



Election Worker Recruitment, Training, Retention, and Evaluation

DECEMBER 2024



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Acknowledgments: We would like to thank the state and local election officials who work tirelessly to ensure the success of elections across the United States. Your dedication, innovation, professionalism, and hard work uphold the democratic process. We deeply appreciate the long hours and effort you have invested, often under challenging circumstances. We are honored to highlight your expertise through this report and provide an overview of some of your invaluable contributions to the electoral process.



Introduction

In federal, state, and local elections across the United States, poll workers play a pivotal role in elections and democracy. Poll workers¹ are the frontline workers who are on-site in polling locations where they interact with voters to check them in, verify their eligibility to vote, answer questions, assist with voting machines, and troubleshoot to resolve problems when they arise in polling locations. They are also responsible for setting up polling locations, following a detailed process for the opening and closing of the polls, and – in many instances – tasked with ensuring that the polling location voting records are secured for tabulation.

During any election, state and local election officials work to ensure that polling locations are adequately staffed with qualified and trained poll workers. Having polling locations that are managed by an adequate number of highly trained temporary staff is critical to guarantee that all eligible voters who choose to cast a ballot in person can do so with confidence in the election process and results².

This report is a comprehensive review of the statutory requirements for serving as a poll worker in the U.S. and a presentation of the innovative approaches that federal, state, and local agencies utilize to recruit, train, retain, and evaluate poll workers and poll worker programs.

Background and Purpose

The U.S. Election Assistance Commission (EAC) was established by the Help America Vote Act (HAVA) of 2002³ to serve as a coordinating center for the nation's election officials. Congress directed the EAC to not only research and compile a broad spectrum of best practices employed in preparing for and conducting elections, drawing on the collective experience and wisdom of seasoned election administrators and community leaders, but to also make these practices and procedures available to all.

HAVA also mandates, “SEC. 241. PERIODIC STUDIES OF ELECTION ADMINISTRATION ISSUES.

(a) IN GENERAL. – On such periodic basis as the Commission may determine, the Commission shall conduct and make available to the public studies regarding the election administration issues described in subsection (b), with the goal of promoting methods of voting and administering elections which—

(b) ELECTION ADMINISTRATION ISSUES DESCRIBED. – For purposes of subsection (a), the election administration issues described in this subsection are as follows:

(8) Methods of recruiting, training, and improving the performance of poll workers.”

¹ Other terms used to describe poll workers include election judges, booth workers, wardens, commissioners, election inspectors, or election workers (U.S. Election Assistance Commission Election Administration and Voting Survey, Glossary, 2022).

² Burden, Barry C. and Jeffrey Milyo. (2015) *The Quantities and Qualities of Poll Workers*. *Election Law Journal: Rules, Politics, and Policy*, 38-46. <http://doi.org/10.1089/elj.2014.0277>.

³ U.S. Election Assistance Commission (2002). *Help America Vote Act*. https://www.eac.gov/sites/default/files/eac_assets/1/6/HAVA41.PDF.



Since the release of the groundbreaking **2007 Successful Practices for Poll Worker Recruitment, Training, and Retention**⁴ and subsequent **2016 Election Worker Successful Practices Recruitment, Training, and Retention**⁵, election officials across the country have adopted new methods for recruiting, training, and retaining election workers.

Recognizing these changes, the 2024 Election Worker Recruitment, Training, and Retention, and Evaluation report is divided into four unique sections, using data from a variety of sources. Most notably, information about poll worker recruitment, training, retention, and evaluation from election officials across all 50 states, the District of Columbia, American Samoa, Guam, Northern Mariana Islands, Puerto Rico, and the U.S. Virgin Islands that was submitted for the EAC’s Annual **Clearinghouse Awards**.

The Election Assistance Commission and the four EAC Commissioners consistently acknowledge the vital role that poll workers serve in support of elections and democracy across the United States.

“Poll workers are the customer service face of our democracy.”

- EAC CHAIRMAN COMMISSIONER BENJAMIN HOVLAND

“Poll workers are a critical part of our electoral system. These individuals devote their time to help ensure those in their community are able to participate in our electoral system.”

- EAC VICE CHAIR COMMISSIONER DONALD PALMER

“Being a poll worker is one of the most meaningful and rewarding ways that everyday citizens can help America vote. Poll workers are responsible for guiding voters through the voting process and relaying the necessary information to make our elections accessible and secure.”

- EAC COMMISSIONER THOMAS HICKS

“Poll workers play an integral role in our electoral process and are crucial to the success of elections. Becoming a poll worker is one of the most meaningful ways Americans can do their part to serve their communities.”

- EAC COMMISSIONER CHRISTY MCCORMICK

⁴ U.S. Election Assistance Commission (2007). *Successful Practices for Poll Worker Recruitment, Training, and Retention*. https://www.eac.gov/sites/default/files/eac_assets/1/6/Successful%20Practices%20for%20Poll%20Worker%20Recruitment%20Section%201%20Recruitment.pdf.

⁵ U.S. Election Assistance Commission. (2016a) *Election Worker Successful Practices: Recruitment, Training, and Retention*. https://www.eac.gov/sites/default/files/document_library/files/Election_Worker_Successful_Practices1.pdf.



The Legal Framework for Serving as a Poll Worker

The **2023 EAC State-by-State Compendium of Election Worker Laws and Statutes**⁶ lays out the statutes and administrative regulations that govern poll worker requirements for the 50 States, the District of Columbia, and four territories. These statutes and regulations include the requirements and restrictions for poll worker eligibility, compensation, workday hours, and required training and certifications. Requirements and restrictions include:

Requirements: Voter registration, residency, age, English language ability, etc.

Restrictions: Serving as an elected official, felony status, mental incapacitation, etc.

Please note that there is considerable variation across the 50 states and U.S. territories regarding rules that govern eligibility to serve as a poll worker.

Voter Status and Residency

In the U.S., most states and territories require that a poll worker be a qualified or registered voter⁷. To promote civic engagement, Georgia, Oregon, Puerto Rico, and Washington, California have codified an exception to this standard that allows non-voters to serve as poll workers.

In order to promote civic engagement among residents of the state and to provide additional members of precinct boards an elections official may appoint no more than five nonvoters per precinct to serve as precinct board members. A nonvoter may be appointed, notwithstanding his or her lack of eligibility to vote, if they are lawfully admitted for permanent residence in the United States and are otherwise eligible to register to vote except for his or her lack of United States citizenship. A nonvoter appointed to a precinct board pursuant to this subdivision shall not be permitted to serve as, or perform any of the duties of, the inspector of a precinct board or tally votes for the precinct board (Cal. Elec. Code §12302).

In many states and territories, residency requirements mandate where a poll worker can serve. Generally, states prefer that poll workers reside in the precinct where they are going to serve. When this is not feasible, the local election authority may select poll workers from across the city/county/district, and, in some instances, other counties in the state – depending on what state statute allows.

Table 1 highlights the residency requirements for poll workers.

⁶ U.S. Election Assistance Commission (2023). *State-by-state compendium. Election worker laws and statutes*. https://www.eac.gov/sites/default/files/2023-08/2023_Complete_Poll_Worker_Compendum.pdf.

⁷ As an exception, states with youth poll worker programs allow young people, under the age of 18 to serve as poll workers. These programs are discussed on page 10.



Table 1: Poll Worker Residency Requirements

<p>Poll Workers Must Reside within Precinct⁸</p>	<p>Alabama, Alaska⁹, Arizona, Arkansas, Delaware, Guam, Hawaii, Idaho, Illinois, Iowa, Kansas, Kentucky, Louisiana, Nebraska, New Hampshire¹⁰, New Mexico, North Carolina, North Dakota, Rhode Island, South Dakota, Texas, Utah, Virgin Islands</p>
<p>Poll Workers Must Reside in the County or Election Jurisdiction that Runs the Election</p>	<p>American Samoa, Florida, Georgia, Indiana, Maine, Maryland⁹, Mississippi, Missouri, Montana, New Jersey, New York, Nevada, Ohio, Oklahoma, Pennsylvania, Puerto Rico, South Carolina⁹, Tennessee⁹, Vermont, Virginia¹¹, West Virginia, Wisconsin, Wyoming</p>
<p>Poll Workers Must Reside in the State</p>	<p>California, Colorado, Connecticut, District of Columbia, Massachusetts, Michigan, Minnesota</p>

Residency requirements for poll workers can create challenges for staffing.

“Most of our polls were staffed with 3-4 workers. This put a lot of stress on the workers as voter turnout was high. Early on, we had a group of students from Doane University willing to work the polls, but since they were not from Saline County, we told them they couldn’t work. Had we known what the governor was going to sign at the last minute [an order that allowed for out of county poll workers], we would have had them go to training and utilized them on Election Day as poll workers...the majority of our poll workers are elderly and will not be able work many more elections. If we were able to utilize college age students from other counties and/or states, maybe that would get them involved enough to want to work future elections wherever they may live.”

- 2020 ELECTION ADMINISTRATION AND VOTING SURVEY (EAVS), NEBRASKA

⁸ Although poll workers are expected to reside in the precinct, if there are not enough, poll workers may come from a wider pool, such as the county, legislative district or even the state (National Conference of State Legislatures) (2024). The U.S. Election Assistance Commission State-by-State Compendium Election Works Laws & Statutes https://www.eac.gov/sites/default/files/2023-08/2023_Complete_Poll_Worker_Compendium.pdf

⁹ States that permit poll workers to be residents of other parts of the state if necessary. How far the voter can serve outside of their precinct varies. The U.S. Election Assistance Commission State-by-State Compendium Election Works Laws & Statutes https://www.eac.gov/sites/default/files/2023-08/2023_Complete_Poll_Worker_Compendium.pdf

¹⁰ New Hampshire requires poll workers to be registered to vote at the polling place where they serve.

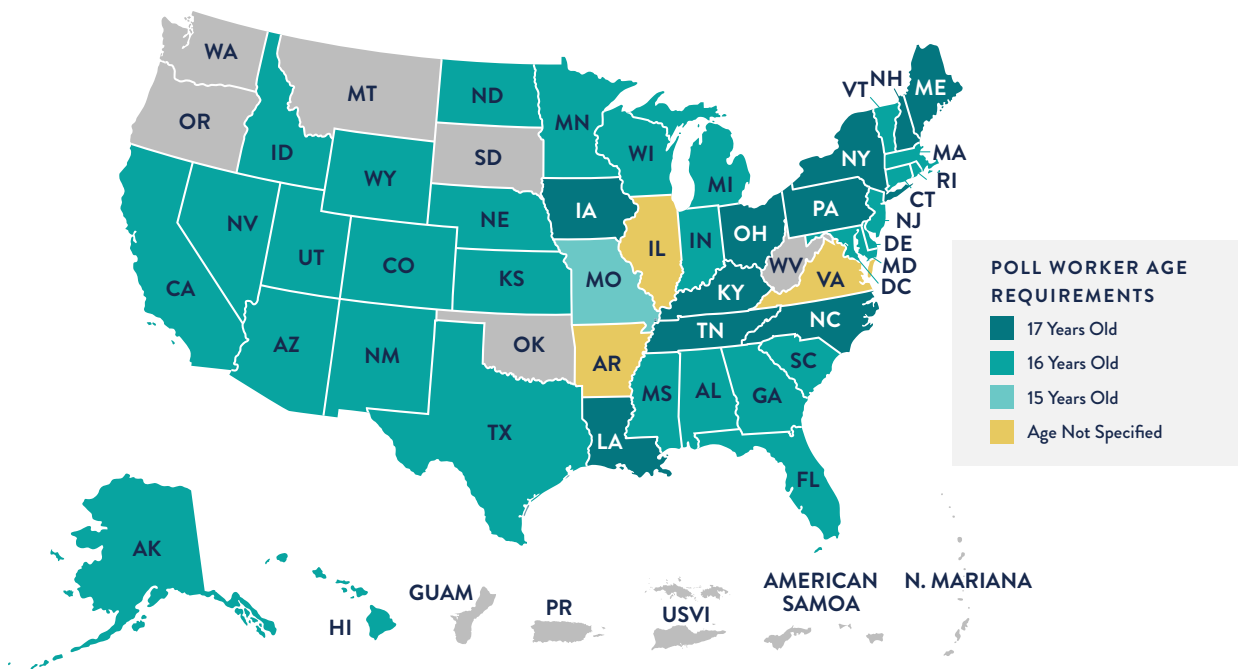
¹¹ In Virginia, if practicable, each officer should be a qualified voter of the precinct they are appointed to serve, but in any case, a qualified voter of the Commonwealth (Va. Code Ann. § 24.2-115).



Age Requirements

Although many states require that a poll worker be 18 years old, 46 states have youth poll worker programs that allow 15–17-year-olds to become poll workers. (Election Assistance Commission Election Worker Compendium, 2023; National Conference of State Legislatures, 2020)¹².

Figure 1: States with Age Requirements under 18 Years Old



Notes:

States in gray are those whose age requirement is at least 18 Years Old (Montana, Oklahoma, Oregon, South Dakota, and West Virginia) or do not have poll workers (Washington).

15 Years Old: Missouri

16 Years Old: Alabama, Alaska, Arizona, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Indiana, Kansas, Maryland¹³, Massachusetts, Michigan, Minnesota, Mississippi, Nebraska, Nevada, New Jersey, New Mexico, North Dakota, Rhode Island, South Carolina, Texas, Utah, Vermont, Wisconsin, Wyoming

17 Years Old: Iowa, Kentucky, Louisiana, Maine, New Hampshire, New York, North Carolina, Ohio, Pennsylvania, Tennessee

Age Not Specified: Arkansas, Illinois (Junior or Seniors in High School), Virginia¹⁴

¹² U.S. Election Assistance Commission (2023). State-by-state compendium. Election worker laws and statutes. https://www.eac.gov/sites/default/files/2023-08/2023_Complete_Poll_Worker_Compendium.pdf. National Conference of State Legislatures. (2020). Election Poll Workers. <https://www.ncsl.org/elections-and-campaigns/election-poll-workers>.

