Interview Questions

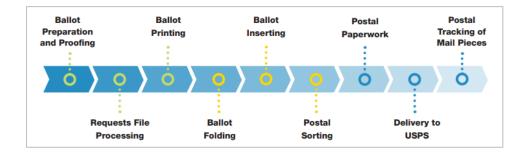
The following are a set of initial questions that will be asked to all participating Vendors. The City may ask for additional clarification from an initial Vendor response which the Vendor is to answer. All responses by a Vendor, both to initial and ad hoc questions, are subject to evaluation and scoring.

1) The City sends about thirteen (13) daily supplemental files per election. Please walk us through your printing and mailing of the daily supplemental process.

Runbeck can accommodate the receipt of the City's anticipated 13 daily supplemental files per election. Supplemental files are processed and mailed within 48 hours of receipt of the file.

Daily Supplemental Process

The daily supplemental process is the same as the receipt of the initial file(s), except daily supplemental files are mailed from Phoenix, AZ, USPS rather than the City's local GMF.



2) How quickly can our supplemental mailings be sent out by your company once you receive our approval of the proof and the mailing list?

Supplemental files are typically dropped within 48 hours of receipt of the file.

3) The City's final supplemental mailing must be at the USPS by close of business on the Tuesday before Election Day. In the last presidential election, that file was 4,600. If the data entry is completed early in the morning on the E-7, would your firm be able to Print and Mail the entire file in that timeframe? If not, how many would you mail in that final day?

Yes, with receipt of the file on E-9, the completed order will be ready and dropped at the Post Office on E-7.

- 4) The Elections Division has a "Final Supplemental" eight (8) days from Election day. The awarded Vendor will have to process potentially thousands of new mail ballot packets in a timely manner and mail as soon as possible.
 - a) What is the maximum number of mail ballot packets you can produce and mail in a 24 hour period?
 - b) What is the maximum number of mail ballot packets you can produce and mail in a 48 hour period?

5) Please provide an in-depth explanation about how a mail ballot packet is remade during the insertion process when it has become spoiled.

Each request file is broken into segments of 30,000 pieces. If during the inserting process a ballot is spoiled, it becomes what is known internally as a "REGEN", which is a list created by the inserter for each voter that did not receive a ballot packet during inserting. The REGEN file is then sent automatically to our printer to generate a new ballot PDF. The newly printed ballot is sent to the inserter again, and a new mail packet is produced until the entire file is 100% complete.

- 6) What steps does your firm have in place to ensure quality and a reduction of human error during the creation and shipping of a mail ballot?
 - a) What is your back-up process with the same level of quality in an emergency?

Runbeck ensures quality during the creation and shipping of mail ballots through specifically structured steps which provide the City with confidence and peace of mind during the Print and Mail process:

- Runbeck engineers work closely with equipment manufacturers to develop automated software to identify, match, insert, verify and sort Vote-by-Mail packets quickly and accurately.
- ✓ Runbeck's Vote-by-Mail inserters are equipped with high-resolution cameras, 2D barcode scanning capabilities and optical character recognition.
- ✓ Each machine's performance is signed off on by the Operator, Operations Manager and Client Services Manager **prior** to production. During the production of the ballot packets, there are various QA steps conducted on each machine to verify that the ballot packet is correct.
- To read and print from a secure data source, our inserter utilizes a specialized, data-based look-up feature. The inserter reads the ballot's visible 2D barcode and identifies the ballot style, while automatically determining the corresponding voter data record.
- From the beginning of the insertion process, closed-loop controls eliminate any operator-level interference through ballot packet completion. If at any time the insertion processes is interrupted, for example, a jam or a cover opening, the ballot packets in process are automatically marked as bad and rejected. This process always results in content accurate Vote-by-Mail packets.
- When the correct ballot style is confirmed, the carrier envelope is inkjetted directly through the carrier envelope's open window on the inserted return envelope with the voter's mailing address and 3-of-9 barcode.
- Runbeck sorters are equipped with built-in diagnostics, intelligent mail barcode reading capabilities and a robust tray management system. Our time-tested processes will provide the City with seamless, piece-level integrity.
- ✓ Mail Packets ships with GPS tracking. The shipping trucks are secured with tamper evident seals that are serialized. Those serialized numbers are sent to the City in advance to confirm when the truck arrives.
- Runbeck personnel are at the Denver GMF to accept the shipment. We are there to verify that every single ballot packet is received.

