United States Election Assistance Commission
Roundtable Discussion

"Managing the Polling Place: Lines, Logic and Logistics"

Suite 150 Conference Room

1335 East West Highway

Silver Spring, Maryland 20910

Held on

Thursday, March 13, 2014

at 9:00 a.m.

VERBATIM TRANSCRIPT

The following is the verbatim transcript of the United States Election Assistance Commission (EAC) Roundtable Discussion "Managing the Polling Place: Lines, Logic and Logistics" that was held on Thursday, March 13, 2014. The roundtable convened at 9:00 a.m., EDT and adjourned at 12:28 p.m., EDT.

ROUNDTABLE DISCUSSION

MS. MILLER:

Good morning, my name is Alice Miller. I'm the Acting Executive Director and Chief Operating Officer for the Election Assistance Commission. We'd like to welcome everybody here to our first roundtable in a number of months. We've not been able to do them due to some budget cuts and things of that nature, but we're very, very happy to be back, back live, and you can follow us on Twitter at hash tag EACvote. And this particular roundtable, as others, is being Webcast. We will have it placed on our Website and archived for future viewing for those who may want to go back and look at it or review it, and review things that we talk about.

We're broadcasting from our new offices in Silver Spring, Maryland. We did move, in November, to 1335 East West Highway in Silver Spring. So, this is the first roundtable that we've not only had in months, but obviously, the first one that we've had in our new offices. So again, we're very happy. This is a trial run. We think we've got it down pat for the first time and, you know, we'll make adjustments as necessary as we do future ones.

So, we have today's topic is "Managing the Polling Place: Lines, Logistics -- Lines, Logic and Logistics." So, we're going to get started with that. But before we do, I do want to say that we have a distinguished panel with us, including two of the former

Commissioners from the President Election Commission. We also have a former Commissioner from our own EAC Commission. And we have a state director and two high level local officials from our state directors from Delaware and our two local officials, one from Florida, and one from Richmond. So, as you see, we're ready to go.

Of course, we couldn't do this without our moderator, Merle King. Merle has been a consistent and constant supporter of the EAC. He comes when we call. He never hesitates. Merle is the Associate Professor of Information Systems and the Executive Director for the Center for Election Assistance at Kennesaw State University in Kennesaw, Georgia. An active researcher in election administration, Professor King is the 2005 recipient of the National Association of Secretaries of State Medallion Award for his work in Georgia Elections. Together with his colleagues at the Center, Merle has led the development of one of the nation's best resources for election administration support. The Center for Election Systems provides voting systems technical support to the Georgia Secretary of State and to the 159 county election supervisors in Georgia. As a professor in information systems, Merle teaches graduate and undergraduate classes related to legal and leadership issues in information technology. Merle has hosted and moderated our roundtables for us for a number of years and, as I said before, he does this without any compensation or any expectation of anything. He does this on his own dime, to put it frankly. And so, we're very happy to have him. We appreciate him. And we don't know what we'd do without him.

I'm going to turn it over to Merle and he will give the direction on how we're going to proceed from now. Merle, thank you so much.

DR. KING:

Thank you Alice, and it's a pleasure to be here. And welcome to the members, here, of our audience, but also to those who have joined us on the Webcast.

The purpose of today's roundtable is to begin what I'm sure will be a much longer discussion on the recommendations of the Presidential Commission on Election Administrations Report that was released early this year. And today's roundtable will focus on really one of four large recommendations that came out of the Commission's report. What we want to focus on today is really the polling place issues. On the surface I think, that was described as long lines. That was certainly the identifier of the issue, but for those of us that work in elections, there are many, many issues that occur in the management of polling places, the selection of polling places, the preparation of poll workers. And so, the hope is here today that we can not only perhaps talk about long lines and the implications in the upcoming election cycle, but really, about the logistics and the best practices for managing polling places across the broad spectrum of jurisdictions, some of whom are represented here today.

The way that we like to run our roundtables, is, in just a moment I'll ask each member of the roundtable to introduce themselves, briefly talk about who they are, what jurisdiction they represent, what their perspective is on the issue that's before the

roundtable today. And then, I'm going to ask a couple of the

roundtable members to make some opening remarks regarding the

Commission's report. And then, we'll move into our questions.

We'll encourage those of you who have joined us on the Webcast

to send in questions at the EAC's Website, EAC.gov, but also, to be

following us on Twitter, and we'll try to address questions as they

come in over the Twitter feed. So, with that – oh, I'm sorry, one last

point is we'll have a break at 10:30 and we'll convene at 10:45, all

right?

       So, now I'd like to start and ask each member of the panel to

briefly introduce themselves, and Kirk we'll start with you.

MS. SHOWALTER:

Thank you. I'm Kirk Showalter. I'm the General Registrar for the

City of Richmond Virginia. It is an independent jurisdiction in the

Commonwealth of Virginia. It's about the tenth largest jurisdiction

in Virginia. I have been with that -- in that position since 1995,

although I have worked in public administration since the 1970s,

and hold a Master of Science Degree in Administration from

George Washington University, here in D.C.

DR. KING:

Okay, thank you Kirk. Donetta?

MS. DAVIDSON:

My name is Donetta Davidson and elections has been my life, I

guess, you might say. I have served as a county clerk, as

Secretary of State, and as the Election -- one of the Commissioners

with the Election Assistance Commission. And, serving out my

term, when I returned to Colorado I just couldn't quite retire, so I

took on a part-time job as the Executive Director of the County Clerk and Recorders Association. So, it's hard to get out of elections when you've been involved so many years.

DR. KING:

Thank you. Chris?

MR. THOMAS:

Good morning, Chris Thomas. I'm Director of Elections from the State of Michigan. I work for the Secretary of State, Ruth Johnson. It's a pleasure to be here. Alice, thank you for convening this, and Merle, thank you so much for participating and keeping us all on the straight and narrow.

I've been a Director of Elections since 1981, been in the business of elections since the mid '70s. It's a great career and I would encourage any of those who are not in it to give it a good consideration.

DR. KING:

Thank you, Chris. Tammy?

MS. PATRICK:

Good morning everyone. And thank you for having me here today. My name is Tammy Patrick. I'm the Federal Compliance Officer for Maricopa County elections, which is the greater Phoenix area. I work for the County Recorder Helen Purcell and Elections Director Karen Osborne. And it's just a pleasure to be here today to discuss the report of the Presidential Commission, of which I was a member, along with Commissioner Thomas, who is being humble and not mentioning that. So, it's a pleasure to be here and to discuss what our report contained.

DR. KING:

Thank you, Tammy.

MS. MANLOVE:

Good morning, thank you also for inviting me today. I'm Elaine Manlove, State Election Commissioner from Delaware. I've been Commissioner since 2007 and in elections since '99.

DR. KING:

Okay thank you, and Lori?

MS. EDWARDS:

I'm Lori Edwards. I'm from Polk County Florida, which is nestled between Tampa and Orlando. We have about 600,000 people there. I'm the Supervisor of Elections and was first elected to that post in 2000, which -- November of 2000, a landmark time for elections in Florida. So, I've enjoyed a lot of challenges and changes in our state since then. Before that I served in the Florida Legislature until I was term limited, but I started my career as a radio newsperson.

DR. KING:

Okay great, thank you. Well, it's a great panel today.

And I'd like to now turn to Chris and ask Chris, and then Tammy, for some opening remarks. Lori makes a very good point about the 2000 election. If you are in the elections community, there is before 2000, and then there is after 2000. There is before HAVA, and there is after HAVA. And as I've read the Presidential Commission's Report, I think it has the potential to also become one of those milestones, because one of the things it addresses so well is the -- what did you know and when did you know it? Well,

we know it now. The report I think has done an excellent job of identifying the future challenges of election administration.

So, Chris, if you could, take a few moments to talk about the report, its implications, and particularly its implications at the state level.

MR. THOMAS:

Thank you Merle, it was a great experience being on this Commission. Tammy and I were two of the Commissioners. The two co-chairs, Ben Ginsberg and Bob Bauer, there was one Republican, one Democrat, chaired it. It was a great environment that they set. There was no partisan politics involved in the Commission and it became very much a kind of nuts and bolts of elections. The President made it clear to stay away from a legislative agenda and really look at the issue of enhancing Election Day, to making Election Day a better experience for our voters. And when you narrow it to that, I think what was demonstrated here not only worked with the Commissioners, but those who came and testified, is that these are issues that can be looked at in a non-partisan, bipartisan fashion, and we all will be able to get something done. I look at this report from the state level as really kind of a benchmark or a manifesto, if you will, that's a little strong, for election officials. It doesn't have to remain this way. There's things you can add, things you can subtract. But unlike the aftermath of 2000, where there was a great problem that had to be fixed and everybody scurried around to do that, this was more of coming from a position of really fine tuning, if you will, you know. It was not a disaster, but there were issues that needed to be corrected and

certainly, room for improvement. And so, I really have heartfelt thanks to election officials who showed up and testified. And those who did are generally the ones who are doing a great job, and they brought great ideas to the table that this Commission then used to fashion this report.

From the state level, I think each state is going to find a different way into this report. I don't think there's a blueprint that says, as a state election official here you start with "A" and you go to "Z." I -- for example, in Michigan, I'm looking at the planning tools that we provided to figure out how to reduce wait times and become aware long before the election of what resources are needed. And so, we're planning on using 2014 when we normally don't have lines to test the tool to find out, did it really -- does it really project what is necessary to run the polling place. And I'm encouraging our local election officials to do that, so that then going into 2015, as they're putting resource requests together for the 2016 election, the Presidential, where do we do have lines, they can come in and say, look, we've got a tool, we used this tool in 2014, it was right on the money, it told us exactly what we needed, and we're telling you what we need for 2016 in order to have a well-run election. And other states, they may look at online registration and enter from that arena. Others may look at training of election officials.

But, you know, really, the topic today about polling places, that's the interface with the voter. That's where the voter gets his or her first and probably last impression of what kind of service we're providing is that election moment, and hopefully they're not

there very long, so that it's a positive, well run, professional operation.

I would encourage my colleagues around the country, at the state level, and also at the local level, to Appendix "Z", which is the survey of, primarily, local election officials, and you can learn a lot in this survey about how officials view the process, what they think are the primary concerns that they have. Some of it's a little surprising. It's worth the look. Another point that I would urge state officials, is to look at Charles Stewart's survey. And he does this survey right after each even year general election in early December, and he surveys 200 registered voters in each state and the District of Columbia, and he talks about lines and other experiences that those voters had. And I think it would be excellent for each state to take that survey, enlarge it for their own state and conduct it, and see exactly, with a larger sample, what the experience of voters in Michigan, for example, was.

So, I think there's a lot here to dig into. The one thing, this will bring a smile to Tammy's face, because I'm sure she's wondering why I haven't brought up Motor Voter yet.

[Laughter]

MR. THOMAS:

That was sort of my thing on the Commission, other than asking people, how long is too long to wait. So, one thing at the state level that can be done is to engage the Department's of Motor Vehicles. Obviously, Elaine is here to talk about that, has done a wonderful job in Delaware. The impact on voters by a poorly run Motor Voter program, or a well run Motor Voter program is significant.

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Provisional ballots, where people's addresses are not up to snuff, that causes lines, that is Motor Voter. Motor Voter should get most of our voters up-to-date and in a position to really have a good experience on Election Day. So, from the state level, that's a program, even though it's a federal law, but it's really a state level program that needs to be improved in most states, and would have a very beneficial impact.

So, you know, I would just say, in conclusion, that, you know, it was a great experience being on this Commission. We went around the country and met wonderful election officials. I learned a lot. Every place we went, I learned more than I knew before I got there. And I would encourage election officials to dig into the report, but go to the appendix. The Website is supportthevoter.gov. Supportthevoter, all one word, .gov. And the appendix ought to be just an election official's delight. I mean, there is so much in there and, you know, stealing ideas is a good thing to do, and that's why that appendix is there, and I would recommend it highly.

Thank you.

DR. KING:

Thank you, Chris. Tammy.

MS. PATRICK:

So, I agree with Chris on everything that he said. I mean, it was an amazing experience and I think that the composition of the Commission really contributed to the productive working relationship that we all had, and the end product.

One of the things that I mentioned when we had the opportunity to meet with the President and the Vice-President in January and discuss the report, was, I thanked them for having Larry Lomax and myself on the Commission as the voice of the local administrator, the boots-on-the-ground. And I think that that was critical because, as a local administrator, many times these Commission reports might come out and you would think that there's nothing in there that you can implement on a procedural or on an administrative level, and I think that this report is full of all sorts of things that can be done without legislation, without any administrative code being changed. And sometimes it's simple things.

So, one of the recommendations that we have in there, that we've heard some people reacted a little apprehensively to, at first, was the recommendation that we heard repeatedly from advocates for voters with disabilities, and that is to try and make sure that there was some sort of a chair available for people, if there was a line that should form. And election administrators, you know, the initial reaction is, where am I going to get money to go out and buy all these chairs? But, in reality, it can be as simple as including that in your training of your poll workers that when they're talking to the janitor at the school or the church, to find out who's going to be there election morning to unlock the door. Ask them, should we need any additional chairs, do you have any available for us to use? I mean, there are commonsense, practical pieces in the report that, I think, election administrators can implement, even for this fall. So, there are some things that could be done, you know,

potentially, right away, and it would just be a change, perhaps, in how we train our poll workers or exactly what we train our poll workers. And some things are a longer kind of timeframe for 2016 and beyond.

But the report really has a number of audiences. So we have the state officials, the local officials, and some of it is for legislators, because implementing things like online voter registration, some states have felt they needed legislation, other states have not. They've seen it as an extension of the MVRA, particularly if the Department of Motor Vehicles is already offering online services. And that's something we mention in the report, is that many of the MVRA agencies are now shifting the servicing of their clientele to the Web, and when they do that they're not including the MVRA responsibilities, and that's where this can all kind of tie in.

But I think that the polling place management, it does start with the foundation of our voter registration. And there are all sorts of examples where, when that is done effectively and well, it will impact the voting experience on Election Day. It's how we allocate our resources, the number of people we have on our rolls. It's how we estimate how many pieces of voting equipment to send out, how many poll workers to hire. So, it really is the foundation of everything that we do.

DR. KING:

Okay, thank you. Before I begin the questions, I do think this report and the Commission and the process behind it are distinctive. And one of the things that I've seen is that the authors of this report

have taken a very strong ownership of it and are willing to talk about it, willing to meet with, really, anybody who will engage them in the conversation. And I think that's important, because many times, these reports, they get written, they get filed. In this case I'm impressed, not only with the two members of the Commission here, but really, everybody on the Commission that I've spoken to. So, just to echo what has been said, download the report at supportthevoter.gov., get a copy of it, start underlining it, read the appendices, and look for those things that can be implemented immediately in this election cycle, because many of them are the low-hanging fruit, if you will.

So, to start this panel discussion, one of the questions that I have for this panel is polling place management, is it sort of like the weather, you know, everybody talks about it, but nobody does anything about it, type thing? We talk about improving the polling place, but I think many times we only focus on, kind of what's -- through the front windshield, and not what we've already accomplished. And many of the things that are brought up in the Commission report are things that are currently being done in other jurisdictions that have become institutionalized, and have become routinized in those jurisdictions, which, ultimately, is the goal I think, for all election managers, find the things that work and own them, in a way that you can successfully implement them, election after election. So, something as simple as a checklist for chairs, once that is institutionalized that will be asked in every election.

So, my first question, is polling place management something that is improvable? Do we expect to have problems with

it in the 2014 and 2015 cycle, or to only see it again in the 2016 cycle? So, I'd like to start that question with the two locals, if we could, and give us kind of your crystal ball gaze, within your jurisdiction or within colleague's jurisdictions, about what you see coming up at the -- in the upcoming two cycles.

MS. EDWARDS:

Well, I think the essence of your question there was, will we see more problems in 2014 or 2016. I predict 2016, the reason being, I really think that the problems that surface at the polling location, surface when it is stressed to the max. To answer or address your broader issues there about improving and the general state of performance of polling locations, it's going to take work every single time. And, well it should. We'll never perfect it. I mean, it's a -- really it's a people game.

