for campaigns to carry out their responsibilities. Enforcement efforts, including the post-election audit process, will be fair, consistent, and clearly communicated to campaigns. Finally, the CFB will continue to enhance its voter education efforts, including improvements to the Voter Guide and the Debate Program, both to increase candidate participation and to reach as many voters as possible.

Several initiatives are mentioned here, as examples of activities underway at the time this report went to press.

C-SMART Upgrades and Redesign

Quality	Guidance	Efficiency	Service

C-SMART, the financial disclosure software the CFB provides to campaigns, is reviewed after each election cycle for possible improvements stemming from changes in the law and rules and from campaigns' feedback. As part of this process, in January and February 2010 CSU and Systems staff members held a series of focus groups to solicit reaction from users about their experience using C-SMART during the 2009 elections. The feedback and critique will be used during the software upgrade for the 2013 elections.

Attendance was limited to campaigns that were on the ballot for the primary and/or general elections. Twenty-two people attended, including at least one representative from a campaign for each of the five offices covered by the Act.

To maximize the benefits of the focus groups, attendees were divided into three subgroups:

- Those who used C-SMART for the first time during the 2009 elections
- Those who also used C-SMART in the 2005 and/or 2001 election cycle
- Those who utilized C-SMART's advanced features: fundraising and banking

The suggestions and comments from the focus groups and surveys are being used to develop enhancements that will better assist campaign staff members in complying with the Act and Rules and in managing their campaigns.

Website Enhancements

Quality	Guidance	Efficiency	Service

Using feedback from staff and users, the latest technology, and industry best practices, CFB staff members will redesign the agency's website to make it more user-friendly for the public, the media, and campaigns. The site will be search-engine optimized and re-engineered to run more efficiently.

Voter Education

Quality	Guidance	Efficiency	Service

For the 2013 election cycle, CFB staff will be ensuring that the agency takes full advantage of new technological tools to reach out to and inform more voters than ever before. The CFB is exploring new means of communications including:

- Webcasts
- Social media advertising
- Podcasts
- Smartphone technology

In addition, staff will work with other city agencies and civic groups to increase CFB's interaction with the public at civic, community, and educational events citywide. The CFB plans to expand the voter information available on the website, for example, by providing information about non-covered offices that are also on the ballot.

Going "Green", Now and in the Future

Quality	Guidance	Efficiency	Service	Green Initiatives

Beyond supporting the CFB's guiding principals, many of the innovations described in this report qualify as green initiatives as well. In 2008 – 2009, the improvements the CFB instituted in its processes and in its day-to-day office procedures saved paper, reduced energy, and conserved resources.

Candidate reminders, guidance documents, and other mass communications were emailed, posted in C-Access, and/or provided online in the Campaign Toolbox.

- The Audit Unit began communicating with campaigns via C-Access and/or email.
- All doing business advisories and letters were sent via email.
- An electronic Contact Records system replaced paper records of phone and email communication with campaigns.
- Nearly all public funds payments were delivered to candidates via electronic funds transfer.

- Press releases and media advisories were sent via email and posted to the website. The agency newsletter was introduced as a PDF available by email or online only.
- The Voter Guide production process utilized email for transmission of text, files, and corrections and instituted a PDF proofing process with all vendors.
- The new Enterprise Content Management system means the agency saves and uses documents electronically rather than creating paper copies.
- Daily news clips are distributed to staff via email.
- Printers and copiers default to two-sided printing agency-wide.
- The CFB replaced bottled water coolers with a system that dispenses city tap water.

Over the next election cycle, the following green initiatives will be introduced:

- C-Access will be enhanced to allow candidates to update campaign information over the website rather than printing and mailing forms to the CFB.
- C-Access and email will replace postal mail for most documents and correspondence sent to campaigns.
- The methods for accepting documents electronically will be expanded to reduce the need for campaigns to provide (and for the CFB to archive) paper documentation.
- A plan to transfer most archived materials to microfilm is under development.
- Electronic submission of candidates' Voter Guide profiles will be introduced.
- More focused distribution of Chinese and Korean Voter Guide editions will reduce both the financial and environmental costs substantially.