¹³ In 2019, Maryland created a special Election Day page program that permits youth at least 14 years old to serve at the polls. A page may not engage in partisan activity, touch a marked ballot, or work more than two four-hour shifts. They serve under direct supervision of election judges (2019 MD S 364).

¹⁴ National Conference of State Legislatures. (2020). Election Poll Workers. <https://www.ncsl.org/elections-and-campaigns/election-poll-workers>.



Compensation and Workday Requirements

There is considerable variation regarding the amount that poll workers are paid for serving during in-person voting and the number of hours required to work. In most states, poll workers are required to work the entire day to receive compensation. This includes arriving at the polling place before voting begins and leaving after the last voter has voted and the required close of polls procedures have been completed. A poll worker may serve 14+ hours on an Election Day. Currently 18 states allow poll workers to work part-time or in split shifts.

Many states set a minimum salary for poll workers. This salary ranges from the state or federal minimum wage of \$7.25 (12 states), to less than \$100 a day (12 states), to \$100 or more per day (six states, two territories, and the District of Columbia). In 16 states and one territory local election officials determine poll workers' wages.¹⁵

Lastly, nine states allow poll workers to opt out of their compensation and serve as unpaid volunteers.¹⁶ Three states also allow youth poll workers to serve as volunteers.

There are many ways that local election officials navigate the statutory rules that regulate who is eligible to be a poll worker and where can serve. Best practices are used to ensure that in-person polling locations are staffed following applicable state statute and have enough trained poll workers to meet the needs of voters.

Poll Worker Recruitment

The statutes and regulations defining who can serve as a poll worker, workday requirements, and compensation can create unique challenges. Poll workers are often described as citizen volunteers who are in polling locations to ensure that all eligible voters can cast a ballot.

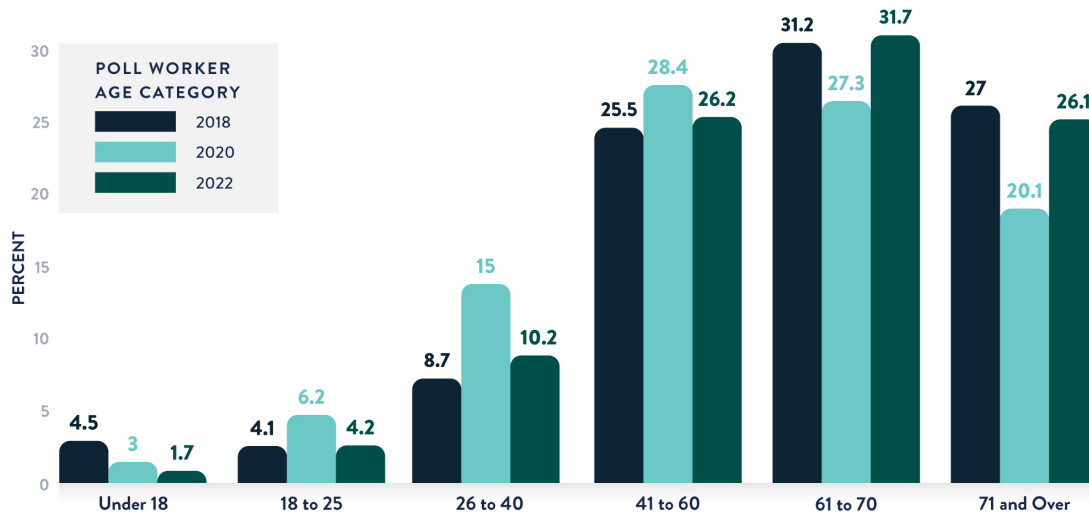
According to the 2022 Election Assistance Commission's Election Administration and Voting Survey (EAVS), during the 2022 election, 706,898 poll workers assisted voters across 110,320 polling locations during in-person early and Election Day voting. Although the population of citizens who serve as poll workers on Election Day is often older, 2020 showed a shift in the age distribution of poll workers ages 18-25 and 26-40, increasing to 6.2% and 15%, respectively, and the percentage of workers aged 61-70 and older decreasing. In 2022, the age distribution of poll workers returned to mirroring the distribution before 2022 (see Figure 1). In 2020 and 2022, jurisdictions also reported that poll worker recruitment was less difficult than in 2016 (Figure 2).

¹⁵ <https://www.ncsl.org/elections-and-campaigns/election-poll-workers>.

¹⁶ In some local jurisdictions, organizations can adopt polling locations; and the compensation from the individuals from the organization who worked the polls are then donated to a non-profit of the organization's choice. For more information, see *Business and Non-Profit Collaborations and Partnerships*, page 18.

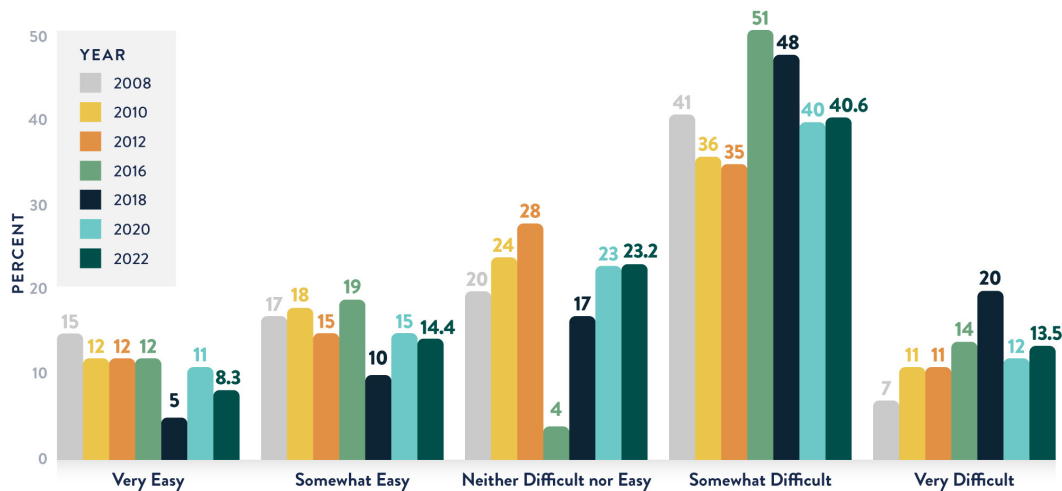


Figure 2: Age Distribution of Poll Workers, 2018 to 2022¹⁷



Source: 2022 U.S. Election Assistance Commission Election Administration and Voting Survey Report

Figure 3: Ease and Difficulty of Poll Worker Recruitment¹⁸



Source: 2008-2022 Election Administration and Voting Survey (EAVS)

¹⁷ U.S. Election Assistance Commission (2022). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/2023-06/2022_EAVS_Report_508c.pdf.

¹⁸ U.S. Election Assistance Commission (2008). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/eac_assets/1/28/2008%20Election%20Administration%20and%20Voting%20Survey%20EAVS%20Report.pdf.

U.S. Election Assistance Commission (2010). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/eac_assets/1/28/990-281_EAC_EAVS_508_revised.pdf.

U.S. Election Assistance Commission (2012). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/Research/EAC_2012VoterSurvey.pdf.

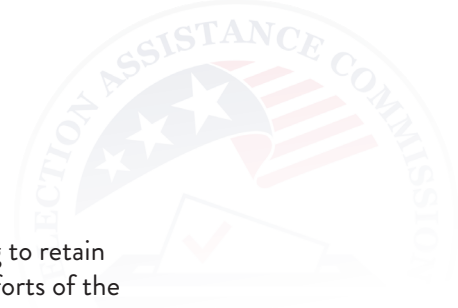
U.S. Election Assistance Commission (2016). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/eac_assets/1/6/2016_EAVS_Comprehensive_Report.pdf.

U.S. Election Assistance Commission. (2016a) Election Worker Successful Practices: Recruitment, Training, and Retention. https://www.eac.gov/sites/default/files/document_library/files/Election_Worker_Successful_Practices1.pdf.

U.S. Election Assistance Commission (2018). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/eac_assets/1/6/2018_EAVS_Report.pdf.

U.S. Election Assistance Commission (2020). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/document_library/files/2020_EAVS_Report_Final_508c.pdf.

U.S. Election Assistance Commission (2022). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/2023-06/2022_EAVS_Report_508c.pdf.



Although jurisdictions reported that the COVID-19 pandemic made it challenging to retain long-time, older poll workers and caused last-minute poll worker shortages, the efforts of the EAC, state election offices, and other organizations that encouraged qualified individuals to serve as poll workers were cited as helping contribute to an oversupply of poll workers in some areas¹⁹.

“An ad was [run] in the local newspaper and on the local radio station asking for people to work the polls and the response was amazing as we were able to fill all needed positions and actually had a waiting list if workers got sick or just couldn’t work. We had to use the list and were able to replace several poll workers as needed even on Election Day!”

- 2020 ELECTION ADMINISTRATION AND VOTING SURVEY, INDIANA

“Once the SOS poll worker line was started, we received hundreds of names of people that were interested in working. What was most helpful was that many of the names provided were available to work in outlying areas of our county and have been historically difficult locations for staff. We were able to staff our voting locations and have a very large pool of people as backup.”

- 2020 ELECTION ADMINISTRATION AND VOTING SURVEY, CALIFORNIA

State Poll Worker Recruitment

Twenty-five states and the District of Columbia offer online portals to submit a poll worker or an election volunteer application. The information provided in the state portals by potential poll workers is then shared with the appropriate local election body for follow-up (Figure 4).


¹⁹ U.S. Election Assistance Commission (2020). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/document_library/files/2020_EAVS_Report_Final_508c.pdf.



Figure 4. Mississippi Secretary of State Poll Worker Portal

Poll Worker Portal

Home > Elections & Voting > Poll Worker Portal



Poll Worker Portal

If you are interested in serving as a poll worker for the upcoming election, please complete the form below. The Secretary of State's Office will send your information directly to your County Circuit Clerk and Election Commission. Your local election officials will contact you if your services are needed.

To be a poll worker you MUST live in the county you are interested in working in and be a registered voter of that county. Poll worker pay can be between \$125.00 to \$200.00 dollars, with additional amounts available to receiving and returning managers, but these amounts vary by county. You should contact your local election commissioners to find out what poll workers are paid in your county.

Please note that filling out this form does **not** guarantee you will be hired, and it does not commit you to serve as a poll worker should you change your mind at a later date. Please contact our Elections Hotline at (601)-576-2550 if you have any questions or concerns regarding the Poll Worker Portal.

First Name *

Last Name *

Phone *

Email *

Address Line 1 *

Address Line 2

City *

State

MS

County *

Registered Voter? *

Yes No

High School Student *

You must be 16 years of age or older

Yes No

States have also directly gotten involved with poll worker recruitment by creating unique programs with the express intent of recruiting poll workers to serve in elections. An example is the Michigan Secretary of State Democracy MVP Program (Figure 5).

Figure 5. Michigan Secretary of State Democracy MVP Program Social Media Recruitment



“The Democracy MVP program is a nonpartisan, statewide election inspector recruitment program run by the Michigan Department of State. Launched in 2020 to address the nationwide poll worker shortage caused by the COVID-19 pandemic, Democracy MVP continues to help connect members of the public interested in serving election clerks and [their] elections.

The MVP program works with stakeholder partners to recruit among their communities, networks, and supporters. Partners include nonpartisan businesses, nonprofits, and organizations” Michigan Secretary of State, Democracy MVP Toolkit²⁰.

²⁰ Michigan Secretary of State, Democracy MVP Toolkit, <https://www.michigan.gov/sos/elections/pollworker>.



“Michigan’s Democracy MVP election worker recruitment program, created by Secretary of State Jocelyn Benson in 2020, has enlisted more than 40,000 participants interested in serving in local and statewide elections. Throughout 2021, Democracy MVP recruited thousands of election workers while combating misinformation and galvanizing public confidence in election security. Evaluation of and improvements to Democracy MVP, implemented throughout 2021, have ensured a sustainable statewide election worker recruitment initiative will exist at the department for years to come.”

- MICHIGAN SECRETARY OF STATE, EAC 2021 CLEARINGHOUSE AWARD SUBMISSION

County or Locality Employee Poll Worker Recruitment

In addition to states, local jurisdictions also establish formal local government employee poll worker programs to recruit and retain poll workers. Typically, county employee poll worker programs allow county employees who have received supervisor approval to work at a polling location on Election Day as an alternative work assignment, earning their salaried pay and poll worker stipend. **Contra Costa, California**²¹ and **Sonoma County, California**²² are two examples of these programs.

County employee poll worker programs can also serve as a source to recruit bilingual poll workers and poll workers who may have specific skills that a locality may need to staff polling locations effectively.

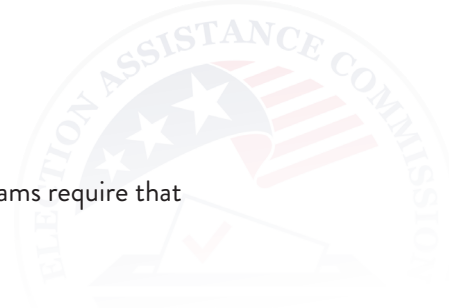
High School Student and College Poll Worker Programs

Although many states have policies that allow individuals under 18 to serve as poll workers, youth poll workers represent untapped potential in the body of citizens who serve on Election Day. Using data from the 2020 EAC EAVS Report, CIRCLE at Tufts University reports, “in the 30 states for which there is county-level data on poll workers by age, 9% of poll workers were under age 25, and 3% under age 18²³” (Figure 6).

²¹ <https://www.contracostavote.gov/elections/poll-worker-center/county-employee-poll-worker/>.

²² <https://sonomacounty.ca.gov/administrative-support-and-fiscal-services/clerk-recorder-assessor-registrar-of-voters/registrar-of-voters/poll-worker-information/county-employee-poll-worker-program>.

²³ Booth, Ruby Belle. (2022). Youth Poll Workers Programs are a Key but Underused Way to Grow Voters. Tufts University Center for Information and Research on Civic Learning and Engagement. <https://circle.tufts.edu/latest-research/youth-poll-worker-programs-are-key-underused-way-grow-voters>.



