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Welcome to the U.S. Election Assistance Commission's Guidebook on Successful Practices for Poll Worker Recruitment, Training, and Retention

Background and Purpose. The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act (HAVA) of 2002 to serve as a coordinating center for the Nation's election officials. Congress directed the EAC to research and compile a broad spectrum of "best practices" employed in preparing for and conducting elections, drawing on the collective experience, and wisdom of seasoned election administrators and community leaders, and to make these practices and procedures available to all.

This guidebook is the result of a 17-month applied research study commissioned by the EAC in 2005 and implemented through a partnership with IFES (formerly known as the International Foundation for Election Systems), The Poll Worker Institute, and the League of Women Voters.

This guidebook presents, for the first time, a framework for evaluating election-jurisdiction administrative practices based on interviews, surveys, and feedback from thousands of election officials and other community leaders nationwide. It is, necessarily, a "snapshot" of poll worker recruitment, training, and service practices across America in a limited period of time.

This guidebook is offered as a manual for election-jurisdiction administrators and others who assist in the ongoing effort to train and staff polling places with workers who contribute their time and skills for this fundamental exercise in the American political process. Flexibility is key: this guidebook presents a variety of field-tested techniques that can be adapted by election jurisdictions of varying sizes and demographics. Not all ideas and techniques



will be relevant to every jurisdiction; the varying requirements imposed by individual State laws, local regulations, and time constraints mean that each jurisdiction must develop its own approach to poll worker training and service. Ideas and practices from all sources were subjected to three important criteria for inclusion in this guidebook: Can the results be measured? Can the practice be sustained in a given jurisdiction over time? Can the practice be replicated elsewhere? An attempt was made to gauge the effort necessary to implement each practice and to determine the resources required and the costs and benefits associated with the practice.

The EAC trusts that election administrators and community leaders will find this guidebook a useful source of ideas and techniques that they can adapt to the circumstances of their particular jurisdictions.

Within the election community there is a tremendous wealth of experience and expertise in recruiting, training, and retaining poll workers. Over the years, election officials have devised innovative and resourceful methods for meeting the challenge of staffing polls on Election Day. The limitations of time and resources, however, have hampered efforts to share this expertise throughout the election world. This guidebook attempts to make that knowledge and expertise widely available.

- **Gathering Field-Tested Practices.** Every practice recommended in this guidebook has been tested in the field. Likewise, the tools, tips, and case studies all are derived from the practical experience of election professionals. As such, the contents of this guidebook are grounded in the realities of current election administration—a world of limited time and money, political and partisan controversy, and intense public scrutiny.
- **Maximizing Available Resources.** In seeking to tap the expertise of election officials, the authors of this guidebook relied on at least three important sources—The Election Center’s Professional Practices Program, the National Association of Counties (NACo) Achievement Awards, and the EAC’s “Best Practices in Election Administration.”
- **NACo Survey.** The authors also relied heavily on a nationwide survey of local election officials conducted in the spring of 2006 by NACo, The Election Center, and the International Association of County Recorders, Election Officials, and Treasurers (IACREOT). The survey provided a benchmark of current practices of poll worker recruitment, training, and retention. The survey also provided important leads, guiding the authors to those election officials who are actively raising the standards for poll worker administration with new programs and approaches.

In addition to researching current and successful practices nationwide, the authors sought to gain a better, more complete understanding of the constraints on poll worker programs.

- **Focus Groups.** The League of Women Voters’ Education Fund conducted focus groups across the country with election officials, poll workers, the general public, and stakeholders. The final report provided a nuanced picture of the challenges facing election officials. At the same time, the focus-group report provided an important perspective on the motivations for serving and potential strategies for reaching key audiences with effective recruitment messages.
- **Impact of State Laws.** The authors were also mindful of the complications imposed by myriad State laws governing who may serve at the polls. A compendium of State requirements compiled and verified jointly by Cleveland State University and IFES offers a framework for understanding the legal limitations in many States.
- **Outside Perspectives.** The authors worked with the EAC to appoint a working group of election practitioners, academics, and experts in adult learning, and accessibility and voting rights issues to bring important outside perspectives. The working group provided feedback on drafts at four different points in the project.
- **Extra Vetting of Particular Chapters.** The guidebook especially benefited from a series of interactive roundtables conducted on such areas as the role of adult learning in poll worker training, community organizations, accessibility issues, bilingual poll worker recruiting, college poll worker projects, and recruiting in hard-to-reach communities. The chapters on these topics benefited enormously from the insights and critiques of working group members and roundtable participants.
- **Compiling a Variety of Models.** The description of each practice and tool is based primarily on conversations and interviews with election officials about their programs. Wherever possible, the authors attempted to speak with election officials from both large and small jurisdictions. The models presented are “hybrids,” merging common and universal elements from a variety of specific, individual models.

- Interviews with practitioners covered practical details, such as the amount of staff time required, the cost, and resources needed—vital information for any election official considering implementing a new program.

Providing a Framework for Evaluating Practices and Tools. The authors sought information that would help in evaluating practices and tools according to three important criteria: ability to measure, ability to sustain, and ability to replicate. In the interviews with election officials, the authors tried to gauge the political will necessary to implement the project, whether the officials had quantified the costs and benefits, and the level of risk involved.

The effort to provide a framework for evaluating the practices is limited by the fact that the survey provides a snapshot in time. The authors do not have the means to monitor change over several election cycles. Nevertheless, they believe even limited information about the ability to measure, sustain, and replicate these practices will greatly enhance the usefulness of the guidebook for individual users.

Field-Testing in Pilot Jurisdictions. In June 2006, the IFES/Pollworker Institute (PI) team selected three jurisdictions to pilot the guidebook. The jurisdictions chosen were Milwaukee, WI, Santa Fe, NM, and Hamilton County, OH. Selection criteria included at least one jurisdiction covered by Section 203 of the Voting Rights Act, at least one jurisdiction with a partisan representation requirement, and at least one jurisdiction introducing a new voting system. The participating election offices were both large and small and were geographically diverse.

Sites were asked to test the contents and usability of the guidebook and to implement practices from each of the three sections of the guidebook and track the results. Tracking the results gave the IFES/PI team objective, quantified information about the effectiveness of the practices and enabled the authors to develop and refine models for use in the guidebook. To replicate the experience of

typical election officials who will receive the guidebook without extensive personal guidance, the research team took a hands-off approach to the pilot projects.

A post-pilot survey of the practices implemented asked election officials in the pilot jurisdictions to report on the following:

- Impact on staff.
- Impact on budget.
- Management challenges.
- Sustainability.

The survey also asked election officials several questions to gauge the usability of the guidebook: Could they find practices to address specific needs? Did they browse the guidebook? Was the table of contents useful?

Snapshot of Pilot Program Successes

Milwaukee, Wisconsin
Chapter 7, Working With Government Employees. With the support of the mayor and city agencies, 320 management-level city employees were recruited as poll workers (16 percent of the total number of poll workers). They provided valuable professional assistance in polling places on Election Day. These specialty poll workers brought a high level of management and problem-solving skills to the polling place operations—and contributed to building wider public support for the election office.

Chapter 10, Offering a Split-Shift Option. When the election office offered the split-shift option, 350 poll workers chose to take advantage of the option. The election office then recruited another 350 poll workers to cover the second shift. Many of these second-shift poll workers were new recruits who otherwise might have been unwilling to serve. It appears that many of the new recruits enjoyed their experience and are now willing to serve the whole day.

Santa Fe, New Mexico

Chapter 1, Recruiting the General Public.

Santa Fe leveraged a relationship with a local reporter, who published a notice about the need for poll workers for three consecutive days. More than 200 people responded to the notice—nearly overwhelming the election office.

Chapter 1, Recruiting the General Public.

Santa Fe posted bright orange poll worker recruitment signup sheets in the polling place. Twenty precincts returned the sheets with a total of 50 names.

Hamilton County, Ohio

Chapter 1, Recruiting the General Public.

Hamilton County developed a method for tracking the source of each poll worker, both new and old. The county tracked the source of each poll worker who worked in the election.

Impact on the Guidebook

- Pilot offices requested specific models and how-to instructions. The authors searched for existing models. They also used models developed by the pilot jurisdictions in the guidebook.
- Jurisdictions appeared to be less likely to use the guidebook to plan a complete overhaul than to make incremental changes over a longer period of time. The authors changed the guidebook to include more simple and easy-to-implement changes.

Note on the Terminology and Reference to Specific Jurisdictions

The immense variety of election terms posed a challenge for the authors. Poll workers are variously called judges, booth workers, precinct officials, board workers, and, of course, poll workers. The person in charge of the polling place on Election Day can be called a precinct captain, chief judge, supervisor, or presiding judge, to name just a few. For simplicity's sake, we refer to all workers in a polling place as poll workers.



References to the sizes of jurisdictions are roughly based on the following breakdown:

- Large: population of 250,000 or larger.
- Medium: population of 50,000–249,999.
- Small: population of 49,999 or smaller.

Hybrid Discussion/Specific Models.

Whenever possible, this guidebook provides composites gleaned from dozens of interviews on any practice or method, rather than from the efforts of specific jurisdictions. The many models included in the guidebook (flyers, forms, tables, etc.) are most effective when presented in their original context, with references.

Elections depend on poll workers. They cannot operate without the army of citizens who are willing to staff the polls every Election Day.

Recruiting poll workers is an ongoing challenge. According to a 2006 survey conducted by the National Association of Counties (NACo), 56 percent of election officials reported that they were unable to fully staff the polls in the last presidential election.

Increasingly, election officials need poll workers with different skills. Under the Voting Rights Act of 1965, for example, many jurisdictions require bilingual poll workers due to the growing number of naturalized citizens for whom English is a second language. Since the passage of the Help America Vote Act (HAVA) of 2002, officials seek poll workers who are comfortable with new technology, such as touch-screen voting systems and electronic poll books. As closely contested elections become more common, officials also need poll workers who can implement increased documentation and security procedures. Following the 2000 election and the passage of HAVA, demands on poll workers' performance have increased.

Specialty Recruiting

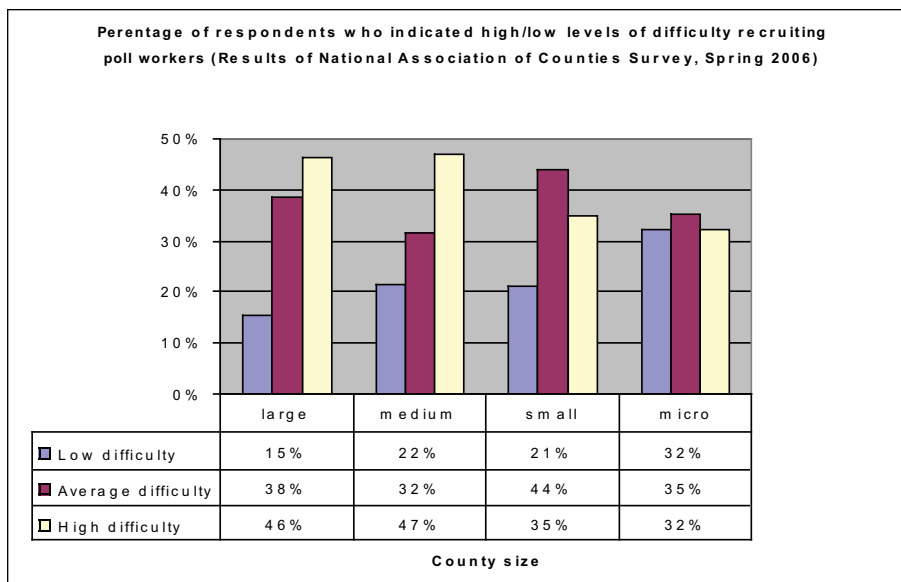
Traditionally, poll workers have been recruited individually. Partnering with intermediary organizations to recruit poll workers is a good

alternative. One county is able to recruit 800 of its 4,000 poll workers by partnering with local businesses. Another county recruits two-thirds of its poll workers through intermediaries, a process called Specialty Recruiting. Such strategies can form part of a long-term poll worker recruiting strategy. Election officials are developing long-term relationships with groups that provide workers, rather than relying solely on short-term connections to individual workers.

Track Recruiting Efforts

Because election officials have limited time and money to spend on poll worker recruitment, it is important to track those recruiting efforts that yield the greatest number of high-quality poll workers. Those election officials who monitor the results of their poll worker recruitment efforts cite three benefits of tracking:

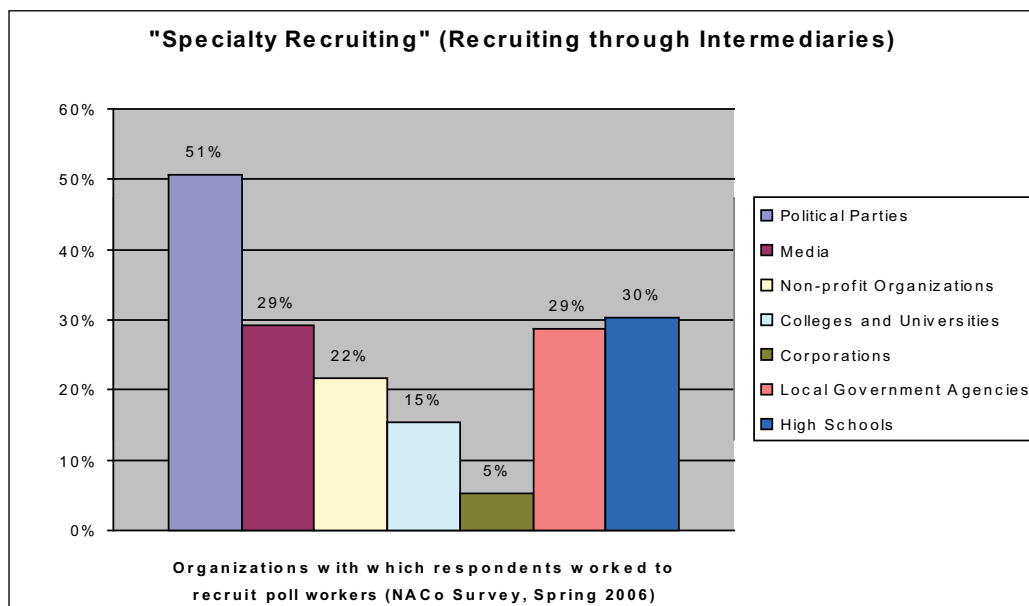
1. It determines which recruitment tactics are most cost-effective and makes a strong case for decisionmakers to allocate resources to use those tactics.
2. It identifies sources of poll workers who possess the skills and background most needed in the changing election environment.
3. It analyzes the long-term effectiveness and quality of poll workers recruited by different methods.



Track the percentage of your poll workers recruited through each kind of outreach. Some jurisdictions code their poll worker application forms to indicate where applicants got them. Forms given out at public events have one code; signup sheets or applications given out on Election Day have another code; online applications have still another code. These codes are entered into the applicant's file. Some jurisdictions use poll worker management software, but those using a simple Excel or Access data-base can add a field in the record with the code indicating how the poll worker was recruited.

Election officials should use uniform codes. For instance, if one staff member types "Recruited at Democratic Central Committee meeting" and another enters "DCCC," results will be more difficult to compile. Consider using drop-down boxes and labeling them as follows:

- *Already on File/Experienced PWs (Source not known)*
- *Democratic Party Event*
- *College Poll Worker*
- *County Poll Worker*
- *High School Poll Worker*
- *Newspaper Ad*
- *Radio Ad*
- *Referral From Current Poll Worker*
- *Registration/Recruiting Postcard Mass Mailing*
- *Republican Party Event*
- *Targeted Letter to Individual Voters or Households*



Sample #1. Drop-Down List Used To Code Poll Workers by Source, Los Angeles County, CA (page 62)

In This Chapter

- Tips for Improving Your Recruiting Program
 - Recruitment Messages That Motivate Poll Workers
 - Printed Materials for Your Recruitment Drive
 - Electronic Media for Your Recruitment Drive
 - Common Outreach Tools for Your Recruitment Drive
 - Other Recruitment Ideas To Consider
-

What messages recruit poll workers? What messages recruit the best poll workers? How can you get these messages to the right audience? Focus groups conducted by the League of Women Voters' Education Fund in 2006 provide some answers.

Consider the following issues when planning a recruitment effort:

- The public has limited knowledge of how polling places operate, and many people may not realize that they can serve as poll workers. Let people know about the need for poll workers and that they are eligible to serve.
- An in-person request will be more effective than a broadcast message, but it's far more labor intensive. A targeted request made to voters in the neighborhood where poll workers are needed is even more effective.
- Because recruiting is labor intensive and because the need for poll workers with different skills is increasing, keeping track of recruiting methods is extremely important. You need to know which methods are bringing in poll workers who meet your needs.

