

Today's Agenda:

- General Election 2012
- The State of the Union Address 2013
- Executive Order
- The PCEA Commissioners
- The Work of the PCEA
- The Report and Recommendations to the President
- Next Steps



General Election 2012

In the General Review from 2012 we talked about the lines present in many jurisdictions across the United States:



2012

General Election Review

Maricopa County Elections Department
Community Network Meeting
December 5th, 2012

Perspective: Florida



Long ballots, 5 pages front in back in 2 counties—3 pages in most of the rest of the state, meant long lines!

Perspective: More Lines

- In some parts of the country voters stood in lines for 3-6 hours to cast their ballot!
- Some states saw their lines during EV, others on Election Day.



Right side: People at a school in Washington reportedly waited up to three hours to vote, then, voters came in thousands at an elementary school.

A long line of people waiting to vote winds through the Great Hall of the Purdue University Memorial Union Tuesday, Nov. 6, 2012, on campus in West Lafayette, Ind. After a grueling presidential campaign, Americans are heading into polling places across the country. (AP Photo/Journal & Courier, John Terrence)



SOTU 2013



"Defending our freedom, though, is not just the job of our military alone. We must all do our part to make sure our God-given rights are protected here at home. That includes our most fundamental right as citizens: the right to vote. When any American, no matter where they live or what their party, are denied that right because they can't afford to wait for five or six or seven hours just to cast their ballot, we are betraying our ideals. ***So tonight, I'm announcing a nonpartisan commission to improve the voting experience in America.*** And it definitely needs improvement. I'm asking two long-time experts in the field -- who, by the way, recently served as the top attorneys for my campaign and for Governor Romney's campaign -- to lead it. We can fix this, and we will. The American people demand it, and so does our democracy."

President Barack Obama

State of the Union, 2013



A handwritten signature in black ink, appearing to be 'Barack Obama', enclosed within a black rectangular border.

THE WHITE HOUSE,
March 28, 2013.

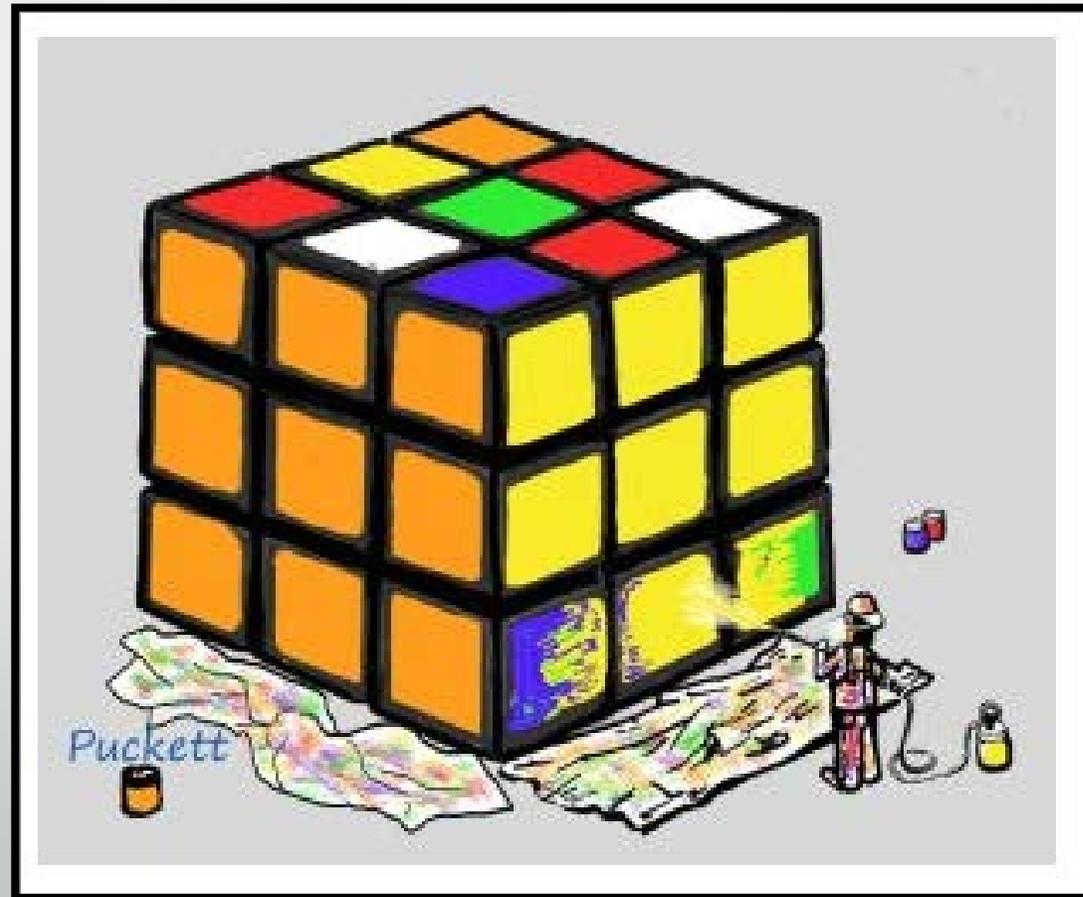
Executive Order

The Executive Order

The Executive Order focused the Commission's work on several areas of concern:

- i. the number, location, management, operation, and design of polling places;
- ii. the training, recruitment, and number of poll workers;
- iii. voting accessibility for uniformed and overseas voters;
- iv. the efficient management of voter rolls and poll books;
- v. voting machine capacity and technology;
- vi. ballot simplicity and voter education;
- vii. voting accessibility for individuals with disabilities, limited English proficiency, and other special needs;
- viii. management of issuing and processing provisional ballots in the polling place on Election Day;
- ix. the issues presented by the administration of absentee ballot programs;
- x. the adequacy of contingency plans for natural disasters and other emergencies that may disrupt elections; and
- xi. other issues related to the efficient administration of elections that the Co-Chairs agree are necessary and appropriate to the Commission's work.

TIME FRAME:
6 Months to "fix this"



White House
Press Release...



the WHITE HOUSE

Contact Us

Briefing Room

The White House Office of the Press Secretary

For Immediate Release
May 21, 2013

President Obama Announces His Intent to Appoint Individuals to the Presidential Commission on Election Administration

WASHINGTON, DC – Today, President Barack Obama announced his intent to appoint ten individuals to the Presidential Commission on Election Administration. The Presidential Commission on Election Administration was created following President Obama's State of the Union pledge to identify non-partisan ways to shorten lines at polling places, promote the efficient conduct of elections, and provide better access to the polls for all voters.

President Obama said, “The right to vote is one of the most essential rights provided by the Constitution. As I said in my State of the Union Address, when any American, no matter where they live or what their party, is denied that right simply because too many obstacles stand in their way, we are betraying our ideals. ***We have an obligation to ensure that all eligible voters have the opportunity to cast their ballots without unwarranted obstructions or unnecessary delay.*** I am pleased that these committed individuals have agreed to offer their expertise to the Presidential Commission on Election Administration and I look forward to working with them in the coming months.”



PCEA Commissioners

The Co-Chairs

Formerly the General Counsels for competing Presidential campaigns, the Co-Chairs bring bipartisan leadership to the Commission.



