

Innovations in Election Administration 14



**Recruiting
Poll
Workers**

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Introduction by the Office of Election Administration

This report is another in the series on *Innovations in Election Administration* being published by the FEC's Office of Election Administration.

The purpose of this series is to acquaint State and local election officials with innovative election procedures and technologies that have been successfully implemented by their colleagues around the country.

Our reports on these innovations do not necessarily constitute an endorsement by the Federal Election Commission either of any specific procedures described or of any vendors or suppliers that might be listed within the report. Moreover, the views and opinions expressed in these reports are those of the authors and are not necessarily shared by the Federal Election Commission or any division thereof.

We welcome your comments on these reports as well as any suggestions you may have for additional topics. You may mail these to us at:

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Where Have All The Poll Workers Gone?

It's frustrating. With so many new challenges facing election officials, it is one of the oldest problems that demands more and more attention: finding election day poll workers. It is a predicament that plagues almost every jurisdiction in the country and it grows worse every year.

Many things differ from one jurisdiction to the next. Administrative structures, responsibilities, and compensation levels all vary widely from State to State and often within a State. Yet nearly all election officials report that recruiting poll workers is difficult and growing worse. And they feel the vice tightening on them.

Why is this happening? The job of poll worker, with its extremely long hours and usually only token pay, has never had enormous appeal. It is confining, repetitious and burdened with paperwork. In retrospect, it is a wonder that we didn't have problems much earlier!

However, the job *has* appealed to many. Partisans, housewives, retirees and others have enjoyed participating on the front lines of American democracy. The social interaction with neighbors has also drawn people to the job. But the forces that attracted these people have changed. And the change will continue.

Political parties, which in many States are either invited or expected to provide poll workers are in many areas no longer vibrant enough to generate the necessary appointments. Housewives, once

the backbone of polling place operations, have moved into the conventional work force.

Today, the pool of poll workers is composed largely of older Americans. But poll work is becoming more demanding. As laws change and as technology advances, polling place operations are no longer as simple as they once were. Fail-safe voting requirements, electronic voting and tabulating equipment, and added paperwork create a more complex environment that older Americans often find less comfortable than do the young. Older Americans may find the extremely long days more demanding than they can endure. Fourteen or sixteen hour work days are difficult for anyone. They can be especially trying for seniors. So even the core of our current poll workers, older Americans, is in jeopardy.

Implications for the Future

As election officials across the country struggle to staff their polling places, their efforts inevitably fall short at times. Some larger municipalities consider themselves lucky to go into an election with only a thousand or so vacant poll worker positions. These vacancies are not caused by a lack of effort. Low public interest, poor compensation, stringent eligibility requirements and long hours may thwart even the best efforts.

Even when these jurisdictions achieve full staffing, they sometimes do so by plugging in

every warm body they can find. But in being forced to sacrifice their screening process, quality control — and even the integrity of the election itself — can be compromised.

Understaffing leads to some polls not opening on time, if at all. It contributes to lines that move slowly and increases the likelihood that proper procedures are not followed. Eligible votes are more likely to slip through the cracks and ineligible votes are more likely to pass. Voters are more likely to be turned off by strained, understaffed polling place operations. And the dedicated workers who do show up are less likely to return due to the stress caused by understaffing.

Such nightmarish scenarios will become more common as poll workers become more scarce. That is a reason why the Federal Election Commission chose to focus on this problem with this publication. In so doing, it is hoped that State and local election officials, as well as other policy makers, will be armed with new ideas to combat this problem.

What You Will Find in this Publication

Like most research projects, this one evolved as it progressed. It began as a collection of ideas and methods used mostly by local election officials to gather names of prospective poll workers. That remains a primary component. As the work progressed however, it became clear that although recruiting poll workers falls largely onto the shoulders of local election officials, it is a problem that is shared with State legislators, State election officials, local government fiscal authorities and others. *Certainly long term solutions* in most States must include this broader spectrum of policymakers. Accordingly, ideas relevant to these officials will be offered as well.

It is unlikely that creative recruitment programs, more generous budgets or progressive legislation will make the poll worker problem go away. But a reexamination of all of these will help.

The objective of this publication is to stimulate just that — a rethinking of all facets of the problem affecting recruitment: compensation, polling place structure, roles of parties — to name just a few. Not all ideas will apply to all jurisdictions, but hopefully readers will discover something new or might be encouraged to talk with lawmakers about making statutory alterations that might assist.

The reader should keep several things in mind. First, the scope of this publication includes the general area of recruiting poll workers - but not their training. In many forums, these topics presented together, but aside from discussion of the impact of training on recruitment of poll workers, it is not part of this document.

You should also be mindful that definitions differ from one jurisdiction to another. For example, the chief officer of a polling place in one State might be called an inspector. In another State that person might be a captain or a chief judge. I have tried, but may not always have succeeded in keeping to generic titles.

Defining and locating innovations in poll worker recruitment proved to be more difficult than it originally seemed. For what may be innovative in one place may be mundane and ineffective elsewhere. And with thousands of poll worker appointing authorities across the nation, the likelihood of my missing interesting and noteworthy techniques is 100%. In another section I will thank those who shared their ideas with me. In this one, let me apologize to the many that I will inevitably miss.

What I try to convey here is a smorgasbord of issues for administrators and policy makers at various levels of government to consider, as well as offering various recruiting techniques that have been shared by colleagues who struggle with this problem. Appendices contain copies of recruitment materials used by election officials that around the country and statutes of interest. Also included in the appendices are a sampling of poll worker pay ranges and the numbers of poll workers used per polling place in a some jurisdictions around the country.

Categorizing recruiting ideas was also a little tricky. In trying to do it, I found that slight variations make similar ideas candidates for inclusion in a variety of different sections. I have therefore tried to cross-reference and index, but please bear with me when I place a technique in one section while you were looking for it elsewhere.

Some ideas offered here will not be for you. Some may work in other States and simply will not transfer well to your own. Also, some solutions require legislative authorization. But don't let that deter you. If an idea requires the help of lawmakers then talk with them. Where State statutes may have served a worthy purpose at one time, some of them occasionally "wear out" by changes in our society. And it is the my experience that lawmakers welcome information concerning problems, especially when accompanied with prospective solutions. Legislators, in the absence of such information, frequently assume that no problem exists. So if you, together with your colleagues, think a change in your State's laws will help, then by all means discuss it with lawmakers — perhaps beginning with your own or with the elections committee chairpersons in your legislature.

The Role of States

Each State's laws provide the legal framework upon which election officials build polling place operations. That framework should be examined periodically, especially in light of poll worker recruitment difficulties. In the case of laws dealing with election administration, this reexamination sometimes occurs only when election officials educate lawmakers about problems and prospective solutions.

Laws affecting polling places in many States were written decades ago. While many provide continuity, structure, and integrity to polling operations, others are outdated and needlessly constrain election officials trying to find qualified staff. The trick of course is in separating the good from the bad. What is useless in one State may be important to another. Even within a State, not all will agree on what is purposeful and what is necessarily problematic. This section reviews some areas that policy makers might want to examine.

Compensation Flexibility

In spite of the fact that it is almost always local government that compensates poll workers, statutes in some States set specific compensation levels or ceilings. This makes it difficult to adjust pay levels based on local factors. States like Indiana and Iowa have in recent years amended their laws, allowing local governments to make poll workers compensation decisions for them-

selves. Budget considerations, recruiting difficulties and other factors can be balanced by local jurisdictions. One county election commissioner in Iowa put it this way:

“The Iowa Legislature responded to the problem of having a specific hourly rate of pay specified in the Code by eliminating this and allowing local control by county boards of supervisors who are much more familiar with prevailing wage rates. Now local county auditors (who are also Commissioners of Elections in Iowa) work with County Boards of Supervisors to set this wage rate at a rational level. This has made an enormous difference in the ability to hire qualified people.”

Precinct Board Structure

Another area that States might want to review is how the election day polling place is staffed. A logical response to recruiting difficulties is to examine whether election day personnel are being efficiently used. State laws frequently include very detailed specifications on how polling places are structured and staffed. States often require anywhere from three to twelve poll workers per polling place, specifying positions to be filled, duties and eligibility requirements. Many such laws have likely been in place for years.

While these structures may still be entirely appropriate, it is also possible that they are out-

dated. A review might examine such questions as: are all the positions required under law really needed? Have changes in procedures or technology created less of a need for so many workers? Might the need for poll workers vary according to certain factors such as type of voting system used or number of voters in a polling place? If the answer to any of these questions is "yes", perhaps the poll worker laws need to be adjusted accordingly.

A number of States have made some adjustments. Indiana law was recently changed, permitting local jurisdictions to eliminate the sometimes under-used poll "sheriffs." This reduced the average precinct board to five workers from seven (when sheriffs are used, one of each party must be appointed). Officials in Allen County, Indiana took advantage of this change in their municipal elections. They have the option of using sheriffs again if the need exists.

Some local election officials may have to develop the ability to balance conflicting needs, such as staffing difficulties versus lines of voters at the polls. But policymakers might consider whether or not a State's election system would be in better balance if local election officials were granted wider discretion.

Number and Size of Precincts

There is a pendulum effect in some jurisdictions. Lawmakers swing between conflicting solutions to different problems. The snarl of long lines of voters in large precincts versus the costs of too many precincts often cause policy conflicts.

Lawmakers, wanting to eliminate long lines at the polls, often set limits on the number of registered voters in a precinct. Then, after the problem of long lines is forgotten, local officials, wanting to minimize the number of precincts along with the costs of operating them (as well as the need for poll workers), try to free themselves of the ceiling set by lawmakers.

What is preferable to swinging back and forth between these problems, is trying to find a solution that corrects both. This is easier said than done. A fixed number of registered voters per precinct is easy, but it is arbitrary. Precincts which contain equal numbers of voters will likely have very different turnout rates. These rates also fluctuate wildly within the same precinct throughout the election cycle.

A magic solution will not appear in these pages, but the experience and practice of election officials suggests that instead of the number of registered or actual voters, policymakers should focus on the ability of a polling place to process voters. The key variables to this will likely be the number (and type) of machines and the number of workers. Thus, instead of a law requiring the creation of an additional precinct when a threshold is reached, perhaps the addition of a machine (or other type of voting mechanism), along with appropriate staff, could be mandated.

These considerations become especially important in jurisdictions with early voting, mail balloting or other programs that move significant voting activity to outside the election day polling place. An election official in one such jurisdiction in Iowa is grateful that his State laws allow him to cut back on poll workers to reflect the fact the 20% of his constituents that vote before election day.

Regardless of the solution, giving local governments the ability to reduce the number of polling places is an option that policy makers may wish to consider, so long as it can be done in a way that does not create undue voter inconvenience or partisan gamesmanship.

Streamlining Election Day Operations

First time poll workers are often astonished at the complexity of election day work. They, like veteran workers, are often turned off by it. Polling place procedures are often a mixture of State

laws and local procedures. They also tend to be layered, with new sets of forms and procedures piled on previous ones. The complexity of polling place work has increased in many jurisdictions during the last several years as a result of the National Voter Registration Act. What is often missing is a periodic review of the entire process: Are all of these forms really necessary? If so, are they necessitated by a real need or just an old statute? Of those forms that are important to the process, are they as concisely drafted and easy to use as they can be? Can they be combined to be more logical and to eliminate asking redundant information? Are the many envelopes or separate containers that are often part of the polling place system really necessary?

Election officials undertaking such a review will likely find that the forms they have been using for years were once required but have long since been altered or dropped. In other cases, statutes prevent common sense streamlining. And many attempts at improving forms and procedures are hampered by the fact that it is usually local officials who administer polls, State officials who guide them with statutes, and lawmakers who enact the statutes.

A periodic review by a committee or task force representing all three of these viewpoints is a healthy process. Obsolete laws can be dropped or amended, local procedures updated, and the system in general can be made to operate more efficiently based on today's practices and technologies. This review can seldom succeed as a purely local process, since statutes often must be adjusted and systems variances from county to county must be considered.

Done correctly, polling places will operate more smoothly. Poll workers will be less frustrated by cumbersome forms and procedures. And happier poll workers are more likely to return in future elections.

The Role of Political Parties

The role of political parties in recruiting poll workers varies from one State to another. Many States expect their major parties to play a significant role in the process by submitting names of potential poll workers to local election officials. In theory, this serves a number of purposes: it provides election officials with an election day work force; it assures a bi-partisan presence on precinct boards; and it offers parties the chance to "hand-out" one day jobs to interested supporters.

In many places, however, this practice no longer works as well as it once did. Parties, like election officials, are also finding it harder to recruit workers. Unlike election officials, party organizers may view their role in recruiting poll workers as secondary to getting the vote out and similar partisan functions. While this may have always been the case, what has changed is the scarcity of labor. As poll worker recruiting has become more difficult, parties may view their role as more burden than a reward. Parties too no longer attract workers like they used to. With human resources being more scarce, priorities become more important.

Objective data may be lacking, but most observers feel that of the estimated 930,000 poll workers nationwide, political parties account for a dwindling percentage. Officials in Hawaii estimate that parties account for about 14% of poll workers. Even in the historically patronage rich Chicago, officials estimate that no more than 50% of poll workers originate from party submissions. Still, where parties have an official role, it is an important one. Most election officials are glad to have these names in their pool of workers. States that include parties in the poll worker recruitment process might want to consider whether their role is still useful, appropriate, and optimal. Do election officials have appropriate latitude to screen out unqualified workers? Does the timing of party submissions of poll worker nominations work as well as it could?

Hawaii law, for example, states that parties shall submit names for precinct election officials not later than the sixtieth day before the close of candidate filing for an election. May 24th is the deadline for 1996 submissions. After that, the chief election official may fill the positions without regard to party affiliation. Many other States place this party submission deadline significantly closer to the election. Illinois parties have until the 28th day before an election. The deadline in Indiana is 14 days before an election.

States reviewing the appropriateness of such a deadline may find that an earlier deadline, like Hawaii's, allows election officials as well as political parties to concentrate on poll worker recruiting earlier, before the crush of other election activities. Parties would likely find that election officials would remain quite receptive to additional names even after the deadline.

Eligibility

Most States do not have stringent eligibility requirements for poll workers. Typically, one must be a registered voter of the appointing jurisdiction, and not be a candidate or closely related to a candidate. The ability to read and write English is often required. Some State laws require or encourage poll workers to serve in the area where they live. Many States, as mentioned, require a mix of partisan affiliations.

Policymakers in some places are examining some of these restrictions. Some States, like Hawaii, waive partisan affiliation requirements after the prescribed deadline on the theory that a qualified worker of the "wrong" party is better than no worker.

Precinct residency requirements for poll workers, where they exist, also appear to be giving way to a more generalized county requirement. West Virginia recently abolished the precinct residency requirements and Arizona law reportedly allows poll workers from outside a precinct when an emergency is declared. Virtually all election officials agree that precinct residency is a plus

and strive for that goal. Precinct residents are more likely to know who moved away, who lives where they say and what they look like. By the same token, poll workers usually prefer working in their home precinct, sometimes insisting on it. But social, demographic and sometimes bi-lingual variables make staffing polls especially challenging. In the face of this, out-of-precinct poll workers are preferable to vacancies. Hawaii writes this preference into its laws. Note that it is stated as a preference — not as a hard mandate:

"In assigning precinct officials the following criteria shall be followed: (1) The precinct officers shall be registered voters of the precinct in which they serve; but if qualified persons in the precinct or representative district are not readily available to serve, they may be chosen from without the precinct or representative district...."

Collier County, Florida, is among the jurisdictions that offer extra pay to those willing to work outside their home precinct.

Availability

At least several States have laws which protect people with jobs who want time off to perform poll work. Minnesota adopted a law in 1991 which assured that the State's poll workers would be given time off for working on election day, without penalty. The employer is allowed to reduce the absent employee's wages the amount that the poll worker was paid for election day service during the hours that the person would normally have been working (see Appendix A-1).

Also helping to make workers available is the practice in some jurisdictions of requiring the closure of certain institutions on election day. This is not always to facilitate poll worker recruitment but it sometimes serves that purpose. School teachers, substitute teachers, and especially non-teaching school personnel are good sources of poll workers in Kentucky, where the public schools are closed on election day. State and local governments are closed on election day in some ju-

risdictions, making those employees targets for recruitment, where Hatch Act type laws do not prevent such work. Where laws do prohibit government workers from serving as official poll workers, lawmakers might want to consider whether the public good is best served by this prohibition.

Independent Contractor Status

Several years ago when a change in federal tax laws triggered the withholding of social security taxes for poll workers until subsequent corrective action was taken, there were serious repercussions on local election officials. "Tax withholding had an incredibly negative effect," said one official. Many workers reportedly dropped out of the pool at that time, apparently feeling that withholding was the last straw. But the controversy triggered questions in many States about whether State, local, and other taxes should be withheld. Some of these questions are still festering. Where that is the case, lawmakers might consider corrective action. Indiana, for example, adopted language in 1995 specifying that poll workers are to be considered independent contractors (see Appendix A-2).

Tools for States

Several States have organized task forces to review poll worker recruitment problems and solutions. Ohio Secretary of State Bob Taft, in early 1995, formed a task force of local election officials which discussed recruitment and training issues. The task force surveyed local election offices, discussed findings, and made several legislative and administrative recommendations (see Appendix A-3).

Around the same time, California Secretary of State Bill Jones convened a task force for a much broader examination of California's electoral system. The California task force included local election officials, public interest groups and others. The poll worker recruitment problem was among the issues addressed and, like Ohio, recommen-

dations were offered to the legislature (see Appendix A-4). As of this writing, legislative recommendations are pending in both States.

"County option" is in itself a tool that lawmakers can use. When the Indiana General Assembly debated the elimination of the poll sheriff, some worried that the assistance of poll sheriffs would be missed and others wanted the parties to have the opportunity to nominate these extra positions. After debating the issue in several legislative sessions a compromise was reached allowing for the elimination of sheriffs at county option.

There is another tool used in Indiana that may be of interest. Indiana elections, at the local level, are administered by a three member county election board in all but one county. Such boards comprise the circuit court clerk (the chief local election official in Indiana), and appointees of each of the two major county party chairman. When lawmakers consider granting additional powers to the local boards, some fear that the party in control may abuse those powers. To overcome this concern, lawmakers have on several occasions granted the power with the condition that it only be implemented upon unanimous vote of the board. The primary objective of this mechanism is to assure that both major parties in the county agree on the issue.

Another tool used in Indiana is the "pilot program." Local election officials repeatedly sought legislative approval to permit the central count of absentee ballots on election day, rather than sending absentee ballots to be counted by the poll workers in each polling place. The initiative only progressed when reluctant legislators allowed for a two year pilot program. The law limited the program to only five of Indiana's 92 counties, to be chosen by a unanimous vote of the State Election Board from applications submitted by interested county election boards that also had voted unanimously in favor of the program. In the early stages of the pilot program, there were some implementation problems in larger counties, but the legislature has removed the two year time

limit on the program, thus allowing further experimentation with the program. Many county officials would like to see the program expanded, but are satisfied for the time being to see it alive.

States might want to consider limited pilot projects to experiment with far reaching innovations, such as the use of shift, draft, or "under-age" poll workers. These and other programs are described below.

Recruiting on the Front Lines

To many front-line election administrators, recruiting poll workers is like feeding an 800 pound gorilla. Getting through a feeding is exhausting and time-consuming. Meals occur at the busiest times. And yet the creature's appetite continues to grow.