This chapter describes the most common practices used by election officials across the United States to bring in potential poll workers. Your challenge is to put these practices to the test and to use them strategically given the issues addressed above.

Tips for Improving Your Recruiting Program

- **Be specific.** When developing your message, be specific about your needs. Whether you are drafting a recruitment letter or a press release, include specifics, such as "26 people are needed to serve in the Lake Ridge Community" or "57 technology-savvy voters are needed to serve in Ward 6." Citing a specific need lends a sense of urgency to your request.



"One of the major misconceptions I had was, I thought the poll workers worked for the government—that they were sent here by the President—to ensure that I could cast my vote, and they're not—they're average people like my parents who volunteer and give their time so that everyone else can vote."

— Chari Burke, Deputy Clerk of Court Administration, Marion County, IN, as stated in the By the People movie.

- **Target your audience.** A general public service announcement (PSA) or advertisement may not yield as many responses as an article about the need for poll workers in a newsletter for retired teachers or retired government employees.
- **Use your Web site.** If your office has a Web site, post a highly visible notice about the need for poll workers. Any Internet-based recruitment effort will bring recruits who are comfortable with computer technology.
- **Create checklists and follow up on every lead.** Keep track of recruitment calls and make sure the people who call are either placed on a team or on a standby list. Keep a record of the people you are unable to place and the reason why you could not place them. This record will help indicate which recruiting efforts led to placing people on teams and which led to lists of nonplaceable people.
- **Be prepared.** When recruiting, make sure you have the capacity to respond to every potential applicant who calls your office. You do not want an applicant to call and not be able to get through to the right person or to leave a message that is never returned. If you do not have enough staff members to handle a high volume of calls, be sure that an answering machine or electronic voice mail picks up when the phone line is busy. The voice message can also direct the caller to your Web site to apply on line.
- **Talk with other election officials.** You can gain a wealth of information from other election professionals facing the same challenges. Compare notes on what worked and what did not work. Share information on the stipend amounts that you pay your poll workers. Reach out to jurisdictions with a similar number of voters or voter demographics to share similar successes, challenges, and solutions. For example, large urban counties and cities will experience challenges similar to other large urban counties and cities.

Recruitment Messages That Motivate Poll Workers

Many election officials remember a time when they could simply appeal to a sense of civic duty to recruit all the poll workers they needed. The demands of modern life make more persistent and targeted approaches to poll worker recruitment necessary.

Recent research suggests that, although an appeal to “participate in democracy in action” may motivate some voters, it may not bring enough people to staff the polls adequately or it may not bring enough people with diverse skills, including technological skills, whom you need in your jurisdiction.



Sample Recruitment Checklist

- *Have we called every poll worker who served in this precinct in recent history?*
- *Have we called every poll worker who served in a neighboring precinct in recent history?*
- *Have we called the people who signed up to serve at their polling place in past elections?*
- *Have we pulled possible volunteers from all voter registration forms and from responses to recruiting messages in sample ballots or other election materials?*
- *Have we mailed a recruiting postcard to targeted voters in especially hard-to-recruit neighborhoods?*

In the spring of 2006, the League of Women Voters tested various recruitment messages in focus groups drawn from the general public. The League found that people were drawn to the following messages:

- **“Serving as a poll worker is fun!”** Election officials report that longtime poll workers serve repeatedly because they enjoy it. Most poll workers enjoy getting acquainted with and working with neighbors and sharing a potluck meal. (Be careful not to oversell this message. Sitting in a garage or chilly school cafeteria for 12 hours is really not much fun, so be sure to provide tips to poll workers on preparing for the long day, such as bringing snacks and sweaters. Your poll workers will appreciate the heads up.)
- **“You can serve your community” or “Your community needs x number of poll workers...”**. People respond more positively to a specific need in their community.
- **“You will be PAID!”** Some potential poll workers will be swayed by the promise of payment. Some poll workers see the volunteer stipend as “a little extra pocket money,” while others use it to help pay the rent.

When you are developing your messages, remember that most people know nothing about polling-place operations; you will need to teach them. In addition, consider bringing in representatives from different demographic groups—young professional voters, bilingual voters, or low-income voters—to learn what might motivate them to serve.

Printed Materials for Your Recruitment Drive

The Application Form

Create a poll worker application form. The form should request all the information you need about the applicant, including name, address, home phone, work phone, e-mail address, precinct, party affiliation, whether the applicant is willing to serve in any precinct in the jurisdiction, language fluency, any relevant physical handicaps, and any potential legal conflicts, such as employment in the office of an elected official.

Sample #2. Los Angeles County, CA’s “World of Difference” Application (page 63)

Sample #3. Harris County, TX, Application/Brochure Combo (page 64)

The poll worker application form should—

- *Fit on one page.*
- *Be clear.*
- *Leave enough room for the applicant’s responses.*
- *Be easily duplicated and adapted to fit into a brochure or flyer.*
- *Include information about where to return the completed application or where to access the form on line.*

Tips

- *If the application is a stand-alone flyer, consider turning the reverse side into a self-mailer.*
- *Combine the recruiting message with a voter registration mailing.*
- *Use the application as a screening tool provide to an opportunity to evaluate the applicant’s literacy.*

Brochures and Flyers

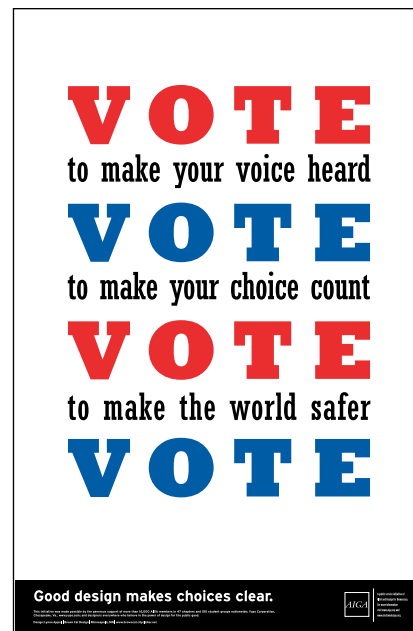
Poll worker brochures and flyers are important for community outreach. If prepared well, they can be an effective education and recruitment tool.

To prepare an effective brochure or flyer, you will need the following:

- Someone to design the brochure or flyer.
- A print shop (or a company that will donate the print job).
- A distribution plan. Consider placing the brochures or flyers in high-traffic locations, such as grocery stores, libraries, and temporary employment agencies. This approach can be a low-maintenance way to provide access to many new potential poll workers. Be sure to place your brochures or flyers at community outlets in precincts where you have a particular need for poll workers.
- A message targeted to your jurisdiction. After you have determined what messages work for your jurisdiction—a specific community need, the stipend, or the fun of being part of Election Day—you can incorporate them into all your printed materials.
- Information about what will be required of applicants, such as pre-Election Day training and the hours they will serve on Election Day.

Tips for Creating Eye-Catching Recruiting Materials

- Create a title for the brochure, flyer, or program. Examples of messages currently in use include the following:
 - “Help Carry the Torch. Be a Poll Worker”
 - “Champions of Democracy”
 - “Promote Democracy: Poll Workers Needed!”
 - “Help Deliver Democracy and Make Money Doing It!”
 - “Celebrate Your Freedom: Become a Harris County Poll Worker!”
 - “Serve Your County: Be an Election Judge”
- Use off-the-shelf publishing software to create your own design.
- Use your jurisdiction’s print shop to save on printing costs.
- Get a business or organization to donate the printing.



- Recruit a graphic artist (or graphic art student) to design your promotional materials.
- Request a high school art class to develop your materials.
- Ask State/county/municipal departments and community organizations to distribute your materials with their mailings.
- Consider whether to specify dates. Specific dates mean that the flyer or brochure will quickly become outdated. By not including specific dates, the reader does not have a timeframe for responding.
- Consider using two-color printing to make the materials more appealing. Two-color printing, however, can increase costs.
- Change your pitch from the general “Poll Workers Needed!” to something specific: how many workers are needed on Election Day, where they are needed, and short explanations of what they will be doing.

The Mail: Targeted Postcards and Letters

One jurisdiction reports that a single recruitment letter sent to all registered voters brought in all the poll worker recruits it needed. A mailing enables you to target certain hard-to-recruit areas, but it can be labor intensive if conducted in house or expensive if conducted by a mailing house. Read the following tips to help plan your mailing tool.

- Target the type of poll worker needed.
- Consider ways to make the mailing stand out from other pieces of bulk mail.
- Use the same recruitment messages used in PSAs and other advertisements.
- Write in a personal, conversational style.

Sample #4. Johnson County, KS, Fact Flyer (page 65)

Sample #5. Johnson County, KS, Poster (page 66)

Sample #6. King County, WA, Poster (page 67)

Sample #7. Missouri/Truman Poster (page 68)

Sample #8. National Association of Secretaries of State “Help Carry the Torch” Poster (page 69)

Tips for Your Jurisdiction’s Flyers and Brochures

- *If possible, adapt the flyers or brochures to specific communities. Create versions of the flyers or brochures in languages other than English. Consider creating one version in large-font print for potential poll workers whose vision is poor.*
- *Code the brochures and flyers so you know where they were placed. When volunteers call to inquire about serving, ask them to provide the code.*

- Make sure the letter includes the requirements to serve as a poll worker.
- Be sure to mention the stipend.
- Be sure to specify what the recipient should do. If you want the recipient to mail a response card, consider enclosing a self-addressed mailer with the voter's information on a label.
- Ask the school system to send home a recruitment brochure or flyer that you provide. A "parent recruitment program" gives access to a younger set of potential poll workers who are engaged in the community. Establish good rapport with your school administration so you can put flyers or brochures in students' backpacks. Use a specific and compelling message that tells parents they are needed—and exactly where they are needed—in their community. Arrange to have your flyer distributed on a day when the material will stand out, so it will be less likely to land in the recycling bin.

Double Duty for Voter Registration Forms

A number of States and jurisdictions include checkboxes on the voter registration application and change of address form to indicate interest in serving as a poll worker. The check boxes on the forms let those who are registering to vote know that they are also welcome and needed to serve at the polls. Other jurisdictions include this information in sample ballot booklets. Some election officials have told researchers that this practice, coupled with word-of-mouth efforts, yielded sufficient numbers of poll workers.

Signup Sheets at Polling Places

Election officials have also told researchers that placing signup sheets at polling places can be an effective method of attracting future poll workers. This approach can be as simple as placing a clipboard with signup sheets asking for the voter's name, address, and telephone number. Voters can sign up on the spot. Poll workers recruited in this way tend to already know some of their potential colleagues.

Electronic Media for Your Recruitment

Internet and Broadcast E-mail

Use Web technology to attract tech-savvy poll workers. Place recruitment messages on Web sites and use broadcast e-mail to invite people to serve as poll workers.

Tips for Recruiting From Voter Registration Forms

- *This method may require cooperation with the State election office.*
- *Jurisdictions need sufficient staff to follow up with people who check the box.*
- *This tool requires coordination between the voter registration staff and the poll worker recruiting staff. In jurisdictions using poll worker management software, a database query can produce a list of registrants who check the box.*

Pitfalls

Election officials in focus groups reported that some people may check the box without really understanding what a poll worker does and lose interest when staff follow up.

Tips for Recruiting From Signup Sheets at Polling Places

- *Include signup sheets on the polling place setup diagram or checklist.*
- *Place signup sheets strategically at all polling places.*
- *Train poll workers to point out signup sheets to all voters. Produce eye-catching sheets so poll workers will be reminded to pull them out of their supply packages.*
- *Consider asking potential poll workers for e-mail addresses as an additional way to follow up with them.*

Web Sites

The election Web sites in most jurisdictions include a poll worker recruitment message. For the message to be most effective, consider the following ideas:

- Put the message on the home page.
- Give it a clear action title: “Be A Poll Worker!” is clearer than “Democracy in Action” and more compelling than “Poll Worker Information.”
- Include specific facts, such as “It takes 13,000 citizens to run the polls in our county on Election Day.”
- Use the same message on the Web site that you use in print brochures and PSAs.
- Link your message to additional information, such as—
 - An application that can be completed and submitted on line.
 - An overview of the poll worker’s duties and the Election Day process.
 - A list of the benefits and requirements.
 - Testimonials from current or long-serving poll workers.
 - Training information—schedules; additional materials, such as exercises; or even online training programs.
- Track new poll workers who came to you via the Web site.
- Ask other organizations to place the poll worker recruitment message on their Web sites. Use these messages at strategic times—a few months before elections. Consider asking government agencies, community organizations and clubs, student groups, and neighborhood associations to help recruit poll workers.

Sample #9. Full-Service Poll Worker Web Site, Arlington County, VA (page 70)

Sample #10. Web Site on Which Potential Poll Worker Enters Information Onto the Online Application (page 71)

Maximizing and Managing Online Applications

Madison, WI, City Clerk Maribeth Witzel-Behl shared development plans currently under way to link an online application to her poll worker database. In an effort to entice young, savvy voters to serve as poll workers, the city has developed an online poll worker application. After an applicant submits his or her application, the homegrown poll worker management system bumps the application up against the appropriate home precinct of the poll worker. If the poll worker team needs a new member, applicants are advised that they are needed in their home precinct and that someone from the office will be contacting them. If the poll worker team is full, applicants are asked if they would be willing to travel to another precinct. The system also prioritizes those applicants who commit to serving more than one election.

E-mail

- Use e-mail to recruit poll workers, but do not become a “spammer.” Instead, ask partner organizations to send an e-mail recruitment message to their networks. You may compose a draft message that they can customize. For example, ask a business or government agency to include your recruitment message in one of their regular e-mails to their employees. Ask community organizations who e-mail their members to do the same.
- Keep e-mail address lists current; they tend to become obsolete more rapidly than direct-mail address lists. Be sure the organizations you are working with have a process for keeping their lists current. Devise a method for tracking whether e-mail outreach results in poll worker recruitment.

Additional Tips for Recruitment on the Web

- Consider purchasing ads on search engines (e.g., Yahoo, MSN, Google) that will display when the user searches with election-related terms; for example: vote, voter, register, election, elect, Election Day.
- Be sure to protect the integrity and good name of your election office when linking to another organization’s Web site. Examine the Web site carefully. Be sure to approve your message and its placement before it is posted on the site. Consider including a disclaimer regarding the connection between the organization and the election office.
- Be creative. One election official, who was experiencing great difficulties in recruiting bilingual poll workers in a certain language, posted a detailed notice on *Craig’s List* and was inundated with potential volunteers.

Public Service Announcements

Radio and television stations are required to donate air time for PSAs in exchange for their use of public airwaves. Many election officials have persuaded stations to dedicate some of this time to poll worker recruitment. Air time is a valuable commodity, so it is important to make the most of the 30 or 60 seconds you have to state your case.

Make a list of all local radio and television stations. The county public affairs officer can assist you with this. Establish a relationship with each station’s public service director. Keep in touch even when you are not desperately trying to recruit poll

Sample #11. Radio Public Service Announcement Used in the Washington, DC, Metropolitan Area (page 72)

Tips for Public Service Announcements

- *Contact public access channels; many will air PSAs, and some may air poll worker training videos.*
- *Be specific about your needs.*
- *Give a phone number to call. Repeat the number.*
- *Target messages for radio and TV at 28 seconds for 30-second slots.*
- *Find a professional writer to make the message clear and concise.*
- *In large urban areas where the media market covers more than one jurisdiction, consider working with colleagues in neighboring jurisdictions to develop a message that works for everyone.*
- *Have adequate staff who are prepared to respond to phone inquiries in response to the PSA message. Direct overflow calls to a voice-mail message asking the caller to leave a specific message and/or to apply on line.*

workers—media staff change jobs at a rapid rate and you will want to know the person in charge of selecting which PSAs will air. Be certain to include minority and foreign-language radio and television stations.

Some radio and television stations will use their own staff to record the PSA, while other stations will accept pre-recorded PSAs. Producing your own PSA offers you greater creative control, but it can be costly, unless you have access to production equipment. Seek a sponsor to pay for producing your radio and television PSAs, or consider working with the local college or high school media production classes to create your advertisements.

Media Coverage: Paid or Public Service

Many election officials place paid advertisements in local newspapers asking for poll workers for an upcoming election.

Ads can be extremely effective if properly placed and worded. To catch the reader's attention, include specifics: number of poll workers required, locations to be served, skills required, time commitment.

The Telephone

The telephone is another effective electronic outreach tool. Some jurisdictions conduct phone drives to recruit poll workers from lists of registered voters. Phone drives have two big advantages: you can target hard-to-recruit areas and a personal request usually gets a better response than a broadcast message.

Other jurisdictions use their voice-mail message to urge callers to become poll workers. If you post a recruitment message on your voice-mail system, make sure the message includes directions ("Press 1 for our poll worker recruiter" or "Be sure to ask about serving as a poll worker when you speak to a staff member"). Also, direct staff on handling these calls. Callers who have to make a second call or who are transferred several times may lose interest.