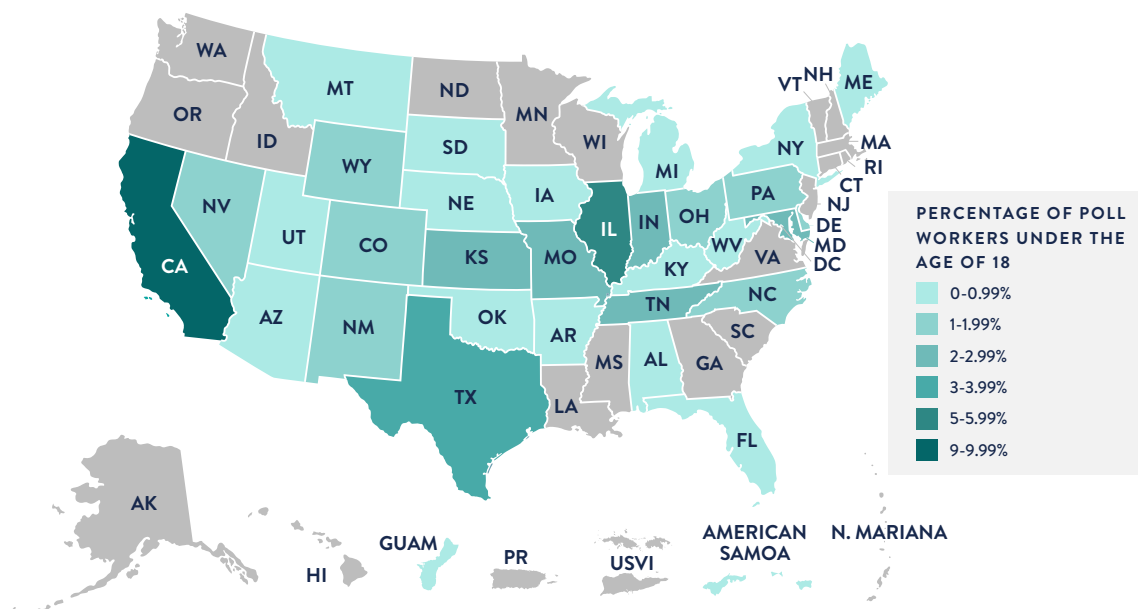
Although there are some variations in requirements, most youth poll worker programs require that youth poll workers minimally:

1. Be a United States citizen by the time you work on Election Day²⁴
2. Be at least 16 years of age
3. Be a current high school student
4. Be a student in good academic standing²⁵
5. Have permission from your parent or guardian and school (to attend training)²⁶

In addition to receiving the daily poll worker stipend, high school poll workers may also receive class credit in some instances.

While one benefit of high school poll worker programs is that they can help fill the need for poll workers during an election year, a study of the Minneapolis Election Judge program demonstrates that the experience of serving as a poll worker can also improve young people's trust in and knowledge about elections, understanding of the voting process, and practical and communication skills. Lastly, serving as a youth poll worker can also help young people feel like they have contributed positively to their community and ensure that everyone is welcome at the polling place²⁷.

Figure 6: The Percentage of Under-18-Year-Old Poll Workers in Each State That Reported County-Level Age-Specific Data



Note:

Note: States in gray did not report age-specific poll worker data. No states reported percentages between the 4-4.99% and 6-8.99% ranges²⁸.

²⁴ Youth poll workers may also be required to be a resident of the county depending on state and territory residency requirements.

²⁵ Some programs specify a GPA requirement. For example, Venango County, Pennsylvania requires a GPA of 2.5 or greater.

²⁶ A recommendation from a teacher and/or approval from the principal may also be required.

²⁷ Tufts University Center For Information and Research on Civic Learning and Engagement, 2021, <https://circle.tufts.edu/latest-research/understanding-benefits-young-people-serving-poll-workers>.

²⁸ U.S. Election Assistance Commission (2022). Election Administration and Voting Survey. https://www.eac.gov/sites/default/files/2023-06/2022_EAVS_Report_508c.pdf.



Although recruitment can be done on a one-on-one basis, local election officials also leverage partnerships with schools and teachers. Many local jurisdictions that have relied on institutional partnerships have found them to be a sustainable pipeline of youth poll worker recruitment

Increasing Youth Engagement through Student Poll Worker Program San Mateo County, California

An effective practice for recruiting, retaining, and training Poll Workers is to engage Student Poll Workers at the high school level. Serving as Poll Workers at an early age creates a strong core value of life-time public service in Elections. San Mateo County Elections initiated our Student Democracy Program during the June 2006 Gubernatorial Primary Election. Over the past 15 years, the program has partnered with over 20 High Schools, serving 4,873 students ages 17.5 to 25. Through the Student Democracy Program, students have been afforded the opportunity to actively participate in the electoral process.

The Student Democracy Program provides training for students on how to operate a Vote Center polling place, develop civic responsibility, serve their community, and foster a greater appreciation of the voting process. The students that are accepted into the program, also known as Student Democracy Ambassadors, will assist voters and participate in their assigned Vote Center from 6:30 a.m. until 9 p.m. on Election Day. In addition, they receive a stipend payment of \$280 for their work during Election Day and a 3-hour mandatory training.

Students must be 16 and older, U.S. citizens or legal residents, have at least a 2.5 GPA, and have their parents/guardians' permission.

- SAN MATEO COUNTY, CALIFORNIA, DEPARTMENT OF THE ASSESSOR-COUNTY CLERK-RECORDER AND CHIEF ELECTIONS OFFICER, 2021 EAC CLEARINGHOUSE AWARD SUBMISSION



Civic Engagement Series - Youth at the Booth Wyandotte County, Kansas

Our program works with students with Wyandotte High School and the Wyandotte County Election Office in many different ways. One way is to bring elections to the students so they can learn what it's like to vote and have a mock election. Another way is to recruit student election workers that way and bring them into training so they can work on Election Day. It started out with about eight students the first year and has grown to about twenty over the last three years. We pair students and teachers together at different polling places throughout the county. We always see the same people come back to work because the students really enjoy working elections. We will expand more and more throughout the years as we continue to grow! It's an amazing program and has helped with getting positions filled for elections²⁹.

- WYANDOTTE COUNTY, KANSAS, PROGRAM COORDINATOR - ELECTION WORKERS, 2021 EAC CLEARINGHOUSE AWARD SUBMISSION

Student Election Clerks Bangor City, Maine

This program began in 2018 and partners the City Clerk's office with the Bangor School Department's high school government class to recruit student election clerks. Student workers are partnered with adult election clerks at the polls. The School Department is very supportive and excuses students from their other classes on Election Day. The City Clerk provides training to the students on election law and the responsibilities of the students on Election Day. Our aim is to introduce the election process to students and provide them with an opportunity to be engaged early in life. We stress the importance of continuing to volunteer when they become an adult and to stay involved with the process. We have found that the students are eager to participate and in 2022 we had five students from a previous Government class ask to participate again! In 2022, I invited Maine's Secretary of State, Shenna Bellows, to attend the training and the students were thrilled to have the opportunity to meet her and ask questions. Secretary Bellows has told me she is going to use Bangor as the model for other schools to recruit workers. The cost of this program is minimal: pizza and t-shirts!

- CITY OF BANGOR, MAINE CITY CLERK'S OFFICE, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

²⁹ Visit for more information about the Wyandotte County, Kansas Mock Election: <https://www.youtube.com/watch?v=TuQaG-eaje4>.



Although college student-focused poll worker programs are not as prevalent as poll worker recruitment tools, election officials in geographic proximity to college campuses do use partnerships with academic programs and faculty to recruit poll workers.

Elections Administration Course Guam Election Commission

The Guam Election Commission (GEC) partnered with the University of Guam (UOG) Public Administration Degree Program to offer an academic credit bearing class on Elections Administration in an effort to recruit poll workers for the 2022 General Election. The course for two credits included twelve (12) hours of lecture at the University, an exam, and a practicum: working as a Precinct Official or Election Assistant on Tuesday, November 8, 2022, at island polling sites. The course was also offered for CEUs (Continuing Education Units) and as a professional development course for teachers. Twenty-six students enrolled: Four students paid \$402 each to earn 2 credits toward their Public Administration degree program; one teacher signed up for professional development toward recertification and twenty-one students earned three CEUs. The teacher and the twenty-one students were not assessed any fees. The HAVA Security Grant funded the recordation fee for all twenty-six students at \$25.00 each. The HAVA Security Grant also infused \$150 for each precinct official to increase the stipend to \$500. Election Assistants' stipend was \$200. The GEC Director has been invited to teach a three-credit class on Elections Administration for the 2023 Fall Semester! Biba HAVA! Biba UOG! Biba GEC!³⁰

- GUAM ELECTION COMMISSION, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

Help America Vote College Program United States Election Assistance Commission

“The Election Assistance Commission encourages college campus involvement and partnerships with local election offices to recruit poll workers through the **Help America Vote College Program** (HAVACP)³¹. From 2004 to 2010, the HAVACP, through a competitive grant process, helped more than 50 colleges and universities create programs that encouraged college students to learn more about election administration or serve as poll workers on Election Day. In 2024, the EAC awarded “\$1,000,000 in HAVACP funding including 14 poll worker grants and seven service day mini-grants. The organizations selected for the HAVACP awards include accredited colleges and universities, state and local election offices, and nonprofit organizations across 19 states. HAVACP programming will engage more than 7,000 college students through targeted recruitment and training initiatives, civic education courses, and established partnerships with local stakeholders³²”

³⁰ Translation: Hooray HAVA! Hooray University of Guam (UOG) Hooray Guam Election Commission (GEC).

³¹ U.S. Election Assistance Commission, *Help America Vote College Program* (2024). <https://www.eac.gov/grants/help-america-vote-college-program>

³² U.S. Election Assistance Commission. (2024). *U.S. Election Assistance Commission Announces Recipients of the Help America Vote College Program Grants*. <https://www.eac.gov/news/2024/02/08/us-election-assistance-commission-announces-recipients-help-america-vote-college>



Business and Non-Profit Collaborations and Partnerships

Collaborations and partnerships are another approach that can be used to recruit and retain poll workers. Identifying community-minded local businesses, existing professional relationships established through outreach and voter education activities, and other personal and professional affiliations are great initial resources for identifying potential collaborations and additional pools of potential poll workers. Collaborations can be particularly useful when recruiting a diverse body of poll workers who represent the communities served by local election officials. Although many types of organizations might be interested in collaboration, many jurisdictions collaborate with local businesses, non-profit organizations (e.g., professional associations, civic agencies, faith-based organizations, sororities and fraternities, affinity and identify based organizations, high school sports teams, and clubs, college clubs), and political parties.

There are many advantages for local election offices, organizations or businesses, and citizens participating in these collaborations.

- Increase poll worker recruitment outreach and the number of polling places fully staffed on Election Day.
- Increase community awareness of the need for poll workers and their functions on Election Day and about election administration in general.
- Increase the effectiveness of all your recruitment efforts as you develop and communicate targeted recruitment messages.
- Individuals affiliated with private and non-profit organizations are more incentivized to show up because they represent their organizations.
- Participating businesses often contribute to the communities in which they do business. A poll worker facilitator program enables them to give back to the community without incurring additional expenditures (because salaries are already budgeted).
- Individuals affiliated with private and non-profit organizations get a break in their routine, get to serve their communities, and make new connections.
- Nonprofit organizations can contribute and connect to the communities they serve in a new way³³.

One popular collaborative model is Adopt-a-Precinct (polling location). The Adopt-a-Precinct model dates back to the 1990s. In this model, Election Day becomes a fundraising and team-building opportunity for community groups, businesses, and other organizations. When a group “adopts a precinct,” they are responsible for finding enough poll workers from their organization to staff the polling place. Instead of paying each worker separately, the group receives a single check for working on Election Day³⁴. By participating in adopt-a-precinct programs, organizations simultaneously fundraise and support the community (Figure 7).

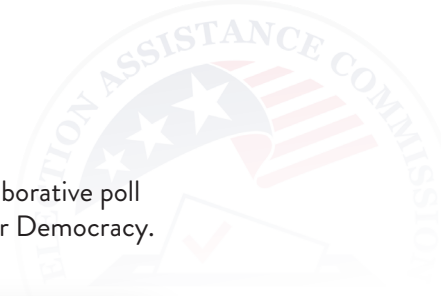
³³ U.S. Election Assistance Commission, *Successful Practices for Poll Worker Recruitment*, https://www.eac.gov/sites/default/files/eac_assets/1/6/Successful%20Practices%20for%20Poll%20Worker%20Recruitment%20Section%201%20Recruitment.pdf.

³⁴ Orange County, FL Supervisor of Elections, <https://www.ocfelections.com/adopt-precinct>.



Figure 7: Solano County, California

<h2>Earn Money by Adopting a Polling Place</h2> <p><i>By adopting a polling place, there are several ways you can earn money for your organization as identified below. The Registrar of Voters will work with your team on completing attendance forms and tracking your group progress throughout the election cycle. Money can be earned from on-line training, in-person training, returning supplies, Election Day shifts and hosting a facility.</i></p> <p><i>Below is a breakout of the potential for a team adopting a polling place:</i></p>		
Hosting a Facility	\$250	
Subtotal		\$250
Election Day Work:		
Inspector (one per location)	\$130	
E-roster Clerk #1 (minimum of 2 per location)	\$100	
E-roster Clerk # 2	\$100	
Ballot Issue Clerk (min. 1 per location)	\$100	
Provisional Clerk (min. 1 per location)	\$100	
Equipment Clerk	\$100	
Subtotal		\$630
Online Training (\$25 for each class passed):		
Inspector (must pass 6 classes)	\$150	
E-roster Clerk #1 (min. of 2 per location)	\$75	
E-roster Clerk #2	\$75	
Ballot Issue Clerk (min. 1 per location)	\$75	
Provisional Clerk (min. 1 per location)	\$75	
Equipment Clerk	\$75	
Subtotal		\$525
In-Person Training \$20 for each class attended:		
Inspector	\$20	
E-roster Clerk #1 (min. of 2 per location)	\$20	
E-roster Clerk #2	\$20	
Ballot Issue Clerk (min. 1 per location)	\$20	
Provisional Clerk (min. 1 per location)	\$20	
Equipment Clerk	\$20	
Subtotal		\$120
Equipment Return (optional)	\$20	
Subtotal		\$20
Est. Potential Total		\$1,545



Charleston County, South Carolina’s³⁵ **Partnerships at the Polls** includes two collaborative poll worker recruitment and retention programs, Adopt-a-Polling Location and Day for Democracy.