And just to bring it down to micro, to my jurisdiction, I have 22 year round full-time employees. On Election Day I have 1,500 employees. And that is my single biggest challenge, as the election administrator. Anybody here who has had to hire even one or two people know how hard it is, okay? And these are people that are making key and critical decisions about our democracy, as well as representing our office in a way that I would like to think would be excellent customer service. So, really, it all comes down to people. And people, everyone just like us at the table, we're not prefect, you know. I don't want just anybody. I mean, that was the stereotype of election workers from years ago, you know. I know everybody at this table knows the joke about, if you hold a mirror

under their nose and, you know, it fogs, they're hired. Well, we

can't do that anymore.

DR. KING:

All right, Kirk.

MS. SHOWALTER:

Any good manager knows that the art of management is an

ongoing process. You come up with an idea, you evaluate its

effectiveness, and you make changes. You're constantly looking

for new and better ways to do things, and never more so now than

with governmental funds being few and far between for any public

administration agency. The elections administrator is often tasked

with doing much more, with very much less. So, we like to call

ourselves the redheaded stepchildren of government. We have

one, maybe two big days a year, and some states don't even have

elections every year, and yet we're expected to achieve perfection,

in the public's eye, on those single days where everybody shows

up to vote.

The big challenge for an election official administrator, as

Ms. Edwards said, is, we -- our staffs swell from 20 or 30 positions

year round to over 1,500 on Election Day. Well, the difference is,

people who come from the communities who are your uncles, your

aunts, your sisters, your brothers, who are not professional

elections administrators, being thrown into an elections process

that can often become very complex with laws in different states

and those laws change from year to year. Trying to manage the

flow of information to those people into the polling places, so they

are effectively executed on Election Day, becomes a challenge,

and that challenge can only be met through effective management
of the resources and the people in the polling places.

DR. KING:

Okay. And let me come to Tammy on that question.

MS. PATRICK:

So, I would like to dovetail off of what Kirk just mentioned, and that
is that, as an election administrator, I think that we find ourselves in
an interesting position in that we're in an environment of change,
and we would like to impact and effect change of certain things, but
those are usually not the changes that we see coming down the
pike. So, what I mean by that is, we would love to look at some of
these best practices and adopt them, but inevitably, the change that
we see as something from the legislature that has nothing to do
with the actual increasing of the efficiency of the electoral process.
And that's why I really hope that, and it seems like this report has
some legs to it, is that Nate Persily -- Professor Persily from
Stanford, who was our research director, referred to it, and I'm
stealing his line, because it's a good one, is that this is really a
project, not just a report. And every piece of recommendation and
best practice that's in here is something that's being done
somewhere in the country. It's not that we sat around and came up
with these new ideas to recommend and implement. So, I've talked
to local officials and state officials that said, you know, I took it and I
went through and I checked off all of the things that we do, and I
looked at the things that we don't do, to see if they are things that
we could implement right away or what we would need to do in
order to be able to do that. Does it require resources? You know,

what can I do to make that happen? And I think that that's really a critical piece of all of this, is to try and take some of these recommendations and utilize them. And you are absolutely correct, we are willing and able to go out there and proselytize on the report, and help people see what they can do, and assist them in being able to do it.

DR. KING:

Okay, thank you. Let me now tip this same question to those that are representing more of the state perspective on the issue. I heard Kirk talk about the dilemma, the on-going dilemma of election officials as HR managers, that, as you approach your election season, you're ramping up to many, many more times your staffing, and Lori, you said the thing, and everything that goes along with that. So, every HR problem that's known to mankind manifests itself in this process. One of the things I hear from local election officials is that this dilemma, although there's an appreciation for it, it really isn't well understood as you move up through the state level of organization; that there may be sympathy for it, but often, there is not the action that, possibly, could be applied to help it.

So, from the state's perspective, how does this look in terms of an ongoing issue? Do you see -- from the state level, do you see the same kinds of things that we heard from the local level? And Elaine, I'll start with you.

MS. MANLOVE:

Well, I was a local official for a long time before I was a state official, so I have a real understanding of what they face at the local issue. In Delaware, all of our election officials are state employees,

so we're a little different than a lot of states where it's, they have their own county structure, but we're all employed by the state. So, -- and Delaware is small, so we meet once a month and we go over all of our issues.

In Delaware, we've used technology a lot and most of our HAVA money was used to use technology to improve the way we do business. So, I think we've done a lot of things just to make all of our lives easier, as far as the three county offices, as well, and my own, just to coordinate. But I do have an appreciation of hiring poll workers and using the mirror.

[Laughter]

MS. MANLOVE:

And that's ongoing issue. We've done a lot of things and we copy from other states. I think when I was a local we started a school in the student poll worker program that I copied, I think, from Kansas and also a corporate poll worker program. And that helped us get younger people. And as we use technology, it is the younger people that are adapt -- they adapt to that a lot quicker than older people. So, we've done some programs like that that have been, essentially, statewide but, you know, because we all work together it makes it easier.

DR. KING:

Okay, you know, if I could follow-up Elaine, one of the things I've heard discussed is the baby boomers, which is many of us here at the table, are, not only very good voters, in the sense that we know the procedures and turnout, but also, has been a good pool from which to draw poll workers and poll managers. Given the changing

demographics, and you mentioned the young people as being

critical to bring into this process, the things that you focused on, in

Delaware, that have kind of recognized this changing demographic,

and perhaps your recruitment, or the kind of support you give

counties in recruitment, may need to change.

MS. MANLOVE:

Well, we will focus on trying to get younger poll workers. And I

don't mean, you know, actually age wise, but adaptable to

technology.

And that was one of the reasons we started a corporate poll worker

program is, if corporations can lend us a poll worker, and

essentially, they don't have to take a sick day or a vacation day at

their company and they're paid by us and paid by their company, so

it's a win-win for that worker. But they're also used to a process, an

office-type process. And elections are, you know, 2000 on, are

different than they were 2000 before. So, that's an important piece

of just managing the polling place. I think before, in some cases,

and maybe still today, it's like a social event. But it really can't be,

you know. You have to have a process of processing voters. I

have to say it, and I've said this a lot, we don't have a line issue in

Delaware, we never have, and so that helps us a lot,

that our lines move pretty quickly.

DR. KING:

Okay good. Let me go to Chris and then Donetta, over that

question.

MR. THOMAS:

There's no question that the state has involvement with the poll workers in terms of helping local election officials handle that. We understand it's a huge challenge. And again, it's the face of elections on Election Day, are these folks that are out there. So what we've done, much as Elaine said, is, we've provided technology that's in the polling place, primarily e-poll books. And from that, we have gotten just fantastic, positive feedback from the local officials, in terms of the impact of that, as opposed to paperless, and hunting through. We're voter ID in Michigan. Not hard ID, but if you have -- if you don't have your ID you just sign an affidavit. But we swipe that driver's license and our system pulls that name right up.

And that saves so much time and effort by the local officials. So, those types of things are what we try to say, what can we do from our level to make life better there?

The other is, generally, and unlike Elaine, that has all state employees as their elections officials, all my election officials, by and large, are elected officials, themselves, except for some cities where they're appointed. And we have 1,500 cities and townships in 83 counties. So, we have a challenge that is ongoing, is to keep an education level with the election official at some acceptable level. Now, the complexity -- I think every state would agree that the polling place has become more complex. Either by federal laws or state laws, there is more to know than there was ten, 15 years ago, by these local officials. We have moved to an e-learning system, I know Colorado has had one, as a way, not only to help local election officials stay abreast of things, but as a mechanism,

also to put videos up there, short videos on various steps that precinct inspectors can look at before Election Day as a refresh, not as a substitute to training, just as an addendum.

And one thing, that I won't go into now, because I think we'll get to it, is this whole idea of professionalism of election administration, and that goes down to these inspectors, as well. So, Janice Winfrey, who is the city clerk in Detroit, she has worked out with Wayne County Community College various courses, where there's actually a college credit given to inspectors to come take those courses. So, there are local election officials dealing with these challenges in different ways and finding good answers. But, it's a tough road.

DR. KING:

Okay, thank you. I'd like to just follow-up with one question. And I think we are going to talk quite a bit more about poll worker training as a component of this, but you mentioned the kind of "just in time" training for poll workers. Could you talk about the genesis of that? What is it that made you look at the circumstances and say, we need to change when we train poll workers and how we train them?

MR. THOMAS:

Yeah, we're no different than most states, you know. You get your two-and-half hours, if you're lucky, with your inspectors, and if it's done well in advance of the election oftentimes, they're going to forget that before they arrive. Secretary Johnson when she came in she had been a county clerk before. She had done a 45 minute video and her comment was, yeah, it's great to do a 45 minute

video until the law changes, and now, your 45 minute video has a hole in it.

[Laughter]

MR. THOMAS:

So, we -- you know, under her direction we opted for these short pieces that can be used and we've got fantastic feedback from local election officials that, one, they used them in their training, you know, as part of the process. We do "Train the Trainers," certify them from the state level. But this idea of giving the inspectors something close to the election, if it's election eve or a couple days, a weekend before, where they want to go online and say, gees, I just want to see that process once again,. Iit's a good backfill, if you will, to give them the confidence to come on Election Day and perform well.

DR. KING:

Okay, thank you Chris. Donetta?

MS. DAVIDSON:

Well, you know, I work for the county clerk, so I really see what they're going through, each one of the counties small, medium and large. They're all a little bit different. But Colorado, right now, is going through a major change of implementing new law that we did a year ago. And we've gone through one election, so this next year we'll find -- or this year we're going to be really implementing a lot of new things within our polling sites.

One of the things that the counties are doing, because, technology, as you've all mentioned, is very important, and with Colorado, we are online checking every voter that walks into a

voting site, and it's live, to see if they voted anyplace else within the State of Colorado. It is really reducing our provisional ballots. But, we have a live system that we know if -- because everybody will receive a mail ballot, first of all. If they don't want to vote that mail ballot, they can come to one of the voting sites, and they can walk in without the ballot even, we can look it up. If their ballot hasn't been cast and brought in, then they can vote live. Then, if their mail ballot comes in, that one is thrown away, but it also will be sent -- not thrown away, excuse me, it will be packaged up and sent to the D.A. for somebody trying to vote twice. It won't count, but we will be able to check that.

So, in our judges, what we're having to do is really train those judges quite well on the statewide voter registration system. So, we're bringing them in, the senior judges, and bringing them in for the training within the offices of the counties to do data entry, while you're getting a lot of new voters on, and bringing that type of people in. And we have to have such fewer polling sites now, because we're mailing out the ballot. A large county of 500,000 may -- on general Election Day, may have 27 sites within their county, instead of hundreds. So, it makes it much different. You can pull your best judges down, but still, they have to have that hands-on training on the statewide voter registration system so they can check every voter. The voter also has the capability of registering Election Day. So, they -- you have to be able to change address, register them, change names, obviously, whatever the voters needs. But we have those sites open 15 days before a general election, and they can come in and take care of any issues

they want. So, we've given the flexibility, in Colorado, to the voters, and really moving forward in really something that no other state has done. So, this is really going to be a learning process. But judges are, as has been said, Lori, I think, said it the best, they are the ones that's going to have a successful election within their state, or it not be successful.

And we're even trying -- the Secretary of State, we've talked to them, and they're doing a Web version of training poll watchers, but they also are training watchers, because watchers are very important to the process nowadays in the election. And so, we feel like they really need training also, so that they understand the process, and not asking questions and maybe slowing down the process.

DR. KING:

That's really smart because poll watchers are going to be trained by somebody. And often, what we see is that their training is skewed from the code or statute, and skewed from current implementation to the precinct. So, the fact that the state has taken on the initiative to do that, I think that's very, very smart.

I want to come back and ask a follow-up on Chris' point of moving the training, not only as close to the event as possible, but moving the training to the proximity of the task. And one of the things -- a light came on for us in the state I work in, in Georgia, where we have an election night reporting procedure that is only done on election night, and it's done fairly infrequently. And we moved those training materials to the election management server, recognizing that that is where the operator would be sitting on

election night, so why not put the training materials right there where they have access to.

But, if I could come back, Chris, and ask you about, are there future plans in Michigan to kind of further push this notion of training, both in time and proximity, closer to the event?

MR. THOMAS:

Yes and, again, I will go back to videos. So, when you're doing the classroom training, obviously that's a schedule that's got to be setup, and people have to come to it and you do the presentation, everybody goes home. The online backdrop of training now, really allows people to do it on their time. They come when they have the opportunity. And again, I would never say this replaces the classroom and the face-to-face training. It can only be used as a supplement. But, I think it's a process that we've got moving now, and I know many other states do, as well, that really is going to give those workers what they need. I mean, any class you go to you go home and the first thing you go is what did I forget, right? It's a lot of information that's thrown at them in a short period of time. And to be -- to have the confidence that I can go back online, pick up what I saw, the highpoints, and then, if I need -- if I'm an inspector that has a specific assignment, you know, I can drill down into that and come back, be comfortable walking in on Election Day. And we all know, I mean, any kind of professional organization, it's the confidence that the worker is able to exude, because they know what they're doing, they're well trained. And I think the timeliness is going to be critical to that.

DR. KING:

Donetta?

MS. DAVIDSON:

You know, I think -- we've even found we're having to change some laws, so that we can train the judges closer, you know. They're used to -- we're dealing with old laws that was written before we had the technology that we have nowadays. And so, even some of our laws are outdated, to where you have to train your poll workers 45 days before election. Well, they're going to forget it by Election Day, as Chris has said. So, we're changing our laws to where we can continue. If they do an early training, they come back for a refresher course. Many places do that and we find that that's very helpful. But, that on -- the hands-on and really understanding how the equipment works, no matter what the equipment is we find very key. And our clerks are doing a lot of videos, as you say, within their own county. So -- because their equipment may be different than their neighboring county, so they're having to do their own. But they do share those. And that's been very helpful to have, maybe, a large county, that's doing it, share with the smaller counties and it has been very helpful.

DR. KING:

Okay, Tammy.

MS. PATRICK:

If I could add to that, one other thing that many jurisdictions have found to be helpful is to provide additional tools for Election Day use. So, even having a checklist for each position of the board so that they know the "down and dirty" kind of CliffsNotes of what that job responsibility is, we call them duty cards in Maricopa County,

but being able to augment what they learned in training and remind them on Election Day, and really providing those tools on the job has been very, very helpful.

Additionally, when people are -- when jurisdictions are implementing things like e-poll books, building into it a process in which it takes out some of the decision making on the poll workers' behalf has been a way for a reduction in the need of some of the training responsibilities, because it takes some of the complexity out of when they have to answer "yes" or "no" to certain situations on an e-poll book screen, that sort of thing. It's a little bit easier than them having to know the full complement of options that could be available, and streamlining and the use of technology in order to reduce what they have to actually, completely understand on Election Day, because it's a lot and it's getting more and more complex.

DR. KING:

Yeah, I think the four most terrifying words for a poll manager is, use your own judgment.

[Laughter]

DR. KING:

And so, looking at training materials that drive us towards removing the risk to the poll manager, removing the uncertainty of the outcome.

I think one of the "ah-ah" moments, for me, is the current trend towards using non-proprietary and non-dedicated platforms for the implementation of poll books, you know. Initially, I really struggled with taking a general purpose computing device, a tablet

or a laptop or some other device that can be re-tasked in between elections or perform additional tasks. But, the more that I thought about it the opportunity, for example, to put a video on how to close the polls onto your poll books, where you now have it in place, in time, those are the kind of opportunities that I think we're going to be looking at down the road.

Let me move on now to another question, and I'm going to ask Tammy to start the discussion on this. And it has to do with really something I heard earlier about the importance of standards and metrics and measurements, and certainly, kudos to Charles Stewart and his team for the work that they do every year to draw out these profiles, statistical profiles, of what's going on. And, as I've listened to people around the country talk about the lines as both the impetus to begin the Presidential Commission, but, really, how uneven that is as a measurement of effectiveness and efficiency in the polling place. Elaine, you said that it's not an issue with us.

MS. MANLOVE:

It's not.