Robert F. Bauer
Co-Chair and Member



Benjamin L. Ginsberg
Co-Chair and Member

Full biographies are available at
www.supportthevoter.gov



Brian Britton, Member



Joe Echevarria, Member



Trey Grayson, Member



Larry Lomax, Member



Michele Coleman Mayes, Member



Ann McGeehan, Member



Tammy Patrick, Member



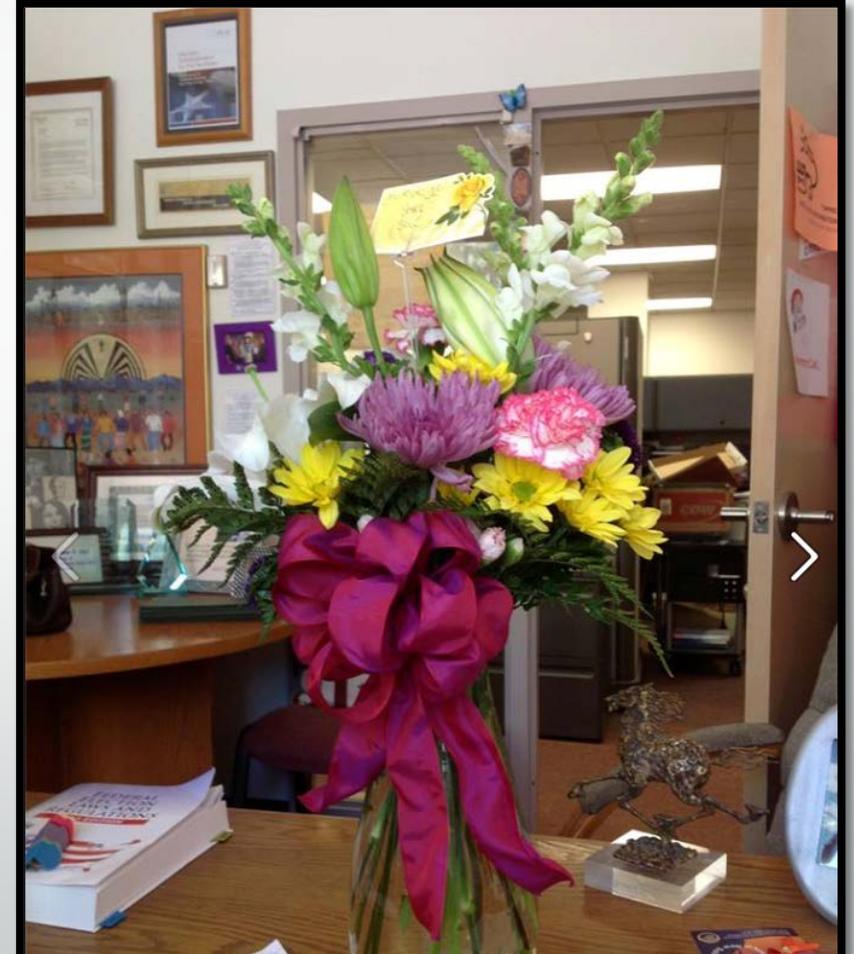
Christopher Thomas, Member



**Nathaniel Persily, Senior Research
Director**

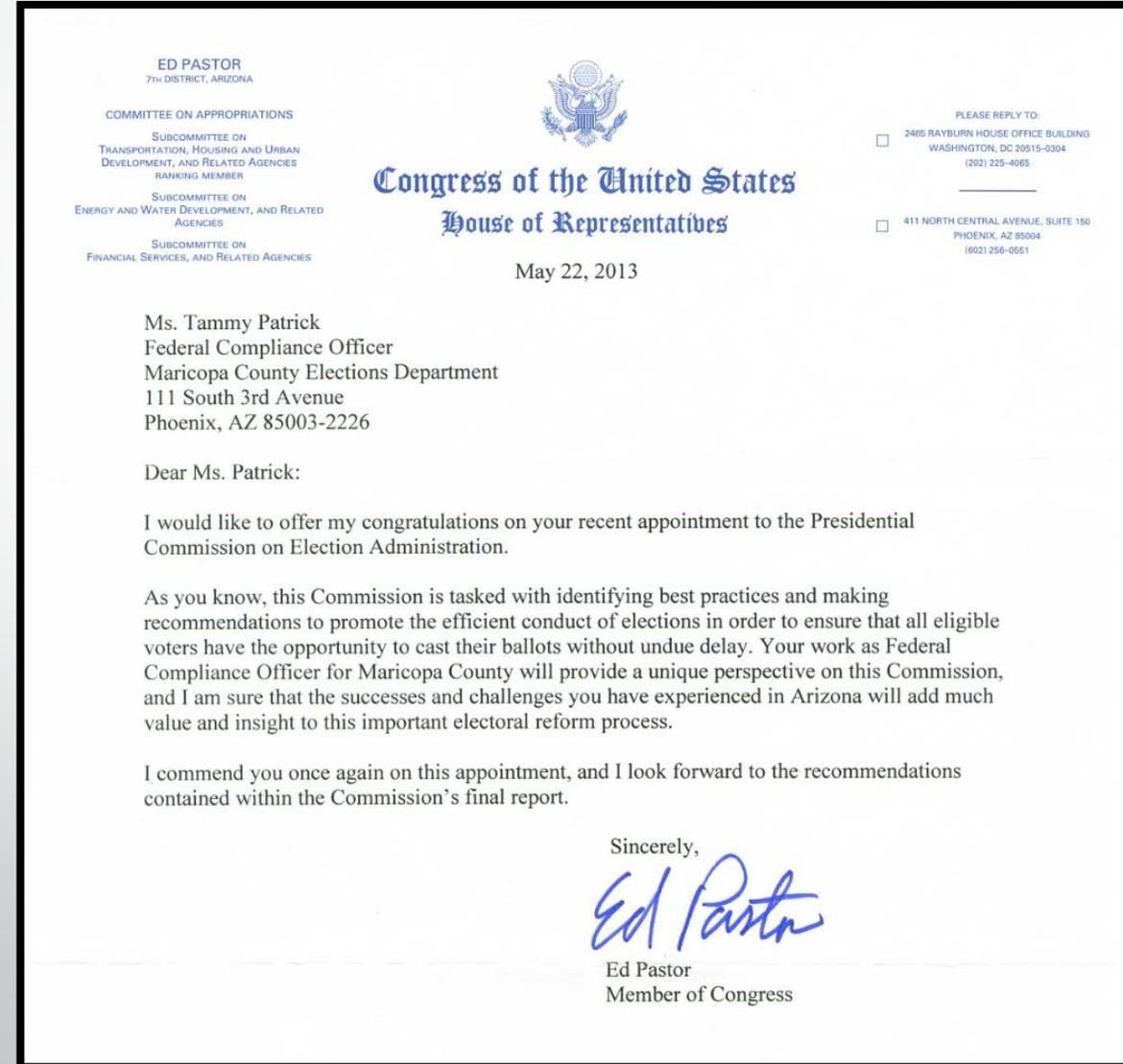
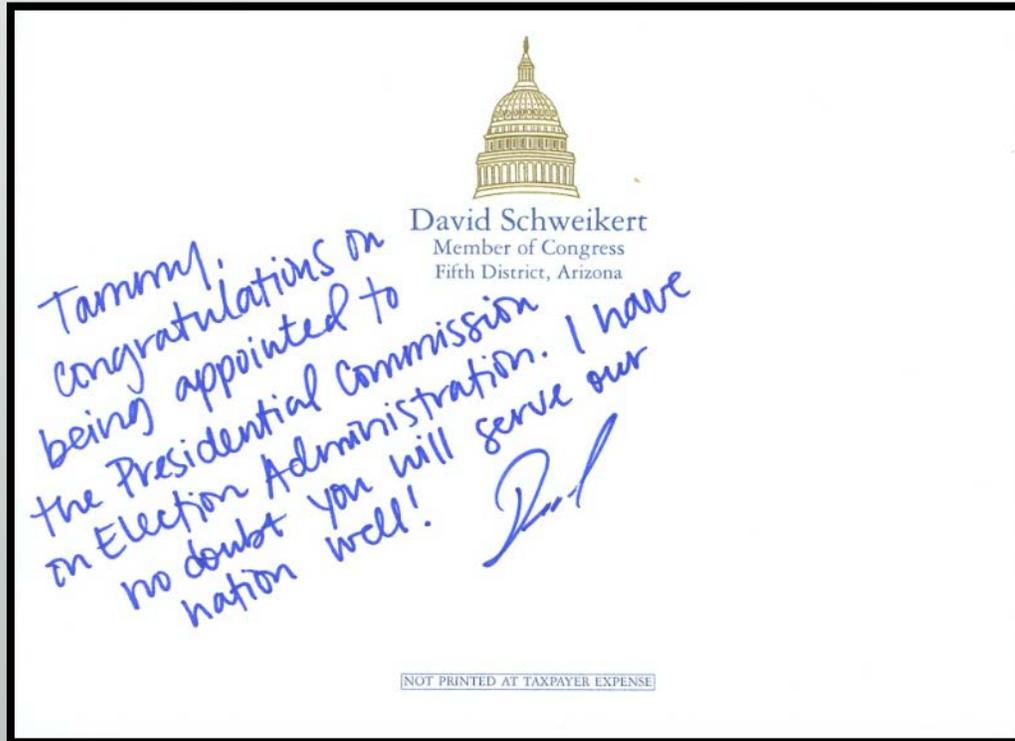
On the personal side:

- Quite an exciting time for me.
- I had great support from my colleagues here at MCED—particularly from Maricopa County Recorder Helen Purcell and Elections Director Karen Osborne who graciously accommodated my work patterns to shift to airplanes from my office for a few months, as well as family and friends.



Beautiful flowers from retired colleague Sue Liebler—she was my mentor my first few years in the Mesa office.

Two Arizona Representatives sent me congratulatory notes:



Barack Obama

President of the United States of America,

To all who shall see these presents, Greeting:

Know Ye, that reposing special trust and confidence in the Integrity and Ability
of Tamara Patrick, of Arizona, *I do appoint her*
a Member of the Presidential Commission on Election Administration;
and do authorize and empower her to execute and fulfil the duties of that
Office according to law, and to have and to hold the said Office, with all the powers, privileges and emoluments
thereunto of right appertaining, unto her the said Tamara Patrick, *during the pleasure*
of the President of the United States for the time being.

In testimony whereof, I have caused these Letters to be made Patent, and the Seal of the
United States to be hereunto affixed.

Done at the City of Washington this twenty-second *day of* May,
in the year of our Lord two thousand thirteen *and of the*
Independence of the United States of America, the two hundred and thirty-seventh.



By the President: Jan. F. Kerry

Secretary of State.

Barack Obama

I also got this...
Not used to reading
beautiful script?
Me neither!

“Barack Obama

President of the United States of America

To all who shall see these presents. Greeting:

Know Ye, that reposing special trust and confidence in the Integrity and Ability of Tamara Patrick of Arizona, I do appoint her a Member of the Presidential Commission on Election Administration and do authorize and empower her to execute and fulfill the duties of that Office according to law, and to have and to hold said Office with all the powers, privileges, and emoluments thereto of right appointing unto her, said Tamara Patrick, during the pleasure of the President of the United States for the time being.

In testimony whereof, I have caused these Letters to be made, Patent, and the Seal of the United States of America hereunto affixed.

Done at the City of Washington this twenty second day of May in the year of our Lord two thousand and thirteen and of the Independence of the United States of America the two hundred and thirty seventh.

*By the President Barack Obama
Secretary of State John F Kerry”*



The Work of the PCEA

The Website, Meetings & Hearings

Let the work begin!

- The Website
- Public Hearings
- Stakeholder Meetings
- Conference Calls
- & Writing the Report



The official announcement of the Commissioners was done on May 21st, and our first conference call with stakeholders was the very next week after a telephonic swearing-in.

The Website
www.supportthevoter.gov

The screenshot shows the homepage of the Presidential Commission on Election Administration. At the top left is the logo, which consists of a red ballot box with a white arrow pointing down into it, set against a blue background. To the right of the logo is the text "the Presidential Commission on Election Administration" with three stars below it. A navigation menu follows, listing "The Commission > News > Events > Materials & Research > Public Comments > Videos >". On the far right of the navigation is "Contact |" with a Twitter icon.

The main content area features a large heading: "Improving the election experience for all voters". Below this heading is a form for email updates. The text "Get email updates from the commission:" is followed by a white input field and a blue "Submit" button. To the right of the form is a photograph of two people at a voting station. A man in a white shirt is looking at a ballot, and a woman in a grey cap is also looking at a ballot. They are standing in front of a large American flag.

Below the main content area is a blue section titled "Guiding Principles". It contains three columns, each with an icon, a title, and a paragraph of text:

- Icon:** A white circle containing a stylized American flag with a star at the top.
- Title:** "Making Voting Work for Voters"
- Text:** "All eligible voters should have the opportunity to cast their ballots without undue delay, and obstacles should be removed that prevent other voters, – such as members of the military, overseas voters, voters with disabilities, and voters with limited English proficiency, – from casting their ballots."

- Icon:** A white circle containing a stylized ballot box with a checkmark and three stars above it.
- Title:** "Common Sense Non-Partisan Solutions"
- Text:** "Problems voters encounter in casting their ballots can be addressed with non-partisan solutions that local and state officials around the country can implement to improve the voting experience."

- Icon:** A white star with a checkmark inside it.
- Title:** "Election Administration as Customer Service"
- Text:** "Much can be learned from business community leaders and professional election administrators about how effective election administration can serve the voter in the way that our finest companies and professional firms serve their customers."

Events

- This section is where you find all of the events listed in the Federal Registry: public meetings, hearings, and conference calls.



The screenshot shows the website for the Presidential Commission on Election Administration. At the top left is the logo, which consists of a red square with a white downward-pointing arrow, above the text "the Presidential Commission on Election Administration" and three small stars. To the right of the logo is a navigation menu with links: "The Commission >", "News >", "Events >", "Materials & Research >", "Public Comments >", "Videos >", and "Contact |" followed by a Twitter icon. Below the navigation is a blue header bar with the word "Events" in white. The main content area lists several events in red text, each followed by a brief description in black text and a "Continue reading" link. The events listed are: "PCEA Public Meeting – December 3, 2013 – Webcast & Materials", "PCEA Public Meetings – September 19th & 20th, 2013 – Webcast & Materials", "PCEA Public Meeting – September 4, 2013 – Webcast & Materials", "PCEA – Future Public Meeting Dates", and "PCEA Public Meeting – August 8, 2013 – Webcast & Materials".

the Presidential Commission
on Election Administration

The Commission > News > Events > Materials & Research > Public Comments > Videos > Contact | 

Events

PCEA Public Meeting – December 3, 2013 – Webcast & Materials

Washington, DC December 3, 2013 — The Presidential Commission on Election Administration held a public meeting at the Ronald Reagan Building, 1300 Pennsylvania Ave NW, Washington, DC 20004. The recordings of the video streamed live online, and presentations given during ... [Continue reading →](#)

PCEA Public Meetings – September 19th & 20th, 2013 – Webcast & Materials

CINCINNATI, OH, September 19th & 20th, 2013 — The Presidential Commission on Election Administration held public meetings at the Duke Energy Convention Center, 525 Elm St. Cincinnati, Ohio 45202. The recordings of the videos streamed live, testimonials and presentations given ... [Continue reading →](#)

PCEA Public Meeting – September 4, 2013 – Webcast & Materials

Philadelphia, PA, September 4, 2013 — The Presidential Commission on Election Administration held a public meeting at the PA Convention Center, 1101 Arch Street, Philadelphia, PA 19107. The recordings of the videos streamed live online, testimonials and presentations given during ... [Continue reading →](#)

PCEA – Future Public Meeting Dates

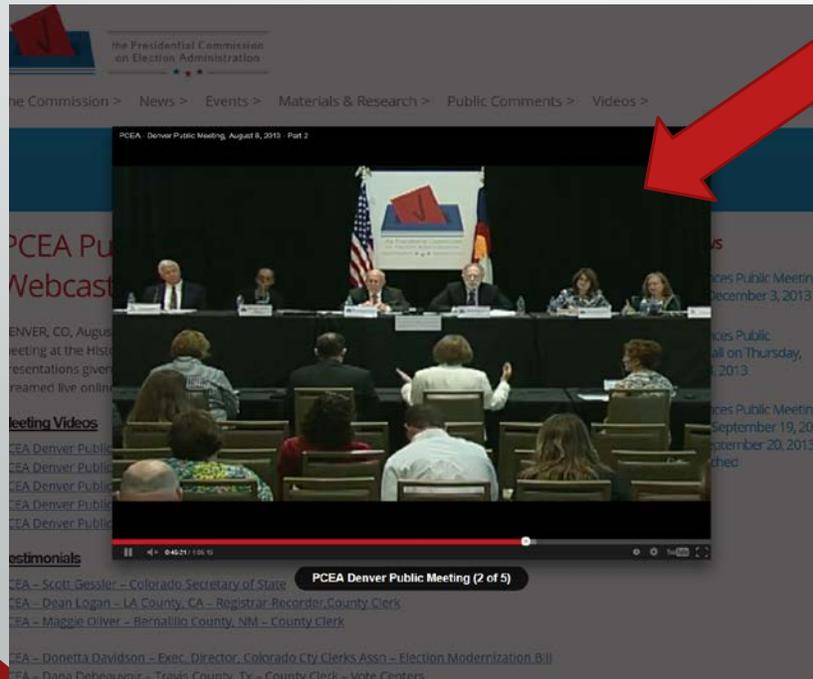
The Presidential Commission on Election Administration has set the dates and cities of its future public meetings. Specific locations and meeting details will be posted as they become available. Download the calendar by clicking the link below. PCEA – ... [Continue reading →](#)

PCEA Public Meeting – August 8, 2013 – Webcast & Materials

DENVER, CO, August 8, 2013 — The Presidential Commission on Election Administration held a public meeting at the History Colorado Center, 1200 Broadway Denver, CO 80203. The testimonials and presentations given during the meeting are available for download below. Recordings ... [Continue reading →](#)

Events

- The pages for each event contain the written testimony submitted by the witnesses as well as the videos of the hearings:

A screenshot of the PCEA website's Events page. The page features a blue header with the word "Events" in white. Below the header, there is a main heading "PCEA Public Meeting – September 4, 2013 – Webcast & Materials" in red. The page includes a "RECENT NEWS" section with three news items, a "Videos, Testimonials and Presentations" section with a list of links, and a "Testimonials" section with a list of names and titles. The website's navigation menu is visible at the top, and the PCEA logo is in the top left corner.

the Presidential Commission on Election Administration

The Commission > News > Events > Materials & Research > Public Comments > Videos > Contact |

Events

PCEA Public Meeting – September 4, 2013 – Webcast & Materials

Philadelphia, PA, September 4, 2013 — The Presidential Commission on Election Administration held a public meeting at the PA Convention Center, 1101 Arch Street, Philadelphia, PA 19107. The recordings of the videos streamed live online, testimonials and presentations given during the meeting are available to view and download below.

