

**United States Election Assistance Commission  
Roundtable Discussion**

**GETTING READY FOR NOVEMBER**

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VERBATIM TRANSCRIPT

The following is the verbatim transcript of the United States Election Assistance Commission (EAC) Roundtable Discussion "Getting Ready for November" held on Tuesday, June 19, 2012. The roundtable panel convened at 9:01 a.m., EDT and was adjourned at 12:35 p.m., EDT.

### **ROUNDTABLE DISCUSSION**

MS. MILLER:

Good morning everyone. My name is Alice Miller. I'm the Chief Operating Officer and Acting Executive Director for the U.S. Election Assistance Commission, and I would like to welcome everyone to this, our second of three, roundtables scheduled for this year. I'd like to also welcome the individuals who are viewing us through our Webcast. This will be available on our Website following today's roundtable, and we'll have it posted up there for an extended time thereafter. So again, welcome. I'm happy that everyone has agreed to participate with us this morning. We do have a lot of distinguished, I might say, panelists here, and they have a lot to offer. And hopefully, everyone will go away with something as we begin to prepare for November, which is the topic of our roundtable.

I want to also mention that we know that HAVA is now ten years old, and many organizations are doing their ten-year retrospectives as it relates to HAVA; things that have happened, things that have come out elections since the -- since legislation went into place. These roundtables are a synopsis of everything that EAC has been doing since the formulation of the agency, hence HAVA. At this point in time we have an opportunity to reflect upon our programs, the innovations, and the improvements and advances that have taken place in elections since HAVA.

As you know, EAC has a huge array of information that we have available through our clearinghouse, and although it is a multitude of work that has been put forward since the development and the legislation has been put in place, it is still the tip of the iceberg of the work -- the body of work that EAC has. There is still a lot more to do and a lot to be done. The work product that has accumulated has been a result of a lot of work that election officials and those who are involved and concerned about the election process has come together and put together, and therefore, the EAC has been successful because of it. We have the momentum going, I do want to say that, and it is because of individuals like -- sitting at our table that we've been able to be successful with that, and we want to continue that. The working groups, our roundtables, all of them have allowed us to be successful in putting our products together and being able to have the clearinghouse work and function and to continue to be forceful and innovative with the elections process.

So, having said that, we move forward with today's roundtable, and I do want to say that we have our moderator with us, Merle King. Merle, as we all know, is no stranger to the election community and indeed a true friend and supporter of the EAC. I told him yesterday he doesn't know how to say no, and he has never said no. He's never said no to us and he continues to be positive in support of most any election process that is in place. And he brings a wealth of knowledge to this process serving in his professional capacity as the Executive Director for the Georgia Center for Election Systems at Kennesaw State University.

Just a little bit about his background, not that we need to qualify him at all, but I will say that Merle is the Associate Professor of Information Systems and the Executive Director for the Center of Election Systems at Kennesaw State University in Kennesaw, Georgia. He's an active researcher in election administration. Professor King is the 2005 recipient of the National Associations of Secretaries of States Medallion Award for his work in Georgia elections. Together with his colleagues at The Center, Professor King has led the development of one of the nation's best resources for the election administration support. The Center for Election Systems provides voting systems technical support for Georgia, for the Georgia Office of Secretary of State, and to the 159 county election supervisors in Georgia. As a Professor of Information Systems, Professor King teaches graduate and undergraduate classes related to legal and leadership issues and information technology.

As I said, he brings a wealth of knowledge to this process. He has been more than supportive of us and we truly appreciate him. I can't tell you how many roundtables he has volunteered, and I say volunteered, he never accepts anything, not even money for travel, with respect to this. He does it on his own.

So, I want to turn it over to Professor King. He will comment and provide guidance and logistics on how this roundtable will operate today. So, thank you Merle.

DR. KING:

Well, thank you Alice. Well, good morning everybody. It is a pleasure to be here. And the work that brings us here today is

looking at preparation for the 2012 election cycle. And, of course, for those of you at the table and our colleagues who are viewing on the Webcast, preparing for the 2012 election is really old news. We've been doing it for well over a year, but we're really at that point where things begin to accelerate. In skydiving, there's an expression called the ground rush. And the notion is that, as you first fall from the plane, you're not really moving that quickly relative to the ground, but in that last 500 feet, it is coming up at you quick. And so, I like to think in elections that we're now in ground rush as we look forward to the events in the coming four to five months. And then, hopefully, that calm after the storm, hopefully, when we put the election to bed in mid November after all the counts are final, that we'll simply be able to rest.

But, the goal of this workshop -- or this roundtable today is to really talk about a broad range of topics; things that are going on in your jurisdictions, things for which you have specific experience, and then, by extension, how our colleagues across the country can be going through their checklist of things in preparation for the election. And the hope is that the insights that you bring to the discussion today will either affirm the things that they're doing, or perhaps identify some additional things that our colleagues should be thinking about, prioritizing and working on as they move forward in their preparation.

As we work through the roundtable today, we have a couple of hard time breaks in here. One is at 10:45, where we'll need to pause for just a moment while the transcriptionist and the closed captioning people kind of swap out. And the second is, we'll be

finished at 12:30. That's my promise that we will always end up on time.

The format that I like to use in the roundtable is moving through the questions that we've organized, but also identifying new questions. There are things that will emerge as we go through our discussion and we certainly want to take the time to explore those items, illuminate the issues that are in them. And at the very end of today's session I will ask that each person here at the table kind of summarize their thoughts for the day, their handful of things that either they've come prepared to talk about or that they've reflected on during the day. And it would be your advice to your colleagues that if you were to really focus on a small handful of things for the upcoming election cycle, what would those things be. So, in that sense, each of you will have the last word today as we go through it. With a small group like this, usually I can just catch your eye if you need to jump into the conversation, but if not, you can turn your name tent up on its end and that kind of helps me see that you're next in the queue, or you're somewhere in the queue.

What I would like to do then is to start with Brad King, this morning, and I'm going to ask Brad to briefly introduce himself, his experience in elections. And then, we're going to move around the table and end up with Judy. And then, Judy at the end of today, when we do the summaries, we're going to start with you and we'll move back around this way. So that way Brad will get both the first and the last word today.

And so, with that I'll ask Brad to begin the introductions of the panel.

MR. KING:

Merle, thank you very much. My name is Brad King. I'm the Co-Director of the Indiana Election Division. I don't know what ancestry.com would show if we tried to figure out the distant cousinage between myself and Merle, but I do think that everyone at this table and many of those watching have elections in the blood. We share that passion for the electoral process. That explains why we've come here today and why we hope that all the individuals watching will become excited and dedicated as we look towards November.

My first exposure to elections took place in a law school class, one of the first election law courses offered in this country, at the College of William and Mary Law School in 1980. We used photocopied texts informally bound together, but it was such an intriguing subject that I never regretted having taken it. After law school I was employed by the Indiana House and Senate as Counsel to the Elections Committees, and then, subsequently became attorney for the State Election Board. I served in that capacity for seven years, when out of the clear blue sky came a wonderful opportunity to serve as Elections Director for the great State of Minnesota. I served in that capacity for two-and-a-half years. Had a wonderful experience in how elections are administered in different states, to help me compare and contrast and some cultural education, as well, I learned the difference between casserole and hot dish.

[Laughter]

MR. KING:

Then, in 2002, I accepted the post of Co-Director of the Election Division, been serving for the last ten years. It's been a great experience. I've always treasured the people I've come to know and work with.

And so, with that, I'll yield for the next introduction.

MS. EDMAN:

Thank you. My name is Sue Edman. I'm the Executive Director of the City of Milwaukee Election Commission and I've been with the Election Commission for one month shy of seven years. Prior to working for the Elections Commission I spent 28-1/2 years in law enforcement, retiring as a Captain of Police. And I -- like I've told so many other people, that was nothing compared to what I experience today. I have never lost so much sleep, experienced so much stress, and am putting in so many hours as I have with the Election Commission. So, it's been most interesting.

I became interested in elections when I ran for a seat on the Common Council in the City of Milwaukee. I lost when I ran, but I am -- had many contacts with the office, of course, and that sparked my interest in elections. So, eventually the position became vacant, and applied for it, and I've been there, like I say, for seven years. It's been most amazing. What amazes me so is how little people know about the election process and the complexity of elections and what it entails in putting an election together. So, it's been most interesting.

As many of you know, we just got off two recall elections, a recall primary, and the recall, as well as our spring election. So, it's been an extremely busy spring. The recall election we had two



weeks ago today will certainly prepare us for the November election. The turnout was much larger than we anticipated. So, surely I'd have to say that we learned a lot, but we will be well prepared for the November election.

DR. KING:

Thank you, Sue. Lance?

MR. GOUGH:

Good morning, my name is Lance Gough. I am the Executive Director of the Chicago Board of Election. I've been at the Chicago Board as Executive Director for 24 years. I've been in elections a total of 34 years. So, we were -- Alice and I were talking about counting down when we retire. It won't be too long for me, I can tell you that.

The City of Chicago, we have 1,400,000 registered voters. I run the day-to-day operations of the Chicago Board. I think we've been very innovative in what we're doing. And what we've done in the last couple of years, we've really done a partnership with the community groups. I went to the U of I at the University of Chicago and got a large room and invited every community group in there, to let them know what we're doing and how we're going to do things and get their input. In fact, on our Website, [chicagoelections.com](http://chicagoelections.com) we have what we call a voter engagement 2012, which will list all the different things that we did. And it was quite innovative. And like I said, elections gets in your blood, hard to get out of. I've been all over this world doing election assessments for other departments, and it's been quite innovative and has been quite enjoyable. Once it's in your blood, it's hard to get out.

DR. KING:

Thank you, Lance. Sonia?

MS. CAMPOS:

Good morning everyone, my name is Sonia Campos and I guess I could start with explaining how I got into elections. I first started in, I guess, 2006, working at the local level of elections as a training coordinator for the Bexar County Elections Department in San Antonio, Texas. Right after that I was fortunate enough to actually come here to the Election Assistance Commission, where I was Program and Grants Management officer for a little under a year. Currently, I work at the Federal Voting Assistance Program, which is right up the road in Rosslyn. I work as a program analyst for 12 - - representing 12 of the southeast regional states. And I work, basically, in assisting states and their voters, with helping them comply with issues of the MOVE Act, helping them with information on our online portal for our voters. I had a wonderful experience living here in this area. I haven't been here very long.

Prior to my election experience I was a university instructor for about ten years overseas, so I spent a lot of time in places like Turkey, was a Fulbright Scholar, and Japan, and the United Arab Emirates. So, I'd like to say that my experience has come full circle, from actually being an overseas voter to working at the local level, and now working at the federal level of elections.

And I'd like to say thank you again to the Election Assistance Commission for having me here. I think it's -- it's been a great experience having worked with them in the time that I was here,

and it's a great platform to understanding elections at the national level.

DR. KING:

Thank you, Sonia. Katie?

MS. BLINN:

And good morning, I'm Katie Blinn. I'm the Co-Director of Elections for Washington State. And prior to this I -- I've been in this position -- excuse me, I've been with the Secretary of State's Office for seven years, and prior to this I was Counsel for our House -- in our Legislature, our House of Representatives Committee that handles elections administration -- the election administration campaign finance, public records and those topics. So, that's how I came into this line of work, primarily writing legislation and still do that, writing regulations, and trying to improve our laws on election administration.

Washington State has had the opportunity to innovate quite a bit the last few years. We are the second state in the country to conduct all elections by mail. So, that's really a western state's phenomenon, not just Washington and Oregon, but many of the western states have very high absentee voting rates. And, we really see that as where the future is tending to go for many states. And then, also, Washington has a different primary election system. We do not have party registration. We have what's called a top two primary. And this is the first in the country for this type of primary election system. So, we really have had a wonderful opportunity to write lots of new laws and new regulations. It's kept us busy, thank you.

DR. KING:

Thank you Katie. Cliff?

MR. TATUM:

Good morning, my name is Clifford Tatum. I'm the Executive Director for the D.C. Board of Elections, and I gained my first elections experience in the State of Georgia working under our illustrious moderator. I currently worked -- or actually worked with the Georgia Secretary of State, and there we were in implementing a new voter registration system -- excuse me, a voter technology system. And I've been in the elections industry for over seven, eight years. I worked with the D.C. Board of Elections as a coordinator/consultant under HAVA, and was recently appointed as the Executive Director of the agency. And over the past two years we were involved in implementing a new voting system with the D.C. Board of Elections, so I'm not sure how many of us can say we've actually implemented two full-blown electronic voting systems as well as electronic poll books, but I like to think that I have the experience from that and I offer that to the D.C. Board as we move forward.

I enjoy working in elections. I echo the thoughts of Mr. Gough there, you either love elections or you don't. And if you love it, you stay in it. And if you don't like it, then you move on down the road. I think that we are in some interesting times in the election industry, as there are lots of changes being made as it relates to what's going on with the EAC, with different laws that are being implemented around the states, as it relates to voter registration

and, actually, the technology moving from touch screen back to optical scan, up to some other types of systems.

So, I'm glad to be here today to talk about the processes that we implement and execute here in the District of Columbia, and to hear from my colleagues as to what they're doing in their particular states and cities, and how we can collaborate and perhaps help some of those folks who are watching on the Web implement their elections process for this upcoming November election.

DR. KING:

Thank you, Cliff. Judy?

MS. SCHWARTAU:

Good morning, my name is Judy Schwartau. I'm an Election Specialist with the City of Minneapolis, and I'm proud and humbled to be here to represent the entire election team that conducts elections in the City of Minneapolis.

My background is – actually, I've brought this little toy to show you. It's not a toy, but this is to celebrate the nearly tenth anniversary of HAVA. This is my first exposure to elections, and this was the precinct kit in the township where my parents lived. It says Featherstone. That's their township. And in the precinct kit we have a lead pencil with a string to be installed into the polling -- into the booth. We have string that was used to tie the ballots together. There was a long, long needle that I couldn't take or I wouldn't have made it through the airport.

[Laughter]

MS. SCHWARTAU:

And then, this was the wax that they would use to seal the tied up ballots. So, that was my first exposure to elections. And one of the neighbors would call up my parents and say, "John, Bernice, who's going to do it? You haven't done this for awhile." And my dad would say, "I'll be picking corn." And so, my mother would be the judge for the primary and my dad would be the judge for the general. And then, we'd ride the ballots back into the -- and the results into the county seat, and I'd get to stay up late and that was all fun. So -- and I think as many of the colleagues here have said, you really enjoy elections, or you just don't understand what it's about. And what I like to tell new people to elections is, you need to learn how to manage your adrenaline, because that's kind of what we're getting.

Just to give you a little bit of background of the jurisdiction I work in, Minneapolis has approximately a quarter million pre-registered voters. Minnesota is a paper ballot optical scan state, so we have a paper ballot. We are also an Election Day registration state, and that's been something that we've had since the mid '70s. More than a generation of voters have come to know and understand what it is to be able to register and vote on Election Day. In the 2008 election four years ago we had 17,100 absentee ballots. We had 50,505, and we say it to the exact number, because it's so fun, people who registered and voted on Election Day just in our city. So, as we look at preparing for a primary, and especially, a general election, especially one that follows redistricting, we are looking at managing that sort of quantity.

And so, I hope that what we all share today gives us all a few more ideas and that you find some things that work for you, as well. Thank you.

DR. KING:

All right, well, thank you Judy. And Judy's comments are a great segue into the first topic that I'd like to put out to the panel, which is, provisional ballots and same day voter registration and provisional ballots. There's an intersection there because of just the structural implications of same-day voter registration.

