

REPORT OF THE BI-PARTISAN ELECTION TASK FORCE TO THE PRINCE WILLIAM COUNTY BOARD OF COUNTY SUPERVISORS

W. JAMES YOUNG, Chairman
MICHAEL T. FUTRELL, Vice-Chairman

I. EXECUTIVE SUMMARY

The presidential Election Day in 2012 saw a perfect storm of: (1) high voter turnout; (2) old, obsolete voting equipment which could neither be replaced in time, nor supplemented by extra equipment, due to a Virginia statutory ban on the purchase of equipment of the type utilized by the County; (3) a relatively high percentage of transient population; (4) precincts which are too large; and (5) events in the voter check-in process that led to more time being spent on certain individual voters, diverting resources from those without difficulties. These factors combined to create long lines and a high level of inconvenience to many voters of Prince William County. For perhaps the first time ever, voters were forced to stand in line for many hours in order to exercise their most sacred duty in our democratic republic, with the last vote at many of the County's seventy-seven (77) precincts cast two hours or more after the official closing time of the polls (7 p.m.).

In terms of sheer numbers, voter turnout in the County reached an historic high, reflecting continued growth in County population. According to official results from the State Board of Elections, out of a total of 254,644 registered voters in the County (227,065 categorized as "active" voters), 181,084 cast ballots (including 27,443 voting absentee) in the 2012 election (79.75% of active voters; 71.11% of registered voters).¹ While turnout percentages were comparable to turnout in the 2008 presidential election (217,687 registered voters; 210,303 active voters; 163,039 ballots cast, including 28,185 voting absentee; turnout of 77.53% of active voters, and 75.90% of registered voters),² 18,045 more registered voters cast ballots in 2012 than in 2008. By comparison, in the 2004 presidential election, 123,665 voters (out of 190,268 registered voters) cast ballots, for turnout of 69.84%.

This 11% increase in the number of total ballots cast does not fully explain the difficulties suffered by County voters in 2012, however. The Bi-Partisan Election Task Force ("Task Force") endeavored to reach an understanding as to the cause or causes of these difficulties, and to make recommendations to address those difficulties.

The Task Force's recommendations proceed from the premise that no voter should have to expend greater than thirty (30) minutes from the time they arrive at the polling place until they

¹ https://www.voterinfo.sbe.virginia.gov/election/DATA/2012/68C30477-AAF2-46DD-994E-5D3BE8A89C9B/Official/96_s.shtml

² https://www.voterinfo.sbe.virginia.gov/election/DATA/2008/07261AFC-9ED3-410F-B07D-84D014AB2C6B/Official/96_s.shtml

cast their ballot.³ From this premise, the Task Force reached a remarkable level of accord regarding its recommendations to make our elections process more “user-friendly,” detailed herein. We leave it to the Registrar’s office, the Electoral Board, and the Board of County Supervisors to develop and approve budgets, formulate policies and practices, and provide the necessary resources to achieve this goal.

II. CHARGE OF THE TASK FORCE AND CHRONOLOGY OF WORK

The Prince William County Board of County Supervisors created and authorized the Bi-Partisan Election Process Task Force by Resolution No. 12-858, appointing its members on 11 December 2012, in Resolution No. 12-913 (said resolutions appear in Appendix A hereto). The Resolution charged the Task Force with two primary tasks: (1) “to study our Electoral process”; and (2) “make needed recommendations to the Prince William Electoral Board and the Board of County Supervisors.” Subsumed under this general authority was the responsibility to examine the elections process and make recommendations to improve the efficiency of the elections process for the voters in Prince William County, and examine concepts including, but not limited to: (1) no-excuse absentee voting; and (2) standardization of voter identification.