Common Outreach Tools for Your Recruitment Drive

Word-of-Mouth Recruitment

Word-of-mouth recruitment is the simplest technique. Ask people in person if they would like to serve as poll workers.

Sample #12. News Coverage, Milwaukee Journal Sentinel, January 7, 2007 (page 73)

Tips for Media Coverage: Paid or Public Service

- *Time the placement of your ads for maximum effect: close enough to Election Day so people have begun thinking about the election, but with time to reply to, screen, place, and train all who respond.*
- *Advertise in small local papers. They are likely to be less expensive, and you can target your audience.*
- *Arrange with the local newspaper to run a human-interest story about a poll worker. The article could be about: the worker who has served longest, the new citizen who is thrilled to be serving his new country in this way, or the high school student who is a first-time voter and wants to serve democracy.*

Sample message:

"Lake County needs registered voters—especially voters who speak Spanish—to work at the polls for the September 12th Primary. Workers will receive a stipend for their service. If you are interested in this opportunity, leave your name, your address, and your telephone number and we will respond promptly."

Many election officials in small jurisdictions say this method is the only method they need.

Maximize your effort by mobilizing existing networks:

- Encourage current poll workers to recruit additional workers.
- Get on the agenda at local service and social organization meetings, such as local women’s clubs and Kiwanis Clubs.
- Invite poll workers to bring a friend to training. Provide a special incentive for those whose friends sign up.

Be aware of some disadvantages, however....

- Word-of-mouth recruitment can be time consuming and labor intensive. It may not be effective if the people you ask are unwilling to serve where poll workers are needed.
- Word-of-mouth recruitment cannot help you reach a more diverse pool of poll workers than you already have. Use this kind of recruitment if you are satisfied with the demographics of your poll workers—age, gender, race, ethnicity, socioeconomic status, neighborhood representation, etc.

Recruiting poll workers through social networks is effective in jurisdictions of all sizes, but especially so in small communities.

Community Outreach Committees

Create an outreach committee that regularly brings together community leaders and activists to discuss election-related issues, identify new sources of poll workers, and provide feedback on the conduct of elections.

Committees can include representatives from the following community groups:

- Accessibility organizations (e.g., Center for Independent Living, local chapter of the American Federation of the Blind).
- Chambers of Commerce or business associations.
- Churches.
- Cultural organizations.
- Political parties.

Sample #13. Letter From San Diego County, CA, Registrar of Voters (page 74)



*“You’ve got to encourage the poll workers to ask voters if they’d like to work the polls. Just having a signup sheet didn’t prove to be very effective. When we asked the poll workers to help us recruit by encouraging people to sign up, **then** we got results!”*



- Service organizations (e.g., Rotary Club, Kiwanis).
- Unions and associations (e.g., American Association of University Women, retired teachers associations, college alumni organizations).
- Voter education organizations (e.g. League of Women Voters, National Association for the Advancement of Colored People, National Association of Latino Elected Officials, Asian Pacific American Legal Center).
- Women’s groups (e.g., Junior League).
- Youth groups (e.g., sororities, fraternities).

For the committee to be effective, a dedicated staff liaison from the committee must continually reach out, provide assistance, and monitor recruitment. Consider holding regularly scheduled meetings with agendas that inform and seek feedback from members on all aspects of election initiatives. Community outreach committees can be a good source for new methods of voter outreach, new methods of poll worker training, and even new voting systems.

Other Recruitment Ideas To Consider

Poll Worker “Draft”: The Nebraska Model

One U.S. jurisdiction “drafts” poll workers in a manner similar to that of drafting people to serve jury duty. Nebraska law permits a county to draft citizens to serve as Election Day workers. Citizens whose names are drawn from the list of registered voters must serve in four elections. Any individual ordered to serve as an election official may not be subjected to discharge from employment, loss of base pay, overtime pay, sick leave, or vacation time, and may not be threatened with any such action. A person who fails to report on Election Day can be convicted of a Class III misdemeanor.

In 2000, Douglas County (Omaha) drafted 1,500 of its 2,500 Election Day workers. It was the only county in Nebraska to use drafted Election Day workers in 2000. This practice helped the county reach its recruitment goals, although it is not clear whether the general public approved this method. Voters recruited through a draft may be reluctant to serve and may not provide voters with a positive voting experience.

Sample #14. Kansas City, MO, Signup Brochure at the Polls (page 75)

Sample #15. Montgomery County, MD, Signup Sheet at the Polls (page 76)



Outsourcing Your Recruitment Efforts

Consider contracting with professional recruiters—firms or individuals who specialize in filling temporary positions—or a contractor with extensive community contacts to conduct some or all of your poll worker recruitment. Most components of election administration must be carried out in house because they require election-specific expertise. Poll worker recruitment, however, can be carried out by professional recruiters with little or no expertise in this field. For best results, give your contractor clear directions and a realistic timetable and provide oversight of their recruiting process.

Evaluating an Outsourcing Program

- Use records from previous elections to compare the numbers and types of poll workers recruited on various pre-election occasions.
- Set specific goals for the recruiter in advance. Will the recruiter be responsible for bringing in poll workers from the general public, from certain geographic areas, or to speak a certain language? Will the recruiter be responsible for following up with potential poll workers to encourage them to serve in certain areas of the jurisdiction or to encourage them to attend training?
- Track whether recruits brought in by the outside recruiter are any more likely to be placed on a poll worker team, attend training, or serve in more than one election.

Tips for Outsourcing Poll Worker Recruitment

- *Hire recruiters to recruit all poll workers or just one segment, such as bilingual or student poll workers.*
- *Hire recruiters as independent consultants or as temporary staff.*
- *Include a variety of recruiters' tasks: speaking to volunteer groups, staffing booths at public events, developing recruiting materials, or doing poll worker intake duties.*
- *Determine the number of recruiters you need based on the number of poll workers you need. The number of recruiters can range from 1 to 50.*

Outsourcing Poll Worker Recruitment Can—

- *Free up staff time and energy for other priorities.*
- *Tap into a fresh, potentially extensive, network of contacts in the community.*
- *Access expert techniques that bring in new people and retain them for multiple elections.*
- *Help your recruitment staff pick up new contacts who will energize their efforts next time.*

Beware of the pitfalls and challenges to this approach. The cost of outsourcing a recruiting effort may be greater than doing the recruiting in house. Consider a pilot program and weigh the benefits.

In This Chapter

- Benefits of High School Recruitment
 - Pitfalls and Challenges
 - Resources Needed
 - Adapting the Program to Your Jurisdiction
 - Tips
 - How To Evaluate Your Program
-

High school poll worker programs can be an exciting way to bring new faces into the poll worker pool and to engage young people in their communities. The key is to create long-term partnerships with high school administrators and teachers to repeatedly recruit high school students to serve at polling places in their communities.

A number of States have statutes allowing high school students to serve as poll workers. Most of the statutes enable students to serve on Election Day as regular poll workers, helping to set up the polling places, assisting voters with signing in, issuing ballots, and helping to close the polls. Other statutory models are more restrictive and do not permit students to assist in processing ballots.

Some models require that a student be a high school senior, at least 16 years old, and with a minimum grade point average. In most cases, the student must be nominated or appointed by a teacher or principal and must obtain permission from parents or custodians.

Benefits of High School Recruitment

For Election Officials

- Students have a commitment to their teachers and parents to serve and, therefore, are likely to show up.
- Students are in “learning mode” and will easily grasp complex election procedures.
- Students bring new energy and vitality to a long-established poll worker team.
- Students are likely to be comfortable with technology.
- Bilingual students can be a great bonus to a precinct team.



“Our young people working at the polls have brought an energy and excitement that is infectious with not only our elderly poll workers but has also helped change the complexion of the polling location to show that young people are committed.”

—Gary J. Smith, Director of Elections and Registration, Forsyth County, GA

For Participating Students

- Students receive a hands-on community service opportunity.
- Students may receive the poll worker stipend.
- Many teachers offer extra credit to students for attending the training and for drafting a report on their Election Day experiences.
- Participation looks good on college and job applications.
- The community-service element might fulfill a graduation requirement.

For Participating High Schools

Teachers have been positive about student poll worker programs because they complement students' inclass civics curriculum.

Pitfalls and Challenges

High school poll worker programs often require the following:

- Regular communication with administrators and teachers.
- Extra time to prepare students for the voting experience.
- Preparatory steps before a student poll worker can be placed on a poll worker team, including, in many jurisdictions, nomination forms and parental authorization. Some jurisdictions have to limit the number of students who could be nominated from any one school because the community surrounding the school has limited poll worker needs.
- Assistance with transportation, if students do not have cars or other transportation to their assigned polling places.

Resources Needed

- A point person at the election office.
- A customized brochure or introductory packet; customized signup form.
- Statutory authorization, because most students will not be of voting age.
- Authorization from a jurisdiction's chief administrative officer or board of supervisors or directors.

The Key to Gary's Success

Election officials who implement student poll worker programs say that, although the program is a lot of work, it does help bring new energy and new faces to their Election Day team. But many of these election officials expressed frustration with recruiting enough students to serve before and during the summer months (i.e., primary and special elections).

Gary J. Smith is director of elections and registration for Forsyth County, GA. Forsyth County began its high school program in 2002. By the primary 2004 election, Forsyth County's goal was to use high school students as one-third of its poll workers...and they succeeded.

Gary attributes customized training as one factor in their success in having a large number of students serve in an August primary. Training the students in a familiar setting with their peers promotes a level of comfort. Making an effort to customize training and adding a broader civics theme show the partnering teacher that the election official is committed to the larger idea of the program—not only to fill poll worker shortages, but to promote life-long engagement in the voting process.

Adapting the Program to Your Jurisdiction

- For jurisdictions that face particular challenges in recruiting poll workers in lower income areas, a high school poll worker program can be invaluable, especially in those States where poll workers must reside in the assigned precinct.
- **Warning!!** You may need to use different strategies for elections held when school is not in session.

Tips

- **Offer onsite or special training for the students.** Poll worker training classes are geared to experienced voters, but many high school poll workers will not be familiar with the setup of a polling place or how a vote is cast. A customized inclass voter outreach presentation provides an opportunity for students to ask the “big picture” questions in the company of their peers. Some jurisdictions offer onsite training for schools with 20 or more participating students.
- **Check in annually with each school and remind them when it is time to recruit again.** Also discuss ways to highlight their contributions by publicizing their efforts.
- **A good school liaison is the key to success.** Your teachers will be your invaluable partners from election to election. The program can be a lot of work for the teacher, who must answer students’ questions, forward nomination forms, encourage students to attend training (or host the training), and follow up with students who served. Certificates of appreciation can acknowledge their efforts.
- **Bonus Tip: \$\$\$!** One jurisdiction began to provide the equivalent of a poll worker stipend to the high school teachers who regularly coordinate the program in their community.
- **Students can be motivated by learning about other students who have served as poll workers.** If possible, provide students with photos and quotes from graduates who participated in the program.
- **Some veteran poll workers might not appreciate having a student poll worker on their team.** They may assign students an uninteresting task, such as handing out “I VOTED” stickers all day. Suggest to the lead poll worker that substantive or varied Election Day tasks can make a huge difference in the student poll worker’s experience.



Photos courtesy of Gary J. Smith, Director of Elections and Registration, Forsyth County, GA.

How To Evaluate Your Program

- Record how many students were nominated and served from each school.
- Feedback from teachers, participating students, and poll workers who served with students is critical in assessing the success of the program. Including them in a post-election evaluation of the program can yield valuable insights about the program and ways to improve it. Expand your support team by including the parents of participating students.



In This Chapter

- Benefits of College Recruitment
 - Resources Needed
 - Adapting the Program to Your Jurisdiction
 - Tips
 - How To Evaluate Your Program
-

College poll worker programs partner with college administrators and professors to recruit college students to serve at polling places on Election Day.

Benefits of College Recruitment

For Election Officials

- Students have made a commitment to their professor and are likely to show up.
- Students are likely to be comfortable with technology.
- Bilingual students can be a great bonus to a precinct team.

For Participating Colleges

Professors often appreciate the opportunity they can offer students.

For Participating Students

Students receive valuable hands-on community service opportunity. Students receive the poll worker stipend, and many professors offer extra credit to students for participating in the program and writing a report on their Election Day experiences.

Resources Needed

A point person at the election office with brochures and signup forms.



EAC Guidebook on College Poll Worker Programs

A Great Resource!

- *A Guidebook for Recruiting College Poll Workers examines formal and informal college poll worker programs across the United States from the viewpoint of election officials, college administrators, professors, and students.*

Adapting the Program to Your Jurisdiction

A college poll worker program can be especially beneficial if it is located in hard-to-recruit precincts and in States that mandate that poll workers must reside in the assigned precinct.

Tips

- **Offer Onsite Training.** Poll worker training classes are geared to experienced voters. A customized inclass voter outreach presentation provides an opportunity for students to ask questions. Onsite training means that more time can be spent showing the students what a polling place looks like, explaining its basic functions, and offering information on who can vote or serve as a poll worker. Some jurisdictions offer onsite training to schools with 20 or more participating students.
- **Check In Regularly With Colleges and Universities.** Remind them when it is time to recruit again.

How To Evaluate Your Program

Feedback from professors, participating students, and experienced poll workers who served with students is critical to assessing the program. A post-election evaluation with these stakeholders can yield valuable insights on your program and suggest ways to improve it.



In This Chapter

- Federal Requirements Regarding Bilingual Poll Workers
 - Benefits of Bilingual Poll Workers
 - Benefits of Partnering With Civic Organizations To Recruit Bilingual Poll Workers
 - Identifying Specific Needs
 - Tips
 - Pitfalls and Challenges
 - How To Evaluate Your Program
-

All adult citizens are entitled to register to vote, to understand the details of the election and voting processes, and to cast a well-informed, free, and effective ballot. Toward this end, more than 450 election jurisdictions across the United States are required to ensure that election information printed in English is also available in one or more other languages.

Nationwide, 466 local jurisdictions in 31 States are required to provide language assistance. Of this total, 102 jurisdictions in 18 States assist Native Americans or Alaska Natives; 17 jurisdictions in 7 States assist Asian language speakers; and 382 jurisdictions in 20 States assist Spanish speakers. Some jurisdictions are required to offer assistance in multiple languages; many more do this voluntarily.

Federal Requirements Regarding Bilingual Poll Workers

Section 203 of the Voting Rights Act requires certain jurisdictions to make language assistance available at polling locations for citizens with limited English proficiency.

- Section 203 Coverage Formula
A jurisdiction is covered under Section 203 where the number of United States citizens of voting age is a single language group within the jurisdiction—
 - Is more than 10,000; or
 - Is more than 5 percent of all voting citizens; or
 - On an Indian reservation, exceeds 5 percent of all reservation residents; and
 - The illiteracy rate of the group is higher than the national illiteracy rate.



- Every 10 years, the U.S. Census Bureau develops a list of Section 203 jurisdictions that is reported in the *Federal Register*. The 2000 list was posted in June 2002 and can be viewed at www.usdoj.gov/crt/voting/sec_203/203_notice.pdf.
- Registration and voting materials for all elections must be provided in the minority language, as well as in English. Section 203 requires certain jurisdictions to provide bilingual election assistance—including notices, instructions, information, and ballots—to citizens who are members of a designated language minority group and who have limited English proficiency.

Benefits of Bilingual Poll Workers

- Bilingual poll workers provide a valuable service to voters who are not proficient in English. Limited-English voters are able to vote more confidently when they understand the voting process and can make informed decisions on ballot issues.
- Most poll workers welcome bilingual poll workers to the precinct team.
- Bilingual poll workers have told researchers that they enjoy the opportunity to serve their community.
- Assigning bilingual poll workers to a precinct can help it run more smoothly on Election Day. Voters who need extra assistance can slow down the voting procedures. A friendly face and a common language spoken by a bilingual poll worker can help streamline such proceedings.

Benefits of Partnering With Civic Organizations To Recruit Bilingual Poll Workers

One way to recruit bilingual poll workers is to work with civic organizations. Recruiting over the phone is generally ineffective. A personal connection—through family, community members, or community leaders—is more important.

Election officials who recruit bilingual poll workers do so through presentations and information booths at community centers, job fairs, churches, health fairs, and meetings of community service groups. Election officials also use messages distributed through community service groups'



newsletters. Many election officials have found that partnering with community organizations can be very effective.

Tips for Making the Most of These Partnerships

- **Be Specific in Your Request.** Explain the need for bilingual poll workers to community outreach leaders. Tell them what language or dialect is needed, when the poll workers will be needed, the hours involved, and the duties or positions. Request a specific number of bilingual persons to serve on Election Day.
- **Educate Your Partners.** The general public often does not know that ordinary citizens can serve as poll workers, that training is required, or that materials are available in a variety of languages.
- **Be Open to Community Feedback.** Community groups can be valuable recruiting partners and can also provide insightful feedback. You may hear important voting-related community issues that need to be addressed.
- **Use the Internet.** Ask professional organizations in the community to post your recruitment announcement on their Web sites or in their e-newsletters.