What I'd like to do is just briefly talk about provisional ballots, and since Alice mentioned that this is the tenth anniversary of HAVA, and provisional ballots was one of the components of the HAVA legislation. Provisional ballots serve a very important function in handling anomalies in the precinct. But provisional ballots have a couple of other properties that are interesting to think about. In the audit of systems, we often -- in voting systems, get focused on preventative controls, those controls in an audit system that prevent untoward events from happening. But probably, more importantly in elections are detective controls. Those are controls that permit us to detect anomalies, and then, to implement some solution. And one of the interesting things about provisional ballots is they're very much detective controls. They inform us when other things are out of kilter in our voting environment. Specifically, we have just gone through redistricting. And every time you break apart your district combos, shuffle them, reassemble them, we know there will be anomalies. In our VR systems, we know that given the large number of people that are processed through that

system and the large number of starting points for that processing, whether it's through DMV or other governmental agencies, we know there are anomalies, and so, provisional ballots become an interesting way to detect other things that are going on within our election system.

So, I'd like to start with that topic and ask this panel, has your practice of issuing provisional ballots in your jurisdiction, has it changed in the past years from the initial implementation? How have you improved the process? What are successes that you've seen? What are the remaining challenges? And perhaps, just as importantly, what do you expect to find on Election Day in this election cycle, in the issuance and resolution of provisional ballots?

And Judy, since you've just kind of helped motivate the topic with talking about same-day voter registration, I'd like to start with you, and then we'll just open it up to the rest of the panel.

MS. SCHWARTAU:

Well, Minnesota is exempt from provisional ballots because we have had Election Day registration since the mid '70s. And there was a deadline set in motor-voter that allowed six or seven states to be exempt from provisional ballots. And we do have a measure that may be on the ballot in November that will be planned out to include perhaps voter ID and provisional ballots, but that question on our ballot that will be become perhaps a Constitutional amendment, as proposed by the Legislature, is something that has not yet had the details developed in it. So right now, Minnesota has no provisional balloting experience to bring to the table.

DR. KING:



Okay, Lance.

MR. GOUGH:

Yes, just a comment. You know, when they came up with provisional balloting, a lot of us were doing affidavit voting, where you would fill out an affidavit and vote. So the change from affidavit voting to provisional really didn't make that much difference, but provisional ballots is a safety net. It's a safeguard, if somebody has forgot something, did not update their record, or was a mistake with the Secretary of State's Office or another agency. That's where you catch those mistakes. In fact, we've been very fortunate. When we first started doing provisional ballots, we were issuing 30 and 40,000. Now it's gotten down to 12,000 or 8,000, and out of that 8,000 or 12,000, we're only counting maybe five, 600 of them that are actually needed to -- that were actually mistakes that needed to be corrected. So, provisional ballots, as I said, is more of a safety net than anything else. And it's served its purpose, and it's very useful, I think.

DR. KING:

Lance, you mentioned the reduction from a high of 30 to 40k down to around ten of 12k. What do you attribute that to? What procedures were put in place that helped reduce that number?

MR. GOUGH:

Basically, it's education more than anything else, educating the voter; to educate the voter, let him know when's the first day to register to vote, when is the date to vote absentee. It's basically getting the word out. We do a canvas 90 days prior to the date of the election and we send to every registered voter letting them

know their precinct ward, legislative representative, Congressional County board district, we send that information out. We do a lot of PSAs letting them know what we need to do to get the people registered to vote, and get them out to vote. So, it's more of an education piece than anything else.

And, it's also how you look up your registration. Let's say, somebody registered ten years ago and never bothered to change their registration. All of a sudden it's election time and they're saying, "Well, I'm just going to go vote," forgot that they moved three times prior to that and did not update their registration. A lot of people don't look at, you have to update your registration records. They figure it follows you the rest of your life. And maybe one of these days it should and will, but right now, you have to update that, and that's where the education comes in.

DR. KING:

Okay, yes, Sonia?

MS. CAMPOS:

Yeah, I'd like to comment on the whole idea of provisional voting. This is from my time working at Bexar County Elections Department in San Antonio. The current election administrator there, Ms. Jackie Cowan, spent a lot of time and effort in working on developing training for poll workers to make sure they knew what the administrative process was for provisional ballot for a voter. It's a very complex and sensitive process, where the instructions and directions on how to fill out a ballot -- or help a voter fill out the initial affidavit envelope for the voter is not always clear. So, I do like to -- I would like to commend Ms. Cowan on the opportunity of

helping her as training coordinator to create specific step-by-step instructions for poll workers who had polling locations that had quite a number of people who were potential provisional ballot voters. And I don't know if there is a lot of resource -- there are a lot of resources out there that help explain that process, especially given the fact that a lot of our poll workers might be from an older generation who aren't familiar with current technology and paperwork. And I think it's something that a lot of election officials sometimes struggle with, that they don't have these resources or specific instructions to give to their poll workers to process. And those were a lot of issues that I encountered working with poll workers who had to deal with provisional ballots. So, I think that has to be something that people need to understand that, you know, the training and resources and step-by-step instructions are very, very important at the local level.

DR. KING:

Yeah, that's interesting. And Cliff, I'll come to you in just a moment, that using provisional ballot -- quantities of provisional ballots and patterns of provisional ballots may not only inform the jurisdiction about needed voter education but may also need to inform the jurisdiction about poll worker training. So that's a very interesting interpretation of the same results.

Cliff?

MR. GOUGH:

Yes, the District, actually, was offering special ballots prior to the implementation of HAVA, and as HAVA became effective, we then switched over to the provisional ballot. We still call it a special

ballot. And just within the last year or two years we implemented same-day registration. So, I find it interesting, for the City of Minneapolis to cover the provisional ballot process with same-day registration. But, as we've looked at the process, we see that that is actually one of the biggest pressure points in the polling place, because voters don't know where they should go to vote. They sometimes don't take the opportunity to find out exactly, where is my polling place, I've moved three times, and so, I'm going back to what I know where I used to go. So, voter outreach and education is most important. The District has a closed primary, and invariably, we have voters who want to vote in another party's primary, so it became incumbent upon our office to do this push "Registered and Ready" campaign. Are you registered? Are you in the party that you want to vote in? If not, you have a certain period of time to change your registration. And if you don't change your registration, you'll have the chance to vote a special provisional ballot, but if it's not within the confines of the law, then more than likely it's not going to be counted. So, we pushed heavy and hard with, make sure you're in the correct party, make sure you know where you're going, and then, of course, the process of making sure our election workers actually know or follows the instructions for completing a special ballot, a provisional ballot. That then turned to a training aspect for our election workers. What's the process for processing a special ballot? Then, let's adhere to the process and err on the side of the voter, and -- so that we give everyone the opportunity to cast a ballot on Election Day.

DR. KING:

Yeah, Cliff you make a really good point, which is, voter education is always a part of what we do. Conducting that voter education at the polling place, with a queue out the door, is probably not the most efficient time and place to do it.

[Laughter]

DR. KING:

But, in fact, it may be where it has to be done, and then, it falls back on the training materials that are provided to the poll workers.

Let's talk about that for just a moment, because I think that that really is something for which jurisdictions still have plenty of time to address, which is the poll manager training, poll worker training, in time for the election. I think what we see with the implementation of provisional balloting, is, it breaks the rhythm in the precinct, that there is a rhythm and there is a pattern, there's a movement of voters through the precinct, of course Katie, with the exception of your precincts, which are everywhere. But it disrupts a pattern. And often, when that disruption occurs, it confuses -- usually confuses the voter, but it may also confuse the poll workers, in terms of who handles it, what is the criteria, does this need to be escalated. I think the one thing that we all attempt to communicate to our poll managers is, this is clearly not a place to improvise. And often, when you're doing a forensic analysis on badly managed provisional ballots, you'll hear the poll manager say, "Well, we just applied commonsense to the resolution," et cetera.

But, in your training of poll workers on the issue of provisional ballots, what are the kind of things that you highlight? Or what are the things that our colleagues in other jurisdictions,

what should they be focused on, trying to really emphasize with their poll workers about the execution of provisional ballots?

Lance?

MR. GOUGH:

Yeah, I did prepare -- I made available a judge's manual, and it has the full steps of how you conduct and how you vote a provisional ballot. But what's really interesting is your training of your poll workers. We go through an extensive three to four-hour training of our poll workers, and actually hands-on. The problem is when you do something like that you look in the room and some of them fall asleep during that time.

[Laughter]

MR. GOUGH:

You got to nudge them every once in awhile and that's why we try to make smaller classes. We have -- with 2,300 precincts, we do almost -- about 13,000 poll workers, and they're trained within a 60-day period, and it's kind of difficult. So, we're just trying to get as much information into them as possible. So, it is difficult, but I'm really proud of this judge's manual. It actually goes through it step-by-step. If somebody actually sat down and read the entire manual, you will get it. But the problem is, you actually have to have hands-on, and that's what we're trying to do. You have to have hands-on.

The problem is that, getting qualified people. If you look at the people that want to work as poll workers now, and I love them, they're the backbone of the elections, but you get some people that

are retired, that have nothing else to do, which is great. I'm going to be one one of these days.

[Laughter]

MR. GOUGH:

But then, you have other people that are just interested in, "What are you going to pay me?" And those -- that's where you get into a bit of a problem. But, it basically is educating the poll worker and also getting that information to poll watchers, candidates, everybody, so that everybody knows what's supposed to happen in the polling place. And it is difficult, it really is.

DR. KING:

Okay. Sonia?

MS. CAMPOS:

Also, again, going back to my experience at Bexar County, that particular county has approximately a little under 900,000 registered voters. So, I was the one in charge of training/developing materials for approximately 900 poll workers in any given election. For provisional ballots, that was probably the biggest challenge to overcome. But, I guess I took from my experience as a teacher before, where, even for myself, I'm a very visual learner. And so, the materials that I first encountered when I first started working there, for provisional ballots, was this long, you know, 30 point written out instruction sheet on how to fill out a provisional ballot affidavit. And no one in their right mind, on Election Day, is going to read those 20 points, or 30 points, and expect to get through the day alive if you have a long line of voters. So, what we did is we took all that information and we created a

visual handout, where the poll worker actually sees what an envelope looks like when it's completely filled out. The key thing was the signature of the poll workers, which we always needed for legal reasons, and there was always a small percentage that would come back without a signature. So, we always made sure that we had a visual of what the front part of the envelope looked like, with the signatures, the back part with the voter information, what the ballot looked like, initially, where the voter had to initial, not exactly what – obviously, what they would vote on. But when the poll worker received these laminated step-by-step visual instructions on what it is from step one to step ten, and where exactly that provisional ballot had to be placed in which box, and there was a picture of the box and -- it made it so much simpler for them. So, those kind of instructions, the very, very basic level for poll workers is always going to be best in comparison to, you know, long written instructions that people cannot read on Election Day.

So, it's actually about being efficient and saving time and making sure that they understand the instructions. And they're there, so they can't really deny that they didn't understand, if they can visually compare what they're doing to what's there, it worked really well.

DR. KING:

Cliff?

MR. TATUM:

In fact, we implemented both of the ideas that were just mentioned here. Number one, the hands-on training, we too conduct a three to four-hour training for each of the positions. And we discovered



that as opposed to talking and teaching about the process, let's just put the envelope in your hands, in the voters -- in the poll workers' hands and let's go through the process, time and time again. And we then could evaluate which of our workers were actually able to grasp the process and actually follow the instructions, because that became a part of it. Can you really follow the instructions, or do you do what feels commonsensical? And sometimes the commonsensical is not part of it. We really need you to follow the instructions.

Then, the second step was how complex are the instructions? So, we too developed a simpler, what we call a process, standard operating procedure for the polling place for each of the positions. So, if the captain wanted to rotate someone from the check-in clerk over to the special ballot position because the special ballot person needed to take a break, then we had a standard operating procedure there so that that person could sit right down, take a quick glance, how do I do this, and follow the process. But the visual aid is, I think, where we're going now. It's what can we provide at the polling place that the worker can look at and say, "Ah it's supposed to look like this." And the idea is to blow up a bigger size special ballot envelope and have it there as the aid. So, that's what we're looking at is hands-on, hands-on, and then, what's the visual aid at the polling place to help the poll worker and invariably the voter.

DR. KING:

Okay. Katie, did you have something?

MS. BLINN:

Well, I was just going to give a western state's point of view. In Washington, our provisional ballot numbers plummeted over the last few years, because we don't really just have Election Day in our state, we have a two-and-a-half week period that's election period. Many states will call it early voting. And since every voter is mailed a ballot, we use our public relations to, say, after the ballot deadline passes, "If you don't receive your ballot by," let's say, "Wednesday call the elections office." And that's -- as you were saying, that's how we start know, okay, something's up. And for the voters who don't update their address, we are able to get them the ballot that they -- that's applicable to them. So, even if they have moved, they are still eligible to vote at their last registration address. And so, we get them the ballot, send them the ballot to their new, updated address. And so, during this two-and-a-half week period we are able to send out replacement ballots, so we are sending them a valid ballot. They aren't using a provisional ballot. And really, provisional ballots at this point are just used for people who thought that they were registered and they are not. But even those -- most of those are cut off because they call the office first, and realize that they are not registered. And usually by that -- unfortunately, usually by that time the deadline has passed, but at least they're aware of what the problem was.

DR. KING:

Okay, thank you Katie. Brad, and then Sue.

MR. KING:

I'd like to make some comments on provisional ballots, specifically, and then on training, generally.

I think it's important to understand that although provisional balloting is a critical fail safe, it's not the only fail safe. And some of the challenges we face are explaining procedures that are either federally based in the National Voter Registration Act, or based in state statute, that are designed to accommodate a voter without getting to the point of issuing a provisional ballot. For example, returning to the precinct where the person was registered and being able to cast a vote there, is one method that is authorized. Then, simple name changes at the polling place without any special procedures, including provisional balloting. And so, we emphasize that the provisional ballot is to be the safety net of last resort. If there's a way to resolve the problem without issuing the ballot, then try to find that resolution.

With regard to training, generally, I just wanted to follow up on some comments that Sonia and Cliff made. We have found that one principle to remember is repetition, repetition, repetition, because you may have thought you have given an absolutely riveting lecture on provisional ballots...

[Laughter]

MR. KING:

...but you will find that someone in the back room was talking to their tablemate and either did not hear, or, worse, half heard what you said. So, that if you emphasized, "For heaven sake, don't do X," after they do "X" they will tell you, "But that's what you said at the conference." So, the way to avoid that problem is repeating in one of several different forms.

It's interesting that people learn in so many different ways. Some people are primarily focused on written material as their best method to learn. Other people learn best by hearing. And then, a few folks learn primarily through a kinetic or a tactile way, you know, handling materials. And so, one method that we have used at the state, encourage counties to use, is to role play at training or at conferences, to have audience members participate, and to be a mock polling place and to deal with a variety of provisional ballot situations. And so, the process is no longer abstract. You remember what happened when Bob had his provisional ballot problem that Cynthia sorted out at the conference.

And so, I think those are valuable training techniques for poll workers in this case.

DR. KING:

Thank you, Brad. Sue?

MS. EDMAN:

Provisional ballots is really a non-issue in the City of Milwaukee because we've just had so few of them. For the recall election we had two weeks ago, we had probably 25 to 30 provisional ballots. I believe that it's because people are probably prepared and have documents with them, their driver's license or whatever. But, too, I know in our training sessions, I do mention to our chief inspectors that you may want to mention to the electorate that if you live close by, maybe you want to run home and get that document rather than having to drive downtown or, you know, get your document to the Election Commission, and then you fail to follow-up on it. So, I think that is probably happening.

Also, what I think is most disturbing for me is the fact that people don't follow-up on their provisional ballots. They have until Friday after the election to provide us with the necessary documentation, but most people don't. So -- and maybe that's something we need to do is reach out to these people and encourage them to get down to our office. But, I believe that our chief inspectors are really encouraging people to, "Do you have the chance? Maybe you want to run home, it's three blocks away or five blocks away, rather than driving all the way downtown," or whatever.