RECENT NEWS

[PCEA Announces Public Meeting on Tuesday, December 3, 2013](#)

[PCEA Announces Public Conference Call on Thursday, November 14, 2013](#)

[PCEA Announces Public Meetings on Thursday, September 19, 2013 and Friday, September 20, 2013 – Agendas Attached](#)

Videos, Testimonials and Presentations

[PCEA Philadelphia Public Meeting \(1 of 5\)](#)

[PCEA Philadelphia Public Meeting \(2 of 5\)](#)

[PCEA Philadelphia Public Meeting \(3 of 5\)](#)

[PCEA Philadelphia Public Meeting \(4 of 5\)](#)

[PCEA Philadelphia Public Meeting \(5 of 5\)](#)

[Elaine Manlove -Delaware – PCEA Presentation](#)

[Don Palmer – PCEA Presentation](#)

[Linda Lamone – Presidential Commission on Election Administration Remarks](#)

[Marci Andino – PCEA Presentation](#)

[Marci Andino – Long Lines at Polling Places Written testimony of Marci Andino](#)

[Todd Valentine – Testimony to Presidential Commission](#)

[Tom Schedler – LA SOS – PCEA Testimony](#)

[Robert Stein Election Administration during Natural Disasters and Emergencies](#)

[Robert Stein Election Administration during Natural Disasters and Emergencies](#)

[John Carbone – IACREOT PCEA Testimony and Survey Responses](#)

[Steve Graves – PCEA Presentation](#)

[Taeku Lee – PCEA Language Access](#)

[Michael Jones Correa – Language Provisions Executive Summary](#)

[Michael Jones Correa Language Provisions VRA](#)

[Dana Chisnell – PCEA slides – Voter Experience](#)

[Dana Chisnell – PCEA Testimony](#)

[Whitney Quesenberg – Accessibility as Innovation – PCEA](#)

Testimonials

[PCEA – Scott Gessler – Colorado Secretary of State](#)

[PCEA – Dean Logan – LA County, CA – Registrar/Recorder/County Clerk](#)

[PCEA – Maggie Oliver – Bernalillo County, NM – County Clerk](#)

[PCEA – Donetta Davidson – Exec. Director, Colorado Cty Clerks Assn – Election Modernization Bill](#)

[PCEA – Dana Debeauvoir – Travis County, Tx – County Clerk – Vote Centers](#)

Materials & Research

- Voluminous research was considered and is presented on the website by the topics outlined in the Executive Order:



the Presidential Commission
on Election Administration



[The Commission](#) > [News](#) > [Events](#) > [Materials & Research](#) > [Public Comments](#) > [Videos](#) >

[Contact](#) |

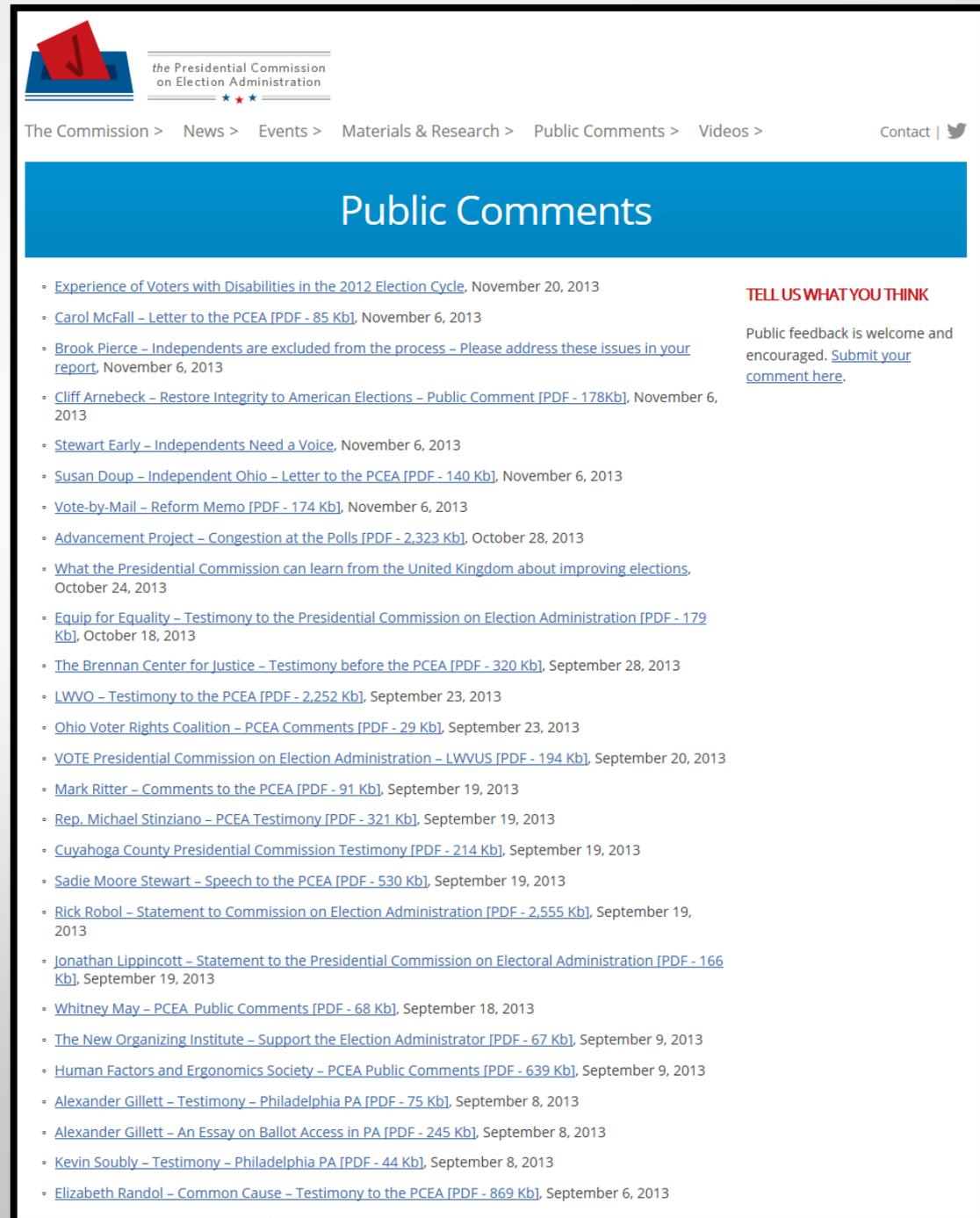
Materials & Research Submissions

Topics and Literature Relevant to Executive Order 13639

- **Absentee Ballots and Early Voting**
 - [Will Vote-by-Mail Elections Increase Turnout](#)
 - [Who Converts to Vote-By-Mail Evidence From a Field Experiment](#)
 - [Voting Early but Not Often](#)
 - [Voting by Mail and Turnout in Oregon Revisiting Southwell and Burchett](#)
 - [Political Analysis-2007-Kousser-428-45](#)
 - [Losing Votes by Mail](#)
 - [Identifying the effect of all mail elections on turnout](#)
 - [Paul Gronke-Convenience Voting 2008](#)
 - [An Examination of Efforts to Encourage the Incidence of Early In-Person Voting in Georgia 2008](#)
 - [Vote-by-Mail – Reform Memo](#)
- **Ballot Design**
 - [Better Ballots – Brennan Center](#)
 - [Field-Guide-Vol-01-20130620](#)
 - [Field-Guide-Vol-02-20130620](#)
 - [Field-Guide-Vol-03-20130620](#)
 - [NIST use of Language in Ballots](#)
- **Disability**
 - [Disability and Voting Survey Report for 2012 Elections – Exec. Summary](#)
 - [Disability and Voting White Paper for Presidential Commission \(Schur\).docx](#)
 - [EAC Presentation – Polling Place Accessibility Report 2012](#)
 - [GAO Testimony by Bovbjerg](#)
 - [SSQ Article on Disability and Voter Turnout](#)
 - [Thomas Summary of Disability Recommendations](#)
 - [Tokaji and Colker 2007 on Absentee Voting](#)
 - [Wisconsin – GAB – 2013 Accessibility Report](#)
- **Limited English Proficiency**
 - [Delivering Political Power to Language Minorities](#)
 - [English Proficiency and Latino Participation in U.S. Elections](#)

Public Comments

- The website was considered a 5th public hearing as it was open for comment to any and all.
- There were close to 100 comments submitted.



The screenshot shows the website for the Presidential Commission on Election Administration. At the top left is the logo, which includes a stylized ballot box with a red arrow pointing down into it, and the text "the Presidential Commission on Election Administration" with three stars below. To the right of the logo is a navigation menu with links: "The Commission >", "News >", "Events >", "Materials & Research >", "Public Comments >", "Videos >", and "Contact |" with a Twitter icon. Below the navigation is a blue header bar with the text "Public Comments" in white. The main content area is white and contains a list of public comments, each with a blue link to the comment and the date it was submitted. On the right side of the page, there is a section titled "TELL US WHAT YOU THINK" in red, followed by the text "Public feedback is welcome and encouraged. [Submit your comment here.](#)"

the Presidential Commission
on Election Administration

The Commission > News > Events > Materials & Research > Public Comments > Videos > Contact | 

