

ARIZONA SUPREME COURT

ARIZONA REPUBLICAN PARTY, *et al.*,

Petitioners,

v.

KATIE HOBBS, *et al.*,

Respondents.

Supreme Court
No. CV-22-0048-SA

BRIEF OF *AMICUS CURIAE* MARICOPA COUNTY

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Interest of Amicus Curiae

Maricopa County files this brief consistent with Arizona Rule of Civil Appellate Procedure 16(b)(1)(B).

Maricopa County is Arizona's largest county. Home to nearly 4.5 million people, Maricopa County is racially and ethnically diverse. It is also geographically diverse, comprised of many urban, suburban, and rural communities spread over more than nine thousand square miles (an area larger than four U.S. states).

The issue of Arizona's early voting legislation is of interest to *amicus* Maricopa County because Arizona law tasks counties with administering elections. Indeed, the relief that Petitioners seek would completely upend a system of election administration that the Supreme Court of the United States recently praised as beneficial for voters. *Brnovich v. Democratic Nat'l Comm.*, 141 S. Ct. 2321, 2333-34 (2001).

In 2020, Maricopa County had over 2.5 million registered voters. In the 2020 November general election, roughly 1,915,000 voters—92 percent—cast early ballots, while only approximately 170,000 voters cast in-person ballots at 175 vote centers on election day.¹

¹ This elections data is publicly available. Maricopa Cnty. Elections Dep't, November General Election Canvass: November 3, 2020, at 3 (Nov. 2020), *available at* Cnty.-App.-14-102.

Argument

I. Eliminating early voting will be extremely disruptive for Arizona’s citizens and elections officials.

It is not an exaggeration to say that Petitioners’ request—asking this Court to invalidate Arizona’s successful early voting system based on an ahistorical understanding of our Constitution and a view of election administration divorced from reality—represents an existential threat to the August 2022 primary and November 2022 general elections and to Arizona’s system of voting more generally.

1. Without a trace of irony, Petitioners seek to end Arizona’s broadly-popular early voting system by relying on provisions in our Constitution that were designed to reduce—not raise—barriers to political participation for Arizona’s citizens. (*See* Pet. Rev. 19–23); *cf. Whitman v. Moore*, 59 Ariz. 211, 218 (1942), *overruled, in part, on other grounds by Renck v. Superior Court*, 66 Ariz. 320, 327 (1947) (stating whether to include initiative and referendum in our Constitution “was a burning issue in this state,” “the choice of delegates to the constitutional convention was fought out primarily upon this issue,” and at “ratification, that issue was again the principal one before” voters).

“Perhaps the most constant thread running through the Arizona Constitution is its emphasis on democracy—popular control through the electoral process.” John D. Leshy, *The Making of the Arizona Constitution*, 20 Ariz. St. L.J. 1, 59 (1988) [hereinafter “Leshy”]; *see also Whitman*, 59 Ariz. at 220 (“[T]he people . . . meant

to exercise their supreme sovereign power directly to a far greater extent than had been done in the past[.]”). Indeed, the Arizona Constitution guarantees “free and equal” elections and guards against interference that would “prevent the free exercise of the right of suffrage.” Ariz. Const. art. II, § 21. In addition to reserving the powers of referendum and initiative to the people, our founding generation ensured that all officers of state government and “principal county officers” were subject to popular election. Leshy, at 60 (“Not even such low visibility jobs as clerks of courts were exempted.”). Famously, even judges were made to stand for election. *Id.*, at 61–62.

2. In 1991, the Arizona Legislature extended that thread of popular control through the electoral process by expanding “absentee” voting to “[a]ny qualified elector.” *See* 1991 Ariz. Sess. Laws, ch. 51, § 1 (amending § 16-541). Today, after roughly thirty years of successful implementation, this form of voting is overwhelmingly popular with Arizona’s citizens and elections officials.

In the November 2020 general election, for instance, 92 percent of Maricopa County voters cast early ballots—up from 78 percent in the November 2016 general election. Maricopa Cnty. Elections Dep’t, Presentation on 2020 November General Election: General Election Canvass 5 (Nov. 2020), *available at* Cnty.-App.-103–15. And that is not pandemic-induced demand for early voting: the proportion of voters using early voting has more than doubled since 2004. *See* Maricopa Cnty. Recorder’s

Office & Elections Dep't, 2018 Midterm Elections Debrief 6 (Jan. 24, 2019), *available at* Cnty.-App.-270–88.

3. Early voting expands the accessibility of casting a ballot so that the governed have a say in government. The popularity of Arizona's early voting system also reduces the burden of administering in-person voting on election day.² Thus, in addition to raising the barrier for citizens to participate in the political process, eliminating early voting will necessarily strain the resources of elections officials on two related items: polling locations and poll workers.

For example, for the November 2020 general election, Maricopa County planned to use 165 to 175 vote centers.³ Maricopa Cnty. Elections Dep't, November General Election: Election Day & Emergency Voting Plan 47 (Sept. 2020), *available at* Cnty.-App.-116–68 [hereinafter "2020 General Election Day Plan"]. That

² The popularity and success of the early system has another incidental benefit: it helps Arizona elections officials defend Arizona's voting scheme in federal court. *See, e.g., Brnovich*, 141 S. Ct. at 2333 (2021) (stating "[t]he present dispute concerns two features of Arizona voting law, which generally makes it quite easy for residents to vote."). Even Petitioner Arizona Republican Party has relied on early voting to defend Arizona's system of voting. *See* Ariz. Republican Party Pet. Cert. 29 (Apr. 27, 2020), in *Ariz. Republican Party v. Democratic Nat'l Comm.*, *available at* 2020 WL 2095042 ("[V]oting in Arizona is much *less* burdensome than it traditionally was, because all citizens have an equal right to cast a ballot either in person or by mail up to 27 days before election day. There is no evidence that minorities in Arizona lack an equal opportunity to vote, much less that any such inequality was *caused* by the state.").

³ The final count was 175 vote centers. Maricopa Cnty. Elections Dep't, Presentation on 2020 November General Election: General Election Canvass 6 (Nov. 2020).

planning was used to meet the pre-COVID-19 anticipated demands of 211,000 to 313,000 in-person voters. *Id.*, at 9. In fact, roughly 395,000 voters used some form of in-person voting, including early in-person voting during the 27-day early voting period. Maricopa Cnty. Elections Dep't, Presentation on 2020 November General Election: General Election Canvass 4 (Nov. 2020). In contrast, roughly 1.7 million voters returned ballots that the County mailed to them. *Id.*

At the risk of lawyers using back-of-the-envelope calculations with these numbers—and without accounting for Maricopa County's fast-growing population—the elimination of early voting would mean Maricopa County can expect to need at least 12 times as many polling locations—*i.e.*, 2,100 polling places—as well as 2,100 times as many poll workers and on-site voting equipment.

That extrapolation does not account for Maricopa County's efforts to forecast turnout and reduce wait times. *See* 2020 General Election Day Plan, at 9–16; 2019 Election Procedures Manual, at 166-72 (requiring counties to rely on data from recent elections to create a wait-time reduction plan). Nor does it take account of the practical reality of finding enough adequate buildings in enough adequate locations to serve as polling places. *See* 2019 Elections Procedures Manual, at 103–04 (explaining that polling locations must comply with the Americans with Disabilities Act (ADA) Standards for Accessible Design to ensure voters with disabilities can participate in the political process); *see also id.*, at 128–32 (addressing selection of

voting locations more generally).⁴

4. Planning for an election cycle does not begin in March—it begins more than a year before the scheduled primary and general elections. *See, e.g.*, Maricopa Cnty. Elections Dep’t, Presidential Preference Election: Election Day & Emergency Voting Plan (Dec. 2019), *available at* Cnty.-App.-220–269; Maricopa Cnty. Elections Dep’t, August Primary Election: Election Day & Emergency Voting Plan (Jun. 2020), *available at* Cnty.-App.-169–219; 2020 General Election Day Plan. Those plans take into account a variety of concerns under federal and state law. But if Petitioners succeed in eliminating early voting now, there simply is not enough runway before the August 2022 primary and November 2022 general elections to land a plane this size without the significant risk of disaster. *Accord Purcell v. Gonzalez*, 549 U.S. 1, 4–5 (2006) (“Court orders affecting elections, especially conflicting orders, can themselves result in voter confusion and consequent incentive to remain away from the polls. As an election draws closer, that risk will increase.”).

5. Of course, even with enough advance notice for elections officials in

⁴ The 2019 Elections Procedures Manual is the operative manual, because no new manual was issued in 2021. Pursuant to statute, it has the force of law. A.R.S. § 16-452(C). The manual is available at https://azsos.gov/sites/default/files/2019_-_ELECTIONS_PROCEDURES_MANUAL_APPROVED.pdf.

Jarringly, the Attorney General asks this Court to “hold that the 2019 EPM is no longer valid.” (Att’y Gen. Br. 3). This request is beyond the scope of the relief requested by Petitioners. More concerning, it injects unnecessary uncertainty into election administration just months before the August 2022 primary election. This Court should reject the Attorney General’s destabilizing request.

future elections, problems may arise. In one notable example from the recent past, Maricopa County voters faced unprecedented wait times to vote during the 2016 Presidential Preference Election. *See* Mary Jo Pitzl, Anne Ryman, & Rob O’Dell, *Long lines, too few polls anger Phoenix voters*, *The Arizona Republic* (Mar. 22, 2016) <https://www.usatoday.com/story/news/politics/elections/2016/03/22/arizona-primary-turnout-trump-cruz-kasich-clinton-sanders/82134252/>.

Election administration is an iterative process, and elections officials adapt to changes in voter behavior. *See, e.g.*, Maricopa Cnty. Elections Dep’t, *Presidential Preference Election: Election Day & Emergency Voting Plans 3* (2020) (providing comparison of 2016 Presidential Preference Election and 2020 Presidential Preference Election planning, including 3.5 as many voting locations and ten times as many check-in stations). But if problems are large enough—and mandatory all-in-person voting will exaggerate the size of any problem—then federal courts will be compelled address them. Indeed, the lengthy waits in the 2016 Presidential Preference Election formed the basis of a claim in a federal lawsuit against Maricopa County.

To state the obvious: Maricopa County has no interest in having its voters repeat the 2016 Presidential Primary Election experience. It also has no interest in a federal court dictating its election administration. But Petitioners’ all-in-person-only-on-Election-Day voting request is a sure-fire way to cause problems large

enough to have federal courts enmeshed in Arizona’s elections procedures. It might even lead to the return of preclearance requirements for Arizona under § 5 of the Voting Rights Act. *See Shelby Cnty., Ala. v. Holder*, 570 U.S. 529, 557 (2013) (expressly stating that *only* the coverage formula of § 5 was unconstitutional, not § 5 itself, and so “Congress may draft another formula based on current conditions” should the need arise).

This Court should reject Petitioners’ request to strike down Arizona’s early voting legislation because it is at odds with our state’s history and the practical realities of administering elections.

Conclusion

For these reasons, this Court should deny the Petition.

RESPECTFULLY SUBMITTED this 15th day of March 2022.

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By: /s/ Joseph J. Branco

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Description	Location
Maricopa Cnty. Elections Dep't, November General Election Canvass: November 3, 2020 (Nov. 2020)	Cnty.-App.-13-101
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Maricopa Cnty. Elections Dep't, November General Election: Election Day & Emergency Voting Plan (Sept. 2020)	Cnty.-App.-115-67
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Maricopa Cnty. Recorder's Office & Elections Dep't, 2018 Midterm Elections Debrief (Jan. 24, 2019)	Cnty.-App.-269-87



NOVEMBER GENERAL ELECTION CANVASS

NOVEMBER 3, 2020

Maricopa County Elections Department





MARICOPA COUNTY

OFFICIAL RESULTS

2020 NOVEMBER GENERAL ELECTION

2,595,272

Registered Voters

2,089,563

Ballots Cast

80.51%

Turnout

ELECTION DAY BALLOTS

Verified and Counted 167,878

Percentage of Registered Voters 6.47%

Percentage of Ballots Cast 8.03%

PROVISIONAL BALLOTS 18,310

Verified and Counted 6,198

Percentage of Registered Voters 0.24%

Percentage of Ballots Cast 0.30%

EARLY BALLOTS

Verified and Counted 1,915,487

Percentage of Registered Voters 73.81%

Percentage of Ballots Cast 91.67%

Canvassed on November 20, 2020 by the

MARICOPA COUNTY BOARD OF SUPERVISORS

Chairman

Jack Sellers
Supervisor, District 1

Steve Chucri
Supervisor, District 2

Clint Hickman
Supervisor, District 4

Bill Gates
Supervisor, District 3

Steve Gallardo
Supervisor, District 5

NOVEMBER GENERAL ELECTION
CANVASS

November 3, 2020

**ELECTION DAY AND
EARLY VOTING RESULTS**

SUMMARY

INCLUDES WRITE-INS

FINAL OFFICIAL RESULTS
General Election
Maricopa County
November 3, 2020

Elector Group	Counting Group	Ballots	Voters	Registered Voters	Turnout
Total	EARLY VOTE	1,915,487	1,915,487	2,595,272	73.81%
	ELECTION DAY	167,878	167,878		6.47%
	PROVISIONAL	6,198	6,198		0.24%
	Total	2,089,563	2,089,563		80.51%

Registered Voters: 2,089,563 of 2,595,272 (80.51%)

Ballots Cast: 2,089,563

Presidential Electors (Vote for 1)

	Total	
Times Cast	2,089,563 / 2,595,272	80.51%
Undervotes	8,475	
Overvotes	5,002	

Candidate	Party	Total	
TRUMP / PENCE	REP	995,665	47.65%
BIDEN / HARRIS	DEM	1,040,774	49.81%
JORGENSEN / COHEN	LBT	31,705	1.52%
Write-in		7,942	0.38%
Total Votes		2,076,086	

		Total	
BODDIE / STONEHAM	WRITE-IN	10	0.00%
CUMMINGS / HUBER	WRITE-IN	18	0.00%
HAWKINS / WALKER	WRITE-IN	1,013	0.05%
LA RIVA / FREEMAN	WRITE-IN	139	0.01%
SIMMONS / ROZE	WRITE-IN	151	0.01%
NOT QUALIFIED	WRITE-IN	6,611	0.32%

US Senate-Term Expires JANUARY 3, 2023 (Vote for 1)

	Total	
Times Cast	2,089,563 / 2,595,272	80.51%
Undervotes	35,883	
Overvotes	458	

Candidate	Party	Total	
MCSALLY, MARTHA	REP	984,203	47.10%
KELLY, MARK	DEM	1,064,396	50.94%
Write-in		4,623	0.22%
Total Votes		2,053,222	

		Total	
ARIF, MOHAMMAD "MIKE OBAMA"	WRITE-IN	37	0.00%
BECKETT, CHRISTOPHER	WRITE-IN	44	0.00%
CHILTON, ADAM	WRITE-IN	10	0.00%
DAVIDA, EDWARD	WRITE-IN	18	0.00%
DECKER, WILLIAM "WILL"	WRITE-IN	13	0.00%
DORCHESTER, MATTHEW "DOC"	WRITE-IN	229	0.01%
GLENN, NICHOLAS N.	WRITE-IN	109	0.01%
HAUPT, MATHEW	WRITE-IN	18	0.00%
KAPADIA, PERRY	WRITE-IN	41	0.00%
RODRIGUEZ, BENJAMIN	WRITE-IN	9	0.00%
RODRIGUEZ, JOSHUA	WRITE-IN	38	0.00%
SAENZ, FRANK	WRITE-IN	3	0.00%
SCHIESS, JOHN	WRITE-IN	51	0.00%
SIMMONS, DEBBIE	WRITE-IN	32	0.00%
STEVENS, JIM	WRITE-IN	12	0.00%
STEWART, BUZZ	WRITE-IN	15	0.00%
THOMAS, PATRICK "PAT"	WRITE-IN	19	0.00%
NOT QUALIFIED	WRITE-IN	3,925	0.19%

US Rep Dist CD-1 (Vote for 1)

	Total	
Times Cast	694 / 1,393	49.82%
Undervotes	46	
Overvotes	0	

Candidate	Party	Total	
SHEDD, TIFFANY	REP	93	13.40%
O'HALLERAN, TOM	DEM	554	79.83%
Write-in		1	0.14%
Total Votes		648	

	Total	

US Rep Dist CD-3 (Vote for 1)

		Total	
Times Cast		103,324 / 140,796	73.39%
Undervotes		5,652	
Overvotes		32	
Candidate	Party	Total	
WOOD, DANIEL	REP	40,521	39.22%
GRIJALVA, RAÚL	DEM	56,986	55.15%
Write-in		133	0.13%
Total Votes		97,640	
		Total	

US Rep Dist CD-4 (Vote for 1)

		Total	
Times Cast		35,691 / 42,003	84.97%
Undervotes		1,599	
Overvotes		5	
Candidate	Party	Total	
GOSAR, PAUL	REP	23,060	64.61%
DISANTO, DELINA	DEM	10,982	30.77%
Write-in		45	0.13%
Total Votes		34,087	
		Total	
BRENNAN, BRETT	WRITE-IN	7	0.02%
JONES, MIKO	WRITE-IN	0	0.00%
OVERHOLSER, DON	WRITE-IN	1	0.00%
PEREZ GISSY, ANA	WRITE-IN	0	0.00%
ROBINSON, EMILY	WRITE-IN	0	0.00%
NOT QUALIFIED	WRITE-IN	37	0.10%

US Rep Dist CD-5 (Vote for 1)

		Total	
Times Cast		470,040 / 559,434	84.02%
Undervotes		23,840	
Overvotes		82	
Candidate	Party	Total	
BIGGS, ANDY	REP	262,414	55.83%
GREENE, JOAN	DEM	183,171	38.97%
Write-in		533	0.11%
Total Votes		446,118	
		Total	
STEPHENS, KAREN	WRITE-IN	72	0.02%
NOT QUALIFIED	WRITE-IN	461	0.10%

US Rep Dist CD-6 (Vote for 1)

	Total	
Times Cast	436,514 / 521,211	83.75%
Undervotes	18,473	
Overvotes	69	

Candidate	Party	Total	
SCHWEIKERT, DAVID	REP	217,783	49.89%
TIPIRNENI, HIRAL	DEM	199,644	45.74%
Write-in		545	0.12%
Total Votes		417,972	

	Total	

US Rep Dist CD-7 (Vote for 1)

	Total	
Times Cast	227,274 / 337,442	67.35%
Undervotes	11,094	
Overvotes	82	

Candidate	Party	Total	
BARNETT, JOSHUA	REP	50,226	22.10%
GALLEGO, RUBEN	DEM	165,452	72.80%
Write-in		420	0.18%
Total Votes		216,098	

		Total	
KIRKHAM, J. TRAVIS	WRITE-IN	3	0.00%
RODRIGUEZ, ROXANNE	WRITE-IN	51	0.02%
NOT QUALIFIED	WRITE-IN	366	0.16%

US Rep Dist CD-8 (Vote for 1)

	Total	
Times Cast	443,075 / 532,409	83.22%
Undervotes	20,072	
Overvotes	78	

Candidate	Party	Total	
LESKO, DEBBIE	REP	251,633	56.79%
MUSCATO, MICHAEL	DEM	170,816	38.55%
Write-in		476	0.11%
Total Votes		422,925	

		Total	
HENDRIX, TALIBAN	WRITE-IN	18	0.00%
NOT QUALIFIED	WRITE-IN	458	0.10%

US Rep Dist CD-9 (Vote for 1)

	Total	
Times Cast	372,951 / 460,584	80.97%
Undervotes	20,119	
Overvotes	53	

Candidate	Party	Total	
GILES, DAVE	REP	135,180	36.25%
STANTON, GREG	DEM	217,094	58.21%
Write-in		505	0.14%
Total Votes		352,779	

		Total

State Senator Dist-1 (Vote for 1)

	Total	
Times Cast	47,352 / 54,355	87.12%
Undervotes	2,975	
Overvotes	6	

Candidate	Party	Total	
FANN, KAREN ELIZABETH	REP	31,382	66.27%
CARILLO, GILBERT "GILBERT"	DEM	12,953	27.35%
Write-in		36	0.08%
Total Votes		44,371	

		Total

State Rep Dist-1 (Vote for 2)

	Total	
Times Cast	47,352 / 54,355	87.12%
Undervotes	25,848	
Overvotes	4	

Candidate	Party	Total	
BURGES, JUDY	REP	28,041	29.61%
NGUYEN, QUANG	REP	25,906	27.35%
STAHL, JUDY	DEM	14,793	15.62%
Write-in		108	0.11%
Total Votes		68,848	

		Total

State Senator Dist-4 (Vote for 1)

	Total	
Times Cast	32,038 / 40,202	79.69%
Undervotes	1,576	
Overvotes	4	

Candidate	Party	Total	
ANGRY, TRAVIS	REP	16,963	52.95%
OTONDO, LISA	DEM	13,463	42.02%
Write-in		32	0.10%
Total Votes		30,458	

		Total

State Rep Dist-4 (Vote for 2)

	Total	
Times Cast	32,038 / 40,202	79.69%
Undervotes	22,924	
Overvotes	4	

Candidate	Party	Total	
JOHN, JOEL	REP	16,665	26.01%
FERNANDEZ, CHARLENE	DEM	13,408	20.93%
PETEN, GERALDINE "GERAE"	DEM	10,840	16.92%
Write-in		231	0.36%
Total Votes		41,144	

		Total

State Senator Dist-12 (Vote for 1)

	Total	
Times Cast	164,755 / 191,366	86.09%
Undervotes	10,148	
Overvotes	62	

Candidate	Party	Total	
PETERSEN, WARREN	REP	94,983	57.65%
ROBINSON, LYNSEY	DEM	59,422	36.07%
Write-in		140	0.08%
Total Votes		154,545	

		Total

State Rep Dist-12 (Vote for 2)

	Total	
Times Cast	164,755 / 191,366	86.09%
Undervotes	134,344	
Overvotes	14	

Candidate	Party	Total	
GRANTHAM, TRAVIS	REP	92,897	28.19%
HOFFMAN, JAKE	REP	91,965	27.91%
Write-in		10,276	3.12%
Total Votes		195,138	

		Total	
CLARK, KRISTIN	WRITE-IN	7,533	2.29%
NOT QUALIFIED 1	WRITE-IN	2,090	0.63%
NOT QUALIFIED 2	WRITE-IN	653	0.20%

State Senator Dist-13 (Vote for 1)

	Total	
Times Cast	92,588 / 112,304	82.44%
Undervotes	26,385	
Overvotes	14	

Candidate	Party	Total	
KERR, SINE	REP	64,192	69.33%
Write-in		1,997	2.16%
Total Votes		66,189	

		Total	
BACKUS, BRENT	WRITE-IN	145	0.16%
NOT QUALIFIED	WRITE-IN	1,852	2.00%

State Rep Dist-13 (Vote for 2)

	Total	
Times Cast	92,588 / 112,304	82.44%
Undervotes	51,170	
Overvotes	42	

Candidate	Party	Total	
DUNN, TIMOTHY "TIM"	REP	48,202	26.03%
OSBORNE, JOANNE	REP	50,108	27.06%
SANDOVAL, MARIANA	DEM	35,180	19.00%
Write-in		432	0.23%
Total Votes		133,922	

	Total	

State Senator Dist-15 (Vote for 1)

	Total	
Times Cast	139,214 / 162,228	85.81%
Undervotes	42,859	
Overvotes	17	

Candidate	Party	Total	
BARTO, NANCY	REP	91,249	65.55%
Write-in		5,089	3.66%
Total Votes		96,338	

		Total	
SMITH, MATT	WRITE-IN	1,342	0.96%
NOT QUALIFIED	WRITE-IN	3,747	2.69%

State Rep Dist-15 (Vote for 2)

	Total	
Times Cast	139,214 / 162,228	85.81%
Undervotes	84,016	
Overvotes	40	

Candidate	Party	Total	
KAISER, STEVE	REP	71,900	25.82%
WILMETH, JUSTIN	REP	66,482	23.88%
DYBVIIG-PAWELKO, KRISTIN	DEM	55,259	19.85%
Write-in		691	0.25%
Total Votes		194,332	

	Total	

State Senator Dist-16 (Vote for 1)

	Total	
Times Cast	85,473 / 105,423	81.08%
Undervotes	22,783	
Overvotes	9	

Candidate	Party	Total	
TOWNSEND, KELLY	REP	58,735	68.72%
Write-in		3,946	4.62%
Total Votes		62,681	

		Total	
FIERRO, NICK	WRITE-IN	991	1.16%
GRAYSON, RICHARD	WRITE-IN	1,074	1.26%
HART, JOHN ROSS	WRITE-IN	67	0.08%
NOT QUALIFIED	WRITE-IN	1,814	2.12%

State Rep Dist-16 (Vote for 2)

	Total	
Times Cast	85,473 / 105,423	81.08%
Undervotes	48,911	
Overvotes	26	

Candidate	Party	Total	
FILLMORE, JOHN	REP	43,110	25.22%
PARKER, JACQUELINE	REP	47,333	27.69%
HUNTER, HELEN	DEM	31,036	18.16%
Write-in		504	0.29%
Total Votes		121,983	

		Total

State Senator Dist-17 (Vote for 1)

	Total	
Times Cast	136,986 / 161,553	84.79%
Undervotes	7,587	
Overvotes	25	

Candidate	Party	Total	
MESNARD, J.D.	REP	67,889	49.56%
KURDOGLU, AJLAN "A.J."	DEM	61,363	44.80%
Write-in		122	0.09%
Total Votes		129,374	

		Total

State Rep Dist-17 (Vote for 2)

	Total	
Times Cast	136,986 / 161,553	84.79%
Undervotes	80,350	
Overvotes	32	

Candidate	Party	Total	
HARRIS, LIZ	REP	63,409	23.14%
WENINGER, JEFF	REP	64,501	23.54%
PAWLIK, JENNIFER	DEM	65,172	23.79%
Write-in		476	0.17%
Total Votes		193,558	

		Total

State Senator Dist-18 (Vote for 1)

		Total	
Times Cast		137,507 / 160,621	85.61%
Undervotes		8,271	
Overvotes		24	
Candidate	Party	Total	
SHARER, SUZANNE	REP	54,066	39.32%
BOWIE, SEAN	DEM	75,013	54.55%
Write-in		133	0.10%
Total Votes		129,212	
		Total	

State Rep Dist-18 (Vote for 2)

		Total	
Times Cast		137,507 / 160,621	85.61%
Undervotes		32,524	
Overvotes		58	
Candidate	Party	Total	
HAWKER, DON	REP	49,298	17.93%
ROBSON, BOB	REP	55,140	20.05%
EPSTEIN, DENISE "MITZI"	DEM	67,649	24.60%
JERMAINE, JENNIFER	DEM	70,049	25.47%
Write-in		238	0.09%
Total Votes		242,374	
		Total	
WILSON, CHRIS	WRITE-IN	62	0.02%
NOT QUALIFIED 1	WRITE-IN	132	0.05%
NOT QUALIFIED 2	WRITE-IN	44	0.02%

State Senator Dist-19 (Vote for 1)

		Total	
Times Cast		71,308 / 103,970	68.59%
Undervotes		15,797	
Overvotes		18	
Candidate	Party	Total	
CHAVIRA CONTRERAS, LUPE	DEM	53,794	75.44%
Write-in		1,699	2.38%
Total Votes		55,493	
		Total	

State Rep Dist-19 (Vote for 2)

	Total	
Times Cast	71,308 / 103,970	68.59%
Undervotes	58,542	
Overvotes	12	

Candidate	Party	Total	
ESPINOZA, DIEGO	DEM	43,372	30.41%
SIERRA, LORENZO	DEM	38,617	27.08%
Write-in		2,061	1.45%
Total Votes		84,050	

		Total	
QUIJADA, JOE	WRITE-IN	34	0.02%
NOT QUALIFIED 1	WRITE-IN	1,472	1.03%
NOT QUALIFIED 2	WRITE-IN	555	0.39%

State Senator Dist-20 (Vote for 1)

	Total	
Times Cast	107,370 / 138,778	77.37%
Undervotes	6,405	
Overvotes	22	

Candidate	Party	Total	
BOYER, PAUL	REP	52,734	49.11%
ERVIN, DOUGLAS	DEM	48,059	44.76%
Write-in		150	0.14%
Total Votes		100,943	

	Total	

State Rep Dist-20 (Vote for 2)

	Total	
Times Cast	107,370 / 138,778	77.37%
Undervotes	67,211	
Overvotes	16	

Candidate	Party	Total	
BOLICK, SHAWNNA	REP	49,268	22.94%
KERN, ANTHONY	REP	47,094	21.93%
SCHWIEBERT, JUDY	DEM	50,633	23.58%
Write-in		502	0.23%
Total Votes		147,497	

	Total	

State Senator Dist-21 (Vote for 1)

	Total	
Times Cast	116,682 / 146,281	79.77%
Undervotes	37,624	
Overvotes	12	

Candidate	Party	Total	
GRAY, RICK	REP	75,864	65.02%
Write-in		3,182	2.73%
Total Votes		79,046	

		Total	

State Rep Dist-21 (Vote for 2)

	Total	
Times Cast	116,682 / 146,281	79.77%
Undervotes	70,412	
Overvotes	44	

Candidate	Party	Total	
PAYNE, KEVIN	REP	53,441	22.90%
PINGERELLI, BEVERLY	REP	57,803	24.77%
KNECHT, KATHY	DEM	51,047	21.87%
Write-in		573	0.25%
Total Votes		162,864	

		Total	

State Senator Dist-22 (Vote for 1)

	Total	
Times Cast	162,498 / 186,082	87.33%
Undervotes	9,307	
Overvotes	33	

Candidate	Party	Total	
LIVINGSTON, DAVID	REP	97,386	59.93%
TYREE, SARAH	DEM	55,653	34.25%
Write-in		119	0.07%
Total Votes		153,158	

		Total	

State Rep Dist-22 (Vote for 2)

	Total	
Times Cast	162,498 / 186,082	87.33%
Undervotes	37,270	
Overvotes	53	

Candidate	Party	Total	
CARROLL, FRANK	REP	92,231	28.38%
TOMA, BEN	REP	92,912	28.59%
GARCIA, WENDY	DEM	53,522	16.47%
HONNE, MARY "KATHLEEN"	DEM	48,821	15.02%
Write-in		134	0.04%
Total Votes		287,620	

	Total	

State Senator Dist-23 (Vote for 1)

	Total	
Times Cast	159,998 / 182,525	87.66%
Undervotes	8,045	
Overvotes	29	

Candidate	Party	Total	
UGENTI-RITA, MICHELLE	REP	89,677	56.05%
BLATTMAN, SETH	DEM	62,115	38.82%
Write-in		132	0.08%
Total Votes		151,924	

	Total		
KIRSCH, KYLE	WRITE-IN	13	0.01%
NOT QUALIFIED	WRITE-IN	119	0.07%

State Rep Dist-23 (Vote for 2)

	Total	
Times Cast	159,998 / 182,525	87.66%
Undervotes	87,662	
Overvotes	25	

Candidate	Party	Total	
CHAPLIK, JOSEPH	REP	80,264	25.08%
KAVANAGH, JOHN	REP	86,307	26.97%
KURLAND, ERIC	DEM	65,257	20.39%
Write-in		456	0.14%
Total Votes		232,284	

	Total		
ROMACK, JOE	WRITE-IN	56	0.02%
NOT QUALIFIED 1	WRITE-IN	385	0.12%
NOT QUALIFIED 2	WRITE-IN	15	0.00%

State Senator Dist-24 (Vote for 1)

	Total	
Times Cast	100,647 / 127,486	78.95%
Undervotes	6,336	
Overvotes	23	

Candidate	Party	Total	
MICHAELS, RAY	REP	27,402	27.23%
ALSTON, LELA	DEM	66,719	66.29%
Write-in		167	0.17%
Total Votes		94,288	

		Total

State Rep Dist-24 (Vote for 2)

	Total	
Times Cast	100,647 / 127,486	78.95%
Undervotes	29,533	
Overvotes	36	

Candidate	Party	Total	
ALGER, DAVID SR.	REP	23,548	11.70%
CUSHMAN, ROBYN	REP	26,099	12.97%
LONGDON, JENNIFER	DEM	60,233	29.92%
SHAH, AMISH	DEM	61,639	30.62%
Write-in		170	0.08%
Total Votes		171,689	

		Total

State Senator Dist-25 (Vote for 1)

	Total	
Times Cast	121,901 / 150,072	81.23%
Undervotes	7,298	
Overvotes	13	

Candidate	Party	Total	
PACE, TYLER	REP	70,046	57.46%
WEIGEL, PAUL	DEM	44,443	36.46%
Write-in		101	0.08%
Total Votes		114,590	

		Total

State Rep Dist-25 (Vote for 2)

	Total	
Times Cast	121,901 / 150,072	81.23%
Undervotes	64,708	
Overvotes	19	

Candidate	Party	Total	
BOWERS, RUSSELL W. "RUSTY"	REP	63,412	26.01%
UDALL, MICHELLE	REP	69,049	28.32%
HUG, SUZANNE	DEM	46,180	18.94%
Write-in		415	0.17%
Total Votes		179,056	

		Total	

State Senator Dist-26 (Vote for 1)

	Total	
Times Cast	79,389 / 108,962	72.86%
Undervotes	5,013	
Overvotes	17	

Candidate	Party	Total	
CHIN, JAE	REP	24,385	30.72%
MENDEZ, JUAN	DEM	49,806	62.74%
Write-in		168	0.21%
Total Votes		74,359	

		Total	

State Rep Dist-26 (Vote for 2)

	Total	
Times Cast	79,389 / 108,962	72.86%
Undervotes	23,182	
Overvotes	41	

Candidate	Party	Total	
LOUGHRIGE, BILL	REP	21,760	13.70%
SIFUENTES, SETH ""MARCUS""	REP	22,316	14.05%
HERNANDEZ, MELODY	DEM	46,266	29.14%
SALMAN, ATHENA	DEM	44,981	28.33%
Write-in		191	0.12%
Total Votes		135,514	

		Total	

State Senator Dist-27 (Vote for 1)

	Total	
Times Cast	78,643 / 113,051	69.56%
Undervotes	4,376	
Overvotes	19	

Candidate	Party	Total	
SHREVES, GARLAND	REP	17,087	21.73%
RIOS, REBECCA	DEM	57,027	72.51%
Write-in		134	0.17%
Total Votes		74,248	

		Total

State Rep Dist-27 (Vote for 2)

	Total	
Times Cast	78,643 / 113,051	69.56%
Undervotes	45,308	
Overvotes	15	

Candidate	Party	Total	
PENA M., TATIANA	REP	20,236	12.87%
BOLDING, REGINALD	DEM	43,334	27.55%
RODRIGUEZ, DIEGO	DEM	48,039	30.54%
Write-in		339	0.22%
Total Votes		111,948	

		Total

State Senator Dist-28 (Vote for 1)

	Total	
Times Cast	125,891 / 148,885	84.56%
Undervotes	5,558	
Overvotes	17	

Candidate	Party	Total	
BROPHY MCGEE, KATE	REP	59,842	47.53%
MARSH, CHRISTINE	DEM	60,339	47.93%
Write-in		135	0.11%
Total Votes		120,316	

		Total

State Rep Dist-28 (Vote for 2)

	Total	
Times Cast	125,891 / 148,885	84.56%
Undervotes	30,724	
Overvotes	64	

Candidate	Party	Total	
BOWERS, KENNETH R. JR. "KEN"	REP	49,306	19.58%
JACKSON, JANA	REP	52,839	20.99%
BUTLER, KELLI	DEM	60,871	24.18%
LIEBERMAN, AARON	DEM	57,760	22.94%
Write-in		154	0.06%
Total Votes		220,930	

		Total	

State Senator Dist-29 (Vote for 1)

	Total	
Times Cast	62,346 / 93,971	66.35%
Undervotes	3,647	
Overvotes	20	

Candidate	Party	Total	
WILSON, JOHN	REP	17,305	27.76%
QUEZADA, MARTÍN J.	DEM	41,272	66.20%
Write-in		102	0.16%
Total Votes		58,679	

		Total	
CARPENTER, CHARLES	WRITE-IN	18	0.03%
NOT QUALIFIED	WRITE-IN	84	0.13%

State Rep Dist-29 (Vote for 2)

	Total	
Times Cast	62,346 / 93,971	66.35%
Undervotes	22,402	
Overvotes	33	

Candidate	Party	Total	
BRAGG, BILLY	REP	15,811	12.68%
FOKSZANSKYJ-CONTI, HELEN	REP	15,402	12.35%
ANDRADE, RICHARD	DEM	32,075	25.72%
CHAVEZ, CESAR	DEM	38,818	31.13%
Write-in		118	0.09%
Total Votes		102,224	

		Total	

State Senator Dist-30 (Vote for 1)

	Total	
Times Cast	58,863 / 89,247	65.96%
Undervotes	14,807	
Overvotes	18	

Candidate	Party	Total	
NAVARRETE, OTONIEL "TONY"	DEM	42,344	71.94%
Write-in		1,694	2.88%
Total Votes		44,038	