Back-up Process

Runbeck has double and triple redundancies in the manufacturing equipment used to produce official ballots and Vote-by-Mail packets. System outages can periodically occur on a specific piece of equipment, but the redundancy of our equipment does not allow for the interruption in manufacturing. Runbeck operators have formal training on our equipment and have the knowledge, skills and tools to bring equipment back online quickly—independent from our vendors. Additionally, our service level agreements with our equipment vendors are extensive and, if necessary, onsite support would be immediate. This shortens any downtime and allows us to maintain our deliverables schedule. We have tested and demonstrated the success of this process since mechanical issues arise periodically on equipment during major election cycles. We are prepared for the City's Print and Mail service needs.



7) With regards to your proposal submission on your firm's contingency plan, please provide an in-depth description with details about disaster recovery planning. Include how your firm would still fulfill our needs in the event of a total building loss at your main production facility.

In the event our facility is inoperable during an election cycle, Runbeck's contingency plan addresses Data Preparation and Printing, Vote-by-Mail Inserting and Sorting. The action plan also incorporates: Data integrity and Security, Infrastructure, Material Handling and Financing.

Data

The Data Preparation would seamlessly be executed by Runbeck personnel accessing our offsite backups and data redundancy. Runbeck uses a third-party facility for our redundant data storage for business continuity. This allows us to quickly recover our data after an outage, downtime or breach. We are able to securely replicate our critical data workloads and restore them in less than one hour to minimize disruptions and maintain information integrity and continuity. Runbeck would transfer the protected data to our partners, and we would take all necessary steps to deliver the highest quality standards during production.

Infrastructure

Because we are an elections-focused company, we don't compete with our local commercial printers, and we've developed strong relationships throughout the Phoenix area to better serve our customers. To the benefit of our election partners, in the event of a total building loss, Printing/Inserting/Sorting would be completed by those printers and mail facilities that have similar equipment. Additionally, our equipment partners, HP and W&D, have considerable resources and are available to assist if necessary. Runbeck team members would be on-site at these facilities to help maintain accurate communications with the City.

Material handling

Raw material we use for manufacturing is off site and brought to our facility, as needed, during an election cycle. If a building loss were to occur, this material would be re-routed to our contingent facilities maintaining a strict chain of custody. After production at the contingent facilities, Runbeck would maintain the same shipping processes to the City with numbered seals placed on the trailers. These seal numbers are given to the City to confirm the integrity of the load. These trucks would also use the GPS system for us to monitor their progress to Denver where the shipment is ultimately received and verified by one or more Runbeck team members.

Financing

It is likely there would be the need for interim funding in such a situation. Our bank partners would assist us with existing terms and make other resources available to address the short-term needs of the business as well as the long-term planning that would need to occur for a full recovery.

- 8) Elections happen across the nation and can happen within the same timeframe, so companies like yours must deal with multiple large county elections and the inherent concern of overbooking or limited resources being available for the entire marketplace.
 - a) What procedures, practices, or planning does your company have in place to ensure scheduling and fulfillment can be met across multiple states and potentially millions of ballot packets that are all occurring within that same timeframe for all of your clients?

We meet our scheduling and fulfillment requirements with diligent pre-planning:

Our production planning and partnerships are seriously considered and leveraged **before** reaching out for new contracts. It's not about larger numbers to Runbeck, but about successfully planning and fully delivering for our partners. Case in point, to accommodate the needs of our partners, we are acquiring additional presses to be fully installed by August of 2019. Our facility will utilize the following; three (3) HP T2xx Series Printers, one (1) HP 12000 Indigo digital press and four (4) Canon/Oce cut sheet presses. In the near future, we will be transitioning out the Canon/Oce presses allowing room for our additional press. We will additionally employ three (3), smaller, full color digital printers.

Our best practice regarding ballot print order is "first in, first out". We have years of experience with many counties similar in size to the City and have never experienced problems maintaining our schedule. Preparation from our entire Runbeck team and solid working relationships and communication with our partners is key to making all timeframes work successfully. One of our larger election partners, Maricopa County, has an immense Registered Voter database, and we successfully manage

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their election simultaneously with a range of counties with lesser numbers. It's all about working with our partners strategically to produce each election successfully. We guarantee the City will never feel "lost in the shuffle" or be concerned about our ability produce our deliverables.