Public Comments

- [Experience of Voters with Disabilities in the 2012 Election Cycle](#), November 20, 2013
- [Carol McFall – Letter to the PCEA \[PDF - 85 Kb\]](#), November 6, 2013
- [Brook Pierce – Independents are excluded from the process – Please address these issues in your report](#), November 6, 2013
- [Cliff Arnebeck – Restore Integrity to American Elections – Public Comment \[PDF - 178Kb\]](#), November 6, 2013
- [Stewart Early – Independents Need a Voice](#), November 6, 2013
- [Susan Doup – Independent Ohio – Letter to the PCEA \[PDF - 140 Kb\]](#), November 6, 2013
- [Vote-by-Mail – Reform Memo \[PDF - 174 Kb\]](#), November 6, 2013
- [Advancement Project – Congestion at the Polls \[PDF - 2,323 Kb\]](#), October 28, 2013
- [What the Presidential Commission can learn from the United Kingdom about improving elections](#), October 24, 2013
- [Equip for Equality – Testimony to the Presidential Commission on Election Administration \[PDF - 179 Kb\]](#), October 18, 2013
- [The Brennan Center for Justice – Testimony before the PCEA \[PDF - 320 Kb\]](#), September 28, 2013
- [LWVO – Testimony to the PCEA \[PDF - 2,252 Kb\]](#), September 23, 2013
- [Ohio Voter Rights Coalition – PCEA Comments \[PDF - 29 Kb\]](#), September 23, 2013
- [VOTE Presidential Commission on Election Administration – LWVUS \[PDF - 194 Kb\]](#), September 20, 2013
- [Mark Ritter – Comments to the PCEA \[PDF - 91 Kb\]](#), September 19, 2013
- [Rep. Michael Stinziano – PCEA Testimony \[PDF - 321 Kb\]](#), September 19, 2013
- [Cuyahoga County Presidential Commission Testimony \[PDF - 214 Kb\]](#), September 19, 2013
- [Sadie Moore Stewart – Speech to the PCEA \[PDF - 530 Kb\]](#), September 19, 2013
- [Rick Robol – Statement to Commission on Election Administration \[PDF - 2,555 Kb\]](#), September 19, 2013
- [Jonathan Lippincott – Statement to the Presidential Commission on Electoral Administration \[PDF - 166 Kb\]](#), September 19, 2013
- [Whitney May – PCEA Public Comments \[PDF - 68 Kb\]](#), September 18, 2013
- [The New Organizing Institute – Support the Election Administrator \[PDF - 67 Kb\]](#), September 9, 2013
- [Human Factors and Ergonomics Society – PCEA Public Comments \[PDF - 639 Kb\]](#), September 9, 2013
- [Alexander Gillett – Testimony – Philadelphia PA \[PDF - 75 Kb\]](#), September 8, 2013
- [Alexander Gillett – An Essay on Ballot Access in PA \[PDF - 245 Kb\]](#), September 8, 2013
- [Kevin Soubly – Testimony – Philadelphia PA \[PDF - 44 Kb\]](#), September 8, 2013
- [Elizabeth Randol – Common Cause – Testimony to the PCEA \[PDF - 869 Kb\]](#), September 6, 2013

TELL US WHAT YOU THINK

Public feedback is welcome and encouraged. [Submit your comment here.](#)

Videos & Transcripts

- This page contains the videos and transcripts for all of the public meetings and hearings in one location.



the Presidential Commission
on Election Administration



[The Commission](#) > [News](#) > [Events](#) > [Materials & Research](#) > [Public Comments](#) > [Videos](#) >

[Contact](#) |

Videos & Transcripts

To view the PCEA meeting videos please visit our [youtube page](#), or click the links below.

[PCEA Washington, DC – Public Meeting – June 21, 2013](#)

[PCEA Washington, DC – Public Meeting \(1 of 1\)](#)

[Transcript – Washington DC Public Meeting](#)

[PCEA Miami, FL – Public Meeting – June 28, 2013](#)

[Panel Testimony](#)

[PCEA Miami Public Meeting \(1 of 9\)](#)

[PCEA Miami Public Meeting \(2 of 9\)](#)

[PCEA Miami Public Meeting \(3 of 9\)](#)

[PCEA Miami Public Meeting \(4 of 9\)](#)

[PCEA Miami Public Meeting \(5 of 9\)](#)

[PCEA Miami Public Meeting \(6 of 9\)](#)

[PCEA Miami Public Meeting \(7 of 9\)](#)

[PCEA Miami Public Meeting \(8 of 9\)](#)

[PCEA Miami Public Meeting \(9 of 9\)](#)

[Academic Presentations](#)

[PCEA Miami Public Meeting \(1 of 4\)](#)

[PCEA Miami Public Meeting \(2 of 4\)](#)

[PCEA Miami Public Meeting \(3 of 4\)](#)

[PCEA Miami Public Meeting \(4 of 4\)](#)

[Public Comments](#)

[PCEA Miami Public Meeting \(1 of 4\)](#)

[PCEA Miami Public Meeting \(2 of 4\)](#)

[PCEA Miami Public Meeting \(3 of 4\)](#)

[PCEA Miami Public Meeting \(4 of 4\)](#)

[Transcript – Miami Public Meeting](#)

[PCEA Denver, CO – Public Meeting – August 8, 2013](#)

[PCEA Denver Public Meeting \(1 of 5\)](#)

[PCEA Denver Public Meeting \(2 of 5\)](#)

[PCEA Denver Public Meeting \(3 of 5\)](#)

[PCEA Denver Public Meeting \(4 of 5\)](#)

[PCEA Denver Public Meeting \(5 of 5\)](#)

[Transcript – Denver Public Meeting](#)

[PCEA Philadelphia, PA – Public Meeting – September 4, 2013](#)



Meetings & Hearings

Pictures supplied via social media postings of attendees, the videos on the website, and press coverage of the events

Formal Swearing-In Ceremony & First Public Meeting

- June 21, 2013
- Washington, DC



Stakeholder Meetings

- Early on many of the meetings were attended via conference call.
- However, being in the room makes a big difference & I quickly became familiar with Sky Harbor Airport...

National Election Official
Groups & Associations

Members of the Commission attended conferences of various organizations and met with groups interested in the Commission's business. Commissioners attended meetings of the National Association of Secretaries of State, National Association of State Election Directors, the Election Center, the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), National Conference of State Legislatures, and the Future of California Elections.

Voter stakeholder groups

Groups that invited Commissioners to speak with them included the Heritage Foundation, Brookings Institution, Federal Voting Assistance Program, Reserve Officers Association, Lawyers Committee for Civil Rights Under Law, Bipartisan Policy Center, Republican National Lawyers Association, Pew Voting Information Project, Alaska Federation of Natives, Asian-American Legal Defense and Education Fund, LatinoJustice-PRLDEF, Military Voter Protection Project, Overseas Vote Foundation, Brennan Center for Justice, National Council on Disability, U.S. Postal Service, Election Assistance Commission, and the American Association of Retired Persons.

Summary of meetings

At a virtual public meeting held by conference call on November 14, a recording of which was made available on the website and a transcript of which is provided in the Appendix, Commissioners summarized these meetings for the Commission as a whole and the public.

Stakeholder Meetings

[PCEA – Public Conference Call – November 14, 2013](#)

Download Audio: [PCEA – Public Conference Call – 11-14-13](#)

[Transcript – Public Conference Call – 11-14-13](#)

- There was a public conference call in November going over all of the meetings and summarizing the discussion.
- The audio is available on the website along with a written transcript.



Presidential Commission on Election Administration

Public Meeting

Ronald Reagan Building
1300 Pennsylvania Ave NW
Washington, DC 20004

Tuesday, December 3, 2013

Meetings In:

- Alaska
- Washington
- California
- Colorado
- Kentucky
- Georgia
- Ohio
- Florida
- Pennsylvania
- New York
- DC



- Election Officials heard from in these states* in stakeholder meetings and hearings:

**from my notes*



National Meetings

- The PCEA had some Commissioners at all of the national conferences for Election Center, NASS, NASED, IACREOT as well as several meetings of the Pew Center on the States (one alone had 35 states represented), but not everyone present chose to speak.
- And some officials submitted written testimony and/or completed the survey send out by assisting academicians.

Public Hearing Format:

- 1) State & Local Election Officials



Denver Hearing
Dean Logan, LA County

Public Hearing Format:

2) Academics & Topical Expert Testimony

2. Four Significant Innovations

1. Statewide Voter Registration Lists
 - 1 state in 2000.
 - HAVA: all states by 2006
2. National Voter Registration Lists
 - Maintained by Private Firms
 - Lessons for Management of Official Lists
3. Technology advances
 - Managing extremely large databases
 - Merging data
4. State Laws Opening Lists
 - On-Line Registration (17 states)
 - Same Day Registration (11 + 3 states)
 - Self Management

Miami Hearing
Stephen Ansolabehere, Harvard

Public Hearing Format:

3) Public Testimony



Philadelphia Hearing
Kay Kyungsun Yu

Public Hearing #1

- June 28th, 2013
- Miami, FL



Testimonials

[PCEA – Florida Secretary of State – Ken Detzner](#)

[PCEA – Bay County – Supervisor Mark Andersen](#)

[PCEA – Palm Beach – Supervisor Susan Bucher](#)

[PCEA – Orange County – Supervisor Bill Cowles](#)

[PCEA – Okaloosa County – Supervisor Paul Lux](#)

[PCEA – Broward County – Supervisor Dr. Brenda Snipes](#)

[PCEA – Miami-Dade – Supervisor Penelope Townsley](#)

Presentations

[Stephen Ansolabehere – Voting Registration Systems – Presentation](#)

[Stephen Ansolabehere – Voter Registration – White Paper](#)

[Charles Stewart – Waiting in Line to Vote – Presentation](#)

[Charles Stewart – Waiting in Line to Vote – White Paper](#)

[UOCAVA – Dr. Donald Inbody Presentation](#)

[UOCAVA Analysis – Dr. Donald Inbody – June 2013](#)



Stake Holder Meeting IACREOT

- June 29-July 1st
- Louisville, KY





- For many of the large conferences we had open sessions.
- This allowed attendees to share their points of view on the various topics in the Executive Order.





Although it was all very serious business, there were definitely moments of levity! (The other Commissioners are very witty.)

& Some Crazy...

- There was a photo-op set up for attendees to have their pictures taken with Commissioners.
- We had 56 pictures taken in 14 minutes!
- Estimated more than 100 people.
- That's line management.



Here Arkansas officials shared their picture in their local paper.



El Dorado NEWS-TIMES
ONLINE
111 N Madison Ave. El Dorado, Arkansas 71730

News Opinions Features Extras Sports Obituaries Publications Classifie

Clerk attends national conference

The Presidential Commission on Election Administration met recently for the 42nd annual conference of the International Association of Clerks, Recorders, Election Officials and Treasurers in Louisville, Ky.

Cheryl Cochran-Wilson, IACREOT member and Union County Circuit Clerk, particip...

Published: 08/07/2013



Arkansas residents who attended the International Association of Clerks, Recorders, Election Officials and Treasurers include, from left, Sharon Blount, Crawford County Circuit Clerk; Rhonda Wharton, Faulkner County Circuit Clerk; Commissioners Trey Grayson and Tammy Patrick; Cheryl Cochran-Wi...

IACREOT

- There were also sessions in the conference that I attended in addition to the PCEA panel discussion.
- This was one by Merle King on Future Voting System Technology



Stakeholder Meeting: United States Access Board

- July 11th, 2013
- Washington, DC

The Access Board had members present from the National Federation for the Blind (NFB), A Bridge to Independent Living (ABIL), ACLU, ARC, Paralyzed Veterans of America (PVA), Health & Human Services (HHS), National Association of the Deaf (NAD), Autistic Self Advocacy, among others.



Stakeholder Meeting

Pew Voter Registration New Technologies

- July 16-17th, 2013
- Seattle, WA

State Election Directors from KS, OH, & CO discuss data exchanges with David Becker from the Pew.



Stakeholder Meeting:

National Association of Secretaries of State NASS

National Association of State Election Directors NASED

- July 18-22nd
- Anchorage, AK



There were multiple sessions with the Secretaries and Election Directors



Including this joint session:



We took advantage of having so many election officials in the room and periodically did “hand-raising” surveys of the room on various topics.



Secretary of State of Tennessee moderated this session.

Stakeholder Meeting: Alaskan Federation of Natives

- July 19th, 2013
- Anchorage, AK

Special thanks to Travis @ ITCA, and Jaynie formerly @ Rock the Vote for helping me locate contacts in AK to arrange for this meeting!



Land of the midnight sun—this is taken about that time.

- On Saturday the Elections Directors invited the Commissioners present to join them on a sight-seeing tour after the meetings adjourned. (These pictures were taken around 6-7 PM although it looks like midday.)

OR, DC, WI, OH, & MI



Kevin Kennedy from WI discusses administration with Nate, the PCEA Research Director, at Portage Glacier.

Public Hearing #2

- August 8, 2013
- Denver, CO

This was the license plate of the van that took us to the hearing, which we got a big kick out of!