“Through Adopt-a-Polling Location, The Board of Election and Voter Registration (BEVR) partners with local organizations who “adopt” polling locations on Election Day by having their teams serve as election workers. Organizations can then use the funds earned from their work to support a local nonprofit, enabling us to staff polling locations with professional workers while supporting our community. Day for Democracy is a program offering Charleston County employees the opportunity to serve as election workers without using their paid time off, building relationships among our workforce and highlighting our dedication to public service. Partnerships at the Polls gives our voters reliably staffed polling locations while allowing us to reinvest in our community, reduce administrative burden, and minimize time and effort spent recruiting and retaining poll workers through traditional methods. In our inaugural year, \$9,800 was raised for local nonprofits and 95% of participants stated that they enjoyed being a part of Partnerships at the Polls.”

- CHARLESTON COUNTY, SOUTH CAROLINA, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

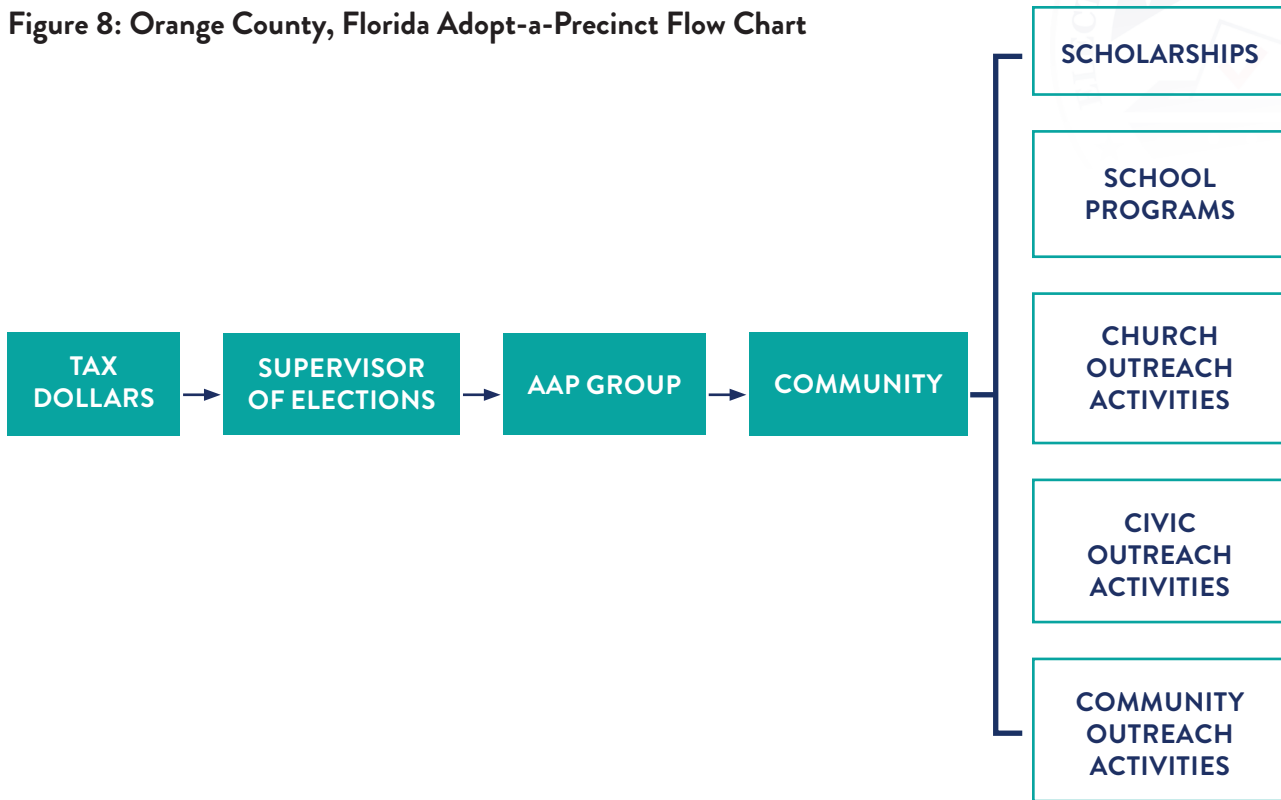
Another successful example of an Adopt-a-Precinct program is **Orange County, Florida**³⁶. The Orange County program has existed since 1998. It provides a flow chart (Figure 8) demonstrating how adopting a polling location allows organizations to support the community by serving as poll workers. An estimate of fundraising potential and a customized flowchart can also be helpful when discussing potential Adopt-a-Precinct partnerships with organizations to communicate how the program can financially support their organization’s and the community’s goals.

³⁵ Charleston County, SC Partnership at the Polls, https://www.eac.gov/sites/default/files/clearinghouseawards/2022/Charleston_County_SC_Poll_Workers.pdf.

³⁶ Orange County, FL Supervisor of Elections, <https://www.ocfelections.com/adopt-precinct>.



Figure 8: Orange County, Florida Adopt-a-Precinct Flow Chart



Political Parties

In many states, political parties are responsible for recruiting eligible poll workers. In the states where they are not, political parties can aid poll worker recruitment by engaging their members. Political parties can be especially helpful if the state has bipartisan polling location requirements.

National Poll Worker Recruitment Day

The EAC established National Poll Worker Recruitment Day as a national day of action in 2020. National Poll Worker Recruitment Day encourages potential poll workers to sign up to Help America Vote by serving as poll workers^{37,38}. In support of this effort, the EAC provides election officials with various resources, including a toolkit and customizable graphics that can be used on social media (Figure 9).

³⁷ U.S. Election Assistance Commission, *Poll Worker Resources for Voters*, <https://www.eac.gov/help-america-vote>.

³⁸ U.S. Election Assistance Commission, *Poll Worker Resources for Voters*, <https://www.eac.gov/election-officials/poll-worker-resources-election-officials>.

Figure 9. 2023 National Poll Worker Recruitment Day Customizable Graphic



Leveraging holidays and significant events – like the early voting period – can also be a valuable way to recruit poll workers. EAC resources were designed to be used year-round to support recruitment efforts.

Board of Elections From Voting to Voting Location Manager Franklin County, Ohio

Franklin County Board of Elections recognized an untapped resource in Early Vote Center voters who had never considered working on Election Day and created this program to recruit them. Over the course of the early vote period our office maintained a staffed recruitment station at the exit of the Early Vote Center. Our recruitment staff informed voters about the responsibilities, requirements, and rewards of serving as a Precinct Election Official (PEO). All voters who applied proudly signed a recruitment poster that remained on display, serving as an encouragement to other voters. Early voters submitted a total of 1,448 new applications throughout the three elections held in 2022 making this a wildly successful program for our office. The program cost was nominal: we hired a team of current bi-partisan PEOs to staff the booth, printed a banner and three posters in-house, purchased high-top tables and covers, and used laptops and markers from our general office supplies for a total approximate cost of \$10,030.00 for the year. We also recruited voters at polling locations on Election Day through a sign-up sheet and flier at check-in tables. We will continue to utilize this program.

- FRANKLIN COUNTY, OHIO, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION



Using Current Poll Workers To Recruit New Poll Workers

Current poll workers can be asked to identify individuals and organizations in their personal and professional networks that might be interested in serving as poll workers or adopting a polling location. Polk County, Florida³⁹, uses experiences from other poll workers to highlight how rewarding it is to serve as a poll worker and to encourage other members of the community to serve (Figure 10).

Figure 10. Polk County, Florida Election Worker Recruitment

What Our Election Workers Say About Working At The Polls:

“It is always exciting to work during a Presidential Election; I really enjoy working with my fellow poll workers.”

- BEULAH, PRECINCT 520

“I really feel like I have participated in the democratic process, plus it is wonderful meeting all the voters.”

- EDWARD, PRECINCT 519

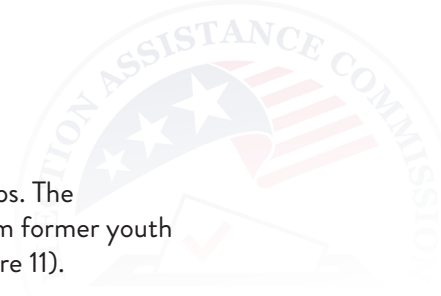
“I like working the polls because I enjoy my team and helping all the smiling voters.”

- MICHELLE, PRECINCT 517

“I spent 27 years in the military defending your right to vote; NOW, I get out to make sure it counts.”

- ROBERT, PRECINCT 250

³⁹ Polk County, FL, What Our Election Workers Say About Working At The Polls, <https://www.polkelections.com/m/Election-Worker>.



Poll worker experiences can also be used to recruit poll workers from specific groups. The Minneapolis, Minnesota Office of Elections and Voter Services⁴⁰ posts quotes from former youth election judges as a part of their student election judge recruitment strategy (Figure 11).

Figure 11. Minneapolis Office of Elections and Voter Services, Youth Election Judge Recruitment

What's it like to be a student election judge in Minneapolis?

"There were so many people at my polling site that were veterans of this process and were happy to teach me and pass on knowledge."

"Everyone was very dedicated, supportive, and kind. I felt comfortable and useful."

"The other election judges I worked with were extremely helpful in answering questions I had. Also, they were all kind and smiling - wonderful to be around all day! The Head Judge and Assistant Head Judge seemed to care about us and made sure we all had jobs to do, as well as quickly coming to our aid if a voter had a question that we didn't know how to answer."

"I enjoyed working in a peaceful environment and with people I didn't know very well. Everyone was very helpful and understanding."

"I truly loved this experience, if there was a job similar to the voting precincts I would definitely look into it."

Contacting Potential Poll Workers by Partnering with Other Government Offices

Through partnership with other government agencies in a jurisdiction, recruitment can extend to all jurisdiction residents. Wake County, North Carolina⁴¹, for example, partners with the Revenue Department to include a Vote to Volunteer buck slip (Figure 12) in the annual tax revenue mailing⁴². The buck slip is also included in all mailings to new and existing registered voters. The slips are reasonably inexpensive and cost \$0.025 per buck slip. After adopting the Vote to Volunteer buck slip in 2011, poll worker applications increased from 345 in 2010 to 1,556.

Fairfax County, Virginia⁴³, adopted a similar partnership with the Fairfax County Department of Taxation and saw dramatic increases in poll worker applications. The Fairfax County insert includes recruitment information in English, Spanish, Vietnamese, and Korean (Figure 13).

⁴⁰ Minneapolis, Minnesota Office of Election and Voter Services, <https://vote.minneapolismn.gov/election-workers/student-program/>.

⁴¹ Wake County, NC Board of Elections 2019 Clearies, https://www.eac.gov/sites/default/files/clearinghouseawards/2019/WakeCountyNC_Pollworker_2019Clearies.pdf.

⁴² A buck slip is a piece of paper, approximately the size of a US dollar bill, that can be included in mailings.

⁴³ Fairfax County, VA, 2015 Professional Practices Program, https://www.electioncenter.org/publications/2015PPP/Fairfax_County_VA-Meeting_the_Need_for_Election_Officers.pdf.

Figure 12. Wake County, North Carolina Buck Slip



VOTE TO VOLUNTEER

★★★★★

When you go vote, the person helping you is a dedicated volunteer committed to the election process. They are front-line representatives of the Board of Elections office. These individuals are active voters, serving their community and local government with pride. It is a long day and a lot of work, but without our volunteers, we could not make democracy work.

If you, a family member, or a friend would like to get paid to be an election official during Early Voting or on Election Day, please apply online or complete the attached form to GET INVOLVED.

APPLY ONLINE www.wakegov.com/elections/getinvolved

Benefits

- Make extra money
- Make a difference
- Strengthen your community
- Learn new skills
- Meet new people

Name: _____

Address: _____

Phone: _____

Email: _____

Please fill out form and send to:
Wake County Board of Elections
ATTN: Precinct Staffing Team
PO Box 695
Raleigh, NC 27602

Or send via email or fax:
elections@wakegov.com
Fax: (919) 856-5864
Or apply online:
www.wakegov.com/elections/getinvolved



Figure 13. Fairfax County, Virginia Poll Worker Recruitment Insert

Voter Registration

- Update & Register Online:
www.vote.virginia.gov
- Confirm your registration status:
www.sbe.virginia.gov

Key Voting Deadlines—2014

Tuesday

General Election:	November 4 - 6 a.m.- 7 p.m.
Voter Registration:	October 14 - 5 p.m.
In-person Absentee	
Satellite voting begins:	September 27 (Saturdays only until Oct 14)
Last Day to request	
Absentee Ballot by mail:	October 28 - 5 p.m.

Para información y materiales en español visite nuestra página de internet: www.fairfaxcounty.gov/elections
O llame a la Oficina de Elecciones línea en español: 703-324-4766

Election Officer Opportunities

Fairfax County needs 3,000 election officers to conduct elections. Please sign up to help!

Bilingual Citizens are Encouraged!
¡Se necesitan ciudadanos bilingües!
Ưu tiên cho Công Dân nói hai thứ tiếng.
이중언어 가능한 시민권자의 참여를 권장합니다

For more information:
www.fairfaxcounty.gov/elections/working

\$175

stipend for full day




Photo ID Required for Voting . Effective July 1, 2014

Take a Test Drive Before Election Day!
New voting machines starting this fall.

Voting machine roadshow begins in August!
See a schedule after August 1, at:
fairfaxcounty.gov/elections



Effective July 1, 2014

Voters must present one acceptable form of photo identification when voting.

