



Commissioners' Office
County of Chester, Pennsylvania

ACTION PLAN

In Response to the Poll Book Error of November 2025

JANUARY 22, 2026

Action Plan in Response to the Poll Book Error of November 2025

This Action Plan was developed in response to the findings and recommendations of the independent investigation into the error that resulted in third-party registered voters being omitted from poll books on November 4, 2025. Affected voters included those registered as Independent, Libertarian, “No Affiliation,” or “Non-Partisan.” As a result, more than 12,000 provisional ballots were cast in Chester County on Election Day, the majority resulting from this error.

The law firm Fleck Eckert Klein McGarry, LLC (FEKM)¹ conducted a comprehensive review of the incident to determine the root cause and provide actionable recommendations. Additionally, the County’s Chief Experience Officer (CXO) conducted Election Day debriefs and met individually with Voter Services staff. The table below summarizes the actions the County will take to improve oversight and accountability, and prevent reoccurrence.

| Recommendation | | Status | County comment |
|--|--|--------|---|
| 1.0 Technology recommendations | | | |
| 1.1 | FEKM recommends implementation of system-level safeguards in the SURE system to prevent similar errors from occurring in future elections. | Open | County will collaborate with DOS to implement these improvements. |
| 1.2 | FEKM recommends implementation of a formal and mandatory SURE training program, including poll book generation. | Open | County will collaborate with DOS for this training. |
| 1.3 | CXO recommends simplifying and streamlining how content is presented on Voter Services’ website to improve user experience and findability of information. | Open | County plans to proceed accordingly. |
| 2.0 Process improvement recommendations | | | |
| 2.1 | FEKM recommends implementation of dual-signature approval and multi-level verification for poll book generation, along with mandatory audit checklists and spot-checks of poll books by supervisory personnel. | Open | County concurs and plans to proceed accordingly. |

¹ As of January 2026, the law firm Fleck Eckert Klein McGarry is now known as Fleck Eckert Klein.

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| 2.2 | FEKM recommends implementation of formal sign-off procedures for activities that impact the entire electorate. | Open | County concurs and plans to proceed accordingly. |
| 2.3 | FEKM recommends the development of predefined contingency plans for rapid deployment of provisional ballots and supplemental materials on Election Day. | Open | County concurs and plans to proceed accordingly. |
| 3.0 Organizational recommendations | | | |
| 3.1 | FEKM recommends formal documentation of the Voter Registration Commission and the delegation of duties under its jurisdiction. | Open | County will further examine this recommendation in the context of existing structures, procedures, and staffing. |
| 3.2 | FEKM recommends the development of standardized training for all new hires and cross-training for existing staff in Voter Services. | Open | County concurs and plans to proceed accordingly. |
| 3.3 | FEKM recommends evaluation of staffing levels and compensation structures in Voter Services relative to surrounding counties. | Open | County concurs and also plans to initiate a comprehensive review of all HR policies in Voter Services. |
| 3.4 | CXO recommends implementation of a standardized onboarding program for Voter Services. | Open | County plans to proceed accordingly. |
| 4.0 Stakeholder outreach and engagement recommendations | | | |
| 4.1 | FEKM recommends the development of clearer communication channels between County staff, DOS support, and Judges of Elections. | Open | County concurs and plans to proceed accordingly. |
| 4.2 | CXO recommends increased engagement with Judges of Elections and other poll workers to better understand their experience and identify opportunities for improvement. | Open | County plans to proceed accordingly. |
| 4.3 | CXO recommends exploring opportunities to improve the independent voter experience in Chester County. | Open | County plans to proceed accordingly. |
| 4.4 | CXO recommends increased engagement and communication with key stakeholders. | Open | County plans to proceed accordingly. |