DR. KING:

I've heard two people say it's not an issue this year, but will be next year. And so, redesigning how we manage polls around this single metric doesn't seem to argue as a good approach, so my question to the panel is, first, what is the benefit of understanding the significance of the wait time through the voters' eyes, through the public's eyes, through campaigns and party candidate eyes? And then, are there other metrics that we should also be focused on?

And I think I've already heard a couple of them discussed, but I'd really like to take some time now to talk about, if we were to advise our colleagues on the kinds of metrics that they should be collecting, evaluating, incorporating into their planning and operations mode, what might it be, in addition to wait time.

And I'd like to start with Tammy on that.

MS. PATRICK:

Sure, so, before the session, Merle and I were talking, and one of the things that came to mind is that the notion of the line is really a canary in the coalmine. If you have a long line -- no jurisdiction that I'm aware of anywhere in this country had a long line at every single one of their polling places. It was usually isolated to a handful of locations, or isolated to polling places that shared some sort of commonality. But, it really is the root -- or the ability for you to look for the root cause of why that line occurred. And I think it's very critical that election administrators are, one, even able to gather the information that they had a line, and what that line was, and then to be able to figure out why that line occurred. And you're right, we have here, the short ballot, and the long ballot, which, in many cases, the long lines in Florida was a direct result of the length of that ballot and the time it took for people to vote it. So, I think that that's critical to be able to capture it and then figure out why there were lines.

So, what are some other metrics to look at? Well, in Arizona, we had lines in a couple of places -- in our polling places, because of our provisional ballot count. We had 122,000 provisional ballots. We have two million registered voters, okay?

So, we had expected our provisional ballots to go down from the last Presidential election, where we had 100,000, and instead, they went up. So, we looked at why that was. And 72,000 of those voters were on our permanent early voting list, and they had not voted their ballot. So, being able to know, okay, that's why these people had provisional ballots, but then, even more critically, why did they not vote the ballot sent to them? How did they get on the permanent early voting list? So, we looked at that and more than half of them had signed up online. Now, when you looked at the way our online voter registration system and the screen to get on the permanent early voting list looked before, it was text laden. Like when you're shopping online and you get to that screen where you have to hit accept before it will allow you to go on. And we all read every single one of those words, right?

[Laughter]

MS. PATRICK:

Our voters were not reading that. They were hitting "yes" and moving on. So, that's been changed to say, "I want to vote by mail, I want to vote at the polls." So, what we found, since that occurred last year, is that the percentage of voters who are signing up for the permanent early voting list is about the same. It's decreased a little bit. We won't know the impact on our provisionals really, until the election this fall. But the outcome of that that we've also seen is that the completion rate of someone applying to register online has increased, because that screen, people would get to it before and fall off. They wouldn't read it. And not only were they not selecting whether or not they wanted to be on the permanent early voting list,

they were not completing their registration. So, that informed a lot of our decision making, and so, they're really critical things to look at; why you have provisionals and then, being able to track back the source of how someone gets on the voter rolls.

San Diego County had a very interesting thing that they did with their MVRA agencies, where they have a more sophisticated tracking mechanism now than many places have, so they know exactly which office a registration form is coming from, and they can track and feedback, and they've got auditing loops in place. And what they found is that prior to implementing this new more robust structure, they were getting in about thousand registration forms combined from all their MVRA agencies, outside of Department of Motor Vehicles, in a year. When they put this in place, they now are getting on average 10,000 a year. Those are 10,000 voters that are now on the rolls that are not going to show up to vote, and not be on the rolls and vote a provisional ballot.

So, we really have to capture data on almost everything that we do. And it's a challenge for jurisdictions to see value in that sometimes. But, in our county, those 122,000 provisionals cost us more than $600,000. We mailed 72,000 people a ballot that they didn't use. They voted another ballot at the polling place. We had to process that ballot. I mean, they're -- it adds up. So, instead of using the funds to pay for what was, more than likely, not the best voting experience for those voters, and frontload it into getting them on the rolls, streamlining the process and improving their experience seems like money that's much better spent.

DR. KING:

Okay. Tammy, you raise a really good point about provisional ballots, and I think, for many of us, the introduction of the provisional ballot concept, through HAVA, it was viewed as a safety net.

I just don't think we understood all the implications of how and when it was going to be used. And, to me, it's one of the most quicksilver metric there is to look at, because until you go and start to peel the layers off the onion, and understand what drove those provisional ballots. So, as a metric, I think it's important to collect, but its interpretation.

MS. PATRICK:

Absolutely, and I have to also mention, and thank you for bringing it up, that Arizona has had a provisional ballot since before we were a state. We called it a question ballot, then a ballot to be verified. So, we -- when HAVA passed, we changed the name but we've always had some sort of a safety net. It, basically, functions, in the majority of it, in the same way that Election Day registration functions in some states, where they're using it to update their registration, but it's called a provisional in one state, and an EDR in another.

So, the definition of how these are being used is absolutely, absolutely critical. And the other thing that I think is important is that there are some jurisdictions that, under HAVA, they're capturing and reporting the provisionals that are rejected, and the categories of why they're rejected, but they're not looking at the ones that are accepted and why they're accepted, or why that voter voted a provisional. And that can be as informative as the ones

that are rejected, is to know why did that voter have to go that path and try and reduce that number, as well. And one of the things that we've done, in Maricopa, is we're implementing e-poll books now, for the first time, this year, because we did have so many voters, that were updating their registrations right at the close of registration. They were doing it online, but we had already printed the rosters.

So, when you have that electronic ability to capture that data, update the data before the e-poll books go out to the polling place, it's going to make that process so much better.

DR. KING:

Okay, good. Lori, what kind of metrics do you collect? What do you focus on?

MS. EDWARDS:

Well, generally speaking, I would say, if the EAC survey doesn't collect it, we don't need it.

[Laughter]

MS. EDWARDS:

I mean, there isn't a question that they don't ask. So, it really does come down to evaluating the data. And the two in Florida that have gotten attention, and the two that cause me a little disturbance, and it's more about the evaluation of the data, one is the provisional ballots. And I don't think anybody could have addressed that better than Tammy. Really, they are there to protect the voter. And, in Florida, they're used when somebody's eligibility is in question. So we don't expect them to all count. And to suggest, as happened in the media, that if you have 50 percent of them that didn't count, it's

50 percent lost votes, just, you know, is a problem that we kind of struggle with.

The other metric that is sometimes I'm afraid misunderstood relates to return rate of absentee ballots, and that is is the concept that if you have 30 percent of the absentees that you send out don't come back, those are lost votes when they are very much not lost. The person knows that they didn't vote. Generally speaking, they didn't vote because they didn't want to vote for some reason, or they voted another method.

And so, I think that it really comes down more to carefully evaluating the data when it becomes public because, as Tammy suggested, at the local level, the reason we're hesitant is this information is taken and then is used to beat us about the head.

DR. KING:

Okay. Elaine?

MS. MANLOVE:

We have very few provisionals in Delaware. Unlike a lot of states, we certify two days after Election Day. So we work really hard on Election Day to allow our voters to vote on voting machines. We would do a Court order before we would do a provisional ballot. In fact, when -- we didn't have provisionals before HAVA, so when we designed our first log sheet on the fifth line, I was a local official then, I put down, if you have reached this line, please call our office...

[Laughter]

MS. MANLOVE:

...because I didn't want -- I was worried that poll workers would just hand them out every time they couldn't find a name. And we do evaluate when we come -- when they come back, how many the -- you know, we know the ones that don't -- aren't counted and why, but then, why did this one count, and why did they not allow them to vote on the machine. But we have very few. But also, the metrics get skewed. Because we have few, it looks like we weren't working with the voter to give them a provisional when, in fact, we were working really hard to make sure they vote on the voting machine. And it comes down to the timing.

DR. KING:

Okay. And when you say you work hard, talk about how that work is kind of implemented inside of your VR system, because to me, that's really where the work gets done.

MS. MANLOVE:

Well, the poll workers are trained that if somebody is not on the list they call the office and find out, and then -- we don't have e-poll books, but they call the office, they find out, are they registered to vote, and where is their polling place, and then they get them to the correct polling place. Our provisionals are only federal ballot. They're only counted if you're in the correct polling place and if you're registered to vote. Outside of that, they don't count. So it's a pretty simple system.

DR. KING:

Is redistricting typically disruptive in Delaware or is it pretty smooth?

MS. MANLOVE:

I think it's already disruptive. I don't care where it is, you know. We do a lot of advertising to get people, you know -- we send out all new polling place cards and take out ads and do everything that I think every other state does, but then, you find out on Election Day that, why didn't we tell them that was their new polling place.

[Laughter]

DR. KING:

Why didn't you personally come to their home?

MS. MANLOVE:

Yes with a limousine and pick them up, yeah.

MS. PATRICK:

If I could just jump in real quickly on that question, in the survey of the local election officials, that was one of the things that jumped out to me, was that the results are broken down as a composite, and then, small jurisdictions and large jurisdictions, and voters going to the wrong polling place had a higher percentage in the smaller jurisdictions. And I think that that was tied to redistricting because I think that this last redistricting, when you have a smaller jurisdiction, your voters have to be divided up sometimes, and that is more impactful of changing their polling place than in a major metropolitan area where there are a lot of voters in a consolidated region, they may not have their polling places change as frequently. But that was certainly that we saw, was redistricting had a big impact on voter confusion across the country in some jurisdictions and knowing where to go. And that comes to the point of providing information to the voters, which is one of the recommendations in the report, is making sure that voters are receiving information. At

some of the hearings, we had some local administrators a little

upset that they felt the voters were unprepared, that they, you

know, should be at the polling place with everything ready to go.

But yet, when you question when the voter is provided information,

like a sample ballot, in many jurisdictions they don't receive it until

they get to the polling place. So, we want the voter to be prepared,

but we don't necessarily provide them with the tools to be

successful in some places.

DR. KING:

Okay. That's interesting that it may be skewed towards smaller

jurisdictions.

MS. PATRICK:

I was surprised.

DR. KING:

I can envision some reasons why but that...

MS. PATRICK:

Yes, that's another conversation.

DR. KING:

...be part for the research. Donetta?

MS. DAVIDSON:

You know, the length of the ballot is always something that you

have to assess, even upfront or late, because then you know how

many people you can get through that polling place in a day; what

kind of equipment you need, how much equipment you need, how

many judges you need, and so on. And with Colorado, we're a lot

like Florida, we have a very lengthy ballot, and so we know -- or

knew years ago that we had to start making other opportunities for

our voters so that they could vote. So, first we went to early voting, and a lot of people took advantage of that, and we found that they were willing to stand in line at early voting more than what they were willing to stand in line on Election Day. Then, we also turned around and did the open absentees. There was no reason that you had to have an absentee ballot, so anybody could get one. And then, we went, like Arizona, to permit absentee. And we were voting 70 some percent of our people the last 2012 with an absentee ballot, you might call it, or a mail ballot, that we call it nowadays. So, in moving to the direction of eliminating lines at our polling sites, we have gone -- and we found our voters really liked the mail, so that when we changed the law, that's the reason why we decided to give them options. Within a county, that voter can go to any one of the locations and vote, and get their correct ballot, or they can drop off their ballot because they got a ballot in the mail. So, we really don't expect to have a lot of provisionals because we have a live system where we can look up that voter and know if they voted prior, to know if their address is correct. And so, we won't have to have the provisional ballots as much as what we've had in the past, because they can even register at that site on Election Day. When we found that we were put in the position of having a single legislative control in our government, at the state, and they wanted to do same-day registration, we knew that we had -- that we couldn't deal with same-day registration in a precinct where we didn't have a live communication. So, that's the reason why we went to the live poll books, and that has been a blessing to be able to do it that way.

I -- the other thing that I think is educating the voters like you talked about. The county clerks did a Website, and I handed out that for you to be able to see, and on the very front it tells of how many days, hours, minutes and seconds before that ballot has to be turned in, and it clicks down every second of the day, as you can see -- as I made the screenshot you can actually see. And they can confirm their registration. They can -- and that takes them directly to the Secretary of State's Office to where they can register online, or they can change an address before Election Day, if they have a driver's license. And then, it -- they can check their mail ballot and they can actually make sure that their -- when their ballot was mailed out and when it received back into the county. So, try to educate our voters is another thing that we feel is so important that you have to make sure they're aware of everything. So, besides a letter that they get beforehand telling them about all the sites, we are educating them with a Website, so the clerks -- you could go right on and click on your county and it tells them every site, every drop off box, the hours, everything. So that gives that voter the opportunity to really take care of a lot of their own questions if they have them prior to the election. And they're not calling. It's reducing our calls to county clerk's offices.

DR. KING:

Okay. Let me go to Kirk, and then to Chris, back to the notion of the data that we could and perhaps should be collecting, in addition to the easy stuff. And when I say easy stuff, I mean things that are easily countable. It's easy to count the number of provisional ballots. But what other kinds of metrics would you recommend that

colleagues look at and consider collecting for decision-making processes?

MS. SHOWALTER:

One of my former incarnations was with the Virginia Department of Planning and Budget, so, I'm a data geek.

[Laughter]

MS. SHOWALTER:

I have found that data is critical to even identifying whether or not you have a problem. Often collection of analysis and just generally looking at the election data has revealed instances where I didn't realize we had a problem, but found it through the data analysis, tweaked it and corrected the problem.

The challenge on the local administration level is you are being asked to do so many things with what few resources you have and the time that you have that collection and analysis of data gets kind of put on the backburner. Wait times in polling places is one of those. However, in order to effectively manage our polling places, and I think we need to shift our paradigm of thinking from, we're voting voters, to, we're managing the voters at the polling places, and shift it to a management concept. And without the collection of accurate data, including wait times, someone mentioned how long it takes to vote a ballot. We figured out a long time ago how fast a voter could vote our longest ballot on our DREs, and incorporated that into projecting our lines -- or our machine numbers in the polling places. So far we've been right. Where our wait times developed, though, was in unexpected areas that we didn't see coming, and that was in provisional balloting

around our colleges. We have four colleges or universities in my locality, and I was caught by surprise. In the last Presidential election, we had this incredible number of provisional ballots in these precincts, one of which extended our wait time for that precinct way beyond what I considered acceptable. When I saw that through the Presidential analysis data, I started talking to the chiefs in those precincts, and what had happened was, in the last Presidential election students were very much courted by both political parties. Somehow or other the information had gotten out to the students from some source that they could go vote in any polling place that they wanted to. And since their universities were right across the street from these polling places we had all these students showing up. That has taught me a lesson, we need more resources, more line walkers, if you will, in those precincts, and we also need to figure out how to tailor a message to our college students about their voting opportunities and their registration opportunities well before Election Day. So, while the data collection taxes our resources, they are certainly -- certainly need to be recognized for the value that they provide for more efficient polling place management. And more efficient polling placement management means, ultimately, more resources come back to us.

DR. KING:

Yes, my definition of the perfect storm in elections is provisional ballots, same-day voter registration, universities and alcohol referendum on the ballot.

[Laughter]

DR. KING:

That creates the most unpredictable turnout.

Chris, one of the themes that I've heard here that I want to emphasize before I tip the mic to you on this topic, is, we talked about is, not only data collection, which is expensive, but it is particularly expensive if you have no coherent plan on how to use the data to fold it back into decision making processes, to begin to determine the causative effect of the behavior, at the precinct, or where else in the election. And I like what you said, and I like what you said, and I like what you said, about, not only collecting that data, but having a plan for how you're going to use that data to address the problems.

Chris?

MR. THOMAS:

I think that's the challenge. So, this Commission was so diverse that we actually had a representative from Disney. And Brian Britton, at the time, was in charge of the management of the theme parks, and yes, we did get a trip to Disney.

[Laughter]

MR. THOMAS:

I hardworking trip to Disney, I might add, and met with their industrial engineers. So, if you wonder where industrial engineers are going, they're going to Disney for their jobs. And the message that I walked away with, and I'm sure Tammy did as well, was you've got to continue to collect data and you need to know you're going to collect data that you're going to find is not useful, but don't let that deter you. But don't just keep collecting. It's the analysis.

You got to have a process to analyze the data so that it tells you something, drop the data elements that aren't telling you anything, and keep mining, if you will. And I think that that's probably the challenge for election officials, is to figure out what that data is that you're going to go after.