The scarcity of competent election-day workers is a rising source of anxiety for already stressed election administrators. These officials gratefully accept the workers they get from traditional sources, but are on the hunt for new ones as well. This search has prompted much experimentation and innovation among local election officials. As Emmett Fremaux wrote in 1994 for the Trilateral Conference of Electoral Systems,

“Innovation in recruitment is ongoing, and because the thousands of election jurisdictions in the United States experiment independently from each other, many ‘laboratories’ are at work to solve the increasing problem of worker shortages. What works in one jurisdiction may not work in every other, but the list of tools to work with is growing longer.”

Fremaux noted that smaller and rural jurisdictions, with more stable populations, have not experienced recruitment problems with the same intensity as other jurisdictions, but it was clear that the problem was growing for most of them as well. What follows are some approaches that election officials have taken to feeding their own gorillas.

Recruiting Through the Community

Election officials use a wide variety of techniques to recruit poll workers through community resources. The material in this section discusses how some officials get their message out. While this discussion includes efforts encompassing corporations and other organizations, more specialized programs, such as fundraising for assisting groups and getting businesses more actively involved in recruiting are discussed in other sections.

Virtually all poll worker recruiting is done “through the community.” However, many recruiting initiatives are more focused on certain groups: political parties, the elderly, county employees, etc. While many election officials fish in these ponds, some also attempt to maintain visibility in the community at-large in hope of discovering new groups of people to draw upon. Even in the absence such discoveries, community recruitment drives are often worthwhile in producing additional individuals to add to the base.

Clearly, what works well in some places may fail miserably elsewhere. With that caution in mind, here are some examples and descriptions of community recruitment drives that some election officials have found useful:

Working with Organizations

Every community includes a host of civic, social, community and religious organizations. These offer opportunities for speeches, mailings, and notices in their newsletters. All of these opportunities are available at little or no cost — except for time. Election officials are sometimes asked to speak to these organizations. When one Florida official presents such a program, regardless of the topic and the time of the year, she will always mention the need for poll workers. Making return cards available to the audience greatly enhances follow-through. Many election officials or their staffers enjoy making such presentations and actively solicit invitations from them.

Some organizations are more fertile recruiting ground than others. Those with a direct interest in the election process are strong prospects for recruiting. Leagues of Women Voters and similar election oriented groups are often helpful. But organizations unrelated to elections have also proved to be surprisingly helpful. Neighborhood crime watch groups and condo or homeowner's associations tend to be especially useful in Collier County, Florida. These types of organizations have the added benefit of being organized by geography. Therefore, when the Supervisor of Elections needs poll workers in certain precincts, she frequently includes these neighborhood resources in her search — and is often rewarded. Election officials in the District of Columbia also include neighborhood councils in their repertoire of recruiting techniques. Organizations of senior citizens and retirees also tend to be fertile territory.

Many of these same groups have membership newsletters or will otherwise read an announcement at a meeting. Thus, many election offices send mailings to organization leaders asking for their help in distributing, posting or announcing "poll workers wanted" notices.

Organizations working with disabled people can be helpful in placing people for election day service. Many people with disabilities are able to communicate and function adequately. Well

placed calls to appropriate organizations or rehabilitation centers by an election official might yield a crop of enthusiastic workers.

Church groups serve as poll worker recruiting sources in many parts of the country. On request, many churches will post notices (supplied by the election office) on bulletin boards or reprint small notices in their newsletters. One election official felt that of all organizations, "the church groups worked best and were easily retained." A Fort Wayne, Indiana official noted that churches are especially helpful in supplying workers when the polling place is located in their building. This tendency may transfer to other organizations as well.

As an official in the southeast noted, people active in one organization tend to be active elsewhere. That is why organizational recruitment tends to be a good source for poll worker recruitment. Working with organizations is further discussed under "Recruiting Through Organizations for Fundraising and Civic Action."

Information Kiosks

Many election agencies create flyers and brochures seeking poll workers. Some of these agencies are especially creative in getting the brochures into the community. The D.C. Board of Elections and Ethics not only prints brochures, but also miniature cardboard stands that hold brochures and pads of application self-mailers. These stands make it easy for government agencies, neighborhood organizations, churches and other entities to display their material. Depending on the time of the year and the election cycle, they may get up to 10 or 12 responses a day. Samples of these materials are in Appendix A-5.

The World Wide Web

The information kiosk of the 21st century is the Internet. A number of election agencies are establishing sites on the World Wide Web, a rapidly growing and widely popular segment of the Internet. Information on these electronic sites is

available to any of the millions of users of the Internet. Election agency web sites are useful means of providing information to the public. Poll worker recruitment “pages” are not uncommon add-ons to agency web sites, but they are not yet yielding much fruit. Perhaps as the Web grows and community web sites are better linked together, then a higher quantity of poll worker recruits will result from this new source. (See Appendix A-6).

Recruiting New Residents Through Telephone Book Inserts

A popular technique in Sacramento County, California is the insertion of a small packet into the telephone books. The packet, intended for new residents, contains voter registration information, mail-in registration forms and a recruiting notice (see Appendix A-7). They hope to recruit new residents before they get involved in other activities. Some communities also have “Welcome Wagon” and similar organizations which also provide a means of reaching incoming residents. Pitches to new residents might point out that poll work is a good way to meet neighbors.

Recruiting Through Organizations for Fundraising and Civic Action

As noted above, election officials in some jurisdictions work with organizations to staff certain polling places. A variation on this technique is when the organization, its members, and the election office agree that an objective of the organization’s efforts will be fundraising. For example, the Northwest Neighborhood Association and the county election office agree that the association will provide the required number of people from its membership to staff one or more polls on election day. They will provide sufficient workers, whom the county will train and place for election day work. Depending on the number of people involved, their level of previous experience, and any partisan requirements, the county may strive to place at least some members to-

gether in the same poll. The organization’s members agree that their compensation will go to the organization or to one of its causes or projects.

The advantage to the organization is that it makes money. There may also be good public relations benefits for the organization, especially with publicity assistance from election officials. The advantage to election officials is that they can recruit a potentially large block of willing poll workers at one time - instead of individually.

Different types of organizations may be attracted to this type of effort, especially not-for-profits, churches, groups working with disabled individuals and other community organizations that tend to have an on-going need to raise funds. One place to look for these is the list of polling places. It is possible that if a poll is located in a church or other group-owned structure, the group may have an added interest in staffing the poll.

There are potential problems. The question of who the government writes the check to should be carefully worked out in advance. Some jurisdictions feel compelled to compensate the individual workers and leave it to the individuals to redirect the funds to the organization. But once individuals have the money, they sometimes are reluctant to sign it over to the organization. This leaves a conflict that the election office may get drawn into. Ideally, there should be a clear but simple agreement among the organization, the election office, and the individual workers which specifies who the check is written to. A program which allows the county to pay the organization directly appears to work the best, but election officials need to work out details together with their attorney and auditor. It need not — and should not — be complicated.

Another potential problem is reliability. For poll work, it is important for election officials to know exactly who is to show up at each poll on election morning. Officials using these programs learn that some organizations tend to be more reliable than others.

It is equally important that volunteers show up for training. It will likely be worthwhile for the election office to take a special training program directly to the organization. Also, as with other poll worker applicants, officials will want to be comfortable that a group has no interest in swaying voters on any candidates or issues in the context of poll work, and underscore that doing so is unacceptable, if not criminal, behavior.

The Ventura County, California election office has opened many doors to new poll workers through this type of program which it markets as "Count Me In" (also sometimes referred to as "adopt a polling place." In the Ventura program, the organization agrees to "adopt" polling places which it is trained to completely staff and operate. Some organizations perform this service as a fundraiser and others waive individual and organizational compensation to do it as a public service. The Ventura County poll worker application allows individuals the opportunity to check off various options, including volunteering their time to the county or earmarking their compensation for the organization (see Appendix A-8). Although not a required element of such a program, Ventura officials, in these narrow circumstances, allow organization staffed polls to be worked in shifts. A more complete discussion of shifts is in the section on that topic.

One of the most active organizations in the Ventura County program has been Friends of the Libraries. Ventura's libraries have been as hungry for cash as election officials have been for poll workers. The adopt-a-polling place program offers solutions to both. In a recent election, library workers "adopted" numerous polling places, providing close to 100 poll workers. The libraries collected about \$5,000. Other organizations have also fared well. As a result of efforts like these, the base of poll workers in Ventura County has risen from 4,000 to 7,000.

The program requires commitment, time and skill. One of the most important aspects is outreach: having a skilled spokesperson on the staff

to enthusiastically sell the program to civic groups. Once convinced, arrangements must be made, including a thorough job of training. "All this is not a simple job," says the Ventura County election administrator. "If I could afford to devote three people to this we could tremendously expand the program."

Sacramento County, California also works with organizations that raise funds by providing poll workers. In a recent election they had about 25 to 30 polling places staffed with 70 to 80 individuals recruited in this manner. In cooperation with the county auditor, they now have a method for paying organizations directly. The county naturally prefers that groups of workers be reasonably large, but there is no formal minimum.

The State of Hawaii adopted a law in 1995 that specifically allows the chief election officer to contract with community organizations. The law will be used in 1996 for the first time. Officials there expect groups such as independent voter leagues, school booster clubs and other non-profits to participate. The Hawaii law specifies that a contract must be entered into, and that the organization must have a tax clearance certificate from the State. Election officials in Hawaii are working on a model contract for this purpose, a draft of which is included in Appendix A-9. Officials in Hawaii are hopeful of a good response to the new law.

Election officials sometimes use non-profit organizations as a source of people power on election night at election central. Organizations might be more successful in getting people to work for several hours in an evening than during a long day at a poll. Sacramento County involves organizations in this manner with group members assisting with supply check-in and other labor-intensive election night activities.

Regardless of the packaging of these programs, election officials will want to publicly thank any organization that works with them. Gratitude and publicity will go a long way in encouraging repeated and expanded efforts.

Recruiting Through Businesses

Several election jurisdictions have reached out to the business community in seeking poll workers. Some companies are especially receptive to requests for assistance due to a desire to be a good corporate citizen. Some businesses, due to federal or State regulation, may have a responsibility to participate in community activities, though not necessarily election-related efforts. Banks and utilities are examples of these.

The Chicago Board of Election Commissioners has a well developed outreach program to businesses. They begin with a list from a local business publisher of about 1200 large corporations. They mail a letter to the chief executives or government relations people in these businesses explaining the importance of poll work and asking them for assistance. This initial mailing includes a return card expressing interest on behalf of the corporation and asking for additional information.

In response to returned postcards, The Board follows up with a phone call to the corporate contact. They encourage the business to put up posters and offer to supply applications, information sheets, and postage-paid return envelopes for individual employees to use. About ten days after this information is delivered, the elections office follows up with another phone call to see how they are doing. As the applications come in from businesses, they are given priority, attempting to place people near where they want to serve. If there are at least 10-15 applicants from a business, the Board will provide on-site training. Companies are encouraged to give the employee time off with pay and the Board will also pay them. Sometimes, when the company does not wish to do this, an employee might take a personal or vacation day and work anyway.

The Board encourages the companies and employees through appeals to civic pride. But officials report they are handicapped by the belief

that poll work is partisan (the Illinois requirement that poll workers be either Democrat or Republican no doubt contributes to this perception). Another problem is that some otherwise interested employees reside in the suburbs and not wish in Chicago.

In spite of these obstacles, appeals to the business community in Chicago do contribute up to several hundred poll work applications for an election. The response varies with the interest level in that particular election, with presidential elections bringing in a greater number.

In Washington, D.C., the Board of Elections and Ethics also works with businesses. Their efforts are somewhat less structured than Chicago's, however. D.C. election officials ask businesses and utilities to only serve as a forum to help distribute their recruitment message to employees and customers. For example, the D.C. Board supplies inserts to some utilities to include with customer billings.

D.C. officials did explore going further, asking businesses to serve a more active role such as enlisting willing employees. They found, however, that many civically involved businesses already had pet projects which they did not want to detract from. But many are willing to serve as a pipeline of information.

Officials in some jurisdictions attempt to place their recruitment message into business newsletters. Small businesses including real estate brokers as well as larger business and governmental institutions sometimes communicate with their employees or clients, or prospective customers through newsletters. Some of these, especially in real estate, are targeted to certain neighborhoods — and many would likely welcome brief recruitment messages.

Any entity that is in contact with large numbers of people should be considered a prospective poll worker recruitment source. Businesses can be very worthwhile sources of assistance.

Targeting Certain Employment and Demographic Groups

Senior citizens are the primary demographic group from which many able and willing poll workers are found. Jurisdictions across the country tend to rely heavily on seniors for election day work. But other groups can also be productively farmed for prospective poll workers as well. The usefulness of various groups may vary from one area to another depending on the labor market and a State's laws.

The key to success in this effort is to find groups in your area that contain qualified workers who are available and interested in temporary work. Senior citizens are only one of a number of such groups. Election officials have identified similar groups that may fit this profile include:

- Students — (see “Recruiting Young People”)
- Government workers — for any level of government that may be closed on election day
(provided that laws do not define such work as prohibited “political” activity)
- Teachers — if schools are closed on election day
(do not overlook non-teaching school personnel)
- Substitute teachers
- Public assistance and unemployment compensation recipients
- Census takers
- Telephone book delivery people

Developing relationships with the organizations that work with these groups can be productive for election officials. Also, learning about and working with associations and membership organizations that communicate with target groups can be productive. Local associations of retirees may be broad-based, seeking to encompass all retirement age people. But there will likely be a multitude of more specific groups of retirees, such as the Retired Employees of ABC Bank, or the Retired Teachers Association. Checking meeting

notices and social activities in newspapers can reveal these.

Pension managers might be a source of information in how to reach retirees directly or through various associations. One local election official reported stumbling onto a lucrative source of poll workers by calling county personnel officials. In doing so, she learned that several months before, the county personnel department and retirement board together sent out a questionnaire to county government retirees asking whether any of them were interested in performing temporary work for county agencies during peak times. Those that were interested returned a self-mailer to personnel officials. The election official requested a copy of the list of interested people and began contacting them about poll work. She found a very high positive response rate.

Of course this official was lucky enough to find a pre-screened list. But such screening can well be a worthwhile activity for the election office, especially if done before election season. Indeed, our friend in the above paragraph was considering doing just that for retirees from city government after her success with county retirees.

Recruiting Through Advertising

Election officials throughout the country often turn to advertising to supplement their base of poll workers. Like product marketing, advertising for poll workers can either communicate a broad message aimed to the jurisdiction at large or it can aim to a narrower demographic segment. Such a niche might be geographic in nature, such as a certain precincts or sections of the community — or it might be demographic in nature, such as a minority, ethnic or age group which might be under represented in the existing base of poll workers.

Some election officials also target advertising to groups that might be “over represented” in the base of poll workers. For example, senior citizens tend to be a good source of poll workers in many

jurisdictions. To catch more fish from this pond of plenty, many election officials aim advertising directly at involved seniors. This can be done through specialty publications, advertising on certain radio or TV programs or even in booklets or programs with a large target audience.

For many election officials, a first attempt to advertise for poll workers is typically a newspaper or radio advertisement placed in a popular media. Such placement is often easy and quick. The ad is often produced by the media with, of course, the guidance and approval of the customer.

Costs vary greatly. The size of the ad (or length in a broadcast medium), the size of the audience, and the frequency of the ad are the key factors. Thus even a small advertisement in a large daily newspaper may be quite costly. The more popular a radio or TV station is, the higher the cost.

In terms of effectiveness, there is not a lot of enthusiasm for broad-based advertising. Several officials who have experimented with it question the cost-effectiveness of community wide advertising. A Naples, Florida official experimenting with radio advertising doubts whether her \$700 was worthwhile enough to try it again. Some local officials in California were similarly unenthusiastic about their use of general newspaper advertising.

Some of this disaffection was due to the lack of response. This might be the impact — or lack of it — of a small budget in a large media market. Several hundred or even several thousands of dollars worth of advertising in a metropolitan area may not go very far. But another reason for the dissatisfaction was that even when the *quantity* of responses from broad-based media advertising was good, the *quality* of the responses sometimes lacked. Sacramento officials, who screen poll worker applicants during orientation sessions for literacy, mobility and capacity to follow instructions, find that unusually high percentages of applicants are rejected when the source of the applications is general advertising or free media (news, in contrast to advertising).

But this can vary widely from one locale to another.

More specialized use of advertising can have dramatically different effects. The same Sacramento officials who expressed disappointment with advertising in daily newspapers report that the same ad run in specialty publications can be quite fruitful. Ads in Sacramento's *Senior Spectrum*, *El Hispano* and other targeted audience publications are quite effective.

Similarly, officials in the Miami area like the ability to target geographically. The Miami *Herald* reportedly offers a periodic "*Neighbors*" supplement that is aimed at one of six regions within the county. This allows Dade County election officials to reach into certain geographic areas of their community — an ability that is important to them. It also makes their advertising more cost-effective. Dade County officials use newspaper advertising in their pre-election ballot supplement. When space allows, they find this an effective place for ads, most likely because it is read by people who vote — and are therefore more likely to be involved in and concerned about elections.

A caution is offered by election officials experienced with advertising: time your advertising so that you are prepared for the response you want. That might mean to avoid advertising just before an election when many election offices are too busy to effectively handle a flood of calls responding to the ad. If you do advertise during a peak time, be prepared with extra staff or phone lines to handle the demand.

Much of what is true with newspaper advertising is also true with the broadcast media. Targeting in radio and television can be accomplished through judicious selection of stations, programs and times of day. Each of these factors can affect the composition and size of the audience that is reached.

Newspapers and broadcasters are only several of many ways to reach people through advertising. Many such opportunities exist. The Board of

Elections and Ethics in Washington D.C. uses a wide variety of techniques including advertising on city buses.

D.C. officials first used bus advertising city-wide. In their second attempt, they targeted certain neighborhoods and found this to be “very, very effective.” Their bus ads, like billboards and other “moving targets” must be kept very simple and direct. They are designed to convey their message (and phone number) through not much more than a glance from their target audience. The ad can stay up anywhere from a month to a year.

While D.C.’s buses work well for recruitment, officials there find subway advertising too expensive and more difficult to target. Advertising on posters and on community kiosks is also used frequently in Washington.

Advertising can be an extremely valuable tool in recruiting poll workers. It can also be as wasteful as throwing bales of cash from your roof. It is well worth learning about and experimenting with. A first step might be a brainstorming session with election colleagues, staff and others whose opinions you trust. Consider whom you wish to reach. Target your intended population as specifically as you can. Brainstorm various methods for reaching those targets. Establish a budget that you are comfortable with. Talk with various advertisers — a phone call to the commercial advertising department of a newspaper or radio station will bring a salesman to your desk quickly. But don’t commit yourself until you’ve explored your options. Ask the advice of friendly, but disinterested businessmen and others who may be knowledgeable of advertising and public relations. When you are ready to make a commitment, be prepared to gauge the response. Did the ad bring a suitable response? If your phone did ring off the hook, how many callers turned in applications? Of those that did, how many became poll workers? And how many of those would you want back again? The better you can track these questions, the better position you will be in to gauge the overall effectiveness of the advertising program and improve it the next time.

Samples of newspaper ads and free media are in Appendix A-10 and A-11.

Recruiting Through Direct Mail

Recruiting qualified poll workers is difficult enough for election officials, but building a team composed of precinct residents for each polling place is especially challenging. Some States require that poll workers be residents of the neighborhood they serve. Even when not required, election officials and poll workers alike generally prefer neighbors serving neighbors. Not only is it convenient for the worker to serve near home, but the election process is benefited. With a team of residents from that neighborhood serving, there is a greater likelihood that poll workers will know voters. More importantly, they may also know who moved away and who passed away.

Recruiting poll workers in some precincts is especially difficult. When this is the case for Dade County election officials (in the Miami area), they sometimes turn to the mail to help them target their recruiting. They mail postcards containing a recruitment message directly to all registered voters in a limited number of precincts where they have the most difficulty. In the 1996 primary election they used this technique in about two dozen precincts. See Appendix A-12 for a sample of the postcards.