Another factor to our success is proactive management. Every morning Runbeck has production meetings to review the daily production workflow. Runbeck's Management and all personnel affiliated with Printing, Operations, Clients Services and Shipping/Receiving meet to discuss production workflow. Capacity and workload are evaluated for all aspects of production including printing, bindery/finishing, inserting, sorting, shipping and delivery. Because Runbeck operates as a team, we were able to produce 21+ million election pieces in 2018, and we are positioned and ready to welcome the City's Print & Mail needs.

9) The City has found it beneficial to add voter information to an envelope in order to improve internal and external customer service. What options and/or customizations of mail ballot packets are available with your company? Including but not limited to: Variable Voter Data, IMB Printing, Barcoding of the Ballot Tracking Number or Voter ID, Adding the Voter's name close to the signature line and other best practices (all USPS/MDA standards must be maintained).

Runbeck can offer the City the following mail ballot packet customizations:

- Our digital presses are capable of full color printing to place information anywhere on a ballot.
- Our inserters are capable of printing variable voter data for the mail packets.
- ✓ Runbeck complies with all USPS/MDA standards.
- Our inkjet printers on the inserters can add the voter's name close to the signature line.



10) How as a company do you ensure that your firm is reviewing and adapting to different changes in the marketplace, including equipment, procedures, client requests, etc.?

Capabilities now and in the future

Runbeck is an elections-focused company with nearly 50 years of election and printing experience. Our specialized focus is unique and offers the City a powerful advantage not only in terms of the depth, breadth and strength of our experience, but also our Print & Mail, Equipment, Software, Service and Cybersecurity solutions. Runbeck is an approved printer for the State of Colorado.



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We are tabulator-neutral. This means Runbeck is able to print to the full specifications of the City's tabulation vendor. We are capable of printing **up to 22 inch ballots**—this was a need of our partners that we made happen. Additionally, we can produce ballots with or without stubs that both retain full auditability.

All of Runbeck's software and equipment solution is purpose-built for elections. Here is the difference: every software and equipment solution has originated from the needs of our partners.

Partners have election problems > Runbeck listens > Runbeck and the partners work together and create a solution to better serve voters and improve the Democratic process.

Examples:

- 1) The "Maricopa Solution" for Ballot On Demand printing which was customized to simultaneously print the correct ballot and the correct envelope. This was used for early voting vote centers and election day applications.
- 2) The Agilis Duo Ballot Packet Tabletop Sorter for La Plata County which was derived from the larger Agilis to specifically sort for La Plata and counties under 50,000 registered voters.

Quick Fact: Runbeck has developed a new election equipment or software solution once a year—every year—since 2011. We want to rise to the challenges that society presents to the Democratic process. Necessity (even in elections) is the mother of invention.

Client-focused through Service and Partnership

With a long list of Print and Mail customers spanning decades, our references prove that once we begin to work together, we stay together. Our team understands elections processes, procedures, laws, products and equipment inside and out. The election landscape has changed and will continue to do so. We adapt to change and we assist our partners in navigating new election challenges.

Runbeck is honored to have served the Colorado election community since 2009. In 2010, the City of Denver became one of our first election partners beginning with the use of our ballot print on demand and duplication software solution, Sentio/Simulo. We've also built a very successful and mutually beneficial relationship with Colorado's Secretary of State Office and partnered with dozens of Colorado cities and counties for many election-specific solutions. The secret to our successful partnerships is a true commitment to building trust and providing dedicated, knowledgeable support throughout the election cycle and beyond.

Service Support for Client Requests and Procedures

Support throughout the entire election cycle is a vital part of teamwork—from on-boarding to election cycle completion. Your Print and Mail Support for the City would include your Sales Director, Operations, the Client Services Team, Prepress Support and IT Support. The Client Services Team division of Runbeck is increasing in order to fully support our partners. All Service Support teams receive training on an on-going basis with vendor partners and also receive extensive internal hands-on training. Developments and upgrades are constant with equipment and they are qualified and ready to provide 100% assistance.