So, one example that we heard from Virginia were the number of people who were in an inactive file who showed up to vote in the Presidential election caught a few of the local officials off guard. And so, there -- you know, there's another dataset. In a Presidential election, if you have an inactive file, what percentage of that file do you think is all of a sudden going to show up. And this is a DRE state, so, you know, they have a finite number of voting stations and it's a critical issue.

So, I really think that, you know -- and one we see, for example, with our agencies -- our MVRA agencies, so they say they send "X" number of applications out to local election officials. Local election officials, then, when they get those, they're the ones that put into our statewide system what the source is. Those numbers are nowhere in balance. So, you know, that's telling us that, okay, what's going on here raises the red flag, and so we're saying, okay, let's take groups of applications and track them through the system, to see exactly how they're getting reported or not reported. So, it's a never ending process, I believe, to look for data, and then, maybe data elements you're just going to use, and that's going to give you the answer, you get rid of it and move on, unlike the EAC report, that…

[Laughter]

MR. THOMAS:

...we continue to love it.

MS. MANLOVE:

Get rid of it.

MR. THOMAS:

Yeah, no, not get rid of it. It's absolutely critical data. And the beauty of EAC data is that we now have several election cycles and it really starts to mean something. It means a lot. And without that data, we'd be lost in the forest.

MS. MILLER:

And can I just one second...

DR. KING:

Let me get Donetta, because she's been giving me the sign, and then I'll get you, all right?

[Laughter]

MS. DAVIDSON

Well, just to add to what he's saying, I think it's a challenge that when you're asking, from the state, for your counties or municipalities to give you data, that it's -- that it is put in a form that they all understand it the same, so you...

MR. THOMAS:

Yeah.

MS. DAVIDSON:

...can compare apples to apples.

MR. THOMAS:

Right.

MS. DAVIDSON:

And that's one of the challenges the EAC also had, is so that every

state understood the questions and got the same type of data, so

that you could really compare it and gain what you're wanting to

gain. So, data is very difficult and you use it so many different

ways that, you know, it can cause legislation. It can cause -- you

need it for your budgeting. So, there's so many different areas.

But it -- if you really compare it, you've got to have it where

everybody understands it the same.

DR. KING:

Okay, thank you.

MS. MILLER:

I was just going to say -- and Donetta actually stole my thunder,

which is allowed...

[Laughter]

MS. MILLER:

...that is that we have -- EAC has been collecting this data for a

very long time now. And initially, with the data collection, it was a

mess because it wasn't quite understood what we were trying to

capture, the terminology was not clear, so one state would be

answering the question, thinking a different way than what we were

trying to gather. So, there's now the right formation of the

questions. We work very closely with the states before the survey

is changed. And we now have the collection down to a science,

with the perspective of making sure we are looking at apples and

apples, and not balancing this against apples and oranges. And

so, when you're doing data collection I would think, maybe initially,

you know, the first one or two surveys may not capture what you're

trying to, just depending on how well the survey is -- or the data is collected and what the questions are put out there. But as you go on, obviously, you clean that up and you know exactly what you're looking at and how to balance your data, and what to -- you know, how to analyze it. So, I just want to throw that out there because we didn't start this off very well. It was a mess, and I'll say, you know, as time has gone on it has been scrapped, it has been cleaned, and it now is a very, very good tool to use and look at.

DR. KING:

Okay. I want to make a few closing comments on this question, and then, I actually have a question that came in as a tweet that I'd like to pose, really, primarily to Chris and Tammy.

And -- but the first point, it goes back to the Disney. I had a student who was an intern at Disney. She told me something that what she worked on was queuing theory. And she said, in an unbiased sample, people will go to the right about 55 percent of the time and to the left about 45 percent of the time. And over the years, I've noticed I always go left now...

[Laughter]

DR. KING:

...I've learned that. So, I appreciated it.

MS. PATRICK:

Knowledge is power.

DR. KING:

The one metric that I didn't hear, and I'm hoping we can talk about it a little bit later, because it's something that, on the surface, is sort of like what Tammy talked about with the provisional ballots. It's a

data point -- when you start to look at the implications underneath, it's mindboggling -- and that is the shift to advanced voting, in jurisdictions where, in some jurisdictions now, half of the votes cast are cast out of precinct on Election Day, and how that impacts the resources, how it impacts the planning, how it impacts lines. Now, you're moving the lines, in many cases, from many, many different precincts to a single vote center in a small jurisdiction county, and so, that's a metric that we follow very closely in my jurisdiction, and it's one that I look at across the country, and look at the trends and the pattern. But, I think, maybe we'll talk a little bit about that later.

The question that came in from Matt Weil, and remember that a tweet has 128 characters, so I've got to kind of, maybe read in some more into this question. The question was stated as, how can the Presidential Commission make the biggest impact in individual states? And I'm going to kind of tweak that question a little bit, because the Commission's -- the majority of the Commission's work is done, which was the production of the report. There is, now, some dissemination question. So, I'm going to -- I'll tweak that question to say, how can the work product and the impetus that has been put into motion by the Presidential Commission, how can that have the greatest impact in individual states? And since Tammy got to see the question first…

MS. PATRICK:

I did.

DR. KING:

...I'm going to tip that to her...

MS. PATRICK:

Okay.

DR. KING:

...and then Chris, tip it to you. And I'd like to remind everybody we're going to break at 10:30, so if you could help me watch the clock in your responses.

MS. PATRICK:

I won't -- my answer will not take more than ten minutes, how's that...

[Laughter]

MS. PATRICK:

...for once, once? No, I think that it's an excellent question. And the Commission did dissolve, as the official Commission, 30 days after we provided the report to the President and the Vice-President. But, as I mentioned before, we really are viewing this as a project. And, as Chris has mentioned, it's a manifesto. And I agree, wholeheartedly. I think that individual states have already started looking at the report, going through -- I've heard from various administrators saying, I went through it with a check -- saw it as a checklist. What am I already doing and am I doing it as well as this implies that it could be done? And what can I do that I'm not already doing? And do I need to talk to somebody to enable me to do it? So, do I need to talk to the state about trying to get this in our Administrative Code? Do I need to talk to my other county clerks or recorders? Do I need to talk to my legislators and try and get legislation passed to allow this? Do I need to talk to the Department of Motor Vehicles and the MVRA agencies and try and implement this? So, I think that each state is going to need to look

at the report through their own perspective and determine what they need, in order to use it and improve the elections in their own individual states.

And I have had many individuals say when they got it, one state official said it was like Christmas. I -- you know, now I have this report that has some legitimacy to it. I think many people view it having some legitimacy. There are a few people that maybe don't, but that's all right. So, I think that people have seen it as a tool that they can use to say, look, this is what I've been trying to articulate for a long time.

And one of the things we mention in here that we heard from many election administrators is that elections are awash with data. Sometimes we don't know what we should collect, and once we have that data, many times, local officials and state officials struggle with using that to tell their story, whether it's to the legislator or to the resource appropriators. So, hopefully this will be a tool that can be used, and we certainly want to avail ourselves as a resource to aid jurisdictions, in how do you do that, because there's a lot more that can be said than just these 112 pages. And so, we certainly hope that this is just the launching point. I see our work as not really being over, but truly, just starting.

DR. KING:

All right, thank you. Chris?

MR. THOMAS:

Let me be pretty blunt here. This report has got a number of benchmarks, if you will. It also provides all kinds of ideas how to reach those. So, it's not a report that just came out and said, hey

you got to have no more than a half hour line, you know, bing, bing,

bing, bing. It provided a means of reaching those, and I think that's

what Tammy, you know, speaks to, in terms of it -- of the breadth of

this report. But how does it go forward, and how does it get

implemented? Well, here is how it's going to work.

There is now a standard out there, 30 minutes, no longer.

And there are going to be advocacy groups, there's going to be

media, there's going to be election officials that are going to

propound that standard. And that standard is going to be out there

for us to meet, and that's going to be our obligation. Likewise,

online registration, I would imagine within the next couple years, if

you're a state without online registration, there's going to be some

serious questions being asked, why haven't you provided the

opportunity to your voters on their time to update their records, why

not? And I think there's a number of those here.

So, there is an edge to the sword in this report. Obviously,

there's no mandate. This doesn't put any new regulations or rules

that are enforceable by the Justice Department or State Attorney

General. But it does set some standards by which we are going to

be measured. So, if you want to look at data coming from other

sources looking at us, this is the benchmark, again, to use that

term, by which we are going to be judged.

DR. KING:

Okay.

MS. PATRICK:

If I could add one other piece to that, because Chris did mention

the Department of Justice, and one of the recommendations that

we have in the report, is that, we, in many cases, don't need new legislation, but we would need increased enforcement of some of the laws that we already have in place. We heard that repeatedly from military and overseas voters, from voters with disabilities, from minority language community voters, that some of the laws that we have already in place are not being enforced, to service some of those more vulnerable voting populations. So that could have a huge impact on some states that are not truly complying with their federal -- their obligations under federal law. So that is certainly something that I think all election administrators, if you were -- are covered under Section 203, which is the minority language requirement -- and it's also important to know that those determinations will be coming out of the *Federal Registry,* now, every five years instead of every ten years, with the reauthorization that changed how those are gathered. So, if you think that there's a possibility you are going to have minority language requirements, or your minority language requirements are going to be expanding, you want to make sure that you are truly complying with those responsibilities.

DR. KING:

Okay, I'd like to make a few comments on that question, and then we'll go right into the 10:30 break. Echoing what both Chris and Tammy have said and what we've heard here this morning, I think it's important for election officials to recognize that there are many audiences for this document, not just election officials.

MR. THOMAS:

Right.

DR. KING:

And this document sought to educate a broad spectrum of people who will be holding us accountable, not perhaps for the performance that may be recommended, but simply for the knowledge of the report. Every election official must be familiar with this report because you will be asked questions by advocacy groups, by poll watchers, by the media, by legislative groups, et cetera. So I think it becomes the bedside table reading document for 2014 for election officials.

The other thing that I think this report has done, in its long-reaching implication, is it gave us a snapshot of the state of the practice of elections in our country right now. And some of it was done through the lens of the line, but if you read the report there are many, many instances where it has identified what our colleagues are doing across the country, and gives us, I think, again a snapshot of where we are in 2014. My hope is that, just like with Charles Stewart's research, just like with the EAC's survey, that this kind of work can be replicated periodically to keep us informed.

And I would say, ultimately, the impact on the individual states and the individual counties will be the consequence of us taking ownership of these recommendations. And, as we all know, in elections, it is all local. And so, whatever we take away from this report, we'll see it implemented from the bottom up, for the most part. And so, I appreciate the comments that you've said, but I'll reiterate, I think, this is a watershed moment in elections. It's the equivalent to the 2000 phenomena, where we are now putting a

stake in the ground, and saying, this is what we know about

elections. How can we move forward and improve in this?

　　　　With that, I thank everybody for their contributions. We're

going to take about a 15-minute break, and we'll rejoin the Webcast

at 10:45. And let's adjourn for 15 minutes, thank you.

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[Whereupon, the EAC roundtable recessed from 10:30 a.m. until 10:45 a.m.]

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DR. KING:

　　　　All right. Thank you. Welcome back to the EAC Roundtable on

Polling Place Lines, Logic, and Logistics. If you're joining us on the

Web, please take advantage of, also, going out to the

supportthevoter.gov Website. Make sure that you look at the report

of the Presidential Commission, as well as the tool kit that's located

there. And also, join us on the eac.gov Website, where you'll find

links to the Twitter feed. And, we are taking questions. If you will

tweet us those questions, we'll do our best to try to work them into

the presentation.

　　　　Before we left for break, we were talking about the follow-on

to the Presidential Commission report, what the next steps may be

for the work products and the standards that have been advanced

in that document. I'd like to shift gears now, and talk, not so much

about the people, per se, which is the poll managers and the poll

workers, but let's talk about the polling place and its implications, or

how it's involved in managing the lines.

　　　　So, I have a couple of questions that I'd like to address to

the panel, but I'm going to start with schools, and I'm going to start

with Elaine. Traditionally, schools have been an excellent place for polling locations. They have many of the attributes that we look for; parking, handicapped access, et cetera. But, as with all things, things change. So, let's start with Elaine, and give us your perspective on polling places, in general, but schools, in particular.

MS. MANLOVE:

Okay, well, schools are the perfect polling place. Everybody knows where they are. There's parking, accessibility, so, I think it's a perfect spot. And, in most cases, there's connectivity, if you need that, to the state system.

In Delaware, schools are closed on the general election day, which is perfect for us. That way, we're allowed to use the gym or the lobby or the auditorium, the big areas that we need. I have a current issue in Delaware, where they are --schools are open for our primary, and that's a problem. I suggested an in-service day for schools, where the students would not be there, but, you know, the building would still be open, and I have not had success with that, as yet. But over half of our polling places are school buildings and it is the perfect polling place. And I think that -- I'm hoping that that becomes a federal mandate that schools not have students in the building during election time. I think it's a security issue for the students. But, from our point of view, we're not in the gym or the lobby or the auditorium, because that's being used by the students, so they put us in, you know, an available spot that may not be as close to the accessible entrance or the parking, and then we have -- you know, we get feedback from the disabled community that,

why did they move us, and really, we had no choice in that matter.

So, we just need to improve our relationship with schools.

DR. KING:

Are you getting pushback from schools?

MS. MANLOVE:

Yes, I am.

DR. KING:

Talk about that a little bit. What is their concern?

MS. MANLOVE:

In Delaware, we have a late primary. It's a September primary, so they're just getting back into school. I don't think the schools like to take a Tuesday. I think it works better for parents if they can schedule a long weekend, and so, if it's a Monday or a Friday, and we only have Tuesday to offer, and that becomes an issue. And I think that's part of it. It's also the referendum issues. When schools run a referendum, they really want everybody in the building. And, I guess you can't choose to be safe on our primary and not safe on their referendum day.

[Laughter]

DR. KING:

That's a good point. Tammy?

MS. PATRICK:

I think that that is something that happens in a lot of places. So, in Arizona, you know, there's been a reaction to the security on the schools after Sandy Hook, but in the West, it was after Columbine when we started losing schools. And so, in Arizona for years, I would even venture to say decades, many administrators have

been trying to get a school in-service day, and we never -- it was

never introduced in the legislature. But they do want to use it when

they have their elections, when we're conducting the election for a

school issue, which, I think is very problematic. So, is it really a

student security concern?

I'm very pleased to say that in the most recent legislature, in

Arizona, a bill was introduced in the House. It passed the House.

It's now currently in the Senate and it's quite possible that we will

see an in-school service day, because we already have them. This

is not a new occurrence. It's just shifting it from a Wednesday to a

Tuesday. And the way that it's been worded in Arizona is if you

currently have in-service days and you have four of them, two of

them need to be on Election Day, on the primary and the general.

So, it's allowing still to have some flexibility for the schools. But the

real pushback is coming from school superintendents. And it's

unfortunate, many times, what we've heard in the past is that it's

because of the teachers' unions, but when you talk to the teachers

they're fully in support of it. So, that can vary by state, I'm sure.

MS. MANLOVE:

Yes.

MS. PATRICK:

But that's what we're seeing in Arizona. Now, some states, like in -

- there's certain counties in Iowa where they don't use schools, at

all, anymore. They've completely removed all polling places and

are in -- mainly in churches, which churches can be good facilities

as well, but many times there are challenges with accessibility and

some other concerns. Some voters do not appreciate casting a

ballot in a church when it may not be their particular religious affiliation or have any affiliation whatsoever. So, it's a very difficult situation to be in. And I think one of the things that are, you know, driving the vote center and the consolidation of some polling places, is the lack of availability of locations, as well.

DR. KING:

Okay. Are there things that jurisdictions, either at the state level or at the county or the township level, Chris, can be doing to build better relationships with school systems? And I -- Elaine brought up a point that I've never heard made before about schools, and it's kind of profound, and it's connectivity. And that is, more and more of our technology is dependent upon the ability to maintain connectivity to either a server at the county level for poll books or at the state level for the access to the VR system. The criteria for a selection of a polling place may be driven by the technology and schools are unique -- uniquely qualified.

MS. MANLOVE:

Yes.