Dade County officials report that this technique is very effective in producing poll workers. It is, however, expensive. Although postcards can be printed in-house using voter registration data, mailing costs (even with bulk-mail discounts) can quickly add up. Thus, Dade County officials limit the use of this to areas most in need.

The costs of direct mail could be reduced by targeting not only certain precincts, but certain characteristics. For example, instead of mailing to all registered voters, election officials could send recruitment cards to just senior citizens in a given precinct. If poll workers of a certain party affiliation are sought in certain precincts, mailings could be limited to voters of that party. This

assumes that these characteristics are available to the election office, presumably in a voter registration computer system. Limiting mailings in this manner will reduce their effectiveness, but it will also reduce costs.

Direct mail is used very effectively for poll worker recruitment in other circumstances as well. When election officials must mail other information to voters (or prospective voters), recruitment messages can be included. Several examples of this are covered below in "Piggy-Back Techniques."

Piggy-Back Techniques

The name given to these recruiting techniques is something less than exotic, but they are among the most powerful and cost-effective in this publication. As the name implies, these techniques involve "piggy-backing" recruiting efforts onto other functions that an election office already performs. The addition of poll worker recruitment messages may add very little cost. These techniques vary widely in nature and some will not be applicable to other jurisdictions since the underlying function may not be universally performed. However, all election offices can piggy-back recruitment onto some other functions, whether related to elections or not.

Voter Registration Acknowledgment Notices

Election officials in Dade County plan to experiment this year with a novel method of piggy-backing. They are modifying their voter registration acknowledgment notice from a single postcard to a double, fold-over postcard. The additional part will be a poll worker recruitment message. Interested voters may simply sign and return the card, which will have the voter's name and address already printed on it (see Appendix A-13). This will allow Miami area election officials to mail a personalized (computer generated) recruitment message to every new (and updated) registrant in their jurisdiction. They will only have to

pay for a somewhat increased printing bill. Virtually no additional mailing, computer or staff time will be required. Dade County officials are excited about the potential of this innovation. It is likely to be an effective and inexpensive tool for them. Since most jurisdictions across the country also required to mail voter registration acknowledgments, this may be easily transferable to other jurisdictions.

Voter Information Mailings

Some election offices are required to prepare and mail sample ballots or other pre-election information to voters. These mailings are also fertile ground for sewing recruitment seeds. County election offices in California must mail sample ballots and other election information to every registered voter in their jurisdiction somewhere between 10 and 40 days before the election. Election officials often place other official election information in these mailings, including poll worker recruiting pitches (see Appendix A-14). California officials report that these are extremely useful recruiting efforts and often their most effective means of obtaining new poll workers.

Voter Registration Form Checkoff

Nearly all States have redesigned their registration forms since passage of the National Voter Registration Act of 1993. In so doing, some jurisdictions have added the simple question to the form: "Would you like to be a poll workers?" This requires only about a square inch of often surplus space, including the notation that answering the question is optional. Making use of any "yes" responses is often left to the local jurisdiction.

In the District of Columbia, which may have been the first jurisdiction in the nation to add the recruitment question to registration forms, officials usually find the effort very successful. They note that the rate of "yes" responses, not surprisingly, varies with the election cycle. When voters submit forms, the registration division

notes “yes” responses for other staff, who then mail poll worker information and application to the voter. They report that maybe 10% of their poll workers came from the checkoff.

Hamilton County, Indiana officials also look for a “yes” check. One disadvantage to its use in Indiana is that there is no party registration. Therefore, if officials are seeking a Democrat in a particular precinct, the person that marked “yes” would have to be called first to check party identification. However, a change in Indiana law now allows election officials to fill poll worker vacancies during the week before the election without regard to party affiliation.

Recruiting in Poll Places

A number of jurisdictions piggy-back recruiting efforts onto elections themselves. Poll workers are supplied with recruitment applications, pamphlets, posters or similar displays on election day. As voters come through the polling place they can take recruiting material. A more active approach would be for poll officials to ask voters whether they may be interested. An advantage to recruiting in the polls is that your audience is ideal: citizens who, by virtue of their presence, feel strongly enough about elections to participate in them. Costs are minimal. The printing of materials, much of which may already be designed will add some expense, but distribution is free since your target audience comes to you. Visibility is a key. If voters are not individually asked by poll workers about serving in future, then displays of material must be made visible to catch the eye of voters who often tend to move through the polls tuning out extraneous posters and leaflets being thrust at them. One Montana county official is offering a gift certificate, paid for from her personal funds, to the poll worker who finds the most new recruits.

Non-election material can also be used for recruitment. Hawaii periodically adds a recruitment message to the pay stubs of State employees. Any time a law requires an election office to

mail something, to advertise something or to otherwise interact with the public, there is an opportunity to piggy-back a recruitment message onto that function. Some election officials have found these contacts to be an extremely cost-effective means of adding to their base of poll workers.

Recruiting Young People

The overwhelming majority of election officials identify senior citizens as the core of their election day work force. The loyalty and experience of this group has been one of the hallmarks in an otherwise changing environment. But some election officials express concern about relying too heavily on this group. In addition to realities of the life cycle — the reality that these individuals will eventually pass away — other concerns exist. Even for people in good health, poll work can be grueling. Working 14 or 16 hours at a time requires more stamina than many people can muster, especially senior citizens.

With these thoughts in mind, some election officials have experimented with recruiting young people. “When I say ‘young people,’” said one Florida official mockingly, “I mean under the age of 65.” Indeed, one analysis in Sacramento County indicated that the average age of poll workers there was 63. Yet for purposes of this discussion “young” means high school and college age.

Many of those experimenting with this age group like what they are finding. There are many variations on this theme, some of which will be discussed below, but the State of Hawaii appears to be the leader in this area.

Hawaii adopted a law in 1990 which aims specifically at recruiting 16 and 17 year olds as poll workers. This law (found in Appendix A-15) allows this age group to pre-register to vote, qualifying them for poll work (the pre-registration automatically adds the prospective voter to registration rolls when he or she becomes 18). Although few States authorize this practice, some jurisdictions apply the same techniques to the

recruitment of 18 year olds. This discussion then has relevance to all jurisdictions.

The feasibility of teenage precinct officials was first tested in Hawaii's 1988 general election. Approximately 300 young people were recruited, trained and placed in polling places. Precinct chairpersons evaluated their performance and gave them an approval rating of 96%. The legislation allowing 16 and 17 year olds to pre-register and work at the polls then passed with ease in 1990. Today, about 800 of Hawaii's 4,650 poll workers are 16 to 18 years of age — 17%. One official said that most *new* poll workers now come from the high schools or colleges.

The State elections office in Hawaii staffs the polls of Oahu, the largest island with a majority of the State's poll workers. They recruit from local high schools as well as the University of Hawaii largely through class presentations by the office's Voter Services Section. These presentations, which may focus generally on voter education, include a brief description of poll work. Anyone wishing to submit their name is encouraged to do so by completing the "*May We Count on You*" form (see Appendix A-16). This form is distributed before or during the presentation and is collected afterwards. The audience may also mail in the forms later.

Recruitment of the young in Hawaii is also done through mailings to schools, including the student activity offices of colleges and universities (see Appendix A-17). These mailings includes fact sheets and return mailers.

Hawaii's success with the young may also be linked to its training. All precinct officials in Hawaii must attend a training session, pass a written examination, and be certified to work at the polls. First time workers can also be paired with more experienced workers on election day.

California law, as of April 1996, does not allow for "under age" poll workers. However, State and local election officials are supporting State legislation, AB 1856 (see Appendix A-18). This legis-

lation, in a recent draft, would allow up to two students who are at least 16 years of age, to work on each precinct board. The proposal specifies, among other things, that the students must be citizens, and have a grade point average of 2.5 on a 4.0 scale. These students would not be permitted to tally votes. Other related State statutes are found in Appendices A-19 through A-21.

Although as of this writing, the California proposal is still under consideration, several counties in the State have been successfully cultivating 18 year olds as poll workers. Yolo County began recruiting 18 year old registered seniors in June 1994. In addition to increasing the numbers of poll workers, their program was intended to provide hands-on experience to high school seniors. They designed their program to provide "visible role models" for other students in the county. They did this by providing what some believe to be the first fully student staffed polling place in the State - and perhaps the nation. The experience in Yolo County was so positive, that the county clerk/recorder issued a news release which he made available on the Internet. The news release describes more fully the experience in Yolo County and is available in Appendix A-22.

Other California counties are pursuing this as well. Among them are Sacramento and Sonoma Counties, both of which are planning all-student staffed polling places in 1996, as well as sprinkling students throughout other polling places. Publicity is a key reason for the all-student precinct. News organizations look with interest on this. The subsequent publicity helps generate more interest and participation from students as well as their teachers. One county official also hopes the publicity will prompt a more cooperative attitude from school administrators, many of whom have been reluctant to allow excused absences for student poll workers.

Connecticut statutes, like Hawaii, allow for 16 and 17 year old poll workers. But the Connecticut law limits underage poll workers to certain positions: machine tenders and unofficial checkers. The

town of Vernon has found these high school students to be a good source of poll work. The registrar of voters recruits students through the high school civics department, which advertises poll work through social studies teachers. Interested students contact the town registrar, who explains the program and invites them to go through training.

Yet another variation on this theme comes in the form of high school and college students doing poll work in exchange for class credit. Several jurisdictions reported working with teachers or professors in such a partnership. While officials in Chicago are pleased to find any poll workers they can get their hands on, their experience with college credit leads them to wonder if the motivation is sufficient. Some students simply do not show up. Yet the Chicago Board of Election Commissioners, which was still short thousands of poll workers only a few weeks before its 1996 presidential preference primary, lacks the luxury of being too choosy. Because of their concerns about these students showing up, they instead used them as “standby judges.” The students are asked to report to City Hall at 5 A.M. on election day, where they dispatched, along with field investigators, to polling places plagued with “no-shows” of assigned personnel. Chicago uses other categories of workers in this standby capacity as well. See “Alternates and Standbys” for additional discussion on this.

There is a wide range of opinions about the use of young people as poll workers. One thing that is clear is that, like the elderly, the young comprise a demographic group that is ripe for cultivating as poll workers. Hawaii’s statistic of 17% makes the young a significant, and apparently well regarded, pool of workers that other jurisdictions will have to consider. Yolo County, California, with only a few years of experience and lacking the ability to use underage workers, already reports that 7% of their poll workers are high school seniors. These are significant numbers. In an age where election officials respond to the question: “Where do you get your poll work-

ers” with the answer: “Anywhere I can find them,” then this is a group worth examining.

Some election officials question whether they can rely on the dependability of the young. Chicago’s experience with students working for college credit is an example of this. An Iowa county official also has had poor experience: “We have had very poor luck with (college) student poll workers. Relative to retired workers, they have proven to be much less reliable, prone to make many more errors, and have been much less serious about the work. I would still take any enterprising student who wanted to work in a student precinct, but have grown more skeptical about actively recruiting students who aren’t highly motivated.”

Yet the experience in Hawaii, Connecticut, and California is in stark contrast to this. Officials from these jurisdictions are excited about their successes with students and are building the young into a key component of their election day work force. What are the differences? Why does it work so well for some — and so poorly for others?

There are several things that appear to separate these few instances of good and bad experiences. The good experiences are largely with high school students who have been recruited in conjunction with high school civics classes. While these students do receive pay, many of them appear to be primarily motivated, according to election officials, by the activity rather than the money. A State official in Hawaii believes the key is to get students who are “involved” — motivated by factors other than money. The registrar in Vernon, Connecticut echoed this theme when she said she tries to find kids that “not only need the money, but are responsible.” The role of the high school teacher may also be a significant one in this regard, with the teacher attempting to frame the work in the proper perspective. Perhaps this lesson is a more timely one for high school students who, when reinforced in the classroom and hopefully at home, are better able to follow through with the responsibilities of poll work. This reinforcement and enthu-

siasm may be more difficult once a student leaves home. But much of this is conjecture and the reader should hesitate to draw final conclusions from these few examples.

Another concern sometimes heard by election officials about young people is that their service as poll workers is more likely to be a one time shot. "They are not a real solid base," says one county clerk from the west who steers clear of college students for that reason. Yet the same clerk was enthusiastic about high school students as poll workers. Perhaps the distinction is that through voter education programs with local high schools, election officials hope to see a pool of workers develop that may continue to serve the community. Even if some of the participating students eventually leave the community, the pool can replenish itself with new high school students. Programs focusing on college students can theoretically work, but they often lack several elements that are easier to come by with high school programs: (1) the ability to establish an on-going program that satisfies both the election department's needs for motivated workers as well as the school's needs for teaching civic values to students, and (2) students with lasting ties to the community. Also, the civic involvement is perhaps more timely for high school students who are just coming "of age" in terms of electoral participation.

Election officials who have worked with young people sing several praises about the qualities of this group as poll workers. One local official prefers younger poll workers. The elderly, she finds, sometimes have difficulty seeing, hearing or staying awake. Sometimes they come for the social life. "It is different with the young," she says. "They come for the work. They are into it."

They also are likelier to have the stamina for it. Officials in Hawaii and elsewhere report, not surprisingly, that young people are better able to withstand the very long hours required for election day work.

The registrar in Vernon, Connecticut offers another observation about the young. Younger

poll workers are much more comfortable with the technology that is finding its way into many polling places. Some older workers lack the experience and comfort with computers and other high-tech tools that are being used in more and more precincts.

Working with the young may not be a panacea for the poll worker starved election officials. But young people may offer the best opportunity for election officials to bring in a new demographic group into poll work. Remember that the young now comprise 17% of Hawaii poll work force. Keep your eyes on that prize.

The Omaha Draft

It is the ultimate solution. Or is it? In Douglas County, Nebraska (Omaha area) poll workers are drafted. Actually, their system more closely resembles a summons for jury duty than military conscription. Registered voters are chosen at random and sent notices requiring them to serve as a poll worker for four elections (over an indefinite period of time). At the end of their fourth election, they can no longer be required to serve as a poll worker.

Upon first learning of the Douglas County approach, I assumed that it was a recently designed response to the poll worker recruitment problem. Not so, according to the election commissioner. The "draft" began in 1914 as part of a legislative response to election corruption. Machine politicians of that era controlled the county election office and its poll workers. When ballots did not result in the outcome desired by the machine, they were replaced by manufactured ballots. To help assure that poll workers were honest, representing the community at-large, the 1914 law established the draft as a new method for poll worker appointment in Douglas County.

As the law stands today, draftees are not subjected to wage loss for poll work during these four elections. The county pays minimum wage to poll workers and employers are expected to make up

any difference without penalty to the worker (see Appendix A-23). People may be excused only for need, by convincing the election commissioner of a hardship. More than likely the person will be asked to find a registered voter to substitute or to work with an absentee board.

Yet even with this rare power to draft poll workers, the Douglas County Election Commissioner sounded no less weary from poll worker related problems than did her counterparts around the country. Overall, she says, the draft is a good method for getting people to serve. But even with its advantages, it is not without problems. Having people back out at the last minute, or simply not show up, is still a problem. Excuses can be flimsy. Although criminal penalties exist for offenders, county attorneys have thus far not pursued action against anyone. Draft administration, like traditional poll worker recruiting, can be time consuming.

The laws that pertain to election service in Douglas County contribute to another problem: the lack of institutionalized experience. The county does have a pool of non-drafted, experienced poll workers, but this base is down to under 20% of their election day work force. It had been as high as 50%. The remaining 80% of poll workers are inducted into service and must be trained from scratch. After the required service of four elections, inducted poll workers are no longer given the day off with pay by their employers. In the absence of this bonus, most choose not to continue their service as poll workers when their "stint" in the service is up. Yet while this does create a need for a strong training program, it does not necessarily lead to disaster. In a recent election in Douglas County, it was noted that of four significant polling place problems, three involved veteran workers and only one could be blamed on a draftee. Experienced people are sometimes slow to accept changes in the law. New recruits, be they volunteers or draftees, may be more trainable than those who believe they already know what needs to be known.

Douglas County's draft also appears to provide them with a better cross-section of the community, meaning younger workers, among other things. This has been helpful said the county's election commissioner.

The poll worker draft has not eliminated the recruitment problem for Douglas County election officials. "It is still a constant battle to get people to meet civic duties including both poll work and jury duty," they say. It does, however, provide them with a unique tool and they admit they are better off than some jurisdictions. One wonders how refinements, geared more to dealing with today's problems, would affect the draft. Perhaps a poll worker draft and jury duty pools could somehow be combined, with citizens being able to choose a service. Perhaps pay incentives could be built in, encouraging workers to return voluntarily. The "Omaha Draft" might be considered an extreme method of "recruiting" poll workers, but when tempered with the flexibility and incentives, it may be an idea worth exploring for lawmakers in some jurisdictions.

Standbys and Alternates

The development and skillful use of a pool of standby election day workers can be an extraordinary benefit to election administrators. Having trained standby and alternate workers available for quick dispatch on election day when the inevitable reports come in that expected poll workers did not show up is not only good management, but it is good medicine. It reduces stress in election officials and helps avoid blood pressure spikes in voters who tend to dislike being locked out of their poll.

There are two general approaches: "standby workers" who are trained and told to report to the central election office early on election morning, usually about the time that poll workers are due to arrive at their designated polls. "Alternates" are designated, trained people who agree to be "on call" at their home for a period of time

on election day. These prospective workers are guaranteed a minimum amount of compensation for being available. There must also be a mechanism in place to allow them to vote on or before election day, presumably by absentee ballot.

Election officials in Naples, Florida say this is a survival technique for them, one they've been using since 1984. They know from historical tracking approximately how many "no-shows" to expect on election day and they build a standby pool of about 40 people. They guarantee all of their standbys at least \$25 just for going through training and being on call until 8 A.M.. But the reality is that their standbys can expect to work and be paid the normal rate for doing so. Some are assigned before election day to fill gaps created as some regular poll workers find that they are unable to work. Others are assigned to polls on election morning to fill in for no-shows. Any remaining people are given work in the central office processing absentees ballots. They rarely have more than two or three doing so. Thus, almost everyone in their standby pool works a full day and is paid accordingly. Only a few times since 1984 have standbys collected just the minimum \$25.

The State of Hawaii uses both standbys and alternates. They develop a standby pool of about 150 people which usually shrinks to about 100 by election day due to attrition and pre-election day assignments. These people report to a central location on election morning where they are dispatched as needed. In the event they are not used, standbys are still paid a full day's pay — but that has never happened. They usually run out of standbys. Alternates in Hawaii are used in the less populated islands, which are too distant from election central for timely dispatch of standbys. Alternates are guaranteed \$5 for being on call all day. In practice, if they are needed, they are generally called early in the day. Of course, if called to work they are paid the full rate instead.

Chicago officials add an interesting twist to their use of standbys. As reported above, Chicago

suffers from severe poll worker shortages. They often have offers from colleges professors to use students as poll workers on election day. While such assistance is needed, experience has made officials there uneasy about whether college students in these circumstances will show up. Instead of turning down the assistance or making questionable assignments to polling places, Chicago officials include these students in their standby pool. The students and other standbys are trained and asked to report to election central at 5 A.M. on election morning to be dispatched as needed, accompanied perhaps by field investigators. Standbys are sometimes considered special judges or agents of the Chicago Board of Election Commissioners, which allows them fill in without the required party designation. Also invited to serve as standbys are poll worker applicants who could not get assignment to their preferred precinct. Other trained workers who could not be reached in time for an assignment may also may be asked to join in standby capacity.