DR. KING:

I have a couple of follow-up questions. The first thing I wanted to do, though, is comment on Sonia and Cliff's point. And for the jurisdiction in San Antonio that's implemented that finished product, end point perspective in the training, I think that's incredibly valuable, because so much of the controls that we use in elections are form based, and omissions of information, transposition of information on those forms really invalidate a lot of their functions. So providing tools in the training that inform the trainee, "Here is what a correct finished product looks like." And the way that I kind of visualize it, if you're building cars, there ought to be a perfectly assembled car there at the end of the line to keep people focused.

But there's another thing that you think about, using the metaphor of car assembly, is that what's very important for people to understand in process-driven environments is what an out-of-control process looks like. And often what we see in our poll worker training is that we don't inform them of what the broken

system looks like. They don't recognize the broken process. They only recognize the perfect process. And so, I think as a part of our training, to the extent that we have the time and the appropriate audience, including identification of what it looks like when it is wrong, so that you know when to escalate the call, you know when to get either the city or the county or the state office on the phone.

The other thing that we've talked about briefly on voter education, and that's really such a pervasive theme in what we do, we need to keep in mind that we're not the only ones that are educating voters, and that oftentimes, you will have candidates and parties that have initiated their own voter education programs about things like precinct locations. But sometimes it's about things like provisional ballots, and sometimes that information is not correct. And so, as a part of our own voter education strategy, monitoring other voter education initiatives in our jurisdiction and providing assistance when appropriate to help them ensure that it's right, affirm that their information is right, but most importantly, correcting it if it is not right, in time to impact the election.

The question that came in from the Web, and I'm not sure if it was a Twitter feed or from the Website, has to – Website -- has to do with the inherent advantages, disadvantages, challenges between the in-person training that Lance talked about versus online training, which many jurisdictions implement as a way to either reinforce and refresh in-person training, or to reduce the overall cost of training.

So, I'll put that question out to the panel. Do you have thoughts about the efficacy of in-person training versus online? And I'll start with Lance, and then go to Sonia.

MR. GOUGH:

Yeah, we do in-person training, but we also have online training. And we see this as a supplement to training. In fact, we can track our poll workers and see that somebody spent four hours reviewing their online training. So, I mean, it works out very well. Do we think online training is a substitute for the actual hands-on and going through mock elections? Not at the present time. But, you know, it's something that we think online training is a great supplement to actual training.

DR. KING:

Sonia?

MS. CAMPOS:

Yes, going back again to Bexar County, now that I look back on my time there, it was quite a progressive county, in a sense that with the 900, sometimes it went up to about 1,200, poll workers, being the only trainer for the office, and this again goes back to budgets where they can't hire five training managers, for example, there is a lot of work involved in face-to-face training, as we called it. It was very necessary, because the poll workers did have the opportunity have to do their hands-on experience on filling out a ballot, or doing a mock election in a classroom, for example, or just to see what the ballot was going to look like. If there was some glitch where the ballot looked differently on the screen, if the candidates were cut on one screen for one particular race, and it showed up on the second

one, we had to be sure to tell the poll worker, “This is what your voters are going to encounter, and this is how you explain to them, you know.”

Bexar County, in 2008, was part of a PEW research study to see if whether online training was beneficial or not beneficial to the success rate of a particular polling location, if the poll worker had just done face-to-face, had done online training, or had done both. Now obviously, if you have supplemental training it’s obviously going to improve your work at the polling station, which was the result of this particular study. The reason why Bexar County decided to move forward with online training at the time, and it still continues to do that, if I believe, it’s because you have a lot of people who have time constraints who are poll workers who can’t manage going into one of our training facilities -- one of the training facilities there to do a one-hour or a three-hour or an eight-hour course. It has worked in the sense that when seasoned poll workers who wanted to refresh their information about an election process, they could easily go to this particular online training that we had and remember what it was, what the process was to fill out a provisional ballot, or how to process a voter and make sure all the questions were answered. It was there seven days a week, 24 hours a day.

The specific thing about that particular training is that you have to be careful that you don’t have a poll worker who just wants to get the paycheck and doesn’t care about the training and could easily click through the slides, you know. Our process was, we thought about this very thoroughly. We made sure that when this



particular person only went -- did online training, for example, that that particular system that we developed made sure that they had to go through every single screen and answer specific questions pertaining to the screen, so we could make sure that they were paying attention. Otherwise they wouldn't -- and it was a pass/fail. They had to pass an exam at the end.

So, if you take certain steps with online training to make sure that it is successfully completed, with an actual interest from the poll worker or the person using it, and we make sure that they understand the information, it's a great tool to have. But there definitely has to be research and a lot of work around it to build it up to that particular level.

DR. KING:

Katie, and then Judy, how about that?

MS. BLINN:

I was just going to add that many states do have rather complicated provisional ballot requirements or procedures, and I encourage states to try and streamline those. And if that means you take legislation to your Legislature or to your board -- your election board, I encourage you to do it, because the point is to allow people to vote. And if we are getting caught up and stumbling over procedures, and if the poll worker is having trouble with these procedures, the voter certainly will. And the whole point of provisional ballots is to allow people to vote. So, facilitate the voting, and try and eliminate some of those procedures. Form versus substance, we want to get to the substance.

DR. KING:

Okay, thank you. Judy?

MS. SCHWARTAU:

I just wanted to add, in training, that one of the great assets we have in our region is that the cities in Hennepin County, and Hennepin County elections itself, are involved in what's called the Hennepin County swap meet. And as cities we come together and we share information, we create our own judge manual for the county, in addition to the one that the state has produced. We work together on the duty cards, which are maybe the standard operating procedures. And every city, maybe, has a different set of color coding, but that helps the election judges also to know what they're doing as they rotate through.

And one other asset that we have is a video production that is part of training that shows -- that demonstrates in video and PowerPoint the opening and the closing procedures, how the documents need to be done, that paper trail that we need. And through that and the handouts at training I think that we are lifting the boat in terms of what we want.

One thing that we also do in Minneapolis, specifically, is we have a great round robin of feedback, and that is that the election judges can evaluate the chair judge, the chair and the assistant chair evaluate each other and the team members. And so, we are looking, not just at the legal requirements of what the law requires as an election judge, but we are applying those standards and we are using the people that best meet those standards.

And in the training plan that we have, we used to rotate through all the libraries and that meant schlepping all this work stuff

in, in the heat and the rain, and then setting up and then getting it all packed up and out there when the library closed. When we went to onsite control at our training center, we could be there early and answer questions. We could stay late, as long as anyone wanted to stay and ask a question. That was very helpful and enlightening and -- to hear what those questions were when they took their time. And, it also -- because we hire so many people and give them a two-hour class as a team member, we need to stick to in-person training, because that's, in essence, part of their interview process, if they're high maintenance or low maintenance. Everybody is smirking here, so you know what we mean. And we've all experienced those. So, it's very enlightening.

I think online training or recorded training that can be posted on a Website is very good for a refresher between a primary and a general, because now that distance has expanded because of the absentee voting requirements for HAVA. So...

DR. KING:

The one thing I think that I would add about any mode of training, and I think I heard it already mentioned here, is that all training is multi-modal; that you cannot have one in the vacuum of the other. But what I would encourage jurisdictions to consider, and Lance your comment really made me think about the importance of this, is that not only do you need to take the attributes of your learners into account, not all learners learn in the same way, but you need to look at your own limitations as a trainer and, more importantly, your strengths as a trainer. And what I'm betting on Lance, with his experience, is that you can tell by the body language of a poll

manager in training whether they get it or not. And when you move to online training, you deny yourself that feedback. And so, when we're looking at leveraging online resources, there are some great economies of scale. There is persistence of the training and its repetitious nature. There's some very, very many good things to look at. But often, we don't look at ourselves as the generator of that training and what our limitations are and what our strengths are. And you can find yourself working in an environment that neutralizes a great many of your strengths and doesn't necessarily fully replace them with the online.

I am keeping my careful eye on the clock, which is my job, and I'd like to move on to the next topic, which, in our initial materials we called it voter-- managing voter turnout, but maybe a better way to think about it is capacity planning. And I'm thinking, Katie, specifically in your environment, which has some unique challenges, you're not as concerned about, you know, lines around the corner, in some ways, I guess, only at the post office at drop off. But let's shift over and talk about capacity planning and the challenges that we see in the upcoming election.

I was at a national conference in Indianapolis this past week that Brad and a team at Ball State University hosted, and one of the questions had to do with, what are the skills that people who test voting systems need into the future. And one of the topics that came up is, we need to be historians. And that's always been true, I think, in elections; that historians have a perspective on past successes, past failures, and past challenges, and learn from them, but can only do when they are aware of them. And I think as we all

are looking at the allocation of resources, which of course, is partially budget driven in the upcoming election cycle, most of us went back and looked at the 2008 cycle, and we said what did we experience? What were the surprises? What can we carry forward from that experience? And I think in our mail-out that we sent to the panelists, we talked about capacity planning as part art and part science. And so, I'd like to open that, and Katie, I'm going to start with you, because in some ways what you're doing now is very different from 2008. So, history may not inform you, but certainly history in other jurisdictions might. But what are the things that your jurisdiction is looking at in terms of capacity planning? What are your contingency plans perhaps? What do you expect? What do you hope for, and perhaps even what you fear happening?

MS. BLINN:

So, while we don't hire and train as many poll workers as other jurisdictions, we do have to hire and train lots of seasonal, what I would call phone bank workers. And our phones will ring off the hook at the -- especially in the urban counties. In Washington State, it's county government that conducts elections. And they do look to the past elections so, for example, 2008. And one of the advantages of using technology in today's phone bank systems, they can see how many calls came in each day, in the days leading up to the election, and afterwards, so then, they can staff for that and know, okay, back up three weeks and back up five weeks, et cetera, for the training for that.

And then, also being flexible during that period. So, if you're hiring seasonal workers to work six weeks, know how the questions

change during that six weeks. First, the questions had to do with, "Am I registered? Am I -- I am registered but I'm registered -- I've moved since then. Can I update my address? It's too late to update my address." "Ballots are out." "Where's my ballot?" "Ballots haven't been sent out yet, ma'am." "Okay, well, when is it going to get here?" "It will get there on Monday." "Monday is here. Where is my ballot?" And -- okay, knowing how to be flexible during that time period and, you know, "I've sent in my ballot. Have you received my ballot?" The other advantage of that, though, is that when something occurs, there's an event on the 5 o'clock news that maybe a certain -- actually we had an issue. Maybe a certain neighborhood or area of county didn't get their ballots and should have and there is an issue, then we can respond, I think, very quickly in terms of training the employees, the staff to answer those questions appropriately. We would obviously be working with the local media as well, but one of the advantages we have is to be, I think, it's very flexible in getting immediate information to those staff almost, you know, within an hour, that really -- and talking points in front of them.

So, it's just -- it's staffing differently. And I think that's actually one of the big shifts is under a vote-by-mail system, the work is centralized. The physical work is centralized. The staff are centralized. And that has caused many of our counties to change their location for where the elections office is. In many counties the elections office used to be part of the Courthouse and now -- the county auditor still has an office. In our state it's called the county auditor, still has an office in the Courthouse for other functions, but

then, they're usually in the annex building next to the Courthouse that can handle all the materials; the ballots and the equipment and the phone banks.

DR. KING:

Katie, if I can follow-up with that because I think what I've seen, really, across the country, is an awareness of the operational issues in elections. You know, our first challenge was to convince our county commissions that we work more than one day a year. And then, the second was that we have a lot of work that we do that requires a lot of space and sometimes specialized space. How has that transition been managed in the State of Washington, that evolution away from kind of the meet and greet in the Courthouse, to really a production environment?

MS. BLINN:

So, many of our counties have moved to, really, what I would call a beautiful warehouse environment where they, like I said, many of them want to be near the Courthouse so that the media can be there, or the county commissioners can see it, the county commissioners participate on the county canvassing board, the county prosecutor participates on the canvassing board. So, we do have logistical reasons for it to be in a very convenient location for the rest of county government. And then, also, that is a voting center, so voters will come in to get replacement ballots, maybe, resolve any voter registration issues, use the accessible voting equipment.

But you're correct, many of our counties have been making this switch to vote-by-mail. And in Washington, the bulk of our

voters were already voting permanent absentee before the official switch to vote-by-mail. The move away from poll site voting has enabled them to make those logistical changes to say, "We don't vote at poll sites anymore in Washington State, we vote by mail. Not only are we not going to do these operations over here, out in the field, we need to change our operations in-house." We, at the same time, had a very contentious governor's race in 2004, and that's actually what triggered many counties to go to vote-by-mail, and the Secretary of State's Office to sponsor legislation to allow for that. It was the -- it was recognizing that our public has changed how they want to vote. This was actually, you know, a bottom up decision, not a top down decision. The voters said we want to vote by mail. And it was really the elections offices catching up to that, and making that transition.

But you are correct, and we have been able to fund many of those changes with HAVA money, and that's been just a wonderful, wonderful opportunity to get, you know, we don't have poll site tabulators. We have high speed tabulators that, you know, are just these huge machines. And ballot sorting equipment that is the size of this whole space right here, huge, but it facilitates that tremendously.

DR. KING:

I think that's a very interesting perspective, and I think it applies well beyond vote-by-mail jurisdictions. The notion that an important part of our capacity planning is the ability to facilitate the in-house work, the preparation of voting systems, the deployment of voting systems and the collection and rapid resolution of the systems and



tabulation media. And what we see is the appearance of loading docks is now a key feature in any election facility, high speed data communications into the building, HPAC systems capable of handling the equipment that you described, plenum floors, the ability to run cabling, sub floor.

MS. BLINN:

Reinforced floors.

DR. KING:

Yeah, um-hum, all of those things have become a part of capacity planning.

What other things, in your jurisdiction, do you see as a part of matching the election resources to where and when the voters will be in the upcoming election cycle? Lance?

MR. GOUGH:

You know, it's -- when we talk about how you manage voters, you have to go over a ten-year period. And you're right, 2008 was a great barometer. When we started early voting in 2008 in the primary, we did about 86,000 people that took advantage of it, but for the general election in 2008, we had 268,000 people took advantage of it. So, it's like where do you have your -- how do you allocate resources? And you learn by these peaks and valleys in voter registration and turnout. We think that for this primary election that we had, since there were several candidates that were running unopposed, we had low primary turnout. But for the general election we expect a very high turnout. So, it's just that looking over those trends and where you can focus your allocations. And you have to move on the fly. It's getting to that

point where things pop out and you have to react with -- not within 24 hours, but within ten minutes. So, it's something that you have to look at those trends.

DR. KING:

Sonia, and then Jim.

MS. CAMPOS:

I think for Bexar County, whenever there were election results and, for example, their particular Website has election results for the past, I'd say at least 15 years, what was done specifically was to make a conscious effort to study those numbers and start collecting the data for each polling place. And even though I didn't work in that particular department, the election administrator knew already offhand that a particular polling place had a history for the last five years of having this number of people come out to vote. It wasn't an exact number every year, but it was approximate, so she knew more or less how many IVotronic units to send to that particular polling location. She'd send 30, as opposed to sending two, to this other section, because of their history of having lower voter turnout.

But that was a conscious effort of, not only keeping these records, but actually working on creating a database of information, and collecting data for any type of election results. For any given year, you know, we would have five elections, for example, on any given year. It's very valuable in trying to help solve any potential problems on Election Day, if you are stuck in a position where a polling place has ten times as many voters and you don't have the equipment ready. So, being aware of your data and keeping track of it and being consistent with it is really a long-term objective to

any election. And I think it's quite helpful, given the time constraints that all election offices have, using that data, and then making it work for you is quite significant. And it does deserve to be looked at to help you for future elections.

DR. KING:

Okay, thank you. Judy?

MS. SCHWARTAU:

Well, in redistricting this time around, Minneapolis took great effort to even out the sizes of our precincts. We had some that were a little, up to 500 or so, and some that were 4,000. We've leveled them off more so at 2,000. And the staffing is, maybe, seven to nine judges for the primary, and ten to 12 for the general, just an estimate, overview.