- Valid Virginia DMV-issued driver's license or photo ID card
- Valid US Passport or other government-issued photo ID
- Valid employee photo ID card
- Valid college student photo ID card (issuer must be a Virginia institution of higher education)

If you do not have acceptable ID contact for assistance:
**Fairfax County
Office of Elections
voting@fairfaxcounty.gov
703-222-0776**

Fairfax County Office of Elections
12000 Government Center Parkway
Suite 323, Fairfax, VA 22035
Phone: 703-222-0776
Fax: 703-324-4700
TTY: 711 (Virginia Relay)
For further accommodations call:
703-222-0776

For more information go to sbe.virginia.gov

Partnering with Sports Teams (High School, Collegiate, Semi-Pro, and Professional)

Sports teams are often engaged in the local community, which is why collaborating with sports teams is also a strategy that can be utilized for non-partisan voter education and poll worker recruitment. The Duval County, Florida, Supervisor of Elections Office collaborates with several community sports teams to extend the reach of their message and create new opportunities for poll worker recruitment⁴⁴. Each sports team can appeal to its fanbase and create a unique branded message consistent with the message of the elections office (Figure 14). Like the Adopt-a-Precinct location programs, sports teams can raise funds for non-profit organizations by collaborating with the elections office.

The South Carolina Stingrays collaborated with the Charleston County Board of Voter Registration and Elections⁴⁵ for a Get Out and Vote Game that raised money for a local non-profit organization and “thanked local poll workers for their service, encouraged fans to participate in the upcoming election, and raised awareness of the importance of signing up to become a poll worker.” The Stingrays also adopted a polling location and donated their compensation to a local non-profit organization (Figure 15). Because sports teams are immersed in the community, there are also increased coverage opportunities from traditional media, which can serve as another avenue for voter education and poll worker recruitment.

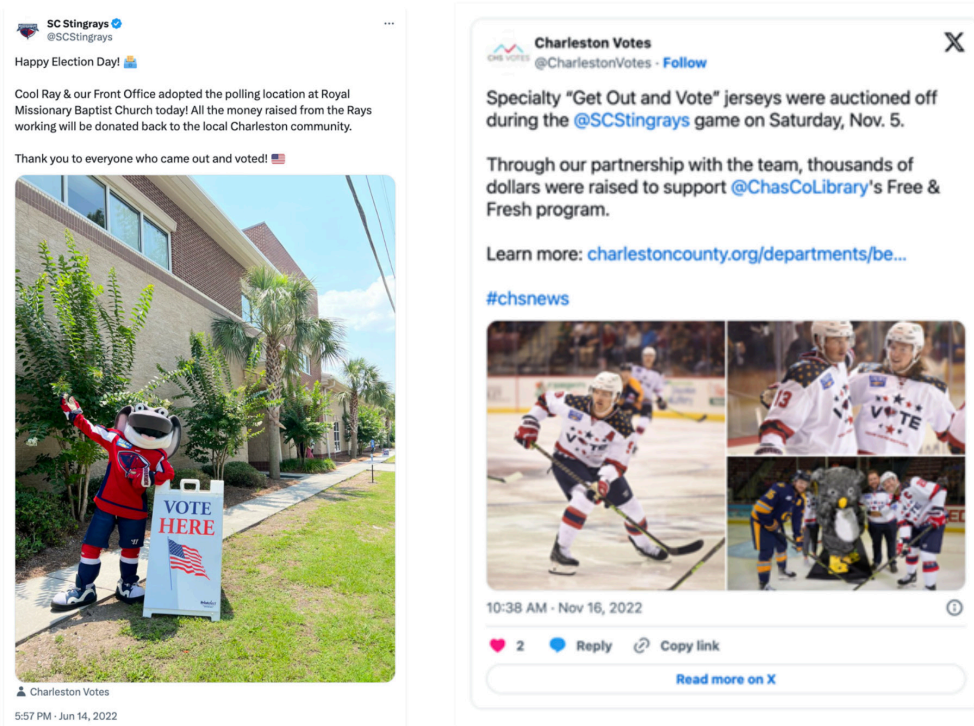
Figure 14. Duval County, Florida Supervisor of Elections Sports Teams Partnership Social Media Posts



⁴⁴ Jacksonville, FL Ice Men, Poll Worker Recruitment, <https://jacksonvilleicemen.com/news/2020/09/we-want-you-work-the-polls-earn-icemen-game-experiences>.

⁴⁵ Charleston, SC, Partnerships At The Polls, https://www.eac.gov/sites/default/files/clearinghouseawards/2022/Charleston_County_SC_Poll_Workers.pdf.

Figure 15. Charleston County, South Carolina Board of Voter Registration and Elections Sport Team Partnership Social Media Posts



Bilingual Poll Workers

According to the U.S. Census Bureau, 21.6% of people in the U.S. speak a language other than English at home⁴⁶. That’s one in every five adults. Section 203 of the Voting Rights Act of 1965, as amended, contains, among other things, provisions designed to protect the voting rights of U.S. citizens of certain ethnic groups whose command of the English language may be limited⁴⁷. As such, the jurisdictions covered by Section 203 must provide all their voting and election materials in languages other than English, and oral or written bilingual voting assistance. To this end, many jurisdictions, including those not covered by Section 203, rely on bilingual poll workers to serve their voters on Election Day.

However, local election officials continue to express concerns about their ability to recruit a sufficient number of bilingual poll workers⁴⁸.

Although election officials rely on traditional and social media to recruit bilingual poll workers (Figure 15), there are other approaches that can also ensure that jurisdictions have a sufficient number of bilingual poll workers – or poll workers generally – for in-person voting.

⁴⁶ 2022 U.S. Census, <https://www.census.gov/library/stories/2022/12/languages-we-speak-in-united-states.html#:~:text=The%20number%20of%20people%20in,recent%20U.S.%20Census%20Bureau%20report.>

⁴⁷ Government Accountability Office, 2008, <https://www.gao.gov/assets/a271228.html>.

⁴⁸ Adona, Natalie, Paul Gronke, Paul Manson, and Sarah Cole (2019). *Stewards of Democracy: The Views of American Local Election Officials*. https://demofund.wpengine.com/wp-content/uploads/2020/06/2019_DemocracyFund_StewardsOfDemocracy.pdf.

Figure 16. Bilingual Poll Worker Recruitment Press Release, Union County, New Jersey



Bilingual Poll Workers Needed in Union County

📅 April 20, 2023



The Union County Board of Elections is seeking bilingual poll workers for Primary Election Day on Tuesday, June 6, 2023 and General Election Day, Tuesday, November 7, 2023. In addition to receiving a stipend of \$300.00 for the day, poll workers perform a valuable civic service by helping to ensure that every eligible voter can exercise their right to vote on Election Day.

"Bilingual poll workers are especially helpful in our diverse community, so we encourage everyone with a second language, specifically Spanish, to participate in this very important civic service," said Board of Elections Administrator Nicole DiRado.

Any Union County resident who is 18 years or older, and registered to vote in Union County, can qualify to become a poll worker.

No experience is needed. Before Election Day, each new poll worker must attend an in-person training course.

Persons interested in becoming a poll worker are advised to apply now in order to reserve a spot.

For more information and to obtain an application form, visit the Poll Worker Resources page at the Board of Elections website, ucnj.org/pollworker. To request an application form by mail, call the Board of Elections at 908-527-4236 or email pollworker@ucnj.org.

For all Union County Board of Elections information visit online at ucnj.org/ucboe.

Develop Relationships With The Community and Community-Based Organizations

Partnering with non-profit organizations or other entities who have a language or ethnic group affiliation to ensure information is shared with the community can be particularly helpful when recruiting poll workers and engaging in voter education.

Translate Poll Worker Recruitment Material Into All Relevant Languages Online and On Paper

Although jurisdictions produce materials to recruit bilingual poll workers, the materials are often only available in English. Producing recruitment and application materials in the language you're recruiting is an additional signal to potential poll workers that they are welcome and encouraged to serve (Figure 17). Identifying what organizations are already engaged in this type of activity or collaborating with organizations to facilitate language-specific recruitment can also help recruit bilingual poll workers.

Figure 17. Arizona Bilingual Poll Worker Recruitment

The graphic is a bilingual recruitment poster for poll workers in Arizona. It is split into two vertical panels: Spanish on the left and English on the right. The top of each panel features the text 'La Elección General es el 3 de noviembre. Nuestra democracia lo necesita. Los votantes de Arizona lo necesitan.' (Spanish) and 'THE GENERAL ELECTION IS NOV 3. OUR DEMOCRACY NEEDS YOU. ARIZONA'S VOTERS NEED YOU.' (English). Below this, the Spanish panel says 'CONVIÉRTASE EN UN TRABAJADOR ELECTORAL' and the English panel says 'BECOME A POLL WORKER'. Both panels list the same two requirements: being a registered voter (with a note about student programs) and completing required training. A central blue box states 'Todos los trabajadores electorales serán pagados y recibirán entrenamiento.' (All poll workers are paid and receive training.). At the bottom, both panels say 'MAS INFORMACIÓN ESTA DISPONIBLE EN ARIZONA.VOTE.' (MORE INFO AT ARIZONA.VOTE.). The graphic is decorated with several circular 'ARIZONA DOT VOTE' logos in various colors (blue, green, yellow, red) and a large, faint watermark of the Election Assistance Commission logo in the background.

Attend Naturalization Ceremonies

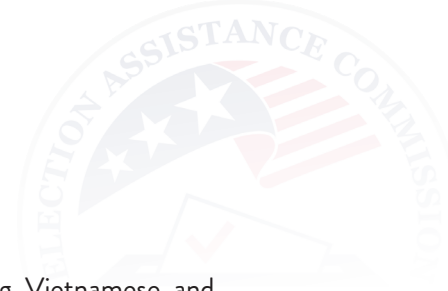
In 2021, there were 809,100 new U.S. Citizens; in 2022, that number rose to 967,400⁴⁹. Given naturalization trends, almost 1,000,000 new U.S. citizens are eligible to vote annually. In addition to being encouraged to register, these individuals should be recruited as poll workers.

Target Students

As the number of bilingual youth in the United States continues to rise, recruiting those eligible to serve as poll workers is an opportunity to address bilingual needs in polling locations⁵⁰. Collaborations with language programs and ethnic affinity groups at local colleges and universities can also help identify bilingual poll workers.

⁴⁹ U.S. Citizenship and Immigration Services, Fiscal Year 2022 Progress Report, https://prevention-collaborative.org/wp-content/uploads/2021/08/CDC_2017_Types-of-Evaluation.pdf.

⁵⁰ Annie E. Casey Foundation. (2018). *The Number of Bilingual Kids in America Continues to Rise*. <https://www.aecf.org/blog/the-number-of-bilingual-kids-in-america-continues-to-rise>.



Use Community-Specific Social and Ethnic Media

According to the 2022 U.S. Census, Spanish and Spanish Creole, Chinese, Tagalog, Vietnamese, and Arabic⁵¹ are the most frequently spoken languages in the U.S. besides English. Given the language diversity in the U.S., many media outlets provide local coverage in languages other than English. In addition to general audience media, community, and language-specific social and traditional media outlets can be leveraged for voter education and bilingual poll worker recruitment. For example, approximately 624 Spanish-language news outlets in the U.S. and Puerto Rico serve an audience of nearly 59 million people⁵². Many of the outlets, particularly the newspapers, are locally owned. And while some of the more prominent outlets have a national presence, the majority of coverage focuses on local communities⁵³. Identifying the most frequently spoken language in your community and the media outlets that produce content in those languages can be an effective collaboration for recruitment.

Poll Workers with Disabilities

Twenty-seven percent of the adult population in the United States has a disability⁵⁴. This group includes people with hearing, vision, cognitive, mobility, self-care, or independent living difficulties. The Americans with Disabilities Act⁵⁵ requires that states and local jurisdictions ensure that people with disabilities have full and equal access to voting throughout the entire process – from registration to casting a ballot in person or by mail. There are many things that election officials can do to ensure that voters with disabilities are represented and are an integral part of the body of citizens who serve as poll workers.

Partner With Disability Agencies and Disability Rights Advocacy Groups

In 2020, Power to the Polls partnered with the National Disability Rights Networks⁵⁶ to recruit poll workers and increase the visibility and representation of disabled voters at the polls. Jurisdictions can form similar partnerships to help ensure that polling locations are accessible to those with disabilities. Additionally, disabled individuals who serve as poll workers can also provide helpful feedback.

Assisted Living and Retirement Facilities

When assisted living or retirement facilities are selected as polling locations, residents of these communities can be invited to serve as poll workers in their communities during in-person voting.

⁵¹ U.S. Census Bureau, *Languages We Speak*, <https://www.census.gov/library/stories/2022/12/languages-we-speak-in-united-states.html>.

⁵² The City University of New York. (2019). *The State of the Latino News Media*. <https://thelatinomediareport.journalism.cuny.edu/>.

⁵³ The City University of New York. (2019). *The State of the Latino News Media*. <https://thelatinomediareport.journalism.cuny.edu/>.

⁵⁴ Centers for Disease Control and Prevention. (2023). *Disability Impacts All of Us*. <https://www.cdc.gov/ncbddd/disabilityandhealth/infographic-disability-impacts-all.html>.

⁵⁵ U.S. Department of Justice Civil Rights Division, *Americans With Disabilities Act, Voting and Polling Places*. <https://www.ada.gov/topics/voting/>.

⁵⁶ National Disability Rights Network (2022). *Power To The Polls*. <https://www.ndrn.org/resource/powerpollspr/>.



Osher Lifelong Learning Institutes

Although not explicitly focused on disabled populations, Osher Lifelong Learning Institutes⁵⁷ (OLLI), which can be found on colleges and universities campuses across the U.S., attract participants who are 50+ for continuing education. Election officials from local jurisdictions can work with OLLI to educate voters and recruit new poll workers.

Poll Worker Retention

Compensation and long hours that poll workers are required to work is one aspect of election administration that is often cited as part of the difficulty in recruitment and retention efforts.