Election officials in Washington, D.C. strive to have one or two alternates for each precinct. They are paid only for training (\$10), unless needed to work.

Election officials who efficiently use standbys and/or alternates quickly learn to love them. They are friends indeed. Granted, these workers must be recruited before election day, adding to the demand for finding workers. But many officials prefer to deal with this in a semi-organized manner well before election day rather than frantically grabbing any warm body at 5:45 A.M. on election morning. And, like Chicago officials, the standby pool is a logical holding pen for prospective workers who may be unable or unwilling to make a work commitment in a timely way.

Guaranteeing money, even a small amount, to workers that may be unneeded may make some election officials wary. But skillful management of human resources may reduce this "insurance premium" to zero dollars. Besides, how many jurisdictions wind up with too many workers on

election day? It might be a nice problem to have for a change, but chances are the standbys will all be hard at work by 7 A.M. and you will wish you had more.

The Care and Feeding of Your Base

As the number of poll workers in a jurisdiction shrinks, election officials develop a greater appreciation for those experienced people who return election after election. As this appreciation increases, several jurisdictions are being more attentive to these regulars.

Attentiveness may take several different forms; and recognition is one of them. In late 1994, at a Statewide meeting of election officials, three long-serving poll workers, representing more than 150 years of continuous service among them, were honored for their service. The ensuing half-page article in the State's largest newspaper the next day included a photograph and headline: "Elections' Selfless, Unsung Heroes." Many other poll workers who saw the article could take pride in it themselves. Local recognition of poll workers would likely be equally if not more effective in honoring these people.

Remembering poll workers at times other than elections is another means of attentiveness. The District of Columbia is among those jurisdictions that send poll workers a periodic newsletter (see Appendix A-24). The newsletter includes election news, training reminders, deadline information and invitations to work again.

Poll workers can also be good sources of recruiting additional poll workers. They frequently mix with other people who share common interests and they can often be good salespeople for the job if it is one that they enjoy. Thus some election officials frequently encourage their regular poll workers to recruit new ones. Staying in contact with your base of workers and making sure that they have at least several poll workers applications on hand can be helpful in this effort.

Many jurisdictions, where laws allow, offer precinct captains the first opportunity of assembling their own team. As one official put it, "Since they don't want incompetent people helping them on election day, they are a good source for new recruits." Where statutes give political parties first staffing priority, veteran workers can be offered a secondary role in filling gaps. Letting a precinct team build itself, using veteran poll workers as the core of the team has been an effective means of recruiting for some jurisdictions.

Having names, addresses and phone numbers of previous poll workers well organized in a data base or on mailing lists can greatly facilitate contact with your core workers. In Hawaii (a jurisdiction that offers priority to party appointments) election officials know that parties will likely account for only about 14% of all poll workers. The election office sends a mailing to all previous workers six months before an election inviting them to work and includes a postage-paid return card. Thus, Hawaii officials begin preliminary staffing of the polls well before their peak time, and concentrate on filling gaps as the election approaches. They know that most poll workers will come from their core of veterans.

Where political parties are primary sources of poll workers, some election officials have experimented with ways of helping the parties perform that role. Again, a data base or some other organized list of previous workers for that party, including addresses and phone numbers, might help party officials do a more complete and timely job in making their appointments. Such a list might even go further, to include names of other prospective workers that the election office has assembled.

Officials in many jurisdictions have watched their core workers shrink with time. Consider using this core, as others have, for advice and feedback on election day service. They may know better than anyone in the election office how best to recruit and retain workers like themselves.

Working in Shifts

To many, the idea of poll work is appealing: although the pay is often nominal, it is a chance to interact with neighbors for a day and to participate in one of the most basic and important community functions. But for many, the allure fades when they learn that they must show up for work at 5 A.M. and, if all goes smoothly, they might be home 15 hours later.

It seems likely that more people would consider poll work if they could work something less than a 12 or 15 hour day. In that regard, several jurisdictions have experimented with shifts: allowing people to work for only part of the day.

But it is not an idea that is sweeping the nation. As appealing as working only part of an election day may be to some poll workers, election administrators shudder at the prospect of having to recruit twice as many workers to work the other half of the day.

But don't turn the page too quickly on this one. A few jurisdictions have experimented with multiple shifts — and say that it can work, although some have kept the program limited.

One place where shifts are widely used is Lewis and Clark County, Montana (Helena area). Their experience is good. The State of Montana, in 1993, amended a statute to allow workers to perform less than a full day of poll work (see Appendix A-25). Although many Montana counties, lacking workers, have not used shifts, the election administrator in Lewis and Clark County finds them helpful. She says there are many more people able and willing to work half an election day than a full one — and this more than offsets the additional people needed. Many of her poll workers are seniors and simply would not be able to last from 6 A.M. until 9 or 10 P.M. She offers two shifts, one starting at 6 A.M. and ending at 2 P.M. The second beginning at 1:30 P.M., and lasting through the close and dismantling of the polls.

Chief judges (their highest ranking polling place official) must work an entire day. Some oth-

ers choose to do so and are offered encouragement and gratitude for it. But of approximately 250 poll workers, 60-65% work a half day — which is still eight hours long. Many of those that prefer a half day are motivated by factors other than money. Compensation even for a full day is not that great, so those looking for income would usually not opt for half a day since poll workers there are paid an hourly rate.

The county has yet to have a problem with second shift no-shows. Thus far when some one is late or cannot show up as planned, he or she has provided enough warning for officials to move help from another location. The county also has a special services team in a county car with a cellular phone to assist with polling place difficulties, including personnel shortages.

Other Montana Counties have been reluctant to use shifts. "I just don't have the number of workers to allow people to work shifts," says a Yellowstone County official. He also worries about second shifters failing to show. Another county official in Montana says that many of her workers are motivated in part by earning money. A half day's work does not bring home much bacon. An official in yet another county said she would consider shifts for interested poll workers if they find their own partners.

In Montana's Judith Basin County a second shift of workers is used for the vote tabulation. In three of the four polling places, a counting team arrives at 4 P.M. and remain until tabulation is completed. The regular shift in these precincts works from setup until 8 P.M., when the polls close. This approach of bringing in a fresh team to tally the vote was used sometimes in Chicago, before they converted to a punchcard voting system.

In Washington, D.C., "The main issue is dependability," says an election administrator. She says that in some wealthier parts of the city they have difficulty getting people to work all day. Money is not an attraction in these precincts. Poll workers enjoy the interaction with their neighbors, but they have other things they also want

to do. So in about a dozen of the 140 or so precincts in Washington, election officials have experimented with shifts. They report that it tends to work when precinct workers are well coordinated in a team effort. The key is that the second shift must be dependable enough to show up.

As in Montana, split shifts do not apply to precinct captains (the chief poll workers). The continuity of having the same manager preside over a poll operation all day is highly valued. But certain clerical positions on precinct boards are more suitable to split shifts.

“Well coordinated in a team effort” is a phrase that also describes the only circumstances in which Ventura County, California election officials allow split shifts. As described above in “Recruiting through Fundraising and Civic Action,” Ventura County officials involve civic organizations in “adopt-a-precinct” programs. An organization, after undergoing training, agrees to completely staff and operate one or more polling places. While the county election administrator normally discourages split shifts, in circumstances where a club or organization is making a team effort, he feels differently. “There is more pressure for a person to show up as promised, he says, and if one does not, the club makes the effort to get someone else.” The club might have 10 people throughout the day operating a polling place, where four people would otherwise be normal. Precinct inspectors also remain all day.

Not many States allow split shifts of poll workers. In those that do, many election officials are reluctant to use it. But, like other techniques, there are times when shifts, used judiciously, can be a benefit to all concerned. As State laws become more flexible, experimentation with shifts is likely to increase and become yet another tool for election officials to use in expanding the base of poll workers.

Additional Thoughts

The Impact of Technology

Polling places, like the rest of the planet, are gradually growing more high-tech. Lever machines are giving way to computerized, electronic systems. Old fashioned poll books are being replaced by computer printouts, and in some places by computers. Poll clerks in some places are now asked to “capture” signatures for “retrieval systems.” This use of technology will not only continue, but will accelerate.

Technology can be a double-edged sword to poll workers. To some people, especially elderly, technology is sometimes viewed as just one more unwelcome change in the polling place.

The experience in Burton, Michigan is different however. This community of 18,000 voters began using computer verification at the polls. The recently retired municipal clerk reports that the change excited poll workers there. They began with one precinct and the others requested the technology as well. In addition to the apparent popularity of the computers and ability to greatly reduce error rates, the city was able to reduce the number of precincts from 23 to eight — and the number of needed poll workers of course dropped as well.

Technology has been a friend to some in Allen County, Indiana. At one time, poll workers there, after showing up for duty at 5 A.M., were expected to tabulate absentee votes from paper ballots after the polls closed at 6 P.M.. Recently, the county transferred their absentees to an optical scan system which automatically tabulates the votes at a central location. Poll workers can now go home earlier.

Vernon, Connecticut officials have not only experimented with technology in the polls, but have also taken to employing youthful poll workers, as noted above in “Recruiting Young People.” The registrar of voters there notes that high school poll workers are especially good with polling place technology, better than older workers.

The Role of Training

Poll worker training is beyond the scope of this publication — except for one point. As poll work becomes more complex, so training becomes more and more important. It has always been important to having a successful election day, but it is now more important in attracting and retaining poll workers. Bruce Bradley, Assistant Registrar of Voters in Ventura County California says it best:

“If you will give me your time and effort as an election worker, I will make sure that it is a positive experience for you. One way of doing that is to get you properly trained. We used to do a 45 minute slide show and everyone would nod off. Now we have much more intensive training with no more than 24 in a class. We divide them up into boards, do a general instruction, include role playing and try to present them with every situation they could run into in the polling place. That’s a key. In exchange for their effort, we give them the training and tools they need to feel comfortable at the polling place. The people who don’t come back again (to poll work) are those who do not feel comfortable — who don’t know what they are doing. So the better I train them, the more likely they are to come back.”

Training is a tremendous drain for Bradley’s staff. Before a recent election his staff ran a class every morning and every afternoon, four days a week for about six weeks. But their workers like it. Not all are required to attend — but most ask to do so.

Knowing Your Attrition Rates

Veteran election officials have learned to look for patterns over time. As disappointing as it is when assigned poll workers back out a day before the election or simply fail to show, we all know that it happens. Seasoned election officials know that not only is the *phenomena* predictable, but so is the *number*.

For example, many election officials know from experience and observation what percentage of their poll workers from the previous general election will agree to work in the next primary, and then how many of those will work again in the general election. If historically, 55% of your workers from the last election return, then you can predict that 45% will need to be replaced with new recruits, plus any new positions that were created since then. If you know that historically 25% of the poll workers you have in place for any given election will either back out after appointment or not show up, then you can plan accordingly with a sufficient number of standbys and alternates (see “Standbys and Alternates” above). This knowledge does not prevent bad things from happening to good people. But it does give good administrators information they need to avoid last minute surprises.

This is far from an exact science and it probably works better in larger jurisdictions with higher numbers of workers. And too, the percentages may fluctuate within an election cycle (e.g. a jurisdiction might have a higher attrition rate during a municipal primary than in a presidential general election). Nevertheless anticipating these attrition rates is a useful planning tool.

Screening Techniques

Jurisdictions that use advertising or other mass appeals for poll workers frequently need a method for screening applicants. For example, sample ballot mailings in Sacramento County contain poll worker applications and are an important source for new recruits. Officials there schedule a “recruitment day” following the sample ballot mailing and applicants are channeled into this meeting. During this orientation session, applicants are told about poll work followed by a little written test. This tells the staff whether the applicant can read, write, and follow instructions. The staff also mingles with the group. With the aid of both the test and the personal contact, officials can assess applicants. In a recent session, they had 105 people attend the

orientation. The staff determined that 75 of these were suitable for inspector, 4 unsuitable, and the balance qualified to serve as judges. For additional information on screening, see Appendix A-26.

The Role of Money

Does paying more help? Sometimes. When the Iowa legislature allowed county governments to establish their own poll worker compensation levels, one county raised its poll worker's pay from \$3.50 an hour to \$6.00. "This made recruiting much easier," reported the county election administrator. But that is a 71% increase. Not many of us can get that kind of jump in budgets. Lesser increases seem to help some, but do not offer the kind of dramatic assist that is needed to boost recruitment..

Some Connecticut poll workers appear to be among the best paid in the nation. However, said one assistant registrar, "the most difficult thing we do here is get poll workers." Another Connecticut official said, "At one time, good pay would get good poll workers... This is not always so now a days." So it seems that compensation is only part of the solution to getting qualified workers.

Putting Things Into Perspective

Let's face it. The poll worker recruitment problem is really as much about economics as it is elections. It is a classic supply and demand problem. David Burress, a research economist with the Institute for Public Policy and Business Research at the University of Kansas, said that one approach to the problem is to increase the supply of labor — perhaps teenagers could be made eligible for poll work (see “Recruiting Young People”). “But basically,” he said, “the problem is that the current wages are too low for such a job. It is day labor with no fringe benefits and fairly boring work. You are just going to have to pay more.”

From an economist's view, Burress says, there is certainly *some* wage rate high enough to fill the posts. The problem is that “government is being too cheap because it is used to relying on underpaid help.” Theoretically he is right of course. However, Burress and the rest of us know that local governments are not going to allow poll worker compensation to climb to whatever point eliminates the recruitment problem.

This means that election administrators must continue to work on both the supply and demand sides of the problem. We need to increase the supply of poll workers — and at the same time, attempt to decrease demand for them.

We increase the supply in several ways discussed in this publication. First, we reward poll workers better to attract more. Money is one sig-

nificant way of doing this. “There is a cultural change going on,” says Michael Downs, a political science professor and veteran election official. “At one time people were attracted to poll work due both to considerable civic virtue as well as an interest in politics. These incentives are fading so we must respond by making the job more attractive. Pay is one to do this,” says Downs. “But not the only one.”

Making the job more comfortable for poll workers is another. Effective and skillful training, as discussed above by Ventura County's Bruce Bradley helps to promote this - as does more manageable hours offered by working in shifts. Streamlining procedures and eliminating unnecessary paperwork also serve to eliminate job frustration. Recognition and gratitude can also be a reward for service, as can involving poll workers in decisions and seeking their input and assistance.

Other means of increasing the supply of poll workers include expanding eligibility and reaching out to prospective workers in new ways. Many such innovations are described above.

Decreasing the need for poll workers can perhaps be accomplished by more efficient precinct board structures, eliminating unnecessary polling places and better use of technology.

To accomplish these things, State and local election officials must work together with lawmakers and others to overhaul statutes and pro-

cedures. Recruitment challenges are as much a problem for State governments as they are for local ones.

Local election officials may have to approach the challenge in new ways as well. Some may benefit by initiating a task force or some other wide-ranging discussion of the problem. Brainstorming with political party representatives, veteran poll workers, election staff and other advisors may point out problems and opportunities within a local jurisdiction.

As we approach the next century, it is apparent that meeting the challenges of poll worker recruiting will require much more staff time, professionalism and year-round effort. Experimenting with new methods of reaching out to the communities we serve — and learning from one another's efforts — will be important keys to success.

Acknowledgments

As a State director of elections, I dreaded being on the receiving end of surveys. These questionnaires would frequently ripen in my in-basket for embarrassingly long times. Poetic justice would have been served had my surveys for this project met similar fates.

Yet election officials from all over North America responded graciously not only to my surveys, but to my faxes, telephone calls and e-mail. Even those administrators who were neck deep in presidential primary planning took time to talk and help in this effort.

In that regard this publication was written by many people. I thank them all for their assistance and friendliness. I also acknowledge with appreciation the work of others that preceded this: Janet McKee and Emmett Fremaux among others. Also making this work easier were the Internet tools established by Edward Packard for election officials.

I am also indebted to Bill Kimberling and other friends at the Federal Election Commission's Office of Election Administration for their patience and guidance with this project.

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Statute: Time Off for Poll Workers

-- Minnesota--

204B.195: Time off from work to serve as election judge.

An individual who is selected to serve as an election judge pursuant to section 204B.21, subdivision 2 may, after giving an employer at least 20 days' written notice, be absent from a place of work for the purpose of serving as an election judge without penalty. An employer may reduce the salary or wages of an employee serving as an election judge by the amount paid to the election judge by the appointing authority during the time the employee was absent from the place of employment.

The written request to be absent from work must be accompanied by a certification from the appointing authority stating the hourly compensation to be paid the employee for service as an election judge and the hours during which the employee will serve. An employer may restrict the number of persons to be absent from work for the purpose of serving as an election judge to no more than 20 percent of the total workforce at any single worksite.

HIST: 1983 c 126 s 2; 1986 c 444; 1991 c 237 s 3

Helping to Make Poll Workers Available: This law enables poll workers (called "judges" in Minnesota) to get off work without penalty. See discussion in "Availability" under "The Role of States" in the main text.

Statutes Affecting Independent Contractor Status

-- Indiana --

In the state election code:

IC 3-6-6-37 Sec. 37. (a) When the county election board (or a precinct election board acting on behalf of the county election board) appoints a precinct election officer and the individual accepts the appointment by swearing the oath of office required under this chapter, a contract is created between the county election board and the individual in which the county election board retains the services of the precinct election officer as an independent contractor. (b) The appointment of a precinct election officer expires when the county election board completes the canvass of the precinct under IC 3-12-4.

In the state tax code:

IC 6-3-4-8 Sec. 8.... (d) A county that makes payments of wages subject to tax under IC 6-3:(1) to a precinct election officer (as defined in IC 3-5-2-40.1); and (2) for the performance of the duties of the precinct election officer imposed by IC 3 that are performed on election day; is not required, at the time of payment of the wages, to deduct and retain from the wages the amount prescribed in withholding instructions issued by the department.

<p>Tax Status: This Indiana law includes 1995 amendments designed to clarify that poll workers are independent contractors and as such are not subject to tax withholding by federal, state or local entities. A similar exclusion is included is a Indiana's statute pertaining to unemployment compensation. See discussion in "Role of States" under independent contractor status.</p>

Ohio Task Force

-- 1995 Pollworker Training Task Force --

Preface

The members of the Pollworker Training Task Force are pleased to present to Ohio Secretary of State Bob Taft the following Report and Recommendations of the Pollworker Training Task Force. In January of this year, Secretary Taft charged the members of this committee with the following objectives:

1. Review the current statutory provisions concerning appointment, training, and compensation of precinct elections officials;
2. Review the methods used by boards of elections to recruit precinct elections officials;
3. Study the adequacy of compensation for precinct elections officials including compensation for training;
4. Study existing programs and develop new proposals to enhance recruitment of qualified precinct elections officials.

The task force conducted its first meeting on February 10, 1995. At that meeting, Secretary Taft stressed the importance of finding new ways in which to attract and retain pollworkers. The task force then discussed this issue basing their comments on their own experience and opinions.....

Recommendations

A. Revise R.C. 3501.28 to eliminate the \$70 maximum payment and provide that boards of elections and the county commissioners set the pay rate or revise R.C. 3502.28 to allow boards of elections to pay more than the \$70 maximum payment with the approval of the county commissioners.

B. Decrease the responsibilities of pollworkers by eliminating such legal requirements as the posting and marking registration lists of persons who have voted at 11 a.m. and 4 p.m. at primary and general elections. (3503.23) Pollworkers have expressed opinions with the boards that election law is becoming too complicated with too many procedures to follow.

C. Expand the provisions of absentee voting in Chapter 3509 of the Revised Code to include voting until 4 p.m. on the Monday before an election and allow persons to cast an absentee ballot for "no reason." This would provide that any voter who does not want to go to his polling place because of long lines, parking problems or just for convenience may vote at the board by mail.