One thing that we've done to increase our support, on Election Day, in the general election, is the student election judge program. And so, that's where young people, age 16 and older who are U.S. citizens, are trained during school hours, and then they can serve on Election Day in the polls. So, they are either doing it for community service credit. Or in Minneapolis, and each jurisdiction sets their own pay, they're paid the minimum wage. So, that gives a boost of young people. It's the next generation of voters who are growing up, and they are going to be active voters, and they are going to be election judges maybe not every year for the rest of their lives, but they will come back to it, maybe even before they retire. So -- and they're the young people who have the good hearing, who can hear the ballot counter beeping. They can easily set up and take down voting booths. And it's a wonderful

multi-generational event, because if you think about it, they are working now for a stranger, who is maybe their parents' age, or their grandparents' age, and you get to see just the enthusiasm that everybody has for the program. The judges are always asking, "Will we have students?" And yes, you will.

And one other thing I wanted to add about managing voter turnout is, for a paper ballot state, and we have an open primary, that is, all three major parties are on the same ballot, every voter gets the same primary ballot and votes privately within the party of their choice. So, it's not a closed primary, where you have to be registered as a party. That simplifies our ballot order, beyond those of you who have to order several different flavors of ballots. And we probably go with 60 percent for a primary. If there's maybe a competitive primary, we might boost it in a few of those precincts.

In the general election, in 2008, though, I have to tell you there were a number of jurisdictions in Minnesota that ordered 200 percent ballots. That is, if they had a quarter of a million pre-registered voters they were getting, oh my gosh, what's the math, 450,000 ballots. And to have plenty of paper ballots is the cheapest insurance you can have to get a good night's sleep. And that's where we are not embarrassed about having to recycle paper ballots if we have to. But if you've ever had one precinct, let alone several, run out of ballots at the same time, you can manage it, but it's not pretty, and you don't want to have to do that. So...

DR. KING:

Okay, I've got Brad, then Sue, then Cliff.

MR. KING:

One of the most popular tools for managing voter turnout in Indiana has proven to be vote centers. Indiana has had vote centers since 2006, and since 2010 as a county option. Currently, eight of our 92 counties use vote centers, and many more are interested in doing so, but chose for some reason not to implement that during 2012.

One of the principal advantages has been to even out the demands on the system for administrators. Problems can be resolved on day seven, before Election Day, when they surface at a vote center, and not necessarily have to be resolved at five minutes until closing of polls on Election Day, itself. But the principal beneficiaries are really the voters. Through vote centers, the voting in the wrong precinct polling place problem is totally eliminated, and that results in a major reduction of stress for the voters and work for election administrators. We have found in sampling afterwards that voters themselves were much more impressed favorably with their experience in casting their ballot. And we think they'll continue to grow more popular.

DR. KING:

Okay, let me if I can, Sue, before I get to you I want to tie in something that Brad just said, with Katie's advice earlier, about legislation.

I think for those jurisdictions that have vote centers in place and have enabling legislation to do so, monitoring the impact that those have on things like provisional ballots that's going to be critical in this election. The other part of that is, if you don't have them, you're not going to have them for this election cycle. But, very important that you monitor the success of jurisdictions like

Indiana, so that when you come back into the legislative cycle, as Katie has spoken about, that you're able to identify for either local or state rulemaking bodies the benefits of these centers and you can cite the results that are occurring across the country. So I would say for those jurisdictions that might be listening Brad who say, "Yeah, that would be great but you know we're in it right now," monitor what happens with, not only vote centers, but some of the other innovations that are going on out there, and learn from the successes of your colleagues in the field.

Sue, and then Cliff.

MS. EDMAN:

I'm just thinking about Brad's comments about vote centers. Gees, in Milwaukee, if we change people's polling site and they've got to go two blocks, you know, further it's not pretty, people get pretty upset.

[Laughter]

MS. EDMAN:

So, I don't know that we would ever get vote centers through in Milwaukee, but I sure like the concept.

I'm just going to comment about analysis. I don't think there's anything more important to our success than doing a thorough analysis well before the elections, so we are ready to go. We do an analysis of our voter turnout by ward and by polling site. In Milwaukee we have 183 polling sites, now 327 wards. Many of our sites have five wards. Some are three, some are single-ward sites, but it is so helpful for us to do a thorough analysis of the activity of every ward on voter turnout. And also the processing of

absentee ballots, we process absentee ballots at a central location. But in ordering ballots and staffing our sites, the size of a polling site, parking, all of those issues we need to look at and then -- and site by site so we can order our ballots, staff our sites well, and it's just -- I think just very, very critical.

DR. KING:

Okay, thank you Sue. Cliff?

MR. TATUM:

In the past two years the District has implemented legislation that provided us with an early vote center in every ward. So, we've got eight wards in the district, and we will open up a vote center in each of those particular wards. And we still have our 143 precincts, which our voters are able to go to on Election Day. And you're right. Voters are very proprietary over their polling places, "Don't change my polling place."

So, what we've looked at is, does -- do the vote centers shift the volume of voters on Election Day? Do we see that there's a greater turnout during the early voting process? And what has that done to the turnout on Election Day? So, that does help us. We use that data to determine how many workers will we assign to any particular polling place. We know that we have 3,000 voters assigned to any particular polling place. Can we anticipate the percentage of those voters who will go to the early vote center in their particular ward and that may not necessarily then turn out to vote on Election Day itself?

And that then forces us to ask the question do we -- what's the level of the paper ballots that we order for Election Day. We

have -- in the District, we have IVotronic and the popular scanning. So, we've seen precincts ask for more IVotronic machines, the touch screen units. So, for this year, we will send out more touch screen units to some of the polling places. But what does that tell us for the number of paper ballots? We have a number of voters who don't want to vote on IVotronic, they want to vote on paper ballots. So, we have to make sure we've ordered the correct number of ballots. And Judy has made the statement she can sleep at night because they know what the percentage of ballots they're going to order. And sometimes that's an overage. And you're right, the analysis of, do I spend -- do I save \$1,000 and order 2,000 less ballots and all of a sudden I have 2,500 people show up at the polling place? And it's a no-brainer from an administrative standpoint. You want to sleep at night. But for those folks who are watching the purse strings, you know, why can't you scale back to 50 percent of the ballots as opposed to 60 percent of the ballots? And, you know, that's -- from that end, it becomes incumbent upon us to educate the budget folks on this, is why we can't do that, because this is what happens if we cut back, and then we'd have more voters who turn out on Election Day.

We're anticipating that what we're seeing is that our early vote centers are not actually driving up voter turnout. It's just kind of shifting the volume. One of the questions that my board is putting to me, is, how do we increase voter turnout and, you know, what do we do from an elections administrative standpoint to get the populous more involved? And we're looking at those things and that goes hand-in-hand with voter education and making the voters



aware, that you'd like to think that the voters pay attention that there's an election going on for the primary, and for the November general. But do they feel -- do they have enough information to actually exercise on that, to execute? And that's one of the questions that we're going through now, is what we can do to help the voter turnout.

The other thing that I wanted to point out, is, that on Election Day one of the things that we ask our -- or at least leading up to Election Day is we ask our captains to be logistical experts, or the judges to be logistical experts. And guess what? They aren't logistical experts. They aren't trained in that. So, we've learned that as we go to set up our polling places at each of our 143, we have staff that will go out and assist the captains in setting up the best logistical flow for the voters to walk in one door and exit out the same door. Don't have your check-in voters crossing paths with your folks who just voted in the special ballot section, so that you get a flow of voters in and out that will at least streamline the operations of the polling place, which, then, in turn helps us say or at least evaluate, do we need less poll workers, or do we need more poll workers on Election Day? And because of budget issues we've been trending toward less poll workers. And when we ask our captains, "Okay, so you're only going to get six or seven poll workers for this particular election," the captain goes, "Wait a minute, wait a minute, I need my 12 people." And then, we go through the analysis, "Why do you need 12 people? What do each of your 12 do? And -- well, let's try it with ten this time, and let's see where you are." And then, we walk them down. And the captains

then find that maybe they don't need 10 to 12 workers if we've assisted in laying out the flow the way it should be, and we've identified what each of the workers should be doing, in making sure that the voters are more educated -- making sure that the poll workers are more educated, so you don't need as many poll workers to do what a few can do.

DR. KING:

Okay, thank you. Katie did you have a comment?

MS. BLINN:

Well, I was just going to point out that with regards to early voting, whether it's vote centers or absentee voting or vote by mail, while there is a desire -- there's always a desire to increase turnout, our view on it is, we have to provide options because the voting public expects a lot more options than I think that election administration is giving. We cannot expect the public to only vote on one day, at one location, in certain hours. That just is not going to work. And you have to think about how things are going to trend over the next ten to 20 years. It's not going to be how they've been over the last 50, especially for some -- anyone who's 35 and under. Now, that is just not realistic. And we've got to change how we -- we've got to change the services that we are providing to our customers, because our customers' expectations are changing.

DR. KING:

I think, as an overarching charge to election officials, I think Katie has brought up an excellent point. If you look across the spectrum of e-government solutions, just in your municipality, or in your state, the rising expectation of citizens for convenience, of efficiency, of

services is going to put tremendous pressure on election offices who are often constrained, sometimes through tradition, sometimes through statute. But I think that's going to be one of the real challenges. I live in Georgia, and if you can renew your hunting license online in Georgia, but you can't renew your voter registration, there's a problem. So, I think those are the kind of things that we'll be dealing with.

I wanted to come back and comment on something that Judy and Cliff brought up. Probably, one of the most emblematic symbols in the warehouse after the election is the pallets of unused ballots. And those are insurance policies until the moment the election is certified, and then they become evidence of inefficiency in the election office. And so, it's a two-edged sword. But I think Cliff really raises the essence of the question, which is, in an era of constrained resources, and sometimes shrinking resources, the election official has to use their judgment, their -- both their forward vision and their backward vision; what has occurred in the past, what will be occurring in this election. And I don't disagree that over-ordering on ballots, and usually what you see is in a jurisdiction where they had run out of ballots once in the past 50 years, they order 150 percent every election, and the current election administrator has inherited that folklore of ordering. But in the modern era, where you could have a warehouse full of pallets of ballots, but couldn't afford the batteries for the memory cards for the optical scanners, that would be a difficult question to ask post-election. So, I think Cliff's point, which is really analyzing all of the risks to the election and allocating your resources across

that spectrum of risk, and then most importantly, being prepared to defend those decisions pre and post election is really the challenge that we're in. And to that end, a comment I heard over here, is, we don't expect our precinct captains to be logistic experts. But, do we expect our election officials to be IT experts, logistic experts, operational experts? And I think the answer is yes.

So, to me, the takeaway of that particular question really deals with knowing where the risks are, historically, in the jurisdiction but, more importantly, knowing where the risks are in this specific election and what has changed. And you pointed out 2008 was a game changer because of the advent of early voting, and we saw lines around the block at early vote centers, and then, on Election Day the building was empty. And so, what do we carry forward from that experience?

And I want to now -- in the 13 minutes we have before our break, I want to focus on another aspect of this smoothing resource demand on Election Day, and talk about how do we manage failure of devices? And one of the things that happens in highly decentralized election administration where you're running, you know, hundreds or perhaps thousands of precincts failures are isolated and may be easily handled by contingency plans. The more concentrated, the more centralized that the election administration becomes, then the more critical the failures are. And so, let's talk for a moment about how can we prepare for the small failure? The catastrophic failure, usually there's pretty good plans in place because everybody is aware, but what about the small failures? How do we look at allocating resources on very short

notice, everything from, you know, the poll manager who is so sick, they don't even call in sick? That's always our fear. But failed equipment, lack of equipment. What kinds of things is your jurisdiction looking at in preparing to handle these short-term emergencies that deal with, not so much the planning of resources, but the flexibility and the reallocation of resources on short notice? Cliff, I'm going to start with you because I know that has come up in the District.

MR. TATUM:

Yes, it all starts with planning, as you've identified. And my staff has gotten used to me saying, "What's the plan? What's the next plan? What's A? What's B? What's C?" "Why do we need C?" "Well, just in case we need to get to D."

[Laughter]

MR. TATUM:

So, we plan for the small things, from a captain not showing up, to the touch screen not working, to the optical scan machine not working.

And what we've determined, and again, it all comes back around to cost and the ability to support it, but we have what we call technical rovers in our district, and we assign a rover to each ward. And we have an area representative for each ward, and they're assigned to "X" number of precincts. And the area representative has supplies in a van that they're driving around from one precinct to the next, and the rover is there as a technical support person to address any type of technical issues that might occur at the precinct. The rover will actually have a replacement IVotronic, as

well as a replacement head for an optical scan machine. So, if we have any type of technical issues, then we're prepared to deal with that. God forbid if they all go down, then that's a whole other issue. But the rover and the area rep are also prepared to stand in as a captain or any particular position that doesn't show up on Election Day until we can get the resources from the main office back down or out to that particular precinct. So, we train and hire additional poll workers, election workers to be on standby in case we need them, because it appears that there's always some form of fallout -- falloff on Election Day. And the first question -- Katie mentioned the telephone banks. On Election Day, we have the call center and the captains call in with any type of problems that they have, be it technical, or staff not showing up. And the first question that they ask is, "Can you get by without that person?" And the captain's response is, "I think so, but I'll let you know." And that allows us to immediately get someone on standby in case we need to send folks out. And we have several vans on standby that are prepared to drive workers around to different precincts, because it doesn't make sense if we have extra bodies at the central location, and we can't get them out to the polling place to where we need them. So, we set up for taxi service, if you will.

But it comes back around to, again, the allocation of resources and how many standby poll workers can we have. And do we pay them for being on standby? If they come into the office, then we pay them. If they're at home waiting on a pager call, then we don't pay them, because they're in the comforts of their home. But once we deploy them, then they expect to be paid and, of

course, we have to pay them. So, we plan and plan, and the plan is, if something goes wrong, how do we address that issue? And it's the contingency. And then, what's the contingency to the contingency? And Brad, that's the lawyers' trick. Here's the rule. What's the exception? What's the exception to the exception? And that's how we try to deal with some of those things.

DR. KING:

I think the idea of having your rovers multi-skilled and multi-taskable is really, really smart. I think that's one of the things that frustrates every manager in responding to emergency is when you don't have the skill set embodied in the people that are available. And so, envisioning the fact that when that person shows up to the precinct they may not only have to prepare a test and deploy that technology, they may need to stay there and help run it, I think that's really, really smart. Sonia?

MS. CAMPOS:

Yeah, I'd just like to further comment on what Cliff was saying about technical support. My job in Bexar County as a training coordinator was to train the actual poll worker. The whole aspect of the technology had to be dealt with a completely different group of people. I was fortunate enough to work in this county, because it was such a huge county. It's the fourth largest in the State of Texas. So, the funds were available. I don't necessarily know how it would work in a smaller jurisdiction -- at a smaller county, but we had our technical staff work with actual county employees, the majority of which were from the Bexar County IT department. They would get their own specific training. And they didn't get paid to

come to the class, but they would get training on how to deal with the technical problems that could come up on Election Day. They were assigned, for example -- Bexar County has about 660 voting precincts. They were assigned, say, five particular precincts, and at 6 a.m. they had to make the rounds to these five. And within those five, if we knew that a poll worker, which a lot of times we don't have a choice of who the poll worker is because of lack of resources, if we knew that individual had an issue with technology, and didn't know how to open up an IVotronic, or we knew that in the past, you know, they'd use the wrong PEB because they were using the ES&S IVotronic machines, they would go to that particular polling place first at 6 a.m., meet them there, help them set up, and then they'd go to the other five. In order to cut costs, instead of paying them for the entire ten, 12 hours that they were on call, going around to these same five precincts they worked, for example, from six to eight, and then they'd come back from five to seven, because those are the two key points of the day when you're setting up the polling location. During the day, we can handle it with our internal tech department. And then, from five to seven, when it's around the time to -- when it's closer to the time of closing, when there might be issues with closing up the units and getting the right results tape back, they were hired for those particular four hours. And that would cut the cost of having to hire them, and be on call for 12. They were being paid for four hours, for example. And the system was working at the time where that the internal tech department was able to handle calls during the time when the techs weren't available. They could drive out to a



particular location if a machine broke down. But it just comes from planning and seeing how to cut costs, and that was the way that worked best for Bexar County, if they did two hours in the morning, two hours in the afternoon, and they were assigned the precinct and it would go to the precinct that they knew would need more help in setting up to avoid problems during the day.