DR. KING:

They're not unique in that regard, but what are the kind of things that you're aware of that jurisdictions are doing to build bridges between school systems and the election community, so that we can continue to have access to those resources? Kirk?

MS. SHOWALTER:

We face this situation with our schools. A third of our polling places are in schools, and the general election, particularly, was, we were hitting the conflict between the mission of the schools and

maintaining the privative area of the polling place. So, rather -- we

had tried working with the schools' administration and weren't

getting very far, so we actually went directly to the elected school

board. And they have a vested interest. They are elected in the

elections that we run, and we reminded them of that fact. And the

next thing I knew, the general elections were scheduled a teacher

workday. We still have the issue with the June primaries. They are

not teacher workdays and the schools have informed us they can't,

because, in Virginia, we have Standards of Learning & Testing

during that week. So, it becomes quite challenging. A bill was

introduced in this past General Assembly session to move the

primary one week later in June, which would have eliminated that

problem for all but three localities in Virginia. Unfortunately, it was

unsuccessful the -- for a number of reasons, concern about voter

participation being one of them. Hopefully, we'll carry it back and

see if we can't do some more work next year. But the schools

boards have proven to be a very wonderful resource towards

helping with us form a partnership with the schools.

DR. KING:

Okay, Donetta?

MS. DAVIDSON:

One of the issues that we have because of the new law, is having

to have it open for 15 days before a general election. So, you have

to find locations that will allow you to do that. And, of course,

Columbine, years ago -- Columbine is in Colorado, so we started

having issues with the schools. But obviously, the schools can't let

you, you know, stay there for 15 days, including Saturday, when

they're having events in the schools. So, we've started looking at more like recreation centers, libraries, at their own Motor V offices. All of those are being established for their sites, as well as municipal clerks helping out, and public buildings that is open anyway, is basically what it is. I mean, we're having to talk the municipalities into staying open on Saturday, if it is in one of their areas. But they all have rooms that we have been able to utilize. And by using that type of facility, we have electronic -- you know, the connections are sometimes easier to be able to hook in. So, that's some of the issues that we've had to look at, being open for a number of days.

DR. KING:

As a follow-on question about the voter information challenge of moving your polling place around, and even getting schools to provide access on general Election Day, but in many jurisdictions, for example in mine, we have elections all the time. It's like snow days this year, I guess. So, for those who have a preference, or a strong preference for schools as places, does the burden of having to move voters in between elections, in between general elections, does that create an unmanageable problem, a manageable problem? How do you address that, Elaine?

MS. MANLOVE:

If we move voters between elections, we'll send them a polling place card, sometimes a letter explaining it,but most of the time it's because the building is unavailable. I mean, currently we still do use schools for primaries and -- but you know, it's a challenge for us. It's a challenge with the students coming in a school bus, or

driving, and voters trying to find a place to park, you know. The inside of the building is a challenge because of where they place us. But it -- so we're using them, but we rarely change polling places between elections. Often, we'll have, especially within the building, if we have a school that maybe has five precincts in that one building, we may be able to combine that for a primary, but we'll stay in the same building. So we -- but often, there's construction or another issue, and we have to change a polling place. We send out a polling place -- a new card for that election or a letter explaining the reason.

DR. KING:

Okay. Lori, in Polk County, when you're assessing polling places, how do you manage the process of moving to a new location? Do you have an inventory of potential locations or do you start from scratch each time that you lose access to a facility?

MS. EDWARDS:

A little bit of both. I mean, we're always keeping our eye on it. And there has been a couple times in today's discussion that technology has come up, and I just wanted to bring up that that's -- technology has served us wonderful, in a polling place selection, because now we can go on Goggle Earth and just look for big rooftops.

[Laughter]

MS. EDWARDS:

Now, it's not that we don't still drive around, but what a boon that was because we have a geographically large county that has very rural areas as well as some with towns, so that's how technology has helped us. And, some places we're very, very challenged as

far as where we can locate. But certainly, voter familiarity is something that's important to us, the amount of parking that's available. We always do a survey. I think it's a 30-page survey, to be honest with you, to make sure that it is accessible for all voters and, if not, what we would be able to do to mitigate it. And I will tell you that we hate to change polling locations. We -- voters don't like it, and we don't like any more than they do.

MS. MANLOVE:

I agree.

DR. KING:

All right, are you finding, Chris, in Michigan, any precinct consolidation, where jurisdictions are attempting to reduce the number of polling places, either justified through early voting numbers shifting or through just the lack of availability of suitable places?

MR. THOMAS:

Yeah, we've seen that. It's been a trend over the last few years. Our upper limit of active voters is 2,999 in a polling place. Typically, around 1,200 was somewhat of the average and those that have, you know, more voters than 1,200. What we are seeing now is a consolidation going on for a couple different reasons. Primarily it's financial. So, as they can move from the 12, 1,300, towards the 3,000, essentially, they're saving money and all of that. They do -- the flipside of that is, is you now have a larger challenge on Election Day, itself, because you've got more people to manage. So, I think that was some of the issues that we had in our Presidential election.

The other thing that's happening is, in inner cities, they're closing schools, and as schools close, that, you know, tightens that down more and more. I think as Tammy mentioned, you know, churches and other religious buildings are really where everybody is heading. We've -- states have gotten HHS grants to help make polling places accessible. We've become a real part of any churches fund raising drive as they update their buildings, because we put electronic door openers, we knock curbs out, we pay for paving parking lots, I mean, any number of things with that money, all for a good cause. So, there are challenges, and they're not getting any easier, in terms of more and more buildings being accessible.

And I've heard people speak with the newer developments that have some sort of community center involved, is that that's good for several years, and then, after awhile, it's like, well, we don't want all this traffic coming in, so that gets to be a problem. And I think what Donetta was saying is that in Colorado a lot of those types of problems push them towards finding other pre-election alternatives that will help address and decrease the pressure.

DR. KING:

Okay. Earlier, in fact, in one of Chris' comments about the use of the election survey data from the EAC, was the benefit that's derived from having the data now stretch across cycles of elections. And one of the things that I think's been noticed is that sometimes our planning, in our polling places, is one election out of synch, and that what we typically see is a different behavior in primary

elections, in terms of queuing at the check-in, versus queuing at the ballot, depending on the length of the ballot, but because the general election, typically, will have a smaller ballot, that the resources kind of shift and sometimes what we see are jurisdictions that are -- they're just one election behind, that they keep configuring their resources for the last election. And the advantage of having longitudinal data where you can compare Presidential year to Presidential year, even year to even year, muni year to muni year, becomes great.

But when you are planning your utilization of polling places, now, not the building, per se, which building, but inside the building, how do you model -- how do you, at the jurisdictional level, and at the state level, are you using tools to create inventories of polling places, floor plans? A concern that we always have is the power supply, the availability of electricity, in amperage, if the line is sufficient, et cetera. Can you talk about anything that you may be doing at the state or county/township level, about building inventories? And, I actually think that was one of the recommendations in the Presidential Commission report was utilizing tools -- to begin modeling our polling places, so that if we have a change in technology, or we have a statutory change, or a rule change that requires a different procedure in the polling place, we can assess the models without having to go out, perhaps, and individually look at each place. Is anybody doing things like that? Kirk?

MS. MANLOVE:

We do.

MS. SHOWALTER:

    We are approaching it several different ways. Someone mentioned the use of Bing Maps and finding a large roof. We actually have a GIS system where a locality has an inventory of public buildings, so -- and I can overlay my precinct boundaries on those areas if I need to move a polling place and see if there's a public building available. Of course, that's the first place I want to go, because it's easier to manage the polling place when I'm not having to interact with an independent organization. Barring that, then we can drill down to larger commercial buildings, and we can even go to the types of buildings. So, GIS has proven very helpful in that.

    We also go out before every election -- we maintain a polling place booklet with pictures of the access, starting from the parking lot, where's the handicapped accessibility, and put these in the booklet for the chief election officer to have. Especially if they're new, it familiarizes the chief immediately. We go in and we actually label the telephone lines, so when we're trying to plug in at five o'clock in the morning, they don't go plugging it into a computer jack rather than the telephone line. We have already inventoried and checked the electrical outlets in each of our polling places, as well for amperage, because we found when we implemented the DRE system that there were some older polling places where the amps coming out of a wall socket were not sufficient to run four and five voting machines, and it affected out voting machines going to sleep during the day. So, we have a comprehensive inventory. We haven't gotten it quite down to the diagram yet, but that's in the future for us, as well.

DR. KING:

Okay. What I really like about what you said, Kirk, is the recognition of the volatility of turnover in election judges at the precinct level and at the county level, and having documentation that provides that continuity and flattening out the learning curve, if you will, for those new judges. I think that's really, really smart and I'm sure it pays benefits every election, particularly when there's a turnover in that spot.

MS. SHOWALTER:

It does especially when you lose a chief the day before the election and have to put a new one in there.

DR. KING:

Elaine, you had a comment.

MS. MANLOVE:

Yeah, we do. Similar to that, we have a binder of all of our polling places with diagrams of the room that we'll be using, and it shows where the plugs are and kind of a basic setup of the room. We also have another page that has a picture of the outside with the accessible entrance, and they are always looking for new polling places whether we need it or not. So, there's always kind of -- when a new building is being built, somebody from the office will go out check it out, see if they're available as a polling place, and kind of we keep it, you know, keep it on hand in case we need it.

DR. KING:

Okay, good. Lori?

MS. EDWARDS:

I've read more and more lately about using the technology for diagrams, because there's great programs out there now, just off-the-shelf.

MS. MANLOVE:

Yeah.

MS. EDWARDS:

And we actually do that in my jurisdiction. But I have to say, I'm a little torn with that, and I just wanted to introduce that thought. And the reason for it is, you know, some -- for instance, a resume can look great on paper and you hire the person and they're not a terrific employee. Well, just because you drew out the flow of the voters really nicely in that really cool software program doesn't mean that it's really going to work on the street. And so, a lot of -- I really am torn because I like to give the authority to do that to the people that are actually dealing with it day by day, who realize that it might look better this way. But the people, like you were saying, always go right, anyway, no matter even if we want them to go left, kind of thing. So, you can't forget the humans either.

DR. KING:

Absolutely, let me kind of shift gears now about another aspect of managing the polling place, and it has to do with the time spent on task of the voter, either filling out affidavits, checking in at the desk, voting the ballot. So, the question that I have for the panel is, what does your jurisdiction do to pretest materials before they're given to the voter, either voter information packets or the actual ballots? Do you know how long it will take the average voter at a precinct to vote a ballot, as mandated by your statute, usually?

And I'll preface it by saying, one of the phenomenas that we've seen is that the referendum questions, which are long and complicated, have really become a tool for indemnification of the jurisdiction. And so, any request to the jurisdiction to simplify the language has met been with considerable resistance, because the county attorney will look at that ballot and say, that is our indemnification about how we're going to use this money. So, we've run into some unusual resistance for simplifying the ballot, but let me throw that topic out.

And Chris, I'll start with you. At the state level, are there -- how do you evaluate materials that are generated by the state that are used to inform voters, certainly issues, maybe, of accessibility? But do you pay attention to time to complete related tasks?

MR. THOMAS:

We do, and I would say, on ballot, wherein, it's interesting you can make major constitutional changes in Michigan, but you only see a hundred words on that ballot, that's it. Now, you can go in for renewal on the mileage, and the thing will go and take three quarters of a column, and with our long ballots that real estate is becoming more and more precious. We have gone to statewide ballot standards and that has worked well. And we use the Design for Democracy as a basis. We found that many of our counties put everything in capital letters, for example, I mean, just simple things like that that are really hard to read, you know, it looked good on the wall, but up close, when you're trying to read it, not so much. So, that has worked very well for us, and there was some resistance to the state doing that. It was interesting, the voting

systems are what more or less drove us in that direction. So, we do review every ballot format before printing is done. Likewise, you know, we look at any materials that we're handing out, and we look at it for readability and for disability, particularly if it's going up on the Web.

Now, with our local clerks, we do, and particularly in Presidential years, talk to them about, you know, in Michigan, we've got very long ballots. They'll be two-sided 19-inch optical scan ballots filling up both sides. And this last year, a number of jurisdictions went to two ballots. And so, you really sit down and pull people in, off your staff and elsewhere, who are not highly familiar with the content, and just let them vote, and start to get your feel for how long it's going to take. And then, you know, just do a very simple story problem, like, okay, if it takes ten minutes to vote a ballot, you've got one voting station, it's going to be able to do six voters in an hour, project back to how many you had in the last Presidential election, you know, those types of things. And a lot of them, you know, save them a bad day, to make sure you had more voting stations available. So, yeah, that's becoming an increasing area of concern for us and I think a demand on us, working together with local election officials to make sure that we're addressing all the audiences.

DR. KING:

Okay. Have you found that to be an evolution, that, perhaps when you first started, it was more of an informal process of kind of an advanced proofreading, but now, it's evolving into more of a science?

MR. THOMAS:

So, you mean when I first started...

DR. KING:

Yes.

MR. THOMAS:

...back when they -- just everyone raised their hand when they
voted? Yeah.

[Laughter]

DR. KING:

The reason I'm asking, Chris, is I think many of the jurisdictions that
may be listening to us on the Webcast are small jurisdictions, and
some of the skills that we often talk about, for example, the ability to
evaluate the accessibility of a ballot...

MR. THOMAS:

Yeah.

DR. KING:

...those are certainly learnable skills, but they may not be currently
acquired skills. So, talk about, a little bit, the evolution of that
process.

MR. THOMAS:

Well, the reality is, as I mentioned earlier, you know, the complexity
and the layers that have gone into polling places, now, from state
and federal law. All polling places, to some extent, one size does fit
all. You've got a room and you've got "X" number of voters and
you've got "X" number of voting stations. So, I can have a very
small township that is only a single precinct, but they have 1,800
voters. And so, they've got more voters than any of the Detroit

precincts have that try to stay, you know, around 1,200 at a high, at one point. So, yes, the evolution has been, with the smaller ones, to realize that they've got to come along and have the same grasp of all the state and federal requirements, and accessibility is becoming one of them. And sometimes that's a hard nut to crack, to get people focused and accepting that.

And the other thing, that, by way of evolution, is sort of, is at the administrative level, often, in the counties that provide the resources. When you say we have an-hour-and-a half wait, they go, well, it's a Presidential election, you know. And it's like, yeah, well, of course you got more people showing up. And that's the paradigm that needs to shift here is that it's -- that's no longer really the answer. And so, I think this evolution is going to be accelerated as the expectations of meeting some of these benchmarks becomes apparent, not just to election officials, but to those who stand behind us, as funding and other policymakers.

DR. KING:

Okay. Tammy?

MS. PATRICK:

If I could, Merle.

DR. KING:

Yes.

MS. PATRICK:

I think what we're seeing, at least I know what we're seeing, in Arizona, is that there's a real balancing act that's attempting to be struck between capitalizing on having the higher turnout in a Presidential election year, and putting more things before the

voters, that, you know, are going to come to the polls and creating

a ballot that is onerous and completely unusable. So, we had

legislation passed a year or so ago, in Arizona, that now, all races

will be on the general election ballots in the even numbered years,

so all school boards, all municipalities, which is going to be a real

issue. Our ballot has always been one cardstock front and back, a

long ballot, and it's pretty full. We also have judge retention. So

there -- the ballot is getting fuller, it's going to take voters a little bit

longer. But what we're also finding is that if there's too much on

there, there's going to be the voter roll off and the voter fatigue that

we hear about so prominently in all the research. So, I think that

it's a very difficult answer to reach, on what are we sacrificing and

is it really beneficial to do that.

DR. KING:

Um-hum, yeah, I think, to me, at the core of the question, is what is

the purpose of the ballot. And to election officials, it's to capture

voter intent. But when you begin to look at what other constituents,

and I'm thinking of a jurisdiction where they passed a statute that

said if you were running unopposed you didn't need to appear on

the ballot, and all of the incumbents said, that's the best free

advertising I get for my next election.

[Laughter]

DR. KING:

And so, the point is that this ballot has become a much more

complex thing than we, sometimes, as election officials, think

about.

Let me ask Donetta a question, because Colorado does have a lot of referendums that come forward. In order to minimize the time in precinct, what does Colorado do to promote voter education for the content of the ballot, to allow the voter to prepare themselves, so that the duration of time that they're at the voting station is minimized?