Jones and Stein⁵⁸ find that “the per diem compensation paid to poll workers and the opportunity to work the polls part-time also significantly reduce the difficulty of recruiting poll workers.” Hostetter⁵⁹ notes that the portability (permitting registered or qualified voters to serve as poll workers statewide in any precinct) of poll workers makes recruitment easier.

Although state statutes and budgetary restrictions may limit the ability of local election officials to increase election work stipends, offer escalating pay scales, allow for split shifts, and allow election worker portability, there are other things that election officials can do to recruit and retain poll workers. Using a survey of poll workers in California, Glaser, MacDonald, Hui, and Cain⁶⁰ find the most frequent reason mentioned for serving as a poll worker is a desire to serve the community. This reason was followed by wanting to “support the election process” or “monitor the democratic process.” Given this, election officials can engage in activities that resonate with these motivating factors, increasing the likelihood that poll workers will return in future elections.

Recognize Service and Thank Election Workers

Many jurisdictions provide election workers with jurisdiction-specific enamel pins for each election (Figure 18), tote bags, etc. If jurisdiction election pins are not within the budget, other items such as lanyards, nametags, ribbons, or thank-you buttons in different colors that note incremental years of service can also be used⁶¹.

⁵⁷ Bernard Osher Foundation. https://www.osherfoundation.org/olli_list.html.

⁵⁸ Jones, Colin J., and Robert M. Stein. (2021). Recruiting Persons to Work the Polls. *Election Law Journal: Rules, Politics, and Policy*, 315-326. <http://doi.org/10.1089/elj.2020.0701>.

⁵⁹ Hostetter, Joshua. (2020). Portable Poll Workers: Eliminating the Precinct Requirements in U.S. Elections. *Election Law Journal: Rules, Politics, and Policy*, 19(3): 392-401.

⁶⁰ Glaser, Bonnie C., Karin Mac Donald, Iris Hui, and Bruce E. Cain. (2007b). *The Front Lines of Democracy: Who Staffs Polling Places and Does It Matter?* Election Administration Center Working Paper 0704, University of California, Berkeley.

⁶¹ The Elections Group (2022.) *Tips for Retaining Election Workers*. <https://electionsgroup.com/resource/12-tips-for-retaining-election-workers-2/>.

Figure 18. Merced County, California Election Pins



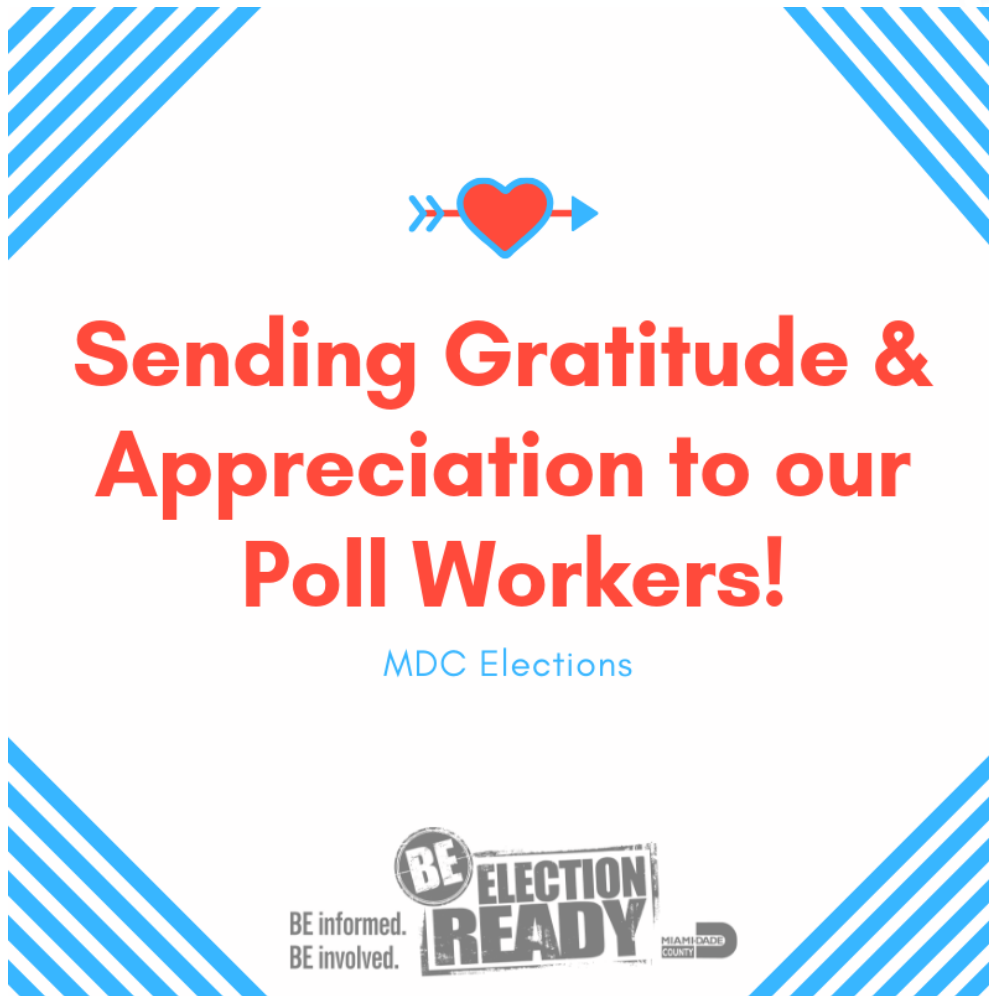
Between elections, you can also let poll workers know you appreciate them by sending birthday cards or creating a newsletter that keeps them apprised of election office developments and off-cycle opportunities to engage (e.g., upcoming elections, optional training, voter education outreach events).

Forsyth County, Georgia⁶², hosts a poll worker appreciation event to show their appreciation for the poll workers. The state of Connecticut have honored their poll workers by conducting Poll Worker Appreciation Days in different towns. Traditional media, like the opinion piece written by the Sarasota County Supervisor⁶³ of Elections, can also be used to highlight individual poll workers and the vital work that poll workers do. Some localities, such as Hanover County, Virginia, host post-election meetings of poll workers with guest speakers to highlight the positive work of the election season and congratulate the election judges for their service. After the election, sending thank you cards and publicly recognizing election workers on the jurisdiction’s and election office’s social media are other ways to acknowledge and communicate with poll workers. The elections website can also highlight poll workers (Figure 19).

⁶² Forsyth County, GA. *Becoming A Forsyth County Poll Worker*. <https://www.forsythco.com/Departments-Offices/Voter-Registrations-Elections/Become-a-Forsyth-County-Poll-Worker>.

⁶³ Ron Turner, *Democracy needs a firm backbone to stand tall. It needs you.* (2023). <https://www.heraldtribune.com/story/opinion/columns/your-voice/2023/08/21/poll-workers-are-the-backbone-of-our-election-process/70599103007/>.

Figure 19. Miami Dade County, Florida Elections Website Poll Worker Social Media Recognition



Ask for Input and Use It

Forming a focus group or compiling a post-election survey is a good opportunity to ask poll workers about their experiences. The data collected can be useful to inform poll worker recruitment, training, and retention efforts. This action can also communicate to poll workers that they are valued members of the elections team, they make significant contributions that support democratic governance, and that their feedback is welcomed and appreciated. When changes are made based on the feedback, sharing the changes and putting them into action becomes a way to reinforce that message.

Streamline Processes

Streamlining processes and creating new efficiencies to reduce the administrative burden that poll workers experience during Election Day may serve as motivation to return as a poll worker for future elections.

Davidson County Election Commission A Better Way to Manage Poll Workers Davidson County, Tennessee



Using Airtable’s user-friendly platform, [we] were able to build a streamlined database that provides a better experience for Poll Workers and their internal office staff. The new database provides easy integration with essential tools like texting and emailing and offers flexible scaling ability. Furthermore, the database’s field permissions allow access to be limited to certain users within the office, which gives confidence to staff members who have previously been concerned about data loss and data integrity. The database offers views that are similar to Microsoft’s Excel, but [we] also built several custom ‘Interfaces’ for each Election Day and Early Voting location, as well as each Poll Worker. These individual views provide a granular and user-friendly look into each location or worker. They also reduce on-boarding time costs of seasonal workers by approx. 60%. During election cycles, Poll Workers can complete questionnaires and required training via online forms which integrate directly into the new database, requiring no administrative middle-person to record the feedback into the database. Eliminating this step reduces 80% of election-time scheduling phone calls and emails. The database is built on a ‘low-code’ platform, which is cost-effective and does not require a contract.

- DAVIDSON COUNTY, TENNESSEE 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

Poll Worker Training

Training aims to ensure that poll workers are well prepared to perform their duties correctly on Election Day – serving voters to the best of their ability. The requirements for poll worker training vary across the U.S. and the territories, with 44 states, the District of Columbia, and three territories having laws explicitly requiring training for all or some poll workers (Table 2).



Table 2. Poll Worker Training Requirements⁶⁴

Required for all poll workers ^I		Required for chief poll worker or a certain number of poll workers at each site to be trained	Required if voting machines or tabulators are used ^{II}	Not required, may be provided by local jurisdictions	Not Specified/ Other
Alaska	Missouri	Illinois	Alabama	Maine	Hawaii
American Samoa	Montana	Indiana	Idaho	Pennsylvania	Massachusetts ^{III}
Arizona	Nebraska	Iowa		Utah	New Hampshire ^{IV}
Arkansas	Nevada	South Carolina			Oregon
California	New Jersey	Vermont			Puerto Rico ^V
Colorado	New Mexico				Texas ^{VI}
Connecticut	New York				U.S. Virgin Islands ^{VII}
Delaware	North Carolina				Washington
District of Columbia	North Dakota				
Florida	N. Mariana Islands				
Georgia	Ohio				
Guam	Oklahoma				
Kansas	Rhode Island				
Kentucky	South Dakota				
Louisiana	Tennessee				
Maryland	Virginia				
Michigan	West Virginia				
Minnesota	Wisconsin				
Mississippi	Wyoming				

^I Several states makes exceptions for poll workers who are filling a last-minute vacancy at the polls (National Conference of State Legislatures, 2024; U.S. Election Assistance Commission State-by-State Compendium Election Works Laws & Statutes, 2023).

^{II} Exceptions for poll workers who are filling a last-minute vacancy at the polls (National Conference of State Legislatures, 2024)

^{III} Oath required. Mass. Gen. Laws ch. 54, § 20.

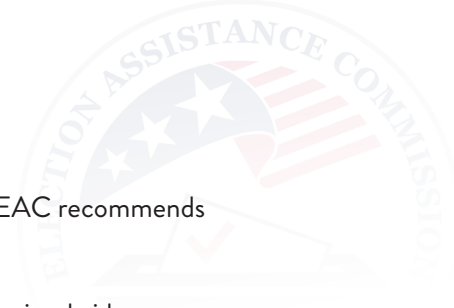
^{IV} The secretary of state, with the advice and approval of the attorney general, shall prepare or cause to be prepared preceding each state general election an up-to-date manual on the New Hampshire election laws and procedures for conducting elections. The manual shall be written in nontechnical language. The manual shall be distributed free of charge to each moderator, board of selectmen, city council, and board of supervisors of the checklist and to each town, city, and ward clerk. The secretary of state may distribute the manual in either electronic or printed format. The secretary of state may distribute said manual to any other person who requests it. N.H. Rev. Stat. Ann. § 652:22. Oath required. N.H. Rev. Stat. Ann. 42:1; N.H. Rev. Stat. Ann. § 658:4 & 7.

^V Oath required. 16 L.P.R.A § 4719

^{VI} The secretary of state adopts standards of training for presiding or alternate election judges, develops materials for a standardized curriculum for that training, and distributes the materials as necessary. The training standards may include required attendance at appropriate training programs or the passage of an examination at the end of a training program. Tex. Elec. Code § 32.111.

^{VII} Oath Required. 18 Virgin Islands Code § 153; 18 Virgin Islands Code § 154

⁶⁴ Of the states that don't explicitly provide poll worker training, three states and two territories explicitly mention that training is not required but may be offered. In Maine, the secretary of state shall encourage municipalities to provide training biennially to all election officials, but training is not required (21-A Me. Rev. Stat. §505(7-A)). In New Hampshire, training is made available via a manual but is not required (N.H. Rev. Stat. Ann. § 652:22). New Hampshire offers all election officials both in person training as well as on demand webinars. Most local jurisdictions in New Hampshire provide training to their local election workers and for some the training is mandatory. In Texas, training is not required. Still, the secretary of state adopts standards of training for presiding or alternate election judges, develops materials for a standardized curriculum for that training, and distributes the materials as necessary. The training standards may include required attendance at appropriate training programs or the passage of an examination at the end of a training program (Tex. Elec. Code § 32.111). In Puerto Rico, polling place officials are trained by the local election commission, but it is not required (Laws of Puerto Rico Ann. § 4044). In the Virgin Islands, boards of election train election officers and assistance "whenever deemed advisable" (18 Virgin Island Code § 47(6)) (National Conference of State Legislatures, 2024).



Local election officials use many different approaches to poll worker training. The EAC recommends that election officials⁶⁵:

- Develop training to recognize different adult learning styles: reading (manuals, visual aids, workbooks); listening (lectures, interactive question-and-answer sessions, slide presentations); and watching (typical polling place scenarios, Election Day simulation videos, or YouTube videos).
- Develop a training section on polling place accessibility.
- Consider augmenting in-person training with online training to accommodate an increasing number of tech-savvy workers.
- Focus training efforts on the critical subject areas.
- Give special attention to new procedures or equipment.
- Develop specialized training for vote centers and early voting sites.
- Routinely, i.e. after each election, evaluate training methods and consider what works and what doesn't.

To ensure that different learning styles are integrated into poll worker training, local election officials often train poll workers using auditory (lectures and formal presentations), visual (pictures, videos, diagrams), and tactile (hands-on training, often in mock polling locations that include Election Day equipment) approaches. And, while the COVID-19 pandemic pushed many jurisdictions to rapidly develop online poll worker training that could be delivered remotely, some jurisdictions continue to rely on remote delivery as either primary or supplemental instruction.