Identifying Specific Needs

The first step in a bilingual poll worker program is to identify how many bilingual poll workers are needed and at what locations.

A System for Identifying the Need for Bilingual Poll Workers

- **Census Data.** Although census data can be found at the local level, such data may not follow precinct lines. Some jurisdictions work with Geographic Information Systems (GIS) staff or with a vendor to provide assistance in locating demographic information at the jurisdiction level.
- **Voter Requests on File.** Election officials can track requests from voters for language assistance in several ways.
 - Include a check box on voter registration forms for voters with limited-English proficiency to request translated materials.



- Advertise a designated phone number where an operator with minority-language skills can assist voters whose English is limited.
- **Tracking Voters at Polls.** Consider providing a tally card at each polling place for poll workers to record those voters requesting language assistance.
- **Input From Community-Based Organizations.** If a community partner organization suggests that a neighborhood has specific minority-language needs, ask poll workers to track this information over several elections. In addition, ask bilingual poll workers to record the number of voters they assisted.
- **Dialect Surveys.** You may need to consider dialects within languages. For example, both Cantonese and Mandarin speakers can read Chinese written characters, but a speaker of Cantonese finds it difficult to understand a Mandarin speaker. Consider conducting a phone or postcard survey of minority-language speakers for whom regional dialects may be an issue. Then place dialect speakers in the precincts where they are needed.
- **Other Measures.** Consider providing a toll-free or dedicated line so that limited-English voters can call to request language assistance and the location of their polling place. Advertise in minority-language community newspapers, and use flyers in the appropriate language announcing that a voter can call a specific phone number to request translated materials.
- **Brochures.** A brochure in each jurisdiction’s mandated languages can be helpful. The brochure can advise limited-English voters how to request translated materials, explain how to request assistance at their polling place, and provide contact information of partner organizations that can assist. This brochure can be distributed at community events, through community libraries, and schools, etc.

Tips

- Hiring one or more bilingual speakers from the community to recruit poll workers can be one of the most effective ways to recruit bilingual speakers.
- As with the general public, minority-language speakers often do not know that poll workers are needed, how to become a poll worker, or the time commitment involved.



Stress to minority-language speakers that they can become poll workers, too.

- Minority-language media (TV, radio) can be terrific partners in publicizing the need for bilingual poll workers. Invite them to press conferences, and describe how and where bilingual poll workers are needed.
- Target high schools and colleges attended by bilingual students. Form relationships with administrators, teachers or professors, and student organizations. Arrange to make presentations and distribute recruiting materials to bilingual students.
- Target public sector (State, county, municipal) bilingual employees. Some governmental agencies provide a bonus to employees who speak a second language (i.e. court recorders, social workers, health workers) and may be willing to share their lists.
- Consider sending a postcard to current poll workers asking if they speak a second language and if they would be interested in serving in a polling place where that language often is spoken.

Pitfalls and Challenges

- Recruiting bilingual poll workers presents all the challenges of recruiting other poll workers, plus a few more. Bilingual poll workers must also speak English well enough to explain election procedures to English-only voters.
- Some voters—or even established poll workers—may not welcome bilingual poll workers, especially if they think that only English should be spoken at the polls. To address these concerns, provide information about how important it is that all citizens have the opportunity to fully participate in elections. Remind poll workers that “this is the law.”
- Cost. Some jurisdictions have found multilingual voter (MLV) programs to be expensive.
- For a glossary of election terms in Spanish, visit www.eac.gov/voter.

“It sends a very positive message to the minority language communities when they see staff members in the office who look like them, can speak their language, and can relate to their experiences and concerns. Speaking from personal experience, I have found that it is much easier to recruit and retain poll workers—especially bilingual ones from the minority language communities—when they feel a special connection to a staff member in the office, or when they feel that they would be representing their community by signing up to work at the polls.”

—Helen Y. Wong, Language Coordinator, Boston Election Department

How To Evaluate Your Program

- Keep track of voters who apply to serve as bilingual poll workers and monitor how many are placed on a precinct team. Assess the reasons that some applicants do not actually serve. This may help you adapt your outreach efforts, improve your message, and help recruiters improve their results.
- Monitor training attendance by the bilingual recruits. Consider phoning a sampling of bilingual poll workers to ask if they found the training valuable or if they have any questions.
- Election Day monitoring is critical. On Election Day have specially trained troubleshooters visit a number of polling places to check on operations and to troubleshoot any problems they encounter.

Model A. Media Outreach From King County, WA, Board of Elections

Model. Working With the Media, Boston CBS-4 “2006 State Elections,” August 19, 2006, Yadires Nova-Salcedo, Reporting

(CBS-4) State elections are coming up this September and November, and the City of Boston is expecting as many voters as possible to go out there and perform their civic duty. Now, to make sure that all of the registered voters fully understand the process, the Boston Election Department is looking for poll workers who can speak Spanish and many other languages. CBS-4's Yadires Nova-Salcedo talks with Helen Wong, Language Coordinator for the Boston Election Department. Tune in!

For more information or to get yourself an application to become a poll worker, you can call the Boston Election Department at 617-635-4491. (© MMVI, CBS Broadcasting Inc. All Rights Reserved.)

Model. Sample Web Sites Providing Translated Election Materials and Voter Information

- **New York:** (www.vote.nyc.ny.us/)
- **Los Angeles:** (www.lavote.net/)

“We had to think ‘out of the box’ to meet our bilingual-speaking poll worker numbers, and I’m proud to say in 2005 we had a 92 percent placement for the fall cycle, and for the 2006 September Primary we had 100 percent placement for our targeted polling locations. We owe that credit to the TV ad we ran featuring our former Governor Gary Locke, the first Chinese-American governor in the United States. We paid to have the ads run during the top-rated Chinese television shows on an all-Chinese TV station here in Seattle called AATV. The top rated shows are a soap opera and the 10 p.m. news. The station threw in two additional runs throughout the day as ‘community service’ to their audience.

“The most success we’ve had in recruiting bilingual poll workers and placing ads is to have our minority language compliance coordinators do the pitching and recruiting and request additional coverage at no charge as a public service to the community. People are much more eager to help when asked by someone they relate to, or a friend of a friend of a friend. While this is also effective for all recruitment efforts, we’ve found it essential in recruiting bilingual speaking poll workers.”

—Bobbie Egan / Colleen Kwan, King County, WA, Elections Division



CBS-4's Yadires Nova-Salcedo talks with Helen Wong, Language Coordinator for the Boston Election Department.

In This Chapter

- Benefits of Working With Business
 - Pitfalls and Challenges
 - Resources Needed
 - Tips
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-

Ask businesses to recruit and encourage employees to serve at the polls on Election Day—if possible, without losing their regular income (e.g. using administrative leave or service leave). These workers usually receive the poll worker stipend in addition to their regular salary.

Benefits of Working With Business

Participating companies often contribute to the communities in which they do business. A poll worker facilitator program enables them to give back to the community without incurring additional expenditures (because salaries are already budgeted). Many employees enjoy serving as poll workers and may be repeat volunteers and also provide word-of-mouth recruitment within their business. Employees who served as poll workers often said they felt a sense of camaraderie in their workplace. Some of these poll workers donate their stipend to a community charity or to a charity relevant to the business.

Participating employees in Franklin County, OH, said they enjoyed the break in their routine and a sense of satisfaction from serving and getting to know their community better.

Poll workers who are serving on company time have an added incentive to show up on Election Day—the reputation of their company is on the line. Election officials report that these poll workers seem especially flexible. They are willing to travel to areas of the jurisdiction where last-minute vacancies have occurred or where troubleshooters are needed. Some corporate employees like to take on this new responsibility as a challenge, setting the tone for the troubleshooter team.

Corporate poll worker programs can also be an effective way to recruit younger, more technologically savvy poll workers.

Pitfalls and Challenges

- Some corporate poll workers may become impatient if their calls to volunteer do not receive a prompt response.



They may also be critical of ill-prepared training programs if they have participated in high-quality corporate training programs.

- Some corporate poll workers need regular reminders to maintain their involvement and generate ongoing support within the business community. Be aware that your jurisdiction's relationship with some corporate entities may change with shifts in management.
- Corporate programs can occasionally raise political challenges. For instance, if a participating corporation has an interest in an issue appearing on the ballot, there could be an appearance of impropriety.

Resources Needed

- Point person at election office.
- Brochure or introductory packet with letter to corporate leader or human resources department.
- Poll worker application form.
- Possibly authorization from jurisdiction's chief administrative officer or board of supervisors.

Tips

- Ask the local Chamber of Commerce for their support and ideas. Consider sending a joint letter to the Chamber's mailing list, describing the corporate poll worker program and the requirements for being a poll worker. Encourage businesses to allow their staff to serve as poll workers without having to use personal or annual leave. Providing a brief presentation at periodic gatherings can also yield positive results.
- Engage a high-profile elected official or leader from the jurisdiction (such as a county executive or county supervisor) to serve as spokesperson for the program. Such leaders may open doors by sending a letter of introduction.
- Use a long lead time when working with other corporations. Have a brief introductory statement detailing the process the corporations and their employees should follow to get involved, the specific duties of poll workers, and the time commitment that will be necessary. After Election Day, report to the corporations how many of their workers served at the polls.



Additional Tips

- *Corporate poll workers may request the opportunity to split a shift. Jurisdictions may want to find a way to make this possible (see Chapter 10, [Offering a Split-Shift Option](#)).*
- *Competition can add to the success of the program. For example, in one county, the regional banks began to compete among themselves to provide the most poll workers. Election officials may try a pilot program with two competitive businesses.*

- Tell potential workers if you intend to ask them to travel outside their immediate neighborhoods to serve.
- Offer onsite training. This not only makes volunteering easier for employees but also allows for an additional opportunity to recruit from the company. Some jurisdictions provide onsite training if the participating company supplies 25 or more poll workers.
- Create a catchy title for the program. One jurisdiction calls its corporate poll worker program, “Champions of Democracy.”
- Check in annually with each corporation and remind them when it is time to recruit again. Discuss ways to highlight their contribution by publicizing their efforts both internally and externally.
- Allow corporation employees to wear attire with the company logo. In Franklin County, OH, some companies made shirts especially for this program. The *Columbus Dispatch* had shirts made with “Columbus Dispatch, Champions of Democracy” on them.
- Consider publicly recognizing every participant in the program with an ad in the local paper and a certificate to the corporation.

How To Evaluate Your Program

- Create a field in your database to track the businesses or corporations that provide potential poll workers and the employees who serve on Election Day. Participating corporations may set up their own database and submit it periodically to the election official throughout the recruiting period. Corporations may use the information to monitor which employees served on Election Day and to recognize them.
- Distribute a survey to participants asking for feedback on how to make the recruiting and training more effective. Be sure to share feedback with your contact person at the corporation or business.

Sample #21. Making Voting Popular (MVP) Thank-You Letter to Corporate Partner, Kansas City, MO (page 82)

Sample #22. Champions of Democracy Letter to Participant, Franklin County, OH (page 83)

Sample #23. Certificate of Completion, Wayne Community College, Detroit, MI (page 84)



“I was so very grateful that my company made it so easy for me to get training and to be able to participate, giving us the day off, and making it so convenient for us to participate.”

—Molly Miller, American Electric Power Company, Columbus, OH, Take a Day for Democracy video.

In This Chapter

- Benefits of Working With Civic and Charitable Organizations
- Resources Needed
- Pitfalls and Challenges
- Adapting the Program to Your Jurisdiction
- Tips
- How To Evaluate Your Program

Civic and charitable organizations, whose members are dedicated to community service, can be valuable sources of poll workers.

The approach in one model is to ask one organization to recruit enough poll workers to fully staff one or several polling places. Some jurisdictions refer to this as the “Adopt-a-Poll” model. Organizations tend to prefer this approach because their members can serve together and can advertise their presence by wearing the group’s nonpartisan insignia. In another model, the approach is to ask the organization to help with your general recruitment efforts. With a third model, the approach is to arrange for the organization to receive its poll workers’ stipends as a donation. This program provides a popular fundraising tool.

The more specific your request for help, the more likely you will get a positive response. Explain the need for poll workers to the community service chairperson. Give specific details: when, why, duties and positions, and equipment required. Request a specific number of people to serve on Election Day. Explain your expectations clearly and thoroughly.

It may be necessary to educate the civic group on the role of and need for poll workers by speaking at one of their regular meetings. The general public is often unaware that ordinary citizens can serve as poll workers or that training is required.

Benefits of Working With Civic and Charitable Organizations

- Increase both poll worker recruitment outreach and the number of polling places that are fully staffed on Election Day.
- Increase community awareness of the need for poll workers and their functions on Election Day and about election administration in general.



“The motivational message that would work best with us as members of Rotary is that we would really be filling a need. We would also need to know where you need us and what you need us to do.”

*—Carol Foley, District 7610,
Rotary International*

- Increase the effectiveness of all your recruitment efforts as you develop and communicate targeted recruitment messages.

Resources Needed

The current resources of your election office will be sufficient as you develop and test this program. Eventually you may decide to dedicate staff to civic and charitable organization recruitment.

Pitfalls and Challenges

- Maintain your relationship with the organization between elections. Ask for feedback on their members' experiences as poll workers and on the training they received. Attend the group's general meeting to report on Election Day and effectiveness of their participation. Be sure to thank them for their help. Send a quarterly newsletter describing your activities.
- Sometimes a group will promise more than it can deliver, which could leave you in a bind at the last minute. Initially, test this program at one or two polling places. Build this relationship over several elections.
- Finding civic, community, and charitable groups with which to partner can be difficult. A community volunteer center or the local Chamber of Commerce can be a helpful resource. One jurisdiction made a successful start by reaching out to churches, which often serve as polling places.

Adapting the Program to Your Jurisdiction

- Recruiting poll workers from civic and charitable groups may be easier in larger jurisdictions, which are more likely to have a volunteer center with contact information for all the nonprofits in the area.
- In most jurisdictions, it will be necessary to talk to many people to discover organizations you do not know. Look for civic groups; fraternities and sororities (undergraduate and graduate chapters); college and university alumni clubs, professional associations; auxiliaries; church groups; neighborhood associations; interfaith groups; civil rights groups; social and dance clubs; youth athletic organizations (to reach the parents); and running, biking, or rowing clubs.

Here's what civic groups and volunteer centers want election administrators to know about recruiting poll workers from charitable organizations:

If you want us to work for you, tell us . . .

• ***Why you need us***

Members of civic groups want to serve the community, but do not know much about what is involved in casting a ballot. Explain how they fit into the big picture.

• ***What you need us to do, when, and where***

The more specific you are the better, so people can assess their ability to fulfill a commitment before they make it.

• ***How we will know what to do***

Most people will appreciate training because they want to do a good job, uphold the good name of their organization, and make a difference.

• ***Who we will work with and report to***

People want to do a good job and be able to solve problems. Knowing the chain of command reassures them that they will not be "making it up on the fly."

Tips

- Develop a strong working relationship with a few groups at first and hold strategy meetings to anticipate problems and solutions. This effort will foster commitment from the groups and provide good information for reaching out to other groups.
- Require from potential poll workers from civic groups what you require of any poll worker—complete applications, meet eligibility requirements, take the training course, submit an evaluation or time sheet, etc.
- Ease the organizations into your jurisdiction. In the first year, place the groups' recruits in precincts where they can work with, and learn from, experienced poll workers.
- In a “help wanted” section on the election jurisdiction's Web site, include a description of the program, requirements for participating organizations and individuals, and forms that must be submitted.
- Be careful not to displace established teams of long-serving, knowledgeable poll workers with new teams from civic organizations. One jurisdiction mixes new and seasoned poll workers. Another jurisdiction lets a civic group “fly solo” after working one election with an experienced team.

How To Evaluate Your Program

Monitor poll workers provided by civic and charitable groups. On Election Day, have specially trained and experienced poll workers serve as roving troubleshooters. Such persons can visit a number of polling places to check on operations and deal with any problems they encounter. Consider hosting a post-election meeting with representatives of the groups to solicit their feedback.

Sample #24. Letter to Churches, Cuyahoga County, OH (page 85)

Sample #25. Sample Notice for Church Bulletin, Cuyahoga County, OH (page 86)

Sample #26. Making Voting Popular Recruiting Letter to Participating Organizations, KS/MO Metropolitan Area (page 87)



“We provide one poll worker for each precinct to operate our laptop computers to handle voter verification, address changes, polling place directions, etc. The county gives them time off for the training. They take a personal day off on Election Day but are paid by our office to work Election Day.”