MS. DAVIDSON:

The state sends out a voter packet on initiatives, just initiatives, not candidates, but the initiatives, if it's a statewide. And then, the counties have to send out the voter information to anything else that is on their county ballot, that is on that general election ballot. So, it could include county issues, municipalities, special districts, school districts, everything. So, that is a very lengthy ballot, because an issue went through in our state, TABOR issue in the early 2000, where that anything -- if taxes are raised, it has to go before the voter. And that has pushed our ballots to where they're much longer, and we also have judge retention on our ballots. So, it's not unusual for it to take our voter an average of 20 minutes to vote a ballot. So, when we think about the 20 minutes, is why we really have gone to the extreme on trying to offer voters other ways to vote. Before we had so many different ways, our walkers in the precincts would hand out the measures, because we noticed that most of the people that showed up at the precinct that didn't vote, maybe, by absentee, were not as well educated on the issues. So, as they were standing in line, we handed those out so that they could read those and take less time in that voting booth. So, we even went to that method of trying to educate them. We tried to put

-- some of the counties tried to put the information in like the --
besides their Websites and things like that. But, when you get
groceries you know you get little fliers? Well, they would try to put
them in there, but we – those, just people were throwing them
away, so that wasn't something -- years ago that was tried. But,
you know, you try things and sometimes you find that it's not
successful. But it is an issue. That's one of the reasons why mail
ballot has become so popular in our state, because people can sit
down at their kitchen table, with a cup of coffee, to vote those
issues.

DR. KING:

Okay. Lori, I wanted to ask you about voter access to their ballot
before they vote. Does Polk County, or Florida, make sample
ballots available to voters?

MS. EDWARDS:

Multiple ways, we generally publish them in the newspaper. We
generally mail them, if not to each individual voter, at least to each
household. And more -- and obviously, they would be available
online. Additionally, if there is lines, particularly, in our early voting
centers, we're more set up to work those lines and give them a
sample ballot there. There are sample ballots available at the
precincts also, but, to be honest with you, we're -- we utilize that
less. So, there's ample opportunity. Additionally, one thing that
happens with the initiatives, in Florida, is some advocacy groups,
not necessarily the sponsors, although sometimes that happens,
advocacy groups get very involved in trying to educate the voters.

DR. KING:

Um-hum, you know, I think one of the things I've heard here, today, that's really caught my attention, is the importance of educating the advocacy groups, because they will be involved. So, our choice is really, well intentioned, and ill informed, or better informed, as they begin to go about the tasks that are so important to them, certainly.

Tammy said something that I wanted to ask her about, and it has to do with, on the legislative initiatives, and communicating to legislators who are attempting to innovate, as is their want, in the election process. And something that Chris said, is pretty common, where constitutional amendments are summarized. And yet, they're usually pretty simple to begin with, and yet, with the things that are truly complicated, we may take this data to a legislative group or some kind of taskforce. Can you talk about how we could do a better job of making this raw data on time to vote, time to check in, impacts of complexity of the ballot, not only in terms of readability and intelligibility, but on the cost to the jurisdiction, in franking, if they have to pay extra postage for multiple cards; talk about how we might better manage the presentation of that data to legislative groups.

MS. SHOWALTER:

Legislators, it has been my experience have many, many different demands from many, many different issues on them, and getting them to focus on election issues, their eyes tend to glaze over, because so much data has been thrown at them. I have found, if you focus the message to something that you can deliver in a 60-second sound byte, and then, if they're interested, and have the data there supporting what your message is, but give them the

message, then expound on it if they sound like they want more information, tends to be more successful than just throwing it at them.

I want to expand on something that somebody else said earlier, and I can't recall who, but I think it was at that end of the table, this report is like a Christmas present to those of us who work with our legislators, because it does just that. It discusses a particular topic, and then, gives a very good comprehensive, but very short and readable description of the problem that I'm just going to lift and carry to my legislators, depending upon what issue that I'm discussing with them. I think if we do a better job in that, in honing our message, and not overwhelming them with the data, but choosing what data we're presenting that best supports our argument, we will get much further, in the future.

DR. KING:

Okay, yes, Tammy.

MS. PATRICK:

If I could build on that, just one other thing, briefly, I mentioned that the legislature passed so that all the races would be on the ballot, but originally it was also all questions and all races. And so, what we did is we looked at the data of voter roll off, or under votes for propositions, in the last six general election cycles that we had and compared -- in some cases we had 19, in some cases there were six, so just ranking them, one through however many, were on the ballot, and doing the percentage of voter roll off. And so, we saw that there, you know, it would drop after the first couple and then,

the last one -- people always vote for the last question on the ballot, which is interesting. It's like, oh, it's done. I'd better mark this one.

[Laughter]

MS. PATRICK:

There's some psychology there. That's all I can come up with. But then, what we did is, I then looked at the same data on our Native American precincts, as well as areas where we have a high density of minority language population. And we saw that it did disproportionately affect those populations. They had higher voter roll off. And that time the state was under Section 5. And so, at that time the legislature chose to remove the questions from the legislation and we still just have the races. So, I believe, that in that instance, the data demonstrated that it would be retrogressive and it would not have made it through the preclearance process, and it was not passed into law.

DR. KING:

Chris?

MR. THOMAS:

And that's an interesting point, because we have faced the same thing in Michigan, not with issues, but all the offices being placed on the general election ballot, and so our proposals are the last thing. And so, you'll know, you know, you'll be at 98 for President. And then, the proposals -- and there's falloff as you go down. But then, when you hit the proposals, it's back up to 95 percent, and then it will fall off somewhat. But the bottom line is, for as much grief as it causes, there are a heck of a lot more people voting on these issues in candidates on a general election, than the

standalone school election, for example. So, even if the school

election rolls down to 40 percent, that is, multiples more than a 10

percent turnout, which is pretty typical when you had standalone

school elections. So, those are the tradeoffs that, you know, the

policymakers are looking, you know, and they're looking at the data

on turnout. So, in Tammy's instance, while it may have been

retrogressive to have those issues on that ballot, the other point is

putting them on whatever other ballot they were going to go on,

how many people actually vote on them, you know?

DR. KING:

Um-hum.

MR. THOMAS:

So, yeah, it's retrogressive for a general election ballot to put all

these issues on, but if you put it at a standalone election, they're

not going to vote on it anyway. So, those are hard tradeoffs.

DR. KING:

I heard two people mention the use of walkers, line walkers,

greeters, I've heard rovers. There's lots of terms that are used to

describe people that are assigned to work at precincts, to do tasks

other than check in voters. What are some of the things that you're

aware of in your jurisdiction, or other jurisdictions, that show a

recognition that managing the polling place, managing the queues

is an important part? So, I think, was it Kirk, that you mentioned

walkers, or maybe it was down here.

MS. MANLOVE:

I think Kirk did.

DR. KING:

I think it was. Let's start with you, and talk about how, not only walkers, but rovers, and if there's other descriptors that I haven't heard yet, people who are engaged in facilitating and accelerating the queue through the polling place.

MS. SHOWALTER:

Well, we used them extensively in the last Presidential election for this reason. We had two constitutional amendments on the ballot and we knew it was going to slow down the people at the polling place unless we did something. We had deployed all of our voting equipment. We had no more voting equipment to expand on, and so, our only choices were to address it other than at the voting machines. So, Virginia publishes an explanatory brochure in addition to the questions that we send out to the voters, and we use that to educate them prior to Election Day. But, on Election Day itself, we used what we call the greeters or walkers, extensively, while people were waiting in line. We made their wait productive. And that had an interesting spinoff effect, in that the voters who were engaged, while they were waiting in line, with something, appeared to be less dissatisfied with the wait time when they got through the voting experience. So, if they were being questioned or talked to, or something was happening, the line was moving quickly enough, their experience seemed to be better. But, the walker or greeters gave the brochure to the people and said --made them aware that there are these constitutional amendments on the ballot, please look at them. When you get to the voting machine, if you still haven't decided to vote, could you step aside and let somebody else go ahead of you, and then when you're ready, let the election

officer know you're ready to go in the voting machine. Using them, in that manner, we found we had no significant increases in lines because of the constitutional amendments. We also stressed those amendments, throughout the check-in at the e-poll book, at the demonstration machine, and every interaction point.

The other way we were using them is going up and down the lines and checking to see if the voters were in the right precincts. We had recognized that voters showing up in the wrong polling places were a problem in the past. And I'm really excited with what we're contemplating for the future is getting the whole voter registration database downloaded onto a tablet, not a poll book, not something that somebody can check somebody in, but somebody that can -- something that we can query the voter's registration, and if they are in the wrong precinct we can see it right there, for anywhere in Virginia. We have, as I said, college kids who show up. A lot of them pre-registered in Fairfax or Newport News or someplace else in the state, and we can send them onto the right place, early enough for them, if they want to, to get to their home locality. If they're on inactive status, we know that in advance. We can sort of triage the line to eliminate problems and direct the people as they go in the polling place, well, you're not ready to check in yet, because your issue hasn't been resolved. Go over to -- we have a separate, what we call "problem table", and we say, go over to see this officer before you get to the poll books, to resolve your issue, and then you go to the poll books. It's sort of parsing and piecemealing the difficult situations, so that the people who get to the e-poll books, to be checked in, are ready to be checked in.

That increases the e-poll book check-in time -- or decreases the e-poll book check-in time, so that speeds up the line there. But where we can pull away those things that will slow down the lines we can, and that's how we most often use the greeters and the walkers.

DR. KING:

That's a great description. I know, with the next generation of poll books, one of their capabilities is to disable their ability to mark a voter. And, in Georgia, we send, in some jurisdictions, a greeter out with the poll book that can only be used for lookup, it can be used to activate a voter access card, just for that purpose of getting the folks out of line.

Donetta, you mentioned line walkers in Colorado, similar, different? And what are the attributes? If you were running a precinct as a poll manager, what would you look for in your walkers, as opposed to, maybe, your general employee at a polling place?

MS. DAVIDSON:

Well, number one, they have to like people. They have to be a people individual, because to greet that person with a smile and be friendly, that makes a big difference than somebody that's aggressive, you know. Their mannerism is very important on a greeter, we feel.

But we use it very much the very same way, and so, making sure that they know the whole process, so not only being friendly, but they know the process, and they really understand what the process is, so they can get them to the right place. So, they really

have to go through that education and know as much about the

election process in the polling place as anybody there.

DR. KING:

Right.

MS. DAVIDSON:

So, you know, like you say, if you have two different stations you've

got somebody that's taking care of change of addresses or

registering people, in one place, then you have the voting station in

another location, it gets people through, where there's not a holdup.

And that greeter -- how effective that greeter is, is how effective that

polling center is being utilized, and how fast you get the flow

through and keep people in the right flow.

The flow of a precinct is very important and, you know, if

you've got a small precinct, the flow is harder to manage. But, if it's

large enough where you can really set it up, where you've got a

good process, it really helps, too. So, that greeter is very important.

It's just not, you know, a ho-hum job you put the, you know, one

person. And they have to be, also, able to be on their feet all day,

because that's where they're at. They're not sitting. So, it's

somebody that has to be on their feet all day.

DR. KING:

Okay. Elaine, you mentioned the very small number of provisional

ballots that are issued in your jurisdiction, and in part, because of

how you're managing the queue. How does Delaware use

greeters? And, I'm particularly intrigued about advice you might

give jurisdictions on how to recruit that person, because it sounds

to me like they need to be very knowledgeable about all the

exceptions, because what they're doing is helping to identify the path that that voter will take through the precinct.

MS. MANLOVE:

Well, in Delaware, we use greeters, essentially, in polling places that have more than one election or precinct in that building, to get them into the correct line. We don't use e-poll books, so they're not able to verify anything, but they check -- they'll ask them their address, make sure -- they'll have maps, and they'll make sure they get them into the correct line. We also use rovers. We have all of the above. We have another team of what we call rovers, who are other election officials that are, you know, we assign to a car that day, and they have a circuit to ride and just check on the polling places and see if they have enough supplies, if they any issues with lines or any problems that haven't been addressed. Then, we have another set of technicians that are rovers, as well, that go out to the -- they're a phone call away, essentially. They have their own circuit and they check on the polling places, but they are actually to be called if there's an issue with the voting machine. But the actual greeters, really, just get them into the correct line.

DR. KING:

You all are specialized in Delaware.

MS. MANLOVE:

We are.

DR. KING:

You got technical rovers, operational rovers. How about in Polk County, do you use greeters?

MS. EDWARDS:

Kind of all of the above, I mean, we have one set of rovers.

Generally, we only employ extra, what we call, line busters, when

we anticipate that we need it...

DR. KING:

Busters.

MS. EDWARDS:

...which would be, basically, your Presidential elections, and also

general elections for early voting. I really don't think that I could

add anything that we're doing that's well and above. I would just

add the characteristic of a sense of humor is very important in that

person.

[Laughter]

DR. KING:

Well, yeah, I think they are the face of that precinct, in many cases.

Tammy, when this was being discussed at the -- before the

Commission, what was your sense of how widespread the practice

is, now, of using greeters, using, if you will, specialists, at the

precinct?

MS. PATRICK:

I think that there are a number of jurisdictions that are implementing

a similar position. Now, whether or not that individual is called a

line walker, or they are the person who is to make sure that the

periphery is clear of electioneering. And, in some states, it seems

like that's more the focus is the security of the periphery, as it were,

and not so much walking the line and making sure people are in the

right place. But, I think that it's certainly a responsibility, that that

person could do all of the above, in many places, and sometimes

it's just a question of adding some additional responsibilities to, you know, the description for that position.

One of the things that we also found was that many places saw their lines at their early voting centers, in the last two or three days. And that is, you know, certainly something that I think we all need to look at and have the historical data of when people are showing up. If we have in-person early voting, when are the people coming to vote. There are some jurisdictions that said they see their biggest day is the first day of early voting, and it tapers off from there. Others, the slope goes the opposite direction, and in some very, very rare occasions, it's a pretty steady stream, and there was -- I tried to find out how they attained that and they said they don't know, it's just what their voters do. But one of the things that came out of it is that their media has a constant kind of message. What so many jurisdictions, I think, find is that early voting gets a push in the last couple of days, and the media starts saying, oh, you only have three more days to early vote. Well, then, hello, you get a lot of people that show up.

But, we found that voters seem to be a little more accepting of there being a wait time, in the early voting situation, because they have selected that that's the day they're going to be there, and they may be more inclined to wait and not be as upset about it than they do on Election Day. But, they're more upset about waiting in line on Election Day if they had no other opportunity to avail themselves of when to go and vote, so that can certainly tie into it, as well. And the other thing that we found is that in jurisdictions that have vote centers or early voting, once a voter is in line, they

are not as inclined to leave the line, even if they were informed that there's another vote center, another place they could vote, just a few miles away and there's no wait there at all, or it's a five-minute vote. It seems that once you're vested in getting in that line, they weren't as inclined to leave it.

DR. KING:

Okay. And I just thought of one other requirements of those greeters, and why the observation about a sense of humor is so important, is that's usually the person who identifies the electioneering, either well intentioned or not so well intentioned, and usually, the best way to defuse that is through good nature discussion rather than kind of blunt force trauma with the candidate.

[Laughter]

DR. KING:

All right, we have -- I have a question from Penny Lumberg (ph) that I'd like to share with the panel. Her question is, we recently moved a precinct to a church fellowship hall due to a lack of public building. I'm curious to know how often churches are used for polling places. So, I'll throw that out if you can kind of come up with a number. And with that number, if you could give the total number in your jurisdiction, so that will give some kind of context.

And Kirk, if I can start with you.

MS. SHOWALTER:

I'm going to have to guess...

DR. KING:

Sure.

MS. SHOWALTER:

...because I couldn't give you the exact total number, but I think it's about 15 out of 65 precincts. We are a very urban jurisdiction, so we have lots and lots of residences packed tightly next to commercials, next to other things. And our opportunities are fewer for polling places than you would -- at least, polling places of sufficient size to handle the large people. So, yeah, churches have come -- been the saving grace.

DR. KING:

Okay, Donetta?