Our Facility – Engineered for the Election Industry

The City's ballot packets will be printed in our Runbeck-owned 90,000 sq. ft. building located in Phoenix, AZ, just minutes away from the USPS facility, multiple express couriers and Sky Harbor International Airport. Anticipating growth and changes in industry and environmental standards, our new purpose-built facility for election Print and Mail production incorporates green initiatives (highlighted below in Sustainability), advanced equipment and the highest security measures.

Our Equipment – Innovation and Technology

Runbeck utilizes Lean Manufacturing by refining our production to build stronger solutions and operations. The goal is to work smarter by reducing waste without sacrificing quality or productivity. This can be seen by our carefully planned production floor layout which results in a highly-efficient workflow and savings of multiple types of resources. Ultimately it benefits our employees, our partners and Runbeck as a business model.

Each of our print production presses are state-of-the-art and have capabilities that most ballot producers do not. Our inkjet web presses produce fully variable print up to 4 colors on both sides of the sheet at speeds of up to 400 feet per minute—the equivalent of $9,600~8.5" \times 11"$ sheets PER MINUTE— and all unique. Proprietary workflow to each device manages files in order and removes after print to eliminate potential duplicate print files. In-line variable perforate or score on the run, and

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finish in-line, eliminating the need for a stop at the cutter for final trimming. We also variable perforate or score on the run and finish in line eliminating the need for an additional stop at the cutter for final trimming. This time-saving feature allows us to produce higher volumes during an election cycle with greater efficiencies.

We also have a flat sheet digital press which was designed specifically to produce fully variable printed material in full color on both sides simultaneously with the added feature of having a broader range of materials on which to print. The Indigo 12000 is one a very few in operation in Arizona and the Southwest. Unlike our inkjet web presses, it prints more like a traditional press. All of our presses are environmentally-friendly as well. There are no hazardous chemicals utilized in our facility and we have Zero VOC emissions.

Machine	Qty	Function	Variable Data	Age
HP Series T2XX/ EMT – Digital Variable Ink Jet Web Presses	3	Ballot Printing and Finishing Inline: Perforating, Score and Trim	Yes	4, 1, 1
HP Indigo 12000 Digital Press	1	Ballot Printing	Yes	1
Océ (Canon)	2	Ballot Printing	Yes	5
Canon	2	Ballot Printing	Yes	5
Pitney Bowes Olympus	2	Sorter	n/a	10
Pitney Bowes Flowmaster	1	Inserting	n/a	10
W&D BB600 & BB700	3	Inserting	n/a	4, 3, 1
Rollem	1	Finishing	n/a	15
MBO Folder	3	Finishing and Folding	n/a	12

Three (3) HP T2xx Series Digital Inkjet Web Presses

- Prints up to 48,000 ballots/hour
- Unique Inline perfing/scoring/trimming
- VOC Free water-based ink jet printing

One (1) HP Indigo 12000 digital press

- 4600 sheets per hour
- 3450 sheets per hour 4/0 (parent sheet to be trimmed to custom ballot size)
- Up to 1625 dpi
- 4 color plus white
- VOC Free water-based ink jet printing

Three (3) MBO Folders – 2 straight + 1 with right angle

Three (3) W+D 700 Inserters – up to 12 pockets

- Processes 10,000-12,000 per hour with 100% accuracy
- 3-Way Match | Reads/Scans 3 of the 10 pockets
- Inkiets both sides of envelope
- Audit Trail on run details available on RES processed data files

One (1) W+D 600 Inserter - 6 pocket

- Processes 10,000-12,000 per hour with 100% accuracy
- 2-Way Match | Reads/Scans 2 of the 6 pockets
- Audit Trail on run details available on RES processed data files

Two (2) Pitney Bowes Master Inserter 2 – 9 pocket

- 3,000 5,000 per hour
- Static Inserter
- Inkjet in black

Rollem

Scoring up to 25" x 38"



Quality Control

Runbeck utilizes closed caption and real-time cameras to monitor the entire ballot printing process. We employ a strict and measurable review of all production equipment before, during and after election cycles to ensure the highest quality products. We use a **30 Point Quality Assurance Check** throughout the Print and Mail cycle categorized into Equipment & Paper, Prepress, Print Room, Mail Room, Sorting, Packaging & Shipping, Delivery and Mail Tracking. Several of the 30 Points include:

- ✓ Pre-press file accuracy processing— each pdf is individually checked for 100% accuracy prior to placement in repository.
- ✓ Pre-flight Quality Control Checklist ensures the accuracy of embedded fonts, color, image cropping and artwork.
- ✓ Ballot classes are created for each proof set and quantities are verified with Ballot order.
- ✓ Throughout printing, samples are pulled and inspected to ensure tabulation and strict quality requirements are met.