DR. KING:

Okay. And I think in both cases of Cliff and Sonia, scenario analysis is a common tool, where you propose, and then run through scenarios to help identify the vulnerabilities.

The last thing that I wanted to ask about regarding the flexibility on Election Day of dealing with a flux in voter turnout, we've already talked about people, we've talked about technology both in terms of being able to deploy additional technology. We talked about the phone bank being able to, perhaps, even expand our capabilities to handle incoming calls. Are there other resource issues that jurisdictions should be looking at, in terms of either scenario analysis, or just thinking through things that we may need on short notice in order to expand capacity as we see things change within the jurisdiction as a predictor of voter turnout? Cliff?

MR. TATUM:

I'd be interested to hear what Lance has to say, but for our 143 precincts, we had, in the past election cycle, different natural disaster type events that caused us to have to close a precinct down and move it to another location. So, part of the process, from that experience, we then started planning, we should have an alternate location for each of our precincts as they currently exist.

And what is -- what's the closest proximity to the -- what's the closest place that we can choose to that particular precinct, and is there an alternate to that? So, that's one of the ways we actually came to the eight vote centers in each of the wards. But for each of our precincts we have an alternate location. And for the -- for some locations -- precincts, we actually have multiple alternate locations. So, we only have 143 precincts, so I'd be interested to hear what Lance has to say about that. But that's something I think election administration should think about, as well.

MR. GOUGH:

And, you know, it all depends on what the disaster is. I mean, we've had areas where we've had electrical grid go out and tried to figure out how we were going to get those polling places up and running, you know. It's great when you're using -- we're using a dual system. We use optical scan ballots and we also use touch screens. Well, if there's no power, you can still vote on paper. You always have that backup when you have a paper ballot. You can always vote on paper. We have moved polling places within ten minutes from one location -- out of one school into a park district, and then get out the word to the public that this polling place has moved because of a problem with the electrical grid. Or -- there's been fires. We've had polling places that flood. We've had boilers go out in the wintertime. And trust me, you don't want to vote in a polling place in the City of Chicago when it's 21 degrees below zero and your boiler goes out. So, these are areas that we've been able to manage it.

We do have 2,300 polling place locations, so it is difficult, but I have a large enough staff. I mean, our phone bank is 100 phone takers that we have. We have roving investigators. We have -- each investigator covers 15 polling places, which some are combos, which makes it a lot easier. So, when you have that large an area, you're able to move resources, and it's worked out real well. And Cliff, it's the same thing; we have rovers that go out, if at a polling place two poll workers don't show up, we swear somebody else in that we actually go through a hands-on training right then and there with the people that we swear in. So, it's running on the fly and it's something that we've learned.

We're not like any other agency or company out there, you know. An insurance company if they don't mail out the bills on time, no harm, no foul. We have one day to put on an election and that's it. And nobody realizes that, you know. You talk about D-Day. They moved D-Day several times. You can't move the election several times. If it's scheduled for that day, that's the day you have to do it. So, it's something that, as election officials, we really work on the fly, and we've done quite well, knock on wood. So...

DR. KING:

All right, well, thank you. We are right at our 11:45 break. I want to give those who are following us on the Webcast a 15-minute homework assignment while we take a break here, and it involves the clearinghouse. Much of the material that we've talked about here is available at the clearinghouse, so I'd like Alice just to comment on that briefly.

MS. MILLER:

Sure. On the clearinghouse, you will find a lot of our best practices that are there. We have our Quick Starts, our Management Guidelines. We have 21 Quick Starts, ranging from acceptance testing of voting equipment, to poll workers, and serving voters in long-term facilities. We also have the Election Management Guidelines. There are 19 chapters there. The Election Management Guidelines kind of go hand-in-hand with the Quick Starts, which is just a quick kind of synopsis, basically an SOP, standard operating procedure, kind of guide. And then, your Management Guidelines is a more detailed process going hand-in-hand with the Quick Start. All of that information is available through the clearinghouse. There's just loads and loads and loads of good products, good information that you can look at and go to, to assist with your Election Day process and anything that you may need to have a successful election in November.

DR. KING:

Okay, thank you Alice. And with that, let's adjourn. We'll be back right at 11 o'clock for those of you joining us on the Webcast, thank you.

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[The roundtable panel recessed from 10:45 a.m. and reconvened at 11:00 a.m.]

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DR. KING:

Welcome back to the roundtable discussion on preparing for the November election. We appreciate everybody who is following on the Webcast, and we welcome the panel back.

A couple of things that I wanted to just kind of close up on in the last topic before we move on to -- the next topic is on audits and recounts. One is -- and Brad, really, your suggestion that vote centers may be a very, very effective way to not only meet voter expectations, but to minimize some of the anomalies in election administration, like provisional ballot issuance, et cetera, is piggybacking on Alice's comments about the clearinghouse function here at the EAC, is, reminding folks about the election official exchange that's on the clearinghouse, which is the ability to not only register yourself as an election official in your area of experience and expertise, but to contact other election officials. And so, what I'm hoping, two things Brad. I hope that you're on the exchange. If not, I hope you'll enlist. But the second is, post election for those who are interested in the performance of vote centers, Brad would be an excellent contact to get a report on how Indiana's projects went. And I do encourage everybody here to be -- to become a member of that election official exchange.

Brad, do you have a...

MR. KING:

Thanks Merle, I just want to say that, yes, I'd be more than happy to supply information about the vote center experience in Indiana to anyone who is interested. And I must take a moment to give credit

to our fine folks at Ball State University, who provide much of the analysis and technical support.

DR. KING:

Okay, thank you. In the opening comments this morning, Alice mentioned that we're in a ten-year retrospective of HAVA, we're ten years out, and there have been many changes. Some of them were already initiated in jurisdictions, so they simply continued doing what they were doing. Others were new to jurisdictions. But one of the things that was not specified in HAVA but has certainly become a part of the terrain, now, in election administration, is the practice of audits. And audits take on many different forms in the jurisdictions. Sometimes it's used almost as a synonym for recounts. Other times it more closely conforms to a conventional definition of an audit; the identification of controls and the evaluation of their efficacy in the control of a system.

So, I'd like to start with a discussion about audits and recounts in your jurisdiction. It is – certainly, recounts are a part of the process. Every jurisdiction typically will have a set of criteria in which recounts are mandatory; recounts are optional, based upon the request of candidates. But others have now mandatory requirements for one percent, two percent, three percent, hand counting of tabulations for conformance, analysis with automated systems. Others have more flexible audit charters that can authorize audits based upon anomalies identified in the election.

So, my first question to the panel is, as a part of the legacy of the past several years, have audits produced improvements in elections in your jurisdictions? How have they been used? What

are some examples of effective audits? And what advice might you have to jurisdictions who may not have mandatory audits, but may want to institute audit programs as a way of improving election systems in their jurisdictions?

All right, let's start with Judy.

MS. SCHWARTAU:

Well, in Minnesota we have had a post-election review of voting systems for several cycles, and that has a couple of phases to it. Again, Minnesota is a paper ballot optical scan state. So, in the post-election review, the top two or three offices of the ballot are hand counted in a random sampling of precincts. And what that does is it proves the accuracy of the voting -- vote counting equipment, the voting system. And the legislation I'll give you, is, Minnesota Statute 206.89, if you want to look at it. It's, in essence, just two pieces of paper, two pages that is. So, it's structured pretty basically. One thing, if your state does not have this, you want to consider when the timing is. If there's an office that may go into a recount, do you want that audit to be done after all the recount is done and certified? Or do you want an audit to, in essence, give perhaps a challenging candidate the option to kind of taste the waters and see how much the votes change in this hand count?

So, there are two phases to this. First of all, at a canvass, the results -- the precincts are drawn and there's a hand count of those precincts. And specifically, the legislation notes that if a voter circled the name of a candidate that that's not a flaw of the voting system, that's a flaw of the voter marking the ballot. So, that doesn't count toward the margin of error. Then, there's a second

phase that some of these random precincts are drawn for a post election audit. Now that audit is looking at the paperwork, or the paper trail for that entire precinct. And what one thing it's yielded in Minnesota is that there have been some precincts that when they did their logic and accuracy test, the numbers printed out one, one, one, one, one. Well, you don't necessarily find out -- it gives you a better testing if you have it go on some random or irregular pattern one, two, three, four; one, two, three; one, two and so forth. So, there was some advice, as to ask, some jurisdictions how to make their logic and accuracy test more challenging or creative. So...

DR. KING:

Okay, that's an excellent point that many of these audit requirements, really, much like we talked about ballot order, the motivation for the audits become lost in the midst of time, and people will continue to go through the motions of the audit, and discharge that responsibility, but nothing changes post audit. And I think what you've identified is the use of the hand count audit has caused a change in L&A procedures in the jurisdiction, by recognizing that the L&A procedures may not appropriately exercise the election definition in the hardware prior to the election. Is that accurate?

MS. SCHWARTAU:

Well, to be more specific, I think it was looking at the audit of the paperwork, which was looking at the logic and accuracy test.

DR. KING:

Okay.

MS. SCHWARTAU:



And let me just add that the post election review, which is the hand count, that information is posted on the Secretary of State's Website. So, it's out there along with the rest of the election results. So, it's very open and transparent.

DR. KING:

Katie?

MS. BLINN:

I would just say, as a big picture, I think that the audits that many states have implemented have served their function in the sense that they are showing that the equipment is counting the ballots as it's supposed to. A couple of years ago there was a lot of anxiety, nationally, over voting systems and tabulation equipment, and there was -- there were lots of blog articles, and just kind of what I would call people throwing spaghetti on the wall to see what sticks in terms of accusations that the equipment is not tabulating the ballots correctly. And I believe that the audits have shown, yes, the equipment does work as it is supposed to work. And that is probably one of the best things that's happened in the field of election administration, because if people don't have confidence that the equipment is working, then all the rest of us talking doesn't solve that lack of confidence. And so, I have noticed then -- and our state has noticed, and I think this is true nationally, really much greater confidence in the equipment than we used to have, and much, kind of I want to say, a calming of that hysteria and anxiety that I don't think was warranted to start with, but the audits help show that.

DR. KING:

Okay. I want to go to Lance in just a moment, but I'd like to come back and really talk about this increase in confidence in voting systems, both as a function of audits and recounts, but are there other factors that have contributed to an increase in confidence in the system and the way in which we prepare those systems? So, I want to come back to that, but Lance your comments.

MR. GOUGH:

Well, just, I'm curious to see what jurisdictions don't do a logic and accuracy test and, you know, don't do an audit after the election. It's like it's standard, right now.

DR. KING:

Um-hum.

MR. GOUGH:

In fact, we've just -- we had this primary -- it's almost every election we have a recount in one office or another. We have a state representative this last time, it was separated by 121 votes. We hand counted every ballot. It ended up 121 votes, you know. The news media was all there looking at it and saying, "Gees, well this stuff works." Well, we've been trying to prove this to you, every election, that it works.

[Laughter]

MR. GOUGH:

So, it's something that I don't understand why nobody -- why any jurisdiction would not do that, because they're leaving their self open for attack.

DR. KING:

I think a part of the answer, Lance, may be that logic and accuracy is really a jurisdiction centric activity, and in some jurisdictions L&A is simply determining the correctness of the election definition. And it may be done on a single exemplary device to determine that all races are present, names are spelled properly, et cetera. As you go down the continuum, you see jurisdictions that add in a level of almost acceptance testing to their L&A, which happens to be my preference, which is, not only is the election properly defined, but is the entirety of the equipment to be used in the election ready for deployment and ready for execution. So, I think not only is there a question of who does L&A or, as you posed it, who doesn't do it, it's really, what is being done in L&A, and what is it that we are, in fact, verifying and attesting to as a part of that process. And then, just as importantly, what does the outcome of the L&A test inform us, not only regarding that election, but informs us about the processes. If you begin to see a pattern in poor preparation in L&A, that informs us about the processes that we're using to prepare the election. So, I think as we've grown in our understanding of testing of voting systems, both from a top down, which is in looking at the VVSG definition, and then working down through the functionality, but really from the bottom up, which is L&A testing, acceptance testing, just our overall understanding of the anomalies that voting systems encounter has increased. And I think that's a part of why there's an increase in confidence in the voting systems, is that we've taken a multi-faceted approach in their testing, and we're testing from top down, from bottom up, from the outside in, and from the inside out.

So, let me go back to that topic about confidence in the voting system. And maybe I'm asking a leading question, I'll ask my attorneys here on the panel, and maybe there's still room for improvement of voter confidence in voting systems. But what do you see has occurred since the passage of HAVA that we look forward in this election? First, I think Katie, you would agree, we don't take anything for granted, and the fact that there is a rise, perhaps, in voter confidence, certainly doesn't mean that there cannot be an improvement. But what is it that has led to an increase? And then, what can we be doing in preparation for the 2012 cycle that may add to that confidence on the part of the voters and, really, a part of the larger election community that has an interest in the veracity of these systems? Go ahead.

MS. BLINN:

Well, I'll just point out two thoughts. One is, the equipment is better than it used to be. I mean, many jurisdictions across the country have been able to buy new equipment using HAVA dollars, and the equipment that we are buying today is much better than the equipment that we were buying 20 years ago. I think it's better maintained. I think there's more attention to that.

And then, also on the human side of it, we bring in observers more. So, not only are the election administrators doing the right things in the sense of buying better equipment, maintaining it better, doing these L&A tests before election, doing the audits after the election, but if you don't share that information with the outside world, it's not going to get that increased confidence that I think that our industry needed. And so, we've made an effort in our state to

bring in observers. For our post-election audit at this point, those -- that random sample of precincts is not chosen by the election administrators, it's chosen by the local parties. So, that forces the local parties to get more involved, and that's a good thing. It gives them a role, and so, our L&A tests are open -- are considered open public meetings, in the sense that they're open to the public, the same thing with the audits. And while sometimes it's hard to get participation, especially in the smaller counties, we've tried. And for those counties where there was an issue in terms of confidence, I think that's been a big role -- that's played a role in improving that confidence.

DR. KING:

Okay. Cliff?

MR. TATUM:

Yeah, I think, as I've heard some of the discussion, one of the questions that comes to hand is, what is the function of the audit. And Katie addressed that well, and I think Judy spoke to that as well. And what's the purpose of the L&A? And I kind of liken it to the role that the school teachers find themselves in now, is, we have to prepare our students to pass this test. And the audit is really the test that we have to pass to show that we've done our preparation upfront, to make sure that our audit is correct at the end, because no one wants to go through the process and the audit shows that at the end something didn't work right. So, L&A obviously, designing the election, laying out the ballot, and conducting L&A tells us that we've done -- we've taken the steps and the preparation to make sure that our ballots are reading

through the M-100s correctly. Anecdotally, I think of, unfortunately, the couple jurisdictions who ordered optical scan ballots and then found on Election Day that their optical scan ballots did not read through their optical scan headers, because of an eighth of an inch width of the ballot. So, L&A helps us ensure that, number one, our optical scan ballots are right, and that our timing marks are correct, so that they'll read through the ballot. And the idea of doing more than one contest or one vote in each of the contests tells us that the tabulation system is actually tabulating 420 for this candidate, 320 for that candidate, and so forth and so on, so that we know as we go into Election Day that our optical scans are going to read correctly and that our IVotronics are tabulating correctly, and if all goes well with the audit our hand count would match our electronic count. And for the District, the idea was, we implemented a new voting system in 2010. Let's have an audit to make sure that it's counting the ballots correctly. And thankfully, and as it will continue, they are counting the ballots correctly.