D. Propose the Secretary of State request the definition of "political activity" for classified employees be redefined to exclude working at the polls as a "political activity." Boards have stated that they have city and county workers willing to work, but are unable to serve as pollworkers because it considered to be "political activity."

E. Encourage recruitment programs for high school students to serve as pollworkers. The task force members recommend that the Secretary of State's office provide information to all boards on successful recruitment programs.

F. Request the Secretary of State's office develop a program and work with county board of elections to encourage businesses to participate in "Community Service" projects for recruitment of pollworkers.

G. Propose the Secretary of State's office develop a manual of basic instructions for pollworkers which would be applicable to all voting systems. The task force members recommend that the manual be easy to follow and provide clear instructions. The members also suggested developing a training test based upon the instruction manual to be given to pollworkers would be a helpful training tool.

The above listed recommendations are the main ideas the task force members agree would assist the most in recruiting and training of pollworkers. Other suggestions which could also prove useful to boards, were: video of different problems that could occur on election day and how to handle them, video of instruction for each type of voting system, and mail elections.

Shorter hours was also mentioned as a possible solution to recruiting pollworkers, but a majority of the members did not believe this to be a major contributing factor to pollworker recruitment problems. Several members expressed their concern for electors working long hours or commuting long distances who may find it difficult to vote if there are shorter poll hours. Ten percent of the survey respondents did mention shorter hours as a possible incentive for recruiting and training pollworkers. Split-shifts was discussed, but not recommended as a possible solution to the problem.

Transportation problems was a concern of several boards. They were able to find persons willing to work the polls, but the persons had no means of transportation to and from the polls. Members suggested the possible use of a county car or van or donated services from bus or cab companies.

Conclusion

The Pollworker Training Task Force has reviewed all statutory provisions of the Revised Code which relate to appointing, training and compensating precinct election officials. The report provides a summary of each section of the code which is applicable. Attached *[in the complete Ohio report]* are copies of the code sections separated under their appropriate headings for the review.

Current methods of recruiting were obtained from the county boards of elections. There are currently eight different methods being utilized by the boards. *[These included: political parties, newspaper advertising, recommendations from current pollworkers, flyers at the polling place on election day, placing flyers at grocery stores or banks, working with high schools to encourage participation by students of voting age, and recruitment at county fairs.]*

A survey was sent to all boards to obtain suggestions on possible enhancements to recruiting methods. These suggestions were studied as to their merit and discussed as possible recommendations of the task force.

The adequacy of pollworker compensation was discussed in detail. Task force members were divided in their opinion if increased compensation would provide the needed incentive to obtain new and retain pollworkers. With few other incentives available to offer to potential workers, the members agreed that changes are needed in the compensation rates.

The recommendations of the task force are the result of careful review, survey study, and discussion of the concerns of the boards.

In conclusion, the members express their gratitude for being chosen to study the pollworker recruitment and training problems of boards of elections. The findings of this study have shown the need for changes and improvements in pollworker recruitment and training.

These are excerpts from *Report and Recommendations of the Pollworker Training Task Force* submitted to Secretary of State Bob Taft on May 5, 1995. The members of the task force included nine directors or deputy directors of county boards of elections. It was co-chaired by Richard A. Whitehouse, Deputy Chief Elections Counsel for the Ohio Secretary of State, and Patricia A. Wolfe, Elections Administrator for the Secretary of State.

California Task Force

-- 1995 Elections Summit of the Advisory Voter Task Force --

Pollworker Recruitment and Training (Excerpt from Part IV of the Task Force Report)

The Problem

Changing demographics have largely eroded the base of pollworkers in California. Most pollworkers are senior citizens and, as they advance in age, their numbers are sharply dwindling. The predominance of two-income families, unavailable for pollwork, has choked the supply of younger pollworkers.

While dedicated and hard-working, some pollworkers have little training and some will always be prone to error. Ballot reconciliation is a problem for some, leaving election officials with the task of determining how the voting process was conducted at the polls.

Analysis

Some business and governmental agencies have been helpful in encouraging their workers to serve as pollworkers, but greater support is needed. More needs to be done at the local level to encourage and reward pollworkers. Increasing their pay, a matter set by each locale, would help with recruitment. Younger pollworkers need to be recruited to learn from the older, experienced precinct inspectors and gradually to take their places.

One summit panelist urged that 16 and 17 year old students be allowed to serve, under supervision, in polling places and learn the process from experienced inspectors. Younger people, more skilled in the art of test-taking, it was argued, will quickly and accurately fulfill the demands of a long day of detailed work.

Allowing local officials greater flexibility to increase the number of voters in a polling place would help relieve the shortage of pollworkers. Moderate expansion of precinct size should be permitted to account for absent voters. The risk in doing so is that some absent voters will decide, after all, to vote at the polls, potentially creating lines at polling places. Thus, prudence would limit any expansion in precinct size to no greater than half of the number of anticipated absent voters.

Training of pollworkers is especially critical. One panelist sharply criticized the inability of pollworkers to reconcile a ballot statement at the end of the day, and suggested this creates potential for ballot box stuffing. Although no panelists supplied evidence of this occurring, there was nevertheless fairly uniform agreement that ballot reconciliation is difficult for some pollworkers. One panelist suggested the need for uniform pollworker training standards.

Task Force Conclusions

Despite election officials' sustained and creative efforts, pollworker recruitment is a continuing problem, and demographic changes appear to be working against them. Younger pollworkers need to be engaged in this civic act and given training and encouragement to perform it.

Even with greater support from business and government, it appears alternatives to reduce the number of pollworkers are needed. We reiterate two recommendations, made in the discussion of absentee voting above, which we believe would also be useful in this regard: Expanded use of permanent absentee voting and mail ballot elections would relieve the pressure on election officials to recruit pollworkers.

A moderate expansion in the size of precincts to account for increased use of absent ballots would also help reduce the need for pollworkers. Somewhat larger precincts are feasible if more voters choose the permanent absentee option. Reducing the number of polling places and pollworkers would save money that might be better spent on increasing pollworkers' compensation.

Local election officials should continue to emphasize pollworker training. Training procedures and videos are useful tools developed by some election offices and should be shared.

Task Force Recommendations

A. Legislative:

1. Permit 16 and 17 year olds to serve as pollworkers under the supervision of experience precinct inspectors. [See this proposed legislation, AB 1856, in Appendix item 2-2].
2. Allow for a moderate increase in the size of precincts to account for expansion of the permanent absentee voting option. Initially, we recommend the size be expanded by no more than 50% of the historical absentee vote for the jurisdiction.

B. Administrative:

1. Establish in the Secretary of State's office a library or clearinghouse of pollworker training materials which local election officials can freely share.

The Elections Summit was called and chaired by California Secretary of State Bill Jones. The task force was composed of local election officials, election professionals, public interest groups, and interested individuals. Its objective was the comprehensive review of the California election system. This excerpt is but one of the issues examined at by the task force.

Flyers, Kiosk & Counter Displays



Become a Precinct Official!

*** WANTED ***
Over 4,500 Precinct Officials
to work in the
Primary and General Elections

Fundraise for a Club! Learn about Government!
Participate in the Democratic Process
by Working in your Community!

If you...

- * are a registered voter or are eligible to register
- * are able to read and write English
- * attend a brief training session
- * are not a candidate, parent, spouse, sibling, or child of a candidate

... you can work as a Precinct Official and earn \$75
for each election in which you work.

We need you! If you're interested, please contact the
Office of the Lieutenant Governor,
Precinct Operations, 453-VOTE(8683).

This flyer, produced by the State of Hawaii, is suitable for both mailing and posting on a bulletin board or kiosk. There are different variations of this flyer, depending on the target audience. This is reduced from 8½ x 11 inches.

SIGN UP NOW!
BECOME AN
ELECTION DAY WORKER.
SERVE YOUR CITY AND YOUR NEIGHBORS
AS A MEMBER OF
THE
DISTRICT'S
ELECTION TEAM.



Call
(202) 727-2525
District of Columbia Board of Elections & Ethics
441 4th Street, NW, Suite 250, Washington, D.C. 20001-2745

This is a copy of a three dimensional counter display. The bottom part folds out to hold double-fold flyers. The D.C. Board of Elections & Ethics makes these (along with the flyers) available to agencies willing to place them on their counters or desks. The original is 9" wide. Many printing companies can produce various types of holders like this for flyers. Also see the next page.

District of Columbia
Board of Elections and Ethics

**ELECTION
DAY
WORKERS**



**MAKE
DEMOCRACY
HAPPEN**

441 4th STREET, NW SUITE 250
WASHINGTON, DC 20001-2745

The D.C. Board of Elections and Ethics, is committed to administering fair and smoothly run elections. This would be a difficult task without the dedicated service of the more than 1,500 workers who are needed each election day to properly service District voters.

IF YOU ARE:

a
D.C. resident,
a registered voter
&
at least 18 years old.

**SIGN
UP
TODAY!**

WHAT HOURS WILL I WORK?

The election work day is from 6:30 a.m. to about 9:00 p.m., depending on the activity at your site. The polls are open from 7:00 a.m. until 8:00 p.m.

WHERE WILL I WORK?

Polling places are located throughout the city in public and private schools, libraries, recreation centers and churches. You will be assigned to a site near your home, if possible.

DO I NEED TRAINING?

Yes, training is required for all Election Workers. Training classes are held prior to each election.

HOW MUCH WILL I BE PAID?

You can earn as much as \$150 for working both the Primary and General elections; \$65 for each election work day, plus \$10 for attending a training session.

Note: While performing their official duties at the polls, Election Day Workers may not accept or receive any campaign for or against any candidate or measure on the ballot.

Mail us your application today!

Take One

(slot to insert application pad)

IF THIS SPACE
IS EMPTY
PLEASE CALL
727-2525
TO RECEIVE
AN APPLICATION
IN THE MAIL.

Información en español: llame al:
727-2525.
Hearing-impaired persons with TDD:
639-8916.

This is another example from Washington, D.C. of a display for either a counter or bulletin board. Instead of a fold-out part (as on the previous page) this one has a cardboard stand stapled to the back. A pad of self-mailing application cards is inserted into the right quarter panel. A sample of this card is on the next page. The above is reduced from its 17 x 10⁷/₈ inches.

ELECTION WORKER APPLICATION
Please Print

Name

Address

Apt. #

Zip code

Home Phone

Work Phone

Are you a District resident, a registered voter and at least 18 years old?

Yes ___ No ___

Do you speak Spanish?

Yes ___ No ___

Do you drive? Yes ___ No ___

Have you worked in the polls before? Yes ___ No ___

signature

District of Columbia
BOARD OF ELECTIONS & ETHICS
441 4th STREET, N.W. SUITE 250
WASHINGTON, DC 20001-2745

Place
Stamp
Here

This is a reproduction of the front and back sides of poll worker application cards that are made into pads and can be used in conjunction with the display on the previous page. These are actual size reproductions (note that the reproduction on the previous page is reduced).



ELECTION DAY WORKERS NEEDED

Sonoma County needs conscientious persons, dedicated to protecting the electoral process, to work on precinct boards. You don't need previous experience, but you must be a registered voter. If you are interested please return this card or call the Election Department at 527-1816 or 527-1800

NAME: _____

ADDRESS: _____

CITY: _____ ZIP: _____

PHONE/MESSAGE NUMBER (Mandatory): _____

FROM—ADDRESS ON REVERSE



NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

BUSINESS REPLY MAIL
FIRST CLASS PERMIT NO. 640 SANTA ROSA, CA

POSTAGE WILL BE PAID BY ADDRESSEE

REGISTRAR OF VOTERS

P. O. Box 11485

Santa Rosa, CA 95406-9981



This is another sample of a poll worker application card, printed on card stock.

**Sonoma County
Management Employees
Precinct Officer Program**

On October 18, 1994, the Sonoma County Board of Supervisors approved a program to allow county management employees the opportunity to volunteer to serve at the polls. The purpose of this program is to offset the urgent need for Precinct Officers, increase participation in the democratic system and provide managers with direct and personal contact with the public they serve.

Volunteers will be paid their regular county salary for the day in lieu of Precinct Officer compensation and will be placed as precinct inspectors on an as needed basis at a polling location as near to their home as possible.

If you would like to volunteer to serve at the polls, you must have your Department Head's approval. Please complete the attached form and return it to the Registrar of Voters Office via county courier, or in person at 435 Fiscal Drive, Santa Rosa, or by U.S. Mail to P.O. Box 11485, Santa Rosa, CA 95406-1485 as soon as possible. Confirmation of appointment will be sent by mail.

**Remember, your help is needed at the
Presidential Primary Election
March 26, 1996**

The Duties of the Precinct Officer

To be a Precinct Officer you must be a registered voter. Precinct Officers need to arrive at the polling place at 6:00 a.m. (no later than 6:30 a.m.). The polls are open from 7:00 a.m. to 8:00 p.m. Approximately one hour is needed to close up. It is a long day, so bring some snacks, reading material, needlework or something else to do in case it is slow. You will get breaks for your meals throughout the day at the discretion of the Precinct Inspector.

Duties of the Inspector

1. Attend the training class (approximately two hours). There you will receive training and pick up the supplies and ballots for Election Day.
2. You are the one in charge of the Precinct Board. Call the workers on your list to confirm that they will be there Election Day. Also, contact the polling place contact person to ensure you will have access on Election Morning.
3. Return the ballots and supplies Election Night to your assigned return center.

Duties of the Judge

1. Assist the Inspector in any way necessary.
2. Accompany the Inspector to the Return Center to turn in ballots.
3. Fill in for the Inspector at their break time or in case of a last minute emergency.

Duties of the Clerk

- Assume duties as assigned by Inspector including but not limited to:
1. Have the voter sign the roster. Find their name on the index.
 2. Issue Official Ballot cards and deposit voted ballots into ballot box.
 3. Assist in closing the polls.
 4. Help set up, clean up and assist in any way possible.

Most of all, have fun! Plan a potluck, meet a friend, make the best of a long day. Enjoy meeting lots of new and interesting people!

Sonoma County Management Employees Precinct Officer Program

(please print - you know how it is to read a handwritten form)

Yes, I'd like to volunteer to work at the polls on March 26, 1996. I understand that I must have my Department Head's approval, and will receive my regular salary for the day in lieu of Precinct Officer compensation.

Name: _____ Home Phone: _____

Home Address: _____

City: _____

Department: _____ Work Phone: _____

Thank you! Your service is appreciated.

This double-fold flyer (printed on one side) is a solicitation of Sonoma County management employees. The gray shading on this copy is attractive color shading on the original (blue & red). The original is 8½ x 11 inches.

World Wide Web

-- San Francisco County, California --



Office of the
REGISTRAR OF VOTERS
City and County of San Francisco
GERMAINE Q WONG
Registrar of Voters

Poll Workers Needed Earn \$62 or \$79!

"It's time to serve your country, state, and city by working as a poll worker!"

How and When:

Tuesday, November 7, 1995 Municipal Election

Workday: 6:30 a.m. till approximately 9:30 p.m. If workload permits there will be a one hour break each for lunch and dinner.

Bi-lingual workers, especially those who speak English in addition to Chinese, or Spanish, or Vietnamese, or Tagalog, are particularly needed.

A one hour training class will be held prior to election day to help you understand your duties and responsibilities.

Clerks are paid \$62 for the day. Inspectors are paid \$79 for the day. In addition to other precinct responsibilities, Inspectors must supervise the clerks, pick up and review the precinct supplies and deliver the Green Ballot Box back to City Hall the evening of election day. A complete job description is available for review at the Office of the Registrar of

Voters.

Applicants must be:

- U.S. Citizens
 - Residents of San Francisco
 - At least 18 years old at the time of the next election.
 - If you are not currently registered to vote, you will need to fill out an affidavit of registration before you can apply to work as a Poll Worker.
-

Applications and Registration forms are available in the Registrar's Office at Room 109, 633 Folsom Street, San Francisco CA.

Call (415) 554-4385 for More Details



The World Wide Web is the fastest growing segment of the Internet. Computer users connecting to the Internet can see text and graphics displayed by other users that have "home pages" (or sites) on the Web. Many governmental agencies, including election offices, have Web sites that offer information to the public. Some election offices include a recruitment message as does this one. These messages are not yet fruitful means of finding new poll workers. Perhaps as links within a community improve, the Web might become a better source for recruitment.

Telephone Book Inserts

-- Sacramento County, California --

COUNTY OF SACRAMENTO
VOTER REGISTRATION AND ELECTIONS
3700 BRANCH CENTER ROAD
SACRAMENTO, CALIFORNIA 95827-3892

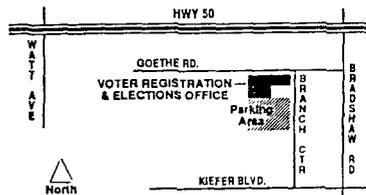
IMPORTANT VOTER REGISTRATION INFORMATION
PLEASE OPEN IMMEDIATELY!

Serve Your Community

Paid poll workers are needed in your neighborhood. If you are willing to work a full day as a precinct officer for Sacramento County, we invite you to an Orientation Session.

Orientation Sessions
Every Wednesday 10:00 a.m.
(No appointment necessary)

3700 Branch Center Road, Sacramento
For more information: (916) 366-2582



If you have a garage,
business or facility
that can be used as
a polling place,
please call 366-2248.

Telephone Book Inserts in Sacramento County include an envelope and recruitment message as shown above, along with voter registration forms. These packets are aimed at new residents. Election officials hope that their recruitment message attracts active newcomers before they become too busy with other activities.

Adopt-a-Precinct / Special Programs

-- Ventura County, California --



Check
Here

PLEASE RETURN IMMEDIATELY

- 1 I will serve as a clerk in the election on March 26, 1996, if appointed.
- 2 I am willing to serve as Inspector, if needed.
- 3 I would like to **volunteer** my services as an Election Officer and be recognized for my contribution to my community.
- 4 I would like to receive **monetary compensation** for my services as an Election Officer.
- 5 I will not be able to serve in this election.
- 6 I will not be able to serve in any election in the near future;
please remove my name from the Election Officer file.
(You may ask to be reinstated at any time.)

Comments: _____

Home Phone: _____ Business Phone: _____

Please Print Name

Residence Address



No Postage
Necessary
If Mailed
In The
United States

BUSINESS REPLY MAIL

FIRST-CLASS MAIL PERMIT NO. 118 VENTURA, CA

POSTAGE WILL BE PAID BY ADDRESSEE

Richard D. Dean, County Clerk
Elections Division, L #1200
800 South Victoria Avenue
Ventura, CA 93003-9931



The Ventura County Elections Division organized a comprehensive program promoting the "adoption" of polling places, contribution of polls, volunteerism and community participation. In addition to these six pages of Appendix A-8, see discussion under "Recruiting Through Organizations for Fundraising and Civic Action."

"COUNT ME IN "
On Election Day

PROGRAM DESCRIPTION (Why the program is innovative and different.)

"Count Me In" is an innovative program designed and introduced in Ventura County in 1993. It invites community participation in the elections process and celebrates Election Day as a community event! This unique program developed by the Ventura County Elections Division has been in the concept and design process for the past year in preparation for its debut in the November 2nd Statewide Election. The stated goals of the program are as follows:

- > Promote greater community involvement in election day activities including citizen volunteers and business sponsors
- > Increase voter registration and community participation
- > Reduce costs and maintain high level of service provided to voters

"Count Me In" invites local citizens, area businesses and community service organizations to participate. Each of the participation options is summarized below.

ELECTION OFFICER VOLUNTEERS- Local citizens may volunteer to serve as Election Officers at a local polling place. All volunteers are recognized for their community contribution in special volunteer recognition programs held in conjunction with pre-election training classes. A Certificate of Appreciation is awarded to each volunteer.