Appointed to the Task Force were the following private citizens representing a wide range of experience and participation in County affairs: Rafi U. Ahmed (Clergy); the Hon. Hilda M. Barg (Former BOCS Member); the Hon. Lyle Beefelt (Coles); Kimball Brace (Occoquan); Albert Brooks (Neabsco); William Card (Republican Party); Jose Cossio (Clergy); Norma Fields (NAACP); Robert S. FitzSimmonds (Brentsville); Michael T. Futrell (Woodbridge); Martha Hendley (At-Large); Ward B. Nickisch (Gainesville); Carol Noggle (League of Women Voters); Stanley Weis (Potomac); Harry W. Wiggins (Democratic Party); and W. James Young (Human Rights Commission).⁴ Assisting the Task Force in its work were the following members of County staff: Bradley S. (“Stott”) Mason; Tracy J. Gordon, and Laura Halo.

Member and now Acting Registrar Kimball Brace (Occoquan) applied his considerable experience and expertise in analyzing the data provided by the County Registrar’s Office. Additionally, the Task Force of necessity received substantial aid from each member of the Board of Elections (Keith Scarborough; Tony Guiffre; and Rick Hendrix), as well as staff from the County Registrar’s Office. They have the appreciation of each and every Task Force

³ One study concludes that the nationwide average wait-time to vote was ten (10) minutes. Stewart III, Charles, *Waiting to Vote in 2012*, Journal of Law and Politics, (forthcoming: MIT Political Science Department Research Paper No. 2013-6 (April 1, 2013); available at SSRN: <http://ssrn.com/abstract=2243630> or <http://dx.doi.org/10.2139/ssrn.2243630>) at 4 (hereinafter, “Stewart, *Waiting to Vote*”). In Virginia as a whole, the data indicates that the average wait time was approximately twenty-five (25) minutes, or the fourth-longest average wait in the nation. *Id.* at 25, Figure 1.

⁴ Affiliations/magisterial districts are mentioned for purposes of identification only. The views expressed herein should not be attributed to the groups/districts identified. The views of the members of the Task Force are their own.

member.

III. SCHEDULE OF MEETINGS; PUBLIC HEARINGS

With no specific commission from the Board of County Supervisors on how to proceed, the Task Force conducted its initial organizational meeting on Wednesday, 11 January 2013, at McCoart Building, unanimously electing W. James Young as its Chairman and Michael T. Futrell as its Vice Chairman, and determining that work would best proceed with twice-monthly meetings, on the second and fourth Wednesdays of each month, through and including May, in order to produce this report by 1 June 2013. Thus, the Task Force met on 11 January, 25 January, 13 February, 27 February, 13 March, 27 March, 10 April, 24 April, 8 May, and 22 May. Minutes from the Task Force's meeting appear in Appendix B hereto.

The Task Force conducted its work in plenary public sessions, without breaking up into smaller working groups given the rather short time frame, and in accord with the general principles governing other County Boards and Commissions. All Task Force meetings were open and advertised to the public as required by the Virginia Freedom of Information Act. Members of the public attended and observed each Commission meeting. At the beginning and conclusion of each meeting, provisions were made for receiving public comments through Citizens' Time. Furthermore, the County created a website page for the Task Force (<http://www.pwcgov.org/government/bocs/Pages/ElectionProcessTaskforce.aspx>), publishing the minutes of each meeting, as well as a compendium of all the data analysis PowerPoint presentations prepared for and considered by the Task Force. An e-mail address was published on that website, though very few written comments were received.

IV. AREAS OF EXAMINATION

Given the mandate from the Board of County Supervisors (Resolution No. 12-913), the process of the Task Force was divided into four parts:

1. **Ascertainment** — What happened and what, if anything, went wrong? The goal was to render the horror stories about the crush at the polls and long lines to vote, ascertained *via* word-of-mouth or witnessed in person, into measurable data. In order to make meaningful and/or informed recommendations, the Task Force agreed that it was necessary to determine what difficulties there were, and their cause. Was the problem structural? Legal? Technological? Were they reasonably predictable?⁵

⁵ "Scientific approaches to the problem of long lines remain in their infancy," and "Empirical studies that document in a systematic manner the actual dynamics of lines at the polls — distinct from press accounts of long lines that may be based on atypical outliers — are even scarcer," according to Stewart, *Waiting to Vote*, at 3-4. Notwithstanding this lack of empiricism, the Task Force nevertheless endeavored to examine the problems experienced and their causes empirically and with an effort to ground its conclusions in verifiable data.