Testimonials

[PCEA – Scott Gessler – Colorado Secretary of State](#)

[PCEA – Dean Logan – LA County, CA – Registrar-Recorder, County Clerk](#)

[PCEA – Maggie Oliver – Bernalillo County, NM – County Clerk](#)

[PCEA – Donetta Davidson – Exec. Director, Colorado Cty Clerks Assn – Election Modernization Bill](#)

[PCEA – Dana Debeauvoir – Travis County, Tx – County Clerk – Vote Centers](#)

[PCEA – Dana Debeauvoir – Travis County, Tx – County Clerk – IACREOT Pre-voted ballots](#)

[PCEA – Matt Crane – Arapahoe County, CO – Recorder and Clerk](#)

[PCEA – Sarah Ball Johnson – Colorado Springs – County Clerk](#)

Presentations

[Charles Stewart – PCEA – EAVS Presentation](#)

[Charles Stewart – EAVS White Paper \(Stewart and Shaw\)](#)

[Daron Shaw – PCEA Presentation](#)

[Daron Shaw – Provisional Ballots \(Shaw and Hutchings\)](#)

[Paul Gronke – PCEA Testimony](#)

[Brian Gaines – PCEA – Absentee Presentation \(Burden and Gaines\)](#)

[Brian Gaines – Absentee White Paper \(Burden and Gaines\)](#)

[Lisa Schur – Disability and Voting White Paper](#)

[Wendy Underhill – NCSL – PCEA Testimony](#)

[Wendy Underhill – Election Resources](#)



Arizona was well represented by Yavapai County Recorder Leslie Hoffman and Election Director Lynn Constable who testified on vote centers, technology advances, and their use of federal grant dollars.



Stakeholder Meeting: Election Center National Conference

- August 15-16th, 2013
- Savannah, GA



Stakeholder Meeting: Pew Improving Voter Experience

- August 20-21st, 2013
- New York, NY



Stakeholder Meeting: USPS

- August 27th, 2013
- Washington, DC



Prior to my MTAC meeting the Co-Chairs and I met with senior USPS leadership. The next day was the 50th Anniversary of the March on Washington & MLK's "I Have Dream" speech—I was able to walk down during our lunch break since USPS is right off the Mall.



Public Hearing #3

- September 4th, 2013
- Philadelphia, PA



[Elaine Manlove -Delaware – PCEA Presentation](#)

[Don Palmer – PCEA Presentation](#)

[Linda Lamone – Presidential Commission on Election Administration Remarks](#)

[Marci Andino – PCEA Presentation](#)

[Marci Andino – Long Lines at Polling Places Written testimony of Marci Andino](#)

[Todd Valentine – Testimony to Presidential Commission](#)

[Tom Schedler – LA SOS – PCEA Testimony](#)

[Robert Stein Election Administration during Natural Disasters and Emergencies](#)

[Robert Stein Election Administration during Natural Disasters and Emergencies](#)

[John Carbone – IACREOT PCEA Testimony and Survey Responses](#)

[Steve Graves – PCEA Presentation](#)

[Taeku Lee – PCEA Language Access](#)

[Michael Jones Correa – Language Provisions Executive Summary](#)

[Michael Jones Correa Language Provisions VRA](#)

[Dana Chisnell – PCEA slides – Voter Experience](#)

[Dana Chisnell – PCEA Testimony](#)

[Whitney Quesenbery – Accessibility as Innovation – PCEA](#)





Our Co-Chairs even got smiles out of the expert witnesses—after we only had a 20 minute lunch when the morning sessions ran long!

Public Hearing #4

Day 1

- September 19th, 2013
- Cincinnati, OH



Voting Technology



- The Ohio hearings focused on voting technology, certification, and standards.
- Vendors had time in the morning of the first day to demonstrate the next generation of voting systems for the Commission, other expert witnesses, and the public present.



- At the (very large) table:

- State and Local Election Officials
- Scientists from NIST
- Certification Leaders
- Testing Laboratory Representatives
- Usability Experts
- Manufacturers
- Academics

Some of whom provided formal testimony as well:

[Edward Perez - Hart InterCivic - PCEA Presentation - Future](#)
[Juan Gilbert - Prime III - PCEA](#)

[Kenneth Bennett Written Testimony - PCEA Cincinnati 2013](#)

[Dana Debeauvoir - STAR Voting System Diagram](#)

[Dana Debeauvoir - Draft Concept Software Design and Cert Process](#)

[Dana Debeauvoir - Challenges That Can Be Addressed w New Voting System](#)

[Voting Technology - Stephen Ansolabehere Ronald Rivest](#)

[Merle King - PCEA Cincinnati 2013](#)

[Brian Hancock - Testimony for Presidential Commission](#)

[Sally Williams - MI Presentation - Pres Comm Cincinnati 2013](#)



We were away from our families a lot. Commissioner Lomax spent his anniversary with us, so we toasted his wife and sent her the picture.

Day 2

[Kevin Kennedy – Pres Comm on Election Admin](#)

[Doug Lewis -Testimony for Presidential Commission on Elections](#)

[Doug Lewis – BookOfTheStates2013 – CSG](#)

[Connie Schmidt – Presidential Commission Testimony](#)

[David Orr – Testimony to Presidential Commission](#)

[Dawn Williams – PCEA Testimony](#)

[Neal Kelley – PCEA Presentation](#)

[SOS Kris Kobach – Interstate Crosscheck – PCEA](#)

[SOS Kris Kobach – PCEA Presentation](#)

[Shane Hamlin – PCEA Testimony – ERIC](#)

[Drew Davies – PCEA Testimony – Anywhere Ballot](#)

[Barry Burden & Jeff Milyo – The Recruitment and Training of Poll Workers](#)

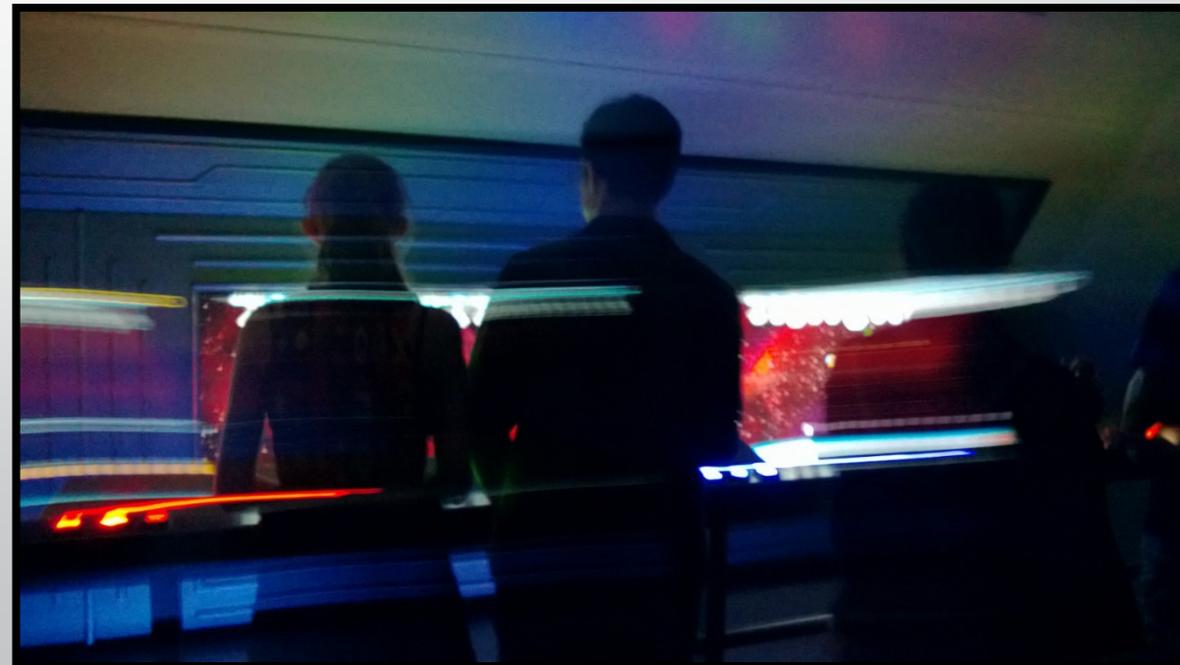
[Steve Ansolabehere – Survey Presentation – PCEA](#)



Stakeholder Meeting: Disney

- November 4th, 2013
- Orlando, FL

Line management strategies were observed



Final Public Meeting

- December 3st, 2013
- Washington, DC



Survey of Local Election Officials

Charles Stewart III

MIT

December 3, 2013



Full presentation is available on the website.

Q10. What were the biggest concerns or problems in 2012?

Note the differences depending on size

	All	Smaller jurisdictions	Larger jurisdictions
1. Nothing in particular	22.9%	23.2%	6.2%
2. Availability of poll workers	18.0%	18.0%	20.0%
3. Voter education	12.6%	12.6%	12.3%
4. Lack of funding/resources	10.6%	10.7%	7.7%
5. Postal Service issues	9.0%	8.9%	13.8%
...			
9. Keeping lines to a minimum	5.6%	5.5%	12.3%
...			
12. Management/processing of provisional ballots	4.2%	4.0%	13.8%

What Caused the Lines?

Q27. Which factors do you believe contributed most to those lines? [Please check all that apply]

	All	Smaller jurisdictions	Larger jurisdictions
1. Too many people showed up at the same time	56.6%	56.9%	53.8%
2. Overly long/complicated ballots	35.8%	34.4%	50.0%
3. People in wrong precinct	21.2%	22.1%	11.5%
4. Inadequate space @ polling place	16.9%	16.7%	19.2%
5. Registration problems	13.9%	14.5%	7.7%
...			
7. Insufficient # of poll books	7.6%	6.9%	15.4%
...			
9. Not enough early voting days	7.3%	6.5%	15.4%

- Q16. Looking forward, over the next 5 to 10 years what areas of election administration are in significant need of improvement or an upgrade? (Choose 3)

	All	Smaller jurisdictions	Larger jurisdictions
1. Voting tech. & voting machine capacity	24.3%	24.1%	36.9%
2. Availability of poll workers	21.9%	22.2%	9.2%
3. Voter education	17.9%	18.1%	7.7%
4. Training/management of poll workers	11.4%	11.4%	12.3%
5. Postal service issues	10.2%	10.2%	12.3%
...			
10. Availability of polling places	6.5%	6.4%	15.4%

6 Month Deadline (the 2 week shutdown was impactful)

- December 21st: the Report was finalized and sent for formatting and editing.
- January 22nd: presented to the President at the White House

Originally scheduled for the 21st

This story is part of
BARACK OBAMA

Obama: Personal relations have
limited value in politics

Poll: United we stand on
gap

Obama's day is snowed out

THE OVAL

David Jackson, USA TODAY

11:20 a.m. EST January 21, 2014



(Photo: H. Darr Beiser, USA TODAY)

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4
COMMENT

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MORE

Some of President Obama's schedule for Tuesday has been nixed on account of snow.

Obama had been scheduled to receive a report from the Presidential Commission on Election Administration, but that event has been postponed because of the weather.

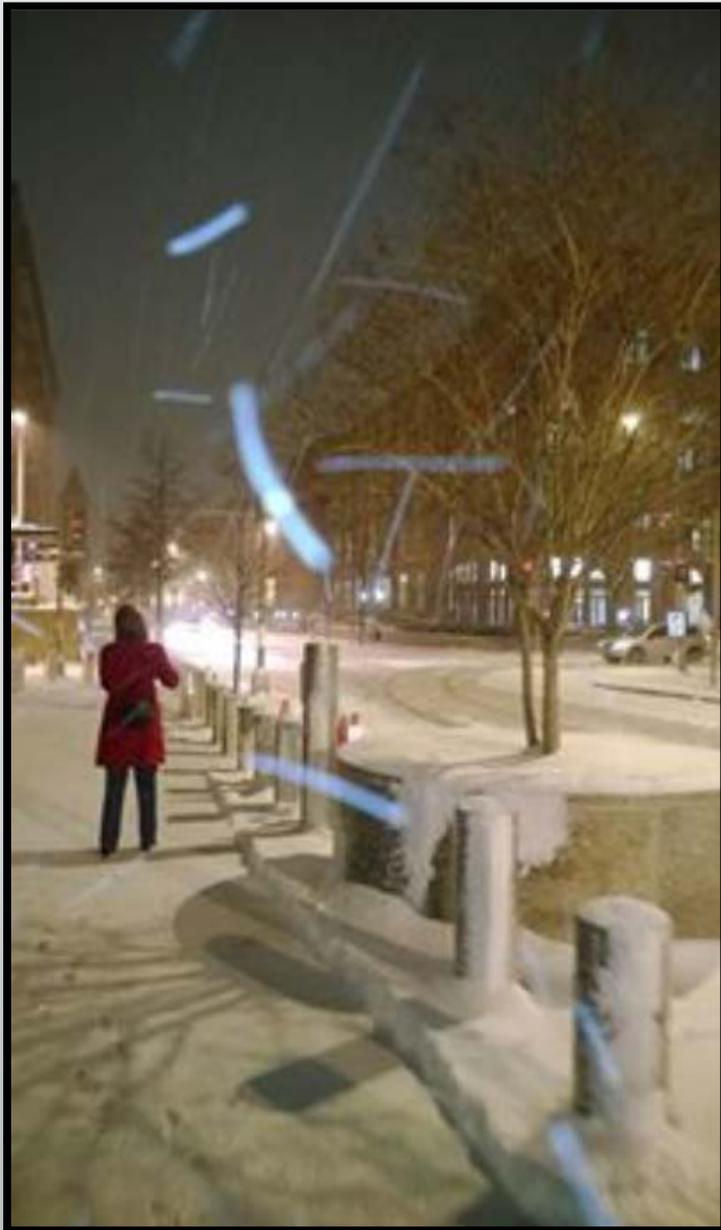
The White House press briefing for Tuesday also has been canceled.