	Total	

State Rep Dist-30 (Vote for 2)

	Total	
Times Cast	58,863 / 89,247	65.96%
Undervotes	51,101	
Overvotes	5	

Candidate	Party	Total	
MEZA, ROBERT	DEM	30,546	25.95%
TERÁN, RAQUEL	DEM	34,106	28.97%
Write-in		1,963	1.67%
Total Votes		66,615	

	Total	

Corporation Commission (Vote for 3)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	1,126,586	
Overvotes	800	

Candidate	Party	Total	
MARQUEZ PETERSON, LEA	REP	891,072	14.27%
O'CONNOR, JAMES "JIM"	REP	866,823	13.88%
SLOAN, ERIC	REP	847,156	13.57%
MUNDELL, WILLIAM "BILL"	DEM	811,651	13.00%
STANFIELD, SHEA	DEM	791,907	12.68%
TOVAR, ANNA	DEM	902,889	14.46%
Write-in		3,863	0.06%
Total Votes		5,115,361	

		Total	
FINERD, PATRICK	WRITE-IN	94	0.00%
GIBSON, CHRISTINA	WRITE-IN	252	0.00%
NOT QUALIFIED 1	WRITE-IN	2,280	0.04%
NOT QUALIFIED 2	WRITE-IN	691	0.01%
NOT QUALIFIED 3	WRITE-IN	546	0.01%

Board of Supervisors Dist 1 (Vote for 1)

	Total	
Times Cast	470,374 / 560,550	83.91%
Undervotes	45,757	
Overvotes	86	

Candidate	Party	Total	
SELLERS, JACK W.	REP	212,252	45.12%
HODGE, JEVIN D.	DEM	211,849	45.04%
Write-in		430	0.09%
Total Votes		424,531	

		Total	

Board of Supervisors Dist 2 (Vote for 1)

	Total	
Times Cast	467,236 / 560,613	83.34%
Undervotes	42,646	
Overvotes	221	

Candidate	Party	Total	
CHUCRI, STEVE	REP	255,790	54.75%
ABBOUD, DEEDRA	DEM	168,122	35.98%
Write-in		457	0.10%
Total Votes		424,369	

		Total	
SMOCK, TORY L.	WRITE-IN	113	0.02%
NOT QUALIFIED	WRITE-IN	344	0.07%

Board of Supervisors Dist 3 (Vote for 1)

	Total	
Times Cast	405,051 / 491,857	82.35%
Undervotes	37,148	
Overvotes	139	

Candidate	Party	Total	
GATES, BILL SHANE	REP	186,478	46.04%
WALKER, WHITNEY	DEM	180,865	44.65%
Write-in		421	0.10%
Total Votes		367,764	

		Total	

Board of Supervisors Dist 4 (Vote for 1)

	Total	
Times Cast	482,407 / 587,629	82.09%
Undervotes	41,857	
Overvotes	111	

Candidate	Party	Total	
HICKMAN, CLINT L.	REP	257,774	53.43%
STORY, SUZANNE	DEM	182,156	37.76%
Write-in		509	0.11%
Total Votes		440,439	

		Total

Board of Supervisors Dist 5 (Vote for 1)

	Total	
Times Cast	256,381 / 376,713	68.06%
Undervotes	58,051	
Overvotes	50	

Candidate	Party	Total	
GALLARDO, STEVE	DEM	193,508	75.48%
Write-in		4,772	1.86%
Total Votes		198,280	

		Total

County Assessor (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	192,869	
Overvotes	216	

Candidate	Party	Total	
COOK, EDDIE	REP	987,860	47.46%
CONNOR, AARON	DEM	898,722	43.18%
Write-in		1,782	0.09%
Total Votes		1,888,364	

		Total

County Attorney (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	183,673	
Overvotes	250	

Candidate	Party	Total	
ADEL, ALLISTER	REP	966,759	46.45%
GUNNIGLE, JULIE	DEM	928,950	44.63%
Write-in		1,817	0.09%
Total Votes		1,897,526	

		Total	
CAMBONI, ANTHONY JOSEPH	WRITE-IN	11	0.00%
LONG, MATT	WRITE-IN	62	0.00%
NOT QUALIFIED	WRITE-IN	1,744	0.08%

County Recorder (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	194,384	
Overvotes	188	

Candidate	Party	Total	
RICHER, STEPHEN I.	REP	944,953	45.40%
FONTES, ADRIAN P.	DEM	940,354	45.18%
Write-in		1,570	0.08%
Total Votes		1,886,877	

	Total	

County School Superintendent (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	198,520	
Overvotes	248	

Candidate	Party	Total	
WATSON, STEVE	REP	946,409	45.47%
CASTEEN, JEANNE M.	DEM	934,501	44.90%
Write-in		1,771	0.09%
Total Votes		1,882,681	

	Total	

Sheriff (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	112,009	
Overvotes	382	

Candidate	Party	Total	
SHERIDAN, JERRY	REP	869,748	41.79%
PENZONE, PAUL	DEM	1,095,955	52.65%
Write-in		3,355	0.16%
Total Votes		1,969,058	

		Total

County Treasurer (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	224,177	
Overvotes	292	

Candidate	Party	Total	
ALLEN, JOHN	REP	970,986	46.65%
TOPOREK, DANIEL L.	DEM	883,870	42.46%
Write-in		2,124	0.10%
Total Votes		1,856,980	

		Total

JP-ARCADIA BILTMORE (Vote for 1)

	Total	
Times Cast	71,225 / 86,849	82.01%
Undervotes	21,637	
Overvotes	21	

Candidate	Party	Total	
DRIGGS, LEONORE M.	DEM	48,191	67.66%
Write-in		1,376	1.93%
Total Votes		49,567	

		Total

Constable-ARCADIA BILTMORE (Vote for 1)

	Total	
Times Cast	71,225 / 86,849	82.01%
Undervotes	22,097	
Overvotes	2	

Candidate	Party	Total	
LANE, CAROLYN	DEM	47,848	67.18%
Write-in		1,278	1.79%
Total Votes		49,126	

		Total

JP-MARYVALE (Vote for 1)

	Total	
Times Cast	25,579 / 42,407	60.32%
Undervotes	4,809	
Overvotes	8	

Candidate	Party	Total	
GASTELUM, ANDY	DEM	20,380	79.67%
Write-in		382	1.49%
Total Votes		20,762	

		Total

Constable-MARYVALE (Vote for 1)

	Total	
Times Cast	25,579 / 42,407	60.32%
Undervotes	4,960	
Overvotes	6	

Candidate	Party	Total	
GARCIA, DENICE MARTHA	DEM	20,266	79.23%
Write-in		347	1.36%
Total Votes		20,613	

		Total

JP-NORTH MESA (Vote for 1)

	Total	
Times Cast	55,089 / 72,347	76.15%
Undervotes	17,010	
Overvotes	18	

Candidate	Party	Total	
JONES, KYLE I.	REP	37,012	67.19%
Write-in		1,049	1.90%
Total Votes		38,061	

		Total

Constable-NORTH MESA (Vote for 1)

	Total	
Times Cast	55,089 / 72,347	76.15%
Undervotes	17,513	
Overvotes	4	

Candidate	Party	Total	
CURTIS, JON	REP	36,591	66.42%
Write-in		981	1.78%
Total Votes		37,572	

		Total

JP-DREAMY DRAW (Vote for 1)

	Total	
Times Cast	83,192 / 98,837	84.17%
Undervotes	30,458	
Overvotes	23	

Candidate	Party	Total	
CONTI, FRANK J.	REP	50,990	61.29%
Write-in		1,721	2.07%
Total Votes		52,711	

		Total

Constable-DREAMY DRAW (Vote for 1)

	Total	
Times Cast	83,192 / 98,837	84.17%
Undervotes	31,527	
Overvotes	10	

Candidate	Party	Total	
TORRES, RHYS	REP	50,030	60.14%
Write-in		1,625	1.95%
Total Votes		51,655	

		Total

JP-MOON VALLEY (Vote for 1)

	Total	
Times Cast	50,104 / 66,284	75.59%
Undervotes	4,889	
Overvotes	7	

Candidate	Party	Total	
IRISH, MICHAEL B	REP	20,747	41.41%
BEGAY, DEBORAH ANN	DEM	24,395	48.69%
Write-in		66	0.13%
Total Votes		45,208	

		Total

Constable-MOON VALLEY (Vote for 1)

	Total	
Times Cast	50,104 / 66,284	75.59%
Undervotes	18,478	
Overvotes	4	

Candidate	Party	Total	
SEEL, CARL E.	REP	30,215	60.30%
Write-in		1,407	2.81%
Total Votes		31,622	

		Total

JP-Term Exp DECEMBER 31, 2022-MCDOWELL MOUNTAIN (Vote for 1)

	Total	
Times Cast	177,669 / 203,318	87.38%
Undervotes	60,365	
Overvotes	7	

Candidate	Party	Total	
REAGAN, MICHELE	REP	114,593	64.50%
Write-in		2,704	1.52%
Total Votes		117,297	

		Total

JP-HIGHLAND (Vote for 1)

	Total	
Times Cast	136,190 / 160,728	84.73%
Undervotes	43,706	
Overvotes	21	

Candidate	Party	Total	
RAY, JORDAN	REP	90,032	66.11%
Write-in		2,431	1.79%
Total Votes		92,463	

		Total

Constable-HIGHLAND (Vote for 1)

	Total	
Times Cast	136,190 / 160,728	84.73%
Undervotes	45,877	
Overvotes	12	

Candidate	Party	Total	
PALMER, LUKE THOMAS	REP	88,555	65.02%
Write-in		1,746	1.28%
Total Votes		90,301	

		Total

Constable-Term Exp DECEMBER 31, 2022-KYRENE (Vote for 1)

	Total	
Times Cast	88,654 / 105,698	83.87%
Undervotes	28,802	
Overvotes	4	

Candidate	Party	Total	
HALLORAN, BEN	DEM	58,079	65.51%
Write-in		1,769	2.00%
Total Votes		59,848	

		Total

JP-SAN TAN (Vote for 1)

	Total	
Times Cast	145,139 / 171,030	84.86%
Undervotes	41,897	
Overvotes	35	

Candidate	Party	Total	
GOODMAN, SAM	REP	101,487	69.92%
Write-in		1,720	1.19%
Total Votes		103,207	

		Total

Constable-SAN TAN (Vote for 1)

	Total	
Times Cast	145,139 / 171,030	84.86%
Undervotes	43,323	
Overvotes	7	

Candidate	Party	Total	
ALLEN, STEVE	REP	100,148	69.00%
Write-in		1,661	1.14%
Total Votes		101,809	

		Total

JP-DESERT RIDGE (Vote for 1)

	Total	
Times Cast	113,951 / 131,144	86.89%
Undervotes	35,730	
Overvotes	25	

Candidate	Party	Total	
RIGGS, CATHY	REP	76,896	67.48%
Write-in		1,300	1.14%
Total Votes		78,196	

		Total

Constable-DESERT RIDGE (Vote for 1)

	Total	
Times Cast	113,951 / 131,144	86.89%
Undervotes	36,706	
Overvotes	7	

Candidate	Party	Total	
RICH, JAMES	REP	75,933	66.64%
Write-in		1,305	1.15%
Total Votes		77,238	

		Total

JP-COUNTRY MEADOWS (Vote for 1)

	Total	
Times Cast	56,905 / 83,127	68.46%
Undervotes	15,101	
Overvotes	15	

Candidate	Party	Total	
HUBERMAN, ANNA	DEM	40,744	71.60%
Write-in		1,045	1.84%
Total Votes		41,789	

		Total

Constable-COUNTRY MEADOWS (Vote for 1)

	Total	
Times Cast	56,905 / 83,127	68.46%
Undervotes	15,675	
Overvotes	6	

Candidate	Party	Total	
SUMNER, KENNETH	DEM	40,195	70.64%
Write-in		1,029	1.81%
Total Votes		41,224	

		Total

Harquahala Valley Fire Dist-Fire Board (Vote for 3)

	Total	
Times Cast	111 / 154	72.08%
Undervotes	141	
Overvotes	0	

Candidate	Party	Total	
CORBIN, SUSAN E.	NON	63	18.92%
DENEEN, LAWRENCE J.	NON	61	18.32%
KOOISTRA, STEPHEN	NON	65	19.52%
Write-in		3	0.90%
Total Votes		192	

		Total

Rio Verde Fire Dist-QUESTION (Vote for 1)

	Total	
Times Cast	2,188 / 2,354	92.95%
Undervotes	120	
Overvotes	0	

Candidate	Party	Total	
FOR THE BONDS	NON	1,703	77.83%
AGAINST THE BONDS	NON	365	16.68%
Total Votes		2,068	

		Total

MC Special Healthcare Dist 1 (Vote for 1)

	Total	
Times Cast	470,374 / 560,550	83.91%
Undervotes	144,278	
Overvotes	204	

Candidate	Party	Total	
FARNSWORTH, JOHN B.	NON	95,092	20.22%
HARDEN, MARY A.	NON	229,581	48.81%
Write-in		1,219	0.26%
Total Votes		325,892	

		Total	

MC Special Healthcare PROPOSITION 449 (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	245,072	
Overvotes	268	

Candidate	Party	Total	
YES	NON	1,142,266	54.88%
NO	NON	693,843	33.33%
Total Votes		1,836,109	

		Total	

MCCCD At-Large (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	640,111	
Overvotes	1,169	

Candidate	Party	Total	
BOGGS, SHELLI RICHARDSON	NON	524,368	25.19%
THOR, LINDA M.	NON	908,819	43.66%
Write-in		6,982	0.34%
Total Votes		1,440,169	

		Total	

MCCCD - Dist 1 (Vote for 1)

	Total	
Times Cast	470,374 / 560,550	83.91%
Undervotes	148,355	
Overvotes	188	

Candidate	Party	Total	
HENDRIX, LAURIN	NON	143,058	30.41%
SMITH, JACQUELINE V.	NON	177,554	37.75%
Write-in		1,219	0.26%
Total Votes		321,831	

	Total	

WESTMEC - Dist 4 (Vote for 1)

	Total	
Times Cast	168,140 / 202,368	83.09%
Undervotes	59,053	
Overvotes	209	

Candidate	Party	Total	
BACHANOS, JEWELENE	NON	36,348	21.62%
WYLLIE, BARBARA	NON	71,839	42.73%
Write-in		691	0.41%
Total Votes		108,878	

	Total	

WESTMEC - Dist 5 (Vote for 1)

	Total	
Times Cast	104,959 / 142,099	73.86%
Undervotes	100,218	
Overvotes	0	

Candidate	Party	Total	
No Candidate			
Write-in		4,741	4.52%
Total Votes		4,741	

		Total	
DOWLING, DENNIS R.	WRITE-IN	216	0.21%
DUSKIN, KERRY	WRITE-IN	109	0.10%
GARCIA, EDGARDO	WRITE-IN	211	0.20%
GRAY, KEITH	WRITE-IN	27	0.03%
HUTCHINSON, MIKE	WRITE-IN	292	0.28%
NOT QUALIFIED	WRITE-IN	3,886	3.70%

Buckeye UHSD #201-GBM-4yr (Vote for 3)

	Total	
Times Cast	39,652 / 50,960	77.81%
Undervotes	114,782	
Overvotes	0	

Candidate	Party	Total	
No Candidate			
Write-in		4,174	3.51%
Total Votes		4,174	

		Total	
BENCOMO, KRISTI M.	WRITE-IN	305	0.26%
BLACKBURN, MEGAN Y.	WRITE-IN	570	0.48%
BRADY, JEFFREY C.	WRITE-IN	543	0.46%
JENSEN, PAUL D.	WRITE-IN	285	0.24%
SEESKIN, MORRIS	WRITE-IN	133	0.11%
TURNER, BRIAN	WRITE-IN	474	0.40%
NOT QUALIFIED 1	WRITE-IN	1,484	1.25%
NOT QUALIFIED 2	WRITE-IN	239	0.20%
NOT QUALIFIED 3	WRITE-IN	141	0.12%

Buckeye UHSD #201-QUESTION (Vote for 1)

	Total	
Times Cast	39,652 / 50,960	77.81%
Undervotes	4,515	
Overvotes	8	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	13,738	34.65%
BOND APPROVAL, NO	NON	21,391	53.95%
Total Votes		35,129	

	Total	

Glendale UHSD #205-QUESTION (Vote for 1)

	Total	
Times Cast	128,422 / 177,392	72.39%
Undervotes	15,617	
Overvotes	18	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	61,149	47.62%
BOND APPROVAL, NO	NON	51,638	40.21%
Total Votes		112,787	

	Total	

Phoenix UHSD #210-GBM-4yr (Vote for 1)

	Total	
Times Cast	237,627 / 329,992	72.01%
Undervotes	66,147	
Overvotes	1,880	

Candidate	Party	Total	
ALSTON, LELA	NON	49,647	20.89%
ANWAR, GIRMAR	NON	8,101	3.41%
CROSS, DEBBIE	NON	31,049	13.07%
MARQUEZ, AARON	NON	65,198	27.44%
SHEPPARD, NEDRA A.	NON	14,438	6.08%
Write-in		1,167	0.49%
Total Votes		169,600	

		Total

Tempe UHSD #213-GBM-4yr (Vote for 3)

	Total	
Times Cast	159,671 / 192,380	83.00%
Undervotes	177,993	
Overvotes	1,144	

Candidate	Party	Total	
BASTIAN, LORI	NON	40,148	8.38%
FLETCHER, DON	NON	36,345	7.59%
HODGE, BERDETTA B.	NON	45,236	9.44%
JAMES, SARAH LINDSAY	NON	41,361	8.63%
LOWE, SANDY K.	NON	31,111	6.49%
MONTERO, ARMANDO A.	NON	43,516	9.08%
MYRICK, MICHAEL RYAN	NON	26,969	5.63%
REESOR, PAIGE	NON	31,863	6.65%
Write-in		1,039	0.22%
Total Votes		297,588	

		Total

Tolleson UHSD #214-QUESTION (Vote for 1)

	Total	
Times Cast	64,078 / 90,668	70.67%
Undervotes	7,059	
Overvotes	26	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	38,469	60.03%
BUDGET OVERRIDE CONTINUATION, NO	NON	18,524	28.91%
Total Votes		56,993	

		Total

Phoenix ESD #1-GBM-4yr (Vote for 3)

	Total	
Times Cast	22,665 / 31,015	73.08%
Undervotes	31,562	
Overvotes	15	

Candidate	Party	Total	
BUENO, JESSICA	NON	8,744	12.86%
CARRILLO, REGIONAL "REGGIE"	NON	6,929	10.19%
CREWS, QUANTA MARIE	NON	5,348	7.87%
JASSO, ELISIA ELLE	NON	4,581	6.74%
MARTIN, NICHOLAS NIK	NON	4,592	6.75%
VINK, ALICIA	NON	5,980	8.79%
Write-in		214	0.31%
Total Votes		36,388	

		Total

Riverside ESD #2-QUESTION 1 (Vote for 1)

	Total	
Times Cast	2,009 / 3,044	66.00%
Undervotes	239	
Overvotes	1	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	1,010	50.27%
BOND APPROVAL, NO	NON	759	37.78%
Total Votes		1,769	

		Total

Riverside ESD #2-QUESTION 2 (Vote for 1)

	Total	
Times Cast	2,009 / 3,044	66.00%
Undervotes	248	
Overvotes	1	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	1,190	59.23%
BUDGET OVERRRIDE CONTINUATION, NO	NON	570	28.37%
Total Votes		1,760	

		Total

Tempe ESD #3-GBM-4yr (Vote for 3)

	Total	
Times Cast	63,610 / 81,143	78.39%
Undervotes	126,387	
Overvotes	3	

Candidate	Party	Total	
EWERS, ALLISON	NON	26,437	13.85%
TREJO, MONICA	NON	33,255	17.43%
Write-in		4,742	2.48%
Total Votes		64,434	

		Total	
LEMMON, JIM	WRITE-IN	2,498	1.31%
METZGER, MICHAEL DAVID	WRITE-IN	167	0.09%
TAYLOR, TIM	WRITE-IN	654	0.34%
WELLS, ROCHELLE L.	WRITE-IN	407	0.21%
NOT QUALIFIED 1	WRITE-IN	790	0.41%
NOT QUALIFIED 2	WRITE-IN	142	0.07%
NOT QUALIFIED 3	WRITE-IN	84	0.04%

Mesa USD #4-GBM-4yr (Vote for 3)

	Total	
Times Cast	226,072 / 288,686	78.31%
Undervotes	265,806	
Overvotes	596	

Candidate	Party	Total	
CRANDALL, RICH	NON	58,618	8.64%
ELLINGSON, LARA SALMON	NON	77,014	11.36%
JOHNSON, VIKKI R.	NON	58,864	8.68%
O'REILLY, JOE	NON	70,788	10.44%
SEARS, KIANA MARIA	NON	74,830	11.03%
STEINER, CARA SCHNEPF	NON	68,914	10.16%
Write-in		1,594	0.24%
Total Votes		410,622	

	Total	

Isaac ESD #5-GBM-4yr (Vote for 3)

	Total	
Times Cast	8,089 / 13,890	58.24%
Undervotes	10,185	
Overvotes	6	

Candidate	Party	Total	
DANIELS, ROMAN GILBERT	NON	1,849	7.62%
GUZMAN, MARIA	NON	4,193	17.28%
HERNANDEZ, MARIA A.	NON	4,033	16.62%
SANTA CRUZ, RAUL "RUDY"	NON	3,923	16.17%
Write-in		66	0.27%
Total Votes		14,064	

		Total

Washington ESD #6-GBM-4yr (Vote for 3)

	Total	
Times Cast	97,094 / 131,069	74.08%
Undervotes	129,796	
Overvotes	86	

Candidate	Party	Total	
ABBOTT-BAYARDI, JENNI J.	NON	31,133	10.69%
JAHNEKE, AARON	NON	28,691	9.85%
LAMBERT, TEE	NON	25,826	8.87%
PETERSON, LINDSEY	NON	37,382	12.83%
WHALEY, NIKKIE LYNN	NON	37,256	12.79%
Write-in		940	0.32%
Total Votes		161,228	

		Total

Wilson ESD #7-QUESTION (Vote for 1)

	Total	
Times Cast	553 / 988	55.97%
Undervotes	74	
Overvotes	0	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	338	61.12%
BUDGET OVERRRIDE CONTINUATION, NO	NON	141	25.50%
Total Votes		479	

		Total

Peoria USD #11-GBM-4yr (Vote for 3)

	Total	
Times Cast	130,397 / 158,407	82.32%
Undervotes	148,413	
Overvotes	184	

Candidate	Party	Total	
BUSAM, LINDA J.	NON	32,008	8.18%
FRANKLIN, KACIE S.	NON	21,434	5.48%
HILL, REBECCA JANE	NON	35,100	8.97%
HOBBS, KIRK	NON	30,792	7.87%
SANDOVAL, DAVID M.	NON	34,196	8.74%
SOLTER, DAVITA	NON	22,567	5.77%
SORENSEN, BILL	NON	32,298	8.26%
UPDEGRAFF-DAY, DEVON NICOLE	NON	15,307	3.91%
WILLIAMS, CJ	NON	17,687	4.52%
Write-in		837	0.21%
Total Votes		242,226	

		Total

Peoria USD #11-QUESTION 1 (Vote for 1)

	Total	
Times Cast	130,397 / 158,407	82.32%
Undervotes	14,089	
Overvotes	66	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	64,391	49.38%
BUDGET OVERRRIDE CONTINUATION, NO	NON	51,851	39.76%
Total Votes		116,242	

		Total

Peoria USD #11-QUESTION 2 (Vote for 1)

	Total	
Times Cast	130,397 / 158,407	82.32%
Undervotes	16,252	
Overvotes	19	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	50,808	38.96%
BOND APPROVAL, NO	NON	63,318	48.56%
Total Votes		114,126	

		Total

Creighton ESD #14-GBM-4yr (Vote for 3)

	Total	
Times Cast	24,424 / 32,369	75.45%
Undervotes	36,442	
Overvotes	123	

Candidate	Party	Total	
AYRES, HEATHER L.	NON	6,528	8.91%
MCCALEB, LINDSEY	NON	6,352	8.67%
MCSHEFFREY, AMY	NON	6,254	8.54%
PECK, ALEXANDRA	NON	6,107	8.33%
RING, KATHRYN	NON	5,163	7.05%
YOUNG, DONNA L.	NON	5,609	7.66%
Write-in		448	0.61%
Total Votes		36,461	

		Total

Creighton ESD #14-GBM-2yr (Vote for 1)

	Total	
Times Cast	24,424 / 32,369	75.45%
Undervotes	9,160	
Overvotes	5	

Candidate	Party	Total	
RAMIREZ, SOPHIA	NON	14,892	60.97%
Write-in		367	1.50%
Total Votes		15,259	

		Total	
MCDONALD, PATRICK "MAC"	WRITE-IN	157	0.64%
NOT QUALIFIED	WRITE-IN	210	0.86%

Creighton ESD #14-QUESTION (Vote for 1)

	Total	
Times Cast	24,424 / 32,369	75.45%
Undervotes	3,888	
Overvotes	4	

Candidate	Party	Total	
BUDGET INCREASE, YES	NON	13,088	53.59%
BUDGET INCREASE, NO	NON	7,444	30.48%
Total Votes		20,532	

		Total

Tolleson ESD #17-QUESTION (Vote for 1)

	Total	
Times Cast	4,911 / 7,239	67.84%
Undervotes	466	
Overvotes	0	

Candidate	Party	Total	
BUDGET OVERRIDE CONTINUATION, YES	NON	3,319	67.58%
BUDGET OVERRIDE CONTINUATION, NO	NON	1,126	22.93%
Total Votes		4,445	

		Total	

Gila Bend USD #24-GBM-4yr (Vote for 2)

	Total	
Times Cast	613 / 929	65.98%
Undervotes	277	
Overvotes	3	

Candidate	Party	Total	
NEVAREZ, FRANCISCA A.	NON	278	22.68%
RUBALCAVA, JESUS A.	NON	279	22.76%
TURNER, COLBY C.	NON	326	26.59%
Write-in		60	4.89%
Total Votes		943	

		Total	
HOFFMAN, HERMAN "SONNY"	WRITE-IN	45	3.67%
NOT QUALIFIED 1	WRITE-IN	14	1.14%
NOT QUALIFIED 2	WRITE-IN	1	0.08%

Gila Bend USD #24-GBM-2yr (Vote for 1)

	Total	
Times Cast	613 / 929	65.98%
Undervotes	83	
Overvotes	1	

Candidate	Party	Total	
MURRIETA, SAIDA L.	NON	202	32.95%
SMITH, ELIZABETH "LIZ"	NON	323	52.69%
Write-in		4	0.65%
Total Votes		529	

		Total	

Liberty ESD #25-GBM-2yr (Vote for 1)

	Total	
Times Cast	20,331 / 24,600	82.65%
Undervotes	19,558	
Overvotes	0	

Candidate	Party	Total	
No Candidate			
Write-in		773	3.80%
Total Votes		773	

		Total	
MILLER, JAMIE NATHANIEL	WRITE-IN	97	0.48%
NOT QUALIFIED	WRITE-IN	676	3.32%

Liberty ESD #25-QUESTION (Vote for 1)

	Total	
Times Cast	20,331 / 24,600	82.65%
Undervotes	2,341	
Overvotes	7	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	8,520	41.91%
BUDGET OVERRIDE CONTINUATION, NO	NON	9,463	46.54%
Total Votes		17,983	

	Total	

Kyrene ESD #28-GBM-4yr (Vote for 3)

	Total	
Times Cast	96,061 / 111,237	86.36%
Undervotes	120,327	
Overvotes	28	

Candidate	Party	Total	
ALFARO, IVAN	NON	27,583	9.57%
FAHY, MICHELLE	NON	39,106	13.57%
KOLOMYJEC, WANDA C.	NON	33,212	11.52%
NELSON, TRINE	NON	32,724	11.36%
WRIGHT, MARGARET	NON	34,535	11.98%
Write-in		612	0.21%
Total Votes		167,772	

	Total	

Balsz ESD #31-GBM-4yr (Vote for 3)

	Total	
Times Cast	11,591 / 15,837	73.19%
Undervotes	19,332	
Overvotes	3	

Candidate	Party	Total	
GRACE, VIC	NON	3,207	9.22%
KNIGHT, GAIL Q.	NON	5,029	14.46%
ROBINSON, REDEEM	NON	3,658	10.52%
SHEIKH, MUKTAR	NON	3,386	9.74%
Write-in		152	0.44%
Total Votes		15,432	

		Total

Balsz ESD #31-QUESTION 1 (Vote for 1)

	Total	
Times Cast	11,591 / 15,837	73.19%
Undervotes	1,717	
Overvotes	5	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	6,469	55.81%
BUDGET OVERRRIDE CONTINUATION, NO	NON	3,400	29.33%
Total Votes		9,869	

		Total

Balsz ESD #31-QUESTION 2 (Vote for 1)

	Total	
Times Cast	11,591 / 15,837	73.19%
Undervotes	1,804	
Overvotes	2	

Candidate	Party	Total	
BUDGET INCREASE, YES	NON	6,203	53.52%
BUDGET INCREASE, NO	NON	3,582	30.90%
Total Votes		9,785	

		Total

Buckeye ESD #33-GBM-4yr (Vote for 3)

	Total	
Times Cast	17,716 / 24,166	73.31%
Undervotes	25,903	
Overvotes	6	

Candidate	Party	Total	
BENNINGHOFF, BRETT R.	NON	5,447	10.25%
HOPKINS, RICHARD A.	NON	6,708	12.62%
LOVITT, AMY B.	NON	8,670	16.31%
MELTON, MICHAEL W.	NON	6,234	11.73%
Write-in		168	0.32%
Total Votes		27,227	

		Total

Madison ESD #38-GBM-4yr (Vote for 3)

	Total	
Times Cast	38,292 / 43,679	87.67%
Undervotes	60,161	
Overvotes	3	

Candidate	Party	Total	
GRESHAM, KAREN A.	NON	13,104	11.41%
GRESS, MATT	NON	12,691	11.05%
HOLCOMB, SCOTT	NON	13,434	11.69%
SPEER, SARAH W.	NON	15,191	13.22%
Write-in		286	0.25%
Total Votes		54,706	

		Total

Glendale ESD #40-GBM-4yr (Vote for 3)

	Total	
Times Cast	31,328 / 46,323	67.63%
Undervotes	40,141	
Overvotes	29	

Candidate	Party	Total	
GOULD, AMBER D.	NON	11,272	11.99%
MARTINEZ, MIKE	NON	13,919	14.81%
PIMENTEL, MONICA GALLARDO	NON	14,504	15.43%
WILSON, MARY ANN	NON	13,745	14.62%
Write-in		316	0.34%
Total Votes		53,756	

		Total

Avondale ESD #44-QUESTION (Vote for 1)

	Total	
Times Cast	20,806 / 27,921	74.52%
Undervotes	2,277	
Overvotes	10	

Candidate	Party	Total	
BUDGET OVERRIDE CONTINUATION, YES	NON	11,912	57.25%
BUDGET OVERRIDE CONTINUATION, NO	NON	6,607	31.76%
Total Votes		18,519	

		Total	

Arlington ESD #47-GBM-4yr (Vote for 3)

	Total	
Times Cast	460 / 640	71.88%
Undervotes	542	
Overvotes	0	

Candidate	Party	Total	
CAMP, PHILLIP L.	NON	177	12.83%
SAWYER, ERIC	NON	239	17.32%
VANOSDELL, THOMAS W.	NON	186	13.48%
WORKMAN, DIANNA L.	NON	233	16.88%
Write-in		3	0.22%
Total Votes		838	

		Total	

Scottsdale USD #48-GBM-4yr (Vote for 3)

	Total	
Times Cast	151,975 / 177,706	85.52%
Undervotes	204,298	
Overvotes	137	

Candidate	Party	Total	
ANGELOS, KATHLEEN "KATE"	NON	35,410	7.77%
CENIAWSKI, JULIE	NON	55,304	12.13%
DIGRAZIA, LUCY	NON	32,516	7.13%
HART-WELLS, LIBBY	NON	43,858	9.62%
LINDSAY, ZACH R.	NON	41,853	9.18%
SMITH, ROSE M.	NON	41,470	9.10%
Write-in		805	0.18%
Total Votes		251,216	

		Total	

Palo Verde ESD #49-QUESTION (Vote for 1)

	Total	
Times Cast	1,145 / 1,554	73.68%
Undervotes	108	
Overvotes	1	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	570	49.78%
BUDGET OVERRRIDE CONTINUATION, NO	NON	466	40.70%
Total Votes		1,036	

		Total

Laveen ESD #59-GBM-4yr (Vote for 3)

	Total	
Times Cast	21,033 / 27,909	75.36%
Undervotes	28,812	
Overvotes	10	

Candidate	Party	Total	
ANDERSON, MICHELE S.	NON	8,626	13.67%
RAND, SIMIR	NON	4,593	7.28%
SANBORN, SUSAN J.	NON	7,451	11.81%
SENTERS, RYAN T.	NON	5,748	9.11%
WATKINS, TORRENCE	NON	7,677	12.17%
Write-in		162	0.26%
Total Votes		34,257	

		Total

Laveen ESD #59-QUESTION (Vote for 1)

	Total	
Times Cast	21,033 / 27,909	75.36%
Undervotes	2,177	
Overvotes	5	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	13,321	63.33%
BUDGET OVERRRIDE CONTINUATION, NO	NON	5,530	26.29%
Total Votes		18,851	

		Total

Higley USD #60-GBM-4yr (Vote for 3)

	Total	
Times Cast	46,647 / 54,336	85.85%
Undervotes	62,678	
Overvotes	20	

Candidate	Party	Total	
ANDERSON, MICHELLE	NON	21,603	15.44%
REESE, KRISTINA	NON	19,781	14.14%
SHULTZ, TIFFANY	NON	18,260	13.05%
WOJTOVICH, GREG	NON	17,150	12.26%
Write-in		409	0.29%
Total Votes		77,203	

	Total	

Littleton ESD #65-GBM-4yr (Vote for 3)

	Total	
Times Cast	17,431 / 24,587	70.90%
Undervotes	38,957	
Overvotes	0	

Candidate	Party	Total	
REYES, KATHY	NON	12,648	24.19%
Write-in		688	1.32%
Total Votes		13,336	

		Total	
CONTRERAS, SARA VIOLETA	WRITE-IN	213	0.41%
JOHNSON, SOPHIA	WRITE-IN	38	0.07%
RAEDER, JOHN R., III	WRITE-IN	70	0.13%
NOT QUALIFIED 1	WRITE-IN	266	0.51%
NOT QUALIFIED 2	WRITE-IN	87	0.17%
NOT QUALIFIED 3	WRITE-IN	14	0.03%

Roosevelt ESD #66-GBM-4yr (Vote for 3)

	Total	
Times Cast	41,838 / 60,203	69.49%
Undervotes	90,561	
Overvotes	4	

Candidate	Party	Total	
ROBINSON, LAWRENCE A.	NON	28,765	22.92%
Write-in		6,176	4.92%
Total Votes		34,941	

		Total	
AGUIRRE, ALEXIS M.	WRITE-IN	1,851	1.47%
JACKSON, SHELLEY	WRITE-IN	2,262	1.80%
SMYTHE, PATRICK	WRITE-IN	695	0.55%
TORRES, KIM "PACO"	WRITE-IN	294	0.23%
NOT QUALIFIED 1	WRITE-IN	810	0.65%
NOT QUALIFIED 2	WRITE-IN	213	0.17%
NOT QUALIFIED 3	WRITE-IN	51	0.04%

Roosevelt ESD #66-QUESTION (Vote for 1)

	Total	
Times Cast	41,838 / 60,203	69.49%
Undervotes	5,701	
Overvotes	7	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	19,595	46.84%
BOND APPROVAL, NO	NON	16,535	39.52%
Total Votes		36,130	

	Total	

Alhambra ESD #68-QUESTION 1 (Vote for 1)

	Total	
Times Cast	19,088 / 29,982	63.66%
Undervotes	2,187	
Overvotes	19	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	11,442	59.94%
BUDGET OVERRRIDE CONTINUATION, NO	NON	5,440	28.50%
Total Votes		16,882	

	Total	

Alhambra ESD #68-QUESTION 2 (Vote for 1)

	Total	
Times Cast	19,088 / 29,982	63.66%
Undervotes	2,461	
Overvotes	4	

Candidate	Party	Total	
BUDGET INCREASE, YES	NON	10,688	55.99%
BUDGET INCREASE, NO	NON	5,935	31.09%
Total Votes		16,623	

	Total	

Paradise Valley USD #69-GBM-4yr (Vote for 3)

	Total	
Times Cast	147,283 / 171,768	85.75%
Undervotes	236,063	
Overvotes	19	

Candidate	Party	Total	
BROWN, STEPHANIE	NON	65,303	14.78%
CASE, NANCY	NON	66,979	15.16%
GREENBERG, ANNE	NON	67,749	15.33%
Write-in		5,698	1.29%
Total Votes		205,729	