2. **Assessment** — Are the problems reasonably soluble given administrative, budgetary, legislative, and technological realities? If so, what are the range of solutions?

3. **Recommendations** — What solutions can be proposed to address the problem identified? The Board suggested that the Task Force consider no-excuse absentee voting and standardization of voter identification. However, the Task Force was explicitly **not** limited to those proposals. Without condemning/endorsing any of these notions, other jurisdictions have adopted other forms of electoral “reforms” such as: (1) increased/better training for poll workers; (2) same-day registration; and/or (3) voting by mail.

4. **Report** — Synthesizing our findings and preparing recommendations for consideration by the Board of County Supervisors.

The Task Force expended the bulk of its deliberations ascertaining the causes for the problems experienced at the polls on Election Day 2012. To this end, it considered a great deal of data provided by the Registrar, marshaled by Task Force member Kimball Brace (Occoquan), and reproduced as Appendix C hereto.

In examining the facts, the Task Force examined a number of different areas, as follows: (1) underlying Election Day data (reproduced as Appendix D hereto); (2) legal requirements; (3) review of Fiscal Year 2013 and Fiscal Year 2014 (proposed) budgets for Office of Voter Registration and Elections, and the proposal to buy new voting machines; (4) the process for acquisition of new optical scan voting machines; (5) the process and methodology for determining resource allocation (including equipment and personnel); (6) the demographic growth by precincts between April 2010 and December 2012; (7) Election Day processes at precincts and Election Officer training; and (8) parking available at precincts, other accessibility issues for polling places.

V. OPPORTUNITIES FOR PUBLIC FEEDBACK

In addition to periods for public comment at the beginning and end of each meeting, the Task Force determined early in its deliberations that provisions should be made for two public hearings at each end of the County. Those meetings were conducted on 10 April, in the auditorium of the Ferlazzo Building in Woodbridge, and on 24 April, in the auditorium of Stonewall Jackson High School in Manassas. Notwithstanding advertising on the County website in accordance with County regulations, and advertisement in a local publication as required for public hearings by the Virginia Code, fewer than ten citizens in total spoke at those meetings, and working meetings of the Task Force were conducted on those dates. Additionally, comments by voters sent *via* e-mail or in phone calls to the Registrar’s Office on Election Day, as well as verbal comments by Chief Election Officers made at their debriefing, were provided to the Task Force.

VI. CONCLUSIONS/RECOMMENDATIONS

In reviewing the data from Election Day 2012, it quickly became clear to the Task Force that it is virtually impossible to determine the length of and number of voters in the lines at the

polls at any particular time of day, since Election Officers did not collect such information, making most discussion of the length people were required to stand in line wholly anecdotal. As a result, it is impossible to explain what may have been the individual causes of difficulties at any particular polling place.

Moreover, the Task Force recognizes that each voter is unpredictable and uncontrollable in terms of when s/he travels to or arrives at the polling place to cast his/her ballot. Experienced poll-workers on the Task Force made it clear that the volume of voters at discrete times of the day can vary widely from poll to poll and from year to year, frequently based upon difficulties experienced in prior years, resulting from widely varied problems such as long waits and weather difficulties.

Because the county is a suburban community of the Washington, D.C., area, there is an assumption that most voters have cast ballots either early in the morning or later in the afternoon/evening. However, data compiled for the first time by the Registrar's office and analyzed by the Task Force demonstrates that this was not the case in the November 2012 presidential election. The largest plurality of the voting process took place in the six (6) hours between 10 a.m., and 4 p.m., when 43.1% of all election day voters cast their ballots. Another 29.8% voted in the four (4) hours before 10 a.m., and 20.9% voted in the three (3) hours between 4 p.m., and 7 p.m. As noted elsewhere, 6.14% of the election day voters cast ballots after 7 p.m.