—Bill Cowles, Orange County, FL

In This Chapter

- Benefits
 - Resources Needed
 - Pitfalls and Challenges
 - Innovations
 - Tips
 - How To Evaluate Your Program
-

The public sector is a good source of poll workers. Recruiting them is especially effective in places where Election Day is a State holiday (usually General Election only) or where county employees can work at the polls on Election Day. In both cases, public sector employees are not required to use personal or vacation time to serve as poll workers, and they have the incentive of receiving both their regular salary and the poll worker stipend.

- Recruiting tactics include putting flyers in paycheck envelopes, posting flyers around common spaces, setting up recruitment tables in cafeterias, and sending e-mails. Usually, employees must obtain their supervisor's approval.
- County poll worker, city poll worker, and State poll worker programs are popular with employees and provide participants an opportunity for community service.

Benefits

- **Benefits for Participating Employees.** Employees enjoy the break in their routine and derive a sense of satisfaction from serving their community.
- **Benefits for Election Officials.** Public sector employees who have applied for and obtained approval from supervisors to serve have an added incentive to show up on Election Day.

Public sector poll workers may be willing to travel to areas where there are vacancies or a particular need for troubleshooters. Some public sector employees like to take on this new responsibility as a challenge, setting a tone for your troubleshooter team.

Public sector poll worker programs can be an effective way to recruit younger, more technologically savvy poll workers. Public sector employee programs may also be a good source of bilingual poll workers.



Resources Needed

- Point person at the election office.
- Brochure or introductory letter with information packet to agency director or human resources department.
- Signup form.
- Authorization from your jurisdiction's chief administrative officer or board of supervisors/directors.

Pitfalls and Challenges

- Government employee poll worker programs can take time to set up. Relationships with relevant public sector managers require regular communication to maintain collaboration and generate ongoing support.
- Public sector employees may seem no more willing than neighborhood-based poll workers to go to a polling place other than their own.
- There will be natural attrition. Public sector employees retire, leave public service, or go on long-term leave.
- Public sector managers need assurance that there will not be a drain on critical agency functions on Election Day.
- There could be a real or perceived conflict of interest if an employee is a political appointee. Check the law in your jurisdiction.
- Be aware that, in some jurisdictions, government employees may be expected to take a day off to help with get-out-the-vote activities.

Innovations

- Some jurisdictions are so supportive of the recruiting effort that department or agency "very important persons" (VIPs) volunteer to serve as poll workers, allowing a jurisdiction's VIPs and department heads to lead by example.
- Employee information technology staffers can be great troubleshooters, serving in the early morning to get polling places up and running and as evening support for closing polls or getting results to counting centers.



Tips

- Flyers included in employee paycheck envelopes often get better results than posted or hand-distributed ones.
- Engage a high-profile elected official or political leader to serve as spokesperson for the program. These leaders may open doors by sending a letter of introduction for the election official to follow up.
- Prepare a brief statement detailing poll worker duties, time commitments, and the possibility that they may be asked to serve outside their own neighborhoods. Report to the agencies whether their employees actually served on Election Day.
- Offer onsite training. This not only makes volunteering easier for the employees, but it also allows for an additional opportunity to recruit from the government agency.
- Check in annually with a representative at each public agency and remind him or her when it is time to recruit again. Discuss ways to highlight their contributions by publicizing their efforts both internally and externally or invite them to a post-election recognition event.
- Incumbents may not serve as poll workers if they are on the ballot.
- Some department or agency VIPs serve as poll workers, leading by example.

How To Evaluate Your Program

- Create a field in your database to track which agencies provide potential poll workers and which of these employees serve on Election Day. A participating agency may set up a database and make it available to the election official during the recruiting period or it may access your database to verify which of its employees served on Election Day.
- Distribute a survey to recruits, asking for feedback on how to make the recruiting and training more effective. Share the responses with the contact person at the agency.

Sample #27. Mayor's Letter to City Managers, Milwaukee, WI (page 88)

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH (pages 89–90)

A stumbling block for some counties has been eligibility for overtime for public-sector poll workers. Several county councils have advised that “employees... would not be eligible for overtime as they would be considered ‘occasional and sporadic’ employees for purposes of the Fair Labor Standards Act.”

In This Chapter

- Benefits of Recruiting Poll Workers With Disabilities
- Resources Needed
- Pitfalls and Challenges
- Tips for Successful Implementation
- Evaluation

The Help America Vote Act of 2002 (HAVA) contains provisions and funding to ensure that voters with disabilities can cast their ballots privately and independently at the polling place on Election Day. Election jurisdictions are spending millions of dollars on voting equipment that ensures accessibility to the polling place and the voting process.

Encouraging citizens with disabilities to exercise their right to cast a secret ballot, election officials need to take other steps to make the polling place accessible, and welcoming. Employing physically challenged poll workers sends a strong message to all voters that they are part of the democratic process.

If recruiting and hiring poll workers with disabilities seems daunting, consider this: most election jurisdictions already employ poll workers with disabilities. Most disabilities are invisible to the average person. But given the average age of poll workers, many will already have mobility and vision problems. If your voter registration records indicate voters with disabilities, you could send a recruitment notice to those voters. (If your current voter registration form does not ask for this information, request a change in the design of the registration form.)

There are two models for recruiting poll workers with special needs. Both methods require developing a good working relationship with community agencies.

- Form a partnership with an agency or organization serving disabled citizens and conduct your recruitment effort among clients or members.
- Reach out to local organizations and agencies that work with voters with disabilities.

Benefits of Recruiting Poll Workers With Disabilities

- Poll workers with disabilities can provide guidance to election officials on techniques for serving disabled



voters. For example, one of the biggest challenges in implementing the new, accessible equipment is training poll workers to provide assistance with the audio ballot. Ask for input from your special-needs poll workers on how to give practical assistance with the audio ballot.

- Poll workers with disabilities can educate other poll workers on making the polling place layout and voting equipment more accessible.
- Recruiting poll workers with disabilities can build goodwill in the community, particularly among voting rights advocates.
- A targeted campaign to recruit poll workers with disabilities—those who have limited vision or mobility as well as people with cognitive disabilities—can not only broaden your poll worker pool but also increase your outreach to voters with disabilities as well.

Resources Needed

- A good working relationship with a protection and advocacy program or other advocate for people with disabilities.
- Resources for converting written materials into an accessible format.
- Staff time.

Pitfalls and Challenges

- The training and polling sites must meet accessibility requirements.
- Poll workers with physical limitations may require transportation to and from sites. Even if they are able to arrange their own transportation, it is important to let them know their assignments as early as possible.
- Training materials must be available in alternative formats. Many people whose vision is limited have computers with features that enable them to “read” documents, so post your training materials on your Web site.

Another option is to purchase a document reader and make it available at the elections office. Alternatively, a local library with reading services for people with limited vision could assist in making written materials accessible.



- People with disabilities may be intimidated by the prospect of extensive public contact or by finding themselves in the public eye. Give these poll workers a choice of job descriptions and ask them what tasks they think they can perform best.
- Polling place supply bags will need to include tools to provide an accessible work environment. Examples include cotton swabs or pencils with erasers for touching target points on a touch-screen voting machine; hand-held magnifying devices for reading paper ballots and check-in rosters; and pen or pencil grip enhancers.



Tips for Successful Implementation

- Poll workers with disabilities may need extra time to make travel arrangements before Election Day, so it is important to let them know their assignments early.
- Libraries can be a good resource for tackling the challenge of making written materials accessible. Many libraries have reading and recording services for people who are blind or visually impaired.
- Provide impaired poll workers with a list of various polling place job descriptions and ask what tasks they think they can best perform.

Evaluation

Designing an effective recruitment program for poll workers who are disabled will probably require more than one election cycle. Document the experience of these poll workers and the obstacles they encounter during the recruitment process.

In This Chapter

- Benefits of Party Partnerships
- Pitfalls and Challenges
- Tips
- Innovations

Some States have laws requiring political parties to supply names of potential poll workers to the election jurisdiction, and the election official must use the lists provided by political parties as a starting point for staffing precincts.

Other States and jurisdictions make such agreements informally. State or local officials request names, addresses, and phone numbers for potential poll workers from political party directors.

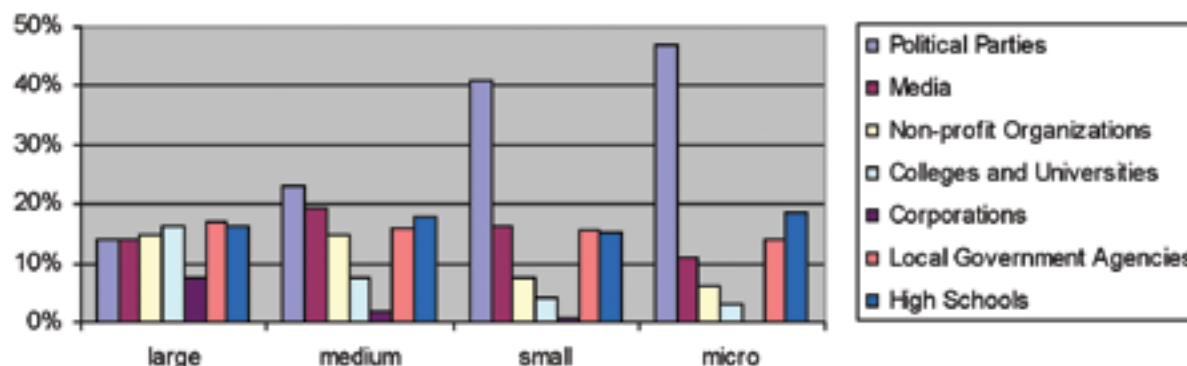
Lists of potential poll workers supplied by political parties may not be especially productive. The chart below suggests that counties with small populations may have greater success with this recruitment process than larger counties do.

Benefits of Party Partnerships

- Maintain a balanced pool of poll workers from each party.
- Create or maintain a good working relationship with the political parties.



**NACo Survey: Sources of Poll Worker Recruitment
(by size of jurisdiction)**



Pitfalls and Challenges

- Some political parties use Election Day poll service as a patronage job for the party faithful, not necessarily appointing those most qualified and willing to serve.
- Party representatives may be tempted to work for the success of a particular candidate.
- Political party lists may be submitted too late to be of use.
- Political parties often want members and others to serve as observers.
- Political party poll workers may want to work only in high-stakes elections and may not be reliable components of a long-term election team.

Tips

- Hire representatives from the major political parties on an as-needed basis and pay them to assist in recruitment.
- Let the parties handle the primary recruitment effort. This approach will allow election officials to select those people with appropriate knowledge, skills, and abilities.

Innovations

- One county sends the party chairs blank recruitment list forms and lists of those who served in the previous election. The party chairs send these lists to its precinct committee representatives, who recommend people to fill the poll worker slots. The precinct chairs send their lists back to the party chairs, who return them to the election office by a cutoff date. The election office staff fills the empty poll worker positions from these lists.
- One large county sends a reminder letter to the local party chairs close to the election, giving the number of poll workers needed at each location.



In This Chapter

- Benefits of Offering Split Shifts
- Pitfalls and Challenges
- A Tale of Three Jurisdictions

Many people find that the long hours required of poll workers are a deterrent to service. Some election officials allow poll workers to work split shifts to remedy this problem.

Split shifts (which allow poll workers to serve fewer hours on Election Day) are complex and sometimes controversial. Although voters and poll workers express support for offering split shifts, most election officials from large jurisdictions think split shifts are risky and create administrative difficulties. Election officials from smaller jurisdictions say that split shifts are invaluable. Election officials need to weigh the advantages and disadvantages of split shifts.

Benefits of Offering Split Shifts

- Poll workers should be more alert during their entire shifts.
- Many poll workers and potential poll workers are interested in exploring the option. It can be an important recruitment tool.

Pitfalls and Challenges

- Poll workers for the later shift may not show up to replace those who are scheduled to leave.
- Split shifts could compromise the integrity of election processes because the chain of custody will be interrupted.
- Poll workers interested in splitting a shift may assume that the election official will recruit a partner for their shift.

A Tale of Three Jurisdictions

“Split Shifts Are Too Risky and Too Hard To Administer.”

“Jurisdiction One” is a composite of the many large jurisdictions that either have attempted but abandoned split shifts for reasons listed above in Pitfalls and Challenges, or never tried split shifts due to security concerns. The counties of Arlington and Charlottesville, VA, both tried split shifts but found it was too much work without any clear benefits. Los Angeles County, CA, offers the split shift option, but it is rarely used



Tips

- *Require each poll worker to recruit his or her own partner to work the other shift.*
- *To ensure accountability, create a database for recording who worked and what hours they served.*
- *Split shifts can complicate efforts to evaluate individual poll worker performance. For example, if two poll workers administer provisional ballots—one in the morning and one in the afternoon—you need a mechanism for associating each provisional ballot application with the poll worker who handled it.*
- *Where split shifts are allowed, the lead poll worker at each polling place must work a full shift for the sake of accountability and chain of custody.*

because interested poll workers shy away when they are told they must find their own partner, split the poll worker stipend, and remain in the polling place if their partner does not come to relieve them.

A Rocky Start. New Milwaukee, WI, Election Director Sue Edman experienced a challenging first election with a split-shift option in her September 2006 primary. She offered the option to 1,500 poll workers. Roughly 500—mostly new poll workers—opted to try it. The election office was deluged with calls asking the election department to find someone with whom to split a shift. Things went more smoothly in the November 2006 election, so the department plans to continue to offer the split-shift option.

Madison, WI, City Clerk Mary-Beth Witzel-Behl reports that half the poll workers in her 76 locations choose split shifts. She advises any election official seeking to pilot a split-shift program “to give the public a chance to hear about it and give it more than one election to get the word out. Develop technology that supports what you’re trying to accomplish. Another tip: Don’t allow all poll workers to split a shift—we required a minimum of three all-day poll workers to be present from open to close, including the supervisor.”

“Split Shifts Ensure Fresh Faces and Smooth Operations.”

In the districts around and including Burlington, Vermont, election officials have experimented over the years with different shift lengths. Each town has a local election authority called the Board of Civil Authority, which is made up of the town clerk, 3 or 5 board members or members of the city council, and 5 to 15 justices of the peace. Involving these local election members helps get the word out that it is everyone’s responsibility to assist on Election Day. This involvement of local election members also helps with answering many questions about split-shift duties.



In This Chapter

- Pitfalls and Challenges
- Recruitment Strategies
- Other Recruitment Strategies
- Case Study

Election officials often say that recruiting poll workers from a jurisdiction's economic extremes is especially challenging. To learn more about poll worker recruitment in hard-to-reach communities, the EAC convened a roundtable discussion of 14 election officials from jurisdictions across the country. Most of the officials represented large cities or counties and identified a variety of characteristics of hard-to-reach communities present in their jurisdictions. Several participants identified a pattern of vacancies over several election cycles in precincts that—

- Have extreme poverty or extreme wealth, and sometimes both.
- Have highly mobile populations.
- Have a great majority of voters registered as members of one political party.
- Require bilingual poll workers.

Pitfalls and Challenges

- Some States require that poll workers reside in the precinct, city, county, or State in which they will serve.
- It is often difficult to keep poll worker teams politically balanced, in accordance with the jurisdictions' laws, policies, and political culture.
- Poor recruitment lists and lack of management tools make it difficult for election officials to gather data for assessing the skill sets and performance of existing or new poll workers.
- It is often difficult to persuade potential poll workers to travel beyond their own neighborhoods.
- There can be difficulty in complying with the Voting Rights Act, especially in recruiting bilingual poll workers.



Recruitment Strategies

Election officials use a variety of creative approaches to overcome recruitment challenges in hard-to-reach communities, but no one is able to identify a “silver bullet.”

Many officials follow local regulations governing the composition of poll worker teams. Some, frustrated by rigid rules, have sought legislative remedies. Still others have forged strong working relationships with other public agencies—for example, traffic control, public schools, community college, mayor’s office, and county commissioners—to recruit poll workers. Some have raised the bar on training while also building a sense of community among poll workers.

Other Recruitment Strategies

- In jurisdictions with rigid residency requirements or political party balance problems, officials have used voter registration rolls to send targeted recruitment flyers. Depending on the precinct, the flyer might highlight the stipend, focus on the training, or appeal to civic duty to motivate people to respond.
- Jurisdictions with county residency requirements enable officials to recruit people willing to travel outside their precinct to serve. Some officials provide transportation from a central location or additional stipend to cover travel costs.
- Consider offering additional monetary incentives. In some cases, offering a bonus to a new poll worker from a particular neighborhood might entice someone to serve. In other cases, offering a significant amount of money to an experienced poll worker who is willing to travel to a hard-to-recruit community has proven effective as a short-term solution.
- Coordinate school and election calendars so that schools are closed on Election Day. Schools can serve as polling places, and teachers, staff, and high school students can be recruited to serve as poll workers.
- Hire recruiters from specific hard-to-reach communities who are connected to local churches, schools, universities, or community organizations, such as the neighborhood association, tennis club, or local tribal organization.
- Develop relationships with local media, such as community newspapers (often distributed free), newsletters, and listservs to publicize service opportunities.