		Total	
FARR, LISANNE LISA	WRITE-IN	4,284	0.97%
NOT QUALIFIED 1	WRITE-IN	907	0.21%
NOT QUALIFIED 2	WRITE-IN	303	0.07%
NOT QUALIFIED 3	WRITE-IN	204	0.05%

Litchfield ESD #79-GBM-4yr (Vote for 3)

	Total	
Times Cast	54,533 / 63,916	85.32%
Undervotes	81,313	
Overvotes	5	

Candidate	Party	Total	
CLYMER, DANIELLE E.	NON	27,171	16.61%
HOENACK, A. JEREMY	NON	26,033	15.91%
ZUIDEMA, MELISSA A.	NON	28,184	17.23%
Write-in		883	0.54%
Total Votes		82,271	

		Total	
PFITZER, TAWNIA	WRITE-IN	184	0.11%
NOT QUALIFIED 1	WRITE-IN	496	0.30%
NOT QUALIFIED 2	WRITE-IN	121	0.07%
NOT QUALIFIED 3	WRITE-IN	82	0.05%

Chandler USD #80-GBM-4yr (Vote for 3)

	Total	
Times Cast	146,523 / 171,316	85.53%
Undervotes	217,737	
Overvotes	17	

Candidate	Party	Total	
MOZDZEN, BARB	NON	75,592	17.20%
OLIVE, JASON	NON	68,402	15.56%
WIRTH, JOEL	NON	71,026	16.16%
Write-in		6,761	1.54%
Total Votes		221,781	

		Total	
TUTTLE, SHARON M.	WRITE-IN	5,353	1.22%
NOT QUALIFIED 1	WRITE-IN	941	0.21%
NOT QUALIFIED 2	WRITE-IN	285	0.06%
NOT QUALIFIED 3	WRITE-IN	182	0.04%

Cartwright ESD #83-QUESTION (Vote for 1)

	Total	
Times Cast	26,012 / 42,799	60.78%
Undervotes	3,324	
Overvotes	6	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	13,082	50.29%
BOND APPROVAL, NO	NON	9,600	36.91%
Total Votes		22,682	

	Total	

Dysart USD #89-GBM-4yr (Vote for 3)

	Total	
Times Cast	94,969 / 116,695	81.38%
Undervotes	120,015	
Overvotes	73	

Candidate	Party	Total	
CHAFFIN, CHRYSYAL L.	NON	33,206	11.66%
GRANT, JO	NON	25,426	8.92%
LEONARD, JAY DEAN	NON	24,851	8.72%
MIETT, RHIANNON	NON	20,813	7.31%
PRITCHARD, CHRISTINE A.K.	NON	36,404	12.78%
WILSON, CHARLES R.	NON	23,297	8.18%
Write-in		676	0.24%
Total Votes		164,673	

	Total	

Dysart USD #89-QUESTION (Vote for 1)

	Total	
Times Cast	94,969 / 116,695	81.38%
Undervotes	10,881	
Overvotes	31	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	46,025	48.46%
BUDGET OVERRRIDE CONTINUATION, NO	NON	38,032	40.05%
Total Votes		84,057	

		Total	

Saddle Mtn USD #90-QUESTION (Vote for 1)

	Total	
Times Cast	5,796 / 7,613	76.13%
Undervotes	475	
Overvotes	1	

Candidate	Party	Total	
BUDGET OVERRRIDE CONTINUATION, YES	NON	2,954	50.97%
BUDGET OVERRRIDE CONTINUATION, NO	NON	2,366	40.82%
Total Votes		5,320	

		Total	

Cave Creek USD #93-GBM-4yr (Vote for 3)

	Total	
Times Cast	47,322 / 52,209	90.64%
Undervotes	62,154	
Overvotes	23	

Candidate	Party	Total	
BUSBEE, JANET	NON	15,173	10.69%
FORTNEY, JEFF	NON	14,457	10.18%
RICH, JAMES	NON	13,514	9.52%
THATCHER, TERI L.	NON	12,346	8.70%
WALKER, BRIANNA LYNN	NON	14,349	10.11%
WILSON, TRINITY DAWN	NON	9,664	6.81%
Write-in		240	0.17%
Total Votes		79,743	

		Total	

Queen Creek ESD #95-GBM-4yr (Vote for 3)

	Total	
Times Cast	36,806 / 41,424	88.85%
Undervotes	49,956	
Overvotes	15	

Candidate	Party	Total	
BOHART, SEAN ANDREW	NON	11,655	10.56%
CAMPBELL, PATTY	NON	15,882	14.38%
REVOLT, JENNIFER	NON	16,612	15.04%
RIFFEY, MATTHEW A.	NON	13,884	12.57%
Write-in		2,384	2.16%
Total Votes		60,417	

		Total	
HAIGHT, TARYN	WRITE-IN	2,080	1.88%
NOT QUALIFIED 1	WRITE-IN	191	0.17%
NOT QUALIFIED 2	WRITE-IN	68	0.06%
NOT QUALIFIED 3	WRITE-IN	45	0.04%

Deer Valley USD #97-GBM-4yr (Vote for 3)

	Total	
Times Cast	145,474 / 173,014	84.08%
Undervotes	205,500	
Overvotes	46	

Candidate	Party	Total	
FISHER, KIM	NON	58,743	13.46%
HOLEHAN-KOPAS, MELODY	NON	51,827	11.88%
ORDWAY, ANN ELIZABETH	NON	56,164	12.87%
PAPERMAN, JENNIE	NON	62,477	14.32%
Write-in		1,573	0.36%
Total Votes		230,784	

		Total	
MBAH, OGECHUKWU I.	WRITE-IN	446	0.10%
NOT QUALIFIED 1	WRITE-IN	750	0.17%
NOT QUALIFIED 2	WRITE-IN	215	0.05%
NOT QUALIFIED 3	WRITE-IN	162	0.04%

Apache Junction-Mayor (Vote for 1)

	Total	
Times Cast	175 / 229	76.42%
Undervotes	25	
Overvotes	0	

Candidate	Party	Total	
BARKER, ROBIN	NON	79	45.14%
WILSON, CHIP	NON	71	40.57%
Write-in		0	0.00%
Total Votes		150	

		Total

Avondale-PROPOSITION 443 (Vote for 1)

	Total	
Times Cast	32,099 / 44,110	72.77%
Undervotes	2,256	
Overvotes	2	

Candidate	Party	Total	
YES	NON	9,624	29.98%
NO	NON	20,217	62.98%
Total Votes		29,841	

		Total

Chandler-QUESTION 1 (Vote for 1)

	Total	
Times Cast	142,350 / 168,598	84.43%
Undervotes	28,874	
Overvotes	12	

Candidate	Party	Total	
FOR THE FRANCHISE	NON	73,402	51.56%
AGAINST THE FRANCHISE	NON	40,062	28.14%
Total Votes		113,464	

		Total

El Mirage-QUESTION 1 (Vote for 1)

	Total	
Times Cast	11,892 / 17,136	69.40%
Undervotes	1,946	
Overvotes	3	

Candidate	Party	Total	
YES	NON	7,862	66.11%
NO	NON	2,081	17.50%
Total Votes		9,943	

		Total

Fountain Hills-PROPSITION 450 (Vote for 1)

	Total	
Times Cast	16,823 / 18,415	91.35%
Undervotes	2,334	
Overvotes	1	

Candidate	Party	Total	
YES	NON	10,244	60.89%
NO	NON	4,244	25.23%
Total Votes		14,488	

		Total

Gilbert-Mayor (Vote for 1)

	Total	
Times Cast	146,003 / 170,856	85.45%
Undervotes	21,426	
Overvotes	57	

Candidate	Party	Total	
NIELSEN, MATT	NON	53,121	36.38%
PETERSON, BRIGETTE	NON	70,426	48.24%
Write-in		973	0.67%
Total Votes		124,520	

		Total

Glendale-PROPOSITION 437 (Vote for 1)

	Total	
Times Cast	96,609 / 128,194	75.36%
Undervotes	12,900	
Overvotes	14	

Candidate	Party	Total	
YES	NON	46,711	48.35%
NO	NON	36,984	38.28%
Total Votes		83,695	

		Total	

Glendale-QUESTION 1 (Vote for 1)

	Total	
Times Cast	96,609 / 128,194	75.36%
Undervotes	10,945	
Overvotes	15	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	34,377	35.58%
BOND APPROVAL, NO	NON	51,272	53.07%
Total Votes		85,649	

		Total	

Glendale-QUESTION 2 (Vote for 1)

	Total	
Times Cast	96,609 / 128,194	75.36%
Undervotes	11,432	
Overvotes	18	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	39,007	40.38%
BOND APPROVAL, NO	NON	46,152	47.77%
Total Votes		85,159	

		Total	

Glendale-QUESTION 3 (Vote for 1)

	Total	
Times Cast	96,609 / 128,194	75.36%
Undervotes	12,349	
Overvotes	16	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	34,030	35.22%
BOND APPROVAL, NO	NON	50,214	51.98%
Total Votes		84,244	

		Total	
		Cnty.-App.-70	

Glendale-QUESTION 4 (Vote for 1)

	Total	
Times Cast	96,609 / 128,194	75.36%
Undervotes	13,900	
Overvotes	10	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	32,658	33.80%
BOND APPROVAL, NO	NON	50,041	51.80%
Total Votes		82,699	

		Total

Mesa-QUESTION 1 (Vote for 1)

	Total	
Times Cast	234,175 / 294,509	79.51%
Undervotes	23,566	
Overvotes	33	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	144,671	61.78%
BOND APPROVAL, NO	NON	65,905	28.14%
Total Votes		210,576	

		Total

Peoria-PROPOSITION 445 (Vote for 1)

	Total	
Times Cast	102,435 / 122,139	83.87%
Undervotes	16,102	
Overvotes	12	

Candidate	Party	Total	
YES	NON	57,610	56.24%
NO	NON	28,711	28.03%
Total Votes		86,321	

		Total

Peoria-PROPOSITION 446 (Vote for 1)

	Total	
Times Cast	102,435 / 122,139	83.87%
Undervotes	17,686	
Overvotes	15	

Candidate	Party	Total	
YES	NON	47,111	45.99%
NO	NON	37,623	36.73%
Total Votes		84,734	

		Total

Peoria-PROPOSITION 447 (Vote for 1)

	Total	
Times Cast	102,435 / 122,139	83.87%
Undervotes	16,789	
Overvotes	8	

Candidate	Party	Total	
YES	NON	57,695	56.32%
NO	NON	27,943	27.28%
Total Votes		85,638	

		Total

Peoria-PROPOSITION 448 (Vote for 1)

	Total	
Times Cast	102,435 / 122,139	83.87%
Undervotes	17,741	
Overvotes	10	

Candidate	Party	Total	
YES	NON	65,138	63.59%
NO	NON	19,546	19.08%
Total Votes		84,684	

		Total

Phoenix-Mayor (Vote for 1)

	Total	
Times Cast	658,217 / 850,547	77.39%
Undervotes	81,144	
Overvotes	492	

Candidate	Party	Total	
GALLEGO, KATE	NON	349,959	53.17%
HAMILTON, MERISSA	NON	152,172	23.12%
SEAY, TIM	NON	72,280	10.98%
Write-in		2,170	0.33%
Total Votes		576,581	

		Total	
CARMONA, JOSHUA "CRISCO KIDD"	WRITE-IN	689	0.10%
SCHOVILLE, JUAN	WRITE-IN	29	0.00%
NOT QUALIFIED	WRITE-IN	1,451	0.22%

Phoenix Dist 1-Councilmember (Vote for 1)

	Total	
Times Cast	90,366 / 115,841	78.01%
Undervotes	23,265	
Overvotes	35	

Candidate	Party	Total	
O'BRIEN, ANN	NON	35,286	39.05%
SIEBERT, DAVE	NON	31,329	34.67%
Write-in		451	0.50%
Total Votes		67,066	

		Total	
DWYER, MIKE	WRITE-IN	4	0.00%
PISTOIA, CHRISTOPHER	WRITE-IN	134	0.15%
NOT QUALIFIED	WRITE-IN	313	0.35%

Phoenix Dist 3-Councilmember (Vote for 1)

	Total	
Times Cast	91,477 / 112,170	81.55%
Undervotes	23,394	
Overvotes	406	

Candidate	Party	Total	
GARCIA, NICOLE	NON	23,958	26.19%
PIERCE, KRISTEN	NON	11,872	12.98%
STARK, DEBRA	NON	31,600	34.54%
Write-in		247	0.27%
Total Votes		67,677	

		Total	
BOZEK, MARK	WRITE-IN	1	0.00%
NOT QUALIFIED	WRITE-IN	246	0.27%

Phoenix Dist 5-Councilmember (Vote for 1)

	Total	
Times Cast	56,774 / 84,331	67.32%
Undervotes	10,542	
Overvotes	71	

Candidate	Party	Total	
GUARDADO, BETTY	NON	31,093	54.77%
SCHICK, NATHAN	NON	6,297	11.09%
WILLIAMS, ANDRE	NON	8,555	15.07%
Write-in		216	0.38%
Total Votes		46,161	

	Total	

Phoenix Dist 7-Councilmember (Vote for 1)

	Total	
Times Cast	59,253 / 89,034	66.55%
Undervotes	9,741	
Overvotes	240	

Candidate	Party	Total	
ANSARI, YASSAMIN	NON	15,813	26.69%
ESTELA, CINTHIA	NON	15,929	26.88%
FLUNOY, G. GRAYSON	NON	4,301	7.26%
MERCADO-GUDINO, SUSAN	NON	4,050	6.84%
MONTOYA, FRANCISCA	NON	8,897	15.02%
Write-in		282	0.48%
Total Votes		49,272	

		Total	
BISHOP, MIKE	WRITE-IN	12	0.02%
NOT QUALIFIED	WRITE-IN	270	0.46%

Phoenix-PROPOSITION 444 (Vote for 1)

	Total	
Times Cast	658,217 / 850,547	77.39%
Undervotes	99,303	
Overvotes	111	

Candidate	Party	Total	
YES	NON	406,844	61.81%
NO	NON	151,959	23.09%
Total Votes		558,803	

	Total	

Scottsdale-Mayor (Vote for 1)

	Total	
Times Cast	156,676 / 181,629	86.26%
Undervotes	17,256	
Overvotes	36	

Candidate	Party	Total	
BOROWSKY, LISA	NON	66,571	42.49%
ORTEGA, DAVID "DAVE"	NON	72,467	46.25%
Write-in		346	0.22%
Total Votes		139,384	

	Total	

Scottsdale-Councilmember (Vote for 3)

	Total	
Times Cast	156,676 / 181,629	86.26%
Undervotes	152,602	
Overvotes	123	

Candidate	Party	Total	
CAPUTI, TAMMY	NON	58,561	12.46%
DURHAM, TOM	NON	58,194	12.38%
JANIK, BETTY	NON	59,753	12.71%
LINNIG, BECCA	NON	38,438	8.18%
LITTLE, JOHN	NON	55,299	11.77%
PHILLIPS, GUY	NON	46,045	9.80%
Write-in		767	0.16%
Total Votes		317,057	

		Total

Tempe-QUESTION 1 (Vote for 1)

	Total	
Times Cast	81,488 / 99,290	82.07%
Undervotes	8,875	
Overvotes	24	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	57,091	70.06%
BOND APPROVAL, NO	NON	15,498	19.02%
Total Votes		72,589	

		Total

Tempe-QUESTION 2 (Vote for 1)

	Total	
Times Cast	81,488 / 99,290	82.07%
Undervotes	8,722	
Overvotes	16	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	56,808	69.71%
BOND APPROVAL, NO	NON	15,942	19.56%
Total Votes		72,750	

		Total

Tempe-QUESTION 3 (Vote for 1)

	Total	
Times Cast	81,488 / 99,290	82.07%
Undervotes	9,168	
Overvotes	36	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	50,689	62.20%
BOND APPROVAL, NO	NON	21,595	26.50%
Total Votes		72,284	

		Total

Tempe-QUESTION 4 (Vote for 1)

	Total	
Times Cast	81,488 / 99,290	82.07%
Undervotes	8,654	
Overvotes	21	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	55,050	67.56%
BOND APPROVAL, NO	NON	17,763	21.80%
Total Votes		72,813	

		Total

Tempe-QUESTION 5 (Vote for 1)

	Total	
Times Cast	81,488 / 99,290	82.07%
Undervotes	10,280	
Overvotes	3	

Candidate	Party	Total	
BOND APPROVAL, YES	NON	48,262	59.23%
BOND APPROVAL, NO	NON	22,943	28.16%
Total Votes		71,205	

		Total

Tolleson-PROPOSITION 434 (Vote for 1)

	Total	
Times Cast	2,273 / 3,253	69.87%
Undervotes	213	
Overvotes	1	

Candidate	Party	Total	
YES	NON	1,784	78.49%
NO	NON	275	12.10%
Total Votes		2,059	

		Total

Tolleson-PROPOSITION 435 (Vote for 1)

	Total	
Times Cast	2,273 / 3,253	69.87%
Undervotes	194	
Overvotes	1	

Candidate	Party	Total	
YES	NON	1,334	58.69%
NO	NON	744	32.73%
Total Votes		2,078	

		Total

Tolleson-PROPOSITION 436 (Vote for 1)

	Total	
Times Cast	2,273 / 3,253	69.87%
Undervotes	258	
Overvotes	0	

Candidate	Party	Total	
YES	NON	1,602	70.48%
NO	NON	413	18.17%
Total Votes		2,015	

		Total

Supreme Court BRUTINEL, ROBERT (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	650,972	
Overvotes	3,077	

Candidate	Party	Total	
YES	NON	1,045,779	50.24%
NO	NON	381,621	18.33%
Total Votes		1,427,400	

		Total

Supreme Court GOULD, ANDREW W. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	647,151	
Overvotes	1,566	

Candidate	Party	Total	
YES	NON	922,166	44.30%
NO	NON	510,566	24.53%
Total Votes		1,432,732	

		Total

County.-App.-77

Supreme Court LOPEZ IV, JOHN (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	640,775	
Overvotes	760	

Candidate	Party	Total	
YES	NON	1,007,257	48.39%
NO	NON	432,657	20.79%
Total Votes		1,439,914	

		Total

Appeals Court HOWE, RANDALL (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	728,595	
Overvotes	2,313	

Candidate	Party	Total	
YES	NON	995,970	47.85%
NO	NON	354,571	17.03%
Total Votes		1,350,541	

		Total

Appeals Court MCMURDIE, PAUL (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	737,989	
Overvotes	1,438	

Candidate	Party	Total	
YES	NON	999,481	48.02%
NO	NON	342,541	16.46%
Total Votes		1,342,022	

		Total

Appeals Court MORSE JR., JAMES (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	734,358	
Overvotes	1,918	

Candidate	Party	Total	
YES	NON	914,505	43.94%
NO	NON	430,668	20.69%
Total Votes		1,345,173	

		Total

Appeals Court PERKINS, JENNIFER (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	724,296	
Overvotes	1,685	

Candidate	Party	Total	
YES	NON	893,308	42.92%
NO	NON	462,160	22.20%
Total Votes		1,355,468	

		Total

Appeals Court THUMMA, SAMUEL (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	755,711	
Overvotes	1,365	

Candidate	Party	Total	
YES	NON	996,592	47.88%
NO	NON	327,781	15.75%
Total Votes		1,324,373	

		Total

Appeals Court WEINZWEIG, DAVID (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	746,387	
Overvotes	797	

Candidate	Party	Total	
YES	NON	831,025	39.93%
NO	NON	503,240	24.18%
Total Votes		1,334,265	

		Total

Superior Court ADLEMAN, JAY R. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	786,815	
Overvotes	1,751	

Candidate	Party	Total	
YES	NON	1,003,676	48.22%
NO	NON	289,207	13.89%
Total Votes		1,292,883	

		Total

Cnty.-App.-79

Superior Court AGNE, SARA J. (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		784,950	
Overvotes		1,258	
Candidate	Party	Total	
YES	NON	1,004,088	48.24%
NO	NON	291,153	13.99%
Total Votes		1,295,241	
		Total	

Superior Court BERESKY, JUSTIN (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		807,443	
Overvotes		1,023	
Candidate	Party	Total	
YES	NON	916,776	44.05%
NO	NON	356,207	17.11%
Total Votes		1,272,983	
		Total	

Superior Court BLANEY, SCOTT ALLEN (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		809,513	
Overvotes		978	
Candidate	Party	Total	
YES	NON	912,543	43.84%
NO	NON	358,415	17.22%
Total Votes		1,270,958	
		Total	

Superior Court BUSTAMANTE, LORI HORN (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		801,121	
Overvotes		898	
Candidate	Party	Total	
YES	NON	1,007,260	48.39%
NO	NON	272,170	13.08%
Total Votes		1,279,430	

Superior Court COFFEY, RODRICK J. (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		817,064	
Overvotes		896	

Candidate	Party	Total	
YES	NON	940,138	45.17%
NO	NON	323,351	15.53%
Total Votes		1,263,489	

		Total	

Superior Court COHEN, BRUCE R. (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		810,162	
Overvotes		938	

Candidate	Party	Total	
YES	NON	922,849	44.34%
NO	NON	347,500	16.70%
Total Votes		1,270,349	

		Total	

Superior Court COHEN, SUZANNE E. (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		800,127	
Overvotes		1,148	

Candidate	Party	Total	
YES	NON	849,829	40.83%
NO	NON	430,345	20.68%
Total Votes		1,280,174	

		Total	

Superior Court CONTES, CONNIE COIN (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		813,925	
Overvotes		766	

Candidate	Party	Total	
YES	NON	965,397	46.38%
NO	NON	301,361	14.48%
Total Votes		1,266,758	

		Total	
		Cnty.-App.-81	

Superior Court COURY, CHRISTOPHER A. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	790,103	
Overvotes	1,258	

Candidate	Party	Total	
YES	NON	840,792	40.39%
NO	NON	449,296	21.59%
Total Votes		1,290,088	

		Total

Superior Court DRIGGS, ADAM (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	809,255	
Overvotes	1,112	

Candidate	Party	Total	
YES	NON	793,073	38.10%
NO	NON	478,009	22.97%
Total Votes		1,271,082	

		Total

Superior Court FISK, RONDA R. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	819,940	
Overvotes	857	

Candidate	Party	Total	
YES	NON	941,069	45.21%
NO	NON	319,583	15.35%
Total Votes		1,260,652	

		Total

Superior Court GATES, PAMELA FRASHER (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	818,105	
Overvotes	795	

Candidate	Party	Total	
YES	NON	975,233	46.85%
NO	NON	287,316	13.80%
Total Votes		1,262,549	

		Total

Superior Court GENTRY, JO LYNN (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	785,094	
Overvotes	1,683	

Candidate	Party	Total	
YES	NON	690,431	33.17%
NO	NON	604,241	29.03%
Total Votes		1,294,672	

		Total

Superior Court GORDON, MICHAEL D. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	826,694	
Overvotes	801	

Candidate	Party	Total	
YES	NON	928,165	44.59%
NO	NON	325,789	15.65%
Total Votes		1,253,954	

		Total

Superior Court HANNAH, JOHN R. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	823,272	
Overvotes	932	

Candidate	Party	Total	
YES	NON	821,071	39.45%
NO	NON	436,174	20.96%
Total Votes		1,257,245	

		Total

Superior Court KEMP, MICHAEL (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	828,179	
Overvotes	833	

Candidate	Party	Total	
YES	NON	943,688	45.34%
NO	NON	308,749	14.83%
Total Votes		1,252,437	

		Total

Superior Court KILEY, DANIEL J. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	832,731	
Overvotes	784	

Candidate	Party	Total	
YES	NON	951,194	45.70%
NO	NON	296,740	14.26%
Total Votes		1,247,934	

		Total

Superior Court LABIANCA, MARGARET B. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	823,171	
Overvotes	717	

Candidate	Party	Total	
YES	NON	983,932	47.27%
NO	NON	273,629	13.15%
Total Votes		1,257,561	

		Total

Superior Court LANG, TODD F. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	832,369	
Overvotes	832	

Candidate	Party	Total	
YES	NON	924,088	44.40%
NO	NON	324,160	15.57%
Total Votes		1,248,248	

		Total

Superior Court MAHONEY, MARGARET R. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	823,912	
Overvotes	773	

Candidate	Party	Total	
YES	NON	915,870	44.00%
NO	NON	340,894	16.38%
Total Votes		1,256,764	

		Total

Superior Court MANDELL, MICHAEL (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		832,645	
Overvotes		762	

Candidate	Party	Total	
YES	NON	896,807	43.09%
NO	NON	351,235	16.87%
Total Votes		1,248,042	

		Total	

Superior Court MARWIL, SUZANNE SHEINER (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		827,487	
Overvotes		764	

Candidate	Party	Total	
YES	NON	943,647	45.34%
NO	NON	309,551	14.87%
Total Votes		1,253,198	

		Total	

Superior Court MCCOY, MICHAEL SCOTT (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		833,101	
Overvotes		798	

Candidate	Party	Total	
YES	NON	947,532	45.52%
NO	NON	300,018	14.41%
Total Votes		1,247,550	

		Total	

Superior Court MEAD, KATHLEEN (Vote for 1)

		Total	
Times Cast		2,081,449 / 2,577,362	80.76%
Undervotes		826,090	
Overvotes		858	

Candidate	Party	Total	
YES	NON	995,843	47.84%
NO	NON	258,658	12.43%
Total Votes		1,254,501	

		Total	
		Cnty.-App.-85	

Superior Court MIKITISH, JOSEPH P. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	834,247	
Overvotes	845	

Candidate	Party	Total	
YES	NON	927,207	44.55%
NO	NON	319,150	15.33%
Total Votes		1,246,357	

		Total

Superior Court MINDER, SCOTT S. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	835,402	
Overvotes	897	

Candidate	Party	Total	
YES	NON	944,044	45.36%
NO	NON	301,106	14.47%
Total Votes		1,245,150	

		Total

Superior Court MULLINS, KAREN A. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	826,391	
Overvotes	1,032	

Candidate	Party	Total	
YES	NON	918,935	44.15%
NO	NON	335,091	16.10%
Total Votes		1,254,026	

		Total

Superior Court PALMER, DAVID J. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	831,325	
Overvotes	949	

Candidate	Party	Total	
YES	NON	954,507	45.86%
NO	NON	294,668	14.16%
Total Votes		1,249,175	

		Total

Superior Court PONCE, ADELE G. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	822,781	
Overvotes	1,162	

Candidate	Party	Total	
YES	NON	880,669	42.31%
NO	NON	376,837	18.10%
Total Votes		1,257,506	

		Total

Superior Court RYAN, TIMOTHY J. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	831,184	
Overvotes	1,100	

Candidate	Party	Total	
YES	NON	879,833	42.27%
NO	NON	369,332	17.74%
Total Votes		1,249,165	

		Total

Superior Court SANDERS, TERESA A. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	827,471	
Overvotes	932	

Candidate	Party	Total	
YES	NON	961,495	46.19%
NO	NON	291,551	14.01%
Total Votes		1,253,046	

		Total

Superior Court STARR, PATRICIA ANN (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	828,328	
Overvotes	1,191	

Candidate	Party	Total	
YES	NON	980,218	47.09%
NO	NON	271,712	13.05%
Total Votes		1,251,930	

		Total

Superior Court STEPHENS, SHERRY K. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	825,732	
Overvotes	1,118	

Candidate	Party	Total	
YES	NON	931,260	44.74%
NO	NON	323,339	15.53%
Total Votes		1,254,599	

		Total

Superior Court THOMASON, TIMOTHY J. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	836,106	
Overvotes	1,165	

Candidate	Party	Total	
YES	NON	950,087	45.65%
NO	NON	294,091	14.13%
Total Votes		1,244,178	

		Total

Superior Court THOMPSON, PETER ALLEN (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	840,043	
Overvotes	1,024	

Candidate	Party	Total	
YES	NON	939,433	45.13%
NO	NON	300,949	14.46%
Total Votes		1,240,382	

		Total

Superior Court UDALL, DAVID K. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	828,948	
Overvotes	1,210	

Candidate	Party	Total	
YES	NON	957,538	46.00%
NO	NON	293,753	14.11%
Total Votes		1,251,291	

		Total

Superior Court VANDENBERG, LISA A. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	830,647	
Overvotes	1,452	

Candidate	Party	Total	
YES	NON	899,945	43.24%
NO	NON	349,405	16.79%
Total Votes		1,249,350	

		Total

Superior Court WEIN, KEVIN (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	838,950	
Overvotes	1,454	

Candidate	Party	Total	
YES	NON	933,800	44.86%
NO	NON	307,245	14.76%
Total Votes		1,241,045	

		Total

Superior Court WHITTEN, CHRISTOPHER T. (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	839,639	
Overvotes	741	

Candidate	Party	Total	
YES	NON	892,586	42.88%
NO	NON	348,483	16.74%
Total Votes		1,241,069	

		Total

PROPOSITION 207 (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	76,329	
Overvotes	594	

Candidate	Party	Total	
YES	NON	1,217,089	58.47%
NO	NON	787,437	37.83%
Total Votes		2,004,526	

		Total

PROPOSITION 208 (Vote for 1)

	Total	
Times Cast	2,081,449 / 2,577,362	80.76%
Undervotes	90,668	
Overvotes	624	

Candidate	Party	Total	
YES	NON	1,031,783	49.57%
NO	NON	958,374	46.04%
Total Votes		1,990,157	

		Total	

NOVEMBER GENERAL ELECTION
CANVASS

November 3, 2020

**REJECTED
EARLY BALLOTS REPORT
SUMMARY**



587	Bad Signatures (BS)
1455	No Signature (NS)
2042	Total Early Voting Rejections (BS & NS)
934	Late Returns (L)
2976	Total Rejected and Late

1,915,487

< Early Votes Counted (per Canvass)

0.1070%

< Early Votes (BS + NS) Percentage of Overall RETURNS

NOVEMBER GENERAL ELECTION
CANVASS

November 3, 2020

**PROVISIONAL
BALLOTS REPORT
SUMMARY**



Counted	Reason Code	Description	Count
Yes			
	A1	NEW RESIDENT BALLOT VERIFIED AND ADDRESS UPDATED	1279
	A2	EARLY BALLOT REQUESTED AND NOT RETURNED	859
	A3	OFFICE ERROR OCCURRED VERIFIED AND CORRECTED	39
	A4	HARASSMENT CODED VOTER	6
	A5	REGISTRATION RECEIVED TOO LATE TO BE INCLUDED IN ROSTER	1478
	A6	NAME CHANGE	37
	A7	ID ADDRESS DOESN'T MATCH SIGNATURE ROSTER	2488
	A8	CONDITIONAL PROVISIONAL-SUFFICIENT ID PROVIDED BY DEADLINE	12
Total Yes			6198
No			
	B10	YOU ARE NOT REGISTERED TO VOTE	7605
	B11	INCOMPLETE INFORMATION GIVEN ON YOUR PROVISIONAL BALLOT FORM	80
	B12	YOU WERE NOT ELIGIBLE TO VOTE IN THIS ELECTION	3605
	B13	YOUR EARLY BALLOT WAS SENT. RETURNED AND COUNTED	300
	B17	CONDITIONAL PROVISIONAL - SUFFICIENT ID NOT PROVIDED BY DEADLINE	522
Total No			12112
Cumulative Total:			18310

Note: There were 58550 Early Ballot recipients that had not RETURNED their Early Ballot and consequently were issued a standard ballot on Election Day. These were processed as real-time Provisional Ballots.

NOVEMBER GENERAL ELECTION
CANVASS

November 3, 2020

VOTER EDUCATION
REPORT



MARICOPA COUNTY

VOTER EDUCATION REPORT

2020 PRIMARY & GENERAL ELECTION

GENERAL ELECTION

VOTER TURNOUT

	2020	2016
Voter Turnout	80.51%	74.43%
Early Ballots Requested	2,160,412	1,497,565
Early Ballots Verified and Counted	1,915,487	1,251,978
Rejected Early Ballots		
Bad Signatures	587	1,456
No Signatures	1,455	2,209
Late Returns	934	1,536
Provisional Ballots Voted	18,310	52,173

VOTER EDUCATION

	2020	2016
Paid Ads	511	0
Media Interviews	>170	*
Social Media Posts	819	*
Public Events	22	*

PRIMARY ELECTION

VOTER TURNOUT

	2020	2016
Voter Turnout	35.40%	27.03%
Early Ballots Requested	1,446,557	1,032,500
Early Ballots Verified and Counted	808,572	485,222
Rejected Early Ballots		
Bad Signatures	323	761
No Signatures	2,432	1,354
Late Returns	4,076	4,321
Provisional Ballots Voted	1,793	3,249

VOTER EDUCATION

	2020	2016
Paid Ads	308	0
Media Interviews	>130	*
Social Media Posts	701	*
Public Events	23	*

The Maricopa County Elections Department had a three-phased voter education campaign for both the Primary and General Elections that focused on voting safely, voter registration, election security and where to vote and return an early ballot. Paid ads were in both English and Spanish across, TV, Radio, Print, Billboards, Digital, and Social Media. The Department also organically shared information through social media; interviews with news organizations; robocalls, direct mailers and emails; with a shareable elections toolkit; and many community events. In 2016, there was no coordinated outreach.