MS. DAVIDSON:

In Colorado, churches was used a great deal. How much they'll be used now with this new process that we have, I'm not sure, but they used to be used a great deal. And the only problem we have is, if it was an older church with the disability -- meeting the disability requirements. So, you do have to go in and sometimes make some adjustments. But if they do -- you know, they've got the parking. And a lot of the newer churches and the bigger churches definitely meet all of those requirements. So, it is a good option for states to be able to think about and counties and municipalities.

DR. KING:

Okay. Chris, what about Michigan?

MR. THOMAS:

I don't have a statewide total, but I know there are jurisdictions that can be as high as 40 percent.

DR. KING:

Wow.

MS. PATRICK:

And I would say, in Arizona, at least in Maricopa County, it probably used to be about 40 percent or so. But then, we had legislation passed a couple of years back that mandated electioneering being allowed and there were -- there's a whole slate of churches that would not allow electioneering on their facilities, and we lost about 130 polling places with one fell swoop. So, you couple that with the loss of schools and we're using some very creative locations.

[Laughter]

DR. KING:

I'm like Elaine. We both did a double take on allowing electioneering. Elaine, what about in Delaware?

MS. MANLOVE:

We, probably 400 precincts, and I would say 20, 25 percent are churches.

DR. KING:

Okay.

MS. MANLOVE:

And we've had the same accessibility issues and used HAVA funds to improve parking lots or, you know, stripping the parking lot or door handles, that type of thing.

DR. KING:

Okay.

MS. EDWARDS:

Just guessing for Florida, I would say easily 50 percent, 5-0 percent, and in my jurisdiction, probably 75 percent. And we are thankful for them.

MS. MANLOVE:

Yes.

DR. KING:

You know, an interesting consequence of the move to online retailing is the surplus, now, of big box buildings. And if you drive through almost any community you will see, you know, former big box stores buildings abandoned and the chief customer for those buildings are churches.

MR. THOMAS:

Yeah.

DR. KING:

And it's because they have very similar requirements; parking, open space on the inside. And so, kind of good news/bad news, as retailing models change, there may be more churches, therefore, there may be polling places for us to work with.

All right, I wanted to get, now, to what may be our last topic. We may have time for two more. And I want to make sure that we approach this topic with fresh eyes, which it may be kind of a challenge for those of us who have been in this for awhile, but it deals with training of the poll worker. And it's ongoing thing. And it's ongoing, because we have turnover in poll workers, poll managers, we have changes in procedures, and we have innovations in technology. And so, those three things together have -- two of them compel us to continue it. But, the third, perhaps, gives us an incentive to look at better ways of doing it. And I think, in the Commission's report, they mentioned that, nationally, the average poll work training is two-and-a-half hours -- contact hours delivered well in advance of the event.

And so, what I'd like to talk about may be not so much as what you do, unless it's innovative. Are there things that you're doing in your jurisdiction, or perhaps that you hope to do, that can bring an additional perspective to the poll worker training? Often, what I encourage people to look at in a complex problem is if you can identify one thing and think of your training as a ratchet where it only goes one way, which is the right way, in each election cycle add one innovation, and then, institutionalize that innovation so it becomes a permanent part of the process. I think what we would recommend that jurisdictions not do is, simply, throw up their hands and just keep doing it as they've been doing it, if it's not effective.

And so, let me start with Kirk and work our way down here. What are the things that you're aware of that are bringing innovations to poll worker/poll manager training?

MS. SHOWALTER:

One thing that we started doing a number of years ago is recognizing that there was -- identifying those skills that we accepted every new officer to have as a floor, recognizing that most new officers, if we keep them, have on-the-job training, over time, under experienced officers in the precinct. So, we identified those three basic areas where we wanted everybody going into the polling place to understand, and we created three modules of two-and-a-half hours each. So, we end up with about six to eight hours of training -- basic training for our election officers. One was on voting machines. Another one was on the laws, as far as qualifying voters. And another one was producing the statement of results. The voting equipment and producing the statement of results

classes are actual -- have practicums involved in them.   The

modules can be taken separately or they can be done all in one

day. We offer both, flexibility for the election officers to do. It's a

little bit more staff intensive for us, but it has paid off with the -- it's

lessening the mistakes in the precincts with the new officers.

Coupled with that, we created what we called a smorgasbord

of smaller modules for the experienced officers to take. They deal

with one topic. They're offered to small classes of 20, 25 people

and we offer several throughout the training season. All of our

training is done within 30 days before the election, as well. That

means an officer who doesn't need equal training, but might need

an update on the paperwork training can go just to the paperwork

training. So, we got very focused. We partner with our chief

election officers because they know their precinct workers better

than anybody else, and ask the chiefs to talk to their officers and

say, I want you to go to this training or that training or other training.

Then, they call up and they sign up. Our next step is going to be

incorporating the online training programs the State Board of

Elections has developed, and they take a test at the end of the

online training and get certified for that class. So, we're going to be

molding that into doing a couple -- fewer class -- in person classes

and going to the online training with that.

And then, the third thing we have is we have a position

called the voting machine specialist, sort of a more intensive

training than a regular voting machine officer, but less than a rover

technician training. These are the people that if something goes on

with the machines, they've been taught to identify the basic

problem solving. And that's cut down on our calls to, Election Day, for the rovers to go out. These people actually go through a very intensive training program, and they are tested and issued a certificate before they're allowed to assume the position. They get paid a little bit more than the other officers, but it's gotten to be more of a source of pride than pay for them.

So, that's where we're going. And hopefully, as other things open up, I think technology has a huge arena for us to go and provide training to the people, especially as more and more people get computers in their homes.

DR. KING:

Um-hum, you know, what I find really interesting about your description is your recognition of the need for specialization in that group, and that it's not just two-and-a-half hours you put everybody through. It's, I think, an excellent model.

Donetta?

MS. DAVIDSON:

Well really, I mean, there's no sense in repeating a lot of what she said. It's very same. We have recognized that we need to do individual, additional training in certain areas, like the technology on the statewide voter registration system, the equipment, you know. In certain areas, we do more training in those areas and make sure that we have backups always trained that can you know, fill in if we need it. We find that a lot of times you get election morning, like everybody does, calls saying, oh, you know I'm sick today, or my child is sick and they can't be there. So, you've got people to back that up right there. And if you don't use them there, you use them

in your office. So our training is much the same. They're doing --

they're trying to utilize anything and everything to make sure that

that individual serving in that position feels secure in what they're

doing that day.

DR. KING:

Right.

MS. DAVIDSON:

So, that's the main thing.

DR. KING:

Yeah, you know, I think that's an excellent point that everybody

craves to be competent and security comes from the knowledge

that you know not only what is expected of you, but you know that

you'll be able to execute it.

MS. DAVIDSON:

And that gives confidence to the people that come into that site,

too.

DR. KING:

Um-hum, right.

MS. DAVIDSON:

So, it kind of flows both ways.

DR. KING:

Okay. Chris?

MR. THOMAS:

Well, we do "Train the Trainer." So, we work with the counties and,

obviously, they, then, are the ones that put into effect the training

program. In a recent rendition of this, we actually did breakout

sessions, and at first, staff, was like, you know, that's kind of

schmaltzy. But the reality was, it's a huge hit that these different

election officials sat down together and exchanged ideas on how --

and techniques that were used. So, you know, we tried something

a little different and got rave reviews from local election officials.

And they walked away, not with just stuff from us, but from their

colleagues on how to handle various issues and different ways of

doing the same job. So, that seemed to work pretty well.

DR. KING:

Okay.

MS. DAVIDSON:

Did you do that after the election?

MR. THOMAS:

No, we're doing it right now, going into the election cycle. So we --

this is to help the trainers prepare to put their training sessions out.

DR. KING:

You know, Chris has raised a point that Kirk and I were talking

about this morning, which is, how many hats does the election

official have to wear. And, you know, I was talking about the IT

manager, and then, Kirk went down a much longer list. And

certainly a trainer, an educator is a significant part of what we now

expect of our election officials.

Tammy?

MS. PATRICK:

If only someone had compiled a list of core competencies, Mr. King.

[Laughter]

DR. KING:

Excellent idea.

MS. PATRICK:

Yeah, pat on the back for that one.

So, I'm going to answer your question in a slightly different way, because I think that when we talk about training, part of what is challenging, sometimes, is managing -- identifying what training classes people are going to, putting them in that training class. And so, what happens, across many jurisdictions, is that they'll have a recruiter or an individual that is tasked with hiring the poll worker, and then, assigning to their training classes and all of those functions. And what we see is the training classes are usually occurring somewhat closer to the election. So, they hire people, and then, they start assigning them to class, and then the classes start, and people drop out of the classes, they need to go to a different class, they're calling someone who is trying to make outbound calls. So, like Montgomery County has done, which we have stolen, is this great online tool for their poll workers to be able to go in and say, I'm not going to that class anymore, I want to go to this class, and is there still availability. And it takes that whole burden from the people who are hiring those cancellations and puts it in the hand of the poll workers.

One thing that we did in Maricopa County, years ago, is that when our recruiters put someone, when they are first talking to them, and put them into a class, it automatically generates an e-mail to that poll worker of all of the information we used to send out by mail. And, it will now include the link to this new system, where, if they can't go to that class or they can no longer work, they can go in and either pick a different class, or tell us that they're not going to

work. And then, if they have someone that they can suggest to replace them, sometimes it's even a family member or a neighbor, they can put in that information, so that our recruiters, many times, they're multi-tasking anyway, looking at their e-mail and talking to our poll worker, because our poll workers want to share with them the last time that they worked. Being a recruiter of poll workers is many hats that they wear, as well, and I won't get into what those are, but I think that those are two things that are very creative in the assigning people to training.

But one thing that I think that we heard repeatedly, last year, about the content of the curriculum of our training is that many times we focus on the process and the act of getting voters through, but we heard from many stakeholder groups that a lot of times our poll workers, in the way that they are interacting with our voters is problematic. In some cases, it may be a behavioral or a personality issue. In other cases, it's because they don't truly understand the laws with which they need to abide. And one thing that we heard resoundingly had to do with voters coming in with someone to assist them, and that being challenged in many jurisdictions. And that is a problem under many, many areas of federal law. So, including in our training, you know, the very foundation of some of the things that they will encounter on Election Day, so that they're not putting us in a position of violating what we really shouldn't be doing and making sure that voters can bring in someone of their choice to assist them.

DR. KING:

Okay, thank you. Elaine?

MS. MANLOVE:

We have several different training areas in Delaware. Each county does its own training. New Castle County is the most populous county, so they have recently developed – actually, we've put in a training center there, because they did so many classes and we had to rent space to do the training. So, they have, now, a training center that has multi-media, and they developed a PowerPoint, and they also do a "Train the Trainers." So, now every trainer is using the same material, which, I think gives a consistent message that we probably weren't getting before. The other two counties do auditorium type training, where they have all their poll workers in two or three places because it's -- they're much smaller. I'm copying some of Tammy's things about this online notification system, because I do think that's a challenge.

MS. PATRICK:

That's brilliant.

MS. MANLOVE:

That's really -- that is -- that's great ideas.

All of our poll workers have to be trained before every election, so if they work a primary, and then, work the general election, they have to be trained twice. And if they don't go to training, they don't get paid for it. So, that's the incentive piece of it. But, it is a moving target sometimes when you get somebody through training and then they don't show up on Election Day, or something changes. So, you really do need to train more people than you're going to need, because you don't know what's going to happen on Election Day.

DR. KING:

Okay.

MS. EDWARDS:

In our jurisdiction, we make the investment in, generally, it's three retired teachers that we put on the telephone, and then, after training -- at the completion of each training, and we do -- try to do as much hands-on as we can, they have a quiz. Anybody -- any poll worker who missed any question on any quiz gets a personal phone call from a retired teacher. What's kind of funny about that is, retired teachers like that, okay?

[Laughter]

MS. EDWARDS:

And if there was any doubt that we're taking this serious, if you got a call that says, out of those 20 questions, you missed one, you said "A", here were the choices, you know, and try to talk them through it, it really gets them focused. They understand we mean business with that. And obviously, those quizzes serve, because if you missed more than a certain amount, we're not even going to invite you to work. So, that's one thing that I think is a little novel.

The two other things that -- certainly I wouldn't suggest to institutionalize. They came, kind of organically, up from trainers, but I thought they were very innovative. One was, our voting early trainer brought in some members of staff and then paid some other folks to come in and line up voters in front of the trainee, okay? So the hands-on has people waiting in line looking at you. And we called it speed -- she called it speed voting, okay, and really put the pressure on, in the training, to see, not only how the -- and then, of

course, they would all just change places, okay? But, not only to see how the potential poll worker would react, but also, to give everybody a sense of what you're really going to be up against because that's real easy when you're just reading it and thinking about it and looking it up. You put a couple eyeballs on you and a situation changes.

Another novel thing that a member of my staff did once that we do on a regular basis, now, when we do hands-on equipment training, not every time, but often in the middle of it, they'll cut the power in the building. They're in the complete dark and the equipment just turned off on them.

DR. KING:

Sweet.

MS. EDWARDS:

Right?

[Laughter]

MS. EDWARDS:

Number one, it got their attention. Again, if they weren't paying attention before, like if you get the phone call, they're paying attention now. But number two, listen, it can happen and the equipment is made for that, and they need to see that, and it gives them a little more trust on the equipment.

DR. KING:

Yeah.

MS. EDWARDS:

Finally, what I wanted to say about training, I don't know about you, but most adults I know, and certainly myself, you tell me something

once, I'm not going to remember it, okay? Really, it's repetition.

Learning is all about repetition, repetition, repetition. And so, I think

our best tool for training is actually our retention tools, because

that's the only way we're going to have repetition is when we have

somebody who is back two or three times.

DR. KING:

I think you make an excellent point, which is, any of these things in

isolation is not enough, and it's about the recruitment, the retention,

the training, the behavioral reinforcement, the emotional rewards

for doing this. So, those are excellent points.

What I'd like to do is make a couple of comments about

training, and while I am making my comments, I'd like the panel to

begin to collect their thoughts about what they heard here today.

We're within a half an hour, now, of finishing up, and I want to give

each member of the panel an opportunity to talk about their

takeaway, you know. What is the small handful of things that you

heard here today, that you think are most relevant, either for your

jurisdiction, or that you would want other people to focus on. And,

when we get to that part, I'm going to ask Lori to start and we'll end

up down at Kirk with that.

But let me come back and talk a little bit about the training

from the -- really the administrative view. I think we heard about a

lot of techniques and some important takeaways the jurisdictions

can look at, and the one I'm thinking about, is pulling the plug on

the power. I like that.

[Laughter]

MS. MANLOVE:

Yeah, I'm noting that. I like that.

DR. KING:

As…

MS. MANLOVE:

We've all put that down.

DR. KING:

As an old professor, that just appeals to me so much.

[Laughter]

DR. KING:

But, the advice that I am giving jurisdictions about training is this;
that if you have an anomaly in the precinct, somebody is going to
ask to review your training. And specifically, what they will be
looking at, is, what are the learning outcomes of your training? Do
those learning outcomes match the requirements for the task in the
precinct? And often there's drift. As statues change, rules change,
technology change, our training has to be mapped to those
changes. So, in addition to the learning outcomes, then the next
question is, how are you evaluating the attainment of those
outcomes by the trainees? And is it done through a test? Is it done
through a practicum? And I think being able to demonstrate, not
only that the training outcomes are matched to the task, but also,
that we are assessing, and accurately assessing, the ability of that
poll worker, poll manager, greeter, rover, et cetera, et cetera, to do
that. And what that means for us as election officials is we have to
look at training in a little bit more clinical way, perhaps, than we've
done in the past. Certainly, the day in which we measured the
quality of training by contact hours, that is long gone in elections,

and that would be my other advice to jurisdictions is, if somebody asked you to describe your training, if your leadoff statement is, it's two-and-a-half hours in length, you've already lost the argument about whether you're focused on the right things, in the right way.

All right, so with that, I'd like to begin with Lori. And again, this is your opportunity to get your last word about what's important, what's relevant on this topic, and what you would want others to take away from this.