 Checkpoints include image registration front to back, image position, sheet size and print quality for reliable tabulation.
- ✓ Vote-by-Mail inserters are equipped with high-resolution cameras and 2D barcode.
- The inserter utilizes specialized databased look-up technology to read and print voter data. It reads the ballot's visible 2D barcode, identifies the ballot style and automatically determines a corresponding voter data record.
- The voter's mailing address and 3-of-9 barcode are printed directly on the inserted return envelope. An Intelligent Mail Barcode (IMB) is inkjetted on the carrier envelope which validates the voter's address.
- Post-Insertion Match: Two optical scan cameras verify the 2D barcode and voter information is a match. Non-validated Ballot Packets are diverted to reprocess.

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nserter Scan Rep	ort				
MRDF Name	Total Valid Pieces	Matched Ballot Style	Matched AdditionalID2	Did Not Match Ballot Style	Did Not Match Ballot Sty
0684EV01001	14	14	14	0	
684EV01102	11,162	11,162	11,162	0	
http:	s://celero.runbeck.net/J	obs/InserterScanReport/	684		
		,			
serter Camera R	Report				
MRDF Name		Total Valid Pieces		Validated Pieces	Unvalidated Pied
684EV01001		14		14	
684EV01102		11,162		11,162	
ull Report: https	s://celero.runbeck.net/J	obs/InserterCameraRepo	ort/684		
avis County: A	August 13 2019 Primary	,	ort/684		
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	August 13 2019 Primary rort Total Valid Pieces 23,636 248 6	Matched Bailot Style 23,636 248 6	Matched AdditionalID2 23,636 248 6	0 0	Did Not Match Ballot St

- ✓ The sorter verifies the thickness of the packet to ensure packet integrity and captures a full front image of finalized packet.
- Our sorter's technology performs quality control verifications of tallying and confirming correct quantities of segments against the City's request file.
- ✓ Vote-by-Mail ballots and precinct ballots are crated, stacked, shrink-wrapped and labeled. A detailed packing slip is included with each shipment. All pending shipments are under 24-hour surveillance and loading docks are monitored and accompanied by authorized personnel.
- Delivery to USPS is tracked via GPS to allow Runbeck and the City to precisely know its location at all times. Runbeck personnel is onsite to receive the shipment to ensure safe and secure delivery.
- Runbeck uses mail tracking services via desktop software generating serial numbers for the IMB on each mail piece.
- ✓ Designated Users access voter tracking information using the Voter ID or the Application ID to monitor ballot delivery.

Leadership

Our leadership believes in staying informed and understanding changes within the election and print industry. Attending conferences year-round and personally talking and exchanging ideas with other colleagues initiates industry support and growth. Kevin Runbeck, CEO, was recently inducted in the Ben Franklin Hall of Fame of the Printing Industries of America. He was also highlighted in LeadingPRINT magazine where he shared election insights and valuable lessons learned in the election printing industry. While it's an honor to be recognized, the true value is being able to cultivate the Runbeck vision of "Defending Democracy".

Security

Data, Organizational and Facility Security are at the highest of priorities at Runbeck, and we take a completely proactive approach to all Security. In the election industry, integrity of all business practices must take priority. Some of our courses of action include:

- ✓ Utilize duo Cybersecurity resources, CyberDefenses and WGM Security & Technology Services, to monitor digital data and processes
- Ongoing Security-based meetings/updates with Department of Homeland Security, the Federal Bureau of Investigations and the City of Phoenix
- ✓ Archiving of data maintained at a third-party facility off-site
- ✓ Aggressively working to complete SOC 2 Type 2 Report before the end of 2019
- ✓ 50 facility cameras in use 24/7 with footage archived for 90 days
- ✓ Onsite security during major elections
- ✓ Parking and loading dock areas are fenced and monitored with strict entry access
- ✓ Dedicated entry access for temporary workers