LOCAL BUSINESS SPONSORS- Businesses throughout the County are invited to sponsor a County-designated polling place. Sponsors are acknowledged for their support of the elections process in major newspapers throughout the County on the day following the election. (The timing is designed to avoid any perception of attempts to influence voters by sponsoring businesses.) Sponsorship covers the cost of establishing a polling place, training election officers, delivering equipment and site rental. The "sponsorship" fee is \$250 and fully tax-deductible.

Businesses are also encouraged to support employees who wish to participate as volunteer election officers and to make voter registration forms available at their worksite for the convenience of employees and customers.

SERVICE ORGANIZATIONS- Community Service Organizations are dedicated to serving the local community in a variety of ways. The "Count Me In" program invites these organizations and their membership to consider joining other volunteers and businesses in supporting the community on election day- either through the "sponsorship" option or by staffing a polling place.

Ventura County, California continued

POLLING PLACE SITE DONORS- Facility managers of locations typically used as polling places are also asked to support the "Count Me In" program by donating their facility for voting activity on election day. Each site donor is acknowledged at the polling place with a sign acknowledging its participation, stating as follows: "(Name of Facility) generously donated this polling place to the voters of this community."

PROGRAM RESULTS

Over 200 local citizens volunteered to serve as Election Officers at the polls on Election Day representing nearly 30 percent of the workforce at the polls. 15 County employees volunteered at the polls using a day of vacation leave for the privilege of serving.

74 polling place locations were donated to the community on election day, representing 40 percent of the voting sites.

Six local businesses sponsored polling places for a "contribution" of \$250 each, totalling \$1,500.

Over 250 volunteer hours were contributed from local citizens in providing various support services in preparation for the election.

Eleven presentations were made at community organizations, service clubs and chamber of commerce meetings to recruit volunteers and provide voter registration materials.

\$650 of advertising space was donated by the local press to acknowledge business sponsors in the "Count Me In" program.

TARGET POPULATION

This program is designed to appeal to a diverse population of local citizens. The only prerequisite is that the participants be registered voters or eligible to register in the County. One of the most surprising aspects of the program is that requesting volunteer support actually appeals to people who might not otherwise consider working at a polling place. This opens up a whole new population of potential election officers, far beyond the limited resource of retired senior citizens who serve time and time again. Volunteering for an election in a unique opportunity for people to return something to the community; a one day commitment that has a lasting impact on the community. Below are a few "typical" quotes from this November's "Count Me In" participants:

"I appreciated the opportunity to serve... It helps control costs and is a good way to give back to the community."

"I was thrilled to be part of this program...Excellent, I received my thanks from the voters!"

PROMOTIONAL MATERIALS (Samples Enclosed)

"Count Me In" Cup, V.I.P. Cup (Volunteer In Precinct), Program Brochures, Buttons, Pencils, Certificate of Appreciation (for Volunteers), Count Me In Sponsor Certificate (for Business Sponsors), Newspaper Sponsor Acknowledgement. (A Public Service Announcement to recruit volunteers is currently in production.)

Ventura County, California continued

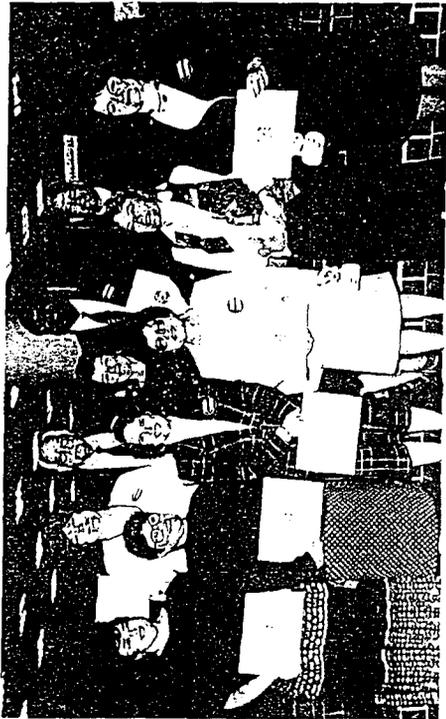
County Employees Recognized for Volunteer Support of "Count Me In" Program

Tuesday, November 7, 1993 was anything but a routine day for 15 County employees who generously volunteered to serve as Election Officers at polling places throughout Ventura County. These individuals joined the ranks of over 200 citizens who volunteered to serve at the polls as participants in the "COUNT ME IN" program.

"I was thrilled to be part of this program...Excellent! I received my thanks from the voters."

"It gives me a chance to meet the wonderful people of this community.."

"I appreciated the opportunity to serve...It helps control costs and is a good way to give back to the community."



County "COUNT ME IN" participants: Back (l-r) Louise Webber, Richard Gueke, Joyce Kauder, Vince Orlonoz, Vince Orlonoz, Jane Mahriken, Christine Cooke, Christine Cohen, Frances Young, Ruth Hartman, Mlada Allen. Not pictured: Melody Ratelson, Barbara Ward, Carolyn Wair, and Patty DeFisher.

There is no time on election day to catch a few extra "winks" before rising to serve fellow voters. For Election Officers the day begins at 6:15 a.m. preparing for the polls to open at 7 a.m. There are signs to post, booths to arrange and ballots to unwrap. Throughout the day there are a few moments to greet a neighbor or to say "hello" to a friend as they stop by to vote. After the sun has set and the polls close at 8 p.m., these volunteers continue their task of preparing the ballot box and various forms for return to the Counting Center. Usually by 9 p.m. the day is complete. Tired, but invigorated from the satisfaction of serving the community, these employees can rest assured that their support and commitment contributed to the success of last November's election.

County employees who served were assigned to voting precincts in their neighborhoods and were trained by Elections staff. Vacation or annual leave time was taken for the day spent at the polls.

You are invited to join the distinguished list of "COUNT ME IN" volunteers. This year, elections are scheduled on Tuesday, June 7th and Tuesday, November 8th. If you would like more information on the "COUNT ME IN" program, please call the Elections Division today at extension 2784. Election Officer assignments are currently underway.



Please reprint on colored paper only.

VENTURA COUNTY - ELECTIONS DIVISION
☆ "COUNT ME IN" ON ELECTION DAY ☆

You can count on me to support the Library by serving as an Election Officer. I am a registered voter in Ventura County.*

As a Volunteer for the Library, I would like to serve at a polling place on Tuesday, June 7, 1994 from 6:15 a.m. to (approx) 9:00 p.m. if I am appointed.

I agree to attend a 1 1/2 hr training session conducted by the Elections Division staff prior to serving at the polls.

I understand that my compensation for serving at the polls will be contributed directly to the Library Services Agency on my behalf. (Compensation range is \$50-\$63 depending on the position assigned.)

*For further information or voter registration form(s), please call the Elections Division at 654-2784.



PLEASE RETURN YOUR COMPLETED "REQUEST TO SERVE" FORM NO LATER THAN MARCH 31, 1994

Please Mail to:
VENTURA COUNTY ELECTIONS DIVISION
800 SOUTH VICTORIA AVENUE
VENTURA, CALIFORNIA 93009

"COUNT ME IN" ON ELECTION DAY TO SUPPORT THE LIBRARY

(Please Print) Name _____ Residence Address _____

City _____ Zip Code _____

Home Telephone Number _____ Work Telephone Number _____

If possible I would like to work with: _____

Please send my contribution to the following County Library:

<input type="checkbox"/> Avenue Library	<input type="checkbox"/> E.P. Foster Library	<input type="checkbox"/> Oak View Library
<input type="checkbox"/> Camarillo Library	<input type="checkbox"/> Meiners Oaks Library	<input type="checkbox"/> Ojai Library
<input type="checkbox"/> Soitz-El Rio Library	<input type="checkbox"/> Moorpark Library	<input type="checkbox"/> Piru Library

Ventura County, California continued

CERTIFICATE OF APPRECIATION

To Honor and Recognize

Gloria Delgado

*for Outstanding Community Service and
Personal Contribution to the November 2, 1993*

Special Statewide Election.

*Awarded by the County of Ventura,
Elections Division*

Richard J. Dean, County Clerk & Recorder

Susan A. Lacey, Chair, Board of Supervisors

Statute: Contracting with Community Organizations

-- Hawaii --

11-5 Employees.

(b) Notwithstanding chapters 103 and 103D, the chief election officer may contract with community organizations, school booster clubs, and nonprofit organizations for the provision and compensation of precinct officials and other election related personnel, services and activities; provided that to be eligible to enter into a contract, the organization or club shall have received a tax clearance certificate from the department of taxation.

Fundraising for organizations is a successful recruiting method for a number of election agencies. A statute helps to clarify that the organization can receive the compensation instead of individual workers, however this can be accomplished in many states through other procedures. The following several pages (also with "Appendix A-9" at the bottom) include additional information from the Hawaii program including a solicitation piece and a draft agreement. See "Recruiting Through Organizations for Fundraising & Civic Action" for more discussion of this.

Contracting with Community Organizations

-- Hawaii --

ELECTION DAY OFFICIAL RECRUITMENT PROGRAM

Purpose

The purpose of the Election Day Official Recruitment Program is to:

- Provide non-profit organizations, school booster groups, and civic organizations the opportunity to fund-raise by recruiting election day officials for the 1996 Primary and General Elections.
- Allow non-profit organizations, school booster groups, and civic organizations to receive funds for recruitment directly from the Office of Elections, State of Hawaii.

Recruitment

The Office of Elections will provide recruitment packets to any organization interested in fund-raising by recruiting precinct officials and other election day officials to work in the 1996 Primary and General Elections.

Election day officials include:

- Precinct Officials
- Counting Center Team Members
- Delivery/Collection Team Members
- Supply Collection Personnel
- Control Center Operators

The 1996 Election dates are:

- Primary Election - Saturday, September 21, 1996
- General Election - Tuesday, November 5, 1996

Requirements

The contracting organization will enter into a Memorandum of Agreement with the Office of Elections to recruit precinct officials and other election day officials.

Election day officials must attend a brief training session and work on Election Day(s) as agreed.

Upon presentation of a tax clearance certificate from the Department of Taxation, the organization will receive payment directly from the State of Hawaii for the election day officials who were recruited and worked.

If you are interested in participating in this fund-raising opportunity, please complete the form on the opposite page and return to the Office of Elections. For additional information, please call 453-VOTE(9683).

State of Hawaii
Office of Elections
Dwayne D. Yoshina, Chief Election Officer

ELECTION DAY OFFICIAL RECRUITMENT PROGRAM

To: Office of Elections
Precinct Operations Section
802 Lehua Avenue
Pearl City, Hawaii 98782

Our organization is interested in participating in the Election Day Official Recruitment Program as a fund-raising opportunity.

Please send us a recruitment packet along with a Memorandum of Agreement which we will sign and return to you.

Organization: _____

Contact Person: _____

Address: _____

Telephone: _____

Cut along dotted line

Contracting with Community Organizations

-- Hawaii --

DRAFT

MEMORANDUM OF AGREEMENT
BETWEEN
THE OFFICE OF ELECTIONS
AND

SCOPE OF SERVICES

Members of the _____ agree to provide the Office of Elections with election day official recruitment services for the 1996 Primary and General Elections including, but not limited to, the following:

Recruitment

1. Recruit Precinct Officials to staff polling places in accordance with HRS §11-72 (please see enclosed FACTSHEET);
2. Recruit Counting Center Officials to work at Counting Center;
3. Recruit Delivery/Collection Team members to deliver unissued ballots and collect voted ballots in accordance with Office of Elections policies and procedures;
4. Recruit Facility Officials to set up election equipment at polling places on election eve, provide access to polling places on election day, and take down and store election equipment on election day after polls close; or
5. Recruit Supply/Collection Officials to receive unissued ballots and precinct supplies at designated sites after the polls close.

NOTE: All election officials must attend training sessions to be certified to work in elections. Training sessions and precinct assignments will be determined by the Office of Elections.

TIME OF PERFORMANCE

The time for performance is as follows:

1. **Precinct Official**
 - a. Attend a training session to be assigned by the Office of Elections.
 - b. Attend a pre-election orientation to be conducted by the precinct chairperson.

- c. Serve at the assigned polling place on the following days:

Primary Election	Saturday, September 21, 1996
6:00 a.m. - 7:00 p.m.	
General Election	Tuesday, November 5, 1996
6:00 a.m. - 7:00 p.m.	

2. **Counting Center Official**

- a. Attend a training session to be assigned by the Office of Elections.

- b. Serve at the Counting Center on the following days:

- | | |
|------------------|---|
| Primary Election | Saturday, September 21, 1996
(Start and end time dependant on the specific team assignment and will be provided by the Office of Elections.) |
| General Election | Tuesday, November 5, 1996
(Start and end time dependant on the specific team assignment and will be provided by the Office of Elections.) |

3. **Delivery/Collection Team Member**

4. **Facility Official**

Serve at the assigned polling place on the following days:

- Eve of Primary Election Friday, September 20, 1996
5:00 p.m. - 8:00 p.m. (approximate)
- Primary Election Saturday, September 21, 1996
5:30 a.m. - 6:30 a.m. (to open polling place)
6:00 p.m. - 8:00 p.m. (to close and breakdown polling place)
- Eve of General Election Monday, November 4, 1996

Contracting with Community Organizations

-- Hawaii --

5:00 p.m. - 8:00 p.m. (approximate)

- General Election Tuesday, November 5, 1996
5:30 a.m. - 6:30 a.m. (to open polling place)
6:00 p.m. - 8:00 p.m. (to close and breakdown polling place)

5. Supply/Collection Official

- a. Attend a training session to be assigned by the Office of Elections.
- b. Serve at the assigned polling place on the following days:
 - Primary Election Saturday, September 21, 1996
6:00 p.m. - 9:00 p.m.
 - General Election Tuesday, November 5, 1996
6:00 p.m. - 9:00 p.m.

COMPENSATION

In consideration for services, the following shall apply to compensation:

1. Precinct Official - \$75 for each election served
2. Counting Center Official - \$75 (plus applicable ballot processing differential) for each election served.
3. Delivery/Collection Team Member
4. Facility Official - \$40 to \$124 for each election served depending upon the size (number of registered voters) of the polling place.
5. Supply/Collection Official - \$50 to \$80 for each election served.

Upon receipt of a tax clearance certificate from the State of Hawaii, Department of Taxation, a warrant representing the cumulative amount of all election day workers who were recruited and actually worked will be drafted to the contracting organization.

We understand and mutually agree to the above noted terms and conditions:

Dwayne D. Yoshina
Chief Election Officer

Date

ORGANIZATION NAME

By:
Its:

Date

Newspaper Advertising

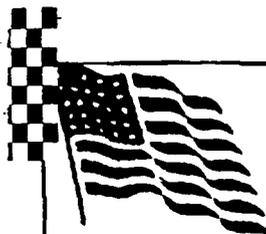


BECOME A POLLWORKER!

The Elections Department is recruiting workers for the fall elections series.

If you are a registered voter, read, and speak English, you may be qualified to earn \$73 per election after attending a brief training class.

Please call the Pollworker Section at 375-4298 today.



SERVE YOUR COMMUNITY *and earn \$65-\$120*

Poll workers are needed in your neighborhood for the March 26, 1996 Primary Election. If you are willing to work a full day as a Precinct Officer for the Sacramento County Election Office, you are invited to an Orientation Session, no appointment necessary.

ORIENTATION SESSIONS Every Wednesday 10:00 a.m.
3700 Branch Center Road, Sacramento

For more information call (916) 366-2582

Daily and weekly newspapers sometimes have separate editions going into different parts of their market area. For example, the Miami *Herald's* weekly "Neighbors" divides that market into six zones, offering election officials another means of targeting advertising.



BECOME A POLLWORKER!

The Elections Department is recruiting workers for the upcoming countywide elections.

If you are a registered voter and would be interested in working as a pollworker, complete the application below and mail it to:

Metro-Dade Elections Department
Attention: Pollworker Section
P. O. Box 012241
Miami, Florida 33101-2241

1. VOTER REGISTRATION NUMBER _____ 2. SOCIAL SECURITY NUMBER _____

3. APPLICANT'S NAME

 (Last Name) (First Name)

4. HOME ADDRESS

 (Street Address)

 (City/State) (Zip Code)

5. PHONE NUMBERS

 (Home) (Business)

6. WOULD YOU BE WILLING TO WORK IN A PRECINCT OTHER THAN YOUR VOTING PRECINCT?
 YES NO

I CERTIFY THAT I AM NOW A REGISTERED VOTER IN DADE COUNTY; THAT I CAN READ AND WRITE THE ENGLISH LANGUAGE; AND THAT THE FOREGOING ANSWERS ARE TRUE TO THE BEST OF MY KNOWLEDGE.

DATE _____ SIGNATURE _____

**METRO-DADE ELECTIONS DEPARTMENT
DEPARTAMENTO DE ELECCIONES DE METRO-DADE**

375-4600

Special pre-election newspaper sections are sometimes a good place for election agencies to advertise for last minute poll workers.



WANTED

ELECTION OFFICIALS

**(Precinct, Control Center, Counting
Center, Delivery/Collection)**

**EARN AT LEAST \$75 DOLLARS FOR
WORKING ON GENERAL
ELECTION DAY!**

QUALIFICATIONS:

- Must be at least 16 yrs of age before June 30, 1994
- Be a registered voter in the State of Hawaii (Except those under 18 yrs. old)
- Be able to read and write English
- Attend a brief training session
- Not be a candidate, parent, spouse, sibling or child of a candidate.

DATES:

- General Election: Tuesday, November 8, 1994

**For more information, call:
The Office of the Lt. Governor
453 - VOTE (8683)**

**Office of the Lieutenant Governor, Elections Division
Benjamin J. Cayetano, Lt. Governor**

Free Media

-- Missoula County, Montana --

PRESS RELEASE

May 2, 1996

May 6, 1996 is the last day to register to vote for the Primary Election which will be held on Tuesday, June 4, 1996.

The Missoula County Elections Office is seeking people to work as Election Judges. The jobs pay minimum wage. To qualify to be an Election Judge you must be registered to vote and must attend a training session and be certified every two years by the Missoula County Elections Administrator. The training sessions are scheduled for May 21 and 23 at 1:00, 3:30 & 6:30 p.m. at the Missoula City/County Library's large conference room. For more information call the Elections Office at 523-4751.

You can do more than vote

■ **MISSOULA** — You can be paid to aid democracy. Missoula County is seeking people to work as election judges. The jobs pay minimum wage — \$4.25 per hour — but there's a lot of time between workdays, except when schools are seeking mill levy increases. The county elections office likes to keep a pool of about 350-500 judges and currently 170 more are needed. Applicants work from 6 a.m. until 9 p.m. running polling places. Applicants must attend a training session and be certified every two years by the Missoula County Elections Administrator. The next training sessions are scheduled for May 24 and 26 at 1 p.m., 3 p.m. and 7 p.m. People who want to work for the June 7 primary must be at one of those sessions. For more information call the Missoula County Elections Office at 523-4751.

News Releases often bring "free media," publicity as good as or better than advertising. The above news release by the Missoula County Elections Office resulted in the above article in the newspaper, the *Missoulian*.

Direct Mail

-- Dade County, Florida --

SHOW YOUR PATRIOTISM

GET INVOLVED

DEAR VOTER:

THE ELECTIONS DEPARTMENT IS RECRUITING POLLWORKERS
IN YOUR PRECINCT FOR THE MARCH PRESIDENTIAL PREFERENCE
PRIMARY ELECTION.

IF YOU ARE ABLE TO ATTEND A 2 HOUR TRAINING CLASS AND
READ AND WRITE ENGLISH, YOU ARE QUALIFIED TO EARN \$73
PER ELECTION. THERE WILL BE AT LEAST 4 ELECTIONS THIS
YEAR.