So, for us, the question is, does the audit still serve a function for us? And yes it does. It makes -- it forces us to focus on the process, from the beginning to the end -- from the beginning to the middle to the end, to make sure that we have the results that we're looking for, which is a successful election, and all ballots that are cast are counted. And the public then understands that all ballots that were cast are counted, which gives them a better feeling about the system, to the extent that now the voters don't really think about the system. They just know that when they show up at the polling place that their vote is going to count. And it's

those -- it's the few folks who make it their business to stay on us, as the election administrators, "Well, show us that it counted properly." And so, a couple of folks will show up at the audit or at the L&A, and as they get there, they see it's like watching paint dry. And they ask, "Is that what you're really doing?" "Yeah, this is the process." And it makes them feel comfortable about the process, and so, thus we have a better election.

DR. KING:

Thank you. Brad, and then Sue.

MR. KING:

I think one of the major components in increasing public confidence in this area has been our collective outreach to the media. We're no longer assuming that media knows the questions to ask about voting system testing and reliability. Instead, in many cases, we're providing detailed information as part of a media packet, or whatever form it might take, well before Election Day, so that if an incident does occur on Election Day itself, or on Election Night, it's within a context. And those who are reporting on it, or asking questions about it, understand the background that we've undertaken to make sure that the election results are accurate.

DR. KING:

Okay, Sue.

MS. EDMAN:

I would just say that as we get closer to these elections, and before all elections, we have a lot of contact with community groups, or we all get involved in speaking engagements. And having gone through -- been involved in the programming, and the testing of the

programming, audits and recounts, every opportunity I get to share those results with people, I do, because they really need to know how accurate all of this is. And they're very, very interested in it. When you bring these topics at speaking engagements, they're pleased to hear it, and I think we need to get that word out to people, so they know how accurate our systems are.

DR. KING:

You know, a word that I heard two of the panelists mention is transparency. And that word got so overused, I don't know what it became a synonym for. I think it kind of lost a little bit of its meaning. But, in an honest way, I think there is clearly a maturation that's gone in the election community about understanding the benefits of transparency. And I think of the election community as really just that; that the transparency benefits the community. It may not benefit the individual jurisdiction that is caught up in the moment, but as a whole and, you know, Cliff, you mentioned dimensions of ballots, moisture content in ballots, you know, ballot layout issues, all of these things that have occurred that the current environment does a better job of making transparent. I think, for the election community, we all identify those things as the hot stove that is not necessary for me to touch. It will burn my jurisdiction, too. And so, I think in an indirect way, much of the emphasis on audits and other efforts at transparencies have really improved the cross communication between jurisdictions about anomalies that occur, and specifically, if we don't operationalize these audits, I think that's our challenge, right now, is when we collect the data, if we do not fold that data, then, back into



an improvement of the process, we may not have accomplished everything that we could as a result of the audits.

Any other -- oh I'm sorry, I wanted to come to Sonia, because an important part of projects in elections are full of initiatives, and we usually run those as projects. We try to, somewhat, isolate them, so that we can come back and assess them. And right now, many jurisdictions across the country are in compliance with the MOVE Act, are running UOCAVA projects. What kinds of audits are you seeing in the FVAP program? What kind of auditing data would you encourage jurisdictions to collect to help improve the overall UOCAVA process?

MS. CAMPOS:

In general, I don't specifically work in that area, but just recently, FVAP, I guess, over the past year, has awarded several millions of dollars to quite a few states who are applying to improve their technical aspect of ballot delivery. One of the biggest -- I think the top three complexities for military and overseas voting includes the time requirement for people to send in their ballot -- or people to get their ballot, and then send it in on time, right before, or on Election Day. So, a lot of states have been using these funds, for example, to work on electronic ballot delivery, where, either through our Website [www.fvap.gov](http://www.fvap.gov) they can go ahead and apply for a federal postcard application, or they can go through -- directly through their state's Website. We also have links to all the states who have that option on our Website, as well, to apply for a federal postcard application, electronically.

One of the other, I guess, potential impediments is the complexity that military and overseas citizens tend to have that the regular voter doesn't have, in the sense that we do have UOCAVA, we do have the MOVE Act, and it's a federal mandate across all 55 states and territories. However, every state has its own specific law and guideline beyond that, you know, that ballot to be sent for federal elections. So, for example, if two people are overseas studying in Spain, if one happens to be from Alabama, and one happens to be from California, they can go to our Website to apply for a federal postcard application. But the requirements are a lot different, in terms of how to send it back. Sometimes you can send a ballot electronically. Sometimes you have to mail it in.

So, the issue of technology really starts with these awards that have been granted, getting data from states. Once they've applied, this money to improve their electronic systems for ballot transmission is rather significant, and I think it really eases the whole process for military and overseas. And it's such a new program, I think, it started -- the awards started towards the end of last summer, so currently, states are working with funding and they're still being completed. Probably, data for that won't happen immediately, but we're driving that -- we're hoping that this will drive 2012 into a more successful year for military and overseas voting. And our ultimate goal, basically, is to decrease the number of undeliverable ballots to voters, which is our ultimate goal. I mean, we're an assistance program. We're there to help with resources and training. But the grants program really has made a significant

stride in helping to improve the state's ability down to the local level to go ahead and transfer that information to voters, electronically.

DR. KING:

Okay. Yes, Cliff?

MR. TATUM:

If I could add and ask a question to the rest of the panelists, the District is participating in that grant program and the District, unlike some of the other folks on the panel, we're state as well as county. We're that hybrid entity where we're operating at the state level, but actually conducting the county level, city level function. So, as we're gathering data for the FVAP survey, for the FVAP audit on how you are delivering ballots to your voters, I'm curious as to how your states are asking for you to provide them with information about ballots that are being sent out to you military and overseas voters. Are you seeing that in the form of a survey? Are you seeing that in the form of an audit? Because we're kind of completing it as an audit of the data that we need to submit to FVAP. So, from -- you're sending out the ballots. How do you get that data to your state, who then is reporting it to FVAP?

DR. KING:

Go ahead Lance.

MR. GOUGH:

We were one of the jurisdictions that took advantage of that and we had a 25 percent increase in ballots. And what we've done is that audit is being forwarded to both the state and to the FVAP who supplied those funds. And it was a big success. And, in fact, what

we've done is we're going to move in this direction up until 2016. So, it really has done very well.

DR. KING:

Okay. I'd like to move, now, to really the question of accessibility and usability. And I'd like to talk about how do you assess the accessibility at polling places? And Katie, in your case, you certainly have usability and accessibility issues related to vote-by-mail system. Talk about some of the innovative things that your jurisdiction is doing, things that you may be monitoring for changes in the behavior of your voters, and forwarding down the road for process, improvement, or perhaps even processes that you've seen at comparable jurisdictions that you're keeping an eye on for potential implementation in your jurisdiction. So, questions relating to polling place accessibility. Things -- I know, Cliff, you had mentioned that you have an in-depth strategy for your wards and precincts, that there's always backup places. I'd be interested to hear about how you evaluate the accessibility of those locations. And then, what are some of the problems that you've encountered, in terms of finding polling places? And then, more importantly, what are some innovative solutions that you've looked at, our jurisdictions may want to look at, in terms of polling place location and delivery? Cliff?

MR. TATUM:

The District has taken a couple steps in that regards. We've partnered with the Office of Disability Rights, which is a District government agency that focuses primarily on disability rights. And we have a number of stakeholder organizations that they follow up

on Election Day accessibility. They go around and they actually test facilities to make sure that they meet the ADA requirements. And we have a varying array of reporting back from those particular agencies, as to whether they believe we're meeting the requirements of the ADA accessibility requirements.

A majority of the polling places that we use are public facilities; school buildings, former school buildings. And I suspect maybe a third of our precincts are private entities; churches or other type of rec centers that aren't necessarily government operated entities. So, we're ahead of the curve in one regard, in that most of those places have already taken steps, or were designed to meet ADA requirements. But, where we see some locations that may have the ramp may be a bit too steep or the curb -- the curb cut is so far away from the entrance to the building that it's not actually practical for someone to use it to access the building, we've implemented other programs, such as curbside voting. I don't think a number of jurisdictions use curbside voting, but a voter can actually drive up to the polling place, and there's a particular area where a poll worker will walk out to the voter in the car and take their information, and process the voter, and actually process the ballot with the voter sitting in the car.

DR. KING:

Um-hum.

MR. TATUM:

We've gone to what we call alternative programming to make sure that if there's a door that, while we will have the correct handles on the door, perhaps the hinges aren't -- doesn't make it as easy to

pull the door open as it should be. Or the schools are in session while we're voting at a particular schooling place, we can't leave the door propped open, we have the doorbells that are used and a voter can ring the doorbell, and someone from inside will come out and open the door. So, there's a number of different alternatives that we use to ensure that we are providing accessibility -- physical accessibility.

Usability, obviously, the IVotronics are -- we acquired those units to make sure that we have machines that allow the sight impaired to use the headphones if they'd like. We still employ the -- deploy the process where a voter can ask for assistance if they'd prefer to have assistance, as opposed to using the headphones.

So, we try to offer a number of programs to ensure that if someone is presenting themselves at the polling place, that they are able to access the building and, number two, that they are able to use the voting equipment that we provide.

DR. KING:

Okay, good. Lance?

MR. GOUGH:

Yeah, what Clifford said was really true, that we partnership with other organizations, Access for Living, Equipped for Equality where we've actually had them go out and do polling place surveys for the agency, which has been very helpful for us. In fact, they've gone in on Election Day and have spoken to our judges of election and made some shifts around to make that polling place accessible. And that's been -- you know what I've always said, you need to partner with somebody else, you can't do it alone. And with these

partnerships, it's worked out very well. And I encourage anybody to partnership with an advocacy group. It works out very well.

DR. KING:

Okay. Yes, Sue?

MS. EDMAN:

In 2005, we did an analysis of all of our sites, of course, and we had to leave many of them, because they simply weren't accessible. Many of the schools we were using are very old buildings. They have lots of stairs. So, we were forced to, of course, go to different sites. But also because we have such difficulty finding accessible sites, we had to add two or three -- put two or three wards together, which we don't like to do, because some of the sites just are not large enough. But we continue to look for better sites. It's just a very difficult task. And we use a lot of schools and, of course, the administrators are very concerned about the doors being left open, so we have to post poll workers at accessible doors. And so, that's an added cost.

But, as I say, we rely on our poll workers to make sure the sites are accessible. They have a checklist that they use for every election to make sure that they reviewed everything that needs to -- that's required. But it's very difficult.

DR. KING:

Okay. Yes, Judy?

MS. SCHWARTAU:

In Minneapolis, we are much more -- we find that the public buildings are much more accessible than some of the private buildings. And the private buildings, they may be accessible, but

they're just not as convenient. The handicapped parking might be around the corner from the accessible door, and people who are used to the accommodations in a park building where there's a much more direct line of entrance, are a little bit more frustrated, but it does meet the letter of the law.

When we were able -- we've been able, over the course of three years, to get funding now. We will be completing our 12<sup>th</sup> polling place installing the electronic door openers. And we're investing in that federal funding in public buildings. What we've had to do in private buildings where there are residents, a high rise or something, is, we've bought and we will use for the first time the doorbells that you mentioned. And -- because we don't want to install, you know, government equipment on a private building. And this way it's portable, and it respects the fact that this is a residence, and it has certain security requirements.

One other thing, we have the roving judges that several other people have mentioned, and when they go out and visit on Election Day we make sure that they double check the accessibility as well as some other basic requirements.

DR. KING:

Okay, Cliff?

MR. TATUM:

One of the things I didn't mention, and you brought that to mind, is, we actually send out a survey with our captains in our captains' packet. "Give us -- answer these questions, did you open the doors? Did you set up your polling -- your access bell? Did you put up your signs? Did you make sure that your IVotronic is in the five



foot turning radius for folks in a wheelchair?" So, there's a list of questions that we ask. And we too provide our rovers with that same -- or similar questionnaires, so that the rover then double checks on the, trust but verify; double checks on what the captain has -- will be reporting to us. So, we've employed a number of levels to ensure accessibility.

DR. KING:

Yeah, you know, that is an excellent idea, and I think we -- in the election community, we're aware of it, but we also forget that how much people have to remember in this little 12-hour period of time. And the use of checklists are excellent tools to stimulate memory, but also to verify. So, that's an excellent suggestion.

Katie?

MS. BLINN:

I was just going to remind everyone that HHS makes funds available specifically for these purposes to make improvements to poll site facilities, voting center facilities, election facilities to make them accessible. Take advantage of that. We have used those funds to install electronic doors and ramps and new parking spaces and elevators and lifts. And I encourage jurisdictions to do that.

DR. KING:

Katie, could you talk for a moment about in a vote-by-mail jurisdiction...

MS. BLINN:

Sure.

DR. KING:

...about some of the ways in which you accommodate disabilities and enhance accessibility?

MS. BLINN:

We've seen -- I would have answered the question differently about three years ago. So, we have seen a transition. When counties started to make the switch to vote-by-mail, we were very concerned about the fact that the accessible voting equipment would not be in the neighborhoods at the poll sites. And that was also a concern for our advocacy groups. And we had legislation passed to require each county to develop disability access boards. And we -- and our office has an accessible -- we fund a position for accessibility, what we call our accessible coordinator -- accessibility coordinator.

We've spent many years encouraging the population to use the accessible voting equipment that we have at voting centers and at the county auditor's office. What we have heard back from our community is, "You send the ballot to me." And, in some respects, one of the side benefits of vote-by-mail is it actually is in some respects much more accessible. Accessibility, obviously, covers a lot of areas. Is someone sight impaired? Is it an access issue in terms of maybe they're in a wheelchair? Maybe it's just actually just an issue of having transportation to get out of the house. Maybe it's a hearing issue. Delivering the ballot to the voter in a lot of respects is much more convenient than asking the voter to get transportation to a poll site, and so, for many of our voters, actually just delivering the ballot to the voter solved that issue for them.

What we are hearing from our accessible community and our advocacy groups is, now it's time to go to the next step. Get us our

ballot on our computers, because I'm using my computer for everything else. And Washington -- for most of the counties in Washington State do make ballots available online. It's available -- it's the type of -- I was just discussing with someone during the break, it's the type of thing that was initially put in place for the UOCAVA voters, so that they could access their ballots electronically, and now we're finding that lots of voters would like to use this. And what is helpful for UOCAVA voters is also helpful for voters for whom transportation is an issue. They can blow up that PDF on the screen and zoom it up, so if there's a visual -- if there are visual impairments, that they're not blind, but maybe, just need large print, that issue is solved.

Right now, we -- at this point, we are moving towards having online markable ballots, so that they're marking it online -- excuse me -- marking it on screen, and there's a difference, printing that out and sending that back in. So, just marking the ballot, they are doing that on the screen, and then printing that out, sending it in like a traditional ballot. But the advocacy groups would like to move to true online voting for that purpose. They are pushing for it. And I think it's great for us to be moving in that direction for those accessible needs, yeah.

DR. KING:

Okay. Let me ask then, the panel, I'm keeping my eye on the clock, we're moving onto the voting system preparation, which is the logistical issue of getting all the equipment, some of which has been used in elections since 2008. But, in other cases, it may be new voting equipment, a new system that's being deployed. It may

be new units added to the inventory. It may be repaired units added to the inventory, upgraded units. So, let's talk about the issues related to preparing systems for deployment. We already talked a little bit about logic and accuracy testing. But there are other things that have occurred to the units while they've been stored, or in the maintenance process. What are the things that jurisdictions should be paying attention to?

And Brad, I'm going to start with you if I could. And just briefly talk about Indiana's ECO management system what it is and its importance in ensuring that those machines are ready go to in November.