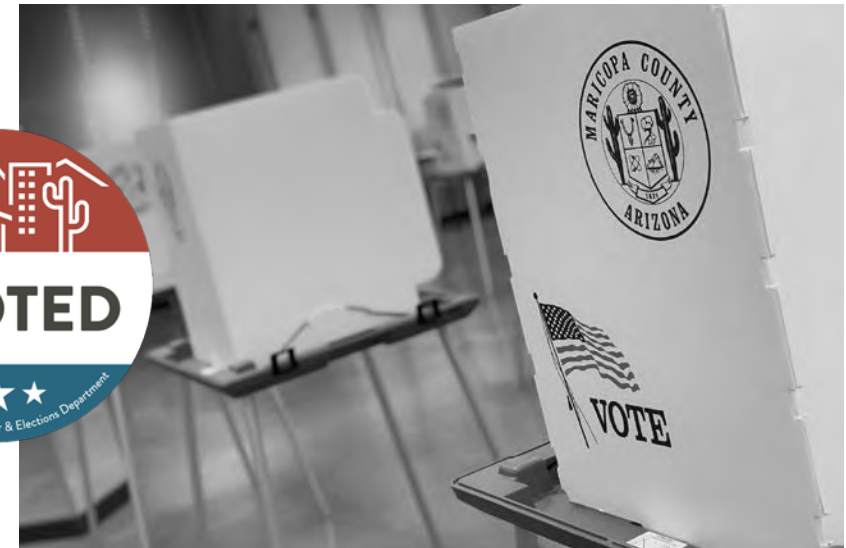
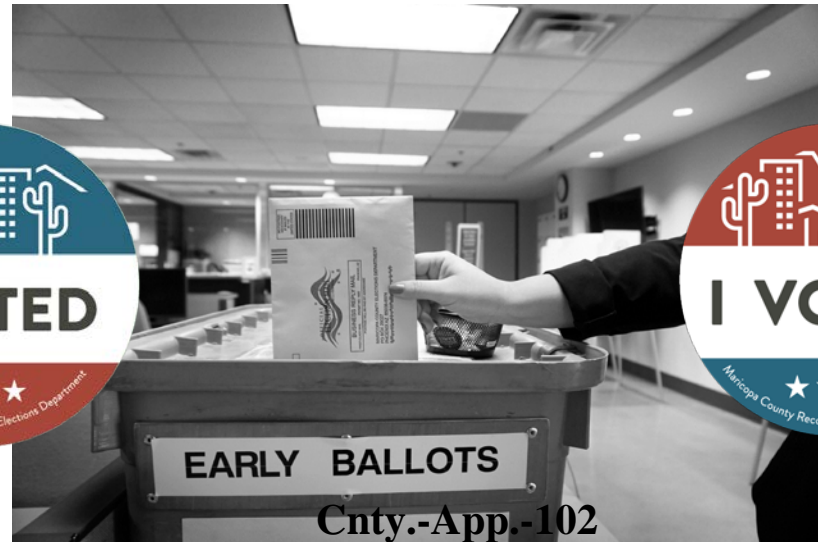
**The requirement for reporting the amount of public and media events was not a requirement prior to the 2020 Election Cycle and this information was not tracked for the 2016 or 2018 General Elections.*



Maricopa County Elections Department

2020 NOVEMBER GENERAL ELECTION

General Election Canvass



COVID-19 & OTHER ELECTION HURDLES



POLLING LOCATIONS

- Non-responsive / Not available / Too small for physical distancing

BALLOTS AND ENVELOPES

- New Technology / Helped overcome paper shortages

POLL WORKERS

- Prior election experience / Training Challenges

SAFETY PROCEDURES

- We needed masks, gloves, disinfecting wipes, hand sanitizer

DESIGNING A NEW VOTE CENTER MODEL

HISTORIC TURNOUT

November 2020 General Election

2,595,272

Registered Voters

2016: 2,161,716

2020 Increase: 433,556

2,089,563

Total Ballots Cast

2016: 1,608,875

2020 Increase: 480,688

80.51%

Total Turnout

2016: 74.4%

1980: 80.9%

1968: 80.5%

18,310

Provisional Voters

2020: 12,112 Not Counted

2016: 52,173 | 15,250 Not Counted

**More voters participated in the 2020
November General Election than
ever before**



VOTING OPTIONS

How Maricopa County Voters Participated

993,000

Returned an Early Ballot by Mail

1,109,000*

Used a Maricopa County Vote Center or
Ballot Drop Box

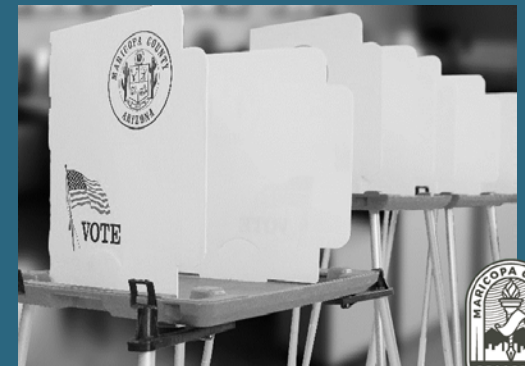
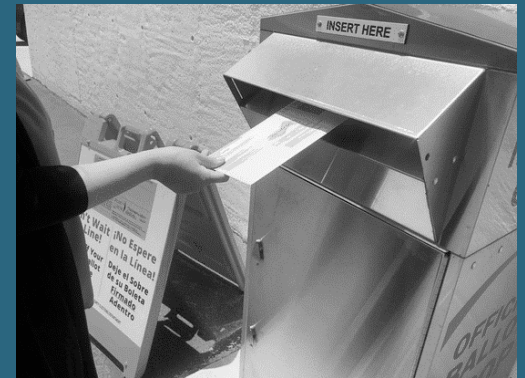
In Person Early Voter: **158,000**

In Person Emergency Voting: **51,000**

In Person Election Day Voter: **186,000***

Early Ballot Drop-Offs: **714,000**

*Includes provisional voters. **Cnty.-App.-105**



IMPROVED ACCESS TO VOTE BY MAIL

- Sent mailers to non-PEVL Voters
- Made early ballot requests easier
 - One-time or permanently
 - Request.Maricopa.Vote / Solicitud.Maricopa.Voto
 - Online Requests
- Sent robocall reminders to return ballots



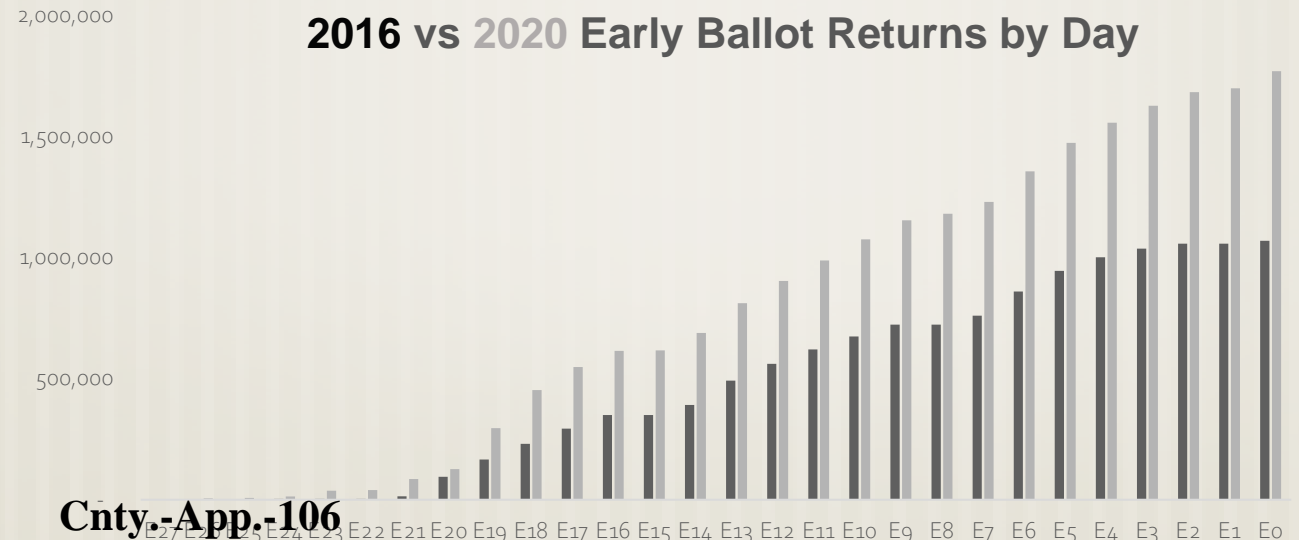
Early Ballot Participation

78% vs 92%

Nov. 2016 – 1,251,975

Nov. 2020 1,915,487

2016 vs 2020 Early Ballot Returns by Day



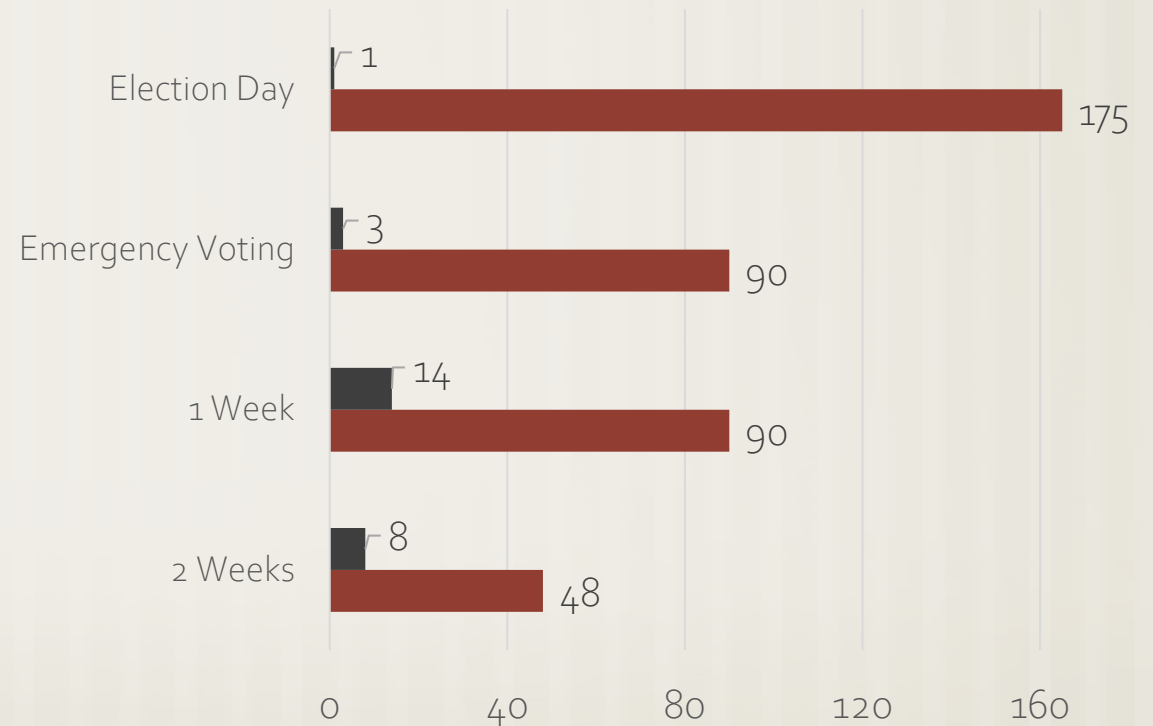
Cnty.-App.-106



IMPROVED ACCESS TO VOTE IN-PERSON

- ✓ More “Vote Anywhere” Vote Centers, Open Oct. 7-Nov. 3
- ✓ “Retail” Facilities and Malls
- ✓ Sports Arenas and Stadiums
- ✓ Drop boxes 22 in Govt. Bldgs / 15 Drive-through
- ✓ Located along light-rail, bus routes and freeways
- ✓ Located in high density areas including locations that serve Native American & rural communities
- ✓ Locations dispersed across the County, every 2 -3 miles

November General Election
In-Person Voting Options **2020** vs **2016**



SERVING ALL VOTERS

Accessibility, Military & Overseas

10,396

Military and Overseas
Voters Served by
Early Voting

762

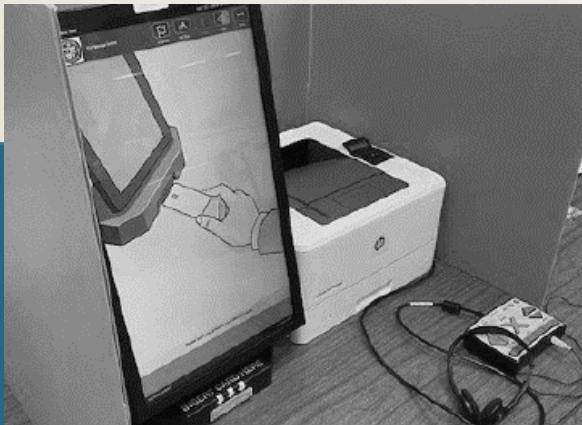
Voters served by
Special Election Boards
Braille | Large Print | Spanish

454

Voters that used the
Accessible Voting
Device In-person

487

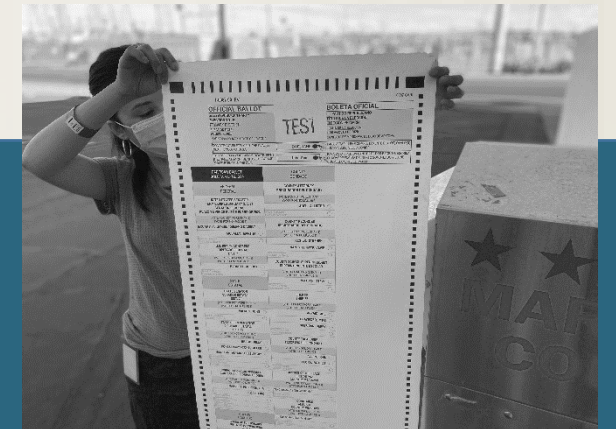
Voters Cast a
Ballot Using
Curbside Voting



[Image: Accessible Voting Device]



Cnty - App - 108
[Image: Braille Ballot]



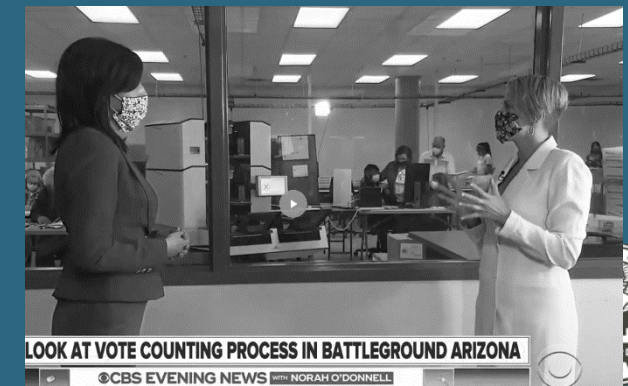
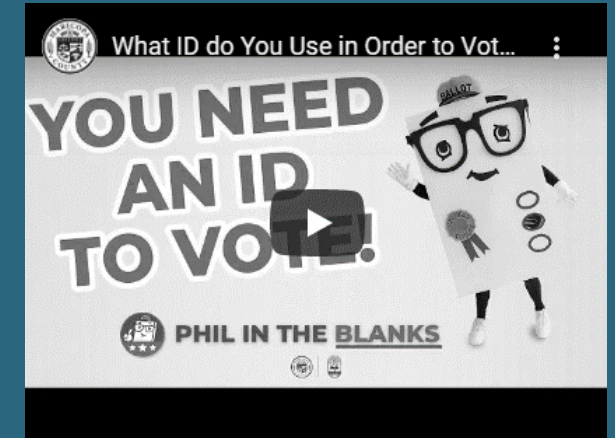
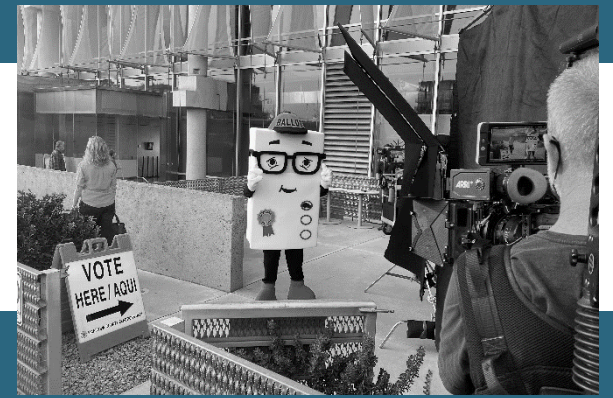
[Image: Large Print Ballot]

INFORMING VOTERS

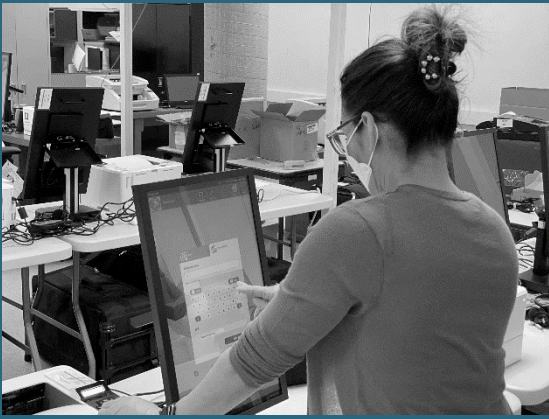
BeBallotReady.Vote |TengaBoletaLista.Voto

THREE PHASED VOTER EDUCATION CAMPAIGN

- 1 –Registration, 2 – Security / Track Your Early Ballot, 3 – Where to Vote & Return Your Ballot
- Spanish and English Ads on TV, Radio, Print, Billboards and Social
- Over 130 Interviews with local, national and internal news organizations
- Over 600 social media posts and videos providing information to voters on multiple platforms.
- Responded to an estimated 24,000 emails, 293,000 calls, and over 4,000 social media messages and comments from voters
- Election Toolkit & Educational Video Series
- Direct mail, email, robocalls



IMPROVED TABULATION PROCEDURES



- ✓ **Certified:** Equipment is EAC (Federal) & SOS (State) Certified
- ✓ **Fast:** Counts ballots faster 6 – 8K per hour
- ✓ **Accurate:** 100% Accurate Hand Counts (Mar., Aug., Nov.)
- ✓ **Reliable & Secure:** See next slide
- ✓ **Innovative:**

- New Ballot Design
- Digital Copy of Ballots
- Robust Audit Logs

- Electronic Adjudication
- New Ballot Storage Vault



Tabulation Integrity and Security



Security

- Tabulation center on hardwired isolated network
- 24 – 7 Live camera feed
- Restricted access
- Encrypted data & memory cards
- External slots are secured with tamper evident seals
- Original hard copy ballots are stored under camera and in secured areas

Integrity

- New Tabulation Equipment (EAC & SOS Certified)
- Logic & Accuracy tests complete before and after the election
- Independent hand count verification performed by the political parties (over 47,000 votes verified)
- Political party observers throughout process



Tabulation Equipment Reliability

RELIABILITY

- A Federally Accredited Voting System Laboratory completed extensive testing before certifying the County's tabulation equipment
- The County performed a pilot and stress test on equipment prior to awarding the contract
- Daily back-ups are stored in secure vault and off-site

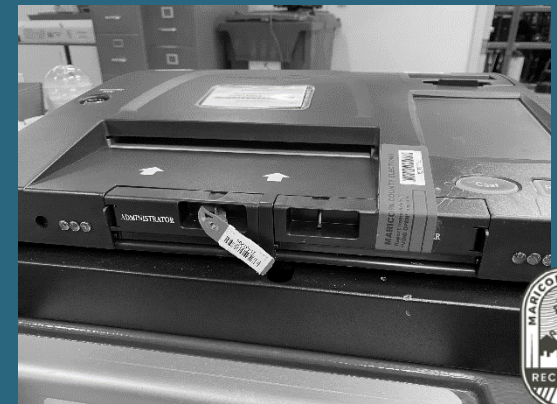
SHARPIES & BLEED THROUGH

- Dominion - *"Sharpie pens are safe and reliable to use on ballots, and recommended due to their quick-drying ink."*
- New Ballots have off set columns preventing over votes due to bleed through
- The County Election department independently confirmed Sharpies had the most reliable ink when using tabulators at vote centers

OVERVOTES - The evidence overwhelming shows that the system used in Maricopa County is accurate and provided voters with a reliable election. In 2016, voters were *6 times* more likely to overvote the presidential contest when compared to 2020. *99.8%* of ballots cast for president had zero overvotes.



A (REP) <input checked="" type="radio"/>	KENNEDY, SANDRA (DEM) <input type="radio"/>	KYRENE ELEM NO. 26 (VOTE FOR NOT MORE THAN 1)
N (DEM) <input type="radio"/>	SEARS, KIANA MARIA (DEM) <input type="radio"/>	MIDDLETON, MI
A (GRN) <input type="radio"/>	Print name of Write-In Candidate HERE <input type="radio"/>	PRATT, MAR
<input type="radio"/>	Print name of Write-In Candidate HERE <input type="radio"/>	WALSH,
ESS	COUNTY	HOYE,
HAN 1) <input type="radio"/>	CLERK OF THE SUPERIOR COURT	Print name of Write-In Candidate HERE <input type="radio"/>
L. (REP) <input checked="" type="radio"/>	(VOTE FOR NOT MORE THAN 1)	Print name of Write-In Candidate HERE <input type="radio"/>
G (DEM) <input type="radio"/>	FINE, JEFF (REP) <input checked="" type="radio"/>	CITY OF PHOENIX
<input type="radio"/>	MILLER, ROBERTA NEIL (DEM) <input type="radio"/>	MAYOR TO COMPLETE TERM (VOTE FOR NOT MORE THAN 1)
<input type="radio"/>	Print name of Write-In Candidate HERE <input type="radio"/>	SANCHEZ, M
HAN 1) <input type="radio"/>	JUSTICE OF THE PEACE KYRENE (VOTE FOR NOT MORE THAN 1)	SARWARK, NICH
G (REP) <input checked="" type="radio"/>	ROBSON, BOB (REP) <input checked="" type="radio"/>	VALENZUELA, DA
D (DEM) <input type="radio"/>	SAULS, SHARRON L. (DEM) <input checked="" type="radio"/>	GALLEGO,
L (GRN) <input type="radio"/>	Print name of Write-In Candidate HERE <input type="radio"/>	Print name of Write-In Candidate HERE <input type="radio"/>



THANK YOU TO OUR PARTNERS

- ✓ Poll Workers
- ✓ County Departments
- ✓ Cities and Towns & Facility Owners
- ✓ Community Groups & Political Parties
- ✓ Law enforcement agencies
- ✓ New Partners: Sports Teams, Malls & Convention Centers
- ✓ Election Department and Recorder's Office Staff





QUESTIONS?



Scott Jarrett

Director of Election Day & Emergency Voting
Maricopa County Elections Department

  @MaricopaVote

Rey Valenzuela

Director of Election Services & Early Voting
Maricopa County Elections Department

  @RecorderFontes



Election Day & Emergency Voting Plan

NOVEMBER GENERAL ELECTION

NOVEMBER 3, 2020

Maricopa County Elections Department



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EXECUTIVE SUMMARY

Election Day & Emergency Voting Plan

NOVEMBER 3, 2020 ARIZONA'S GENERAL ELECTION

The Maricopa County Elections Department is pleased to provide our Election Day and Emergency Voting Plan. The plan informs Maricopa County voters about our preparations for the upcoming November General Election on November 3, 2020 and the options voters have to participate. The release of this plan prior to the election is one of the first steps of our voter education and outreach efforts. Below are some highlights of key information included in the Election Day & Emergency Voting Plan.

VOTE CENTERS LOCATIONS.MARICOPA.VOTE

Maricopa County is moving to a "vote anywhere" election model to provide voters with increased access and reliability, while ensuring all locations are large enough to allow for physical distancing. Locations may have changed, but the good news is you can choose from any Vote Center, open Oct. 7-Nov. 3.

SAFETY PROTOCOLS



All of our Vote Centers are large enough to provide for physical distancing and will implement heightened safety and cleaning measures. Poll workers will wear gloves, masks and face shields. We will provide all voters with gloves and masks when checking-in and disinfect pens after each use.

NOW HIRING!! RECRUITMENT & TRAINING

1,800+
poll workers

- ✓ Providing online training and small in person classes.
- ✓ Recruiting 265 central board workers to support tabulation and ballot processing.
- ✓ Hiring 113 truck drivers, warehouse employees and logistics staff to support Vote Centers.
- ✓ Enlisting the help of 150+ county employees to staff drive through drop boxes, support wait time remediation, and help with Election Night logistics.

@MaricopaVote
FOLLOW US!



FROM 1 TO 175

We plan to open 165-175 Vote Centers on Election Day, increasing access from just one assigned location to allowing voters to choose from any location across the county.



INCREASING ACCESSIBILITY

We will have an estimated 50 locations open for two weeks and 90+ open for one week prior to Election Day. Locations were selected with bus routes, light rail lines, historically underserved communities and rural communities taken into consideration.



DRIVE THROUGH DROP BOXES

For the first time every, Maricopa County will provide voters with drive through drop box locations to return an early ballot. Voters may also return early ballots at any Vote Center or drop box only location.



EVENINGS & WEEKENDS

To ensure voters have time to cast a ballot, we will keep the polls open longer and provide voters with evening and weekend voting options.



WAIT TIMES ONLINE

To help provide even more support to voters, we are creating a searchable tool for voters to find Vote Center hours, wait times, weekend voting and more!

1.0 – Election Day and Emergency Voting Plan

The Maricopa County Elections Department’s (Department) Election Day and Emergency Voting Plan outlines the strategies, constraints and tactics staff will use to prepare for the November General Election on November 3, 2020. The plan is intended to ensure the Elections Department provides voters with a safe, reliable, secure, and accessible election and in-person voting option. The plan also informs Maricopa County voters and other stakeholders on key information and activities so they are prepared to successfully participate in the election.

To ensure alignment and coordination, the Director of Election Day and Emergency Voting developed this plan in conjunction with the Early Voting Plan prepared by the Director of Election Services and Early Voting. The Maricopa County Recorder (Recorder) approved the Early Voting plan for the November General Election.

1.1 – Maricopa County Elections Department

In June 2019, the Maricopa County Board of Supervisors (Board) partnered with the Recorder to provide shared oversight over the Elections Department. The Board appointed a Director of Election Day and Emergency Voting to oversee the activities for which they are statutorily responsible and to collaboratively work with the Director of Election Services and Early Voting to manage the Elections Department’s shared resources. The co-directors are also responsible for ensuring the Elections Department meets voter needs and that hand-offs between divisions are seamless and operate efficiently. The following chart outlines assigned responsibilities for the Elections Department.

MARICOPA COUNTY ELECTION DEPARTMENT RESPONSIBILITIES

Director Election Day & Emergency Voting (Scott Jarrett)	Shared	Director of Election Services & Early Voting (Rey Valenzuela)
<ul style="list-style-type: none">• Recruitment & training of Poll Workers, central boards, and temporary staff• Warehouse & Logistics• Election Day operations• Emergency Voting operations	<ul style="list-style-type: none">• Ballot preparation• Tabulation• Transition from Early Voting to Election Day• Election Department Communications• Candidate Filings	<ul style="list-style-type: none">• Uniform and Overseas Citizens Absentee Voting• Special Election Boards• Signature Verification• Early Ballot Processing• Provisional ballot processing

1.2 – Maricopa County Elections Mission and Vision

The Maricopa County Elections Department’s mission and vision drive operations and areas of focus. They help us improve our operations and motivate staff by guiding department strategies and goals.

MISSION



The mission of the Maricopa County Elections Department is to provide Maricopa County voters with accessible, reliable, secure, transparent, and efficient election services to build public confidence and trust in the election process.

VISION



Our vision is to promote a culture of service, continuous improvement, accountability, collaboration, and integrity in every action, strategy, objective, and election process.

1.3 – Planning for the Election and Responding to COVID-19

The Elections Department began planning for the August Primary and November General elections over twelve months in advance of the elections. Given the impact of COVID-19 and the impact it had on the March Presidential Preference Election, the Department adjusted plans. The adjustments included moving from a precinct based in-person voting model to a vote anywhere Vote Center model complemented by a robust amount of early voting options. *The new model will provide safe, accessible, reliable and secure voting options for Maricopa County voters.*

1.3.3 – Safe In-Person Voting Options

The Election Department has developed safety protocols that align with the Center for Disease Control (CDC) guidelines and in conjunction with recommendations from the Maricopa County Public Health Department. Due to the rapidly changing information that is emerging on how best to prevent the spread of COVID-19, the Election Department will continue to monitor CDC guidelines and receive guidance from health officials in order to implement the most up-to-date safety protocols and cleaning procedures for the safety of Poll Workers and voters. Key safety protocols that we are implementing include:

- Physical distancing: All voting locations will be large enough to accommodate physical distancing. We are separating check-in stations, voting booths, precinct tabulators, and areas for standing in-line by at least six feet to allow for adequate physical distancing. We will also be providing signage and markers to implement physical distancing for voters when standing in line outside our Vote Centers.
- Protective Safety Supplies: We will be providing all voters with the ability to wear disposable latex gloves during the check-in and voting process. We will also offer masks for any voter that does not have a mask and would like a mask when voting in one of our in-person voting locations. Our Poll Workers will be provided with and required to wear a mask and gloves when working in our voting locations. We will also provide poll workers with face shields that should be worn when voters are present in the voting location.

- Frequent cleaning and disinfecting: Our cleaning procedures require the cleaning and disinfecting of high touch surfaces every 30 minutes. If a voter chooses not to wear a mask or gloves during check-in and while voting, we will immediately clean those surfaces after the voter uses them.
- Encouraging good hygiene: We will ask Poll Workers to monitor themselves for symptoms (e.g., high temperatures, cough, sore throat, loss of taste/smell) and to frequently wash their hands. In addition to hand sanitizer, we will also have hand washing stations or bathrooms available for voters and Poll Workers to wash their hands.

1.3.1 – Increased Access to Voting

In the 2016 November General Election voters had one in-person voting option on Election Day. In 2016, Maricopa County used a precinct model on Election Day where voters are assigned a voting precinct. In 2020, we are increasing the amount of in-person voting options to be between 165 and 175 locations. These locations will serve as “vote-anywhere” Vote Centers. Voters will be able to choose the location that is most convenient for them to vote, whether that is close to where they live, work, grocery shop, eat out, or perform other activities.

In partnership with the Maricopa County Recorder’s Office, we are also opening most of the Vote Centers prior to Election Day in a phased approach to significantly expand early voting options. This expansion will include opening Vote Centers on weekends and during evening hours. The phased opening schedule and the approximate amount of geographically dispersed Vote Centers is listed below.

Phase 1: 6 Vote Centers (28-day sites) open from 10/7/2020 through 11/3/2020

Phase 2: 44 additional Vote Centers (13-day sites) open from 10/22/2020 through 11/3/2020

Phase 3: 40 additional Vote Centers (7-day sites) open from 10/28/2020 through 11/3/2020

Phase 4: 60 - 70 additional Vote Centers (2-day sites) open on 11/2/2020 and 11/3/2020

Phase 5: 10 – 20 additional Vote Centers (Election Day Only Sites) open on 11/3/2020

The 145 – 160 Vote Centers that open prior to Election Day will be open for weekend voting occurring on the weekends of October 24th and October 31st /November 1st. A final list of Vote Centers and hours of operations will be published at [Locations.Maricopa.Vote](https://www.maricopa.gov/locations) approximately 40 days before the election.

We will also be opening 25 – 35 secure drop box only locations where voters can drop their early ballot off without having to visit a vote center or their local mail-box. As many as 5 – 10 of these locations will be drive through drop boxes staffed with poll workers. These drive through locations will allow voters to deliver their early ballot directly us without having to leave their vehicle. The drive through locations will be open on Saturday October 24, 2020 and again Saturday October 31, 2020 – Tuesday November 3, 2020.

1.3.2 – Improved Reliability of Voting Options and Operations

The move to a Vote Center model to respond to COVID-19 significantly increases the reliability of voting options and operations. During the March 17, 2020 Presidential Preference Election, we encountered challenges with retaining Poll Workers, voting facilities, and obtaining cleaning and safety supplies. The revised model improves our ability to recruit sufficient amounts of Poll Workers to work at our Vote Centers. In our outreach efforts, we are including many Poll Workers that are not included in high-risk

categories as identified by the Center for Disease Control. We will also be hiring 10 -12 Poll Workers per-site which will allow for the Elections Department to still provide in-person voting options even if 30 – 40 percent of our Poll Workers were absent.

We are establishing lease agreements with vacant retail facilities in areas with patterns of high amounts of in-person voting. This helps ensure that these facilities will be available in the event of another wave of COVID-19. We will not be establishing facilities in senior living and other similar locations to minimize the risk of having to cancel a location as we approach the election.

1.3.4 – Secure Voting Options

The Elections Department maintains a series of strong physical, operational, and network security controls over voting operations. Security protocols prevent us from describing these control measures in further detail.

1.4 – November General Election

The November General Election is an election in which voters choose their preference for offices at federal, state, countywide, local jurisdictions levels of government including United States (U. S.) President, U.S. Senate, and U. S. House of Representatives. The election will also include ballot measures for statewide, countywide and local jurisdictions. Each voter will receive only one ballot with all the contests that they are eligible to vote. Maricopa County will have over 3,000 unique ballot styles for the November General Election.

1.5 – November General Election Calendar

The critical operational dates for the upcoming November General Election are included in the table below. These dates will drive election Department planning activities.

AUGUST 2020 PRIMARY ELECTION KEY DATES

Date	Description
September 16, 2020	The Board Approves the Election Day and Emergency Voting Plan
September 19 , 2020	Mail ballots to uniformed and oversees voters
September 22, 2020	Launch “Where Do I Vote” Webpage
October 5, 2020	Voter Registration Deadline
October 7– 30, 2020	Early Voting Period
October 27, 2020	Recommended Date to Return Ballot By Mail
Oct. 30 – Nov. 2, 2020	Emergency Voting
November 3, 2020	Election Day

1.6 – Emergency Voting

State law gives the Board the authority to authorize the use of emergency voting centers for each election and requires the Board to specify in a resolution the location of the emergency voting centers and the hours of operation (see [A.R.S. § 16-411\(B\)\(5\)](#)). “Emergency” means any unforeseen circumstance that would prevent the voter from voting at the polls on Election Day. Eligible voters who experience an emergency between 5 p.m. on the Friday preceding the election and 5 p.m. on the Monday preceding the election may vote at an emergency voting center in the manner prescribed by the Board (see [A.R.S. § 16-542\(H\)](#)).

Before receiving a ballot at an emergency voting center, a voter must provide identification. The voter must also sign a statement under penalty of perjury containing substantially the following language: “I declare under penalty of perjury that I am experiencing or have experienced an emergency after 5 p.m. on the Friday immediately preceding the election and before 5 p.m. on the Monday immediately preceding the election that will prevent me from voting at a polling place on Election Day.” These statements are not subject to public inspection pursuant to Title 39, Chapter 1, Article 2 (see [A.R.S. § 16-542\(H\)](#); [A.R.S. § 16-246\(F\)\(2\)](#)).

Maricopa County’s Emergency Voting plan is to staff 90 - 160 geographically dispersed sites throughout the County for eligible voters to cast a vote if they experience an emergency. To minimize voter confusion, we use the same voting locations that are used during early voting as emergency voting locations. The Elections Department will present the emergency voting locations and hours to the Board for approval along with the lists of voting locations and Poll Workers in September 2020.

1.7 – Election Department Innovations

In June 2019, the Board approved an additional 26 new full-time positions for the Elections Department and the lease of a new tabulation system.

The new positions include additional trainers, recruiters, technicians, and leadership roles. With the new staff, the Elections Department has the resources to implement a continuous improvement philosophy throughout all operations to support Early and Election Day voting. Specific improvements affecting Election Day include providing more training and outreach options for Poll Workers, additional supply kits building checkpoints, and more voter outreach.

The new tabulation equipment will increase how quickly and reliably we can count votes, while also adding additional layers of security. With the new equipment, we will be introducing a new ballot style that is easier to vote because it uses ovals rather than arrows.

The Board also approved the purchase of additional ballot-on-demand technology. With over 3,000 unique ballot styles in Maricopa County, the only efficient way to implement a “vote anywhere” vote center model was to use ballot-on-demand technology. The August 2020 Primary Election was the first time that the Election Department expanded the number of vote centers beyond 40. This required we retrofit our current affidavit printers with tray extenders and laptops to ensure we could accurately provide each voter with their correct ballot.

The Elections Department has also updated the [Locations.Maricopa.Vote](#) webpage to provide voters with a large array of searchable functionality. Voters can now easily find the vote center that best meets their needs. Added search functionality include filtering options based on city, address, distance, weekend voting, and reported or wait-times.

2.0 – Forecasting Turnout and Reducing Wait Times

To effectively plan for the 2020 November General Election, the Elections Department developed a series of models to forecast how many potential voters are likely to turn out and vote early or on Election Day. We used this forecast to determine the amount of voting locations and temporary workers (e.g., Poll Workers and central boards) that are needed to have a successful election and serve the voters of Maricopa County. We also use these forecasts to develop strategies to minimize voting location wait-times.

Recent elections point to a potential historic voter turnout in the November General Election. Prior to COVID-19, election models estimated approximately 2,000,000 voters would cast a ballot in the General Election with approximately 211,000 – 313,000 of those voters turning out in-person on Election Day. To respond to COVID-19, we will be introducing methods to make it as easy as possible for voters to choose how they want to participate in the November General Election. Part of the methods will include informing voters of their options to vote early by mail at home, vote early in-person at early Vote Centers, drop off their ballot at a vote center or drop box location, or vote on Election Day at one of the 165 to 175 vote-anywhere Vote Centers. We are confident that these strategies and voting options will sufficiently accommodate voter turnout and reduce wait-times to less than 30 minutes on average per voter. However, wait-times at some sites during peak voting times (e.g., 6am – 9am and 4pm – 7pm on Election Day) could exceed 30 minutes. In these instances, we will deploy wait-time remediation strategies to reduce the line.

2.1 – Scope and Objectives

Forecast models include Early Voting and Election Day turnout projections for the November 2020 General Election. The Wait-Time Reduction Plan focuses on both Early and Election Day voting at Vote Centers and meets statutory and legal requirements outlined in section 2.1.1 below. The objective for creating a forecast model and Wait-Time Reduction Plan includes:

- Create and use a forecast model that provides a reasonable estimation of Early Voting and Election Day turnout.
- Use the model to develop Election Day, Emergency Voting, and Early Voting plans to reduce wait times at voting locations while also considering the constraints (e.g., availability of facilities, supply of ballot-on-demand technology, supply of protective gear) that COVID-19 introduces into the Election planning process.
- Refine the forecast as new information becomes available.
- Develop a strategy to inform voters of wait-times at each location so they can make informed decisions on where and when to vote.

2.1.1 – Statutory and Other Requirements

State statute (See [A.R.S. § 16-411\(J\)](#)) requires that counties provide a method to reduce voter wait-time at the polls. The Arizona Secretary of State defines *wait-time* as the duration of time from when the voter arrives in line to the time the voter is provided a ballot or access to an accessible voting device.¹

¹ Arizona Secretary of State 2019 Elections Procedures Manual (page 166).

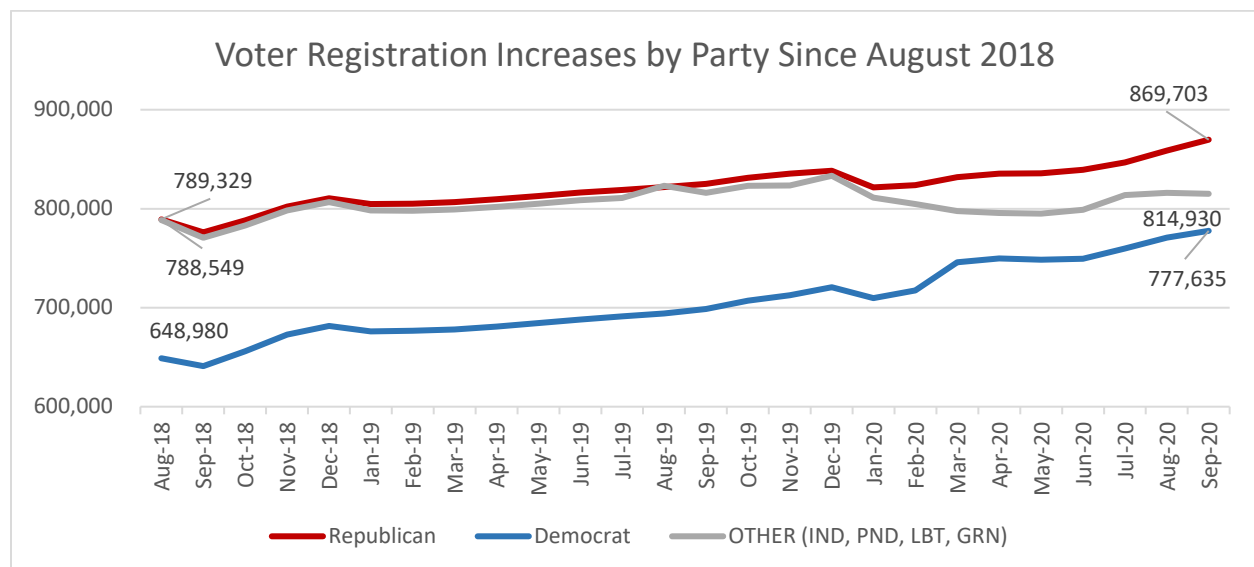
On October 19, 2016, Maricopa County and the Secretary of State entered into a settlement agreement² with Arizona electors. In the settlement, Maricopa County agreed to develop a Polling Place wait-time reduction plan for the 2016 General Election and subsequent Primary, General, and Presidential Preference Elections through 2020.