Nevertheless, the Task Force determined that a useful substitute for such detailed data would be to focus on the number of citizens voting after 7:00 p.m., and the time the final voter checked in, as a useful surrogate for line length or voter volume and time spent waiting to cast one's ballot. At best, the available data allows us to estimate with a reasonable degree of certainty only that the last person voting had waited in line between 7:00 p.m., and the time s/he was checked in.⁶

The Task Force begins from the premise that no citizen should have to expend more than thirty (30) minutes from the time that s/he arrives at the polling place until the time s/he casts his/her ballot. The Task Force views this aspirational premise as a useful guide to policy makers on both the Board of County Supervisors, the Board of Elections, and the General Registrar in planning and anticipating where difficulties might arise in the future, and how to address them.

A. Conclusions

Election Day statistics on the check-in of the last voter at each precinct paint a mixed picture. Of the seventy-seven (77) precincts in the County, at more than half, or forty-five (45), the last voter checked in before 8:00 p.m.: at eleven (11) precincts, the last voter checked in at or before 7:00 p.m.; at another twenty-four (24), the last voter checked in at or before 7:30 p.m.; at

⁶ This data was compiled by the Registrar's Office and the Task Force, and analyzed by the Task Force and Ted Yachik, an alumnus of the Massachusetts Institute of Technology. His analysis was presented to the Task Force at its meeting on 10 April 2013, and his PowerPoint presentation is attached hereto as Appendix E.

another ten (10), the last voter checked in at or before 8:00 p.m. At an additional twenty-two (22) precincts, the last voter checked in between 8:00 p.m. and 9:00 p.m., leaving voters still standing in line at ten (10) precincts at 9:00 p.m., two hours after the official closing time. By 10:00 p.m., voters were still casting ballots at three (3) precincts — River Oaks (Potomac Middle School); Dumfries (Dumfries Town Hall) and Lynn (Fred Lynn Middle School), with the last voter checking in at River Oaks at 10:46 p.m. In total, 9,373 County voters (or slightly more than 5% of the total ballots cast, and 6.14% of the ballots cast on Election Day) cast their ballots after 7:00 p.m.

The Task Force determined, by unanimous vote, that the primary causes of the problems on Election Day 2012 resulted from a combination of (1) high voter turnout; (2) old, obsolete voting equipment which could neither be replaced in time, nor supplemented by extra equipment, due to a statutory ban on the purchase of equipment of the type utilized by the County; (3) a relatively high percentage of transient population; (4) precincts which are too large; and (5) events in the voter check-in process that led to more time being spent on certain individual voters, diverting resources from those without difficulties.⁷

In the opinion of the Task Force, there was no evidence of either a concerted effort to commit voter fraud in the County or of any concerted effort at voter suppression. The Task Force nevertheless recognizes that the problems on Election Day 2012 disproportionately impacted the wait time of voters in high-minority precincts.

The Task Force found much in the practices of the County Registrar and the Board of Elections to commend. For example, each and every precinct in the County used “electronic poll books,” or “EPBs,” in checking in voters, rather than the old paper poll books.⁸ The efficiencies achieved through this use of technology doubtless created many efficiencies which mitigated the effects of other problems creating long lines.

⁷ Six factors examined were found to have a high degree of correlation with relatively late closing times: (1) voters with issues requiring the intervention of the precinct’s Chief Election Officer, including those under the Help America Vote Act (HAVA); (2) voters with issues requiring the intervention of the precinct’s Chief Election Officer, **not** including those under HAVA; (3) address confirmation marked; (4) the number of inactive voters; (5) the number of voters registered between 1 June 2012, and the close of registration in October; and (6) the number of HAVA voters. *See* Appendix D, page 17.