Online Resources

Many states support local jurisdictions by providing election officials with resources they can use for poll worker training. The websites for several states and one territory that provide publicly accessible poll worker training resources are provided in Table 3.

⁶⁵ U.S. Election Assistance Commission. (2016a) *Election Worker Successful Practices: Recruitment, Training, and Retention*. https://www.eac.gov/sites/default/files/document_library/files/Election_Worker_Successful_Practices1.pdf.



Table 3. State Online Poll Worker Training Resources

STATE	LINK TO TRAINING MATERIALS
Alaska	https://www.elections.alaska.gov/Core/workers_traininghandbook.php
Arkansas	https://static.ark.org/eeuploads/elections/2022_Poll_Worker_Guide_no_TEST.pdf
California	https://www.sos.ca.gov/elections/voting-resources/voting-california/help-strengthen-our-democracy/poll-worker-training-standards/section-8
Connecticut	https://portal.ct.gov/-/media/SOTS/ElectionServices/training_info/CTPollWorkerManualpdf.pdf
Delaware	https://delcopa.gov/vote/pollworkerresources.html
Georgia	https://georgiapollworkers.sos.ga.gov/Pages/default.aspx
Guam	https://gec.guam.gov/index.php/for-precinct-officials/
Idaho	https://training.voteidaho.gov/
Indiana	https://www.in.gov/sos/elections/voter-information/poll-worker-training-materials/
Kentucky	https://elections.jeffersoncountyclerk.org/wp-content/uploads/2020/10/ePollbookTrainingNov2018.pdf
Louisiana	https://www.sos.la.gov/ElectionsAndVoting/GetInvolved/BecomeAnElectionWorker/Pages/default.aspx
Michigan	https://www.michigan.gov/sos/elections/training/election-day-management-training-videos
Minnesota	https://www.sos.state.mn.us/election-administration-campaigns/election-administration/election-judge-training/
Montana	https://sosmt.gov/elections/judge/
Nebraska	https://www.lancaster.ne.gov/1094/Election-Board-Worker-Training
New Hampshire	https://www.sos.nh.gov/sites/g/files/ehbemt561/files/documents/2024-08/epm-2024-2025-final-ada-for-web.pdf
New York	https://vote.nyc/page/poll-workers
North Carolina	https://www.onslowcountync.gov/DocumentCenter/View/10407/Station-Guide-Jan2020
Ohio	https://ohopwt.ohiosos.gov/



STATE	LINK TO TRAINING MATERIALS
Oklahoma	https://oklahoma.gov/elections/volunteer/precinct-official-training.html
Pennsylvania	https://www.vote.pa.gov/Resources/Poll-Worker-Training/Pages/default.aspx
Rhode Island	https://elections.ri.gov/sites/g/files/xkgbur756/files/publications/Election_Publications/Pollworker_Training/Poll-worker-Manual-2021.pdf
South Carolina	https://scvotes.gov/poll-managers/online-poll-manager-training/
South Dakota	https://sdsos.gov/elections-voting/assets/ElectionWorkerTrainingSept92019.pdf
Texas	https://www.sos.state.tx.us/elections/laws/education-resources.shtml
Virginia	https://www.elections.virginia.gov/training/
West Virginia	https://youtu.be/U8PZPKGyerg
Wisconsin	https://elections.wi.gov/poll-workers-observers/working-polls/poll-worker-training-requirements

In addition to states, local jurisdictions also provide current and potential poll workers with continued access to online poll worker training resources. For example, Jefferson County, Alabama⁶⁶, offers a series of videos, and Utah County, Utah⁶⁷, provides a PowerPoint Presentation. Both are hosted on their jurisdiction websites and explain various aspects of the voting process for the specific state and jurisdiction.

⁶⁶ Jefferson County, AL. Poll Worker Training Videos. <https://jeffcoprobatecourt.com/elections/poll-worker-training-videos/>.

⁶⁷ Utah County, UT. PowerPoint Presentations. <https://vote.utahcounty.gov/home>.



Collaboration

In addition to poll worker recruitment, collaborations can be a helpful way to ensure that poll workers are trained to provide voters with a quality in-person voting experience and fulfill poll worker training requirements.

Sensitivity Training for Poll Workers Martin County, Florida

The Martin County Supervisor of Elections office partnered with Helping People Succeed, a local non-profit agency for individuals with disabilities, to assist with the sensitivity training that is required for poll workers.

Immediately, Suzy Hutchinson, CEO responded that she and HPS client, Tricia Overton, a woman with an intellectual disability, would love to participate in the training. The poll workers enjoyed having a local voter with disabilities who [actively] participates in voting share her personal experience and techniques on addressing/treating individuals with disabilities when voting in-person. The recorded session was not only used as a tool to educate and train poll workers, but Helping People Succeed placed the training video on their website for clients to view.

- MARTIN COUNTY, FLORIDA, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

The Martin County collaboration is also a unique way to integrate voters with disabilities into another important aspect of the election process: poll worker training. A similar project was completed with the Utah County Elections Division, Utah⁶⁸, and the Disability Law Center⁶⁹ to produce a series of poll worker training videos that feature older and disabled voters sharing best practices for interacting with and setting up the polling location for older and disabled voters.

Situation-Based Training

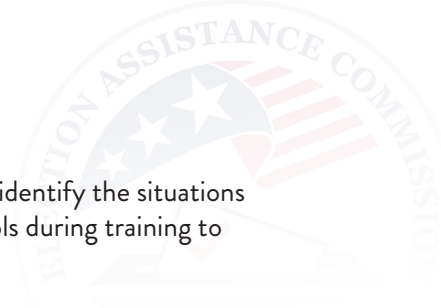
In addition to online resources, many jurisdictions rely on in-person training that includes situational-based instruction that prepares the poll worker for what they will experience in the polling location with the voting equipment and when working with voters.

Fulton County, Georgia, for example, through Poll Worker University (poll worker training), provides poll workers access to a fully equipped polling location training kiosk. During Poll Worker University, poll workers interact with all the equipment they will encounter in the polling location during early voting and on Election Day. The polling location kiosk remains staffed with a trainer after the formal poll worker training is complete. The kiosk is accessible to poll workers for additional instruction up to Election Day. The enhanced accessibility allows poll workers to interact more with the equipment, ask additional questions, and receive supplemental instruction.

- MARCIA RIDLEY, MBA, ELECTION OFFICER, FULTON COUNTY GEORGIA DEPARTMENT OF REGISTRATION AND ELECTIONS

⁶⁸ Utah County, UT. Poll Worker Training: Serving Diverse Poll Workers. <https://www.youtube.com/watch?v=0LdCLcgbiol&t=21s>.

⁶⁹ Disability Law Center of Utah, Poll Worker Training: Serving Diverse Voters (2020). <https://www.youtube.com/watch?v=0LdCLcgbiol&t=21s>.



The data collected by election officials from previous elections can also be used to identify the situations poll workers are most likely to encounter and provide poll workers with specific tools during training to navigate those situations.

We broke down our typical Help Desk situations and our most convoluted processes so they could be replicated in training. Knowing we had to create a baseline for success in this role, we created a rubric. From there we built an interactive hands-on scenario-based training program. This program was broken down into two sessions. Session one focused on teaching the tools. Session two tested how well participants could use the tools. This allowed us to test an individual's success in this role prior to Election Day.

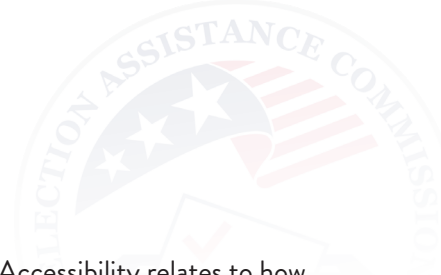
In 2022, we ran the program from March to October. We were able to pass approximately 176 people. The precincts with a certified person made fewer mistakes and followed procedures closely. This led to more of our voters getting their votes counted.

- LOUDOUN COUNTY, VIRGINIA, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

Poll workers are the Election Day workers that voters are most likely to interact with when casting a ballot. There have been some reported instances of mistreatment, rude behavior, or threats directed towards poll workers. Because of this, it is essential that poll worker training incorporates instruction that reflects the realities of the current environment and helps poll workers navigate potential confrontational interactions with voters. Providing poll workers with this relevant and enhanced training may also help with retention, as many poll workers could feel that the jurisdiction has provided them with the resources necessary to be safe and successful.

With the dramatic increase of mistrust in election officials and harassments directed at staff and poll workers, our office identified a need to provide additional resources to address this issue. Staff developed a one-page 'conflict resolution traffic light' to provide key information to our poll workers and short-term staff on how to differentiate legitimate voter inquiries from harassment, and how to respond to each situation. While full-time staff have more detailed training on this subject, most voter interactions are not with our most experienced staff members, but instead are with poll workers, who we have only a limited time to train. So, we sought to develop a document that would provide key information in a compact and easily digestible format. The traffic light approach seeks to balance providing outstanding voter services while empowering our staff to disengage from harassment or disruption. We have found it to be a valuable resource in training our staff in this increasingly challenging environment.

- LEON COUNTY, FLORIDA, 2021 EAC CLEARINGHOUSE AWARD SUBMISSION



Accessibility

Recruiting a diverse body of poll workers requires training that is easily accessible. Accessibility relates to how the information is presented, the day and time it is presented, and the requirements for in-person, online, or hybrid attendance.

With most poll workers of retirement age, the Brunswick County Board of Elections needed to develop a training program that would be accessible to an older demographic. Through a combination of virtual interactive training, in-person small group targeted classes and an easily navigated intranet, the training program has thrived... Poll Workers begin with an in-person or virtual orientation session to learn the expectations and training commitment is required to become a Precinct Official. A survey follows that includes projected training dates and gauges interest in participating. Administrative pieces of training are done virtually, and all poll workers are required to attend in-person computer classes to learn how to check-in voters as well as get their hands on equipment and resources that will be available at their precincts. Videos and quick guides that mirror the information from the in-person classes are available through the Poll Worker intranet and provide opportunities to review and refresh. Officials have found the combination of virtual interactive, in-person instruction and own-paced review has been successful in both competency and retainment of poll workers.

- BRUNSWICK COUNTY, NORTH CAROLINA, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

Transitional Training

Many poll workers may choose to work during both the early voting period and on Election Day. While many of the procedures for the two voting periods are the same, poll workers need to be aware of some critical procedural and policy differences that exist in many jurisdictions. As scheduling separate training for the early voting period and Election Day can be challenging, Jackson County, North Carolina, created a unique program to address this issue and incentivize poll workers to complete additional training.

Recruiting election workers is a challenge. A large majority of our workers work during the three-week period of early voting, in addition to Election Day. Our office has found that training is the number one deterrent for election staff issues. The majority of our budget is allotted for Election Workers. We require two classes with several more optional classes for trouble shooting, helpdesk issues, and conflict management. We found scheduling training was challenging to train for both early One Stop voting and Election Day. Although a majority of the laws and processes overlap, there are some major difference[s] that could adversely affect elections. The effort to teach the difference during the initial training before One Stop is time consuming and possibly confusing. The period between the last week of One Stop and Election Day is the busiest for Election Workers and Office Staff. We develop[ed] a training program using several videos in the transition training from One Stop to Election Day. The videos are downloaded on tablets to send to the One Stop sites to view during breaks. They are also uploaded to YouTube where workers can watch on their own. The workers receive additional payment to watch the videos.

- JACKSON COUNTY, NORTH CAROLINA, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION



Poll Worker Evaluation and Performance Improvement

As election offices continue to improve and implement new programs, processes, and procedures for poll worker recruitment, retention, and training, routine evaluation serves as a valuable tool to identify successes, best practices, and areas for improvement. The following section provides a general overview of evaluation, including qualitative, quantitative, direct, and indirect approaches that can be used to evaluate poll worker programs.

“Effective evaluation is not an ‘event’ that occurs at the end of a project but is an ongoing process which helps decision-makers better understand the project; how it is impacting participants, partner agencies, and the community; and how it is being influenced/impacted by both internal and external factors.”⁷⁰

There are many reasons to participate in evaluation. Evaluation provides you with a systematic process to:

- Establish model program and best practices
- Engage in good management
- Facilitate quality and performance improvement
- Assess program impact and effectiveness
- Improve implementation
- Manage resources
- Document accomplishments
- Justify funding
- Support increased funding
- Satisfy ethical responsibility⁷¹
- Document activities
- Contribute to the existing body of knowledge

Several different types of evaluation are relevant for election administration and poll worker recruitment, retention, and training. The type of evaluation used depends on the program activities being evaluated.

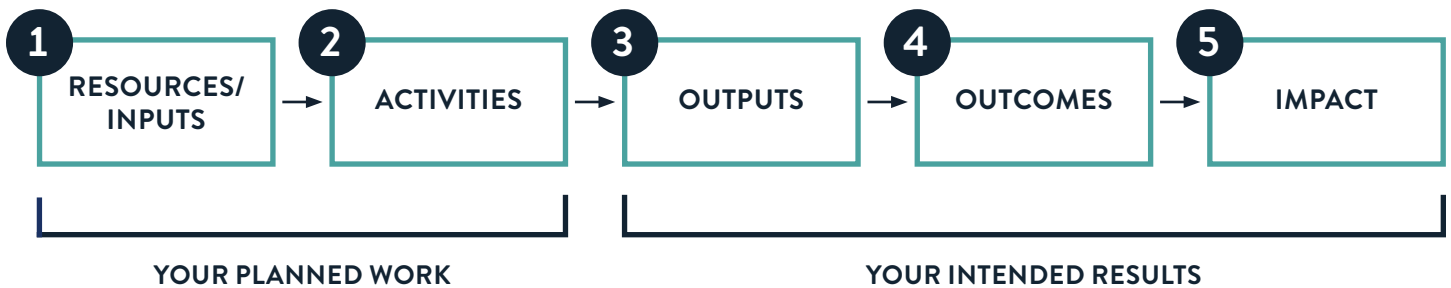
⁷⁰ W.K. Kellogg Foundation. (1998). *W.K. Kellogg Foundation Evaluation Handbook*. <https://bja.ojp.gov/sites/g/files/xyckuh186/files/media/document/wk-kellogg-foundation.pdf>.