MR. KING:

Certainly. Indiana had a very traditional voting system certification model since the 1980s, which assumed that a vendor would come out with a product that would be relatively stable for four years, five year, six years, and then an entirely new upgraded product would come out. That world has disappeared, and now, of course, we have software upgrades, firmware upgrades that come out on an irregular basis. But, in addition to that, we have engineering change orders, or ECOs, that may be what's called de minimis, is simply changing a red wire to a purple wire or making some other change in a system that, although it needs to be documented and monitored, would have no appreciable impact on the system's function, to more serious engineering change orders.

What Indiana developed in cooperation with our state voting system program was a protocol for managing ECOs that vendors would submit to us to, first of all, identify the complexity and

potential risk of implementing an ECO, and then to bring that ECO on its own to our State Election Commission, the authority which approves the certification of voting systems, for action without necessarily requiring extensive testing for an ECO when it was unneeded. And this way we think we've been able to keep track of what may actually be going on even before we had the system with regard to changes made in voting systems of this sort. I think it also keeps the vendors responsible, keeps the counties comfortable knowing that whatever change their vendor is making to the system is an authorized one, and reduces the risk of the entire process.

DR. KING:

Okay. I think for jurisdictions who are looking for a model of managing the ECO process, the Indiana model is very, very good. And it really seeks to answer an important question, which is just what is it that we've got deployed. When our citizens begin voting in November, do we know with absolute confidence that they are voting on the system that has been authorized and tested for use in the jurisdiction? And as Brad pointed out, there has always been some volatility in the architecture of voting systems; consumables change, et cetera. But, we're clearly in an era where the jurisdictions need to know precisely what is deployed, because that is one of the things that you have to attest to, as a part of the certification process.

Any other comments about the L&A or the testing procedure, in terms of preparedness? I know, Lance, you had raised the question, "If not this, then what?" In other words, if jurisdictions

aren't doing this, then perhaps they ought to be. Could you talk about what the expectations are in your jurisdiction, about the methods by which you prepare, or you oversee, the preparation of voting systems for deployment?

MR. GOUGH:

Well, first of all, nothing leaves our warehouse without testing. What we do, is, we set up our equipment as a polling place and actually run through the entire piece. So, we're doing about three, 4,000 pieces of equipment is tested, locked up, sealed and placed in supply carriers and delivered to the polling place. And it's something that it's -- you know, we have seal accountabilities when the ESEs or the supply carriers go out. There are -- barcodes are scanned on the seal to make sure that they are delivered there. When they're delivered, they're scanned again to make sure the location is the right place. I mean, there's a lot of things that we put in place. We feel that no piece of equipment should go out of the warehouse without being tested. And what we mean tested, is actually run the ballots through, actually transmit to our central location certifying that the transmission went through, I mean, from A to Z. And it's a way that we know that once that piece of equipment has gone out, it has been tested and is correct. The other thing is, when Cliff was talking about, there's been some jurisdictions that went out that had ballots that didn't feed through the scanner. If they tested those ballots with their equipment before it went out, that would have been a non-issue. And that's something that we think, you know, like I said, from A to Z. We

have to go over the entire precinct to make sure that equipment has been tested before it's delivered.

DR KING:

Cliff?

MR. TATUM:

And if I may, that comes back directly to, what's your process for preparing for an election? What's your checklist? And if part of your L&A is to, number one, you're going to make sure your IVotronics are reading the votes that are cast on the machine correctly. I was pleased to hear Lance say that they then test the transmission. And it may be that a number of jurisdictions won't think to actually test the transmission; that the machines count the votes correctly and it's recorded to the memory card correctly, and that's that. But Lance identified that part of his process is then to transmit that data to the central location.

So, whatever your process is, you have to walk it through the process. If the -- if after Election Night, you take the memory card and you put it into your server to read -- to upload the results, you need to make sure that your server reads the memory cards from your L&A. And it doesn't make any -- it doesn't help you if you make sure that your memory card reads the L&A, but your server can't read the memory card at the end of the night. You're in no better place. So, the same thing as it relates to optical -- to absentee ballots and your special ballots. When you test your -- you use, I suspect, the big, high volume absentee ballot readers or paper ballot readers, if you're testing -- if you're reading absentee

ballots, does your memory card read into the server at the end of the day?

So, whatever your process is, you have to follow the process and take it through from A to Z, and don't take a chance that something's not going to work, when you can just easily walk through the process and you know that it works, because you've tested it.

DR. KING:

You know, Lance really brings up a good point, which is, your jurisdiction may have a legally required scope to L&A, and you clearly must execute that legally required scope. But you should also explore, what are the dependencies beyond that scope. And you've identified one, which is, your communications infrastructure, the ability to transmit.

Often, what we're seeing, now, across jurisdictions, is the deployment of non-voting systems, things that I call election systems, that create dependencies on the voting system. And these are Election Night reporting systems, ballot-on-demand systems, electronic poll books. And those, chances are, are not prescribed within the scope of your L&A procedures, and yet, the outcome of the election can be highly dependent upon those systems.

Do you have...

MR. GOUGH:

I would just say, what you place in that precinct must be tested. It should be tested as one unit, not several components that may work one-on-one without actually having it all in place. And that's



what is really critical, and that's what the downfall, in some areas where they don't test the entire -- what you put out in the precinct, everything must be tested at once.

DR. KING:

Integrated testing.

MR. GOUGH:

It has to be.

DR. KING:

Let's add a point to the discussion about vendors. The history of elections has always involved vendors, that with the exception of just a few jurisdictions, who have manufactured and maintained their own gear, we're all dependent upon vendors in a variety of ways. It can be drage(ph). It can be the actual transportation of devices to the precincts. It can be contracting out Election Night support in the precincts, rovers. Obviously, the voting system manufacturers are what people normally think of. What are the things that a jurisdiction, right now, going into the election, what should they be thinking about regarding the management of their vendors? And I always emphasize that because elections are going to be managed by somebody. And if it's not the jurisdiction managing it, the vendor will often manage the election in the absence of direct -- direction from the jurisdiction. So, what are the things that jurisdictions should keep in mind, vis-à-vis their vendors, their relationships, their expectations, contract reviews? What advice would you give, or what things are you doing in the context of your own vendor support for the election? Lance?

MR. GOUGH:

Well, since I married an attorney, I always agree that you have your attorney close to you, and that's why we have contracts with different vendors. We have contracts with our cartridge vendors. We have contracts with -- we even have a contract with Verizon who supplies our electronic transmission. These are -- I think it's very -- something that we have to have in place.

The second thing is you have to have a partnership. You know, when Verizon wants something to go down on their watch, could you imagine that the whole infrastructure -- Verizon's infrastructure went down while we're having an election? That would be a huge black eye to the company. And they don't want to see it, so they make sure that nothing happens on Election Day. I mean, these are the type of things I think we do. You need those vendors. You need to have a working relationship. Any voting machine vendor doesn't want something to happen on Election Day, so he's going to be there to make sure that everything goes right.

So, I think it's "A" make sure your contracts are in place, "B" make sure you do have a working relationship with your vendor. And if you don't have that working relationship with them, I suggest you get another one.

DR. KING:

Cliff?

MR. TATUM:

And I'd add to that, that I think for any particular jurisdiction you look at what your technical capabilities are. And if you have -- in our instance, we have rovers who are trained -- our rovers are staff

people that are actually trained to troubleshoot any technical issues that might occur at the polling place. But we also keep the vendor on hand on Election Day, because there could be an issue that escalates beyond a simple replacement of the unit or repair. Now, don't get me wrong, we're not going to be out at the precinct on Election Day breaking an IVotronic down with tools and screwdrivers and that type of business, but the comfort of knowing that the vendor is there to answer a question if an anomaly should arise or, you know, "What is this? Have you seen this before? What is it?" And thankfully, we haven't had those types of issues with our system, but just in case. And the same thing with the Election Night reporting, as we know that the server is going to read the memory cards that come in from each of the units, what happens if we see an error code for this particular memory card? What does that mean? Chances are the memory card wasn't closed out properly at the polling place.

But, if you don't have the technical experience on your staff to identify what that is, then you have to rely on the vendor. And, as I've learned from you, you do have to manage your vendor, because if you don't manage your vendor, your vendor will manage you, which means that you are probably acquiring more services than you actually need. And so, a real truthful assessment, what do we have, what do we need, and who can provide me with the resources to provide me with the service that I need? The Verizon piece for the electronic transmission is an excellent example. And so, you set up a contract. And as I like to say, it's a plug-and-play. This is what we need. Can you help us? And you've got multiple

plug-and-plays, A, B and C, and for this particular service I need this. “Can you help me?” “No.” “Can you help me? Can you help me?” And someone can plug right in. And it’s not a try to recreate from scratch, because there’s nothing new. In the elections industry, we always say, it’s the question of who’s doing it best and how can we borrow it from them.

DR. KING:

Okay, good point. Judy?

MS. SCHWARTAU:

I think one tip is that when your vendor is showing up to do the annual maintenance of your equipment, it’s good to be there, not just to see that something is happening, but ask questions, understand what exactly are you doing, what is the result of that, what is the improvement of that. And we’ve used that as an opportunity, in Minneapolis, to – well, we’ve always had troubleshooting instructions for our equipment, whether it’s how to prevent a jammed ballot in a ballot counter, how to remove a stuck ballots out of an AutoMark. Then, I run those instructions by the technician, and then they are giving me an edit by a line or a sentence or a phrase or two. And that makes that document much stronger for our roving judges to use when they are troubleshooting equipment out there, as well.

DR. KING:

Okay. Sue?

MS. EDMAN:

I am quite lucky to have a member of my staff who has been working with our machines for the past 17 years, and she’s worked

very closely with the company. And when they do come in and repair the machines, she's right there, learning with them. So, she's there on Election Day to take all those questions, and so, we don't have to use the company.

But it's great to have them available to you at night when you are, you know, uploading your data, and if there are issues with the software, they're there. So, it's great to have them available by phone.

DR. KING:

Brad?

MR. KING:

I think it's important to establish the expectation, if not the requirement, that the vendor will provide you with technical bulletins that identify problems that have popped up in other jurisdictions. I think vendors may not fully appreciate how much we talk amongst ourselves, as a community, and so, it really is doing us no favor by not alerting us when a problem has popped up in another jurisdiction. It's one we will probably have to address sooner than later, and preferably before Election Day.

DR. KING:

You know – Katie, go ahead.

MS. BLINN:

I was going to add I want to reiterate something that Lance said, and that is, if your vendor is not working for you, start thinking about a switch.

DR. KING:

Um-hum.

MS: BLINN:

Not between now and November, but long term, you know. Know that if you're -- if you're probably going to be looking at replacing equipment in two years. I think there's tremendous anxiety and hesitation to switch systems, both voter registration systems and voting systems, and these other elements that you mentioned, ballot-on-demand or electronic poll books, or whatever. If it's not working for you now, it's going to be working for you in two years or four years. So, just tackle it head on.

DR. KING:

I think both Lance and Brad make an excellent point for jurisdictions to consider. First, unless your jurisdiction truly is the exception to the rule, the contract that you have with the vendor is not sufficient to articulate all of the deliverables, all of the expectations. And typically, it's weighted towards the vendor's benefit. But, it's having that conversation with plenty of time before the election, because the vendor, whether it's the Verizon that you've mentioned or a voting system vendor, or a cartage drage(ph) vendor, they all want to succeed. I mean, ultimately, they know their long-term business interests are best served by a successful election. So, everybody wants to do well, but it is often a failure to articulate the expectations in operational terms that creates the confusion, and the inevitable finger pointing that occurs after the election because of a misunderstanding between who was to do what and when. And so, I think that cup of coffee is important.

The second thing is recognizing that there really is no single vendor system anymore, that systems are collections of systems,

and that you need to understand that your vendor may have subcontractors back behind their portal. And you need to understand what those relationships are, because there may be a dependency there on a subcontractor that you've never heard of, you have no idea what their capabilities are. And recognizing that we work in a vendor-rich environment, and there may be vendors involved in consumables, vendors involved in services, vendors involved in subcontracting, that their performance is just as critical to the successful election as the marquee vendor who is now an integrator or a bundler of those services.

Any other comments about issues related to preparing the machines, things that you have -- you've seen, particularly the low-hanging fruit issues that jurisdictions should be looking at? I'll share what is my favorite, because it's small, it's easy to fix, it's operator friendly, and it's cheap. And it's batteries. And it's making sure that you have the proper batteries, that those batteries have been tested, and that you know how to test the batteries, that they're installed, because every piece of gear that you have, including that piece of paper, is in some way dependent on a battery somewhere, somehow, in order to bring that election to close. So, that's my advice to jurisdictions, do a battery assessment.

All right, okay, well, at the very beginning of our session today I had asked all of the panelists, and I'm looking at the clock, we've got about 20 minutes left in our program today, and I had asked each of the panelists to be thinking about what advice would you give to your colleagues in the election community. And,

obviously, we all work in jurisdictions that have some unique properties, but much of what we do is -- overlaps other jurisdictions. We all count by one when we count votes on ballots. There are many things that we do in common. And so, I've asked the panelists to think about that small number of things that you would recommend to your colleagues to keep in the front of their minds as they begin to go through their preparation for elections. And I'd like to go around the table now and give each of the panelists three to four minutes to really talk about what you would like to share and your takeaway for the day.

And Judy, I said that we would start with you. And what we'll do, is, we'll work around the table and we'll end up with Brad. And then, as always, I'm going to give Alice the last word before we close the roundtable. So, if you can start kind of gathering your thoughts, but Judy, we'll start with you.

MS. SCHWARTAU:

Well, I want to thank the Election Assistance Commission for the valuable resources that they have provided for election administrators throughout our country. And again, on behalf of the entire elections team of the City of Minneapolis and our wonderful loyal seasonal staff that we depend on so much, we're proud to be sharing our information with you today.

In Minneapolis, we have had great success using Minneapolis 311 as the central call center for the voters. And if you have not -- if you don't have that resource in your community, maybe it's not available to you, but if it's there, and if that process wheels up, it's something that you can very much add yourself. I



have a PowerPoint presentation that will be available online. And just in highlights, we train those customer service agents from our Website and, likewise, their round robin feedback says, "I'm looking for this question. Where is that answer on your Website?" That is one way that we have reduced a great number of calls to our office. That's the phone ringing, that's the staff answering. And it's given quality service to the voters and it's available throughout the year, including on Election Day. They also are linked to a language line that can help support voters in the precinct if we do not have language support there.

I think one other thing I just want to mention in terms of planning ahead is we have an annual communications plan. We know when the monthly news releases are going out. We have a five week, four week, three week, a weekly countdown before the primary, before the general election. A week before the primary and the general, we have a putting on election backgrounder and we invite the media to come and see the warehouse, see the equipment being loaded into the trucks. It gives the media a greater understanding of the background of what we do. In fact, we've even had a member of the media serve as an election judge. He just quietly came and took the election judge class and he was recruited by us to do this, so he would understand what we go through and what the background is. So, he just served in his own precinct, and that, again, gave us another ally that would always have our back if something was in the media that he wanted to know what our side of it was.

I guess, just overall, planning is so important. And one concept I like to cling to, is, I don't talk about crisis management or contingency plans. We just have situations for which we have a planned response. And, that is, I don't want to list off what the different crises are that we might be changing a polling place or whatever, because I don't want to stir anybody's imagination. But the EAC has had, I know, crisis management for the H1N1 flu that several jurisdictions put theirs in, so -- their plans in on the EAC site. So, again, look to the EAC as a resource.

And just one last piece of advice. Think -- if we were putting on the play Hamlet and a light fell in the corner of the stage, we wouldn't throw out the whole script and the whole play and start doing anything goes. We would put the light back up, make sure it didn't land on anybody and -- or, you know, take them quietly to the emergency room, but we would continue with the play Hamlet. And so, that's what we all need to do as we plan one through ten, A through Z, all of those different components that go into Election Day.

Thank you.

DR. KING:

Okay, thank you Judy. Cliff?

MR. TATUM:

I, too, would like to thank the EAC for setting up this roundtable. I think and I believe that the EAC provides a very valuable service to the elections industry, and I anticipate that it will continue to provide -- to be an asset and to provide these types of resources to us for future use.