TAGS

Barack Obama

On the other hand, Obama and Vice President Biden are scheduled to meet in the afternoon with Defense Secretary Chuck Hagel.

The Washington, D.C., area is expected to get 6-10 inches of snow Tuesday. The federal government shut down for the day.



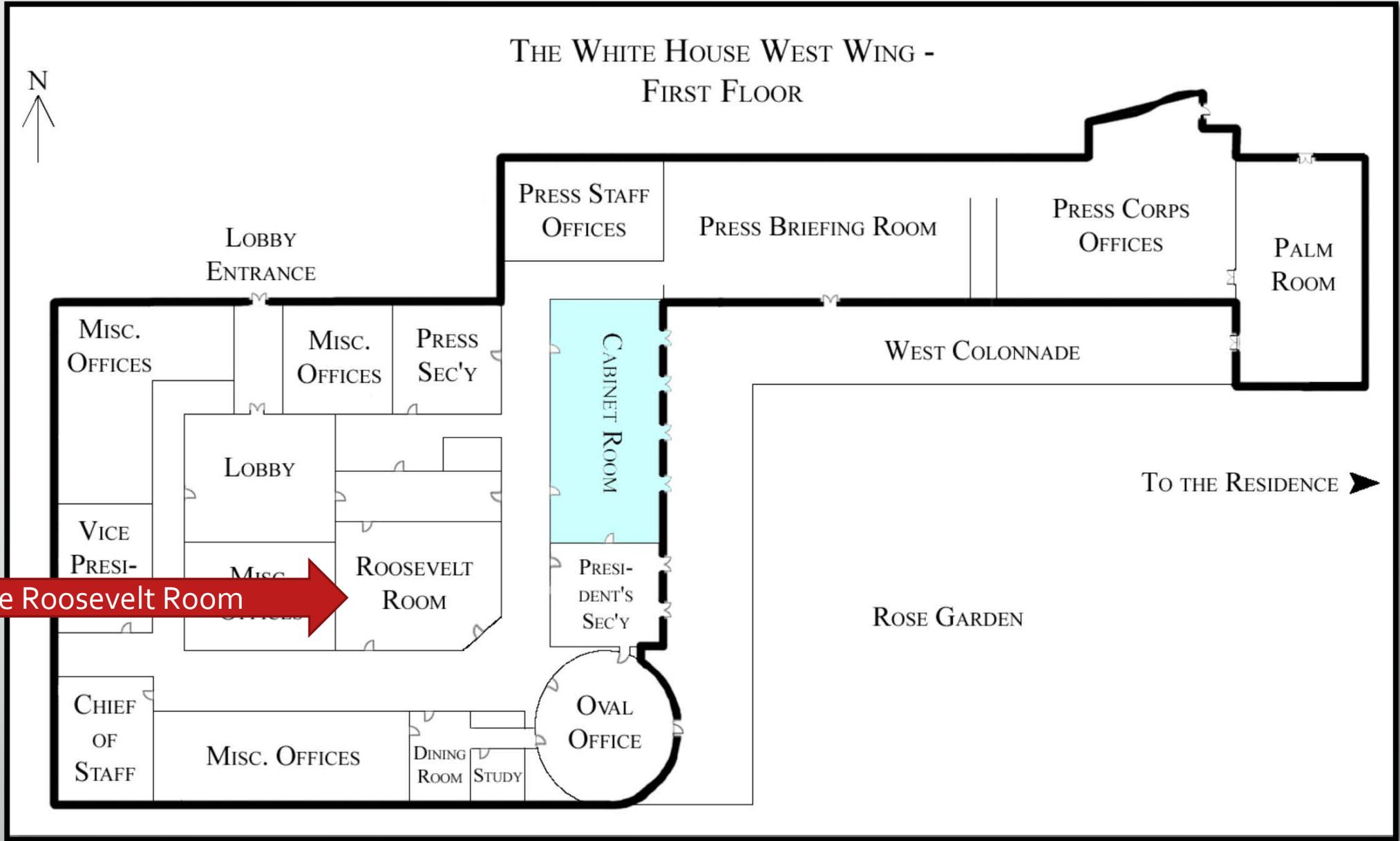
Commissioners McGeehan and Mayes and I finally located a restaurant that was open for dinner in the midst of the snow.

Blue sky, wind chill that morning?

-9



THE WHITE HOUSE WEST WING -
FIRST FLOOR



Meeting was in the Roosevelt Room

TO THE RESIDENCE

Getty Images



Photo from
Politomix





Photo from the Wall
Street Journal



Notice the placard?



We discussed the Report for about half an hour with
the President and Vice President.

At the end of the discussion the President said
“Why don’t we all go into the Oval Office for some
pictures?”

- Official White House photographer
Pete Souza photograph forthcoming!



(Back Row L-R): Commissioners Grayson, Co-Chair Bauer, myself, Co-Chair Ginsburg, Research Director Nate Persily, Doug Chapin of the Univ of MN Humphrey School, (Front Row L-R): Commissioner McGeehan, Heather Smith of Rock the Vote, and Kathryn Hazelton of the Irvine Foundation



- We then went outside (yes in the “feels like -9 wind” for a press conference.
- After that, it was off to the executive offices of the White House for a stakeholder meeting with a couple dozen voter advocacy groups and vested parties.

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Presidential Commission on Election Administration Findings
Jan 22, 2014

George Washington University | Political Law Studies Initiative

Follow Sponsors

Members of the Presidential Commission on Election Administration discussed the report they had just presented to President Obama, *The American Voting Experience: Report and Recommendations of the Presidential Commission on...* [Read More](#)



- Then it was over to the George Washington University Law School panel (broadcast live and archived on CSPAN2)





Sooooooooo.

What's in the Report??

First, What's NOT in the Report:

- No specific legislative recommendations.
- No comments on pending legislation such as the introduced Voting Rights Act Amendment or the SENTRI Act.
- No discussion on any litigation such as ID requirements or the KS/AZ Voter Registration case.

**The American Voting Experience:
Report and Recommendations
of the
Presidential Commission
on Election Administration**



January 2014

112 pages so lets hit the high-
lights and the format

For starters, a Letter to the President:



the Presidential Commission
on Election Administration



January 2014

Dear Mr. President:

We are pleased to submit this Report and Recommendation called for in your Executive Order 13639, which established this Commission on Election Administration and defined its mission.

Our examination spanned six months of public hearings and included consultations with state and local election officials, academic experts, and organizations and associations involved in one form or another with voting or election administration. In connection with testimony provided to the Commission, the Caltech-MIT Voting Technology Project also conducted a comprehensive survey of the views of thousands of local election officials around the country. As a result, the Commission presents its unanimous recommendations, together with an array of best practices in election administration, which will significantly improve the American voter's experience and promote confidence in the administration of U.S. elections.

The Commission's focus in this Report remained resolutely on the voter. We discovered, as officials, experts, and members of the public from across the country testified, that voters' expectations are remarkably uniform and transcend differences of party and political perspective. The electorate seeks above all modern, efficient, and responsive administrative performance in the conduct of elections. As the Commission sets out in its Report, election administration must be viewed as a subject of sound public administration. Our best election administrators attend closely to the interests, needs, and concerns of all of our voters — in large and small jurisdictions, and in urban and rural communities — just as well-managed organizations in the private sector succeed by establishing and meeting high standards for “customer service.”

This view of administration will not only reduce wait times where they occur, but also improve the quality of administration in many other ways, from the registration process through the selection and design of polling places, to improved access for particular communities of voters, such as those with disabilities or limited English proficiency, and overseas and military voters. The Commission has found that the problems encountered with election administration overlap and intersect, and improved management at one stage in the process

Key Recommendations:

- Online voter registration and state collaboration to improve accuracy of voter lists.
- Expansion of voting opportunities before Election Day & improvement to polling locations such as schools having an in-service day on Election Day.
- Use of resource allocation tools and techniques to manage polling places and publication of data for voters to make informed decisions.
- Reform of the standard-setting and certification of voting equipment.

Table of Contents and Summary of Recommendations

- The Table of Contents contains summaries of Recommendations as well as Best Practices found in the body of the Report.
- This includes background on the Recommendations.

Table of Contents and Summary of Recommendations

Funding

Technology

30 Minute Goal

The Issue of Resources 10

Election needs are often the last to receive attention from state and local budgetary authorities, well behind public safety, education, and transportation.

The Technology Challenge 11

A large share of the nation's voting machines are now almost a decade old and starting to break down. With no federal appropriations on the horizon, election authorities are on their own to do more with less.

Addressing Long Lines—and the Standard for Judging What Is “Long” ... 13

No citizen should have to wait more than 30 minutes to vote; jurisdictions can solve the problem of long lines

30 Minute Goal

Of course, there will be circumstances that strain this goal, such as when a busload of people shows up unexpectedly at a polling location, or a hundred-person line of enthusiastic voters is waiting to greet the poll worker who opens the polling place in the morning. Nonetheless, local officials should be able to plan the allocation of their resources such that during the normal course of the day, nearly all voters can be processed within the 30-minute standard. Any wait time that exceeds this half-hour standard is an indication that something is amiss and that corrective measures should be deployed. Furthermore, knowing that the process will inevitably break down somewhere within a jurisdiction on Election Day — it may not be possible to predict exactly where breakdowns will happen — these corrective measures need to be developed in advance and activated as necessary to handle these situations. Excessive wait times are avoidable if the jurisdiction has undergone proper planning and develops systems to inform the responsible authorities when a breakdown occurs.

There is forthcoming research data from the Pew demonstrating that 30 minutes is the “sweet spot” of voter tolerance for waiting in line before leaving—testimony we heard was that it varies from EV to ED.

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Compliance with numerous existing laws continues to be inconsistent or inadequate, and enforcement must be strengthened.

- UOCAVA and the MOVE Act for military and overseas voters
- Sections 203 and 208 of the Voting Rights Act for voters with limited English proficiency
- Americans with Disability Act and Help America Vote Act for voters with disabilities
- The National Voter Registration Act for voters who register with a Department of Motor Vehicles or other covered agency

Professionalism in Election Administration 18

Because the selection of election officials on a partisan basis can risk public confidence in the quality and impartiality of administration, the responsible department or agency in every state should have on staff individuals chosen solely on the basis of experience and expertise.