TO ARRANGE FOR A TRAINING CLASS IN YOUR AREA, PLEASE
CALL 375-4298. IT WILL BE HELPFUL IF YOU HAVE YOUR
VOTERS CARD AT THE TIME YOU CALL.
THANK YOU

POLLWORKER SECTION
METRO -DADE ELECTIONS

Targeting is easy when you mail your recruitment message directly to voters. Dade County election officials sometimes mail these computer generated postcards to voters in certain precincts where they are short of poll workers.

Recruiting with Voter Registration Confirmations

-- Dade County, Florida --

DADE COUNTY ELECTIONS DEPARTMENT
PO BOX 012241
MIAMI, FLORIDA 33101-2241

METRODABE

**PRESORTED
FIRST CLASS MAIL
U.S. POSTAGE PAID
PERMIT NO. 877**

COUNTY COMMISSION COMISIONA DEL GOBIERNO	POLING PLACE (CENTRO DE VOTACION)
NAME NOMBRE	CITY, ZONE CIUDAD, ZONA
REGISTER NO. NUMERO DE REGISTRO	REGISTRATION NO. NUMERO DE REGISTRO

No se debe pagar por este servicio. Este servicio es proporcionado por el Departamento de Elecciones del Condado de Dade, Florida. Este servicio es proporcionado por el Departamento de Elecciones del Condado de Dade, Florida. Este servicio es proporcionado por el Departamento de Elecciones del Condado de Dade, Florida.

You are presently registered in Dade County, Florida as long as you vote at least once in any election in the County within two years of the date of your Florida entrance. If you are registered for receiving this notice, you wish to remain qualified to receive it, you must be signed and mailed to you at least 30 days before the date of the election. If you are not registered, you must sign and mail this card to the Supervisor of Elections, Dade County, Florida, at least 30 days before the date of the election.

Si usted desea que se le siga enviando copias de este aviso, debe firmar y enviar esta tarjeta que debe ser enviada por correo una vez cada dos años. Si usted desea que se le siga enviando copias de este aviso, debe firmar y enviar esta tarjeta que debe ser enviada por correo una vez cada dos años. Si usted desea que se le siga enviando copias de este aviso, debe firmar y enviar esta tarjeta que debe ser enviada por correo una vez cada dos años.

If you are interested in working at your polling place on election day, please complete this card, detach it and mail it. In order to serve as a paid pollworker, you must attend a two-hour training class and be able to read and write English.

Si usted está interesado en trabajar en su centro de votación el día de las elecciones, por favor complete esta tarjeta, despegue y envíela. En orden de servir como un trabajador de pago, usted debe asistir a una clase de capacitación de dos horas y ser capaz de leer y escribir en inglés.

If you are interested in working at your polling place on election day, please complete this card, detach it and mail it. In order to serve as a paid pollworker, you must attend a two-hour training class and be able to read and write English.

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GET INVOLVED IN YOUR COMMUNITY

Name _____ *pre-printed by computer*
 Voter ID# _____

Signature of Voter _____ Daytime Phone _____

BUSINESS REPLY MAIL
FIRST CLASS MAIL PERMIT NO. 877 MIAMI, FL

POSTAGE WILL BE PAID BY ADDRESSEE

SUPERVISOR OF ELECTIONS
PO BOX 012241
MIAMI FL 33101-9852

NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES

You are presently registered in Dade County, Florida as long as you vote at least once in any election in the County within two years of the date of your Florida entrance. If you are registered for receiving this notice, you wish to remain qualified to receive it, you must be signed and mailed to you at least 30 days before the date of the election. If you are not registered, you must sign and mail this card to the Supervisor of Elections, Dade County, Florida, at least 30 days before the date of the election.

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Si usted está interesado en trabajar en su centro de votación el día de las elecciones, por favor complete esta tarjeta, despegue y envíela. En orden de servir como un trabajador de pago, usted debe asistir a una clase de capacitación de dos horas y ser capaz de leer y escribir en inglés.

Piggy-Backing a poll worker recruitment message with voter registration confirmation notices is an idea that Dade County officials are finalizing. Their intention is to convert the single card confirmation notice into double card which will look something like the above. Thus everyone registering to vote or changing their registration will receive a solicitation notice. See "Piggy-Back Techniques" for further discussion.

Voter Information Mailing

-- Alameda County, California --

ELECTION OFFICERS AND POLLING PLACES NEEDED

Registered voters are needed to serve on precinct boards in all areas of the County. Salary for the day is currently \$64 for Inspectors and \$53 for Judges and Clerks.

No experience is required. Local, paid training classes and written instructions will be provided for Inspectors before each election.

If you wish to apply, or would like further information about serving at the polls, fill out and mail the attached card.

There is an ongoing need for suitable and accessible polling places. Polling place owners receive \$35.00 for the use of the facility, tables and chairs.

A polling place must have good lighting, adequate space for the precinct board and voting booths, and be accessible to the elderly and disabled.

If you have such a facility available, or know of any private or public facility which is available, please fill out and mail the attached card.

----- (Detach Here) -----

TO: ALAMEDA COUNTY REGISTRAR OF VOTERS
 I AM INTERESTED IN WORKING AT THE POLLS
 I WISH TO OFFER A POLLING PLACE

Please print information requested below:

Name	Telephone	
Residence Address	Apt. No.	
City	State	Zip Code

Location of polling place offered if different from address above:

Street	City	Telephone
--------	------	-----------

EOPP

Piggy-Backing poll worker recruiting solicitations onto other widely distributed materials is effective and cost-efficient. This page comes from Alameda County, California's sample ballot booklet. The booklet is printed and mailed by local election officials in California to all voters about a month before each election. This page, originally printed on card stock, appears immediately after the front cover. The lower half includes a perforation; the reverse side is pre-addressed (business reply mail). Alameda, like other counties, report many new recruits from this piece. Also see the "piggy-backing" example that Dade County, Florida officials are preparing.

Statute: Student Poll Workers (and other items of interest)

-- Hawaii --

11-12: Age; place of registering.

(a) Every person who has reached the age of eighteen years or who is seventeen years of age and will be eighteen years of age by the date of the next election, and is otherwise qualified to register may do so for that election. The person shall then be listed upon the appropriate county general register and precinct list. No person shall register or vote in any other precinct than that in which the person resides except as provided in section 11-21.

(b) A person who is otherwise qualified to register and is at least sixteen years of age but will not be eighteen years of age by the date of the next election may preregister upon satisfactory proof of age and shall be automatically registered upon reaching age eighteen.

11-72: Precinct officials; submission of names and assignment vacancies

(a) All qualified political parties shall submit names for precinct officials to the chief election officer not later than 4:30 p.m. on the sixtieth day prior to the close of filing for any primary, special primary, or special election. All precinct officials shall be able to read and write the English language. If any party fails to submit the required names by the above deadline, or names sufficient to fill the positions to which it would be entitled, assignment of positions to which the party would otherwise be entitled pursuant to subsection (b), may be made without regard to party affiliation.

(b) In assigning the precinct officials the following criteria shall be followed:

(1) The precinct officials shall be registered voters of the precinct in which they serve; but if qualified persons in the precinct or representative district are not readily available to serve, they may be chosen from without the precinct or representative district, or if qualified persons either in or without the precinct or representative district are not available to serve, the chief election officer may designate precinct officials who are not registered voters if the persons so designated are otherwise qualified and shall have attained the age of sixteen years on or before June 30, of the year of the election in which they are appointed to work.

(2) The chief election officer may designate more precinct officials than are needed in order to create a pool of qualified precinct officials who may be assigned to fill vacancies or to perform such duties as needed in any precinct.

(3) No parent, spouse, child or sibling of a candidate shall be eligible to serve as a precinct officials in any precinct in which votes may be cast for the candidate; nor shall any candidate for any elective office be eligible to serve as a precinct official in the same election in which the person is a candidate. No candidate who failed to be nominated in the primary or special primary election shall be eligible to serve as a precinct official in the general election next following.

(4) The chairperson of the precinct officials shall be of the same party as the governor and shall be the first named precinct official on the list prepared by the chief election officer. The remainder of the precinct officials shall be apportioned as follows: *[This portion of the statute is skipped]*.

(c) *[This portion of the statute is skipped]*.

(d) In case of inability, failure, or refusal of any person so assigned to serve as a precinct official, the chief election officer shall appoint a person to fill the vacancy.

<p>16 and 17 year old poll workers are enabled by these statutes. In addition, election officials may take interest in other wording from above (underlined) pertaining to party submission deadlines, waiver of party identification and precinct residency requirements, and extra (standby) workers.</p>
--

Recruitment Handout/Application

-- Hawaii --

May We Count on You in '96?

Elections depend on people like you! Each election year, the State of Hawaii counts on the volunteer services of over 5,000 people in the community to serve as election officials on election day. Election officials are eligible citizens who help conduct the election by working in the precincts, delivering and collecting the ballots, and working in the counting center. In '96 we'd like to count on you!

There are different types of election officials...

Precinct Officials assist voters through every step of the voting process at the polling place. They provide instructions, answer questions, and make sure that voting is a convenient and pleasant experience for every voter.

Delivery and Collection Team (D/C Team) Officials deliver the ballots to the polling places on election morning and collect the voted ballots at noon and after the polls have closed. Each team consists of two members and a taxi driver.

Counting Center Officials help process and tabulate voted ballots. They inspect and prepare the ballots before tabulations and conduct post-election audits.

Do You Meet These Qualifications?

- ◆ Registered voter in the State of Hawaii;
- ◆ Able to read and write English; and
- ◆ not a candidate, or a parent, spouse, sibling, or child of a candidate.

If you meet these qualifications and attend a short training session, you can be an election official!

Election Officials Receive an Honorarium for Their Services!

For serving your State, you'll receive an honorarium approximately five weeks following each election in which you work. The amount varies according to your position and responsibilities:

- ◆ Precinct Officials \$75 to \$145
- ◆ Delivery/Collection Officials \$50 to \$65
- ◆ Counting Center Officials \$65 to \$145

Interested? Simply complete this application and return it to the Office of Elections. As the elections get nearer, we'll arrange for you to attend a training session and confirm your assignment. For further information, call the Office of Elections, Voter Hotline, at 453-VOTE(8683). Neighbor islands, call toll-free 1-800-442-VOTE(8683).

Social Security Number		Mr./Ms. (circle one)		First, MI, Last	
Mailing Address					
Residence Address					
Date of Birth		Home Phone		Business Phone	
Political Party		Have you served as an election official before?		Yes No (Circle One)	
Please indicate position and year(s)					
I am interested in (check one): <input type="checkbox"/> Precinct Official <input type="checkbox"/> Delivery/Collection <input type="checkbox"/> Counting Center					

Please return to: Office of Elections, 802 Lehua Avenue, Honolulu, Hawaii 96782

This handout (reduced from 8½ x 11) is referred to in the discussion under "Recruiting Young People." It is handed out during presentations during which a recruitment pitch is made.

Recruitment Letters

-- Hawaii --



OFFICE OF THE LIEUTENANT GOVERNOR
STATE CAPITOL
HONOLULU, HAWAII 96813

Ref.94030053

BENJAMIN J. CAYETANO
LIEUTENANT GOVERNOR

March 31, 1994

Director
Student Activities Office
Honolulu Community College
784 Dillingham Boulevard
Honolulu, Hawaii 96817

Dear Sir/Madam:

In previous elections, the Office of the Lieutenant Governor has welcomed the volunteer efforts of college students and faculty. Their service as precinct officials has contributed greatly to the success of these elections and, once again, we welcome your support in recruiting precinct officials for the upcoming elections of 1994.

This year, approximately 5,000 individuals will operate 325 polling places statewide and your participation in the **Precinct Official Recruitment Program** will assist in assembling these individuals. Through this program, students and faculty are given an opportunity to fulfill their civic duty, as they assist voters and ensure a secure and honest election.

We have enclosed a Precinct Official Fact Sheet and other information concerning this recruitment program. Please post the information and encourage your students, faculty, and colleagues to take part in this valuable experience. Should you have questions please call the Precinct Operations Section at 453-VOTE(8683).

Very truly yours,

Benjamin J. Cayetano
Lieutenant Governor

BJC/SC:ak

Enclosures

This letter (reduced from 8½ x 11) is one of many variations sent for recruiting to various mailing lists. In addition to colleges and universities, other categories of letters include non-profits, religious organizations, social clubs, state offices and previous election workers.

AB 1856 Elections: Student Pollworkers

-- California --

As amended 1/16/96; Introduced by Assembly Member McPherson
An act to amend Section 12302 of the Elections Code, relating to elections.

LEGISLATIVE COUNSEL'S DIGEST

AB 1856, as amended, McPherson. Elections: student poll workers. Existing law authorizes an elections official to appoint members of election precinct boards who are voters of either the same precinct or a precinct in the same general area, with certain exceptions. This bill would permit an elections official to appoint not more than 2 students who possess specified qualifications to serve under the direct supervision of precinct board members designated by the elections official, subject to approval by the board of the school in which the student is enrolled. It would prohibit a student appointed pursuant to these provisions from tallying votes.

SECTION 1. Section 12302 of the Elections Code is amended to read:

12302. (a) Except as provided in subdivision (b), each member of a precinct board shall be a voter of the precinct for which the member is appointed or a voter of a precinct situated in the same general area, except that county employees used as poll workers may reside outside of the precinct or the county. The member shall serve only in the precinct for which appointment is received.

(b) In order to provide for a greater awareness of the elections process, the rights and responsibilities of voters and the importance of participating in the electoral process, as well as to provide additional members of precinct boards, an elections official may appoint not more than two students to serve under the direct supervision of precinct board members designated by the election official. A student may be appointed, notwithstanding lack of eligibility to vote, subject to the approval of the board of the educational institution in which the student is enrolled, if the student possesses the following qualifications:

- (1) Is at least 16 years of age at the time of the election to which he or she is serving as a member of a precinct board.
- (2) Is a United States citizen or will be a citizen at the time of the election to which he or she is serving as a member of a precinct board.
- (3) Is a student in good standing attending a public or private secondary educational institution.
- (4) Is a senior and has a grade point average of 2.5 on a 4.0 scale.

(c) No student appointed pursuant to subdivision (b) shall be used by a precinct board to tally votes.

Student Poll Workers: This California proposal is sponsored by the state's County Clerks Association and has the support of the Secretary of State.

Student Poll Workers

-- Connecticut --

Sec. 9-235d. Citizens sixteen or seventeen years of age authorized to serve as election or primary officials. Notwithstanding any provision of sections 9-233, 9-235 and 9-258 to the contrary, a United States citizen who is sixteen or seventeen years of age and a bona fide resident of a town may be appointed as a challenger, voting machine tender or unofficial checker in an election. Notwithstanding any provision of section 9-436 to the contrary, a United States citizen who is sixteen or seventeen years of age and a bona fide resident of a town or political subdivision holding a primary may be appointed as a challenger or voting machine tender in the primary. Notwithstanding any provision of section 9-436a to the contrary, a United States citizen who is sixteen or seventeen years of age and a bona fide resident of a town may be appointed as a candidate checker in a primary.
(P.A. 93-384, S.9)

This Connecticut law allows 16 and 17 year old citizens to serve in certain capacities on precinct boards.
--

Statute: Student Pollworkers

-- Minnesota --

204B.19 Election judges; qualifications.....

Subdivision 6. High school students.

Notwithstanding any other requirements of this section, a student enrolled in a high school in Minnesota who has attained the age of 16 is eligible to be appointed as a without party affiliation trainee election judge in the municipality in which the student resides. The student must meet qualifications for trainee election judges specified in rules of the secretary of state. A student appointed as a trainee election judge may be excused from school attendance during the hours that the student is serving as a trainee election judge if the student submits a written request signed and approved by the student's parent or guardian to be absent from school and a certificate from the appointing authority stating the hours during which the student will serve as a trainee election judge to the principal of the school at least ten days prior to the election. Students shall not serve as trainee election judges after 10:00 p.m. Notwithstanding section 177.24 to the contrary, trainee election judges may be paid not less than two-thirds of the minimum wage for a large employer. The principal of the school may approve a request to be absent from school conditioned on acceptable academic performance and the requirement that the student must have completed or be enrolled in a course of study in government at the time of service as a trainee election judge.

HIST: 1981 c 29 art 4 s 19; 1983 c 126 s 1; 1983 c 303 s 7; 1985 c 39 s 1; 1987 c 266 art 1 s 27; 1991 c 237 s 1,2; 1995 c 34 s 1

<p>Student Poll Workers: This Minnesota law allows 16 and 17 year olds to be appointed at "trainee election judges."</p>

**Statute: Excused Absences for
Students Working on Election Day**
-- Indiana --

Indiana Code 20-8.1-3-18...

...(b) The governing body of each school corporation and the chief administrative official of each private secondary school system shall authorize the absence and excuse of each secondary school student who serves on the precinct election board or as a helper to a political candidate or to a political party on the date of each general, city or town, special, and primary election at which the student works. Prior to the date of the election, the student must submit a document signed by one (1) of the student's parents or guardians giving permission to participate in the election as provided in this section, and the student must verify to school authorities the performance of services by submitting a document signed by the candidate, political party chairman, campaign manager, or precinct officer. The document must describe generally the duties of the student on the date of the election. A student excused from school attendance under this subsection shall not be recorded as being absent on any date for which the excuse is operative, nor shall the student be penalized by the school in any manner.

<p>Excused Absences: This Indiana law permits a student to be excused from school for performing election day work. This law includes campaign activity as well as official precinct duties.</p>

News Release Concerning 18 Year Old Poll Workers

-- Yolo County, California --

High School Students Become Hi-performance Pollworkers

Experimental Project Becomes Regular Addition to Election Administration Process

WOODLAND, CA -- Pollworker recruitment is one of the major problems facing election offices throughout the country, requiring more than 100,000 registered voters to staff polling places for any given statewide election in California alone.

Also: participation in the electoral process by young people is significantly lower than for those who are older. High school students participate only infrequently as voters and rarely receive practical experience participating in the actual conduct of elections.

Beginning in June '94, The Elections Office in Yolo County California began recruiting 18-year-old high school seniors--eligible and registered to vote--to staff polling places throughout the county. Four students independently staff some polling places, while in others, high school students--including students from continuation schools--serve as Inspectors taking charge of polling place operations and assuming full responsibility for ballots, assignment of tasks during the day and accurate completion of all reporting requirements.

According to the California Secretary of State, June 1994 was the first time in California that high school students were placed in complete charge of polling place operations.

This program was intended to a) assist in recruiting voters to serve in polling places, b) provide some hands-on, real world experience in the election process to high school seniors and c) provide visible role models of high school voter participation for other high school students in the county.

Recruiting Pollworkers is time-consuming and expensive. Unless adequate numbers are found, regular employees (sometimes from temporary agencies) must be used to staff the polls. Additionally, the 15-16 hour days fatigue some older workers and the longer polls take to close--and the more errors in polling place processing--the greater the cost to certify an election.

The program received front page attention in the local press and received editorial praise from the major regional newspapers including The Sacramento Bee.

Polling places run by high school students rank among the best in the county, having few problems while completing their tasks accurately and in a timely fashion: the West Sacramento high school precinct was the first in the county to report last November, making it the most efficient precinct out of the 120 in the county; many voters report pleasure at being served by students.

Students became particularly visible in the high schools themselves because their participation in the program was highlighted by the coverage in the press. Additionally, voter registration activity received special attention in the high schools where the program was implemented. This, hopefully, encourages others to participate in our elections.