2.1.2 – Forecast Model Constraints and Considerations

Elections occur infrequently and turnout is largely driven by a product of current events, candidates involved in the contest, and voter engagement. There are two major factors driving uncertainty in the forecast models. The first factor being the impact of COVID-19 on voter patterns. The second factor is that this will be the first November General Election where a “Vote Anywhere” vote center model will be used. The Vote Center model provides significant advantage for voters to overcome wait-times because they are no longer assigned to one voting location. Voters can now choose from anyone of 165 – 175 locations. If a wait-time of more than 30 minutes forms, a voter can visit another convenient location with a shorter wait-time. However, there is limited historical data available to make predictions on where Maricopa County voters may choose to vote when they have the option to vote anywhere. To overcome this limitation we performed our analysis using prior historical in-person voting patterns with regional voting pattern adjustments based on legislative district voting patterns.

2.2 – Voter Registration Increases

Since August 2018, active registered voters in Maricopa County increased from 2,226,858 to 2,462,268 (10.6 percent). The majority of these new voters have signed up for the Permanent Early Voter List (PEVL). The chart below shows that the monthly pattern of voter registration increases by party since August 2018.



² Huerena, et al., v. Reagan, et al., CV2016-007890

As of September 5, 2020 there were 2,462,268 active registered voters in Maricopa County, 1,914,713 (77.7 percent) were registered for the PEVL. Since registration activity tends to increase leading up to an election, we anticipate there will be between 2,506,000 and 2,512,000³ voters actively registered by October 5, 2020, the voter registration deadline for the November General Election.

2.2.1 Forecast Models

Given that elections are rare and that there are many year-to-year factors that can influence turnout, we developed three forecast models to estimate turnout. The forecast modes are designed based on the following five factors outlined in the Secretary of State’s Elections Procedures Manual:

1. Voter turnout from the prior three elections of a similar type;
2. The number of ballots (including regular, early, and provisional) cast in the prior two elections of a similar type ([A.R.S. § 16-411\(J\)\(1\)](#));
3. The number of registered voters ([A.R.S. § 16-411\(J\)\(3\)](#));
4. The number of registered voters who requested an early ballot or are on the permanent early voting list (PEVL), ([A.R.S. § 16-411\(J\)\(2\)](#));
5. The potential number of ineligible voters that could attempt to vote.

The first model is based on average turnout during the 2012 and 2016 November General Elections, the most recent General Elections that included the office of President on the ballot. The first model estimates that total turnout will be approximately 1,822,224, with 289,236 voters turning out on Election Day.

Forecast Factor	FIRST FORECAST MODEL		
	2012 Nov. Voters	2016 Nov. Voters	2020 Projected Voters
Registered Voters (Active Voters Only)	1,801,556	2,158,084	2,512,000
Permanent Early Voter Registration %	44.5%	56.7%	77.8%
Turnout Percentage (Active Voters Only)	76.5%	74.4%	75.5%
Total Turnout	1,390,836	1,608,875	1,822,224
Election Day - Eligible Voters Only	430,308	356,769	282,790
Election Day –Provisionals Not Counted	22,840	15,250	6,466
Election Day Turnout (Election Day & Provisionals Not Counted)	453,148	372,019	289,236

Voters casting an early mail-in ballot in November General Elections and signing up for the Permanent Early Voting List have steadily increased since 2012. This trend will likely continue, especially with COVID-19 influencing voter’s decisions leading to a decrease in voters choosing to vote in-person on Election Day.

³ As of 9/1/2018, there were 2,187,782 active registered voters in Maricopa County before the General Election. **Low end of range:** Leading up to the November 2018 General Election, the average monthly increase was 1.93%, ranging from 1.8% - 2.05%. As of 9/5/2020, there were 2,462,268 active voters. With one month before the voter registration deadline, registration could increase between 44,534 (1.8%) and 50,559 (2.05%).

2.2.2 Second Forecast Model

For planning purposes, we created a second model used the same factors as the first model but based projections on turnout from the 2008 General Election. The 2008 General Election had the highest turnout (1,380,571 voters - 79.76%) and participation on record. The second model estimates that total turnout will be approximately 2,004,614 voters with 313,000 potentially turning out in-person on Election Day.

SECOND FORECAST MODEL		
Forecast Factor	2008 Nov. Voters	2020 Projected Voters
Registered Voters (Active Voters Only)	1,730,866	2,512,000
Permanent Early Voter Registration %	23.5%	77.8%
Turnout Percentage (Active Voters Only)	79.76%	79.76%
Total Turnout	1,380,571	2,004,614
Election Day - Eligible Voters Only	620,187	300,692
Election Day –Provisionals Not Counted	29,531	12,853
Election Day Turnout (Election Day & Provisionals Not Counted)	649,718	313,545

2.2.3 Third Forecast Model

For the third model, we forecasted turnout based on historical non-PEVL registration and in-person turnout patterns from the 2008, 2012, and 2016 General Elections. By estimating an in-person turnout percentage based on non-PEVL registration, we can determine a range of potential in-person voters based on projected non-PEVL registration as of 10/22/2020, the last day to request an early ballot. The third model forecasts that between 38% and 46% of non-PEVL voters will participate in the November General Election on Election Day. This provides a range of 211,000 – 256,000 voters will visit a vote center on Election Day.

THRID FORECAST MODEL				
Forecast Factor	2008 General Election	2012 General Election	2016 General Election	2020 Projected Voters
Registered Voters (Active Only)	1,730,866	1,801,556	2,158,084	2,512,000
Registered PEVL	395,601	796,303	1,222,829	1,915,152
Registered Non-PEVL	1,335,265	1,021,529	938,887	527,000 – 551,000
Election Day In-Person Turnout	620,187	430,308	356,769	204,000 – 250,000
Election Day In-Person Voters as a Percent of Non-PEVL Reg.	46.45%	42.12%	38.00%	38% - 46%
Election Day –Provisionals Not Counted	22,840	22,840	15,250	6,466
Election Day Turnout w/Prov.	453,148	453,148	372,019	211,000 – 256,000

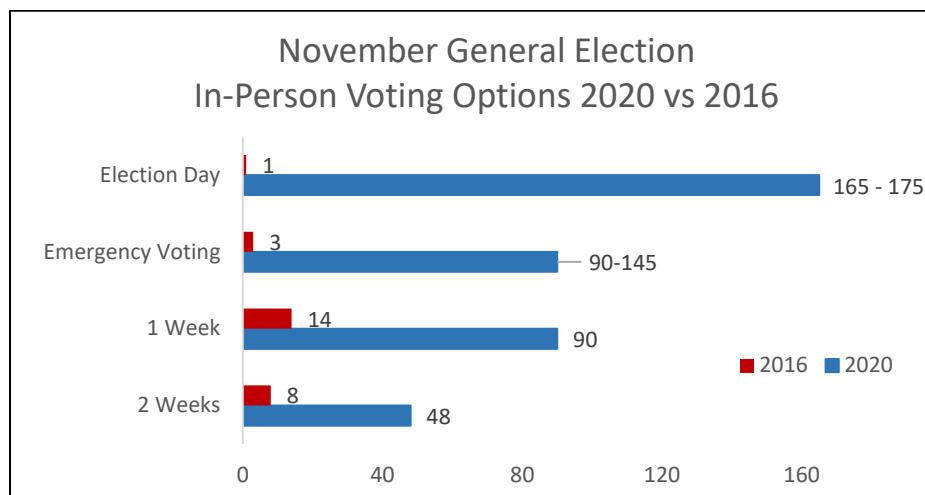
2.4 – Wait-Time Reduction Plan

Due to challenges presented by COVID-19, the Department is changing from a precinct model to a “vote anywhere” Vote Center model. One of the primary drivers for this decision is that many of the voting locations that Maricopa County has used in prior elections will not be viable voting options when considering safety protocols (e.g., large enough for physical distancing) needed to keep locations as safe as possible during the COVID-19 pandemic. Additionally, many of our traditional locations have declined to serve as a voting location, not responded to our requests, serve high-risk populations, or are not large enough to implement physical distancing safety protocols. Despite these challenges and the changes we’re making to the model, the Elections Department remains committed to limiting wait-times to be under 30 minutes on average for our voters. However, wait-times at some sites during peak voting times (e.g., 6am – 9am and 4pm – 7pm on Election Day) could exceed 30 minutes. If wait-times exceed 30 minutes at a location, voters will have the option to visit a nearby or other convenient voting location that has a shorter wait-time. We will deploy strategies to reduce the line at locations that are experiencing longer than 30-minute wait-times.

Our first step in planning to reduce wait-times was to use historical information to forecast turnout. However, voter turnout is only one factor that can cause long lines on Election Day. Other contributing factors include training, contingency plans, time of day voting patterns, check-in speeds, length of the ballot, and access to early voting options. The Election Day, Emergency Voting, and Early Voting plans outline our considerations for forecasting turnout and managing these factors to reduce wait-times and lines at voting locations. Using both the turnout forecast and lessons learned we are developing plans to reduce wait-times. Below are some factors and potential bottlenecks that may cause wait-times during the November 2020 General Election and strategies Maricopa County is implementing to mitigate them.

Expanded Access

To help reduce wait times, we have designed a model to provide voters with expanded in-person voting options. The vote center model will offer voters 165 – 175 voting options on Election Day. In 2016, voters were assigned to a specific precinct and offered one voting option on Election Day. In addition to an expansion of Election Day options, we are also offering more early and emergency voting locations. As shown in the chart below, voters will have significantly more in-person voting options starting as early as two weeks before the election.



Check-in Process

The Elections Department will deploy the use of SiteBooks to check-in voters at all voting locations. The SiteBook is a voter check-in system, with similar functionality to an electronic poll book referenced in state statute. They were first introduced in the November 2017 jurisdictional elections. Prior to 2016, Poll Workers used manual check-in rosters, which slowed down check-in times. The SiteBook provides faster check-in speeds because it allows for more than two voters to check-in simultaneously at a polling location and connects directly with the Recorder's voter registration system, providing an enhanced and streamlined voter experience. Check-in speeds from recent elections (e.g., 2018 General Election and March 2020 Presidential Preference Election) average between 90-120 seconds per voter. The SiteBook check-in terminals guide voters through a series of screens. Voters answer questions, in their choice of English or Spanish, to establish identity, eligibility, and the correct ballot. With a barcode scan of an ID or by entering the voter's name, voters check-in and prove their identity with a Poll Worker. For the ID requirement, a voter can provide one of the acceptable forms of photo identification, two forms on non-photo identification, or a permissible combination of one photo and one non-photo identifications.

Vote Centers and Check-in Stations

The County will open between 165 and 175 vote anywhere Vote Center locations on Election Day. The Vote Centers are regionally dispersed and many will also be open during the 27 day early voting period preceding Election Day. We plan to open them in the following five phases:

Phase 1: 6 Vote Centers (28-day sites) open from 10/7/2020 through 11/3/2020

Phase 2: 44 additional Vote Centers (13-day sites) open from 10/22/2020 through 11/3/2020

Phase 3: 40 additional Vote Centers (7-day sites) open from 10/28/2020 through 11/3/2020

Phase 4: 60 - 70 additional Vote Centers (2-day sites) open on 11/2/2020 and 11/3/2020

Phase 5: 10 – 20 additional Vote Centers (Election Day Only Sites) open on 11/3/2020

For the 2020 November General Election, we plan to increase the number of check-in stations per location by 3-times (on average) the amount used during the 2018 November General Election. In 2018, we provided each voting location with three SiteBook check-in stations. We will equip each voting location with 9-15 SiteBooks totaling more than 1,700 check-in stations across the county. In 2016, we had two check-in stations per location.

Time Needed to Vote a Ballot

The length of the ballot or a limited number of voting booths can create wait-times at a voting location. We have evaluated the time it takes to vote a ballot and established sufficient capacity in our voting locations to reduce bottlenecks. For the November General Election, we have over 3,000 different ballot styles to accommodate different voting precincts, splits, and jurisdictions. The majority of ballots will have between 65 - 75 contests.

On average, we estimate that it will take voters between 10 - 13 minutes to vote the November 2020 General Election ballot. Based on this time estimate and the amount of time we have calculated it takes to check-in, we can determine how many voting booths we need to eliminate bottle necks in our polling

locations. We've established the following guidelines for implementing physical distancing while also providing sufficient check-in stations and voting booths to accommodate voters and minimize wait-times.

- 1,800 square footage – 2,499 square footage: 9 SiteBooks / 25 Voting Booths
- 2,500 – 3,500 square feet: 12 SiteBooks / 30 Voting Booths
- Over 3,500 square feet: 15 SiteBooks / 35 Voting Booths

Provisional Ballots

The Elections Department will work to reduce the number of voters required to vote a provisional ballot in two ways:

1. We will hire a voter registration clerk for each polling location to assist voters with address and name changes on the SiteBooks. These are common situations that cause provisional ballots.
2. We will provide 165 - 175 Vote Centers equipped with ballot-on-demand technology and SiteBook check-in stations to serve as vote anywhere locations. Vote Centers will be geographically dispersed throughout the county and will provide voters the option to vote at a location that is most convenient for them, which may be near their work, gym, favorite restaurant or while running errands.

Poll Worker Training

As described in the *Training Plan* (Section 5, page 29), the Elections Department will require all Poll Workers to attend training. We understand temporary Poll Workers live throughout the county and have other responsibilities, so we plan to offer online training and several locations in-person training options where inspectors, judges, and voter registration clerks (those responsible for check-in voters) can practice using our SiteBook check-in equipment. The in-person training sessions, some of them across the county, will ensure our Poll Workers are prepared. In addition, we will customize our training for the distinct duties of each Poll Worker and create training manuals that cover the nuances and equipment procedures of every election. We will post the manual on the Elections Department's website by September 2020.

Poll Worker Staffing Contingencies

We are hiring an additional 4 – 6 Poll Workers per site for a total of 10 -12 Poll Workers. These additional Poll Workers will allow for coverage during the two week early voting period and if we encounter absenteeism due to COVID-19. The election department could experience 30%-40% absenteeism from Poll Workers and still be able to provide in-person voting options.

Equipment Support

Poll Workers, Trouble Shooters and Technical Trouble Shooters are trained on solutions to correct problems in the voting location. We have developed specific SiteBook procedures for checking in voters through an off-line mode if the virtual private network connection is lost. If a SiteBook terminal becomes inoperable, Technical Trouble Shooters will be quickly dispatched with a replacement.

Additionally, Trouble Shooters will have access to 5 regionally located supply depots to obtain a back-up precinct tabulation machine, replacement printer cartridges, and other commonly used supplies in the event a location's equipment needs repair.

Vote Centers are equipped with 2 – 3 high-speed ballot-on-demand printers, creating a much-needed redundancy to prevent lines in the event one printer needs service or repair.

2.5 – Wait-Time Remediation

For the November General Election, we are implementing a systematic process to monitor wait-time and respond accordingly. We have programmed our Site Books to calculate wait-times based on the amount of voters in line. The application is designed to calculate wait-time using a formula based on check-in speeds and inputs of how many people are in line. We are training our Poll Workers to count voters in line and report this information on the SiteBook every 15 minutes. The information flows to a workflow logging and dispatch system monitored by the Elections Department’s Command Center and TroubleShooter hotline. This information is immediately updated on the Elections Department’s information command center. Through this system, the Elections Department will have access to real time information about voter wait-times.

If wait-times exceed 30 minutes, Inspectors or Trouble Shooters will work with Department staff to assess the cause of the issue or bottle neck. Depending on that assessment, additional resources can be deployed to provide technical assistance. In addition to this new technology, we are also hiring an extra Poll Worker for all voting locations on Election Day to assist with monitoring lines and reporting wait times.

The Election Department has also updated the Locations.Maricopa.Vote webpage to report wait-times. Voters can sort locations by shortest to longest wait-times. We have hired additional Poll Workers to report wait-times. During the August 2020 Primary, we had an over 83% compliance rate with Poll Workers reporting wait-times every 15 minutes. If a wait-time does exceed 30 minutes at a specific location, we use the Election Department’s Social Media Accounts to inform voters of their options. We will also deploy a team to assist with informing voters standing in line of their voting options.

3.0 – Communications Plan

This Communication Plan outlines our approach to informing key stakeholders in Maricopa County about the 2020 November General Election. The purpose of this plan is to establish the communication requirements for the election and outline how the Elections Department will communicate that information. The scope of the Communications Plan describes the following:

- High level messaging about the 2020 November General Election
- The primary audience and stakeholders for our outreach
- Our paid and earned media strategy
- Our Election Day strategy
- How we will handle sensitive and crisis communications

3.1 – Communications Channels

The public and media can find official communications from the Elections Department through the following channels:

- Email – electioninfo@risc.maricopa.gov
- Website
 - English - Maricopa.Vote | BeBallotReady.Vote
 - Spanish – Maricopa.Voto | TengaBoletaLista.Voto
- Phone – (602) 506-1511
- Social Media
 - Maricopa County Elections Department (@MaricopaVote) – [Facebook](#) & [Twitter](#)
 - Maricopa County Recorder’s Office – [Facebook](#), [Twitter](#), [Instagram](#)
- Press Releases & Media Alerts

3.2 – Communication Approach & Strategy

It is essential that elections-related communications between all county government and the public are consistent, accurate, and reliable. The Communications Plan serves as a guide that outlines the Elections Department’s paid and earned media strategy, crisis communications strategy, as well as events and other tactics to inform key stakeholders about the 2020 November General Election. In addition, changes or updates may be required due to reasons such as changes in personnel, scope or budget.

3.2.1 Stakeholders and Audience

Primary audience for the Communications Plan:

- Maricopa County voters

Additional stakeholders include:

- Maricopa County Board of Supervisors & Maricopa County Recorder
- Elections Department and Recorder’s Office staff
- Temporary staff including Poll Workers and central board workers

- Maricopa County jurisdictions (city and town clerks, school districts, fire districts, etc.)
- Vote Center facility owners and operators
- Political parties
- Election-focused advocacy groups

In addition, we continually work to engage with groups about the election process through *The Roundtable Project*, hosted by the Recorder’s Community Relations Team. These meetings give groups the opportunity to provide input to us on how we can provide free, fair, and accessible elections for all eligible Maricopa County voters. The open forum invites these groups to participate in discussions about how to improve elections within their communities. The roundtables culminate in a Town Hall. The Early Voting Plan provides more details on the Roundtable program and other community outreach efforts.

3.2.2 Campaign Messaging Strategy

In light of COVID-19, it is critical that Maricopa County provide voters with a safe and secure primary election. We understand that now, more than ever, voters need flexibility to choose how they would like to vote—whether in person or by mail at home.

Our campaign messaging strategy will focus on how Maricopa County is making it easier for voters to choose how and when they want to vote in the General Election. Communications across all platforms will inform voters of important election deadlines and provide information about how to safely cast a ballot in-person or request a ballot in the mail. Transparency, security and trust in election results is critical to the success of this election. The campaign messaging strategy will also provide the public with information about ballot tabulation, ballot tracking and the multi-layer oversight of elections. The Elections Department’s earned media and voter outreach strategy will amplify our #BeBallotReady paid media strategy by informing voters about their voting options for the 2020 General Election.

3.2.3 BeBallotReady.Vote | Locations.Maricopa.Vote

Maricopa County is making it easier for voters to make choices when it comes to how and when they want to vote. Our communications strategy will use [BeBallotReady.Vote](#) as a tool for voters to prepare for the General Election. Once Early Voting begins, we will also use a redesigned [Locations.Maricopa.Vote](#) as a search tool for voters to find a voting location near them.

- [BeBallotReady.Vote](#) provides Maricopa County residents with a personalized voter dashboard that includes everything they need to know to make their vote count. Voters can make changes to personal voter information, learn about the General Election, find voting locations, sign up for text alerts, and much more. In short, it's a one-stop shop for voters unlike anything the County has provided before. Because of the election changes made due to COVID-19, the platform will also provide video tutorials on frequently asked voter questions to ensure they can successfully participate in the election. See more about the “Phil in the Blank” video tutorials in the social media section below.
- [Locations.Maricopa.Vote](#) will provide voters with a searchable tool to find open Vote Centers and secure ballot drop boxes. We’ve redesigned the page to be mobile friendly and provide voters with a quick way to not only find a voting location near them, but also see live wait times, search

locations open on the weekends and much more. Voters can visit this page directly or find it through their [BeBallotReady.Vote](#) dashboard.

3.2.4 Paid Media Strategy

The Elections Department and the Recorder’s Office contracted with Commit Agency through a Contract Task Order to develop a well-rounded paid media campaign for the November General Election. The approved budget includes \$117,000* for the creative design, production of advertising materials, and other costs associated with the marketing plan for all mediums in English and Spanish, as well as an estimated \$854,400⁴* for direct ad buys in both English and Spanish across multiple platforms (television, radio, print, social media, digital display, and billboards).

This strategy has three phases:

- Phase 1 (Sept. 8-Oct. 5) – Focuses on the voter registration deadline and informing voters of the option to vote by mail at home.
“Easily see if you’re registered, request a ballot in the mail and more at BeBallotReady.Vote. It’s safe & secure! The voter registration deadline is October 5th!”
- Phase 2 (Oct. 6-Oct. 19) – Focuses on election security and oversight, including ballot tabulation security, how to track an early ballot and more.
“Our upgraded equipment is certified, accurate, and monitored around the clock. And before your ballot is counted, we verify every signature to make sure your vote is really you! So whether you mail it in or drop it off, find out where your ballot is by going to BeBallotReady.Vote, or text “JOIN” to 628-683.”
- Phase 3 (Oct. 20-Nov.3) – Focuses on informing voters where they can return an early ballot or vote safely in-person at any Vote Center, including extended and weekend voting hours.
“Our voting locations may have moved, but the great thing is, you get to decide where to vote. Find a Vote Center or secure ballot drop box at BeBallotReady.Vote. Some locations are even open in the evenings and on the weekends.”

3.2.5 Earned Media and Voter Outreach Strategy

The Elections Department’s earned media and voter outreach strategy will amplify our #BeBallotReady paid media strategy by informing voters about their voting options for the 2020 General Election, including letting voters know they can vote at any location across the county open from October 7- November 3. Voters can find Vote Centers and secure ballot drop boxes at [Locations.Maricopa.Vote](#) or by calling (602) 506-1511. The strategy will also focus on the Election Department’s efforts to implement physical distancing and cleaning standards in our voting locations and emphasize the security measures we have in place to administer a successful election. Earned media tactics in English and Spanish will include:

- *Earned Media Interviews* – Our team is available for media interviews in both English and Spanish. We will inform voters about the Vote Center model, safety standards at our voting locations and ways Maricopa County is making this election safe, secure and accessible.

⁴ The budgeted amounts of \$117,000 and \$854,400 are estimates and subject to change.

- *November General Election Toolkit* – We will create a General Election Toolkit for our jurisdictional partners, county agencies, media and the public, which will include information about the 2020 General Election, including and FAQ, Election Calendar, participating jurisdictions, social media graphics and sample posts, early ballot security infographic and a ballot tabulation infographic.
- *Social Media* – We will use social media to directly inform Maricopa County voters of their voting options and respond quickly to changing narratives. Through our @MaricopaVote [Facebook](#) and [Twitter](#) pages, the Elections Department will work collaboratively with the Recorder’s Office social media accounts to amplify our messaging to voters throughout the election cycle. We will also share our messaging with [Maricopa County](#), [Condado Maricopa](#), and other county partners to expand our reach.
 - *Phil in the Blanks Video Series* – Because of the election changes due to COVID-19, the Elections Department is creating a series of informational videos (:60-:90 seconds), with Phil the Ballot as our guide, where he highlights some of the most asked questions, intermixing security and oversight into every video. Videos will be posted in English and Spanish at [BeBallotReady.Vote](#), and provide closed captioning so all audiences can learn about these important messages.
- *Press Releases on Election Deadlines* – We will send out press releases to media on big election deadlines including voter registration, mail-in ballot requests, mail-in ballot deadlines, voting locations and dates, Election Day information, and post-election information about election results.
- *Voter Outreach* – We plan to do a series of communications directly to voters to inform them of their voting options.
 - Direct Mailers
 - Ballot by Mail – Outlined in the Early Voting Plan, this mailing will be sent in September to non-PEVL voters, informing them of their options and providing a direct way for voters to sign up to vote by mail at home.
 - Sample Ballot – This mailing, which is required by law, is the direct tool to provide in-person voters with a sample ballot and inform them of their voting location. Because Maricopa County is moving to an all Vote Center model, we plan to also use this mailer as a tool to inform voters where they can find Vote Center locations and provide information about extended evening and weekend hours available.
 - Email Communication – We plan to send a series of emails to voters with email addresses on file, informing them of the ways they can participate in the election. The emails will have a graphic with important deadlines, and provide timely information directly to voters.
 - Robocalls – In an effort to ensure we meet voters on the platforms they are using, we plan to round out our voter outreach by calling voters to share information on important election deadlines.

3.2.6 Election Day Plan

On Election Day, communication will focus on informing voters in English and Spanish about the information they need to successfully vote. Our paid media *#BeBallotReady* strategy will continue through

Election Day. We will have staff available for media interviews and live shots throughout the day. In addition, we will reach voters through a variety of traditional and social media channels. Election Day messaging will focus on:

- Encouraging voters to visit [Locations.Maricopa.Vote](#) to take advantage of the wait time feature
- Identification options needed to vote
- Voting locations and hours

In addition, we will actively communicate about activity at voting locations when necessary. In order to ensure the Elections Department is responsive to voters, we are requesting the support of four (4) County employees with communications and social media experience to support our team on Election Day. These employees will work with us in our communications team hub located at MCTEC, which is staffed by both the Elections Department and the Recorder's Office. Below is an outline of the day's earned media plan:

- Press releases
 - First thing in the morning, we will send a release to announce Election Day, highlighting [Locations.Maricopa.Vote](#), voting locations and hours, and what ID you need to vote.
 - A final press release once the Elections Department posts initial election results.
- Social Media
 - Monitor social media throughout the day responding promptly to voter questions.
 - Post on the Elections Department @MaricopaVote Facebook and Twitter accounts throughout the day in coordination with the County Recorder's official social media accounts focusing on our top line messages and updating voters with wait-times as appropriate.
- STAR Call Center
 - Work closely with the Maricopa County STAR Call Center to coordinate messaging, train and educate call-center workers to provide front-line communications to the public. With our recruitment support, the STAR Center is hiring and training 56 temporary workers to provide consistent and accurate information to the public on Election Day. Should call volumes exceed the STAR Center's capacity, we've cross-trained six Election Department staff members to support when needed.

3.2.7 Crisis Communications Strategy

In an emergency or other crisis on Election Day or during emergency voting, effective and timely communication will help to ensure voting integrity, public safety and the long-term reliability of the Elections Department. For the purpose of this plan, a crisis is defined as a significant event or incident that disrupts – or has the potential to disrupt – Election Day or emergency voting.

All messages will include accurate and detailed information about the situation and what actions to take. The media also aids in the dissemination of the crisis communication message. The Crisis Communication Team will ensure that media has access to updated information throughout the crisis incident or event. In addition, the Director of Election Day and Emergency Voting is responsible for notifying the appropriate

members of the county’s senior leadership team and the Board of Supervisors of the status of the incident and provide ongoing status reports.

The public will seek – and trust – other sources of information (e.g. news reports, social media, rumors, and word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain trust, and ensure public safety. We will convene the Crisis Communications Team as quickly as possible. Depending on the urgency and severity of the incident or event, this may occur in person or via phone. Team members include:

- The Election Directors
- Assistant Election Directors
- Elections Department Communication Staff
- Chief Deputy Recorder
- Recorder’s Office Public Information Officer
- The Chairman of the Board of Supervisors and County Recorder (as needed or as appropriate)
- Legal
- *Others may participate based on the specific incident*

The Crisis Communication Team will implement some, or all of the steps outlined below based on the circumstances, coordinating with all key personnel. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. In the event of a crisis on Election Day or during emergency voting, final approval of all communications rests with the Director of Election Day or Emergency Voting.

1. Immediate Response – Based on the severity of the incident and facts available, the Crisis Communications Team will determine what, if any, public messaging should be sent out and will ensure public safety and other emergency responders are informed as appropriate.
2. Notifying Key Audiences – The Crisis Communications Team will decide which groups need to be informed first. Audiences could include:
 - Voters
 - Poll Workers
 - Elections Department and Recorder’s Office Staff
 - Board of Supervisors
 - County Recorder
 - News Media
 - Jurisdictions
 - Arizona Secretary of State
 - Political Parties
 - Candidates or Campaigns
 - Maricopa County Attorney
 - Arizona Attorney General
 - Maricopa County Sheriff and other state and local police
 - Arizona Counter Terrorism Information Center
 - Maricopa County Department of Emergency Management
 - Federal Bureau of Investigation (FBI)
 - U.S. Department of Homeland Security
 - The U.S. Attorney’s Office
3. Determine Spokesperson(s) – This can either be a member of the Crisis Communications Team who has knowledge of the crisis and is assigned to provide key messages and emerging facts to the public/media, or an elected official in charge of Maricopa County elections.

4. Developing a Fact Sheet – As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key audiences and information provided to the media by the spokesperson. Members of the Crisis Communications team will create the Fact Sheet, and those with a direct knowledge of the crisis will check it for accuracy. Fact sheets released publicly or posted to the internet must be time stamped and updated as information changes.
5. Informing the STAR Call Center – Once information is known and verified, the Crisis Communications Team will share messaging details and fact sheets with STAR Center leadership.
6. Alerting the media – The Crisis Communications Team will decide the best ways to communicate with the media during an incident or event. In cases where a crisis is likely to be prolonged, the Crisis Communication Team may use the Maricopa County Tabulation and Elections Center (MCTEC) for media briefings or within a designated location not in view of the official voting location. We will take into consideration appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur as frequently as the Elections Department verifies new information.
7. Monitoring social media – To anticipate any problems in the flow of accurate communications to the media and public, the Crisis Communications Team will designate staff to monitor social media and respond to questions and disinformation immediately and with consistency.
8. Approval of outgoing information – Typically, we develop communications in a collaborative way, but we recognize the need for decisive decision-making during a crisis to enable rapid, accurate communication.

4.0 – Staffing Plan

The Elections Department’s partnership with community volunteers is vital to our success in facilitating elections. We have a proud history of rapid, high-volume support from the community. Maricopa County’s Poll Workers are the face of the Elections Department for voters, and voters expect elections services to be secure and efficient. Our process begins with recruiting adequate numbers of staff for our polling locations, and hiring temporary workers to support early voting activities, warehouse operations, equipment management, training and recruitment initiatives. These workers must possess the right mix of skills, while also ensuring balanced political party representation to support the efficacy of elections services. Critical to our success is the establishment of and adherence to timelines and schedules that make the best use of our temporary workers while also ensuring fiscal responsibilities to our taxpayers.

The scope of the Staffing Plan for the General Election includes strategies, constraints, and methods to recruit:

- Poll Workers to staff polling locations and Vote Centers for early voting, emergency voting, and Election Day
- Central board workers to staff election boards (e.g., early vote processing, duplication boards, hand count audit boards)
- Temporary staff for other support operations (e.g., delivery drivers, Vote Center set up teams, warehouse staff)
- County permanent staff to support election operations by working at Vote Centers, Ballot Drop-off Locations, Receiving Centers, supporting setup operations, and providing Election Night support in the warehouse

4.1 – Staffing Approach and Strategy

The staffing strategy for the General Election considers the hiring landscape during the COVID-19 crisis. The Recruitment team faces new challenges in confirming a qualified and capable workforce needed to support a successful election, and has pivoted in several ways to overcome these challenges:

- Providing a pathway for Poll Workers that worked during the August Primary to come back in support of the General Election
- Partnering with the Secretary of State to drive interested parties to the Elections Department’s dedicated Recruitment Inbox
- Implementing best-in class poll worker recruitment strategies by partnering with non-partisan groups such as the Stanford-MIT Healthy Elections Project and healthyelections.org. Organizations committed to promoting best practices during the COVID-19 pandemic to ensure upcoming elections “proceed with integrity, safety and equal access”
- Launching a Social Media campaign that celebrates National Poll Worker Recruitment Day – September 1st, 2020
- Developing targeted messaging to prospective hires that addresses health and safety concerns
- Increasing the number of Poll Workers at polling locations to proactively address turnover that may occur due to COVID-19 and to ensure coverage in larger spaces that facilitate physical distancing

- Creating positions for temporary Human Resources Administrative Staff dedicated to body temperature screening of Central Boardworkers working at the MCTEC location to ensure no one enters the facility with a 100.4 or above temperature

Recruitment for the November General Election will be performed in the following phases:

- Phase 1 (Beginning the week of August 24th) – Hire 1,800 Poll Workers to staff approximately 170 polling locations. Most locations will be staffed by 10 Poll Workers to include one Inspector, two Judges, a Marshal, a Voter Registration Clerk, and five Clerks, with at least one employee proficient in communicating with voters in English and Spanish. For larger locations that can accommodate 12 -15 SiteBook Check-In stations, we will increase the size of the board to 12 Poll Workers, adding additional clerk positions to more efficiently assist with issuing ballots and coordinating line management to accommodate larger numbers of voters. Recruiters will confirm Poll Workers are capable of performing role-specific duties, provide necessary paperwork to support the hiring process, and schedule Poll Workers to attend training designed to model a safe, secure, and high-quality voter experience.
- Phase 2 (Week of August 31st) – Hire 40 temporary workers to support elections operations: T-Techs, Vote Center Setup Workers, Signature Verification, Special Elections Boards, and Recruitment support.
- Phase 3 (Week of September 14th) – Hire 25 temporary workers to support elections operations: additional Signature Verification and Special Elections Boards support as well as Training Operations support. We will also hire 12 Call Center temporary workers to support the first wave at the STAR Call Center.
- Phase 4 (Week of September 28th) - Hire 14 Drivers/Warehouse Workers and 24 Call Center temporary workers for the second wave at the STAR Call Center.
- Phase 5 (Week of October 5th) – Hire 31 temporary workers to support elections operations: Vote Center Workers, T-Techs, Ballot Couriers, and Ballot Processors. We will also hire 12 additional Call Center temporary workers to support the third wave at the STAR Call Center.
- Phase 6 (Week of October 12th) – Hire 143 temporary workers to support elections operations: Mail and Ballot Runners, Drivers/Warehouse Workers, Ballot Processors, and Troubleshooter Hotline Operators. We will also hire 12 additional Call Center temporary workers to support the fourth and final wave of workers at the STAR Call Center.
- Phase 7 (Week of October 19th) – Hire 80 temporary workers to support elections operations: T-Techs, Ballot Couriers, Adjudication Boards, Ballot Tabulation Center Operators and Ballot Tabulation Inspectors.
- Phase 8 (Late October) – Hire 110 temporary workers, most from other County Departments, to support elections operations: Vote Center Setup Workers, IT Support, Ballot Drop-Off Site Managers, Receiving Site Managers, and Elections Night Warehouse Support (Red Line/Blue Line Workers).

Recruiters will rely on a variety of resources to obtain the necessary workers for the Primary Election. These resources include: prior Poll Worker pipelines, partnership with the State of Arizona Departments, outreach campaigns to County employees, support from staffing firms, job board advertising, community partnerships, recruitment fairs, Deputy Registrar events, and Political Party referrals. The Elections Department will track recruitment efforts using our proprietary Poll Worker database, and recruiters will provide weekly progress reports on challenges to staffing and adherence to schedule and timeline. Temporary workers performing duties at the Elections Department or STAR Call Center will be processed for background checks if this is their first time working for these departments.

The Recruitment and Training teams meet regularly to cross-functionally share observations and data in support of continual improvement of the Recruitment process. This heightened communication results in increased Poll Worker job fitting for future elections. Additionally, the Training Team members act as Hotline Operators during periods of heavy call volume, allowing these team members to assess issues and challenges at polling locations that may be mitigated through improvements in Poll Worker Recruitment.