⁸ Paper poll books require that lines be divided alphabetically, which results in some lines being much longer than others at the same polling place. Each paper poll book is usually staffed with two people: one to search for the voter’s name and mark it off; and one to keep the count sheet. Electronic Poll Books (EPBs) facilitate check-in by eliminating the need to divide voters into different lines by alphabet and by making it easier to search through the lists. EPBs also mark off the voter and keep the count, reducing the number of workers required at check-in, allowing additional staff to be available for other tasks.

The use of this technology in Prince William County — essentially, laptop computers — compares favorably to Fairfax County, where approximately 20% of polling places still used paper poll books during the 2012 election.

However, these conclusions do not tell the whole story, as individual factors aggravated the problems which would have occurred in any high-turnout election, as follows (in order of correlation to precincts with the most voters casting their ballots after 7:00 p.m.), as follows:

1. **Large precincts/numbers voting:** There was a high correlation between large precincts and the number of citizens voting after 7:00 p.m.⁹ Put simply, many of the County's seventy-seven (77) current precincts are too large. Four precincts (Buckland Mills; Bennett; Alvey; and River Oaks) have more than five thousand (5,000) registered voters; not surprisingly, two of these four precincts (Alvey and River Oaks) checked in their last voter after 9:30 p.m. Large precinct size causes many problems to cascade from the mere crush of voters at the polls. For example, it is quite apparent that a large precinct in a high-turnout election will cause parking problems at polling places, particularly if they are located in elementary schools or middle schools (as was the case with the River Oaks Precinct, located at Potomac Middle School), or even at high schools where large portions of a parking lots cannot be utilized due to construction (as with the Potomac Precinct at Potomac High School). This aggravates the inconvenience for County citizens

2. **Number of address confirmations required:** Because the State Board of Elections failed to follow the procedures necessary for a comprehensive purge of inactive voters from the voter rolls in the normal course of business since the last presidential election (2008), a large number of voters were listed as "inactive" on the voters rolls. Moreover, because of redistricting occurring as a result of the 2010 decennial census, the State Board of Elections engaged in an active voter information and education campaign (with multiple mailings to each voter to inform him/her of the changes resulting from redistricting), which resulted in substantial

⁹ Nevertheless, precinct size is not an absolutely reliable predictor of difficulties at the polls. For example, two comparable precincts in terms of registered voters, those listed as "inactive voters," and Election Day turnout are the River Oaks Precinct, at Potomac Middle School, in the Woodbridge Magisterial District, and the Bennett Precinct, at Bennett Middle School, in the Coles Magisterial District. There were 5,176 registered voters at the latest-closing River Oaks Precinct, where the last voter of 2,830 voting on Election Day checked in at 10:46 p.m., but there were 5,103 registered voters at the Bennett Precinct, where the last voter of the 3,348 voting on Election Day checked in at 7:37 p.m. In short, five hundred (500) **more** voters cast ballots on Election Day in the Bennett Precinct, but the last person was checked in more than three hours earlier than the last voter casting a ballot at River Oaks. Likewise, minority population does not explain long lines in comparable precincts. The latest-closing River Oaks Precinct has an African-American population of 49%, the highest in the County. Yet at the Alvey Precinct in northwestern Prince William County, African-Americans constitute only 7% of the population, and in that precinct of 5,171 voters, where 3,048 voted on Election Day (two hundred eighteen (218) more than at River Oaks), the last voter checked in at 9:35 p.m.

In general, precincts with (1) more registered voters than average, and/or (2) more address confirmations required than average, had more people waiting in line to vote at 7:00 p.m., than average. The available data indicates that, for every ten (10) registered voters above the average precinct size, one (1) additional voter was checked in after 7:00 p.m., and every voter requiring an address confirmation yielded three (3) additional voters checking in after 7:00 p.m.

returns and indications that many citizens were not residing at the address listed in their voter record. It was perhaps these facts, more than any other, which slowed down the processing of voters by election officials throughout the day.