MS. EDWARDS:

Well, I certainly learned a lot today. Just to speak to the report, it is a Christmas present. It is something that will have a life for a long time, I am sure, at least in the election community. I'd like to see it make the next step, and that it's regularly quoted in the media. I think that would be a goal that I would set out, and one that we can do that, by us referring to it when we, as newsmakers, have an opportunity to get interviewed. So, if we do -- are committed to keeping this alive, I think that would be a way that we would do that. It's concise. It's clear. It's realistic. It's thought provoking. It's all the things that I think that the media would enjoy, if we just keep reminding them that it's there.

You know, I think that to sum things up, what I'd like to say is, our President appointed this panel because of problems, at least, in the State of the Union address that was mentioned, the problems in Florida, of a voter standing in line. And voters did have to stand in line, too long, in Florida. But, I still am proud that our President did not have to have this Commission formed because there were any lost votes anywhere in the United States. And our

President did not ask to form this Commission because there are

any questions of inaccurate results anywhere in the country. And

our President did not ask to have this Commission formed because

anyone was complaining that their right to vote was denied. And

that's just something that I just think it's time to just take one

moment and remember how well we, as election administrators, are

doing and what success we do have. And all we have to do is look

around the rest of the world and be thankful for the people that we

have in our business.

DR. KING:

Thank you, Lori.

MS. MANLOVE:

Very good.

DR. KING:

Elaine?

MS. MANLOVE:

Well, I've learned a lot of things today. The online challenger

training I think is phenomenal . That's a great idea. We train

challengers in Delaware, but they never show up. So, this way we

can provide it to them online or in person, and hopefully, that will

help us. I liked Tammy's idea of automatically notifying poll

workers so that they can go online and schedule themselves. I

think that's a great help. And the role play in training, as far as

having somebody sit there and have a line in front of them, I think is

a great idea. Actually, even without early voting, I think that would

be a great idea just to get them moving around the room and not

falling asleep during training. I think keeping them awake is a real

challenge in training, sometimes. So, I'm happy to be here and happy for the tips I've picked up today.

D.R KING:

Thank you. Tammy?

MS. PATRICK:

Well, I -- you know, being on the Commission was just such an honor, and what it reminded me of is that it doesn't matter how many times I sit around the table with other election administrators, and sometimes the same election administrators that I've sat around many other tables with, in meetings and elsewhere, that we always learn something new from each other.

MS. MANLOVE:

Yes.

MS. PATRICK:

And so, the more that we can foster that sort of interaction, which, the EAC has been wonderful having these Webinars and these roundtable discussions. And I think that in the report -- some of these things are in the report. Like, we do recommend the testing of poll workers, and many jurisdictions, it's the mirror test, but your test is just wonderful, in having the teachers involved and calling them, is just fabulous, it's great. And there's some things that are not there. The GIS overlay of where public buildings appear is fabulous. I'll be taking that back to our GIS department, and I know that we can interact with the municipalities and get that information. But, I think that this is a really -- it's the continuation of a conversation that started in the report, but also, elsewhere, we are here at the EAC. And in the report, we continually mentioned the

great work that's done here with the Election Management Guidelines, the Quick Start Guides. And I'm hopeful that the report does continue on and that we do use this as a call-to-arms in some regard, and in some cases, a shield. And in other cases, there's been a lot of blunt force being referenced today so, you know, it can be used as that, as well.

[Laughter]

MS. PATRICK:

But it's just been an honor to be here. And I always learn anytime I'm sitting around the table with you all, so I appreciate it.

DR. KING:

Thank you, Tammy. Chris?

MR. THOMAS:

What I take away, a lot of good ideas, which have been mentioned, and for my staff, who may be listening or watching, I will be back...

[Laughter]

MR. THOMAS:

...with my list, yeah. But, you know, the bottom line is that this is a profession, and we recognize in the report that this really needs to be integrated into public administration. And I'm glad to see we have a public administration graduate here, which is very odd in the world of elections. We've all found our way to these jobs, with few of us at 12 years old saying, when I grow up I'm going to be an election administrator.

[Laughter]

MR. THOMAS:

And I really see that as a long-term objective, that universities and

colleges and community colleges need to take a look in their public

administration curricula, of including a concentration for election

administration to give some young people a taste of what it's all

about, and perhaps, then find their way into this field. It is a

profession. We are held to the standards of a profession. We

operate as a profession, and I think there's -- at the beginning there

needs to be one. And then, for those of us that are in it there needs

to be ongoing education. And that's a challenge as well. But that's

what I take away from today, all the things that we talked about

really requires professional implementation.

DR. KING:

Thank you, Chris. Donetta?

MS. DAVIDSON:

Well, Chris is absolutely right. I mean, what we've taken away

today is, I think that's been the fascinating thing about elections.

You never quit learning. And I think that's what keeps us all, really,

in the game, is how we can continue to improve. I mean, as I sit

here, even my hat comes back on as being a Commissioner, and

saying, guys, a new Quick Start because of the meeting today.

[Laughter]

MS. DAVIDSON:

And, you know, it's like there's always something that can be

gained by the information that came out that can be handed out to

the locals.

But the one thing that hasn't been mentioned that we talked

about a great deal in the first part of our session was data

collection. And Colorado, because of this new law, has partnered

with the state and with PEW to learn about data collection and what

it gain us and how effective our new law is, how we can save

money, how we're -- for one thing, we've already found that the

ballots returned aren't coming in early, so much. All of a sudden

you're being slammed at the last minute. So, we've got to have

staff to be able to handle that, you know. So, data collection,

people think that sometimes that's a problem, and they are a little

suspicious, you know, when they find out you're collecting data, but

in the other hand, it really helps us to manage the election process.

And I think, as everybody talked today about the data, it gave me a

lot of ideas as we move forward in trying to, you know, see if this

election process really works, if it's -- if we can save money, but, at

the same time, provide more opportunities for our voters and to

give them what they really want out of the experience of being there

every election. And we found that we had over a million, in an odd

year election, higher turnout this last year than we've ever had

before, so that gave us hope that we were really providing our

electors something that we wanted to reach out to them. But, what

I've taken away, in learning about the poll workers and training

today, I will take back to the counties. They will love it.

DR. KING:

Good, thank you, Donetta. Kirk?

MS. SHOWALTER:

It's rather hard to follow so many well spoken voices. I think the

one thing that I find, today, is the recognition that through this

process that the Commission went through, was a willingness of

many different men and women, across the country, to look at their

processes and be willing to admit we could do better. That's, often,

not the case in many professional performance evaluations. So, I

think that this speaks of the quality of the men and women that

work in this profession. And also, there's no -- it does not appear to

be a partisan agenda, here. It appears to be an agenda directed at

the people that we serve, the voters. Can we do better? Certainly.

It's also amazing to me that we do as well as we do with the

resources that we have, so that speaks to the flexibility of the men

and the women.

I would like to see this sort of roundtable, or Commission,

continue in the future, periodically examining where we are, where

we can capture innovations coming with technology, because I truly

think that that is the arena that is going to serve, both us as

administrators, and our voters, better in the future.

And I just feel very privileged to have been part of this

discussion.

DR. KING:

Thank you, Kirk. And for the members of the panel, those are

excellent summaries. And I think you've done an excellent job of

capturing, not so much the details of what we've covered, but the

essence, and I think that is what we takeaway.

I'd like to, now, give some time to Alice, to get her reflections

on what she heard here today.

MS. MILLER:

Right, I actually got my assignment from Merle, yesterday, and that

was to make sure that I sit here and listen, and try to go through

what we have to offer as an agency, you know, as the entity sitting

here, to try to help with the administration of elections and do the

takeaways.

Obviously, the agency is working to address the matters that

have been discussed here in our next round of Quick Starts. We've

got information that we obtained through working with our election

officials through a series of Webinar discussions. And, you know,

during the session, for example, we heard about the managing the

voting process, okay, the challenges associated with that. So, we

do have, coming out, a Quick Start, which is "Managing the Voting

Process." And Tammy, a special thanks to you and Elaine, as well,

because I know you all participated in some of the Webinar

discussions that we had, Tammy, being a moderator, as well as

sitting on the Commission. I just don't know how she did it, how

she does what she does.

MS. PATRICK:

I have extra hours in my day.

MS. MILLER:

You must. I think she has a 30-hour day and we all have 24 hours.

But anyway, so we do have a Quick Start coming out that is

"Managing the Voting Process." We also heard about -- I think we

heard the need for voter education. We have a Quick Start, also,

that is called "Educating the Voters," so that one will also be coming

out shortly. We talked about the fact that there are 20 people that

you have on your staff, and then you extend to 1,500 Election Day

workers. And all of that is, you know, a part of your poll workers.

So, we have Quick Start Guide coming out on "Management Guide

for Recruiting, Assiging and Training Poll Workers." That is also in the -- in development. And, to Donetta's point about data, another point we made earlier about the need for good data, and how data is so important in this process, I think we've attacked that with a Quick Start management guide for "Why Good Data Matters." So, those are the ones that are shortly to be out, and I mean, in the next eight weeks, or so, those will be out.

It's clear that, you know, as we look to prioritizing the next production of resources, EAC is able to provide, as a tool to assist election officials, before, during and after, because we all know, we all know that Election Day is not one day. It starts long, long before the Election Day is scheduled, and it goes well after Election Day is over. And so, you know, it's important that others -- and I think we're finally getting to the point where our public, our voters, our legislators -- are coming to appreciate that it's not a one-day event, it's an operation that entails a lot of preparation, an ongoing and continued focus to detail, the lack of which, as we know, can result in challenges that no election official wants to be in the position to have to explain or otherwise diagnose at the end of the day. So, it's important, and I think everybody at this table, and those hopefully listening, realize that it's a level of concentration that the dedicated workers that are responsible for the success of these elections should be continually recognized and commended, because they do a heck of a process to get this done. This process is not taken lightly. It's a cycle that starts and ends a long time before and after, as I just said. So, to that extent, we continue

to provide resources that will be a value to the administration of election.

Based on the discussion that we heard from today's panel, it's clear that moving forward with the next production of Quick Starts should include, and this is what I would think we need to look at, training poll watchers. I heard a lot about what happens when these individuals come in and they don't know what to do or how to interact with the public or the voters. And so, I think we need to look at putting a Quick Start together for training poll workers. Educating the advocacy groups, maybe that's something we need to also discuss. That was another topic that came up. And the advocacy groups can either hurt us or help us. And we know they're going to be there. They don't go anywhere, and they have their agenda, but they need to be educated on the process. I think election officials, in and of themselves, don't care about the outcome. We're concerned about the process. The advocacy groups, on the other hand, may have an agenda, that needs to understand what we, as election officials, are concerned about, and it's not the outcome.

The other thing I heard about, that I think we need to look at, is the use of identifying new polling places, and how we do that; the Google Earth, for example, in using the GSI system, to look at where locations may be available that we can use for precincts, when we need to transition out of one place to another, or we add precincts to our list of precincts.

How legislation affects poll worker training, that, also, was something that we all seem to have some discussion on. At the

last minute, changing the law, poll workers have already been trained, what do we do? I think, if, in fact, those points are made to people who have control over this, maybe they will, then, have an appreciation and understand, maybe this is not such a good idea 15 days out, ten days out, seven days out, you know, we need -- we're going to change the law, duh, why? And, how do we pull these 1,500, you know, or 2,000 people back in, and give them information to let them know, and then, all of a sudden something goes wrong on Election Day, because the law has been changed, poll workers have been trained, and they're all doing what they were trained to do, it's not their fault. So, that may be something that we need to take a look at, as well

Those were the things that I think that we can look at. And, I want to also just talk a little bit about what the report from the Presidential Commission highlighted. And I think, you know, Chris said it very well, that the report is a benchmark. And, we all agree to that. It's a benchmark for election officials. It doesn't mean that it has to remain that way, it has to stay that way. You can add to, you can subtract from. I think we adjust that report to what best fits our jurisdictions and how we can get the best out of that Christmas gift that we have, and use it to our advantage. That report was important. We truly appreciate the work that the Commission put into developing that. And, it was a grueling -- I mean, I watched a lot of it. I was not able to attend any of it, but we watched it. We saw it develop. And, it was a process that took six months, and we all know it can take six months to put an election together. So, you can imagine what they went through to try to get this done and get

this out. And we just really appreciate it and thank you all for it, a lot.

So, that's what I have. I will say that those are the things that we have coming up; the ones that I named, the ones that I think we should also be looking at. And I think Karen will kill me if I don't mention that we have few others coming after the summer of 2014. And those Quick Starts are "Absentee Voting and Vote by Mail, Provisional Ballots," which we talked a little bit about, too. "Contingency and Disaster Planning" especially after, I guess, Sandy from last year, both New York and New Jersey experienced major challenges with that, and we're trying to looking at putting a Quick Start together for that, and "Developing an Audit Trail." So, that's what we're looking at. We also have our Election Management Guidelines out there that goes to each of these Quick Starts. Unfortunately, as we develop the new Quick Starts and get them out, we're not able to do the Election Management Guidelines until we have Commissioners in place. So, we'll look to do those in the near future.

DR. KING:

Thank you. That's an impressive list. Well, I want to, again, thank the members of the panel who traveled here today, who shared their experiences and shared their perspective. If you see an event like this, there are many, many people in the background who make this work. I'd like to thank Bryan and Karen for their help in organizing the questions, and the format for this, Jess for her work on that Twitter feed, Bert for the travel, and everybody else who I've probably forgotten. But certainly -- and I deeply appreciate it. It

makes these events happen and work. I particularly want to thank

the EAC as an agency for their attentiveness to these issues, and

really, not only their willingness to incorporate the input from groups

like this, but even anticipating some of these things and having

work in progress.

　　　　　With that...

MS. MILLER:

Can I just piggyback on some of the thank yous? Merle is right.

None of these things come together by anyone working solely, you

know. No one does anything alone. It takes a large -- just like an

election, it takes a number of people to pull this together and to let it

go off right. This is, as I said, initially, the first time that we've done

this in this environment. We weren't sure how it was going to work.

It think it works fine. It took some imagination and creation to

develop this setup in here. And, as Merle pointed out, there was

some travel involved. I do want to recognize, as he has, Bert

Benavides, but also, Robin Sergeant and Shirley Hines. I mean,

we had not only travel that was involved, but the travel system

changed as they were trying to do this, and so, there were

challenges put up to how does this work. You all are the first to use

the system and we thank you for being our guinea pigs, because

now we know how to use it.

[Laughter]

MS. MILLER:

I thought, and I said this to Bert, I said, you know, maybe we could

have put this off a week had I realized the travel system was going

to change, and it was going to be a little bit more complicated than

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what we were used to, but then, at the end of the day, we were going to have to do it anyway, so we may as well try it now and see what happens. So, I do want to thank them for doing that. I also want to recognize our IT department, Mohammed Maeruf and Henry Botchway, who helped, you know, considerably, with this setup and getting everything done, Jessica, as Merle mentioned, back there on our Twitterfall, she's in the background, but she's been clicking away and I know you all have heard her going nonstop. I think her fingers deserve a rest after this and, of course, Karen and Bryan, who worked diligently to try to pull this together. Pat Leahy will be preparing a summary of the day's -- from today's roundtable, a document. We'll use that as backdrop to review and try to pick up on things and move forward as we continue with both our Quick Starts and additional roundtables. We're going to try to schedule at least two more before the end of this year. And it goes without saying that we could not do this without the participants. So, we are considerably, considerably thankful and grateful to all of you for agreeing to come in, what I consider pretty much short notice, and what is now an election season for all of you, and showing up and traveling and studying and preparing and doing all of this. And none of this happens without Merle. So, Merle works on this. At a phone call, he starts. You all got the questions in advance. Those are his questions. You all got the process. Those are his thoughts. And, as he puts all this together, he does it seamlessly, it appears. So, we are forever grateful to you, as well.

DR. KING:

My pleasure.

MS. MILLER:

That's all I have.

DR. KING:

Well, thank you, Alice. And thank you to those folks who joined us on the Webcast. And with that, we'll adjourn this meeting. Thank you, safe travels.

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[Whereupon, the EAC roundtable "Managing the Polling Place: Lines, Logic and Logistics" adjourned at 12:28 p.m. EDT, March 13, 2014.]

bw/add