Some jurisdictions with particularly hard-to-recruit communities have developed Election Day plans that include dispatching “specialty poll workers” to the critical vacancy areas. These specialty poll workers can include city or county employees who are familiar with the area or who are willing to be deployed in teams, working on the “buddy system.”

- Seek assistance from community leaders, including church pastors, school administrators, teachers, and union representatives. Ask them to recruit a number of skilled poll workers from their group. (See chapter 6 for more information).

Case Study

Motivated by the transition to a new voting system, one jurisdiction devised a plan to remedy its chronic lack of high-quality poll workers. Building on their own connections, election officials aggressively reached out to the community leaders—church pastors, school district administrators, city managers, and union organizations. The results were as follows:

- High-level staff met with 20 church pastors and requested them to recruit skilled poll workers from their congregations. The pastors made appeals in their church bulletins and from their pulpits. This effort resulted in 400 new poll workers.
- Election officials met with the chief executive officer (CEO) of the Detroit Public School system to discuss the possibility of recruiting teachers as poll workers. The CEO not only agreed to support the effort but also sent a memo and an e-mail blast to all the system’s teachers. This effort resulted in 400 more poll workers.
- Election officials met with the local UAW and requested assistance in finding poll workers with specific skill sets. This effort brought in 150 to 200 poll workers.
- The Detroit mayor’s office was supportive and issued an e-mail blast to the city’s 8,000 employees, encouraging them to serve.

“We are already working to sustain these successes, and that is the key. For example, immediately after the election we designed certificates of appreciation for our pastors and we delivered them in person in front of the congregations. Demonstrating this personal appreciation to the gate keepers makes a big difference.”

—Daniel Baxter, Office of the City Clerk of Detroit, MI

Sample #30. Poll Worker Skill Set, Detroit, MI (page 92)

Sample #31. Memo to Teachers, Detroit Public Schools, Detroit, MI (page 93)

In This Chapter

- Statutory Frameworks for Recruiting Poll Workers
 - Requirements and Recruiting
 - Evaluation
-

Statutory Frameworks for Recruiting Poll Workers

State laws sometimes impose additional constraints on those who may serve on Election Day. The results of a 2006 survey of State poll worker requirements conducted for the EAC, however, suggest that local election officials have some discretion and flexibility in meeting these requirements. The following discussion of legal requirements and how they may affect poll worker recruitment, training, and retention offers tips on how to work within these constraints. In some States, local election officials may want to consider joining forces to lobby for loosening the rules.

Requirements and Recruiting

Three requirements likely to create impediments to specialty recruitment strategies are as follows:

1. The poll worker must be a registered voter in either the jurisdiction or the precinct where he or she serves.
2. The poll worker must be at least 18 years old.
3. The poll worker must be affiliated with and/or nominated by a political party.

Residency Requirements. These requirements not only reduce the pool of potential poll workers, but they can undermine the effectiveness of recruiting notices, such as public service announcements or newspaper ads that may reach an audience living in other jurisdictions. If people take the time to respond to an ad only to learn they do not qualify, they will be less likely to respond to subsequent recruitment notices.

The following practices can help address residency-requirement issues:

- If you are considering specialty outreach programs, such as with corporations or civic groups, educate your partners at the outset about residency, and other requirements.

According to EAC research on State poll worker requirements:

Approximately 30 States have statutory preferences for poll workers to be residents of the precincts in which they work.... California allows any State resident to be a poll worker anywhere in the State. Six States (Alaska, Arizona, Colorado, Maryland, Minnesota, and Virginia) will allow any State resident to be a poll worker anywhere in the State if there are insufficient numbers of county residents available.

- Keep a list of which precincts need poll workers and publicize those needs in any broadcast messages or advertisements. Volunteer recruitment experts say that needed for a specific polling place or neighborhood, will improve the response rate.
- Implement in-precinct recruiting methods. Such methods include training experienced poll workers to ask voters to consider becoming poll workers, posting a signup sheet in the precinct, or mailing a special recruitment notice to voters in those precincts.
- Add special positions to your poll worker operation, such as precinct technician, troubleshooter, or rover, that are not precinct specific. These positions enable you to bring in well-qualified volunteers from other jurisdictions.

Age Requirements. Some States mandate that only registered voters may serve, which automatically disqualifies citizens under age 18—notably, all high school students. Many jurisdictions have created special poll worker positions to circumvent this prohibition, and a number of election officials are pushing for legislation that would eliminate this requirement.

Party Affiliation or Nomination Requirements. In some States, the law requires the political parties to nominate or designate poll workers. Deadlines for this nomination process can range from 20 to 90 days before the election. In some cases, State law specifies the date by which nominations must be made. The closer the nomination deadline is to the election, the more difficult it is to manage the logistics. There is less time to process applications, enter information into a database (if there is one), perform background or screening checks, and communicate with nominees about training. A late nomination date also means that many poll workers will probably miss training.

State law requiring an equal number of poll workers from each party in the polling place presents many difficulties. Corporations or civic organizations may not feel comfortable asking their employees or members to identify their affiliation publicly. Poll workers often recruit friends to serve with them, which may lead to “partisan imbalance.” In addition, some jurisdictions are heavily tilted to one party.

- As with strict residency requirements, if you are considering specialty outreach programs, such as working with corporations or civic groups, educate your partners at the outset about party affiliation requirements.



- In jurisdictions where nominations are made close to the election, consider training methods that allow flexibility. For example, offer a take-home video or DVD, or consider developing an online training course.
- Consider adding nonpartisan positions to your poll worker operation that will allow for recruiting outside the party nomination process. Nonpartisan positions might include student poll workers, precinct technicians, or bilingual translators.

Evaluation

Track the level of poll worker vacancies in the weeks before the election and on Election Day to assess the impact of strategies and/or to advocate for funding to take strategies to a new level.



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Sample #18. Los Angeles County, CA, Multilingual Tally Card (page 79)

Sample #19. King County, WA, “Play a Role in Delivering Democracy” Flyer (page 80)

Sample #20. “ML Requests on File” Tracking Chart, Los Angeles County, CA (Excel spreadsheet and bar chart) (page 81)

Sample #21. Making Voting Popular (MVP) Thank-You Letter to Corporate Partner, Kansas City, MO (page 82)

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Sample #31. Memo to Teachers, Detroit Public Schools, Detroit, MI (page 93)

This Guidebook contains sample documents used by various State and local election jurisdictions. The U.S. Election Assistance Commission has published these documents with the express permission of its owner. These documents are intended to be representative of relevant election administration practice throughout the nation and to illustrate the concepts being described in the text. The inclusion of these samples in this Guidebook does not constitute an endorsement by the U.S. Election Assistance Commission. Additionally, as State law varies and is subject to change, readers are cautioned to obtain legal advice prior to adopting any new policy, procedure or document.

Sample #1. Drop-Down List Used To Code Poll Workers by Source, Los Angeles County, CA

The screenshot shows a software application window titled "ADRIANA LOPEZ - *** COMMENT ***". The window has a menu bar with "File", "Voters", "Precincts", "Streets", "Districts", "Polls", "Workers", "Elections", "Miscellaneous", "Tools", "Window", and "Help". Below the menu bar is a toolbar with various icons. The main area of the window contains a form with the following sections:

- Election:** 11/07/2006 (445) GENERAL ELECTION
- Name/Work Info:** Contact Info fields for Phone 1, Phone 2, FAX, and Email.
- Phone/Dates/Rating:** Key Dates fields for Applied, Birth Date, and Class.
- Party/Status:** Party, Language, and Job fields.
- Pool File/Transactions:** Source, Highest, # Times, and Rating fields.

The "Source" field is currently set to "HIGH SCHOOL MOUNTAIN VIEW" and is open, showing a list of schools including HIGH SCHOOL BANNING, HIGH SCHOOL BASSETT, HIGH SCHOOL BELL, HIGH SCHOOL BELL GARDENS, HIGH SCHOOL BELLFLOWER, HIGH SCHOOL BELMONT, HIGH SCHOOL BIRMINGHAM, and HIGH SCHOOL BISHOP ALEMANY. At the bottom of the window, there is a "Delete" button, a warning message "WARNING! WORKER IS ASSIGNED OUTSIDE OF PRECINCT", and "OK" and "Cancel" buttons. The status bar at the bottom reads "Pull down a menu item and select a sub-system or click one of the icons to find a specific record." and "LOS ANGELES RRCC, CA".

Sample #2. "World of Difference" Application,
Los Angeles County, CA

**Next Election Day
You
Can Make a World of Difference!!!**

- When:** June 6, 2006 Primary Election
- Where:** A Polling Place Near You.
- Who:** Must be 18, a U.S. Citizen and a Registered Voter
- What:** \$100 stipend for Inspectors
\$80 stipend for Clerks
plus \$25 Training Class Bonus
- Interested?** PLEASE CALL: 1-(800) 815-2666 / Option 7

- OR -

Fill out the application on the reverse side of this flyer and mail to:

LA County Registrar-Recorder/County Clerk
12400 E. Imperial Highway
Polls & Officers Section Room 6211
Norwalk, CA 90650

- OR -

Check out our website, www.lavote.net, Click on "Take the Pollworker Plunge".



Sample #3. Harris County, TX, Application/Brochure Combo



Harris County
Clerk's Office

LANGUAGE ASSISTANCE PROGRAM

POLL WORKER INFORMATION AND APPLICATION

COMMUNITY PARTNERS

- Alliance for Democracy in Vietnam
- Alliance for Multicultural Community Services
- Amegy Bank of Texas
- Association for the Advancement of Mexican Americans
- Boat People S.O.S. Inc.
- Camara de Empresarios Latinos de Houston
- Clear Channel Outdoor
- El Dia
- Fiesta Mart Inc.
- GANO Central American Refugee Center
- Harris County Commissioner, Precinct 2
- Harris County Tax Collector/Voter Registrar
- Hispanic Ministers Against Crime
- Hispanic Women in Leadership
- Houston Community College - Southeast Campus
- Houston Hispanic Chamber of Commerce
- League of Women Voters
- LULAC National Educational Service Center
- NALEO Educational Fund
- Neighborhood Centers Inc., Ripley House
- Nggy Nay Newspaper
- Nuestra Palabra
- OCA Greater Houston Chapter
- Project GRAD Houston
- Puerta del Sur
- Puerto Rico Federal Affairs Administration
- Republican National Hispanic Assembly
- Telano Center for Community Concerns
- Telano Democrats
- Telemundo 47
- Univision .45/Telefuturo 67
- Univision Radio
- Vietnamese Community of Houston & Vicinity
- VietPac USA
- VN TeamWork
- YMCA International Services




The Wheels of Democracy are Turning

HARRIS VOTES!



HONORABLE BEVERLY B. KAUFMAN
COUNTY CLERK, HARRIS COUNTY
ELECTIONS DIVISION
PO BOX 1525
HOUSTON TX 77251-1525

|||

|||


|||

PLACE
STAMP
HERE



WWW.HARRISVOTES.COM

Sample #4. Johnson County, KS, Fact Flyer



Election Worker News

Johnson County Election Office

Fall 2006 Volume 3

Big News — Pay Increase for Election Workers
\$135 for SJ's and \$110 for EW's

November General Election 11-07-06 Countywide

Election Worker Refresher Training Sessions

- Oct 14, Saturday 9 am to Noon, Olathe North High School
- Oct 21, Saturday 9 am to Noon, Olathe North High School

New Election Worker Training Sessions

- Oct 18, Wednesday 1 pm to 4 pm, Election Office
- Oct 21, Saturday 2 pm to 5 pm, Election Office
- Oct 24, Tuesday 9 am to Noon, Election Office
- Oct 26, Thursday 9 am to Noon, Election Office
- Oct 28, Saturday 9 am to Noon, Election Office
- Oct 28, Saturday 2 pm to 5 pm, Election Office

Practice Makes Perfect

- Nov 2 thru 4, Thursday, Friday, Saturday 10 am to 3 pm daily
- Overland Park Central Resource Library, Lenexa Community Center, Salvation Army - Olathe

Supervising Judge Mandatory Pre-Election Meeting

- Nov 4, Saturday 9 am or 1 pm, Election Office
- Nov 5, Sunday 9 am or 1 pm, Election Office

On-Line Training

You will be notified in your assignment letter if you are eligible to participate in the On-Line Training Program.

Coming in 2007 —

February Primary Election 2-27-07 If needed

April General Election 4-03-07 Countywide - Definite

- De Soto, Edgerton, Fairway, Gardner, Lake Quivira, Lenexa, Merriam, Mission Hills, Mission Woods, Olathe, Overland Park, Prairie Village, Roeland Park, Spring Hill, Westwood
- JCCC Trustees, Water District #1, Merriam and Monticello Drainage Districts, Unified School Districts—229, 230, 231, 232, 233, 512

Patriotic Apparel


To purchase a **VOTE** shirt, click on the “For Election Workers” Tab on the website.

Adopt A Polling Place

This is an opportunity for your club, organization or church group to raise needed funds. You can donate your earnings from working Election Day to your chosen organization. Please contact us for further information.

Join the Star Search Club or the Torch Club!

- Please be alert to friends who you think would make good Election Workers.
- Ideal workers are patriotic, intelligent, friendly, detail-oriented, and courteous.
- Contact us at 715-6836 to have an Election Worker packet mailed to them.



Johnson County Election Office | 2101 E Kansas City Rd | Olathe, KS 66061
913.782.3441 | Fax: 913.791.1753 | www.jccoelection.org | Email: election@jccoelection.org



Sample #5. Johnson County, KS, Poster

HELP WANTED
ELECTION WORKERS NEEDED!

SHOW YOUR PATRIOTISM
AND GET
PAID
AT THE SAME TIME


Contact the Johnson County Kansas Election Office
913-782-3441

Sample #6. King County, WA, Poster

***** BE A POLL WORKER *****

HELP DELIVER DEMOCRACY...


AND MAKE MONEY DOING IT!



Your community needs poll workers on Election Day.

Poll workers will be paid **\$118** for their time on Election Day.

- ★ Do you want to give back to your community?
- ★ Are you friendly, patient and dedicated?
- ★ Do you need some extra money?



King County
Elections

CONTACT US! 206-296-1606 or
pollworker@metrokc.gov

Sample #7. Missouri/Truman Poster



Poll workers assist Harry S. Truman in the April 1956 election



IT'S YOUR TURN


BE A POLL WORKER

Robin Carnahan — Secretary of State

www.sos.mo.gov/pollworker

800.669.8683

Sample #8. National Association of Secretaries of State
“Help Carry the Torch” Poster



Help Carry the Torch.

Be

A

Poll

Worker.

Contact the Office of [State] Secretary of State [Name] to find out how you can earn money for helping your neighbors on Election Day.

Call [phone number] or visit us on the Web at [URL].

Sample #9. Full-Service Poll Worker Web Site, Arlington County, VA

WELCOME TO THE HOME PAGE FOR ARLINGTON COUNTY'S ELECTION OFFICERS!

Each year, the Arlington County Electoral Board appoints over 600 citizens to serve as election officers at the polls on Election Days. This section of our web site serves as an information source for those individuals.

If you are not an appointed Election Officer and are interested in serving as one, please see our **Work at the Polls** page where you can learn more about this position and complete an online application. You may also find it useful to read our FAQ section.

The Election Officers' Home Page

This is a work in progress, and we will be adding new features and updates from time to time. Your feedback is important to us!



What can you do from your Home Page?

Download forms: Did you misplace your Response or Affirmation form? Do you need to change your payroll withholding amounts? See the Forms section.

Read our newsletter: The most recent volumes of your print newsletter, Arlington Election Notes, are available online.

Evaluate your experience: Tell us what worked, and what didn't, during your recent Election Day experience.

Have questions answered: Read our FAQ (Frequently Asked Questions) section to find the answers to most basic questions about working at the polls.

Training Information: Training schedules and the ability to make class reservations online are available here.

ON THIS PAGE

- 2006 Elections
- Precinct Assignments
- Training Information
- New in 2006

RELATED RESOURCES

- Apply to Work at the Polls
- Election Officer Forms
- Evaluate Your Experience
- Training Information
- Newsletters
- Election Officer FAQ
- Contact Us
- Election Resources

Sample #10. Web Site on Which Potential Poll Worker Enters Information Onto the Online Application

Election Judge Application
Check all boxes that apply:

I want to serve as a Democratic judge.

I want to serve as a Republican judge.

Political affiliation does not matter to me.

I would like more information, please call me.