B. Recommendations

With the aforementioned conclusions as to the causes of the difficulties in mind, the Task Force determined that its recommendations are prioritized into three categories: primary; secondary; and tertiary.

In light of the foregoing discussion of causation, the Task Force makes the following **PRIMARY** recommendations to the Prince William Board of County Supervisors and the Electoral Board:

1. Subdivide those precincts with more than four thousand (4,000) registered voters into smaller precincts in order to avoid the long lines/waits suffered by citizens in 2012, in accordance with the Electoral Board's standard.¹⁰ Such action should be taken well in advance of the 2016 presidential election, and planning for new precincts should anticipate the opening of new housing developments and apartment complexes within the precinct; such additional precincts should be established prior to the 2015 election, to minimize confusion among those voters who will be voting at a new precinct in a presidential election year;¹¹

2. Roll out and place in use new voting equipment (already planned by the Board of Elections and County Registrar to be in place by the 2016 presidential election) in all precincts by no later than the 2015 election (a two-years schedule for completion in comparison to the current three-year plan). Testing of new equipment, election officer training on the new equipment, and voter education on a new voting process should be done prior to a presidential election year, not as an on-going process during a presidential election year, when turnout is expected to be the highest;

3. Utilize the total number of registered voters, as determined as near to Election Day as practicable, when determining resource allocation. Apparently, unanticipated problems arose with the use of the number of total active voters in allocating resources. Additionally, a formula should be devised to make further adjustments based on six factors (precinct size; high volume of inactive voters; more efficient process for address confirmations; need for more election officers present at precincts; need for standardized processes for training and allocation of resources; number of voting machines/precinct and voting machines/voter);

¹⁰ Three thousand, five hundred (3,500) registered voters was considered "optimum" by the County Electoral Board.

¹¹ Given the profound variations in turnout, the Task Force recognizes that an individual's reassignment to a new precinct by Election Day, 2015, will not guarantee that such individual will have actually **voted** at the new precinct before Election Day 2016. However, neither does the Task Force completely dismiss the principle that voters bear some responsibility to keep themselves informed.

4. Provide adequate physical, financial, and human resources for each election, including a safety margin in the event of a larger-than-expected turnout, and an adequate reserve for unexpected problems on Election Day. In considering resource allocation, the standard recommended by the Task Force — that no citizen should have to expend more than thirty (30) minutes from the time that s/he arrives at the polling place until the time s/he casts his/her ballot — should govern;

5. Locate polling places where there is adequate parking and space;

6. If schools are used as polling places, they should be entirely closed on election day, so that parking spaces will not be utilized by staff, visiting parents, and/or students participating in activities;

7. Keep some equipment and personnel in reserve to be allocated on Election Day for potential issues/equipment failures in precincts — prudence dictates an adequate reserve in any major undertaking, and the costs to do so should be rather minimal in light of the County's move to optical-scan voting machines; and

8. Request, as part of the County's legislative package, legislation for no-excuse, absentee voting recommended to Virginia General Assembly.

In light of the foregoing discussion of causation, the Task Force makes the following **SECONDARY** recommendations to the Prince William Board of County Supervisors and the Electoral Board:

1. Provide additional major pro-active voter education on options available, on new machines including sample demonstrations in high population areas (malls, libraries, *etc.*), in order to minimize any delays arising from voters unfamiliar with the equipment anticipated to be in place prior to the 2016 presidential election;

2. Provide additional pro-active voter education on any new election laws. Advances in technology and concerns over possible voter fraud have resulted in revisions to voter identification laws; voter education should include education on Virginia's new law on voter identification, as well as any subsequent changes to it;

3. Provide more expeditious check-in procedures. While the data seems inconclusive as to any particular problems created by a lack of electronic poll books (EPBs), the change to optical scan ballots should expedite the voting process in 2016, with a concomitant need for more expeditious check-in procedures, including the purchase and use of more EPBs per precinct;