Sustainability

Runbeck is leading the country in our environmental efforts as it relates to printing. Our commitment to improve the environment is shown in our business strategy, our work with clients and how we conduct our operations. We understand the impact our operations have on the environment—and we are taking measurable action to reduce that impact. Our 90,000 sq. ft. purpose-built facility uses the power of the sun amongst many other environmental efforts:

- ✓ Zero Emissions Utilizing NO inks or chemicals which emit volatile organic compounds.
- Responsibly Forested Paper Ballot paper: sustainable managed forests and SFI certified. Non-tabulated election materials: In general, FSC certified paper containing at least 10% post-consumer waste. General production: environmentally safe and recycled.
- ✓ Solar Power Over 50% of electricity will be generated by Runbeck's own solar powered system up from the 30% currently generated.
- ✓ Reduced Landfill Waste Reduce and reclaim waste from production/office in addition to a robust recycling program.
- ✓ LED Lighting Complete LED lighting for highly efficient and long-lasting energy use
- ✓ Whole Facility Recycling Program

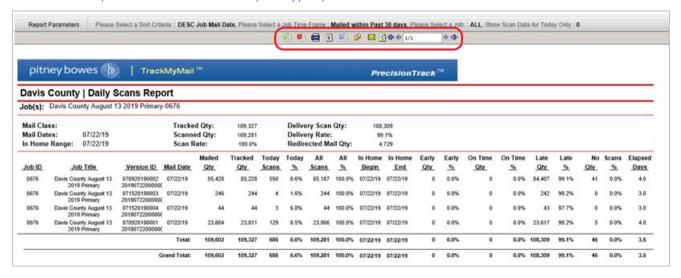
Philanthropy

The Runbeck Team is active in community service projects state-wide. Activities include:

- Partner with Junior Achievement of Arizona to provide education on Elections and Voting
- ✓ Service projects for the Boys & Girls Club of Bisbee, AZ
 - Completed rehab projects
 - o Organized a Carnival Day for 80 children
- ✓ Annual participation in Adopt-A-Family for St. Vincent de Paul and UMOM
- ✓ Wrap holiday gifts for UMOM

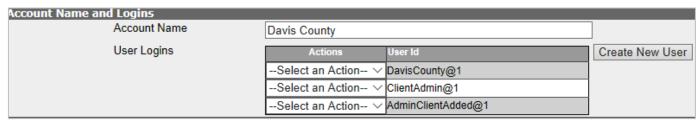
11) Regarding Ballot Tracking:

- a) Will the City be able to track ballots by Voter ID and/or Ballot Tracking Numbers? Yes. Additionally, Runbeck can work with third-party vendors such as Global Mobile's 'Signature Cure' product and/or BallotTrax.
- b) Will the City be able to see reports of USPS Delivery of individual ballots and/or delivery for zipcodes? Yes.
- c) Will the City be able to export reports in order to send the reports to other Elections Division personnel? Yes, once reports are created various exports type options are available to choose.



- d) What are the number of logins available? As many as requested.
- e) Will the City be allowed to have a designated Administer login privilege?

Yes. Admin rights can be created for a designated Staff member. Admins can create their Users as required.



12) Regarding SFTP Ballot File uploads, what format is the file required to be in to be transmitted? Would you please describe the SFTP process your company uses?

SFTP File Uploads

Our best practice is to receive ballot artwork in .PDF file. Ballot order and data request files are required in .CSV files.

SFTP Process

Runbeck maintains a secure FTP server on premise. It is isolated in our corporate network's DMZ and is monitored and maintained by the Runbeck IT Department with support from our cyber security partner. There are provisions in both our Business Continuity Plan and our Disaster Recovery Plan to ensure the service remains available.

Access is allowed by either SFTP or FTP over SSL. Accounts are created only after a written request from the customer and approval by the Runbeck project management team. No shared accounts are allowed. All accounts must be renewed annually. Customer data is not stored on the FTP server. It is used only to facilitate the transfer of the files necessary to create the project.

Runbeck maintains a dedicated email address for SFTP Support to assist customers in resolving connectivity issues.

Thank you for your consideration, Runbeck Election Services