As I think about all of the things that's been said at the roundtable today, there are a couple of themes that jump out at me that we are talking about in our office. Our staff, we use the core values of communication, collaboration and teamwork. I mean, everyone here today has talked about planning, has talked about reviewing and evaluating, and has talked about execution, adaptability and flexibility, to deal with any particular issues that might present themselves leading up to Election Day, planning for Election Day, Election Day and post Election Day.

So, as I think about planning and sub planning and contingency plans, I like the idea that Judy says, I'm not going to list out things, and that's what I call managing her staff's emotions on what they hear or how they may to respond to something, if it's named specifically. And that's a very important tool is knowing who your staff -- knowing the strength of your staff, and how to properly utilize the strengths of your staff.

And as I think about reviewing, which is evaluation and risk assessment, you know, is it worth ordering 1,000 less ballots to save \$50? Is it worth saving \$180 by not placing two additional staff -- polling place workers at a polling place, and then have someone have a polling place not have as nearly poll workers as they should to get the job done on Election Day?

And then, as I think about execution, and as I'm fond of saying, the plan is only as good as the execution; that if you don't walk yourself through your plan, you don't know truly whether your execution will work. And, for all of us who've been in elections for many, many years, and we kind of get complacent because we

know that what we've been doing works, so we don't always go back and put our finger on the button to make sure that that particular piece is going to go as it should go, because it's always gone that way. So, as we talk about processes and procedures, we look at what our processes and procedures are, we evaluate our processes and procedures, and then, we talk about execution, execution, execution.

And last, but not least, I think the communication. Everyone has talked about the different types of communications. Number one educating voters, that's a form of communication. How effective is your communication, is your form of education to your voters? And secondly, communicating to your stakeholders. And, more importantly, educating your stakeholders. And who are our stakeholders? Our government leaders, the folks who make -- pass the laws and the policies and procedures, and then say, "Hey implement this," and they haven't bothered to talk to us about fully what that means for an Election Day, or for early voting itself. Our stakeholders are our workers, our election workers, our staff, as well as the media. I like the idea of the annual communication plan. We have a communication plan, but we don't talk about it that way in the countdown.

So, there's a number of things here that's been said today that our great takeaways that you can make action items to start working away. And I think I heard someone say it the other day, the elephant is so big you can't eat the entire elephant at one sitting, you just have to kind of start chipping away. So, if I can say anything to the folks that are listening, you know, do a serious

evaluation of where you are. And the things that you know you need to tweak, don't procrastinate. Take steps to make those changes, now, because, as you said, as we get closer to November it's too late. The things you can change, change. The things you can't, make a note, so that you come back around and revisit them next time.

Thank you for allowing me to be here.

DR. KING:

Okay, thank you Cliff. Katie?

MS. BLINN:

I'd like to talk about using your local media to your advantage. Everyone is very excited this election, Presidential elections are always very exciting and everybody wants in on the action. So, use that to your advantage and be proactive with your local media on the information that you want to get out. And probably, one of the biggest issues is the voter registration deadline, or maybe there's a deadline for requesting absentee ballots, or whatever deadline you've got in your state. But get that information out ahead of time, and do it again and do it again and do it again and do it again until that deadline hits. But don't wait until the deadline day to try and contact your local media. And then, when they are contacting you with inquires, be responsive, be respectful, be helpful. We spend a lot of time in our office talking to our local media. We are very fortunate to still have newspaper reporters covering Olympia, and they are great to work with. And we try very hard to be very responsive. And then, also get them the information that is going to be helpful and get it in the format that's going to be helpful. News

print is going to take information in much larger quantities than TV. Blogs are somewhere in between. So, if you have the opportunity - - for example, if there's a particular issue that's coming up or you know is a recurring theme that happens in one portion of the election cycle, have an FAQ ready to go, a frequently asked question, or some other document that a reporter can take and digest it, and have it written in a format they can copy and paste. When I see my writing in a newspaper article, I am happy because then I know that it is getting described accurately. And that's something that we're all very concerned about is are our operations and our -- is our information getting described out to the public accurately. And I just say, use it as much as you can, because the reporters are -- it's like they want to be in on the action, too. And I think it's -- some election administrators will shut out the media, or maybe there's anxiety about dealing with the media because of lack of experience. That is not going to play out very well for you. So, I just encourage people to get to know your local media. Let them get to know you and try and provide them as much information as you can.

DR KING:

Okay, thank you Katie. Sonia?

MS. CAMPOS:

Thank you. I'd like to thank everyone here, especially the Election Assistance Commission for allowing me to be here.

And I guess the best advice that I could give having worked at the local level of elections, having been part of that community for several years, and now, at the federal level of elections, it's

important to seek out information and ideas outside of your office because it does exist. I know for a long time when I was working in Bexar County, we worked with a very progressive staff, and we worked very hard at creating different methods to solve impediments for voters and for our office. However, I did not know that resources existed outside of our own office. And the idea of networking with other local election officials that are right down the road from you with their training coordinators, for example, gives you a completely different perspective on how they complete a task that's identical to yours in many ways. Speaking on a national level, the information, for example, that the Election Assistance Commission does offer is extremely useful, and I wish I would have known about it when I was at the local level.

Currently, with the Federal Voting Assistance Program, one of the major aspects outside of our grants program, for example, is that we're working to create solutions for election officials and voters. I spoke previously about our online wizard, where military and overseas citizens can go to our Website directly, and apply for a federal postcard application, and it asks the specific questions that that particular person's state requires. So, we're trying to make it as easy and as uncomplex as possible for the voter.

In terms of the election official resource, I'd like to shamefully plug this. The new courseware that we just developed, and it is on our Website, in the election official section of fvap.gov, it's a guided courseware. It's called the "Election Official Guided Training." It's 30 minutes, very short, 24 slides, introduction to UOCAVA law. And it provides information on how to process the federal postcard

application and the federal write-in absentee ballot. It gives a description of challenges that military and overseas voters have, and it also gives ideas and tips to local election officials on how to best communicate this information to their voters.

This courseware was designed with the idea of helping to not, necessarily, refresh the seasoned election official's knowledge of UOCAVA and military and overseas voters, but actually, for those election officials that are new to the area, to the whole field of elections. Coming into an office, it happens very, very often all over the nation, people don't have a lot of experience in elections when you first get a job like this, and so, having this particular tool that helps this particular population of their potential voters is very helpful. It also was created with the idea that a lot of offices -- election offices have, for example, temporary staff that might be hired during a busy election season that don't have a background elections, much less a background in or knowledge in UOCAVA. So, this very short courseware was created for them to get into the idea of what it is to process military and overseas ballots to make it easier for the election official and to make it easier on the voter, which is our ultimate goal.

So, I hope that everyone gets a chance to look at that courseware. And keep looking for references and ideas and, you know, picking up the phone, calling other election offices. This is very important. And you find that they're just as willing to offer their ideas and suggestions as you are to offer yours.

DR. KING:

All right, thank you, Sonia. Lance?



MR. GOUGH:

Yes. Again, as everybody else, I want to thank the EAC for the invitation for to come here.

What I'd like to really tell everybody is to work on partnerships, partnership with people with disabilities, partnership with -- right now, after the 2010 Census, there's a language accessibility. In the City of Chicago, we do English, Spanish, Chinese. Now, we do Hindi, you know. We partnership with the community to get them to serve as judges of election, to work as poll workers, and it's worked out real well.

Also, to talk about, as election officials, we have to expand or move with the times. In fact, my daughter texts me left and right. Finally, we looked at texting, where you can text your address and find out where your polling place location. We rolled it out in the primary just as a test and we had 28,000 hits. We're looking at maybe several hundred thousand for this upcoming election. So, that's another thing where we're looking outside the box. You have to look at Twitter, Facebook, which may be difficult, because we're not -- as an election agency, it's not a real sexy thing to, you know, follow the election board on Twitter, but it's something that we need to use social media out there to reach everybody.

And I did put in -- I have two documents. One was created by my communications director who happens to be an ex-newspaper reporter, so it's great to have him on the staff, because he speaks the lingo, he contacts all the press and he sends out blasts to them every day of what's going on. And it's been very

helpful. And we have partnership with the press, you know. Don't shut them out, bring them closer. And it's worked out very well.

So, thank you.

DR. KING:

Okay, thank you Lance. Sue?

MS. EDMAN:

Thank you. It's always great to be in the company of people who are as miserable the same time of year as I am, so it's really a pleasure to be with all of you.

[Laughter]

MS. EDMAN:

Just a couple things, we all know that it's going to be another record turnout in November. Our success really is determined on how prepared we are. So, I think we've got to do our analysis, our voter turnout analysis by ward and by polling site, and based on that information, we've got to order our ballots and make sure we have a sufficient supply of ballots. And we have to get our sites staffed very well.

For those of us who are a language -- are under the language assistance requirement, you know, now we've got to reach out to the Hispanic community, or whatever, and get people involved and get them ready for our elections in November, get them onboard in August, so they are prepared for November.

Our staffing, nothing more important than our staffing on Election Day. The last thing we want is chaos at our polling sites, and we want -- everything must flow and we want order there. And, of course, we want our workers to be well trained and those issues

that were problems in 2008, if we can recall what they were, we need to look back at those and how can we make those corrections.

Supplies, as minor as we think those issues are -- those things are, on Election Day, when things aren't there for our workers, it becomes a real issue. So, we've got to make sure that we have all the supplies that they need, and an adequate supply of everything for them.

Another thing is signage. Sometimes we don't think about those things, but when that elected official calls you and says, "The signage is poor at this site," we don't want to deal with that on Election Day. So, someone really needs to think about signage at all of our polling sites, so electorates can identify their site when they pull up.

Our polling sites, we want to make sure that we make contact with all of our site managers, so they are ready for us, they know when we're coming, and that the site is prepared for Election Day.

Our field personnel, we want to make sure we have plenty of people out in the field available to respond to our sites when issues arise. And, of course, plenty of technicians to deal with issues as they arrive.

Call center, we know that we're all going to receive a lot of calls, and we want to make sure that we're able to take those calls from citizens. I know we have set up a call center at our police department communication center, and we will also have a call

center at our Department of Public Works that oversees our city call center.

And lastly, again, you talked about the media. I have learned over the years that whatever you need to do to make things work for them, do it, because that relationship you develop with them will pay off in the end. And they are, around election time, eager to talk to you and share information. So, we need to use them.

Thank you.

DR. KING:

Okay, thank you Sue. And Brad?

MR. KING:

Thank you, Merle. I'd like to address a few remarks to those individuals who may be, as Sonia described, are newcomers and conducting their first election in November of 2012 or perhaps have not conducted a Presidential election before.

None of us know exactly what will happen between now and November the 6<sup>th</sup> but we all have calendars, and so, I urge you to be thinking ahead, to be looking ahead and imaging what tasks you have to fulfill during the next couple of weeks, months so that you can undertake measures to carry them out successfully. I'd also urge you anytime you can to have a set of fresh eyes look at any document or product that comes out of your office. Ideally, a person who may have very little experience with, or familiarity with the election process because that's the individual who will catch the missing piece in our puzzle, or catch that typo you wish you had caught before the document went out.

I'd also note that it's okay, in response to the media or public inquiries, to say, "I don't know." You won't be able to answer every question immediately when it's asked. The thing to say is, "I don't know but I'll be happy to get more information for you."

And finally, I think the most important point is to prioritize, and that is, to recognize that both you and yourself have limits to your resources. Not every email is equally important. You will probably, if past years are a good guide, be deluged by surveys from all sorts of individuals, all sorts of organizations. One of the most potentially terrifying emails begins, "I am a grad student and would like information about absentee voting in your state."

[Laughter]

MR. KING:

So, you have to be able to prioritize your responses to those inquires, to be as helpful as you can, but to recognize that people sometimes need to do their homework. You can help them with that.

And then, finally, to understand you are not required to conduct a perfect election. There has never been a perfect election. We all hope to have a successful election. So, let that be your goal and not be distracted by anything along the way.

I'd like to conclude by thanking the EAC staff for their ongoing courtesy and exemplary work in putting this together and appreciate the opportunity to be here today. Thank you.

DR. KING:

Thank you, Brad. I'd like to ask Alice, now, to make a closing comment for the EAC.

MS. MILLER:

Sure. You know, I look at this roundtable and watch everyone and listen to everyone, and so, I can't tell you the number of times I heard the word process. I actually started writing down the number of times, and then, I just couldn't keep up. And so, you know -- and I kind of had a short conversation with Merle about this yesterday, and for me, what it means as a former election official having spent 17 years in the operations myself, both from the administrative field as the ED, and as the General Counsel for the agency, and at one point in the dual capacity, which means, I know what it is to have your -- to be a client, and have the attorney representing you. It's not a good idea. But anyway, I will say that if your process is right, you do not have to worry about the outcome, because the outcome will always be supported by the process. And, you will all have said that yourselves just by alluding and commenting on process, process, process, process. And, it is so very, very important to make sure that, you know, if your poll workers are doing something wrong, which may very well happen, you can go back to your process and show that they have been trained to do it right, you have your back up, you have everything. If your equipment -- something goes wrong with the equipment, you go back to the process and show that you did your L&A testing, you did what was supposed to be done and you have your checklist for things if there are things that happen at the precinct on Election Day. Once you can go back to your process and show that it is done the way it was supposed to be done, the outcome then will always be supported. So, I think that is very, very important. And I think everyone knows

that, just simply by the fact, as I said, you all look to your process. It's not the outcome we worry about, it's the process.

So, having said that, I do want to, again, thank everyone for coming, and I want to say that no one does anything alone, no one. And, from identifying the topic area, to setting the agenda, contacting and putting together this panel of experts with this level of caliber requires a lot of work. It was not something that was done last night or overnight. We've been planning for this long-term out. Much like your Election Day planning, it's very long-term planning. And you all -- everyone who had their hands in it, from our internal EAC staff coordinating, including Karen Lynn Dyson and Brian Whitener, those individuals who worked with the logistics, Emily Jones, who is back there, and our Twitter feed and Webcast individual Jessica Myers, who's sitting in the back, I want to thank them. And, I also want to recognize someone who goes, oftentimes, unrecognized is our IT staff, Mohammed Maeruf and Henry Botchway, who also assists with setting this up.

We couldn't have a roundtable, obviously, without the panelists, who, without any hesitation, I mean, without any hesitation, agreed to travel here today and be with us, and provide expertise and knowledge for today's roundtable. And, we do greatly appreciate it. Of course, Cliff was like kind of right down the street, so he was a cheap date on this.

[Laughter]

MS. MILLER:

15 minutes down the road. But, I do want to say if anybody has been following local politics, we do know that he has had a bit of

challenges, locally. We have some election things going on in D.C. that has required his attention, so we appreciate, as well, your ability to be here and are grateful for it.

So -- and again, much, much thanks goes to our Moderator, Merle King. We could not do this without him. He does a great job. And I don't think that -- I'm not sure there's anyone who could do it better, so you're not getting away from us. Let's just say that. We will continue, hopefully, to see Merle help us with these roundtables and assist us as we move forward and try to provide information to election officials on a national level.

Just one more thing, at the end of this, the Webcast will be available for about 24 hours after. All the information that you all have provided us, we will also post. We've got some PowerPoints, some documents, all of which we greatly appreciate. And we will post all of that on the Website. It will be available. Also, our archived former Webcasts -- I mean, roundtables, which have been Webcast, which are also available on our Website.

So, with that, again I want to thank all of you for supporting us, being here with us and providing your expertise and ideas. And hopefully, those watching, as well, have picked up some information they can use and carry forward, as November 6<sup>th</sup> closely approaches.

Thank you all very much.

DR. KING:

Thank you, Alice. And with that, I'll adjourn this roundtable, wish you all safe travels, and good elections.

Thank you.



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[The EAC "Getting Ready for November" Roundtable adjourned at 12:35 p.m.  
EST.]

bw/ad