4.2 – Statutory Requirements Pursuant to Staffing

A.R.S. § 16-531 specifies a requirement to appoint [hire] “one inspector, one marshal, two judges, and as many clerks of election as deemed necessary” not less than twenty days before an election. These individuals, per statute, “shall be qualified voters of the precinct for which appointed,” and as far as inspector, marshal, and judges are concerned, “shall not have changed their political party affiliation or their no party preference affiliation since the last preceding general election.” Furthermore, “if they are members of the two political parties that cast the highest number of votes in the state at the last preceding general election, they shall be divided equally between these two parties. There shall be an equal number of inspectors in the various precincts in the county who are members of the two largest political parties. In each precinct where the inspector is a member of one of the two largest political parties, the marshal in that precinct shall be a member of the other of the two largest political parties.” Finally, “any registered voter in the election precinct...may be appointed [hired] as a clerk.”

This statute also specifies “wherever possible, any person appointed as an inspector shall have had previous experience as an inspector, judge, marshal or clerk of elections.”

4.3 – Temporary Staffing Roles, Quantities, and Pay Rates

Pursuant to A.R.S. § 16-536, “The compensation of the election officers shall be fixed by the board of supervisors and shall be a county charge. In no case shall an election board member be paid less than thirty dollars per day.

* These positions will support both early voting and Election Day

Role	Total	Pay Rate/hour
Temporary Recruiters	2	\$15.14
Temporary Training Coordinators	3	\$15.00
Temporary Human Resources Staff	3	\$15.00
Inspectors *	170	\$13.00
Judges*	340	\$12.50
Voter Registration Clerks*	170	\$12.50
Marshals*	170	\$12.00
Clerks*	850	\$12.00
Temporary UOCAVA Clerks	6	\$12.00
Temporary Ballot Processors	100	\$12.00
Temporary Signature Verification Clerks	26	\$12.00
Temporary Mail Couriers	7	\$12.00
Temporary Ballot Couriers	23	\$13.00
Temporary Warehouse Drivers*	29	\$13.00
Temporary Grips*	15	\$13.00
Temporary Auditors*	10	\$13.00
Temporary T-Techs*	26	\$15.00
Temporary T-Tech Leads*	4	\$17.00
County Employees – Election Day	150	\$15.00
Temporary Troubleshooters	55	\$15.00
Temporary Hotline Operators	6	\$15.00
Temporary Adjudication Boards	48	\$12.00
Hand Count Boards (Recruited by political parties)	70	\$12.00
Temporary Star Call Center Employees (recruited by Star Call Center)	56	\$15.00
Total	2339	

4.4 – Staffing Contingencies and Work Load Balancing

Given how important these temporary workers are to ongoing operations, we’re deploying contingency recruiting strategies in the event some Poll Workers and temporary staff cannot perform their role or duty. To ensure we have sufficient Poll Workers to staff the polling location, we are hiring an additional 30 back up inspectors that can be re-deployed on Election Day if a Poll Worker is absent. With the 10 Poll Workers per site, we can also overcome an absenteeism of 30 – 40%.

4.5 – Temporary Staffing Job Responsibilities

Job Title	Responsibilities
Temporary Recruiter	Temporary Recruiter will source, screen, hire and schedule Poll Workers for assignments at either Election Day Polling Locations or Vote Centers. They will also be responsible for filing paperwork and completing data entry in support of payroll functions.
Temporary Training Coordinators	Temporary Training Coordinators will prepare and distribute class materials and assist with hands-on instruction on the set-up, use, and breakdown of Election equipment. Coordinators will also assist Poll Workers in troubleshooting online training issues and answering emails in the Training Inbox.
Temporary Human Resources Staff	Perform temperature screening function for all temporary workers reporting to MCTEC building. Assist with tracking of clock-in and clock-out times for these workers.
Poll Worker: Inspector	The Inspector is the Team Leader at the Polling Location or Vote Center, and as such, the Inspector is responsible for delegating the tasks of other Poll Workers, ensuring workers clock in and out properly, and providing assistance to voters. The Inspector is responsible for making sure that each and every voter is able to cast their ballot privately and securely.
Poll Worker: Judge	The Judge is the backup for the Inspector, and therefore is charged with the same responsibilities as the Inspector. Along with assisting voters with the check-in process, the Judge supports Curbside Voting and use of Accessible Voting Devices, and monitors the Ballot Drop-Off and Tabulation.
Poll Worker: Marshal	The Marshal is responsible for preserving order at the polls, most specifically with regard to line management during high-volume cycles. The Marshal is responsible for maintaining order at the polls and ensuring the opening of the polls and the completion of activities at the end of the day. In coordination with the Line Management Clerk, the Marshal measures the length of wait times throughout the day and may also perform the duties of other Poll Workers on a relief basis.
Poll Worker: Voter Registration Clerk	The Voter Registration Clerk assists the Voter in updating their name or address in the Sitebook as needed. They may also assist the Inspector or Judge in verifying the voter possesses the required acceptable identification. The Voter Registration Clerks shall be certified as having completed and mastered a training curriculum approved by the Recorder’s Office due to their access to live voter registration information via the SiteBook.
Poll Worker: Clerk	Clerks are responsible for providing voters with the correct ballot. This is done by confirming specific information on the ballot, and in some cases (Early Voting, Emergency Voting, Provisional Ballots) matching information on the ballot to information on an affidavit envelope. In the case of Vote Centers using Ballot On Demand (BOD) capabilities, the clerk retrieves a printed ballot from a BOD printer, confirms the information on the ballot matches the voter’s BOD code, and if necessary the code on the affidavit envelope, and presents these items to the voter. When not manning the Ballot Pick-Up Area, clerks are responsible for sanitation of all equipment at the polling location to limit the spread of COVID-19. Clerks will also report wait times using the Sitebook during high-volume periods.
Temporary UOCAVA Clerk	UOCAVA Clerks support the mission of the Uniformed & Overseas Citizens Absentee Voting Act. Duties include assisting overseas voters in registering to vote, requesting an early ballot, and voting a ballot via a secure portal.
Temporary Ballot Processors	Ballot Processors work in teams of two, or Boards, and they must be of a different political party. Ballot processors open, verify ballots are for the correct election, and stack ballots for delivery to the Ballot Tabulation Center.
Temporary Signature Verification Clerks	Signature Verification Clerks are responsible for verifying that signatures on affidavit envelopes match voters’ signatures on record. They may use forensic techniques to analyze signatures, and they may also perform other research such as contacting voters directly to ensure the efficacy of mail-in ballot processing.

Job Title	Responsibilities
Temporary Mail Couriers	Mail Couriers are responsible for making postal runs, picking up printed items from Runbeck Elections Services, and using electronic mail opening machinery to open ballots en masse prior to ballot processing.
Temporary Ballot Couriers	The Elections Department utilizes Ballot Couriers to retrieve ballots from Ballot Drop Boxes and securely deliver them to MCTEC for processing. Ballot Couriers must complete a chain-of-custody form that is signed by a Polling Location or Vote Center Inspector to ensure the lawful hand-off and transportation of ballots.
Temporary Warehouse Drivers	Temporary Warehouse Drivers are responsible for operating a fleet of 16' box-trucks with lift gates. Drivers transport equipment and items to and from Polling Locations and Vote Centers. Warehouse Drivers may also support other warehouse functions such as checking equipment in and out, lifting and stacking inventory, and general warehouse maintenance.
Temporary Set-Up Team Members (T-Techs, Grips, Auditors)	The Elections Department establishes set-up teams that work in coordination with Poll Workers to set up Vote Centers and Polling Locations prior to opening for Election Activities. Some Set-Up Team Members will support troubleshooting efforts throughout the election cycle and may support equipment security and retrieval activities at the close of Election Day.
Temporary Hotline Operators	Hotline Responders are staffed at the MCTEC Warehouse Command Center and are responsible for responding to issues and questions that may arise via phone or radio during an Election cycle. Hotline Responders must be Elections Subject Matter Experts as they must deliver critical information to voters, Poll Workers, and other Elections Support Staff under tight timelines and during high-volume cycles.
Temporary Duplication Boards	Duplication Boards, pairs of two from different political party affiliations, make every attempt to determine voter intent, when in question, due to stray marks or other issues on the ballot that may make accurate tabulation of a ballot impossible. Through a duplication process, these bipartisan teams ensure that the voter's clear intent is reflected on the ballot which is tabulated.
Temporary Star Call Center Employees	Temporary Star Call Center Employees are responsible for responding to Elections-specific questions from voters. These employees possess Elections Subject Matter Expertise and deliver critical information to voters during high-volume cycles.

4.6 -- Administrative and Payroll Support

Department and Recorder's Office Human Resources Liaisons, in coordination with Maricopa County Central Human Resources, provide critical support in determining temporary staff eligibility to work, facilitating payroll processing, and providing mileage reimbursement to temporary staff that use their personal vehicles on official elections business.

- Eligibility to Work: Each temporary employee must provide a copy of the appropriate documentation to Human Resources to confirm their eligibility to work in the United States. Central Board Workers must also pass a standard criminal background investigation to obtain badge credentials that allow them to securely enter the MCTEC facility.
- Payroll Processing: A coordinated effort between the Elections Recruitment Staff, Elections and Recorders Human Resources Liaisons, and County Payroll allows the Elections Department to provide pay to Poll Workers in one lump sum at the completion of an election. Central Board Workers may be paid through the County's ADP system, allowing for bi-weekly pay for longer-term employment.
- Mileage Reimbursement: Department staff work directly with temporary employees that utilize personal vehicles for official elections business, tracking and documenting mileage in compliance

with Maricopa County General Travel Policy A2313. Mileage Reimbursement forms are submitted to County payroll for processing of reimbursements to temporary employees.

4.7 – Deliverables and Performance Metrics

Staffing deliverables provide Performance Data that will shape future models. These include:

- Weekly tabulation of metrics related to hire-by-source. The Elections Department has leveraged support from County Procurement to increase our cadre of temporary staffing resources. We are currently partnering with four temporary staffing firms to provide quick-turn solutions for high-quantity/high-quality resources. We will be tracking placements by source to better understand the capabilities of these firms, and data will be shared back to Procurement leaders.
- Poll Worker rosters showing assigned role, party registration status, polling location assignment and training status
- Weekly staffing updates showing recruitment status for each phase and position
- Monthly performance data analytic reports will utilize dashboard formats (red, yellow, and green shading) to identify:
 - Successful hire rates based on recruiting sources
 - Drop-Out rates based on recruiting sources
 - Areas needing additional resources or innovative measures to overcome challenges
- Surveys (temporary worker and hiring manager)
- After Action – Recruitment Lessons Learned report

4.8 – Staffing Schedule

General Election Staffing Schedule

Staffing Phase 1	8/24/2020 – 8/30/2020
Staffing Phase 2	8/31/2020 – 9/13/2020
Staffing Phase 3	9/14/2020 – 9/27/2020
Staffing Phase 4	9/28/2020 – 10/4/2020
Staffing Phase 5	10/5/2020 – 10/11/2020
Staffing Phase 6	10/12/2020 – 10/18/2020
Staffing Phase 7	10/19/2020 – 10/23/2020
Staffing Phase 8	10/20/2020 – 11/2/2020
Temporary Worker Survey Distributed	11/30/2020
Hiring Manager Survey Distributed	11/30/2020
After Action - Recruitment Lessons Learned Meeting	11/16/2020

5.0 – Training Plan

The Elections Department’s training plan for the General Election establishes the framework for ensuring temporary staff (e.g., Poll Workers, Troubleshooters) are trained to perform their assigned roles and responsibilities to serve Maricopa County voters. Training is an essential element to ensuring elections are conducted with integrity, efficiency, reliability, and in accordance with federal and state laws.

The scope of the Training Plan describes the Elections Department’s approach to providing specialized training for the temporary workers that will support the General Election:

- Approximately 1,700 Poll Workers will staff approximately 170 polling locations to serve as Inspectors, Judges, Marshals, Voter Registration Clerks, and Clerks
- 55 Troubleshooters will receive training from both the Poll Worker curriculum as well as curriculum identified by the Vote Center Manager focusing on more complex issues related to Elections equipment

5.1 – Training Approach & Strategy

Pursuant to A.R.S. § 16-532, the Elections Department “shall conduct a class for the instruction of inspectors and judges...in their duties, which shall include instruction in the voting system to be used and the election laws applicable to such election. Each election board member receiving instructions and properly qualified shall receive a certificate of qualification. Only inspectors and judges of the election board who have received the required instruction class shall serve at any election...Other members of the election board may be trained at the same time.”

The Elections Department’s training plan for the General Election considers adjustments necessary to provide appropriate training during the COVID-19 pandemic and specifies the following objectives:

- Establish a training curriculum that limits exposure to COVID-19.
 - Redesign training curriculum to deliver 80% of training online via the County’s Learning Management System, TheHUB.
 - Limit in-person training sessions to no more than 10 participants and two Trainers.
 - Focus in-person training sessions on setup, use, and breakdown of Election equipment and sanitary procedures, thereby reducing the amount of in-person contact required of Poll Workers for optimum learning.
 - Develop an online skills assessment in tandem with online training modules to ensure Poll Workers are ready to perform the tasks required of them by Arizona State Statute, the Secretary of State Elections Manual, and Department policies and procedures.
- Develop informative, consistent, and accessible training sessions in order to ensure temporary workers have the information they need to perform their roles successfully and ample opportunities to attend training. This includes offering training sessions in Central Phoenix and surrounding communities in the East, North and West Valley.
- Train Poll Workers to maintain strict cleanliness standards to limit the spread of COVID-19 during Elections, deliver in-person training sessions utilizing required PPE designated as a condition of

employment under the guidance of the Maricopa County Public Health Department and following CDC guidelines, and deliberately enforce these guidelines during training to ensure the safety of Poll Workers and Training Staff during in-person training sessions.

- Collect and analyze Poll Worker satisfaction data to measure and build relationships with temporary workers and develop reliable talent pipelines and job fitting strategies.

5.2 – Training Methodology

Temporary workers play a critical role in helping the Elections Department meet the resource needs required to conduct an election. We are dedicated to providing staff with the knowledge and skills to overcome the challenges they may experience while working at a voting location. We have a team of trainers and subject matter experts that will provide the temporary workforce with appropriate training to prepare them for their assignments. Factors that will be addressed include varied learning styles, statutory training requirements, and the high numbers of temporary staff that need training in a short period of time. Specific methodologies and curriculum are described in further detail below.

5.2.1 – Poll Worker Training

Voters expect the Elections Department to conduct elections with integrity and efficiency, but they also expect to receive a high-level of customer service. If voting in-person, a voter’s experience is directly correlated with the level of expertise and customer service exhibited by the Poll Workers staffing our polling locations. For the General Election, the Elections Department will hire and train approximately 1,700 staff to work at approximately 170 Vote Centers.

Successfully manning a Polling Location requires a difficult mix of soft skills, like customer service and de-escalation techniques, as well as technical, analysis, and problem-solving skills. Elections Department Trainers must find unique ways to impart these skills in a format that is both interesting and time efficient. Arizona State Statute requires specific Poll Workers to take training every time they serve, leading to a large number of Poll Workers returning again and again to attend training. For these learners, we must hit required training marks as well as education on changes in laws and practice. The Elections Department also hires Poll Workers that are new to serving, and for these learners, capacity is the challenge. Trainers must identify the most important areas of learning before each Election, and provide as many high-quality resources and job aids as possible that can be accessed up to and include Election Day.

In an effort to continually improve the learning experience and increase knowledge retention, the Training Team will require all Poll Workers to complete an interactive, web-based, role specific curriculum featuring multiple sessions of study. Returning Poll Workers that just served in the August Primary Election will likely take the entirety of their learning via web-based portal. Exceptions include those that served as Clerks in the Primary, but hired into a new role for the General Election. Those that did not serve in the August Primary, and have been hired into the role of Inspector, Judge, Marshal, or Voter Registration Clerk, will receive hands-on training in a training space that models the Polling Location experience in addition to their online learning. Those serving as Clerks in the General Election, whether they served in the August Primary or not, will take the entirety of their training online.

Each Poll Worker will complete an online assessment at the conclusion of their web-based learning to ensure they are capable of meeting their responsibilities as a Poll Worker. A score of 80% or better will be required for each Poll Worker to be fully hired for Day 1 of service. We will offer Poll Workers multiple opportunities to retake the web-based training and assessment to obtain a passing score.

We anticipate Poll Workers will spend approximately four hours in learning sessions, either online or in tandem with in-person instruction, and strict attendance data will be kept to ensure all Poll Workers have completed the required training. Those receiving in-person instruction will have the opportunity to attend a session in one of five locations around the Valley, with no more than 10 attendees in each session. The table below shows the Poll Worker positions receiving hands-on instruction and number of training sessions offered.

Poll Worker Role	Approximate Number of Workers	Estimated Start Date	In-Person Training Dates
Inspector	6	E-27 (10/7)	9/22 – 10/6; 50 sessions available
Inspector	50	E-13 (10/21)	9/22 – 10/19; 104 sessions available
Inspector	40	E-7 (10/28)	9/28 – 10/27; 125 sessions available
Inspector	74	E-1 (11/2)	10/2 – 10/30; 127 sessions available
Judge	12	E-27 (10/7)	9/22 – 10/6; 50 sessions available
Judge	100	E-13 (10/21)	9/22 – 10/19; 104 sessions available
Judge	80	E-7 (10/28)	9/28 – 10/27; 125 sessions available
Judge	148	E-1 (11/2)	10/2 – 10/30; 127 sessions available
Marshal	6	E-27 (10/7)	9/22 – 10/6; 50 sessions available
Marshal	50	E-13 (10/21)	9/22 – 10/19; 104 sessions available
Marshal	40	E-7 (10/28)	9/28 – 10/27; 125 sessions available
Marshal	74	E-1 (11/2)	10/2 – 10/30; 127 sessions available
Voter Registration Clerk	6	E-27 (10/7)	9/22 – 10/6; 50 sessions available
Voter Registration Clerk	50	E-13 (10/21)	9/22 – 10/19; 104 sessions available
Voter Registration Clerk	40	E-7 (10/28)	9/28 – 10/27; 125 sessions available
Voter Registration Clerk	74	E-1 (11/2)	10/2 – 10/30; 127 sessions available
	850		155 sessions available

Given the need for social distancing, the Elections Department’s Early Voting teams will be spreading out throughout the building, allowing those temporary employees enough safe space to work. Spaces usually dedicated for training will be needed for our Early Voting teams. This has opened up a unique opportunity for the Training Team to deliver most of its in-person instruction in retail spaces acquired for use as polling locations. Many of our learners will have the opportunity to train and practice using Elections equipment in a facility that has been outfitted as a Vote Center. When these spaces convert over to active voting locations on October 21st, the Training Team will hold the rest of its in-person sessions at spaces provided by the Maricopa County Flood Control District (FCD) and the Maricopa County Sheriff’s Office (MCSO).

These spaces will also be outfitted as “sandbox” polling locations. We are excited to offer this immersive learning environment as part of the training strategy for the General Election.

Poll Workers will be expected to demonstrate job readiness by passing specific course assessments delivered by the training team prior to their first day at the polls. A high-level summary of training topics covered in the General Election curriculum follows:

- **Review of Election Laws and Procedures** including standard voting procedures, updates to election laws and procedures, and issuance of ballot types/styles
- **Election Specific Training** including an understanding of the contests on a General Election ballot and critical dates associated with registration, Early voting, mail-in balloting, Emergency Voting, and Election Day
- **Training on Opening and Closing Duties** including voting location hours of operation, Poll Worker hours, clocking in and out for duty, verifying duties to be performed, equipment setup and closing, furniture arrangement, inventory of supplies, signage placement, preparation of official and unofficial envelope contents, and Election Night Drop Off Procedures
- **Role-Specific Training** (see Appendix A, page 50)
- Review and hands-on training setting up, using, and breaking down **Polling Equipment** including BOD, Accessible Voting Device, Tabulator, SiteBook, and Voting Booths
- **Customer Service Training** including accessible/curbside voting procedures, assisting differently-abled voters, and teamwork strategies
- **Voter Check-In** including required ID training and use of the Sitebook to update a voter’s name and address
- **Safety and Sanitation Procedures** including standards of cleanliness, use of PPE, Poll Worker and voting location safety, and situational awareness techniques. This includes the use of the Emergency Power Outage and MoFi Disconnection Procedures
- **Troubleshooting** including when and how to implement wait-time reduction, contacting a Troubleshooter for technical support, and basic equipment support
- **Supplemental Training for Inspectors and Judges** including “how to” strategies for conducting a pre-election meeting with Poll Workers, ensuring political party representation among Poll Workers, gaining building access and developing relationships with building stewards, monitoring envelope drop boxes, the provisional ballot process, spoiling ballots, and transmitting results and/or delivery of voted ballots and Tabulator Memory (SD) Cards
- **Supplemental Training for Clerks and Marshals** including using Sitebooks to report wait-times
- **Supplemental Training for Voter Registration Clerks** including training designed by the Maricopa County Recorder
- **Supplemental Training for Bi-Lingual Poll Workers** starts with verifying Spanish language proficiency and includes preparation materials in English and in Spanish to assist bilingual Poll Workers in using elections-specific verbiage and terminology when assisting Spanish-speaking voters
- **Emergency Voting Training** including the awareness of voter affirmations using a customized affidavit envelope
- **Supplemental Micro-Learning for All Poll Workers** focused on the Ballot Tabulation process to provide Poll Workers with a better understanding of their role in closing out on Election Night and the importance of returning all results and ballots to the designated Receiving Site

Specific role-based training topics by role and type of voting location are included in Appendix (A).

6.0 – Facilities and Logistics Plan

The Elections Department’s Facilities and Logistics plan for the November General Election establishes the framework for ensuring that Maricopa County voters have a safe, reliable, and accessible in-person voting option for Early Voting, Emergency Voting and on Election Day.

The Facilities and Logistics plan describes our approach to providing adequate facilities and efficient logistics support for the 2020 November General election. The Elections Department will offer in-person voting options at approximately 165 -175 geographically dispersed locations that are compliant with the Americans with Disabilities Act (ADA). We will also be providing 25 – 25 drop box only locations throughout the County. The Logistics and Warehouse teams support Early Voting, Emergency Voting, and Election Day operations and their objectives are to provide the following activities:

- Ensuring that an estimated 180 full time and temporary logistics (e.g., facility relations, ballot couriers, hotline call center, and troubleshooters) and warehouse (e.g., drivers, inventory specialists, and warehouse) staff are hired, trained and proficient on all assigned tasks and functions in preparation for the General Election.
- Acquiring, inspecting, setting up, and supporting Vote Centers.
- Preparing, packaging, securing, delivering, and recovering sufficient and fully functional supplies, Personal Protective Equipment (PPE), voting materials, equipment, and technology to ensure voting locations are prepared to serve voters.

6.1 – Facilities Management Approach and Strategy

The facilities management planning cycle starts approximately 160 days before the election and includes regular communication with facilities owners and administrators to keep them apprised of available dates and facility conditions. To help ease the voting experience, we attempt to use the same voting locations from election to election. However, due to constraints (e.g., facility availability, construction, inspection compliance, and specific election requirements) we cannot always adhere to this approach.

As described in the *Voter Turnout and Wait-Time Reduction Plans* (Section 2.0, page 9), we determined that between 165-175 Vote Centers are needed for the 2020 November General Election. A final list will be published at [Locations.Maricopa.Vote](https://www.maricopa.gov/locations) approximately 40 days before the election. Tasks related to managing facilities include:

- Establishing the layout and flow for each type of voting location (see section 6.1.1)
- Ensuring that each layout is compliant with physical distancing guidelines established in partnership with the County Department of Public Health and recommended by the CDC
- Performing inspections and ensuring locations comply with the Americans with Disabilities Act (see section 6.1.2)
- Transitioning from early voting and emergency voting to election day (see section 6.1.3)
- Acquiring and contracting with voting facilities (see section 6.1.4)
- Setting up facilities and supporting ongoing operations (see section 6.2)

6.1.1 Election Day Voting Locations

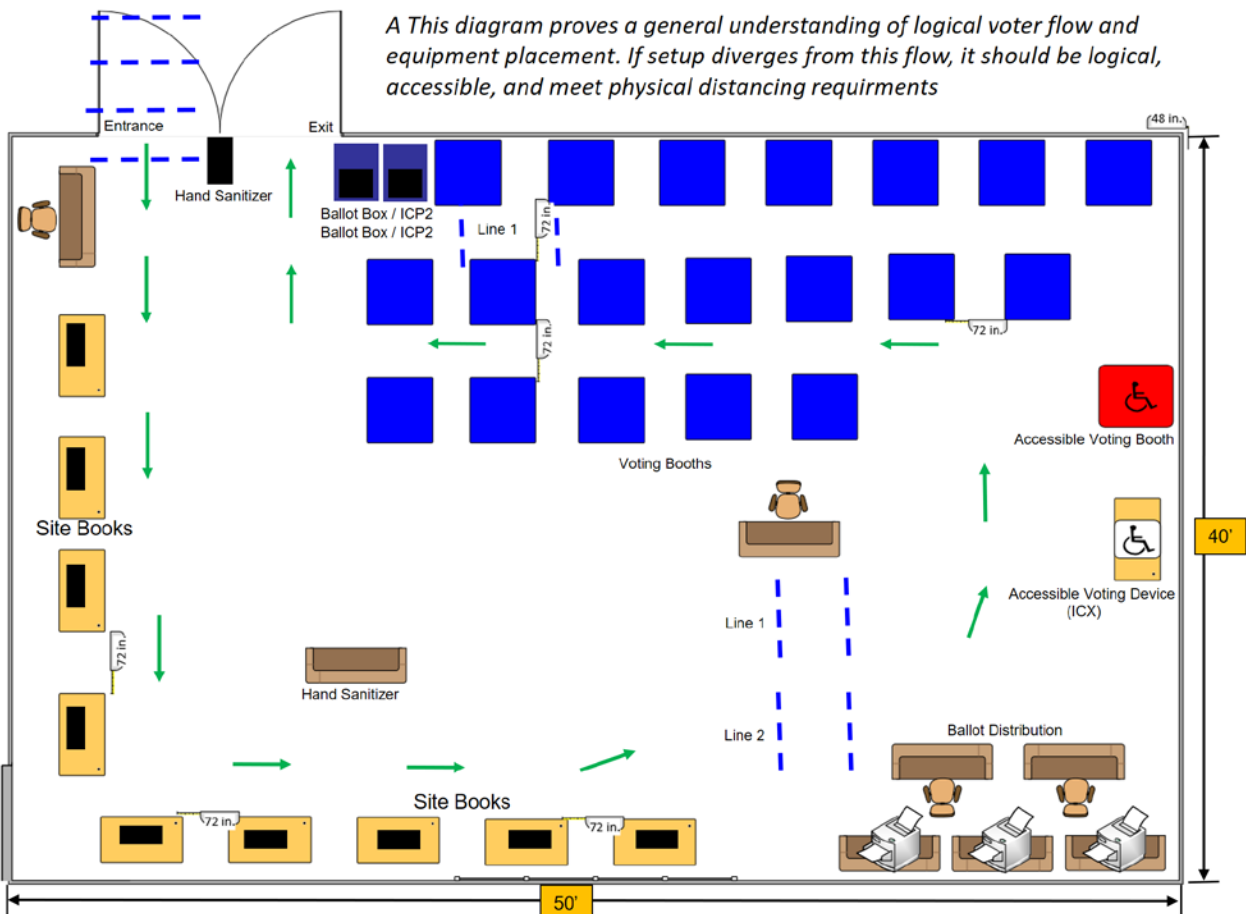
Voting Location and Setup

For the November General election, in person voters will have the option to vote from any one of 165-175 geographically dispersed Vote Centers. All Election Day sites will be open from 6 a.m. to 7 p.m. in accordance with statutory guidance established in Title 16 of the Arizona Revised Statutes.

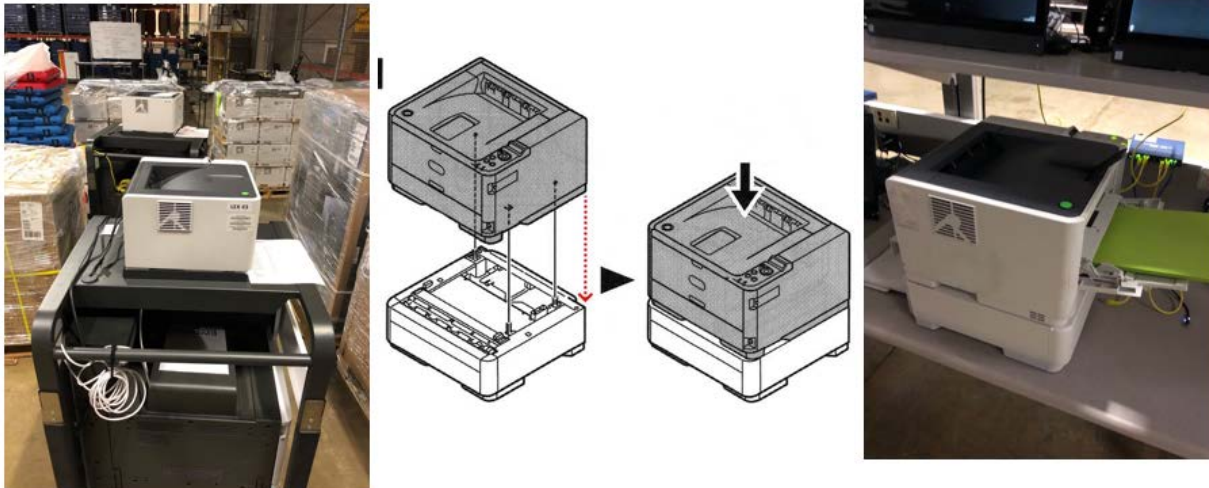
The November General Election Vote Center will comply with safety protocols established in partnership with the County Public Health Department to align with Center for Disease Control guidelines. All voter check-in stations and voting booths will physically distanced from one another and floor markings will assist in person voters with maintaining the appropriate physical distancing requirements.

The new all Vote Center model will default to a nine check-in station layout with the built in redundancy of three ballot on demand printers and 25 voting booths. The flow of the Vote Centers will be established in a manner that reduces unnecessary foot traffic and keeps voter flow fluid. Distancing markers will be placed at potential bottleneck areas and closely monitored by on site Poll Workers to avoid flow disruption. If safe and practical, this Vote Center layout may be scaled up for much larger venues. In these situations, a 12 check in station and 25 voting booth layout or 15 check-in station 30 voting booth model will be used. The layout diagrams below are to be used as our default layout and will provide a general understanding of voter flow and equipment placement. Not all locations will have this layout, but setup teams are trained to standardize setup to establish safe and efficient polling locations.

Vote Center 9 Site Book / 3 Printer / 20 Voting Booth Layout



The new all Vote Center model will provide Maricopa County voters the ability to vote outside their designated precinct by using Ballot-On-Demand (BOD) and Site Book technology. In order to efficiently expand this capability from 40 Vote Centers to 160 – 170 Vote Centers, we modified our existing fleet of envelope printers into high capacity ballot printers. This is accomplished through a firmware update to the printers and the addition of a driving laptop to manage the job load. An added high capacity feeder (as pictured below) and scalable extender will hold the 19" x 8 ½" ballots that would normally not fit in the small manufacturer provided paper feeder. A comprehensive stress test was completed to thoroughly understand capacity and identify best courses of action should an issue occur while deployed in the field.



6.1.2 Facility Inspections and Accessible Voting

To verify that facilities will meet our needs, we perform inspections to substantiate hours of operation, indoor space, floor plans, wireless connectivity, line management needs, and parking needs. We also evaluate the facility to ensure voters with a disability are able to vote in-person or curbside if they choose. To confirm usability and voter accessibility we review the following during our on-site inspections:

- Voter entrance
- Obstacles
- Confirmation of minimum square footage, parking and lighting
- Ability to setup certified accessible voting device
- Availability for curbside voting
- Drop-off or loading area with a level access side
- Exterior and interior pedestrian routes that voters use to get to check-in and voting areas

In some instances, we are able to provide temporary installation of ramps or signage to create an ADA-compliant site. If non-compliance issues are reported after our inspection, a new on-site assessment is conducted, issues are worked on-site with the administrator, and the accessibility evaluation is updated.

Additional accessible voting options such as special election boards that visit nursing homes are described in further detail in the Early Voting Plan. The Elections Department complies with the following Federal and State laws in order to serve voters with disabilities:

- 52 U.S.C. § 20101 Voting Accessibility for the Elderly and Handicapped Act of 1984
- 52 U.S.C.A. § 21081(a)(3) HAVA – Disability Rights
- 42 U.S.C. § 12101(a)(3); 42 U.S.C. § 12131 et seq. The Americans with Disabilities Act of 1990
- A.R.S. § 16-581

6.1.3 Transition between Election Phases

A smooth and seamless transition between Early Voting, Emergency Voting, and Election Day with minimal problems can only be achieved through close communication and complete collaboration with Department staff and the Recorder’s Office. To minimize voter confusion and duplication of efforts, the Elections Department will use the same Vote Center facilities and equipment for Election Day as used during the Emergency Voting and Early Voting phases.

6.1.4 Facilities Acquisition & Timeline

We place an emphasis on enhancing relationships with facility administrators and staff to build a reliable inventory of ready-to-use facilities. Most facilities provide the Elections Department with their facility for free or for a nominal charge. To manage facilities, we adopt a framework of communication, customization and continuous monitoring.

- **Communication:** We reach out to facility administrators about 160 days prior to an election and attempt to quickly resolve delivery, setup, and other modification requests within 24-48 hours.
- **Customization:** We work with facility administrators to customize voter flow, lines, seating and operational space to ensure voters and staff have ample movement in and around the facility.
- **Monitoring:** We provide responsive support from 160 days before the election through equipment recovery on/or about one week after the election.

A timeline of key steps involved prior to the election in the acquisition of our polling locations is included below:

- **160 days:** The Elections Department completes a joint review with the Recorder’s Geographic Information System (GIS) team to determine that facility locations are compliant with consolidated precinct boundaries and will be geographically dispersed to meet voter turnout.
- **150 days:** Early communication with facilities determines accessibility, compliance, and availability for the duration of voting requirements. A “Save the Date” message is sent to facility administrators to query polling place and Vote Center participation in all 2020 elections.
- **150-60 days:** The Elections Department signs Facility Use Agreements with General Election Vote Centers, which include dates of service and confirmation signatures. Facility technicians monitor for changes in dates, times, venue, and ensuring positive relationships with facility owners and managers.
- **60-21 days:** Final confirmations are made with all facilities to determine if there have been any changes in dates, times, and/or venue. Once all confirmations are made, the Elections Department will post the locations on our website, Locations.Maricopa.Vote.

During the complete election cycle, we conduct continuous monitoring of interactions with facilities. Department staff work to resolve issues. At the end of the election cycle, lessons learned are captured during the After Action Review and recorded for future use.

6.1.5 Drop Box Only Locations

The Election Department will also be opening 25 – 35 secure drop box only locations where voters can drop their early ballot off without having to visit a vote center or their local mail-box. As many as 5 – 10 of these locations will be drive through drop boxes staffed with poll workers. These drive through locations will allow voters to deliver their early ballot directly us without having to leave their vehicle. The drive through locations will be open on Saturday October 24, 2020 and again Saturday October 31, 2020 – Tuesday November 3, 2020.

6.2 – Voting Equipment Delivery & Logistics

Vote Center equipment delivery and set up begins up to 36 days prior to the election. Set up teams will be comprised of laborers, drivers, t-techs, auditors and troubleshooters. Drivers will deliver the equipment and supplies and perform initial set up of Vote Center support equipment. The tech crew follows behind to perform the technical set up and ensure the location is ready for voters. Finally, a troubleshooter will close the loop with a quality control check of critical systems such as the Site Books and accessible voting devices.

Set ups are scheduled as early in the day as possible in order to address any problems that may arise and set up crews are also encouraged to get ahead of the schedule as feasible. Set up crews confirm set up completion with Vote Center manager and provide a second set of onsite test prints that further confirm BOD functionality on site. A makeup date is injected into the planning calendar in the event that a failed set up occurs.

6.2.1 – Equipment and Supply Buildout

The Elections Department began organizing Vote Center equipment packages in mid- August 2020. Vote Center preparation starts with Site book updates, BOD printer checks and services which include performance testing, printer settings checks and ballot file uploads. BOD test prints will confirm functionality and as discussed, will be provided to executive leadership. Green bags include all of the critical technology peripherals needed to enable site book and BOD connectivity and communication, they are assembled jointly by IT staff and warehouse personnel. The accessible voting device and precinct based tabulators are programmed and tested by Ballot Tabulation Center staff and then carefully packed and configured for transport by warehouse personnel. Next steps involve the non-technical preparation aspects and start with the consumable stock needed at each Vote Center such as blank ballot shells, envelopes, blank paper for receipts and the heavier weighted 8 ½” x 11” paper for the accessible voting device. Cleaning kits are also assembled which include all of the necessary PPE and cleaning supplies required to operate and maintain a safe and healthy environment for poll workers and voters. Temporary staff enter the work flow at this point and assume the responsibility for packaging and preparing the general supply carts, voting booths, all barricades, curbside signage, black box, tables and all of the stationary supplies such as sharpie ballot marking pens. They follow the same equipment checklist used by permanent staff.