I am fluent in: Spanish Chinese
(if applicable)

Name:

Address:

Village/City:

State:

Zip (5 digits only):

Daytime Phone:

Evening Phone:

Consider developing an automated function where the potential pollworker receives an email, thanking them for their interest and attaching information such as a brochure or training schedule.

Sample #11. Radio Public Service Announcement Used in the Washington, DC, Metropolitan Area

PSA #3 (30 seconds.):

"Hello, I'm Willard Scott. Over 2000 people in the metropolitan area are needed to work at the polls on Election Day. Your community needs citizens who:

- Are registered voters in the jurisdiction in which they live;
- Have plenty of stamina for a long, exciting day; and
- Enjoy meeting people and serving the community.

Bilingual speakers who are fluent in English and Spanish are especially needed.

Be part of Election Day and support your community by serving at a polling place near you. Interested? Contact your local Board of Elections at xxx xxx xxxx to sign up.

Sample #12. News Coverage, *Milwaukee Journal Sentinel*, January 7, 2007

Campaign seeks poll workers League says ranks are dwindling

By AMY RINARD
arinard@journal sentinel.com
Posted: Jan. 7, 2007

The League of Women Voters of Wisconsin is seeking computer-savvy teenagers and people of color in a recruiting campaign for poll workers needed to replace the dwindling corps of mostly older workers that have staffed polling places for decades.

"That's the civic-minded generation," league President Andrea Kaminski said of the retired people who have been the mainstay of local elections.

"People who have been poll workers do a remarkable job, but it's long hours with even some heavy lifting, and it is difficult." Pay varies widely and is mostly nominal. In Milwaukee, it's \$85 per day.

As election laws, equipment and procedures have become more complex and more dependent on electronic machines, elections officials around the state have reported that more of their older, longtime poll workers are resigning.

The campaign, already under way in Dane County, targets teens as young as 16 to serve as poll workers because young people are less apt to be intimidated by computerized election equipment. "Some of the older poll workers are hesitant to use the high-tech voting machines," Kaminski said. "Young people are likely to approach computer equipment with no fear."

Equally important in recruiting young people as poll workers, she said, is getting them involved in the civic life of their communities and elections in the hope that they will become life-long voters. The law provides that, starting at age 16, high school students with good grades and permission from their parents and schools may serve as poll workers.

The campaign will work with teachers to help organize poll workers at schools, Kaminski said.

Reaching out to minorities

The campaign also is to reach out to African-American churches and organizations of minority business owners to recruit people of color.

Kaminski said that in many communities around the state, poll workers tend to be white and might not represent the majority of voters using the polling places where they are assigned.



"A more diverse work force will make the polls a more welcoming place," she said.

Louise Petering, co-president of the Milwaukee chapter of the league, said her group was thinking of launching the campaign in Milwaukee County before the April election. She said that a Marquette University official has expressed interest in publicizing the recruitment effort at the university, and that some local league members were enthusiastic about the campaign.

"There definitely is a need," Petering said. Sue Edman, executive director of the Milwaukee Election Commission, had said that after the November election, a number of the city's longtime poll workers said they would not be back. The city needs more than 1,800 poll workers in a high-turnout election.

Edman said the city would launch its own recruiting effort after the April election. She said it would include asking non-profit groups to "adopt" polling places, to be staffed by the groups' supporters, who would donate their city paychecks to benefit their charitable organizations.

Sample #13. Letter From San Diego County, CA, Registrar of Voters

<p>MIKEL HAAS Registrar of Voters</p> <p>TIM McNAMARA Asst. Registrar of Voters</p>	  County of San Diego REGISTRAR OF VOTERS 5201 Ruffin Road, Suite I, San Diego, California 92123-1693	<p>Office: (858) 565-5800 Fax: (858) 694-2955 TDD: (858) 694-3441 Toll Free: (800) 696-0136</p>
<p>May 22, 2006</p> <p><<John Doe>> <<123 Front St>> <<San Diego, CA 92137>></p> <p>Dear <<Joe Smith>>,</p> <p>Your neighborhood needs your help.</p> <p>With the June 6, 2006 Statewide Primary Election only a few weeks away, those who have volunteered to serve at the polls located in your particular neighborhood on Election Day are willing and committed, but, at this point, are too few in number.</p> <p>They are going to need help. Would you consider joining them as a poll worker?</p> <p>If you've ever given thought to serving your neighborhood and community in this way, this would be a good time. If you can give your time, we will give you the training, the opportunity to work side by side with your neighbors or friends and, more than likely, meet some neighbors you never met before.</p> <p>You'll play perhaps the most fundamental and vital role in the democratic process ... assisting the voters in your neighborhood in casting their ballot. You even receive a stipend – recently increased to \$75 to \$150, depending on assignment – for being part of a team of fellow poll workers working to “make democracy happen” in your area.</p> <p>So, if you are willing and able, it's time to ride to the rescue of those dedicated souls who've already committed to serve on Election Day, June 6th.</p> <p>It is a long day – usually 6 a.m. to about 9:30 p.m. – but you'll hit the sack that night knowing you accomplished something worthwhile that directly benefited the folks in your own community. And you might just have some fun at the same time.</p> <p>So, give us a call at (858) 565-5800 or email your name and phone number to us at ROVMAIL@SDCOUNTY.CA.GOV and we'll get back to you ASAP.</p> <p>Sincerely,</p> <p>MIKEL HAAS Registrar of Voters</p>		

Sample #14. Kansas City, MO, Signup Brochure at the Polls

Kansas City Board of Election Commissioners
1828 Walnut Ste. 300
Kansas City, Missouri 64108
816.842.4820
Fax: 816.472.4900
Absentee Fax: 816.221.3348
www.kceb.org
kceb@kceb.org


**Adopt a Poll
Fundraiser**

Your favorite group or charity may be interested in our great fundraising program!

- Your participation in this partnership will promote civic responsibility, support the democratic process and earn dollars for your group!
- Share your day...and your pay!
- Members of your organization would attend a three hour training session and serve as election workers on election day.
- Following the election, team members would donate their earnings to their organization's fundraising project.
- It's a great way to give back to your community and raise funds for your organization!

Contact the Election Judge Department at 816.842.4820, ext. 228 or ext. 229.

www.kceb.org



**How
to
Become
an
Election
Worker**

Join the Election Worker Team!

Please consider being a part of our team on election day!

On election day, over 1,200 election workers are needed to serve the voters of Kansas City within Jackson County. This presents a great opportunity to serve your community and be part of the election process.

You may join our Election Worker Team by completing the Election Worker form and mailing or faxing it to our office. Our address and fax number is listed on the form.

Election workers are the Gatekeepers of our democracy!

April 2008

General Information

Qualifications

- Citizen of the United States
- Resident of Kansas City, Missouri within Jackson County
- Registered to vote at current address
- Available to work in any part of the city

Compensation

- Election Judge: \$100.00
- Supervising Judge: \$125.00
- Training session: \$ 30.00

Hours

- Polls are open from 6 am to 7 pm
- Election workers report to their assigned location no later than 5 am to prepare for 6 am poll opening
- Following the 7:00 pm close of polls, all election workers assist Supervising Judges in closing poll site

Election Judge Responsibilities

- Assist Supervising Judges and share responsibilities of operating poll site, including, but not limited to:
 - ▶ Opening and setting up poll
 - ▶ Posting signs
 - ▶ Greeting voters
 - ▶ Assisting voters as needed
 - ▶ Issuing "I Voted" stickers
 - ▶ Assist Supervising Judges in closing poll

Supervising Judge Responsibilities

- Responsible for operations at poll
- Notifies election office of absences
- Assigns duties to election judges
- Provides direction in setting up of poll
- Officially opens poll at 6:00 am
- Manages processing of voters
- Officially closes poll at 7:00 pm
- Responsible for return of voted ballots and designated supplies to specified location


Training

- Mandatory attendance at a three hour training session
- Training pay applicable only if work election day
- Take - home Election Judges Training Manual is provided

Benefits of Becoming an Election Worker

- Learning about and assisting others in the democratic process
- Showing your civic pride
- Giving back to the community
- Personally contributing to timely, free, fair, honest and accurate elections
- Promoting public trust and confidence in the democratic process
- Earning extra dollars!

Sample #16. Augusta, Richmond County, GA, Poster



STUDENT POLL WORKER PROGRAM 2004

CAN YOU ANSWER YES TO
THESE QUESTIONS?

DO YOU HAVE A GPA OF AT LEAST 2.5?

HAVE YOU EITHER COMPLETED OR ARE
YOU CURRENTLY ENROLLED IN A US
HISTORY CLASS?

ARE YOU AT LEAST 16 YEARS OLD?

THEN YOU CAN.....

BE A POLL WORKER DURING THE
PRESIDENTIAL ELECTION ON
NOVEMBER 2, 2004

EARN UP TO \$75 FOR SERVING

GET AN UP CLOSE LOOK AT DEMOCRACY
IN ACTION

FOR MORE INFORMATION CONTACT:

_____ Room # _____

Sample #17. King County, WA, “Ask Me: I Speak Chinese”
Button



Sample #18. Los Angeles County, CA, Multilingual Tally Card



PRECINCT NUMBER: _____

Inspectors! On Election Day, please help us keep track of how many voters requested assistance in
 (1) another language in order to vote and
 (2) voters who required other special assistance:
 (Examples: Mandarin ~~III~~ III, Wheelchair Users: III)

Chinese/Mandarin _____ Spanish _____
 Chinese/Cantonese _____ Tagalog _____
 Japanese _____ Vietnamese _____
 Korean _____ No request in any language.

If you needed an **additional Pollworker** in any language, please specify below:
 Language _____

Other Language (Please specify): _____
 Voters using wheelchairs _____
 Blind, visually or hearing impaired voters _____

(PLEASE RETURN IN GREEN STRIPE ENVELOPE)
 (See Reverse Side)



PRECINCT NUMBER: _____

Inspectors! On Election Day, please help us keep track of how many voters requested assistance in
 (1) another language in order to vote and
 (2) voters who required other special assistance:
 (Examples: Mandarin ~~III~~ III, Wheelchair Users: III)

Chinese/Mandarin _____ Spanish _____
 Chinese/Cantonese _____ Tagalog _____
 Japanese _____ Vietnamese _____
 Korean _____ No request in any language.

If you needed an **additional Pollworker** in any language, please specify below:
 Language _____

Other Language (Please specify): _____
 Voters using wheelchair _____
 Blind, visually or hearing impaired voters _____

(PLEASE RETURN IN GREEN STRIPE ENVELOPE)
 (See Reverse Side)

Sample #19. King County, WA, “Play a Role in Delivering Democracy” Flyer



**努力參與 ✨
實踐民主!**

**Play a Role in
Delivering
Democracy!**

在選舉日您的社區
極需投票站工作人員

Your community needs poll workers to
work on
Election Days

有意者或欲知詳情
請致電206-296-1544與景郡選舉部聯絡
Call King County Elections at
206-296-1606 to sign up or learn more.

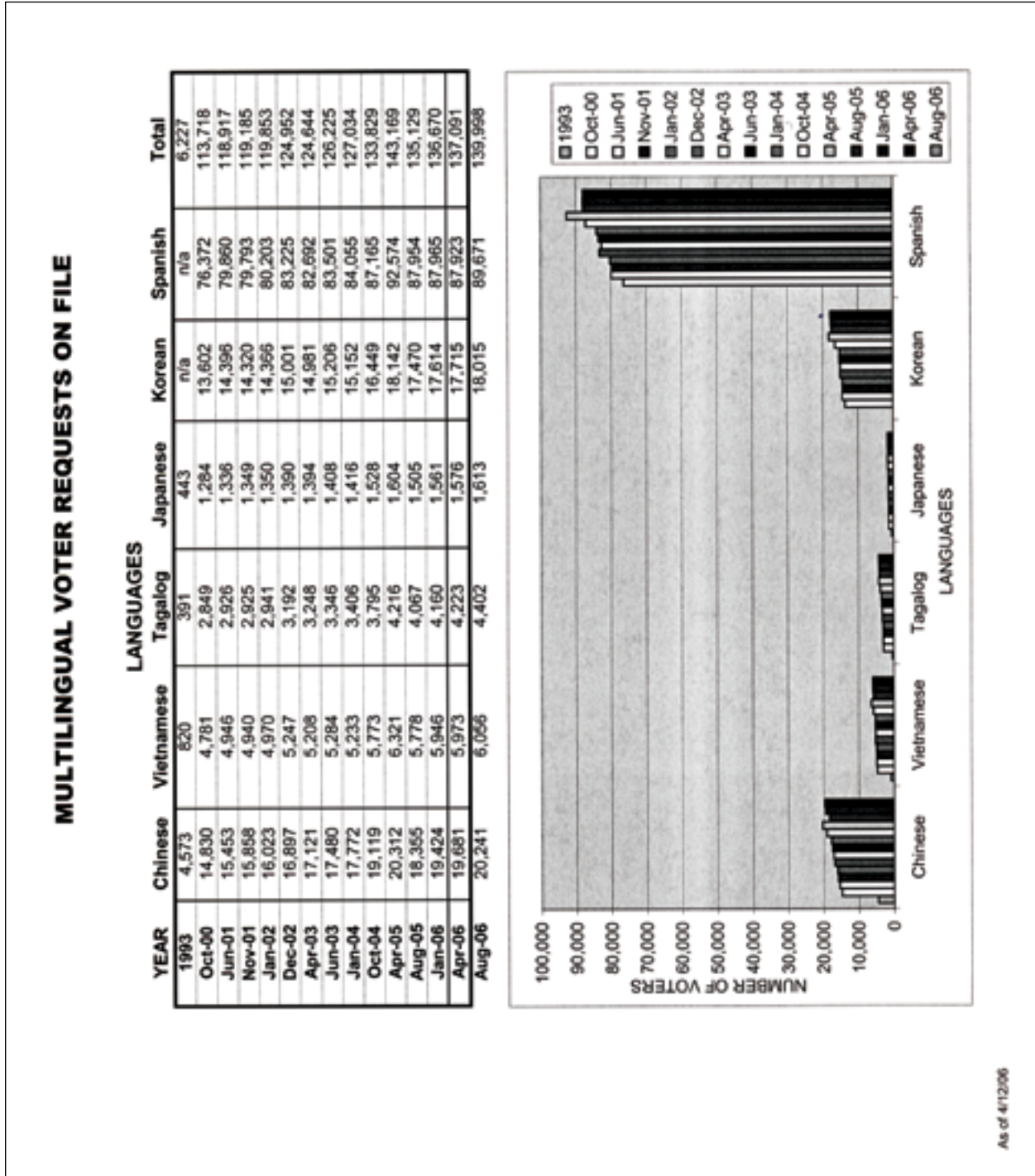
選舉日工作時間是從早上六時至晚上九時。
通常工作十五小時，工資每小時七元六十三仙。
A typical Election Day schedule is from 6 a.m. to 9 p.m. and pays \$7.63/hr.

**當
投票站
工作人員**

**Be A
POLL
Worker!**


KING COUNTY
ELECTIONS
景郡選舉部

Sample #20. "ML Requests on File" Tracking Chart, Los Angeles County, CA (Excel spreadsheet and bar chart)



Sample #21. Making Voting Popular (MVP) Thank-You Letter to Corporate Partner, Kansas City, MO

★ ★ ★ **MAKING VOTING POPULAR** ★ ★ ★
(MVP)

Art Brisbane

Honorary Chairpersons

Steve Rose

Clay County Election Board

Tiffany Ellison, Director
Norma Gorsett, Director
100 West Mississippi
Liberty, Missouri 64068
(816) 415-8683
(816) 792-5334 Fax

Platte County Election Board

Mary Beth Erickson, Director
Wendy Flannigan, Director
409 Third Street
Platte City, Missouri 64079
(816) 858-3344/3345/3341
(816) 858-3387 Fax

Jackson County Election Board

Bob Nichols, Director
Charlene Davis, Director
P.O. Box 296
Independence, Missouri 64051
(816) 521-4600
(816) 521-4609 Fax

Johnson County Election Office

Connie Schmidt
Election Commissioner
2101 E. Kansas City Road
Olathe, Kansas 66061-7032
(913) 782-3441
(913) 791-1753 Fax

Kansas City Election Board

Sharon V. Turner, Director
Ray S. James, Director
1828 Walnut St. Ste. 300
Kansas City, Missouri 64108
(816) 842-4820
(816) 472-4960 Fax

Wyandotte County

Election Office
Patricia A. Rahija
Election Commissioner
9400 State Avenue
Kansas City, Kansas 66112
(913) 334-1414
(913) 299-6213 Fax

November 25, 1998

Ms. Sharon Obenland
H & R Block
4500 Main
Kansas City, Missouri 64108

Dear Sharon:

On behalf of the election officials in the Greater Kansas City Metropolitan area, please accept our thanks for your company's participation in the **Making Voting Popular** program.