4. Assure that the size of the polling place facility accommodates the precinct size (number of voters). Greater efforts should be made to correlate the facility in which the polling place is located to the number of voters registered in the precinct (for example, it would have been a better fit for voters in Potomac Precinct, with 3,898 registered voters, to have cast their ballots at Potomac Middle School, and have had the 5,176 voters registered in the River Oaks

Precinct assigned to Potomac High School, a much larger facility);¹²

5. Efforts should be made to determine the size of each polling place's voting room, so that adequate sized facilities can be determined. Schematic layouts of the rooms should be maintained so that the optimal placement of check-in tables, activator stations and voting equipment can be determined; and

6. Allow for split-shifts for election officers to work precincts and/or closing staff, excluding Chiefs and Assistant Chiefs — individuals who work at the polls on Election Day perform an important public service for pay which renders their service almost voluntary, and it should not be an ordeal of a fifteen-hour day, accounting for the preparation and closing, as well as the thirteen (13) hours that the polls are open.

In light of the foregoing discussion of causation, and far-ranging discussions which included discussion of best practices, the Task Force makes the following **TERTIARY** recommendations to the Prince William Board of County Supervisors and the Electoral Board:

1. Establish a competitive procurement process for state-approved equipment in an effort to reduce costs, and provide for servicing of equipment for election, and to encourage provision of additional services (seek amendments to County and/or State Code as appropriate);

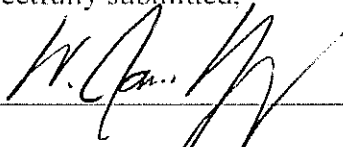
2. Emphasize Chief Election Officers training on established consistent procedures to manage poll closing when voters are still in line to check in;

3. Recommend to the Electoral Board that it take a more active role in financial oversight of Registrar's operations; and

4. Provide for recruitment and assignment of one Spanish speaking person as part of the precinct staff, particularly in those precincts with high percentage of Spanish-speaking population.

APPROVED: Wednesday, 22 May 2013

Respectfully submitted,



W. James Young, Chairman
Human Rights Commission

Michael T. Futrell, Vice Chairman
Woodbridge District

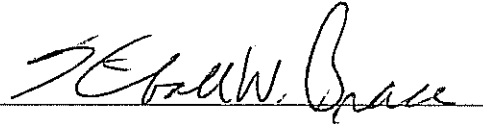
¹² It is no criticism that the high school is not in the River Oaks Precinct, as **neither** school is located within the physical boundaries of the Precinct (both schools are located in Potomac Precinct). See Woodbridge Election District Voting Precincts and Voting Places, <http://www.pwecgov.org/government/dept/doit/gis/Documents/Woodbridge%20District.pdf>.

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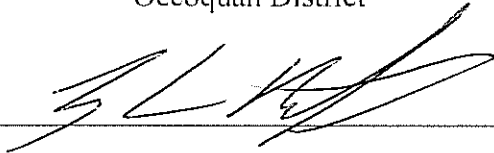
The Honorable Hilda Barg
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Occoquan District

Martha Hendley
At-Large



The Honorable Lyle Beefelt
Coles District

Ward B. Nickisch
Gainesville District

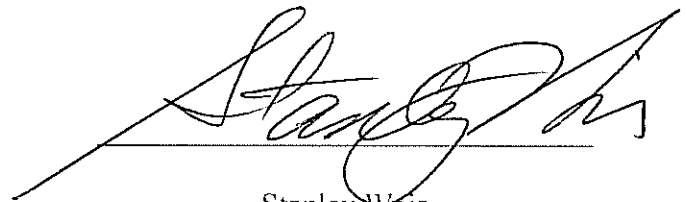


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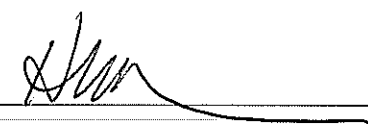


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