⁷¹ Short, L., Hennessy, M., & Campbell, J. (1996). *Tracking the work*. In *Family violence: Building a coordinated community response: A guide for communities*.

The Logic Model

A logic model is a systematic and visual way to present and share your understanding of the relationships among the problem you are trying to address, the resources you have to operate your program, the activities you plan to do, and the changes or results you hope to achieve. The logic model helps you demonstrate and consider the connection between your planned work and your intended results. A basic logic model is presented in Figure 20.

Figure 20. Basic Logic Model⁷²



The logic model includes five components: resources and inputs (the resources the office has available to complete the work), activities (what the office does with the resources), outputs (the product of the activities), outcomes (changes in participant behavior), and impact (the intended or unintended change occurring in organizations, communities, or systems).

Other Approaches to Evaluation

Other evaluation forms include formative/planning, process/implementation, outcome/effectiveness, and impact evaluation. Each of these are described below in Table 4.

⁷² W.K. Kellogg Foundation. (1998). *W.K. Kellogg Foundation Evaluation Handbook*. https://prevention-collaborative.org/wp-content/uploads/2021/08/CDC_2017_Types-of-Evaluation.pdf.



Table 4. Types of Evaluation⁷³

EVALUATION TYPES	WHEN TO USE	WHAT IT SHOWS	WHY IT IS USEFUL
Formative Planning	During the development of a new program.	Whether the proposed program elements are likely to be needed, understood, and accepted by the population you want to reach.	It allows for modifications to be made to the plan before full implementation begins.
	When an existing program is being modified or is being used in a new setting or with a new population.	The extent to which an evaluation is possible, based on the goals and objectives.	It maximizes the likelihood that the program will succeed.
Process Implementation	As soon as program implementation begins.	How well the program is working.	Provides an early warning for any problems that may occur.
	During the operation of an existing program.	The extent to which the program is being implemented as designed.	Allows program to monitor how well their program plans and activities are working.
Whether the program is accessible and acceptable to its target program.			
Outcome Effectiveness	After the program has made contact with at least one person or group in the target population.	The degree to which the program is having an effect on the target population's behaviors.	Tells whether the program is being effective in meetings it's objectives.
Impact	During the operation of an existing g program at appropriate intervals.	The degree to which the program is meeting its goal.	Provides evidence for use in policy, program, and funding decisions.
	At the end of a program.		

⁷³ Centers for Disease Control and Prevention. (ND). *Types of Evaluation*. https://prevention-collaborative.org/wp-content/uploads/2021/08/CDC_2017_Types-of-Evaluation.pdf.



Surveys and Focus Groups

Surveys, questionnaires⁷⁴, and focus groups⁷⁵ can also be used as an assessment tool. The data collection approach largely depends on the type of data you need to collect. Surveys or questionnaires are great for collecting quantitative data, but can also be used to collect qualitative data. The goal of a focus group is to collect detailed qualitative data. Like the delivery of poll worker training, surveys can be conducted on paper or online, and focus groups can be conducted in person or using a teleconferencing platform. Regardless of the approach to data collection, one of the most important considerations is the quality of the questions⁷⁶ asked.

An example of a poll worker training and general information survey from the University of California⁷⁷ is provided in Figure 21. The survey is also an excellent example of how external partnerships and collaborations can be leveraged for evaluation.

Figure 21. Poll Worker Survey

Dear Poll Worker: Please complete this confidential questionnaire to assist a University of California study on poll worker training in California, and then return it in the postage paid envelope. As a poll worker, your expertise is essential to our research and your participation is much appreciated. We hope our research helps to improve the poll worker experience and election process for everyone. (Please complete both sides of this page.) **THANK YOU! THANK YOU!**

ABOUT YOUR TRAINING BEFORE ELECTION DAY

1. Did you attend a training class for the June 6, 2006 Election? Yes ___ No ___
If No, why not? _____

2. Have you attended trainings in the past for other Elections? Yes ___ (If Yes, how many)? ___ No ___

(for questions below please circle the number that applies)

3. How convenient was the training location?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
4. How convenient was the training time?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)

5. Did you receive any reference materials (manuals, checklists, etc.) at training to take home? Yes ___ No ___ N/A ___
If Yes, did you review any of the materials before reporting to your polling site on Election Day? Yes ___ No ___
If you did NOT review materials received, why not? _____

6. Do you have additional comments about and/or suggestions for improvement of **poll worker training**?

ABOUT YOUR ELECTION DAY EXPERIENCE

1. Have you worked as a poll worker in previous elections? Yes ___ No ___
(If Yes, in **how many elections** have you worked as a poll worker?) _____

2. Please circle your job title on Election Day June 6, 2006:
Inspector Judge Clerk Other _____

What were your job titles in past elections? _____

(for questions below please circle the number that applies)

3. How well did the training prepare you for Election Day?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
4. How well did the training prepare you to operate any voting equipment (such as ballot marking devices, ballot scanners, electronic machines) on Election Day?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
5. How well did the training prepare you to demonstrate to voters how to operate any voting equipment (such as ballot marking devices, ballot scanners, electronic machines)?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
6. How well did the training prepare you to manage different voter situations and questions on Election Day?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
7. How effective was the training in preparing you to serve voters with disabilities?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
8. How effective was the training in preparing you to serve voters with limited English proficiency?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
9. How helpful was the training/instruction you received <u>on Election Day</u> from other poll workers or election staff?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
10. How adequate were the available reference materials for guiding you through Election Day processes and procedures?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)
11. In your opinion, how well did Election Day processes go at your polling place?	0(N/A)	1(poor)	2	3(good)	4	5(excellent)

(please turn over for Page 2)

Page 2

ABOUT YOUR ELECTION DAY EXPERIENCE (continued)

12. Do you think class training is valuable for working at the polls? Yes ___ No ___ Not Sure/Don't Know ___

13. Did you have adequate reference materials available to you on Election Day? Yes ___ No ___ Not Sure/Don't Know ___
What materials were most useful on Election Day? _____

14. Do you have additional comments about and/or suggestions for improving **written poll worker reference materials**?

ABOUT BEING A POLL WORKER IN GENERAL

1. Why did you become a poll worker?

2. When you are not serving as a poll worker, what do you do?
(for example: high school student, college student, retired, county employee, state employee, teacher, in business, etc...)

3. Are you willing to work in future elections? Yes ___ No ___ (why not?) _____

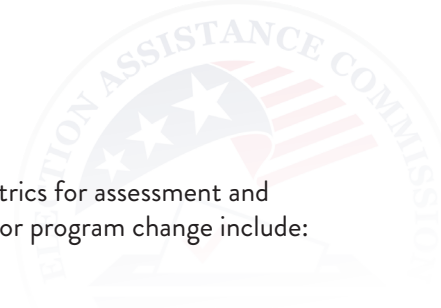
4. Do you have additional comments about and/or suggestions for improving **your county's poll worker program**?

⁷⁴ Management and Budget, Management Analysis and Development. *Writing Survey Questions*. <https://mn.gov/mmb/mad/resources/writing-surveys/>.

⁷⁵ Management and Budget, Management Analysis and Development. *Interview and Focus Groups*. <https://mn.gov/mmb/mad/resources/interviews-and-focus-groups/>.

⁷⁶ Pew Research Center. *Writing Survey Questions*. <https://www.pewresearch.org/writing-survey-questions/>.

⁷⁷ Election Administration Research Center, University of California, Berkeley (2007). *A Survey of California Poll Workers in the General Election of 2006*. (2007). <http://web.mit.edu/supportthevoter/www/files/2013/08/CAStateReport-Poll-Worker-Survey-Univ.-of-Berkeley.pdf>.



In addition to individual evaluations, jurisdictions can consider several outcome metrics for assessment and improvement. Some potential outcomes to consider following a poll worker policy or program change include:

Recruitment and Retention

- The geographic (neighborhood, precinct, etc.) representation of poll workers.
- The partisan representation of poll workers.
- The number of new and recurring partnerships and collaborations.
- The number of poll worker applications submitted.
- The number of new poll workers.
- The percentage of returning poll workers.
- The usage rates for new applications or tools.
- The satisfaction with new applications or tools.

Training

- Poll worker training completion rates.
- Poll worker evaluations on the quality of training.
- Poll worker assessment of preparedness to serve during early voting or on Election Day.
- An inventory of poll worker knowledge, skills, and abilities for effective allocation and polling location assignments.
- The passage rates for quizzes embedded in training modules.
- The usage rates for new applications or tools.
- The satisfaction with new applications or tools.

Direct Observation

Employing direct observation can also be a helpful way to gather data about various practices and programs.

Adult Learning Principles in Action St. Louis County, Missouri

The size of St. Louis County, Missouri demands a large pool of election workers (aka poll workers). During 2021-2022, St. Louis County's Board of Elections (BOE) trained more than 8,760 election judges. They play a vital role in administering elections in St. Louis County and their participation in training is a priority. In 2022, BOE partnered with Oasis, a nationally recognized leader in adult learning, to assess its training program. The month-long assessment was conducted through the lens of andragogy, that is, the method and practice of teaching adult learners. The assessment team observed and participated in election judge virtual and in-person training classes, as well as reviewed training materials. Based on adult learning principles, assumptions, and best practices, the assessment team provided a report with observations, recommendations, and resources to improve the BOE's training instruction and materials. The assessment helped BOE understand how adults learn best and incorporate ways to enhance the learning process not just the content. Many simple, no cost improvements were implemented in 2022 and will continue to be applied in future training.

- ST. LOUIS COUNTY, MISSOURI, 2022 EAC CLEARINGHOUSE AWARD SUBMISSION



Feedback

Establishing an evaluation and assessment program for various aspects of poll worker recruitment, retention, and training will provide you with valuable, actionable information that can be used to identify deficiencies and opportunities for improvement – ensuring that poll workers are prepared to serve voters and that voters have a quality in person voting experience.

Mentorship, Feedback, and Debriefing Santa Fe County Clerk, New Mexico

While we continue to retain a strong majority of our poll workers returning from previous elections, since 2020, we have seen an increased number of long-time presiding-judges retiring. The Clerk's office set up outreach events, advertised on social media, and made numerous phone calls to recruit new election workers. The office even recruited several high school students.

Last year, the office implemented a debriefing system for election workers, voters, and permanent staff. This innovative program allowed us to compile and respond to feedback easily. For example, many election workers in the primary requested additional security training, and we easily added a brief but comprehensive safety and security section to our trainings, which received praise and gratitude from election workers.

In addition to the regular training, we identified the need for experienced poll workers ready to take over for presiding-judges. We implemented a mentorship program so new judges can shadow experienced early-voting presiding-judges. New presiding-judges are able to ask questions, view voting in real-time and get comfortable with the voting process before Election Day.

- SANTA FE COUNTY, NEW MEXICO 2022 EAC CLEARINGHOUSE AWARD SUBMISSION

Semi-structured focus groups can also be used to gather valuable information and feedback from poll workers.

Chief Roundtable James City County, Virginia

The week following each election we conduct a 'Chief Roundtable.' All Election Chiefs and Assistant Chiefs are invited to attend the Saturday morning 2-hour post-election event. (During the pandemic, we have condensed it to only one chief or representative per precinct in order to ensure social distancing.) We provide an assortment of morning refreshments in a relaxed environment and the room is situated in a u-shaped fashion with a projector screen visible by all who attend. I, the General Registrar, sit amongst the chiefs and the slideshow is intentionally created to have less than 15 slides to allow for open, productive dialogue. The goal for the event is to be an overview of the election, lessons learned, what needs to be changed, what was a successful change from the previous elections, and for chiefs to have an opportunity to meet each other. Since the inception of this meeting, elections have benefitted greatly in that issues that would not have otherwise surfaced are now being recognized in a productive way and processes have become much more streamlined. The Chiefs leave the meeting feeling heard, energized to focus on the next election in the calendar, and feeling ownership in the democratic process. Election officers also see the benefit as they are voicing more ideas to be brought to the meeting for consideration.

- JAMES CITY COUNTY, VIRGINIA 2020 EAC CLEARINGHOUSE AWARD SUBMISSION

Additional Program Evaluation Resources Are Provided Below:

Annie E. Casey Foundation (2022) Developing a Theory of Change Practical Theory of Change Guidance, Templates and Examples <https://www.aecf.org/resources/theory-of-change>

Ashlee D. Lien, Justin P. Greenleaf, Michael K. Lemke, Sharon M. Hakim, Nathan P. Swink, Rosemary Wright, and Greg Meissen. **Tearless Logic Model**. Community Psychology Practice and Research Collaborative, and Community Psychology Doctoral Program, Wichita State University, Wichita KS, USA

Center for Community Health and Development at the University of Kansas. Developing a Logic Model or Theory of Change.

<https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main>

Kathryn E. Newcomer, Harry P. Hatry and Joseph S. Wholey, eds., Handbook of Practical Program Evaluation, 4th ed., (New Jersey: John Wiley & Sons, Inc., 2015)

Paul J. Gertler et al., Impact Evaluation in Practice, Second Edition (2016), <https://openknowledge.worldbank.org/handle/10986/25030>

The Community Builder's Approach to Theory of Change: A Practical Guide to Theory Development, from The Aspen Institute's Roundtable on Community Change.

University of Wisconsin's Program Development and Evaluation provides a comprehensive template for a logic model and elaborates on creating and developing logic models.



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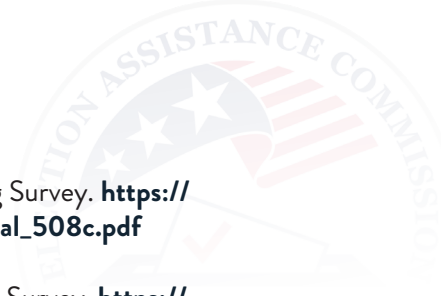
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