We are glad to report that the election worker recruitment initiative was a huge success. Over 200 individuals were assigned as new election workers in the bi-state area on the November 3, 1998 election day.

Following is a listing of employees from your company who worked in the election:

Joyce Harris	Jim Reicher	Linda Shelly
Mary Ann Merle	Phil Reicher	

We appreciate your response to our plea for help and your help made a difference! Your employees contributed to our efforts to make the election process more efficient. As a charter member of the **Making Voting Popular** program, we would like to express our appreciation for your support by presenting you with the enclosed certificate. Individual certificates have also been mailed to your staff members.

Again, thank you for your participation. We look forward to working with you in future elections as part of the **Making Voting Popular** program!

Sincerely,

Sharon V. Turner
Missouri MVP Coordinator

Enclosure: Certificate

Sample #22. Champions of Democracy Letter to Participant, Franklin County, OH



BOARD OF ELECTIONS

Matthew M. Damschroder, Director Dennis L. White, Deputy Director

Dear Champions of Democracy Participant;

Thank you for allowing your employees to participate in the Franklin County Board of Elections Champions of Democracy program as Precinct Election Officials. We would not have had as successful an Election Day in November 2005 without your support.

Champions of Democracy began in the fall of 2004 and has created multiple partnerships between the Board of Elections and local corporations, civic organizations, and government agencies. The result: more than 300 people were placed as precinct election officials in the last election.

This year the Board of Elections will implement a new touch screen voting system required by recent federal and state laws. To assist us in this process, we hope to increase the number of our Champions of Democracy partnerships as well as the number of individual employee participants at the polls through this program. We trust that we can count on your continued support.

The Board of Elections is committed to making your partnership as a Champion of Democracy as easy and as beneficial as possible for you and your employees/members. Training for your employees as a precinct election official is available during the course of several weeks at various times of the day and on weekends. For organizations that recruit 25 or more people, Board of Elections staff will train them at your location. To promote your participation in this important program, your employees will be permitted to wear tasteful clothing with your organization's logo while at the polls on Election Day. In addition, your company will be publicly recognized by the Board of Elections through our annual Champions of Democracy advertisement in the Columbus Dispatch.

We respectfully request your organization's continued participation in the Champions of Democracy program in 2006 for both the May 2 and November 7 elections. In the next few weeks we will be following up with you to discuss how we can partner together and enable your employees/members to "Take a Day for Democracy!" If you have any questions, please do not hesitate to contact us at 614/462-5352.

Sincerely,

Renee Klcio
Precinct Election Official Manager

Lillian Williams
Public Relations Manager

FRANKLIN COUNTY
BOARD OF ELECTIONS
280 East Broad Street
Columbus, Ohio 43215

(614) 462-3100
(614) 462-3489 FAX
www.FranklinCountyOhio.gov/BOE

BOARD MEMBERS
William A. Anthony, Jr., Chairman
Michael F. Colley, Esq.
Kimberly E. Marinello
Carolyn C. Petree

Sample #23. Certificate of Completion, Wayne Community College, Detroit, MI




WAYNE COUNTY COMMUNITY COLLEGE
DISTRICT IN PARTNERSHIP WITH THE
DEPARTMENT OF ELECTIONS

CERTIFICATE OF COMPLETION

THIS CERTIFICATE IS AWARDED TO

SOLOMON SMITH

FOR SUCCESSFUL COMPLETION OF THE
POLL WORKER TRAINING

[Signature] _____ DATE _____
BRIAN SINGLETON
DEAN OF STUDENT SERVICES FOR CAMPUS OPERATIONS

[Signature] _____ DATE _____
JANICE M. WINFREY
CITY CLERK CHAIRPERSON, ELECTION COMMISSION

[Signature] _____ DATE _____
DANIEL A. BAXTER
DIRECTOR OF ELECTIONS

Sample #24. Letter to Churches, Cuyahoga County, OH



Robert T. Bennett
Chairman

Edward C. Coaxum, Jr.

Sally D. Florkiewicz

Loree K. Soggs

L. Michael Vu
Director

Gwendolyn Dillingham
Deputy Director

September 19, 2006

Dear Church Official,

In effort to recruit quality poll workers for the November 7, 2006 General Election, the Cuyahoga County Board of Elections is teaming up with the County, Municipalities, Corporations, Unions and Community Organizations requesting their participation in our recruitment efforts.

The Board of Elections must employ over 7000 temporary workers on Election Day to serve our community at the polls. To aid in the process we are asking our community partners to assist in recruitment efforts.

Members of the Recruitment and Outreach Department at the Board of Elections are available to attend or host recruitment events conveniently at our partnering agencies, city halls, corporations, and community centers.

The responsibilities of our Poll Workers and Election Day Technicians are demanding yet enriching. Our poll workers are responsible for opening and closing polling locations, providing voters with proper instructions to cast their ballot, ensuring all Election Laws are followed, and providing a beneficial service to the citizens of Cuyahoga County. The rate of pay for a poll worker is \$172.10 (Judge) or \$182.10 (Presiding Judge). Election Day Technicians are our technical set up, take down and trouble shooting employees at the polling locations and the rate of pay for them is \$225.

Attached to this letter is a bulletin that we would like you to place in your congregation newsletter/bulletin and post, along with the colored flyer, throughout your church building.

Thank you for your continued participation in the election process.

Sincerely,

Recruitment and Outreach Assistant

Poll Worker Recruitment and Outreach
2925 Euclid Avenue • Cleveland, Ohio 44115-2497 • (216) 443-3277
www.cuyahogacounty.us/boe • Ohio Relay Service 711



Revised 6/20/2007 11:52 AM

Sample #25. Sample Notice for Church Bulletin, Cuyahoga County, OH



Robert T. Bennett
Chairman

Edward C. Coaxum, Jr.

Sally D. Florkiewicz

Loree K. Soggs

L. Michael Vu
Director

Gwendolyn Dillingham
Deputy Director

FOR USE IN A BULLETIN OR POST ON BULLETIN BOARD

The Cuyahoga County Board of Elections is seeking individuals willing to work the November 7, 2006 General Election. We have two opportunities available for participation:

- Election Day Technicians assist us as technical support for the electronic voting devices at the polling locations. Election Day Technicians are required to attend an eight hour training class and will be paid \$225.00.
- Poll Workers assist us in duties relating to the administration of the election. Poll Workers are required to attend a four hour training class and will be paid \$172.10.

If you are interested in working on Election Day, please contact the Board of Elections Poll Worker Department at 216-443-3277.



Sample #26. Making Voting Popular Recruiting Letter to Participating Organizations, KS/MO Metropolitan Area

★ ★ ★ **MAKING VOTING POPULAR** ★ ★ ★
MVP

Art Brisbane Honorary Chairpersons Steve Rose

Clay County Election Board

Tiffany Ellison, Director
Norma Gorsett, Director
100 West Mississippi
Liberty, Missouri 64068
(816) 415-8683
(816) 792-5334 Fax

Platte County Election Board

Mary Beth Erickson, Director
Wendy Flannigan, Director
409 Third Street
Platte City, Missouri 64079
(816) 858-3344/3345/3341
(816) 858-3387 Fax

Jackson County Election Board

Bob Nichols, Director
Charlene Davis, Director
P.O. Box 296
Independence, Missouri 64051
(816) 521-4600
(816) 521-4609 Fax

Johnson County Election Office

Connie Schmidt
Election Commissioner
2101 E. Kansas City Road
Olathe, Kansas 66061-7032
(913) 782-3441
(913) 791-1753 Fax

Kansas City Election Board

Sharon V. Turner, Director
Ray S. James, Director
1828 Walnut St. Ste. 300
Kansas City, Missouri 64108
(816) 842-4820
(816) 472-4960 Fax

Wyandotte County

Election Office
Patricia A. Rahija
Election Commissioner
9400 State Avenue
Kansas City, Kansas 66112
(913) 334-1414
(913) 299-6213 Fax

Dear MVP Participant,

Thank you for your interest in the **Making Voting Popular** program. With your help, we will make a difference in the voting process. In the interest of time, we are faxing information to you and request that your response be faxed to us also.

Enclosed please find the following:

1. A letter from the Secretary of State expressing appreciation for your commitment to the program.
2. An Election Worker Information form to be given to employees who may consider working in the program.
3. An Election Worker Questionnaire to be completed by each employee in your company who will participate in the program.
4. An MVP flyer to post on your bulletin board. Please give us a call if you would like to receive a color poster(s) for your office. You may contact Patty Murphy at 816-842-4820 ext. 229.

Please complete an Election Worker Questionnaire for each employee in your organization who will work in the **Making Voting Popular** program and fax as follows:

Missouri employees:	MVP Program Missouri Office 816 472-4960	Kansas employees:	MVP Program Kansas Office 913 791-1753
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Upon receipt of your Election Worker Questionnaires, we will forward a copy of the appropriate training schedule for your employees.

If you have questions or would like additional information, please contact Sharon Turner in Missouri at 842-4820 ext. 238 or Connie Schmidt in Kansas at 782-3441 ext. 3303.

Thank you for your support and welcome to the **Making Voting Popular** program!

Sample #27. Mayor's Letter to City Managers, Milwaukee, WI



Tom Barrett
Mayor, City of Milwaukee

In preparation for the September 12th Primary Election and November 7th General Election, I am asking you to forward the names of your personnel who will be assisting at the polls to Ms. Susan Edman at sedman@milwaukee.gov by Monday, July 31, 2006.

Approximately 400 managers (pay grade 4 and above) are needed. Of these, 200 will be asked to work from 3:00 p.m. - 11:00 p.m. and expected to reconcile election records and deliver all related documents to the Election Commission by 11:00 p.m. on the night of the Election. The remainder will work 6:30 a.m. - 8:30 p.m. and serve as quality assurance managers.

To ensure adequate poll worker coverage at our 200 sites, non-management employees are also invited to serve as poll workers on a voluntary basis subject to their department head's approval based on staffing needs. If they are scheduled to work on Election Day, they would be released to work as a poll worker and paid by their department at their straight time rate of pay. Those employees choosing to participate will be expected to work 6:30 a.m. - 2:30 p.m. No overtime is allowed. If Election Day falls on their regular off day, they may volunteer on their off day for a 7 or 14 hour shift and be paid the poll worker compensation.

Additionally, the City Attorney's Office recently issued an opinion which allows city employees to serve as poll workers with compensation while on a pre-approved vacation day, Sick Leave Incentive Day or Compensatory time off day. City employees electing this option should contact the Election Commission directly at 286-3491.

Attendance at a two hour training class (on City time) is required. A training and availability schedule will be forwarded to all employees serving on City time.

Please share this information with your staff and reply as requested. Thank you for your cooperation and assistance in assuring a smooth Election.

Sincerely,

Tom Barrett
Mayor, City of Milwaukee

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH

The Board of County Commissioners of Cuyahoga County, Ohio

Resolution in support HB 262

Authorizing Poll Worker Leave

Providing for a paid day for Cuyahoga County employees to work the day of November 7, 2006 for the Board of Elections in Cuyahoga County.

WHEREAS: The Board of County Commissioners has been asked by the Cuyahoga County Board of Elections for county employees to work election day, November 7, 2006; and

WHEREAS, The Board of County Commissioners believes in the election process and wants to encourage our employees to vote and participate more fully in the process, and

WHEREAS, The Board of County Commissioners is supportive of the efforts of the Cuyahoga County Board of Elections efforts to provide a seamless, efficient election day for the voters of Cuyahoga County.

NOW, THEREFORE, BE IT RESOLVED that pursuant to HB 262 and ORC Section 3501.28, the BOCC establishes the following guidelines for county employees to work for the Cuyahoga County Board of Elections on November 7, 2006 as poll workers;

Each agency Director will solicit their own employees to work on Election Day. The agency Directors shall determine the number of employees that may be permitted to work at the polls without unduly compromising the agency's work on Election Day.

Each employee's request to participate shall be given equal consideration. Selection shall be at the Director's discretion and based on the department's operational needs.

To be eligible to participate, employees must sign a written agreement that is approved by the Director or his/her designee. This agreement shall stipulate the length of service required and that there shall be no additional monetary compensation or compensatory or exchange time. Should the employee choose to attend training courses during the employee's regular working hours, such leave is not covered under the Poll Worker Leave provisions and requires a prior request and authorization for leave with vacation, personal or compensatory pay. Leave without pay will not be permitted to attend Poll Worker training courses.

Sample #28. Board of Commissioners Resolution Creating a County Poll Worker Program, Cuyahoga County, OH (page 2)

The completed forms will be forwarded to The Office of Human Resources, who shall serve as the repository of these forms. The Office of Human Resources shall create a document for the Board of Elections listing names, addresses, and telephone numbers of participating employees, along with any other relevant information requested by the BOE.

Each employee will complete a Poll Worker Leave Verification Form according to the directions contained therein and shall return that document to their supervisor the day following the election.

To facilitate participation by BOCC employees who are represented by Labor Unions, the BOCC Division of Labor Relations is authorized to obtain the agreement if the unions based on the terms outlined above.

Other elected officials and appointing authorities are encouraged to allow their employees this same opportunity participate under these terms as permitted by ORC 3501.28 to facilitate a flawless election day this year.

This resolution is adopted solely for the November 7th, 2006 election day in Cuyahoga County.

Sample #29. Recruiting Poll Workers With Disabilities
(photo from Washington, DC, polling place)



Sample #30. Poll Worker Skill Set, Detroit, MI

SUPER POLLWORKER Pastor's Pick

A person in this position will be trained to handle election day operational troubleshooting responsibilities in any of the assigned polling location. He or she will be accountable to ensure that the precincts as assigned, are functioning competently in serving Detroit's voters on Election Day.

Minimum Qualifications:

- Registered Voter in the County of Wayne

The person must possess the following attributes:

1. Excellent organizational and customer service skills
2. Managerial/supervisory/coaching and time-management skills
3. Result-oriented and follow up skill
4. City's image-conscious (The Big Picture)

RESPONSIBILITIES

Oversee Election Day precinct(s) operation in one polling location as assigned. Upon completion of three (3) days of intensive training, each super poll worker must have adequate skills to perform the following essential functions:

1. (a) Supervise opening of each precinct
(b) Processing of Voters
(c) Closing the Polls
2. **Have knowledge of the Qualified Voter File (QVF):**
 - (a) Identifying Voter names, understanding different codes in the QVF lists and how to process a coded voter.
 - (b) Understand precinct poll book review; ensuring that vital pieces of information is correctly and completely entered.
 - (c) Knowledge about the different Affidavits and the one to use for a specific situation.
3. **Understanding Provisional Balloting Processes:**
 - (a) Who must vote provisionally and why
 - (b) What documents must be completed
 - (c) Handling completed provisional ballots
4. **Reconciling (balancing) precinct counts:**
 - (a) Poll book
 - (b) Highlighted names in QVF
 - (c) Completed applications to vote.
5. **Knowledgeable about the precinct challenging processes:**
Differences between a Challenger, Poll Watcher and Poll Observer
 - (a) Process of appointing challengers
 - (b) Roles and responsibilities of official challengers
 - (c) Challengers Do's and Don'ts
 - (d) Process of challenging a ballot
6. **Precinct election day closing processes:**
 - (a) Generating election day results
 - (b) Removing of the Memory Card
 - (c) Sealing of all envelopes and transfer cases
 - (d) Transporting of envelopes to Department of Elections

Sample #31. Memo to Teachers, Detroit Public Schools, Detroit, MI

May 2, 2006

Draft

Dear Educator:

I want to thank you, as well as, all other members of my Detroit Federation of Teachers (DFT) family for the support and encouragement that I have been privileged to receive.

One of my goals as the city clerk/chairperson of the Election Commission of this great city is to restore the voters' confidence in the integrity of Detroit's elections. The way to achieve this is to enhance the quality of our service delivery through reorientation of our field workforce.

The purpose of this correspondence is to solicit your assistance as an educator to serve in the capacity of a super poll worker. This is a newly created supervisory position for all polling locations in Detroit. The person in this position upon completion of three training sessions at the Wayne County Community College District (our partner), will be the leader of the operation in the assigned polling location. I strongly believe that as educators, our training placed us in a unique advantage as professionals to serve in these positions.

Compensation for this position is \$275.00 (Two hundred and seventy five dollars) per election. If you are interested, please complete the attachment below and return to the:

**Detroit Department of Elections
2978 West Grand Boulevard
Detroit, Michigan 48202
Attention: Ms. Marina Lee**

If you have any question or need additional clarification concerning this matter, please, feel free to contact Mrs. Rachel Jones at (313) 876-0221 or Mr. U. Edwin Ukegbu at (313) 876-0233. Please feel free to extend this information to other educators who may express interest.

Again, thank you for your support and I look forward to your consideration to serve in this position

Sincerely,

Janice M. Winfrey, City Clerk/ Chairperson
Detroit Election Commission