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Online VR

Cross state & ERIC

DMV Integration

A. Voter Registration: List Accuracy and Enhanced Capacity 22

Recommendation: States should adopt online voter registration. 23

Best Practice: Online registration tools, like the ones made available on the Commission's website, can facilitate registration through web portals of other state agencies and outside groups. 27

Recommendation: Interstate exchanges of voter registration information should be expanded. 27

Best Practice: States should join interstate programs that share data and synchronize voter lists so that states, on their own initiative, come as close as possible to creating an accurate database of all eligible voters. 29

Recommendation: States should seamlessly integrate voter data acquired through Departments of Motor Vehicles with their statewide voter registration lists. 30

Best Practice: States should adopt procedures like those in Delaware that lead to the seamless integration of data between DMVs and election offices. 31

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Evaluations &
Diagrams

School in-service day

1. Polling Place Location and Design 32

Best Practice: Polling places should be located close to voters and designed to have sufficient space and parking, accessibility for voters with disabilities, and adequate infrastructure. 32

Best Practice: Local officials should maintain a diagram of every polling place used in the jurisdiction that provides room dimensions, location of power outlets, the proposed positioning of voting and voter processing equipment, the entry and exit routes, and signage required by the Americans with Disabilities Act. 33

Best Practice: The diagrams should be maintained in the clerk's office, provided to the election official responsible for the polling location on Election Day, and updated after every election. 33

Recommendation: Schools should be used as polling places; to address any related security concerns, Election Day should be an in-service day. 33

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Line Walkers

Voter Line Information

Resource Allocation

Time to Vote

Sample Ballots

Ballot Simplicity

2. Management of Voter Flow 36

Best Practice: Employ “line walkers” to address potential problems among voters before they reach a check-in station where their registration is verified. 36

Best Practice: Voters should be given better information on line length before they go to the polling place, such as providing an internet feed from individual polling places. 37

Best Practice: Election officials should employ insights from queuing theory concerning the flow of voters, the points of service in the polling place, and the time it takes to verify registration and to vote. 38

Best Practice: To prepare for Election Day, jurisdictions must accurately estimate the number of registered voters per precinct and the share that will turn out, and be able to react to data gathered in the critical three-month period prior to an election when the factors affecting turnout are most relevant. 40

Best Practice: Election officials should pretest the length of time it takes an average voter to vote a ballot in order to accurately estimate how many poll workers, machines and voting stations will be needed at each voting location. 40

Best Practice: The sample ballot, along with polling locations and times, should be made available to voters no later than the beginning of in-person early voting or three weeks before Election Day so that voters will be able to make their choices before entering the polling place. 41

Best Practice: If the state law allows, jurisdictions should reduce the length and complexity of the ballot in Presidential election years. 41

Table of Contents and Summary of Recommendations

Resource Allocation Tools

Wait Time Collection

Line Analysis

ePollbooks

Recommendation: Jurisdictions should develop models and tools to assist them in effectively allocating resources across polling places. 42

Best Practice: Election officials need greater access to industrial engineering tools that are regularly employed by the private sector to help manage customer service queues. 42

Best Practice: Election officials should take advantage of the “resource calculators” available through the Commission web site at www.supportthevoter.gov and hosted by the Cal Tech-MIT Voting Technology Project to aid in making decisions on how to allocate limited voting resources. 43

Best Practice: Election officials should keep track of wait times at individual polling places using simple management techniques, such as recording line length at regular intervals during Election Day and giving time-stamped cards to voters during the day to monitor turnout flow. 43

Best Practice: In polling places with a history of long lines, local election officials should analyze the reasons for excessive wait times and develop plans for avoiding the problem in the future. Local election officials should provide copies of these plans to the relevant chief state election official. 43

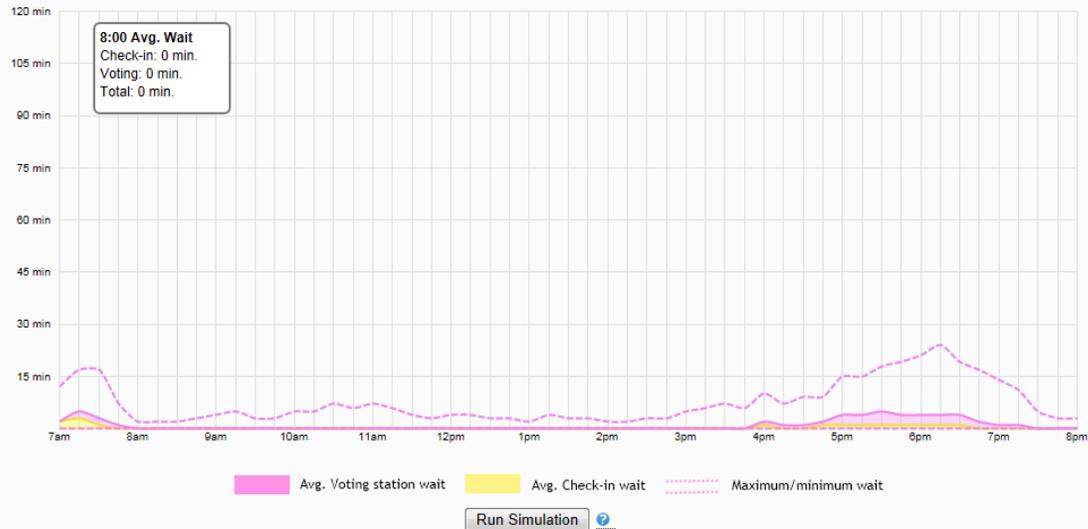
Recommendation: Jurisdictions should transition to electronic pollbooks. 44

Line Optimization

Mark Pelczarski

[Load Precinct Data](#)
[Download Current Data](#)
[Help](#)

Expected voters
 Check-in stations
 Voting stations
 Poll is open to



Avg. Minutes to check in:
 Avg. Minutes to vote:
 Cannot check-in: %

 Arrival pattern:
 Simulate walk-offs

Poll Worker and Machine Optimization

Aaron Strauss

Enter data

State

Ballot Type

Registered Voters in Precinct

This tool combines recent presidential elections data averaged at the state level with research on polling technology conducted by the New York City Board of Elections to calculate the number of poll workers and machines needed to keep lines short throughout the day.

Because of these simplifying assumptions, the tool only requires three inputs: state, machine type, and number of registered voters in the precinct.

Results

If you're having trouble, enable Javascript

Line Optimization and Poll Worker Management

Stephen Graves

Enter data

Each input category is restricted to the stated range.

Arrival rate (voters per hour)

[1,10000]

Average time to vote (minutes per voter)

[0,100]

Number of voting stations

[1,2,3...100]

Maximum wait-time target (seconds)

[1,10000]

Service level (%)

[1,99.9]

This tool uses queuing theory to calculate the minimal number of service stations at a process step in a polling place so as to satisfy a service target on maximum waiting times. A process step could be the act of voting, in which case the service stations correspond to voting machines or voting booths.

In this case, the tool can help to decide the required number of voting machines or booths to satisfy a service target; alternatively, the tool will determine the waiting time consequences from an allocation decision that sets the number of voting machines.

The tool can also be used for the process steps at which a voter checks in or checks out from the polling place. For instance, for the check-in step, the tool can be used to determine the number of poll workers needed and/or determine the waiting times given a decision on number of poll workers assigned to check in.

Results

Figures will appear below after Calculate is pressed

Average wait time (seconds per voter)

Percent of voters that wait longer than the target

Number of voting stations required to meet service level

Wait time reduction from an additional station (seconds per voter)

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EAC Tools

Recruitment Programs

BW Training Standards

Poll Workers	45
a. Recruitment	46
<i>Best Practice:</i> Jurisdictions should utilize the many recommendations made available in the relevant EAC report, <i>Successful Practices for Poll Worker Recruitment, Training and Retention.</i>	46

Recommendation: Jurisdictions should recruit public and private sector employees, as well as high school and college students, to become poll workers.	46
<i>Best Practice:</i> State-developed programs should be implemented that recognize employers for supporting their employees who wish to work on Election Day.	47
b. Training.	48
Recommendation: States should institute poll worker training standards.	49
<i>Best Practice:</i> Different equipment used in different counties necessitates different training programs, but states must still achieve uniform application of their legal standards.	49

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Advisory Committees

PP Evaluation & Checklist

4. Management of the Polling Place to Address the Needs of Particular Communities of Voters. 49

Recommendation: Election authorities should establish advisory groups for voters with disabilities and for those with limited English proficiency. 50

Best Practice: Election authorities should make every effort through their own websites and traditional communication outlets (especially through non-English language media) to reach these voters. 50

a. Voters with disabilities. 50

Recommendation: States and localities must adopt comprehensive management practices to assure accessible polling places. 51

Best Practice: A checklist ensuring that each polling place is accessible should be kept by the responsible election official for each election and kept on file to prepare for the next election. 51

Table of Contents and Summary of Recommendations

Provide Seating

PP ADA Evaluation

Provide Bilingual Assistance

Usability

Best Practice: Within the polling place, elderly voters and voters with disabilities waiting their turn to vote must have access to chairs while waiting and then, when their turn to vote comes, to the machinery. 51

Best Practice: Video guides from San Francisco on how to set up an accessible polling place and from Pennsylvania on educating poll workers on voters with disabilities are models for other jurisdictions. 51

Recommendation: States should survey and audit polling places to determine their accessibility. 52

b. Voters with limited English proficiency 52

Recommendation: Jurisdictions should provide bilingual poll workers to any polling place with a significant number of voters who do not speak English. 53

Recommendation: Jurisdictions should test all election materials for plain language and usability. 54

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VBM Ballot Tracking

C. Voting Before Election Day	54
Recommendation: States should expand opportunities to vote before Election Day.	56
<i>Best Practice:</i> States should not simultaneously expand early voting and excessively reduce the resources available for Election Day.	57
<i>Best Practice:</i> States should adopt safeguards for mail balloting, including online tracking of absentee ballots so voters can verify the status of their ballot.	58

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Online Materials

D. Military and Overseas Voters 59

Recommendation: States should provide ballots and registration materials to military and overseas voters via their websites. 60

FWAB & FPCA as VR

Best Practice: Both the Federal Write-in Absentee Ballot and the Federal Postcard Application should be considered as valid voter registration applications 60

Barcoding for Duplication

Best Practice: However they may transmit their ballot, overseas and military voters would benefit from a system that allows them to create on their attached printer a ballot with a barcode that can be read by the local election administrator. 62

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Standards &
Certification

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Data Gathering

E. Growing Challenges with Election Equipment and Voting Technology 62

Recommendation: The standard-setting and certification process for voting machines must be reformed. 64

Recommendation: Audits of voting equipment must be conducted after each election, as part of a comprehensive audit program, and data concerning machine performance must be publicly disclosed in a common data format. 66

F. Collection and Distribution of Election Data 67

Recommendation: Local jurisdictions should gather and report voting-related transaction data for the purpose of improving the voter experience. 68

Best Practice: Wisconsin has a model election data-gathering program. Voting machine manufacturers should add functionality to their machines to help gather data, which jurisdictions should widely disseminate in a standard data format. 70

Introduction

The key recommendations of the Commission are:

Voter Registration:

Online Registration: The steady trend toward online voter registration should continue as every state should allow eligible citizens to register to vote and to update their registrations via the internet.

Interstate Exchange of Voter Lists: States should update and check their voter registration lists against each other, as is done with the “IVRC” and “ERIC” projects, to ensure that voters are correctly registered at one location, that registration lists are more accurate and not a source of polling place congestion, and that these more accurate lists can assist in identifying individuals who are eligible to vote, but are not registered.

What are the two programs and what is the difference?