Although students provided only 2% of the total Pollworkers for the November 1994 general election, they will make up almost 7% of those working in the Primary Election this March. Their willingness to assume the Inspector's leadership duties simplified the particularly difficult process of recruiting of Inspectors.

Representatives of the Governor's office and the Secretary of State are now considering support positions on legislation that would allow high school students between the ages of 16-18 to serve on precinct boards regardless of eligibility to vote.

High School civics teachers in nearby counties are also beginning to solicit students to participate in the elections this year, and other counties in the state are beginning to *experiment with the program*.

For more information contact:

Tony Bernhard, Yolo County Clerk/Recorder
625 Court St. Woodland, CA 95695
916/666-8264 (v)
916/666-8123 (f)

The Yolo County, California Clerk/Recorder posted this news release as part of his office's World Wide Web site on the Internet.

The "Draft"

-- Douglas County, Nebraska --

ELECTION LAWS OF NEBRASKA

Effective January 1, 1995

The election commissioner shall appoint precinct and district inspectors, judges of election, and clerks of election to assist the election commissioner in conducting elections on election day. Judges and clerks of election are selected at random from a cross section of the population of registered voters of the county and shall serve for at least four elections. All qualified citizens shall have the opportunity to be considered for service and shall fulfill their obligation to serve as judges or clerks of election as prescribed by the election commissioner. No citizen shall be excluded from service as a result of discrimination based upon race, color, religion, sex, national origin or economic status; unless excused by reason of ill health or other good and sufficient reason. If a vacancy occurs in the office of judge or clerk of election or inspector the election commissioner shall fill such vacancy in accordance with section 32-223. If at the hour the polls open there is a vacancy that needs to be filled at a polling site, the other officers at the polls shall select a registered voter to serve if so directed by the election commissioner. (§32-221)

The election commissioner shall notify each person appointed as a judge or clerk of election, precinct inspector, or district inspector of the appointment by letter. Each appointee shall, at the time fixed in the notice of appointment, report to the office of the election commissioner to complete any informational forms and receive instructions as to his or her duties. Such appointee shall serve as a judge or clerk of election or inspector for the term of his or her appointment. The election commissioner shall submit the names of appointees violating this section to the local law enforcement agency for citation pursuant to sections 32-1549 and 32-1550. (§32-228)

(1) Any person who is appointed in any county to serve as a judge or clerk of election or precinct or district inspector shall not be subject to discharge from employment, loss of pay, loss of overtime pay, loss of sick leave, loss of vacation time, the threat of any such action, or any other form of penalty as a result of his or her absence from employment due to such service if he or she gives reasonable notice to his or her employer of such appointment. Reasonable notice shall be waived for those persons appointed as judges or clerks of election on the day of election to fill vacancies. Any such person shall be excused upon request from any shift work, without loss of pay, for those days he or she is required to serve.

(2) No employer shall subject an employee serving as a judge or clerk of election or precinct or district inspector to coercion, discharge from employment, loss of pay, loss of overtime pay, loss of sick leave, loss of vacation time, the threat of any such action, or any service, except that an employer may reduce the pay of an employee for each hour of work missed by an amount equal to the hourly compensation other than expenses paid to the employee by the county for such service.

(3) The election commissioner or county clerk shall submit the names of persons violating this section to the local law enforcement agency for citation pursuant to sections 32-1549 and 32-1550.

(4) The election commissioner or county clerk shall not provide a list of judges or clerks of election or precinct or district inspectors to any committee or to any person. (§32-241)

Douglas County Election Commission • Hall of Justice • 17th & Farnam Sts. Room 110 • Omaha, NE 68183

Nebraska law allows Douglas County to draft poll workers (see discussion under "The Omaha Draft"). Above are the statutes enabling this. A sample letter to a draftee is on the next page.

Douglas County



Election Commission

Margaret A. Jurgensen
Election Commissioner

(402) 444-7199

Scott A. Lautenbaugh
Chief Deputy

RE:

DATE:

You are hereby notified that you have been selected to serve as an **ELECTION OFFICIAL** for Douglas County, Nebraska. You will be paid for your Election Day Services in an amount set by State Law.

You are scheduled to appear at _____ on _____
between the hours of 7:00 am and approximately _____ The address of
the polling site is _____

The elections held each year in Douglas County require the services of more than 2,500 citizens working at over 350 polling places and in the Election Office. Many of these officials serve voluntarily year after year. Unfortunately, the number of volunteers falls short of the total number of election officials necessary for conducting an election. Therefore, Nebraska State Law allows the Election Commissioner to draft citizens to serve on Election Day. Any individual ordered to serve as an election official shall not be subject to discharge from employment, loss of pay, loss of overtime pay, loss of sick leave, loss of vacation time, the threat of any such action or any other action or any penalty, as a result of his or her absence from employment due to such service. Any such person shall be excused upon request from any shift work, without loss of pay, for those days he or she is required to serve. Any person violating this law or any person failing to report on Election Day will be cited in accordance to the laws of the State of Nebraska, and if convicted, guilty of a Class III misdemeanor.

I am sure you recognize the important role that elections play in our system of government. In any true democracy citizens have not only the right to vote, but also the right to conduct the elections. The Election Office needs your services to help continue this tradition. You must serve four elections before you may be released from your duties as an Election Official. If service as an Election Official will cause you undue hardship, the Election Board will review your particular set of circumstances and decide if you may be excused or have your service deferred until a later date. Please state your reason for claiming hardship on the back of this letter and return it to me at once.

Reminder: You are scheduled to appear on the date shown above.

I am looking forward to working with you on Election day and wish to thank you in advance for your service.

Sincerely,

MARGARET A. JURGENSEN
Election Commissioner

Poll Worker Newsletter

-- District of Columbia --

❖ Election Worker News ❖

A District of Columbia Board of Elections and Ethics Newsletter

February 1996

Board Gears Up for May '96 Presidential Primary

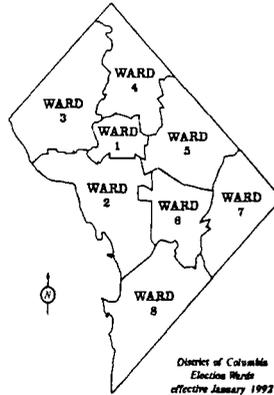
Polling Place Surveys delayed by Blizzard

Several months ago the Board began surveying District polling places and though our progress was slowed by the Blizzard of '96 and the government shutdown, we still hope to have at least two wards completed by the May primary.

The information gained from the surveys; including a diagram of the election day layout, a list of any specific supplies needed for the polling place, and a map of the neighborhood - showing the street location of the polling place; will be entered into a computer database — from which we can access individual polling place requirements for each election.

In addition to improving our logistics abilities, this information will be very helpful to Captains working in new precincts.

The Ward 8 surveys were completed prior to the May '95 Special election and will not have to be done this year. The Logistics Branch and Mr. Bass are conducting the surveys, with assistance from our Precinct Captains.



May '96 training schedules to be mailed

Training sessions for the May 7th, Presidential Primary are coming up sooner than you think. Check your March 1st mail for your training schedule and Training Reservation Card.

There have been some big changes since the 1992 Presidential Primary, so everyone will have to attend training.



Training Dates:

April 2 - 27, 1996
for new and experienced workers

May 2 - 4, 1996
Pre-election briefings for Captains,
Captain Trainees and
Area Representatives

If you haven't received your reservation card and schedule by March 8th, please give us a call on 727-4555.

Umoja Party joins the Primary race

Did you know that the Umoja Party is now eligible to hold primary elections in the District?

On February 2, 1994 the Board of Elections approved the Umoja Party's request to be recognized as a minor political party in the District, thus allowing the party to place candidates on the November 1994 General election ballot.

In order for a political party's status to change from minor party to major party and to qualify to hold a primary election, at least 7,500 votes must be cast in a general election for a candidate of the minor party for any office. In the 1994 general election, two Umoja party candidates received the minimum 7,500 votes and, in accordance with the D.C. Code, qualified the party to hold primary elections.

So now, just like voters registered in the Democratic, Republican and D.C. Statehood parties, Umoja party members will vote in primary elections.

Important Election Dates

for the

May 7, 1996 Presidential Primary

Last day to register to vote:
April 8, 1996

Last day to request an absentee ballot by mail:
April 30, 1996

Last day to vote absentee in-person:
May 6, 1996

Call 727-2525 for more information.

Board concerned about unreturned survey cards

In late November we mailed *Election Worker Survey Cards* to each worker, to find out if they were going to be available to work the three elections scheduled this year.

The good news is that many of you sent your cards back, indicating that you are willing, able and ready to go to work. *That's really great!!*

The bad news, which has us concerned, is that over 200 election workers haven't sent their survey cards back. And at this point without knowing if they're available to work or not, we cannot place these workers on the precinct team.

If you haven't sent in your survey card, please fill it out and mail it today!

A newsletter (this one is reduced from 8½ x 14) is one way of staying in touch with your base of workers between elections. It also allows you update them on news and training issues.

Recruitment and Training News

Q&A

Apply Now to work in the May 7th Primary

The Board has announced Friday, March 22, 1996 as the last day applications will be accepted to work in the May Primary. Applications received after March 22nd will be held for the September Primary.

To apply — interested persons can either pick up an application in our office or call 727-4555 to have an application mailed to them.

Qualifications

You must be
a District resident,
a registered voter and
at least 18 years of age

Applicants must also complete the Board's Orientation program.

Orientation classes are currently being held and will continue through the end of March.



Certification Begins for Captain Trainees

The Board of Elections is currently recruiting for Precinct Captains. Those persons who indicated on their survey cards that they were interested in becoming Captain Trainees will be contacted first, beginning next week.

Please be aware that the Captain Trainee position is not the old Assistant Captain's position and even though the Trainee assists the Captain in their precinct, they can be assigned to work in any precinct.

Captain Trainee certification consists of a personal interview and completion of the Captain Trainees' training class with a passing grade of at least 80, on the Skills Evaluation Test.

Captain Trainees are paid \$100.00 per election, which includes attendance at two training sessions, polling place set-up and election day work.

Call 727-4555 for more information and to apply.

Precinct Staffing Lists to be mailed soon

Attention Precinct Captains

Next week you'll receive a Precinct Staffing List, with the name, address and telephone number of everyone assigned to your precinct. Please follow the instructions included with the list and remember to send one copy of the completed list to the Board of Elections.

Completed Precinct Staffing Lists are due Friday, February 23, 1996.

NOTE: New recruits must submit an Election Worker Application by March 22, 1996 and successfully complete Orientation prior to attending training.

Hot News

Training assistants are needed for the May Primary training sessions, to be held in April. Interested persons should call Kathy Fairley on 727-2516 or Leslie Hatch on 727-4555 for more information and an interview.

Board of Elections and Ethics
441 4th Street, NW Ste. 250
Washington, DC 20001
202-727-2525

Election Worker Services

Kathy Fairley727-2516
Leslie Hatch727-5691
Info Line727-4555

True or False

1. The Democratic, Republican and D.C. Statehood parties are the only parties that hold primary elections in D.C.?
2. Election workers are not allowed to work for a candidate or a campaign while working for the Board of Elections?
3. In a primary election, all voters regardless of party affiliation are allowed to vote?
4. All voters must show their voter registration cards at the Master Index station?
5. When processing a voter, the Special Ballot Clerk should check the Precinct Master Street Index first, to see if the voter's address is in the precinct?
6. Only those voters whose name and address correctly appear in the Master Index book, should be given a voter card?
7. The Ballot Box Clerk is the only person allowed to tear off ballot stubs?
8. If a voter makes a mistake while punching their ballot they can get a new ballot from the Ballot Clerk?
9. The only time two people are allowed in the same voting booth, is when one of them is being assisted?
10. At the end of the day, only the Precinct Captain and the Ballot Clerk have to stay to close the polls?

See answers at the bottom of this page.

Did you know?

That while performing their duties for the Board, election workers may not:

Conduct or participate in a campaign for any elected office;

Hold any office in a political party or political committee; or

Engage in political activity or campaign for or against any candidate or measure on the ballot.

Answers:

1. False, 2. True, 3. False, 4. False, 5. True, 6. True, 7. False, 8. True, 9. True, 10. False

Statute Enabling Shifts

-- Montana --

13-4-207. Judges to remain at polls -- emergency provisions -- part-time service

(1) Election judges may not leave the premises on which the polling place is located during the hours they are assigned to work unless permission to leave is given by the chief election judge for that precinct. Permission may be granted only for illness or a family emergency.

(2) A chief election judge must obtain the permission of the election administrator to leave the polling place premises because of illness or an emergency. If the chief judge is excused, the election administrator shall appoint one of the other judges to act as chief election judge.

(3) The time of departure and reason for leaving shall be entered near the oath form subscribed by the election judge or on a form provided by the election administrator. The chief election judge shall sign the entry.

(4) The election administrator may appoint a judge to replace an excused judge.

(5) The election administrator may assign a judge or chief election judge to work less than a full polling day, but at least three judges, including a chief election judge, must be on duty during the time that the polls are open.

History: En. Sec. 62, Ch. 571, L. 1979; amended. Sec.4, Ch. 232, L. 1993.

Shifts: This Montana law includes amended wording enabling county election officials to assign poll workers (called judges in Montana) for less than a full day. See discussion in the main text.

Screening Test

-- Sacramento County, California--

VOTER REGISTRATION AND ELECTIONS Ballot Statement Exercise

INSTRUCTIONS

Assume your polling place was given 50 ballots. Forty (40) ballots were not used by the voters.

_____1. Enter "40" on line 2 of pink sheet.

Use the packet of 10 voted ballots given to you by your instructor for the rest of this exercise. Place your answers on the pink answer sheet.

_____2. Count the number of blue "**Provisional**" envelopes. **NEVER** open a blue envelope! Enter the total on line 3 of pink sheet.

_____3. Count the number of "**Write-In**" ballots. These are ballots that have something written in the top portion of the ballot. Enter the total on line 4 of pink sheet.

_____4. Count the rest of the voted ballots. Enter this total on line 5 of pink sheet.

_____5. Add lines 3, 4, and 5 of pink sheet. These are all of the ballots taken from the ballot box. Enter the total on line 6 of pink sheet.

_____6. Add lines 2 and 6 of pink sheet. Enter the total at the end of line 7 of pink sheet.

Screening materials are useful in assuring that applicants can read, write and follow instructions. They may be necessary when general advertising or some other broad-based community appeal brings in many new applicants.

Poll Workers per Precinct*

(sampling)

State	Poll Workers per Average Precinct
Alaska-----	4
Arizona-----	6
California-----	3-5
Colorado-----	6
Connecticut-----	6-12
D.C.-----	6
Florida-----	6-7
Georgia-----	5-6
Hawaii-----	12
Illinois-----	5
Indiana-----	5-9
Iowa-----	5
Kansas-----	4-5
Maryland-----	8
Massachusetts-----	6
Montana-----	5-6
Nebraska-----	5-6
N. Carolina-----	3+
N. Dakota-----	6
Ohio-----	6
Oklahoma-----	3
Oregon-----	3-4
Pennsylvania-----	6
Rhode Island-----	5-6
S. Carolina-----	3
S. Dakota-----	3
Texas-----	3
Virgin Islands-----	5
W. Virginia-----	5
Wyoming-----	3+
AVERAGE-----	5.35

* These numbers are fairly subjective. They were offered by state and/or local officials in response to the question: *"In a typical polling place in your jurisdiction, how many official workers are required?"* Readers should keep in mind, however, that the numbers vary somewhat according to local factors, including precinct size and the technology.

Poll Worker Compensation*

State	Jurisdiction	Low	High
California	Alameda County	\$53	\$83
California	Sonoma County	\$65	\$75
California	Sacramento County	\$95	\$120
California	Los Angeles County	\$45	\$55
California	Ventura County	\$50	\$68
Connecticut	Vernon	\$95	\$185
Connecticut	New Haven	\$65	\$130
Connecticut	Bridgeport	\$80	\$125
Connecticut	Hartford	\$80	\$175
D.C.	Washington	\$75	\$100
Florida	Collier County	\$75	\$85
Florida	Dade County	\$74	\$99
Hawaii	(state)	\$75	\$145
Illinois	Chicago	\$75	\$100
Indiana	Hamilton County	\$70	\$100
Indiana	Tippicanoe County	\$50	\$90
Iowa	Johnson County	\$96	\$108
Kansas	Johnson County	\$60	\$73
Montana	Yellowstone County	\$65	\$75
Nebraska	Douglas County	\$50	\$65
	<i>Averages-----</i>	\$70	\$103

* This is a sampling of poll worker compensation ranges in various jurisdictions. This information was provided in January-March 1996. These should be considered estimates, as some jurisdictions include travel, meals and training in these amounts while others do not.

Resources for Further Information

-- Contacts --

California	State	Office of Secretary of State, Elections Division 1500 11th Street Sacramento, CA 95814 916-657-2166
	Alameda County	Registrar of Voters 1225 Fallon Street Oakland, CA 94612-4283 510-272-6973
	Sacramento County	Voter Registration and Elections 3700 Branch Center Road Sacramento, CA 95827-3892 916-366-2051
	Sonoma County	Registrar of Voters P.O. Box 11485 Santa Rosa, CA 95406 707-527-1800
	Ventura County	Elections Division 800 South Victoria Avenue Ventura, CA 93003-9931 805-654-2700
	Yolo County	Clerk/Recorder's Office 625 Court Street Woodland, CA 95695 916-666-8264
Connecticut	Vernon	Registrar of Voters 14 Park Place Vernon, CT 06066 860-872-8591 ext. 210
D.C.	Washington	D.C. Board of Elections & Ethics 441 Fourth Street, NW Suite 250 Washington, DC 20001-2745 202-727-2525

Florida	Collier County	Supervisor of Elections Collier Government Center 3301 Tamiami Trail North Naples, FL 33962-4971 941-774-8450
	Dade County	Metro-Dade Elections Department P.O. Box 01-2241 Flagler Station Miami, Florida 33101 305-375-5553
Hawaii	State	Office of Lieutenant Governor Elections, Division State Office Tower, 14th Floor Honolulu, HI 96813 808-453-8683
Illinois	Chicago	Board of Election Commissioners 121 N. LaSalle Street Room 308 - City Hall Chicago, IL 60602 312-269-7900
Indiana	State	Indiana Election Commission 302 W. Washington Street Indianapolis, IN 46204-2738 317-232-3939
Iowa	Johnson County	Johnson County Auditor P.O. Box 1350 Iowa City, IA 52244 319-356-6004
Michigan	Burton	City of Burton Clerk's Office 4303 S. Center Road Burton, MI 48519 810-743-1500
Montana	State	Office of Secretary of State, Elections Division State Capitol, Room 225 P.O. Box 202801 Helena, MT 56920 406-444-4732

Montana	Judith Basin County	Election Administrator Box 485 Stanford, MT 59479 406-566-2277 ext. 109
Montana	Lewis & Clark Co.	Election Administrator Box 1721 Helena, MT 59624 406-447-8338
Nebraska	State	Office of Secretary of State, Elections Division Capitol Building, Suite 2300 Lincoln, NE 68509-4608 402-471-2554
Nebraska	Douglas County	Election Commission Hall of Justice 17th & Farnum Streets, Room 110 Omaha, NE 68183
Ohio	State	Office of Secretary of State, Elections Division 30 E. Broad Street, 14th Floor Columbus, OH 43266-0418 614-466-2585

For information about other

Innovations in Election Administration

contact

**Office of Election Administration
Federal Election Commission
999 E. Street, N.W.
Washington, D.C. 20463**

**Toll Free 800/424-9530
Direct 202/219-3670
FAX 202/219-8500
e-mail bkimberling@fec.gov**

FEDERAL ELECTION COMMISSION
WASHINGTON, DC 20463

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