6.2.2 – Election Day Facility and Operational Support

Hotline and Troubleshooters

Hotline and troubleshooter temporary staff support critical functions as subject matter experts; they are hired from a specialized pool of people with previous elections experience. They are already familiar with the Election Reporting System (ERS) and understand the urgent need for quickly responding to problems that arise.

Troubleshooters are issued kits with extra supplies and a troubleshooter manual for reference during their shift. Troubleshooters act in a semi-supervisory capacity in their management of up to five Vote Centers and are looked to for procedural guidance and some technical support as the first line of problem resolution.

Troubleshooters are involved in every step of the process especially during site set up. They are usually the first layer of resolution in any problem solving at a Vote Center and serve as a bridge between the Poll Workers and the support staff.

Hotline staff are provided a detailed reference manual and a desktop application that replicates the SiteBook check-in system user interface so that they can navigate Poll Workers through difficult scenarios. Hotline staff are the primary operators of the ERS and are responsible for categorical reporting of technical issues, administration issues, supply issues, voter registration, procedural issues and other general problems that are beyond the capability of a Poll Worker to resolve.

Supply Depots

The supply depot strategy for the General Election includes the use of county acquired rental facilities that are geographically dispersed throughout Maricopa County. Five supply depots will be established in regions that have had historically high in person voter turnouts. Since the depots will be under the direct control of elections department staff, the availability is unlimited in order to best serve replenishment needs as they arise. Pre-positioning of key equipment and supplies at distant and highly accessible and secure locations will greatly enhance our ability to get replacements out quickly and further reduce risk.

Supply depots are stocked during the same delivery window as the Vote Centers as the intent is to test their functionality and use during the early voting period. Key supplies include frequently used consumables such as blank ballot shells, envelopes, and cleaning and safety supplies to respond to COVID-19 health concerns. Other critical equipment includes extra site books, precinct based tabulators and printers as well as all critical support peripherals such as wireless devices, cabling and power cords. We determine inventory stock rates at each depot by population density, projected turnout rates and prior in person voting patterns.

6.2.3 – Election Equipment Recovery

The Elections Department plans to pick up all additional election equipment between November 04 and November 10. The pickup schedule is designed to accommodate facilities with specific requirements for immediate equipment removal. Every attempt is made to collect equipment and materials from every facility as timely and safely as possible, with a return of all facility rooms and furniture to their original state. First priority after safety is accountability of all equipment with the highest priority assigned to capital assets which will receive color-coded asset tags. Secondary priority is the immediate identification of deficiencies or damages that may have occurred during the election cycle. Finally, all equipment will be cleaned, recorded virtually in the warehouse management system and re-stowed according to assignment.

Printers, laptops, voting equipment and other passive electronic components will be scheduled for post-election servicing in accordance with original equipment manufacturer guidance.

To increase safety, returned equipment will be segregated from the general population and stored “as is” for two days before being unbundled, inspected, cleaned and re-stowed. Each aisle at the rear of the warehouse will be pre-designated by day for storage until the two days have passed. Temporary workers will wear gloves as they are supervised for the un-bundle of all equipment. After inspection and cleaning has been completed the warehouse team will work in conjunction with the Records IT team to initiate repairs and conduct annual maintenance.

6.3 – Logistics and Warehouse Management Training and Continuous Improvement

In most cases, the Elections Department will cross-train temporary staff in two or more functional areas. This reduces operational constraints and builds confidence in the team as well as with polling place and Vote Center staff.

Delivery drivers will receive formal training from Risk Management on the principles of safe truck operations on September 28 and October 12. The training will conclude with a practical backing exercise to check driver competency prior to scheduled deliveries. In house training will include equipment scanning procedures, equipment package building and equipment loading/tie-down procedures. Ballot couriers will also attend the classroom portion of safe truck operations.

We successfully launched a new ballot on demand printer during the August Primary Election and we captured many lessons learned. We plan to incorporate these lessons learned into an additional training period that includes extensive hands on training with onsite iterative training sessions. The training is scheduled to begin during the first week of September and will include two to four weeks of training at actual Vote Centers, we plan to produce subject matter experts by exposing temporary support staff to a variety of vignette style scenarios. The first temp cohort is scheduled to start on September 1 and would be asked to support the training of the next temp cohort starting on September 28. This method worked very well during the preparation for the August Primary Election.

During the Early Voting period, hotline staff, troubleshooters, and available county employees supporting the August Primary, will be invited to a one-day refresher training and synchronization meeting. This training will focus on the ERS and will use a series of vignettes designed to provoke discussion on potential technical, procedural, and operational challenges that are common at Vote Centers. External support such as Runbeck Election Services will be invited to this training as well, mostly to synchronize operationally, but also to provide high level technical instruction as appropriate.

6.4 – Logistics and Facility Key Performance Indicators

We will measure our performance through the following Key Performance Indicators:

1. **Election Site Resourcing:** Measures the level of resourcing provided to election sites, this indicator allows us to track and measure equipment package defects, the most important function of the warehouse and logistics team.
2. **Percentage of on time deliveries:** Department standard is to deliver all assigned election equipment and supplies to an election site 18 hours prior to Setup Day. .
3. **Uniformity at sites:** The Elections Department uses the same standard for accuracy at all election sites. This will be determined and tracked through a 10% internal inspection/audit.
4. **Property Accountability:** Refers to a measure of a) missing equipment, b) tracking of equipment, and c) documentation, and includes verification of a paper trail that follows the equipment's journey from pallet rack to staging area to dock door to truck to election site and back

Response Time: Measures our response time to solve facility problems beyond the scope/capability of a Troubleshooter.

7.0 – Tabulation Equipment and Counting Plan

The Elections Department’s Tabulation plan for the November 2020 General Election outlines how we will process and count ballots. The factors related to successfully and accurately tabulate votes include:

- Verifying that the amount of tabulation equipment is sufficient to accommodate forecasted turnout
- Using equipment that meets certification and testing requirements
- Implementing physical and cyber security measures
- Securely storing original ballots and creating audit trails
- Hiring bi-partisan central boards to assist with hand count audits, adjudication, and other tabulation activities

7.1 – Tabulation Approach and Strategy

State statute allows five business days for the processing of provisional ballots and curing of inconsistent signatures on early ballots (A.R.S. 16-550 and 16-584D). Our goal is to have 99% of all valid ballots counted and reported by the end of the cure period (November 10, 2020 at 5pm). To assist with meeting this timeline, the Board approved the lease of a new tabulation system, Dominion Democracy 5.5-B Suite to replace the prior tabulation system purchased in 1996. The new system will improve the tabulation process by ensuring the handling of ballots and counting of votes cast are completed with the maximum efficiency, security, transparency, integrity, and oversight.

7.1.1 – Efficiency

For the 2020 November General Election, votes will be counted by precinct based tabulators (ICP2) if voting in-person on Election Day, or by central count tabulators (High Speed or Cannon G1130) if voting by mail, a provisional ballot, at an Early Vote Center, or at an Emergency Vote Center.

Precinct Based Tabulation

Precinct based tabulation occurs on Election Day as voters insert their ballot into a tabulator at their polling location. The Elections Department posts these results after 8 p.m. on Election Day as the equipment is returned from each of the 100 Vote Centers.

Central Count Based Tabulation

Our new central count tabulators are capable of scanning and counting ballots much quicker than our old equipment. After 20 years of expertise on our old equipment, best-case scenarios yielded processing speeds of 3,000 - 5,000 ballots per hour/per machine. However, due to bandwidth and memory limitations, the old equipment could only be used for approximately six hours per day.

After a series of stress tests performed in the Fall of 2019 and experience from the March 2020 Presidential Preference Election and August 2020 Primary Election, the new equipment is capable of processing up to 6,000 - 8,000 ballots per hour/per machine using batch processing as required by statute and the SOS Procedures Manual (see A.R.S. [16-602.F](#)).

Based on the turnout forecast completed in Section 2.0 (page 8), we anticipate total voter turnout to be between 1,800,000 and 2,000,000, with approximately 200,000 - 300,000 eligible voters casting their ballot at a Vote Center on Election Day and using a precinct based tabulator to count their ballot. Using a

conservative estimate that 1,800,000 valid early ballots that will be counted using the central count tabulators, we can make staffing projections and estimate time needed to count ballots.

For the November 2020 General Election, we will use four high-speed scanners and five additional central count tabulators. Using a single nine-hour-shift (seven and half tabulation hours), we will have a daily capacity to count approximately 215,000 ballots per-day. These amounts indicate that it will require us 8.2 days to count ballots. State statute allows us to start tabulating early ballots 14 days in advance of the election. However, we typically do not receive all ballots at once, and voters tend to return closer to Election Day.

In the 2018 General Election, we received approximately 180,000 (15% of the total 1.2 million early ballots) ballots (“late earlyies”) by mail the day before the election or early ballots dropped off at the polls. If we conservatively assume that 20% of early ballots will be “late earlyies,” we will need to count approximately 360,000 - 400,000 ballots after Election Day. Early ballot processing (e.g., sorting, signature verification, removing from the envelope) can take 3 -5 days to process 400,000 ballots. Given the processing capacity of 90,000 – 110,000 ballots per-day, coupled with the tabulation capacity of 215,000 ballots per day, we estimate to have counted 99% of all ballots within five business days after the Election. Since the new equipment is not limited in memory and bandwidth, we can implement separate shifts if turnout exceeds expectations or to decrease the number of days needed for counting.

Adjudication and Duplication Process

When early ballots are damaged, defective, or when voter’s intent is clearly indicated, but can’t be determined by the tabulation system, we will electronically duplicate and adjudicate the ballot and then use a bi-partisan adjudication board overseen by an inspector to decide if voter intent can be determined. Each board will be comprised of at least two members who are registered voters of different political parties.

We conservatively estimate that the percent of ballots requiring adjudication will range between 2-4%. Based on turnout forecasts, this would create a range of 36,000 – 72,000 ballots. The percent of ballot processed after Election Day that would need to be adjudicated could range between 12,000 – 16,000. Considering the length of the ballot, we would need to hire approximately 20 adjudication boards (40 party representatives) to finish adjudicating the pose election day ballots within five business days after Election Day.

7.1.2 – Security, Integrity, Transparency, and Oversight

There are many components to maintaining security, integrity, transparency, and oversight over the tabulation process and equipment. They include system testing (e.g., certification, logic and accuracy testing), physical security, cyber security, using paper ballots, performing audits, hiring bi-partisan central boards, and other checks and balances. Some of these items are described in further detail below.

Certification and Accuracy Testing

As required by state statute, the Dominion Voting System we will use for the 2020 November General election is certified by the Federal U. S. Election Assistance Commission, the State’s Equipment Certification Advisory Committee, and the Secretary of State. (see [A.R.S. §16-442](#)). The certification process included using a hash code check or “fingerprint” taken of the software that is stored offsite at a federal agency. Through a series of logic and accuracy tests, this hash code is re-checked before and after the election to verify the program has not been altered or edited.

The logic and accuracy test is intended to confirm that votes are attributed to the correct candidates and ballot measures in the election management system (EMS), and that each candidate and ballot measure receives the accurate number of votes.

The Elections Department's Election Day and Early Voting Directors are responsible for performing the logic and accuracy test on all voting equipment prior to each election. The conduct of the test is overseen by inspectors (of different political parties) and is open to observation by representatives of the political parties, candidates, the press, and the public. Since this election involves a federal office, the Secretary of State is also responsible for conducting an additional logic and accuracy test on selected voting equipment. (see [A.R.S. § 16-449](#)).

Physical and Cyber security

The Elections Department maintains a series of strong physical and network security controls. Security protocols prevent us from describing these control measures in further detail.

Paper Ballots and Hand Count Audits

The Elections Department retains the original paper ballot until the election is officially canvassed, after which time ballots from the General Election are stored according to record retention requirements. The new tabulators also scan and store a digital copy of every ballot with a digital audit mark that is affixed detailing how the ballot was counted. Since the new equipment creates a digital image of the ballot, the Elections Department immediately secures and stores the actual original paper ballots by batch after tabulation. We store the ballots in batches of 200 or less, which allows us to quickly locate the physical ballots if there is a need to compare them with the digital copy.

We validate the accuracy of the tabulation system through a random Hand Count Audit done on 1% of early ballots and 2% of the polling place ballots. This manual hand count will be completed by appointees of each of the political parties and not performed by our office or staff. The Hand Count Audit is performed by three member boards of differing political parties (for checks and balances) on ballots randomly selected by the political party observers. The boards compare their hand count results to the amounts counted by the tabulations machines. Board members may not bring any electronic devices or pens into the hand count room.

Bi-Partisan Boards and Observers

The Central Counting Place will be staffed by tabulation technicians, Dominion representatives (our ballot tabulation vendor), bi-partisan Central Boards (e.g., snag, duplication, write-in tally, audit), and political party observers. The Elections Department's Directors appoint the Central Boards, which are comprised of two members of different political parties, and are trained on their duties before assuming their positions. The Elections Departments recruiting efforts include requesting each party provide lists of nominees the Directors will consider for appointment to a Central Board.

All persons taking part in the actual processing and counting of ballots, including our staff members, will be appointed in writing and take an oath office that they will faithfully and impartially perform their duties. Any person who has not been appointed in writing or taken the oath shall, under no circumstances, be permitted to touch any ballot, computer, or counting device used in processing ballots.

7.2 – Reporting Results and Canvass

The Election Day & Early Voting Director share responsibility for promptly transmitting election results to the Secretary of State, prior to or immediately after making those results public. On Election Day, results will be transmitted at 8 p.m. as the Elections Department transmit results once a day as it tabulates additional results prior to the county canvass.

The Elections Department will submit the Canvass to the Board for approval and will include the following information ([A.R.S. § 16-646\(A\)](#)):

1. A Statement of Votes Cast, which includes:
 - a. The number of ballots cast in each Precinct in the county;
 - b. The number of ballots rejected in each Precinct in the county;
 - c. The title of the offices up for election and the names of the persons (along with the party designation) running to fill those offices;
 - d. The number of votes for each candidate by Precinct in the county;
2. A cumulative Official Final Report, which includes:
 - a. The total number of Congressional Districts;
 - b. The total number of ballots cast;
 - c. The total number of registered voters eligible for the election;
 - d. The number of votes for each candidate by congressional district

7.3 – Tabulation Timeline

NOVEMBER 2020 GENERAL ELECTION KEY DATES

Date	Description (Statue Reference)
October 4, 2020	Publish Logic and Accuracy Test Notice (at least 48 hours before test date)
October 6, 2020	Complete Logic and Accuracy Test
October 20, 2020	Start of Tabulation (14 days prior to the election)
November 3, 2020	Initial Results Reporting at 8 p.m. (processed early ballots)
November 5-14, 2020	As needed, daily updates will be reported at 7 p.m.
November 4, 2020	Hand Count Audit Draw
November 23, 2020	Deadline for Board Approval of Canvass (A.R.S. § 16-642(A))

8.0 – Risk Management and Contingency Plan

The Elections Department’s Risk Management and Contingency Plan for the November 2020 General Election establishes the procedures that will be followed in the event that a polling location or the central count center becomes temporarily or permanently inoperable on Election Day due to equipment failures, a power outage, or other unforeseen disruption. The objective of the Risk Management and Contingency plan is to outline how the Elections Department will identify potential risks, develop strategies to mitigate risks, and provide for the continuity of voting and tabulation on Election Day.

8.1 – Risk Management and Contingency Planning Methodology and Approach

Risk management is a continuous, forward-looking process that is an important part of conducting an election. We perform risk management activities to identify potential risks that may adversely impact an election and develop strategies that can mitigate these risks if they occur. The Elections Department’s risk management process includes:

- Identification of key operations that would have the most significant impact if they were unavailable during the course of the election.
- Assignment of project managers (e.g., Election Directors, Assistant Directors) over key processes (e.g., communications, staffing, training, facilities acquisition, logistics) to work with stakeholders to ensure risks are actively identified, analyzed, and managed throughout the project.
- *Crisis Communication Strategy* that describes how risks will be documented and escalated. (See Section 3.36, Page 19).

Voting Locations

In the event that a single or small number of voting location(s) experiences an emergency, the Elections Communications Officer will use social media, traditional media, and other means where possible to advise voters of the emergency and the nearest Vote Center location until the emergency is resolved. Maricopa County is deploying 165 - 175 Vote Centers that any voter can use in the event that one location is unavailable.

In conjunction with local public safety authorities, an assessment will be made in order to determine the operational status of vote location(s) by the Elections Department’s Facilities Acquisition Division. If the Assistant Director for Logistics finds that the emergency will significantly or permanently close the location, a new location will be found. The Facilities Acquisition Division will oversee the posting of signs providing the information on the revised voting location. Signs will be placed as near as possible to the evacuated location(s) alerting voters of the relocated voting location, as well as the location of the nearest Vote Center location and the website address for the complete list of Vote Center locations.

The Division of Recruitment and Training will communicate this information to Inspectors, Trouble Shooters and/or other Poll Workers. The Elections Department Communications Director will communicate the new location to the public.

If the emergency is widespread and affects many voting locations, the Elections Department will work with local authorities to perform an assessment of the situation. We’ll provide timely updates as described in the *Crisis Communications Plan* (Section 3.27, page 21).

If a location loses power, the Elections Department has backup generators, supplemental lighting, and other emergency supplies that we will dispatch from the Supply Depots for quick response. The Elections Department has established additional contingencies for long-term, widespread, power outages or cellular network failures.

- Sealed Break-in Case of Emergency Kit: This includes emergency voter check-in procedures, blank paper check-in roster, transfer tickets, and transfer forms.
- ICX Accessible Voting Device: The device has an uninterrupted back-up power source. The device is loaded with all ballot styles and available to use as a vote anywhere model in case of an emergency.

Voting Supplies and Equipment

If a voting location's supplies or equipment are missing or inoperable, Poll Workers, Trouble Shooters and Observers will use hotlines to advise the Elections Department. Replacement supplies and equipment will be dispatched from one of ten Supply Depot locations across the County.

The Elections Department has addressed on-site contingencies with the use of multiple SiteBooks and BOD printers. All voting locations have at least six SiteBook check-in terminals, one accessible voting device and a ballot tabulator. Vote Centers also have two ballot-on-demand printers. In the event of other equipment malfunctions, five Supply Depots across the county contain back-up equipment, which Trouble Shooters and other technical support staff will deliver.

Central Counting Center

In the event that the MCTEC facility is inoperable on Election Day due to a centralized emergency, the Elections Department will relocate the Tabulation Center to the City of Phoenix's Election Department. This process includes delivering and securing tabulation equipment and materials. The County has arranged with Dominion to provide necessary contingent equipment.

Based on the joint agreement of both Election Director's to relocate the Tabulation Center location, Election Department employees assigned to work in election night activities will proceed to the relocation site. The Elections Department will establish a personnel check-in area to account for all assigned workers. Work assignments will be allocated based on election night responsibilities and include voting location ballot/supplies receiving, securing, unpacking, secure ballot storage, tabulation, and the reporting of unofficial elections results.

Staff assigned to early ballot signature verification will relocate to the Recorder's downtown facility to continue with that process. Early Ballot Processing, write-in and duplication boards will report to the City of Phoenix Elections Department. The Election Department Division of Recruitment & Training will communicate with all Central Board Workers to confirm their work location and any other important information. Cellular phones, two way radios, and email will be used for internal staff communications.

The Director of Election Day and Emergency Voting will notify the Secretary of State (and the chairpersons of the recognized political parties) if this tabulation contingency plan is invoked.

Poll Worker Absences and Emergencies

The Election Department Division for Recruitment & Training is responsible for ensuring that an adequate number of Poll Workers, including bilingual workers are hired and trained to work Election Day. In addition to hiring 10 - 12 Poll Workers for each voting location, we are also hiring 30 back-up inspectors should a polling location have insufficient or absent Poll Workers. The hiring of extra Poll Workers will allow us to overcome an absentee rate of 30-40%.

If a Poll Worker does not report for work, the Inspector is trained to call the Poll Worker hotline to request the Elections Department hire and dispatch a replacement worker. If the Inspector does not report, a Judge will assume temporary Inspector responsibilities of the polling location and call the Hotline for further instructions, including the request for a replacement Inspector and/or additional workers.

If a Poll Worker becomes ill during Election Day or has a personal emergency, the worker will be allowed to leave and will be replaced. If a health emergency occurs with a Poll Worker or any other individual in the voting location, the Inspector is trained to call 911 and then the Poll Worker hotline.

8.2 – Provisions for Extending Voting Hours

In the case of a terrorist attack or natural or man-made disaster, the Director of Election Day and Emergency Voting will consult with the Board of Supervisors, Sheriff's Office, the County Attorney's Office and the Secretary of State's Office to determine what action should be taken. Because the Legislature has not provided the County nor the courts with the statutory authority to seek an extension of voting hours, the County will not initiate any court action to extend polling location hours for isolated events such as power outages or a delay in opening a polling location.

8.3 – Emergency Communications and Key Stakeholders

The Crisis Communications Team will be activated and a response plan will be set in action to disseminate critical information to voters and other key stakeholders. As described in the *Crisis Communications Plan* (Section 3.27, page 20) the Director for Election Day & Emergency Voting or designee will contact the Board of Supervisors and Secretary of State to apprise them of any emergency and the proposed recovery plan. The following entities have been identified as key stakeholders and are included in the communication and escalation plan.

- Voters
- Poll Workers
- Elections Department Staff
- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- FBI
- U.S. Department of Homeland Security
- The U.S. Attorney's Office

8.3.1 – Sheriff’s Support

Maricopa County Sheriff’s Office has assigned specific deputy officers to the Elections Department in case of disturbances or emergency at any voting location on Election Day. All Poll Workers are trained to call the hotline and Sheriff Deputies will be dispatched as needed. All Poll Workers are trained to call 911 in case of immediate and/or life threatening emergency.

9.0 – Election Budget

We had originally projected a budget of \$9.9 million to fund the November General Election. Due to COVID-19, we are anticipating that costs will now exceed \$11,279,000 million. We plan to seek reimbursement for all allowed COVID-19 costs, which are currently budgeted at nearly \$1.4 million. The Elections Department’s November General Election budget is below.

August 2020 Primary Election Budget			
Expenditure Description	Sub Total	Total	
Staffing			
Poll Workers (Vote Centers and Polling Locations)	\$1,153,987		
Central Board and Other Temporary Workers	\$1,535,200		
STAR Call Center Temps and Security Services	\$125,000		
Additional Staffing Costs Due to COVID-19	\$536,580		
Staffing Total		<u>\$3,350,767</u>	
Supplies and Services			
Ballot Printing (Polling Location / Sample Ballots)	\$802,932		
Early Ballot Printing and processing and Mailing	\$4,956,374		
Ballot Printing and Mailing Cost Increases due to COVID-19	\$62,860		
Polling Place Rental Agreements	\$37,725		
Polling Place Rental Agreements Lease Costs due to COVID-19	\$390,951		
Temporary Parking Lots, Vehicle Rentals	\$52,000		
Polling Places Supplies and Consumables Other Supplies & Services (e.g., translation, ballot storage, braille envelopes)	\$735,276		
Advertising, Direct Mailers	\$550,000		
COVID-19 Cleaning Supplies and Protective Equipment	\$100,000		
COVID-19 Physical Distancing Equipment and Ballot-on-Demand Printers	\$200,000		
COVID-19 Advertising Increase	\$421,000		
Supplies and Services Total			<u>\$8,309,118</u>
Election Total Budget			<u>\$11,659,885</u>

Appendix A – Poll Worker Training Topics

Specific role based training topics by role and type of voting location are included in the table below.

Topic				
	Judges / Inspectors	Marshals	Voter Reg. clerks	Clerks
Cleaning and Sanitation Guidelines for Safe Voting during COVID-19	X	X	X	X
Hours the voting location will be open	X	X	X	X
ICX Operation	X	X	X	
Image Cast Precinct 2 Tabulator Operation	X	X	X	
Information specific to the 2020 General Election	X	X	X	X
Inventorying supplies	X			
Issuance of ballot types/styles (political party, FED only, ballot splits, etc.)	X	X	X	X
Mediation/Difficult Conversations	X	X		
Monitoring envelope drop-off box	X	X		
Nightly closing	X	X	X	X
Opening the voting location	X	X	X	X
Political party observers	X	X	X	X
Poll Worker injuries	X	X	X	X
Poll Workers' hours	X	X	X	X
Practicing Physical Distancing	X	X	X	X
Preparing the official and unofficial envelope contents	X			
Procedures for challenges	X	X	X	X
Procedures for checking identification	X	X	X	X
Proper Use of Required PPE	X	X	X	X
Provisional ballot processing	X	X	X	X
Review of election laws and procedures	X	X	X	X
Signage	X	X	X	X
Site Books Operation	X	X	X	X

Appendix A – Poll Worker Training Topics (Continued)

Topic	Polling Places			
	Judges / Inspectors	Marshals	Voter Reg. clerks	Clerks
Situational Awareness	X	X	X	X
Voter Flow through the Voting Location	X	X	X	X
Spoiled ballot procedures	X			
Standard voting procedures	X	X	X	X
Delivery of voted ballots and Tabulator Memory Cards	X			
Troubleshooting, including when and how to implement wait-time reduction and other contingency plans	X	X	X	X
Voting equipment checks, including ensuring that equipment seals have not been tampered with and verifying equipment is functioning properly	X	X	X	
Who may vote in the election	X	X	X	X



Election Day & Emergency Voting Plan

AUGUST PRIMARY ELECTION

AUGUST 4, 2020

Maricopa County Elections Department



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MARICOPA COUNTY ELECTIONS DEPARTMENT

EXECUTIVE SUMMARY

Election Day & Emergency Voting Plan

AUGUST 4, 2020 ARIZONA'S PRIMARY ELECTION

The Maricopa County Elections Department is pleased to provide our Election Day and Emergency Voting Plan. The plan informs Maricopa County voters about our preparations for the upcoming August Primary Election on August 4, 2020 and the options voters have to participate. The release of this plan prior to the election is one of the first steps of our voter education and outreach efforts. Below are some highlights of key information included in the Election Day & Emergency Voting Plan.

SAFETY PROTOCOLS



All of our Vote Centers are large enough to provide for physical distancing and will implement heightened safety and cleaning measures. Poll workers will wear gloves and masks and we will provide all voters with gloves when checking-in and disinfect pens after each use.

RECRUITMENT & TRAINING

- ✓ 100% hired as of June 22
- ✓ Online training and small in person classes
- ✓ 348 central board workers supporting tabulation and ballot processing

1,000+
poll workers

@MaricopaVote
FOLLOW US!



VOTE CENTERS

LOCATIONS.MARICOPA.VOTE

Maricopa County is moving to a "vote anywhere" election model to provide voters with increased access and reliability, while ensuring all locations are large enough to allow for physical distancing.



FROM 1 TO 100

We plan to open 90-100 Vote Centers on Election Day, increasing access from just one assigned location and 40 Vote Centers to allowing voters to choose from any location.



INCREASING ACCESSIBILITY

We will have 50-60 locations open for two weeks prior to Election Day. Locations were selected with bus routes, historically underserved communities and rural communities taken into consideration.



EVENINGS & WEEKENDS

To ensure voters have time to cast a ballot, we will keep the polls open longer and provide voters with evening and weekend voting options.



WAIT TIMES ONLINE

To help provide even more support to voters, we are creating a searchable tool for voters to find Vote Center hours, wait times, weekend voting and more!

1.0 – Election Day and Emergency Voting Plan

The Maricopa County Elections Department’s (Department) Election Day and Emergency Voting Plan outlines the strategies, constraints and tactics staff will use to prepare for the August Primary Election on August 4, 2020. The plan is intended to ensure the Elections Department provides voters with a safe, reliable, secure, and accessible election and in-person voting option. The plan also informs Maricopa County voters and other stakeholders on key information and activities so they are prepared to successfully participate in the election.

To ensure alignment and coordination, the Director of Election Day and Emergency Voting developed this plan in conjunction with the Early Voting Plan prepared by the Director of Election Services and Early Voting. The Maricopa County Recorder (Recorder) approved the Early Voting plan for the August Primary Election.

1.1 – Maricopa County Elections Department

In June 2019, the Maricopa County Board of Supervisors (Board) partnered with the Recorder to provide shared oversight over the Elections Department. The Board appointed a Director of Election Day and Emergency Voting to oversee the activities for which they are statutorily responsible and to collaboratively work with the Director of Election Services and Early Voting to manage the Elections Department’s shared resources. The co-directors are also responsible for ensuring the Elections Department meets voter needs and that hand-offs between divisions are seamless and operate efficiently. The following chart outlines assigned responsibilities for the Elections Department.

MARICOPA COUNTY ELECTION DEPARTMENT RESPONSIBILITIES

Director Election Day & Emergency Voting (Scott Jarrett)	Shared	Director of Election Services & Early Voting (Rey Valenzuela)
<ul style="list-style-type: none">• Recruitment & training of Poll Workers, central boards, and temporary staff• Warehouse & Logistics• Election Day operations• Emergency Voting operations	<ul style="list-style-type: none">• Ballot preparation• Tabulation• Transition from Early Voting to Election Day• Election Department Communications• Candidate Filings	<ul style="list-style-type: none">• Uniform and Overseas Citizens Absentee Voting• Special Election Boards• Signature Verification• Early Ballot Processing• Provisional ballot processing

1.2 – Maricopa County Elections Mission and Vision

The Maricopa County Elections Department’s mission and vision drive operations and areas of focus. They help us improve our operations and motivate staff by guiding department strategies and goals.

MISSION



The mission of the Maricopa County Elections Department is to provide Maricopa County voters with accessible, reliable, secure, transparent, and efficient election services to build public confidence and trust in the election process.

VISION



Our vision is to promote a culture of service, continuous improvement, accountability, collaboration, and integrity in every action, strategy, objective, and election process.

1.3 – Planning for the Election and Responding to COVID-19

The Elections Department began planning for the August Primary Election in over twelve months before the 2020 election. Given the impact of COVID-19 and the impact it had on the March Presidential Preference Election, the Department adjusted plans. The adjustments included moving from a precinct based in-person voting model to a vote anywhere Vote Center model complemented by a robust amount of early voting options. *The new model will provide safe, accessible, reliable and secure voting options for Maricopa County voters.*

1.3.3 – Safe In-Person Voting Options

The Election Department has developed safety protocols that align with the Center for Disease Control (CDC) guidelines and in conjunction with recommendation from the Maricopa County Public Health Department. Due to the rapidly changing information that is emerging on how best to prevent the spread of COVID-19, the Election Department will continue to monitor CDC guidelines and receive guidance from health officials in order to implement the most up-to-date safety protocols and cleaning procedures for the safety of Poll Workers and voters. Poll Workers. Key safety protocols that we are implementing include:

- Physical distancing: All voting locations will be large enough to accommodate physical distancing. We are separating check-in stations, voting booths, precinct tabulators, and areas for standing in-line by at least six feet to allow for adequate physical distancing. We will also be providing signage and markers to implement physical distancing for voters when standing in line outside our Vote Centers.
- Protective Safety Supplies: We will be providing all voters with the ability to wear disposable latex gloves during the check-in and voting process. Our Poll Workers will also be provided with masks and gloves to wear while working at our voting locations.
- Frequent cleaning and disinfecting: Our cleaning procedures require the cleaning and disinfecting of high touch surfaces every 30 minutes. If a voter chooses not to wear glove during check-in and while voting, we will immediate clean those surfaces after the voter uses them.
- Encouraging good hygiene: We will ask Poll Workers to monitor themselves for symptoms (e.g., high temperatures, cough, sore throat, loss of taste/smell) and to frequently wash their hands. In

addition to hand sanitizer, we will also have hand washing stations or bathrooms available for voters and Poll Workers to wash their hands.

1.3.1 – Increased Access to Voting

In the 2018 August Primary election voters had 41 in-person voting options on Election Day. In 2020, we are increasing the amount of in-person voting options to be between 75 and 100 locations. These locations will serve as “vote-anywhere” Vote Centers. Voters will be able to choose the location that is most convenient for them to vote, whether that is close to where they live, work, grocery shop, eat out, or perform other activities.

In partnership with the Maricopa County Recorder’s Office, we are also opening most of the Vote Centers prior to Election Day in a phased approach to significantly expand early voting options. This expansion will include opening Vote Centers on weekends and during evening hours. The phased opening schedule for the geographically dispersed Vote Centers is listed below.

Phase 1 – 5 Vote Centers (28-day sites) open from 7/8/2020 through 8/4/2020

Phase 2 - 55 additional Vote Centers (14-day sites) open from 7/22/2020 through 8/4/2020

Phase 3 – 15 - 25 additional Vote Centers (7-day sites) open from 7/29/2020 through 8/4/2020

Phase 4 – 5 - 20 additional Vote Centers (1-day sites) open on 8/4/2020 (Election Day)

The 75 - 90 Vote Centers that open prior to Election Day will be open for weekend voting occurring during the July 25th / 26th and August 1st / 2nd weekends. A final list of Vote Centers and hours of operations will be published at Locations.Maricopa.Vote approximately 30 days before the election.

1.3.2 – Improved Reliability of Voting Options and Operations

The move to a Vote Center model to respond to COVID-19 significantly increases the reliability of voting options and operations. During the March 17, 2020 Presidential Preference Election, we encountered challenges with retaining Poll Workers, voting facilities, and obtaining cleaning and safety supplies. The revised model improves our ability to recruit sufficient amounts of Poll Workers to work at our Vote Centers. In our outreach efforts, we are including many Poll Workers that are not included in a high-risk categories as identified by the Center for Disease Control. We will also be hiring 10 Poll Workers per-site which will allow for the Elections Department to still provide in-person voting options even if 30 – 40 percent of our Poll Workers were absent.

We are establishing lease agreements with vacant retail facilities in areas with patterns of high amounts of in-person voting. This helps ensure that these facilities will be available in the event of another wave of COVID-19. We will not be establishing facilities in senior living and other similar locations to minimize the risk of having to cancel a location as we approach the election.

1.3.4 – Secure Voting Options

The Elections Departments maintain a series of strong physical, operational, and network security controls over voting operations. Security protocols prevent us from describing these control measures in further detail.

1.4 – August Primary and Jurisdictional Elections

The August Primary is an election in which voters choose their preference for their party’s candidate in the November General Election. In Maricopa County, we will have federal, statewide, and countywide elections on the ballot. State law determines that for the purposes of increasing voter participation and for decreasing the costs to taxpayers, certain elections should be consolidated (ARS 16-204). The August Primary is one of these elections. In addition to the federal, state, and county contests, there will be 22¹ local jurisdictions that have candidates and/or issues on the August Primary Election ballot. Each voter will receive only one ballot with all the contests that they are eligible to vote. Maricopa County will have 5,262 unique ballot styles for the August Primary.

1.5 – August Primary Election Calendar

The critical operational dates for the upcoming August Primary Election are included in the table below. These dates will drive election Department planning activities.

AUGUST 2020 PRIMARY ELECTION KEY DATES

Date	Description
April 6, 2020	Candidate Filing Deadline
June 20, 2020	Mail ballots to uniformed and oversees voters
June 22, 2020	The Board Approves the Election Day and Emergency Voting Plan
July 6, 2020	Launch “Where Do I Vote” Webpage
July 6, 2020	Voter Registration Deadline
July 8 – 31, 2020	Early Voting Period
July 29, 2020	Recommended Date to Return Ballot By Mail
August 1 – 3, 2020	Emergency Voting
August 4, 2020	Election Day

¹ Cities and Towns of Apache Junction, Avondale, Buckeye, Carefree, Cave Creek, Chandler, El Mirage, Fountain Hills, Gila Bend, Gilbert, Glendale, Guadalupe, Litchfield, Mesa, Paradise Valley, Peoria, Queen Creek, Scottsdale, Surprise, Tolleson, Youngtown, Wickenburg

1.6 – Emergency Voting

State law gives the Board the authority to authorize the use of emergency voting centers for each election and requires the Board to specify in a resolution the location of the emergency voting centers and the hours of operation (see [A.R.S. § 16-411\(B\)\(5\)](#)). “Emergency” means any unforeseen circumstance that would prevent the voter from voting at the polls on Election Day. Eligible voters who experience an emergency between 5 p.m. on the Friday preceding the election and 5 p.m. on the Monday preceding the election may vote at an emergency voting center in the manner prescribed by the Board (see [A.R.S. § 16-542\(H\)](#)).

Before receiving a ballot at an emergency voting center, a voter must provide identification. The voter must also sign a statement under penalty of perjury containing substantially the following language: “I declare under penalty of perjury that I am experiencing or have experienced an emergency after 5 p.m. on the Friday immediately preceding the election and before 5 p.m. on the Monday immediately preceding the election that will prevent me from voting at a polling place on Election Day.” These statements are not subject to public inspection pursuant to Title 39, Chapter 1, Article 2 (see [A.R.S. § 16-542\(H\)](#); [A.R.S. § 16-246\(F\)\(2\)](#)).