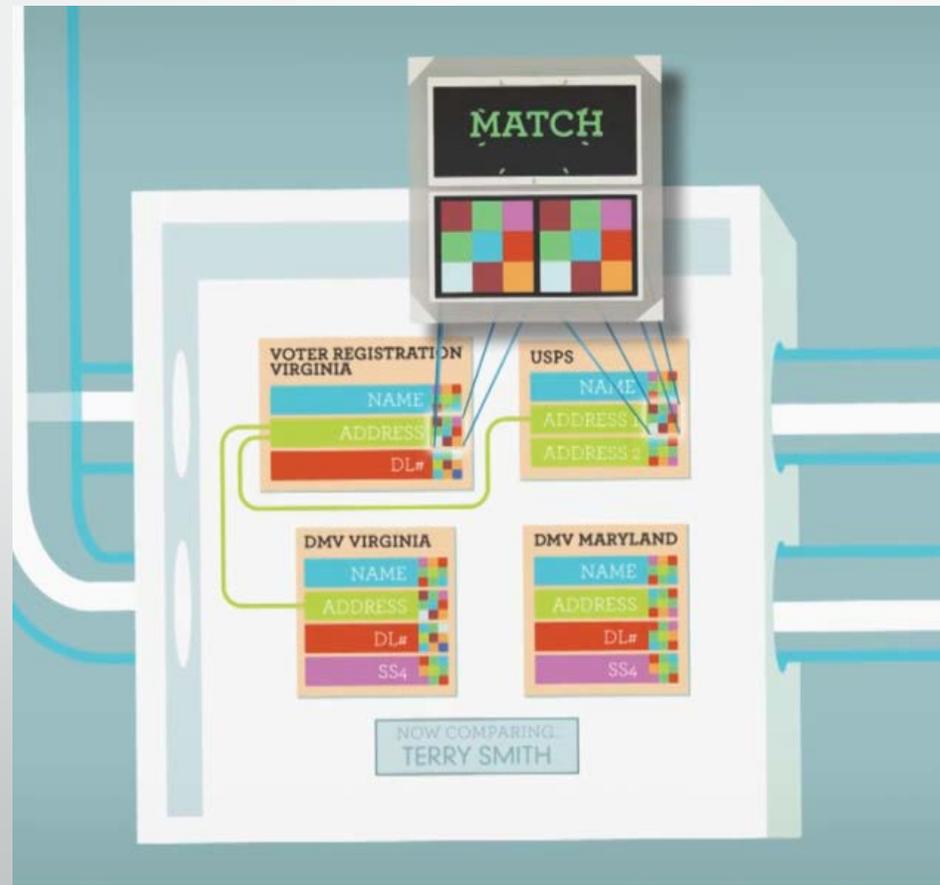
Cross Check

- 1 State VR list compared to another State list
- Done after Federal, General Elections
- **Goal:**
 - Identify duplicate registrations across states
 - Identify possible duplicate voters
- **Costs:**
 - No official costs to join
 - Expense at the state to prepare lists & at the county or local level to research, verify, validate, contact voter, etc.
- **Concerns:**
 - 1 to 1 matching can be problematic and cause false-positives if not diligently executed.
 - Manual working of lists is costly to local jurisdictions. Actual costs not yet determined, but the CO SOS office has 1 FTE spending $\frac{3}{4}$ time on project .

ERIC

- Sophisticated data matching engine incorporating multiple lists from VR, DMV, USPS, Death Index, etc.
- Ongoing
- **Goal:**
 - Identify duplicate registrations inter and intra state
 - Identify unregistered voters and reach out to them to prevent glut of VR at deadline and reduce provisionals.
- **Costs:**
 - Divided up among the participating states to be member.
 - Costs of mailings
- **Concerns:**
 - New—7 states pioneered in 2013

ERIC was developed by IBM, with funding by the Pew Center on the States, in consultation with election administrators from more than a dozen states. It is now run completely by the state consortium.



Introduction

Access to the Polls:

Expansion of Voting Before Election Day: In order to limit congestion on Election Day and to respond to the demand for greater opportunities to vote beyond the traditional Election Day polling place, states that have not already done so should expand alternative ways of voting, such as mail balloting and in-person early voting.

Schools as Polling Places: States should encourage the use of schools as polling places. Because they often provide the best facilities to meet voters' needs, roughly one-third of voters currently vote in schools. To address security concerns, Election Day should be scheduled as an in-service day for students and teachers.

Introduction

Polling Place Management:

Adoption of Resource Allocation Tools: Local officials should employ a resource allocation calculator, akin to the ones presented at www.supportthevoter.gov, in order to optimize the number of voting machines and staff at polling places, thereby reducing the potential for long lines.

Introduction

Voting Technology:

Addressing the Impending Crisis in Voting Technology: By the end of the decade, a large share of the nation's voting machines, bought 10 years ago with HAVA funds, will reach the end of their natural life and require replacement. To address this impending challenge and to usher in the next generation of voting machines, the standards and certification process for new voting technology must be reformed so as to encourage innovation and to facilitate the adoption of widely available, off-the-shelf technologies and "software-only" solutions.

First, the Commission recommends consideration of the National Association of Secretaries of State (NASS) Report on Natural Disasters⁴⁰ and the Congressional Research Service's *Hurricane Sandy and the 2012 Election: Fact Sheet*.⁴¹ The NASS task force was created in response to the problems in the 2012 Election due to Superstorm Sandy.⁴² The task force reviewed all state laws concerning elections and disaster preparedness. It highlighted best practices concerning, for example, losses of electricity and internet connectivity in polling places on Election Day, last-minute absentee voting by first responders from outside the affected jurisdiction who respond to the disaster, and plans to reschedule an election in the event the disaster makes voting impossible. Following the recommendations made by NASS would go a long way toward preparing jurisdictions for the next potential disaster that could disrupt an election.

- Disaster recovery and addressing the issues with first responders, both public and private, need to be addressed in many states.
- Arizona currently does not have special considerations for these voters.

I. Definition of the Charge

The guiding principle for these recommendations, however, is to improve the voter experience. By improving the voter experience, we mean that:

- Voters at all points of contact with the electoral process should find that it is accessible and dependable.
- Voters should not need to wait more than half an hour to vote.
- Ballots should be well-designed and simple to understand.
- The registration process should be efficient and reliable.
- Voter rolls at the polling place should be accurate.
- Voting information provided by officials should be clear and comprehensive.
- Ballots delivered by mail should arrive in a timely fashion and should be tracked from delivery to return.
- Military and overseas voters should receive their ballots on time and be confident that the election authority has received them in time to be counted.
- Polling places should be well-organized, well-equipped, and accessible.
- Well-trained and informed poll workers should supply useful guidance, answer questions, and resolve issues as they arise.
- Accommodations should be made for populations requiring specialized support, such as voters with disabilities or limited English proficiency.

III. Recommendations and Best Practices

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Every effort needs to be made to facilitate coordination among the states in the development of accurate and up-to-date registration lists.

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Election officials across the political spectrum recognize the value of accurate and manageable voter rolls.

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An improperly functioning DMV can naturally lead to Election Day confusion.

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III. Recommendations and Best Practices

With almost no exception, the testimony received from state and local election administrators identified schools as the preferred venue for polling places.

Recommendation: States should consider establishing vote centers to achieve economies of scale in polling place management while also facilitating voting at convenient locations.

III. Recommendations and Best Practices



The Commission, having heard impressive testimony on the resource calculators now available, is publicizing them and strongly recommending their use.



The private sector employs other techniques to deal with long lines

Voters could be offered a “virtual wait” and an opportunity to spend the “wait time” elsewhere.



E-pollbooks can make a singular contribution in resolving registration problems at check-in stations.



III. Recommendations and Best Practices



However, jurisdictions facing shortages need to diversify the population pool from which they draw poll workers.



Poll worker training programs vary widely among jurisdictions and are not generally rigorous or thorough.



Election officials from both parties testified to the importance of early voting in alleviating the congestion and other potential problems of a single Election Day.



III. Recommendations and Best Practices

Jurisdictions vary wildly in the quality of the tools and information on their websites, and the degree to which they specifically seek out and assist uniformed and overseas voters.

A survey of state election websites by the Overseas Voter Foundation has detailed the shortfalls in the quality of materials and instructions for overseas and military voters:¹⁹³

- 26 jurisdictions offer a direct link to military and overseas voter services on their voting/elections homepage.
- Rather than offering their own state-specific instructions, 20 states redirect military and overseas voters to FVAP for instructions on how to vote from abroad.
- 15 states have no on-site option for UOCAVA “voter registration” on the state website (they either redirect the user to FVAP or provide no assistance).
- 13 states have no on-site option for “absentee ballot request” on their state website (they either redirect the user to FVAP or provide no assistance).
- 35 states have no on-site option for use of the Federal Write-in Absentee Ballot (FWAB) (they either redirect the user to FVAP or provide no assistance).
- 19 states provide no extra assistance to military and overseas voters, such as a specific e-mail address, an interactive help desk, or a frequently asked questions (FAQ) section.

III. Recommendations and Best Practices

The most dire warning the Commission heard in its investigation of the topics in the Executive Order concerned the impending crisis in voting technology ... [which] arises from the widespread wearing out of voting machines purchased a decade ago.

At a minimum, the authority for standards adoption and the certification of testing laboratories cannot depend on a quorum of EAC Commissioners. The EAC has been the subject of considerable partisan and other disagreement about its broader mission. There is little prospect that these conflicts will be fully or significantly resolved, even if a fresh complement of EAC Commissioners were to take office. Either some other body within or apart from the EAC must be in charge of approving standards or the states should adapt their regulations such that federal approval is unnecessary.²⁰⁷ A move

Endnotes

- There are voluminous pages of Endnotes to the Report
- And over a thousand pages of online Appendix

Endnotes

1 The Commission held its first public meeting in Washington, DC, on June 21, 2013. At that meeting, the Commission set forth its intended schedule for the next few months. It also received a briefing from Senior Research Director Nathaniel Persily on the scholarly literature concerning the topics included in the Executive Order.

The Commission held four public hearings. The first of these was held in Miami, Florida, on June 28; the second in Denver, Colorado, on August 8; the third in Philadelphia, Pennsylvania, on September 4; and the final hearing was held over two days in Cincinnati, Ohio, on September 19 and 20. At each hearing, the Commission heard testimony from election administrators, academics and other experts, and the general public. On December 3, the Commission held a final public meeting in Washington, DC, which reviewed the hearings and research presented to the Commission over the previous six months.

Each of the public meetings and hearings was webcast. Transcripts and the archived webcast of the hearings and public meetings, along with the materials submitted, are provided in the Appendix, and are available at www.supportthevoter.gov.

2 Members of the Commission attended conferences of various organizations and met with groups interested in the Commission's business. Commissioners attended meetings of the National Association of Secretaries of State, National Association of State Election Directors, the Election Center, the International Association of Clerks, Recorders, Election Officials and Treasurers (IACREOT), National Conference of State Legislatures, and the Future of California Elections.

Groups that invited Commissioners to speak with them included the Heritage Foundation, Brookings Institution, Federal Voting Assistance Program, Reserve Officers Association, Lawyers Committee for Civil Rights Under Law, Bipartisan Policy Center, Republican National Lawyers Association, Pew Voting Information Project, Alaska Federation of Natives, Asian-American Legal Defense and Education Fund, LatinoJustice-PRLDEF, Military Voter Protection Project, Overseas Vote Foundation, Brennan Center for Justice, National Council on Disability, U.S. Postal Service, Election Assistance Commission, and the American Association of Retired Persons.

At a virtual public meeting held by conference call on November 14, a recording of which was made available on the website and a transcript of which is provided in the Appendix, Commissioners summarized these meetings for the Commission as a whole and the public.

3 See Matt Masterson, Deputy Elections Administrator, Office of the Ohio Secretary of State, PCEA Hearing Testimony, Cincinnati, OH, at 19 (Sept. 19, 2013); Mark Andersen, Bay County Supervisor of Elections, PCEA Hearing Testimony, Miami, FL, at 12 (June 28, 2013); Bill Cowles, Orange County Supervisor of Elections, PCEA Hearing Testimony, Miami, FL, at 16 (June 28, 2013); Penelope Townsley, Miami-Dade County Supervisor of Elections, PCEA Hearing Testimony, Miami, FL, at 23 (June 28, 2013).

4 See, e.g., Donald Palmer, Secretary, Virginia State Board of Elections, PCEA Hearing Testimony, Philadelphia, PA, at 4 (Sept. 4, 2013); Marci Andino, Executive Director, South Carolina Election Commission, PCEA Hearing Testimony, Philadelphia, PA, at 6 (Sept. 4, 2013); Scott Gessler, Colorado Secretary

Next?

- The Commission dissolves, per the Executive Order, 30 days after the presentation of the Report to the President.
- However, the White House has asked if Commissioners could assist in public education of the Report.
- In a nutshell, that means that I will be on a panel at some of the conferences I normally attend.

Next?

- Additionally, although the Executive Order specified that we were not making legislative recommendations, in order to implement some of the Report statutory changes may be necessary in some states.
- The Commissioners have committed to making ourselves available (when able) to testify in federal and state hearings as requested. We will also be working with NCSL (National Conference of State Legislators) and the ULC (Uniform Law Commission).

Next?

- It is hoped that state and local election officials will utilize the Report to help them articulate their needs to their funding sources & legislatures in areas where additional “legitimization” is required.
- With the understanding that not every recommendation will help every jurisdiction address every issue they will face.

Next?

- State of the Union 2014: January 28th, 2014





Questions?

& Thank you for your patience the last 6 months in accommodating my ever changing schedule and, at times, last minute requests.