If the Board approves a resolution for the use of emergency voting centers, Maricopa County’s Emergency Voting plan is to staff 75 - 90 geographically dispersed sites throughout the County for eligible voters to cast a vote if they experience an emergency. To minimize voter confusion, we use the same voting locations that are used during early voting as emergency voting locations. The Elections Department will present the emergency voting locations and hours to the Board for approval along with the lists of voting locations and Poll Workers in June 2020.

1.7 – Election Department Innovations

In June 2019, the Board approved an additional 26 new full-time positions for the Elections Department and the lease of a new tabulation system.

The new positions include additional trainers, recruiters, technicians, and leadership roles. With the new staff, the Elections Department has the resources to implement a continuous improvement philosophy throughout all operations to support Early and Election Day voting. Specific improvements affecting Election Day include providing more training and outreach options for Poll Workers, additional supply kits building checkpoints, and more voter outreach.

The new tabulation equipment will increase how quickly and reliably we can count votes, while also adding additional layers of security. With the new equipment, we will be introducing a new ballot style that is easier to vote because it uses ovals rather than arrows.

2.0 – Forecasting Turnout and Reducing Wait Times

To effectively plan for the 2020 August Primary Election, the Elections Department developed a series of models to forecast how many potential voters are likely to turn out and vote early or on Election Day. We used this forecast to determine the amount of voting locations and temporary workers (e.g., Poll Workers and central boards) that are needed to have a successful election and serve the voters of Maricopa County. We also use these forecasts to develop strategies to minimize voting location wait-times.

Recent elections point to a potential historic voter turnout in the August Primary Election. Prior to COVID-19, election models estimated over approximately 700,000 voters would cast a ballot in the Primary Election with approximately 100,000 of those voters turning out in-person on Election Day. We will be introducing methods to make it as easy as possible for voters to choose how they want to participate in the August Election. Part of the methods will include informing voters of their options to vote early by mail at home, vote early in-person at early Vote Centers, or vote on Election Day at one of the 75 to 100 vote-anywhere Vote Centers. We are confident that these strategies and voting options will sufficiently accommodate voter turnout and reduce wait-time to less than 30 minutes on average per voter.

2.1 – Scope and Objectives

Forecast models include Early Voting and Election Day turnout projections for the August 2020 Primary Election. The Wait-Time Reduction Plan focuses on both Early and Election Day voting at Vote Centers and meets statutory and legal requirements outlined in section 2.1.1 below. The objective for creating a forecast model and Wait-Time Reduction Plan includes:

- Create and use a forecast model that provides a reasonable estimation of Early Voting and Election Day turnout.
- Use the model to develop Election Day, Emergency Voting, and Early Voting plans to reduce wait times at voting locations.
- Refine the forecast as new information becomes available.
- Develop a strategy to inform voters of wait-time at each locations so they can make informed decisions on where and when to vote.

2.1.1 – Statutory and Other Requirements

State statute (See [A.R.S. § 16-411\(J\)](#)) requires that counties provide a method to reduce voter wait-time at the polls. The Arizona Secretary of State defines *wait-time* as the duration of time from when the voter arrives in line to the time the voter is provided a ballot or access to an accessible voting device.²

The Secretary of State’s Procedures Manual also requires that the officer in charge of elections establish and approve a specific wait-time reduction plan to ensure that voters do not have to wait in lines at the voting location for more than 30 minutes.

² Arizona Secretary of State 2019 Elections Procedures Manual (page 166).

On October 19, 2016, Maricopa County and the Secretary of State entered into a settlement agreement³ with Arizona electors. In the settlement, Maricopa County agreed to develop a Polling Place wait-time reduction plan for the 2016 General Election and subsequent Primary, General, and Presidential Preference Elections through 2020.

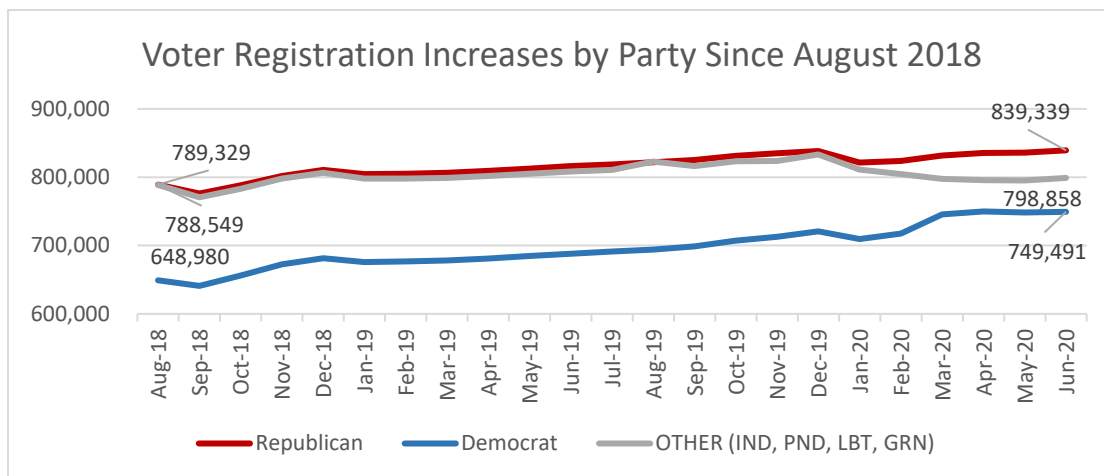
2.1.2 – Forecast Model Constraints and Considerations

Elections occur infrequently and turnout is largely driven by a product of current events, candidates involved in the contest, and voter engagement. There are two major factors driving uncertainty in the forecast models. The first factor being the impact of COVID-19 on voter patterns. The second is that the August Primary moved to be the first Tuesday in August rather than in late August. The movement of the date to be earlier in the summer could increase early voting requests, as voters may not have returned to Phoenix from vacations or from second homes. To overcome these constraints, we prepared three separate forecast models. As a precaution, we used the model with the highest projected in-person turnout to drive decisions about the amount of voting locations.

2.2 – Voter Registration Increases

Since August 2018, active registered voters in Maricopa County increased from 2,226,858 to 2,387,688 (6.8 percent). The majority of these new voters have signed up for the Permanent Early Voter List (PEVL). The chart below shows that the monthly pattern of voter registration increases by party since August 2018.

As of June 2020, there were 2,387,688 active registered voters in Maricopa County, 1,756,280 (73.9 percent) were registered for the PEVL. Since registration activity tends to increase leading up to an election, we anticipate there will be between 2,393,000 and 2,437,000⁴ voters actively registered by July 6, 2020, the voter registration deadline for the August Primary Election.



³ Huerena, et al., v. Reagan, et al., CV2016-007890

⁴ As of 6/1/2019, there were 2,387,688 active registered voters in Maricopa County. There was 1.2 months between June 1 and the July 6 voter registration deadline. **Low end of range:** Since August 2018 the average monthly increase was .3 percent (5,087 new voters). **High end of range:** Leading up to the 2018 general election, voter registration for all voters increased on average by 1.67 percent per month (47,649 new voters).

There were 777,895 voters not registered with a party (e.g., Independents, Party not Declared). In order for an Independent voter to participate in the Primary Election, they are required to pick the ballot of either the Republican or Democrat parties. Due to COVID-19, we will be sending each of these voters a direct mailer informing them of their options to request an early ballot. We are also focusing an entire phase of our paid media campaign to inform Independent voters of their need to pick a ballot (see section 3, page 16 for our Communications plan).

2.2.1 Forecast Models

Given that elections are rare and that there are many year-to-year factors that can influence turnout, we developed three forecast models to estimate turnout. The forecast models are designed based on the following five factors outlined in the Secretary of State’s Elections Procedures Manual:

1. Voter turnout from the prior two elections of a similar type;
2. The number of ballots (including regular, early, and provisional) cast in the prior two elections of a similar type ([A.R.S. § 16-411\(J\)\(1\)](#));
3. The number of registered voters, both active and inactive ([A.R.S. § 16-411\(J\)\(3\)](#));
4. The number of registered voters who requested an early ballot or are on the permanent early voting list (PEVL), ([A.R.S. § 16-411\(J\)\(2\)](#));
5. The potential number of ineligible voters that could attempt to vote.

The first model is based on average turnout during the 2016 and 2018 August Primary Elections, the most recent August Primary Elections. The first model estimates that total turnout will be approximately 699,636, with 98,413 voters turning out on Election Day.

Forecast Factor	2016 August Voters	2018 August Voters	2020 Projection Voters
Registered Voters (Active Voters Only)	2,056,458	2,229,718	2,395,738
Turnout Percentage (Active & Inactive)	23.6%	28.0%	25.8%
Turnout Percentage (Active Voters Only)	27.0%	31.4%	29.2%
Total Turnout	555,844	699,636	700,318
Election Day - Eligible Voters Only	70,601	101,464	95,818
Election Day –Provisionals Not Counted	1,271	2,178	1,891
Election Day Turnout (Election Day & Provisionals Not Counted)	71,872	103,642	97,709

Voters requesting early mail in ballots (presidential preference election 2012 – 54% / 2016 – 67%) and signing up for the Permanent Early Voting List (2020 – 73.8%) have steadily increased. This trend will likely continue, especially with COVID-19 and lead to a decrease in voters choosing to vote in-person on Election Day during the August Primary. However, when making decision on resources needed to serve in-person voters, we did not add a factor that decreased turnout due to COVID-19.

2.2.2 Second Forecast Model

To determine potential turnout, the second model used voter registration patterns and historical turnout in recent August Primaries. It also used the same factors recommended by the Secretary of State’s Elections Procedures Manual but focused on Primary Elections held in presidential election years (August 2012 and August 2018 Primary) and estimated that total turnout will be approximately 676,892. The model estimated that approximately 96,391 voters could turn out on Election Day.

Forecast Factor	2012 Voters	2018 Voters	2020 Projection Voters
Registered Voters (Active Voters Only)	1,833,229	2,229,718	2,395,738
Turnout Percentage (Active & Inactive)	22.7%	28.0%	23.11%
Turnout Percentage (Active Voters Only)	26.3%	31.4%	26.69%
Total Turnout	483,047	699,636	627,797
Election Day - Eligible Voters Only	84,581	101,464	96,577
Election Day –Provisionals Not Counted	1,691	2,178	2,026
Election Day Turnout (Election Day & Provisionals Not Counted)	86,272	103,642	98,603

2.2.3 Third Forecast Model

For the third model, we forecasted turnout based on the in-person turnout for the Primary Elections in 2012 (86,581 – 4.7%) and 2018 (101,464 – 4.65%). The 2012 and 2018 Primary Elections were the most recent similar elections with the highest in-person turnout percentage. By estimating an in-person turnout percentage of 4.75%, slightly higher than 2012 and adding, a factor that considers voter registration increases that could reach 2.45 million active voters, we estimate that there could be approximately 116,000 in-person voters on Election Day. Given the uncertainty of forecasting elections and the unknown of how COVID-19 will influence turnout, we used this highest projection for developing wait-time mitigation strategies.

2.4 – Wait-Time Reduction Plan

Due to challenges presented by COVID-19, the Department is changing from a precinct model to a “vote anywhere” Vote Center model. One of the primary drivers for this decision is that many of the voting locations that Maricopa County has used in prior elections will not be viable voting options when considering safety protocols (e.g., large enough for physical distancing) needed to keep locations as safe as possible during the COVID-19 pandemic. Additionally, many of our traditional locations have declined to serve as a voting location, not responded to our requests, serve high-risk populations, or are not large enough to implement physical distancing safety protocols. Despite these challenges and the changes we’re making to the model, the Elections Department remains committed to limiting wait-time to be under 30 minutes on average for our voters.

Our first step in planning to reduce wait-times was to use historical information to forecast turnout. However, voter turnout is only one factor that can cause long lines on Election Day. Other contributing factors include training, contingency plans, time of day voting patterns, check-in speeds, length of the ballot, and access to early voting options. The Election Day, Emergency Voting, and Early Voting plans outline our considerations for forecasting turnout and managing these factors to reduce wait-times and lines at voting locations. Using both the turnout forecast and lessons learned, we are developing plans to reduce wait-times. Below are some factors and potential bottlenecks that may cause wait-times during the August 2020 Primary Election and activities Maricopa County is implementing to mitigate them.

Check-in Process

The Elections Department will deploy the use of SiteBooks to check-in voters at all voting locations. The SiteBook is a voter check-in system, with similar functionality to an electronic poll book referenced in state statute. They were first introduced in the November 2017 jurisdictional elections. Prior to 2016, Poll Workers used manual check-in rosters, which slowed down check-in times. The SiteBook provides faster check-in speeds because it allows for more than two voters to check-in simultaneously at a polling location and connects directly with the Recorder's voter registration system, providing an enhanced and streamlined voter experience. Check-in speeds from recent elections (e.g., 2018 General Election and March 2020 Presidential Preference Election) average between 90-120 seconds per voter. The SiteBook check-in terminals guide voters through a series of screens. Voters answer questions, in their choice of English or Spanish, to establish identity, eligibility, and the correct ballot. With a barcode scan of an ID or by entering the voter's name, voters check-in and prove their identity with a Poll Worker. For the ID requirement, a voter can provide one of the acceptable forms of photo identification, two forms on non-photo identification, or a permissible combination of one photo and one non-photo identifications.

Vote Centers and Check-in Stations

The County will open between 75 and 100 vote anywhere Vote Center locations on Election Day. The Vote Centers are regionally dispersed and many will also be open during the 27 day early voting period. We plan to open them in the following phases:

- July 8, 2020 – 5 Vote Centers (27-day Vote Centers)
- July 22, 2020 – 55 Vote Centers (14 – day Vote Centers)
- July 29, 2020 – 15 to 25 Vote Centers (7 – Day Vote Centers)
- August 4, 2020 – Between 5 to 20 Election Day Vote Centers

For the 2020 August Primary Election, we plan to increase the number of check-in stations per location by 3-times (on average) the amount used during the 2018 Primary Election. In 2018, we provided each voting location with three SiteBook check-in stations. We will equip each voting locations with 9-15 SiteBooks totaling more than 900 check-in stations across the county.

Time Needed to Vote a Ballot

The length of the ballot or a limited number of voting booths can create wait-times at a voting location. We have evaluated the time it takes to vote a ballot and established sufficient capacity in our voting locations to reduce bottlenecks. For the August Primary Election, we have over 5,000 different ballot styles to accommodate different voting precincts, splits, and jurisdictions. The majority of ballots will have between 12-18 contests.

On average, we estimate that it will take voters between 3-6 minutes to vote the August Primary ballot. Based on this time estimate and the amount of time we have calculated it takes to check-in, we can determine how many voting booths we need to eliminate bottle necks in our polling locations. We've established the following guidelines for implementing physical distancing while also providing sufficient check-in stations and voting booths to accommodate voters and minimize wait-times.

- 1,800 square footage – 2,499 square footage: 9 SiteBooks / 20 Voting Booths
- 2,500 – 3,500 square feet: 12 SiteBooks / 30 Voting Booths
- Over 3,500 square feet: 15 SiteBooks / 40 Voting Booths

Provisional Ballots

The Elections Department will work to reduce the number of voters required to vote a provisional ballot in two ways:

1. We will hire a voter registration clerk for each polling location to assist voters with address and name changes on the SiteBooks. These are common situations that cause provisional ballots.
2. We will provide 75-100 Vote Centers equipped with ballot-on-demand technology and SiteBook check-in stations to serve as a vote anywhere locations. Vote Centers will be geographically dispersed throughout the county and will provide voters the option to vote at a location that is most convenient for them, which may be near their work, gym, favorite restaurant or while running errands.

Poll Worker Training

As described in the *Training Plan* (Section 5, page 29), the Elections Department will require all Poll Workers to attend training. We understand temporary Poll Workers live throughout the county and have other responsibilities, so we plan to offer online training and several locations in-person training options where inspectors, judges, and voter registration clerks (those responsible for check-in voters) can practice using our SiteBook check-in equipment. The in-person training sessions, some of them across the county, will ensure our Poll Workers are prepared. In addition, we will customize our training for the distinct duties of each Poll Worker and create training manuals that cover the nuances and equipment procedures of every election. We will post the manual on the Elections Department's website by July 2020.

Poll Worker Staffing Contingencies

We are hiring 30 additional Poll Workers that will undergo Inspector level training and work for 27 days at the Elections Department assisting with setup, training, and other critical roles to gain sufficient level experience that if needed we can redeploy these inspectors if a Poll Worker at a voting location is absent. If needed and after obtaining approval from the Hotline supervisor, an Inspector may also hire Poll Workers from the line of voters. We are also hiring an additional four Poll Workers per site for a total of ten Poll Workers. These additional four Poll Workers will allow for coverage during the two week early voting period and if we encounter absenteeism due to COVID-19. The election department could experience 30%-40% absenteeism from Poll Workers and still be able to provide in-person voting options.

Equipment Support

Poll Workers, Trouble Shooters and Technical Trouble Shooters are trained on solutions to correct problems in the voting location. We have developed specific SiteBook procedures for checking in voters through an off-line mode if the virtual private network connection is lost. If a SiteBook terminal becomes inoperable, Technical Trouble Shooters will be quickly dispatched with a replacement.

Additionally, technical Trouble Shooters carry in their vehicles a back-up precinct tabulation machine, replacement printer cartridges, and other commonly used supplies in the event a location's equipment needs repair.

Vote Centers are equipped with two high-speed ballot-on-demand printers, creating a much-needed redundancy to prevent lines in the event one printer needs service or repair.

2.5 – Wait-Time Remediation

For the August Primary Election, we are implementing a systematic process to monitor wait-time and respond accordingly. We have programmed our Site Books to calculate wait-times based on the amount of voters in line. The application is designed to calculate wait-time using a formula based on check-in speeds and inputs of how many people are in line. We are training our Poll Workers to count voters in line and report this information on the SiteBook every 15 minutes. The information flows to a workflow logging and dispatch system monitored by the Elections Department's TroubleShooter hotline. This information is immediately updated on the Elections Department's information command center. Through this new system, the Elections Department will have access to real time information about voter wait-times.

If wait-times exceed 30 minutes, Inspectors or Trouble Shooters will work with Department staff to assess the cause of the issue or bottle neck. Depending on that assessment, additional resources can be deployed to add capacity to the location or provide technical assistance. Additionally, Poll Workers can advise voters of the closest Vote Center. In addition to this new technology, we are also hiring an extra Poll Worker for all voting locations on Election Day to assist with monitoring lines and reporting wait times.

3.0 – Communications Plan

This Communication Plan outlines our approach to informing key stakeholders in Maricopa County about the August 2020 Primary Election. The purpose of this plan is to establish the communication requirements for the election and outline how the Elections Department will communicate that information. The scope of the Communications Plan describes the following:

- High level messaging about the 2020 August Primary Election
- The primary audience and stakeholders for our outreach
- Our paid and earned media strategy
- Our Election Day strategy
- How we will handle sensitive and crisis communications

3.1 – Communications Channels

The public and media can find official communications from the Elections Department through the following channels:

- Email – electioninfo@risc.maricopa.gov
- Website
 - English - Maricopa.Vote | BeBallotReady.Vote
 - Spanish – Maricopa.Voto | TengaBoletaLista.Voto
- Phone – 602-506-1511
- Social Media
 - Maricopa County Elections Department (@MaricopaVote) – [Facebook](#) & [Twitter](#)
 - Maricopa County Recorder’s Office – [Facebook](#), [Twitter](#), [Instagram](#)
- Press Releases & Media Alerts

3.2 – Communication Approach & Strategy

It is essential that elections-related communications between all county government and the public are consistent, accurate, and reliable. The Communications Plan serves as a guide that outlines the Elections Department’s paid and earned media strategy, crisis communications strategy, as well as events and other tactics to inform key stakeholders about the August 2020 Primary Election. In addition, changes or updates may be required due to reasons such as changes in personnel, scope or budget.

3.2.1 Stakeholders and Audience

Primary audience for the Communications Plan:

- Maricopa County voters

Additional stakeholders include:

- Maricopa County Board of Supervisors & Maricopa County Recorder
- Elections Department and Recorder’s Office staff
- Temporary staff including Poll Workers and central board workers

- Vendors
- Vote Center facility owners and operators
- Political parties
- Election-focused advocacy groups

In addition, we continually work to engage with groups about the election process through *The Roundtable Project*, hosted by the Recorder’s Community Relations Team. These meetings give groups the opportunity to provide input to us on how we can provide free, fair, and accessible elections for all eligible Maricopa County voters. The open forum invites these groups to participate in discussions about how to improve elections within their communities. The roundtables will culminate in a Town Hall on the Primary Election. The Early Voting Plan provides more details on the Roundtable program and other community outreach efforts.

3.2.2 Campaign Messaging Strategy

In light of COVID-19, it is critical that Maricopa County provide voters with a safe and secure primary election. We understand that now, more than ever, voters need flexibility to choose how they would like to vote—whether in person or by mail at home.

Our campaign messaging strategy will focus on how Maricopa County is making it easier for voters to choose how and when they want to vote in the primary election. The August 2020 Voter Options Campaign incorporates both Election Day and Early Voting messages as a comprehensive Primary Election plan.

The Early Voting Plan will outline the strategy to inform voters on one-time or permanent options to vote by mail at home. With COVID-19 precautions in place, in-person voting will very different. The Election Day and Emergency Voting Plan will outline how the Elections Department will communicate the new Election Day Vote Center model and the safety precautions implemented at all of our in-person voting sites.

3.2.3 BeBallotReady.Vote | Locations.Maricopa.Vote

Maricopa County is making it easier for voters to make choices when it comes to how and when they want to vote. Our communications strategy will use [BeBallotReady.Vote](#) as a tool for voters to prepare for the primary election. Once Early Voting begins, we will also use a redesigned [Locations.Maricopa.Vote](#) as a search tool for voters to find a voting location near them.

- [BeBallotReady.Vote](#) provides Maricopa County residents with a personalized voter dashboard that includes everything they need to know to make their vote count. Voters can make changes to personal voter information, learn about the August election, find voting locations, sign up for text alerts, and much more. In short, it's a one-stop shop for voters unlike anything the County has provided before. The Early Voting plan will go into more detail about the new features for independent voters and voters not on the Permanent Early Voting List (PEVL) within the [BeBallotReady.Vote](#) dashboard.
- [Locations.Maricopa.Vote](#) will provide voters with a searchable tool to find open Vote Centers. We’ve redesigned the page to be mobile friendly and provide voters with a quick way to not only find a voting location near them, but also see live wait times, search locations open on the weekends and much more. Voters can visit this page directly or find it through their [BeBallotReady.Vote](#) dashboard.

3.2.4 Paid Media Strategy

The Elections Department and the Recorder's Office contracted with Commit Agency through a Contract Task Order to develop a well-rounded paid media campaign for the August Primary Election. The approved budget includes \$190,600* for the creative design, production of advertising materials, and other costs associated with the marketing plan for all mediums in English and Spanish, as well as an estimated \$377,000⁵* for direct ad buys in both English and Spanish across multiple platforms (television, streaming services radio, social media, digital display, and billboards).

This strategy has three phases:

- Phase 1 (May 15-June 28) – Focuses on informing voters of the option to vote by mail at home.
- Phase 2 (June 29-July 20) – Focuses on informing independent voters of the need to select a ballot and how to get ready for the Primary Election.
- Phase 3 (July 21-August 4) – Focuses on safe in-person voting options, including some weekends, and the Election Department's efforts to implement physical distancing and cleaning standards at voting locations.

3.2.5 Earned Media and Voter Outreach Strategy

The Elections Department's earned media and voter outreach strategy will amplify our #BeBallotReady paid media strategy by informing voters about their voting options for the August 4 Primary Election. The strategy will also focus on the Election Department's efforts to implement physical distancing and cleaning standards in our voting locations and emphasize the security measures we have in place to administer a successful election. Earned media tactics in English and Spanish will include:

- *Earned Media Interviews* – Our team is available for media interviews in both English and Spanish. We will inform voters about the new Primary Election Vote Center model, safety standards at our polling locations and ways Maricopa County is making this election safe, secure and accessible.
- *Fact Sheet* – We will create an election fact sheet for our jurisdictional partners, media and the public, which will include information about the August Primary election, including voting deadlines and an FAQ.
- *Social Media* – We will use social media to directly inform Maricopa County voters of their voting options and respond quickly to changing narratives. Through our @MaricopaVote [Facebook](#) and [Twitter](#) pages, the Elections Department will work collaboratively with the Recorder's Office social media accounts to amplify our messaging to voters throughout the election cycle. We will also share our messaging with [Maricopa County](#), [Condado Maricopa](#), and other county partners to expand our reach.
- *Press Releases on Election Deadlines* – We will send out press releases to media on big election deadlines including voter registration, mail-in ballot requests, mail-in ballot deadlines, polling locations and dates, Election Day information, and post-election information about election results.

⁵ The budgeted amounts of \$190,600 and \$377,000 are estimates and subject to change.

- *Voter Outreach* – We plan to do a series of communications directly to voters to inform them of their voting options.
 - Direct Mailers
 - Ballot by Mail – Outlined in the Early Voting Plan, this mailing will be sent in June to non-PEVL voters, informing them of their options and providing a direct way for voters to sign up to vote by mail at home.
 - Sample Ballot – This mailing, which is required by law, is the direct tool to inform in-person voters of the primary election and their voting location. Because Maricopa County is moving to an all Vote Center model, we plan to use this mailer as a tool to inform voters of the Vote Center locations they can choose from and the extended evening and weekend hours available to them.
 - Email Communication
 - Non-PEVL Voters
 - Outlined in the Early Voting Plan, we will send two emails to voters who have email addresses on file, informing them of their options and providing a direct way to sign up to vote by mail at home.
 - In mid-July and early August, we will send two emails to the same population of voters. Communication will focus on the physical distancing and cleaning standards implemented at all polling locations. Emails will also inform voters of their ability to choose from the 10-14 days of in-person voting available to them, including weekends.
 - PEVL Independents – Outlined in the Early Voting Plan, these emails would be sent to voters with email addresses on file, informing voters who have not yet requested a ballot type and will direct this group of voters to [BeBallotReady.Vote](https://www.maricopa.gov/BeBallotReady/Vote) to make their ballot choice. After July 24, PEVL Independents who do not request a ballot must vote in person. Informing this group of voters about in-person voting locations will be critical after July 24 since they are not included on the sample ballot mailing.
 - Text Messages— In an effort to ensure we meet voters on the platforms they are using, we plan to round out our voter outreach using the Twillio text messaging tool currently in place for voters to get early ballot status updates. We will use this tool to inform non-PEVL voters of their options, and to inform PEVL Independents of the need to request a ballot type.

3.2.6 March 17 Election Day Plan

On Election Day, communication will focus on informing voters in English and Spanish about the information they need to successfully vote. Our paid media *#BeBallotReady* strategy will continue through Election Day. We will have staff available for media interviews and live shots throughout the day. In addition, we will reach voters through a variety of traditional and social media channels. Election Day messaging will focus on:

- Encouraging voters to visit [Locations.Maricopa.Vote](#) to take advantage of the wait time feature
- Identification options needed to vote
- Voting locations and hours

In addition, we will actively communicate about activity at voting locations when necessary. In order to ensure the Elections Department is responsive to voters, we are requesting the support of four (4) county employees with communications and social media experience to support our team on Election Day. These employees will work with us in our communications team hub located at MCTEC, which is staffed by both the Elections Department and the Recorder’s Office. Below is an outline of the day’s earned media plan:

- Press releases
 1. First thing in the morning, we will send a release to announce Election Day, highlighting [Locations.Maricopa.Vote](#), voting locations and hours, and what ID you need to vote.
 2. A final press release once the Elections Department posts initial election results.
- Social Media
 - Monitor social media throughout the day responding promptly to voter questions.
 - Monitor social media ads through the paid media campaign to ensure voters get answers quickly.
 - Post on the Elections Department @MaricopaVote Facebook and Twitter accounts throughout the day in coordination with the County Recorder’s official social media accounts focusing on our top line messages and updating voters with wait-times as appropriate.
 - Create social media collateral to share with other county agencies, political parties and voter groups to help amplify our messages about Vote Centers and safety at the polls.
- STAR Call Center
 - Work closely with the Maricopa County STAR Call Center to coordinate messaging, train and educate call-center workers to provide front-line communications to the public. With our recruitment support, the STAR Center is hiring and training 36 temporary workers to provide consistent and accurate information to the public on Election Day.

3.2.7 Crisis Communications Strategy

In an emergency or other crisis on Election Day or during emergency voting, effective and timely communication will help to ensure voting integrity, public safety and the long-term reliability of the Elections Department. For the purpose of this plan, a crisis is defined as a significant event or incident that disrupts – or has the potential to disrupt – Election Day or emergency voting.

All messages will include accurate and detailed information about the situation and what actions to take. The media also aids in the dissemination of the crisis communication message. The Crisis Communication Team will ensure that media has access to updated information throughout the crisis incident or event. In

addition, the Director of Election Day and Emergency Voting is responsible for notifying the appropriate members of the county’s senior leadership team and the Board of Supervisors of the status of the incident and provide ongoing status reports.

The public will seek – and trust – other sources of information (e.g. news reports, social media, rumors, and word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain trust, and ensure public safety. We will convene the Crisis Communications Team as quickly as possible. Depending on the urgency and severity of the incident or event, this may occur in person or via phone. Team members include:

- The Election Directors
- Assistant Election Directors
- Elections Department Communication Staff
- Chief Deputy Recorder
- Recorder’s Office Public Information Officer
- The Chairman of the Board of Supervisors and County Recorder (as needed or as appropriate)
- Legal
- *Others may participate based on the specific incident*

The Crisis Communication Team will implement some, or all of the steps outlined below based on the circumstances, coordinating with all key personnel. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. In the event of a crisis on Election Day or during emergency voting, final approval of all communications rests with the Director of Election Day or Emergency Voting.

1. Immediate Response – Based on the severity of the incident and facts available, the Crisis Communications Team will determine what, if any, public messaging should be sent out and will ensure public safety and other emergency responders are informed as appropriate.
2. Notifying Key Audiences – The Crisis Communications Team will decide which groups need to be informed first. Audiences could include:

- Voters
- Poll Workers
- Elections Department and Recorder’s Office Staff
- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- Federal Bureau of Investigation (FBI)
- U.S. Department of Homeland Security
- The U.S. Attorney’s Office

3. Determine Spokesperson(s) – This can either be a member of the Crisis Communications Team who has knowledge of the crisis and is assigned to provide key messages and emerging facts to the public/media, or an elected official in charge of Maricopa County elections.
4. Developing a Fact Sheet – As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key audiences and information provided to the media by the spokesperson. Members of the Crisis Communications team will create the Fact Sheet, and those with a direct knowledge of the crisis will check it for accuracy. Fact sheets released publicly or posted to the internet must be time stamped and updated as information changes.
5. Informing the STAR Call Center – Once information is known and verified, the Crisis Communications Team will share messaging details and fact sheets with STAR Center leadership.
6. Alerting the media – The Crisis Communications Team will decide the best ways to communicate with the media during an incident or event. In cases where a crisis is likely to be prolonged, the Crisis Communication Team may use the Maricopa County Tabulation and Elections Center (MCTEC) for media briefings outside of the 75-foot electioneering range or within a designated location not in view of the official voting location. We will take into consideration appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur as frequently as the Elections Department verifies new information.
7. Monitoring social media – To anticipate any problems in the flow of accurate communications to the media and public, the Crisis Communications Team will designate staff to monitor social media and respond to questions and disinformation immediately and with consistency.
8. Approval of outgoing information – Typically, we develop communications in a collaborative way, but we recognize the need for decisive decision-making during a crisis to enable rapid, accurate communication.

4.0 – Staffing Plan

The Elections Department’s partnership with community volunteers is vital to our success in facilitating elections. We have a proud history of rapid, high-volume support from the community. Maricopa County’s Poll Workers are the face of the Elections Department for voters, and voters expect elections services to be secure and efficient. Our process begins with recruiting adequate numbers of staff for our polling locations, and hiring temporary workers to support early voting activities, warehouse operations, equipment management, training and recruitment initiatives. These workers must possess the right mix of skills, while also ensuring balanced political party representation to support the efficacy of elections services. Critical to our success is the establishment of and adherence to timelines and schedules that make the best use of our temporary workers while also ensuring fiscal responsibilities to our taxpayers.

The scope of the Staffing Plan for the August Primary Election includes strategies, constraints, and methods to recruit:

- Poll Workers to staff polling locations and Vote Centers for early voting, emergency voting, and Election Day
- Central board workers to staff election boards (e.g., early vote processing, duplication boards, hand count audit boards)
- Temporary staff for other support operations (e.g., delivery drivers, Vote Center set up teams, warehouse staff)
- County permanent staff to support election operations by working at Vote Centers, Ballot Drop-off Locations, supporting setup operations, and providing Election Night support in the warehouse

4.1 – Staffing Approach and Strategy

The staffing strategy for the August Primary Election considers the hiring landscape during the COVID-19 crisis. The Recruitment team faces new challenges in confirming a qualified and capable workforce needed to support a successful election, and has pivoted in several ways to overcome these challenges:

- Targeting Poll Workers with experience working at a Polling Location in the last four years
- Developing targeted messaging to prospective hires that addresses health and safety concerns
- Increasing the number of Poll Workers at each Polling Location to proactively address turnover that may occur due to COVID-19
- Creating positions for temporary Human Resources Administrative Staff dedicated to body temperature screening of Central Boardworkers working at the MCTEC location to ensure no one enters the facility with a 100.4 or above temperature

Recruitment for the August Primary will be performed in the following phases:

- Phase 1 (May 2020) –Hire 1,000 Poll Workers to staff approximately 100 voting locations. Most locations will be staffed by 10 Poll Workers to include one Inspector, two Judges, a Marshal, a Voter Registration Clerk, and five Clerks, with at least one employee proficient in communicating with voters in English and Spanish. Election Day Only Inspectors and Judges will be scheduled to shadow Early Voting Inspectors for one to two days to ensure a higher probability of success on Election Day. Recruiters will confirm Poll Workers are capable of performing role-specific duties, provide

necessary paperwork to support the hiring process, and schedule Poll Workers to attend training designed to model a safe, secure, and high-quality voter experience.

- Phase 2 (June 2020) – Hire 70 temporary workers to support election operations: Signature Verification, Special Elections Boards, UOCAVA, Human Resources Administrative Personnel, Warehouse Workers, T-Techs, Ballot Couriers, and Drivers. We will also work to staff the first wave of twelve Star Call Center Support Technicians.
- Phase 3 (Early July 2020) – Hire 79 temporary workers to support election operations: Mail and Ballot Running, Warehouse Workers, T-Techs, Ballot Couriers, Drivers and Hotline Response Personnel. We will also work to staff the next wave of Call Center Support Technicians, twelve in total, for the STAR Call Center.
- Phase 4 (Mid July) – Hire 99 temporary workers to support election operations: Ballot Tabulation Center Operators, Adjudication Boards, and Ballot Processors. We will support the final wave of hiring for the STAR Call Center (twelve Call Center Support Technicians).
- Phase 5 (Late July 2020) – Hire 100 temporary workers, some day-only workers will be recruited from other County Departments, to support election operations: Ballot Processors and Elections Night Warehouse Support (Red Line/Blue Line Workers).

Recruiters will rely on a variety of resources to obtain the necessary workers for the Primary Election. These resources include: prior Poll Worker pipelines, outreach campaigns to county employees, support from staffing firms, job board advertising, community partnerships, recruitment fairs, Deputy Registrar events, and Political Party referrals. The Elections Department will track recruitment efforts using our proprietary Poll Worker database and recruiters will provide weekly progress reports on challenges to staffing and adherence to schedule and timeline. Temporary workers performing duties at the Elections Department or STAR Call Center will be processed for background checks if this is their first time working for these departments.

The Recruitment and Training teams will meet regularly to cross-functionally share observations and data in support of continual improvement of the Recruitment process. This heightened communication will result in increased Poll Worker job fitting for future elections. Additionally, the Elections Department will survey temporary workers and hiring managers at the conclusion of the Primary Election to obtain valuable performance data.

4.2 – Statutory Requirements Pursuant to Staffing

A.R.S. § 16-531 specifies a requirement to appoint [hire] “one inspector, one marshal, two judges, and as many clerks of election as deemed necessary” not less than twenty days before an election. These individuals, per statute, “shall be qualified voters of the precinct for which appointed,” and as far as inspector, marshal, and judges are concerned, “shall not have changed their political party affiliation or their no party preference affiliation since the last preceding general election.” Furthermore, “if they are members of the two political parties that cast the highest number of votes in the state at the last preceding general election, they shall be divided equally between these two parties. There shall be an equal number of inspectors in the various precincts in the county who are members of the two largest political parties. In each precinct where the inspector is a member of one of the two largest political parties, the marshal in that precinct shall be a member of the other of the two largest political parties.” Finally, “any registered voter in the election precinct...may be appointed [hired] as a clerk.”

This statute also specifies “wherever possible, any person appointed as an inspector shall have had previous experience as an inspector, judge, marshal or clerk of elections.”

4.3 – Temporary Staffing Roles, Quantities, and Pay Rates

Pursuant to A.R.S. § 16-536, “The compensation of the election officers shall be fixed by the board of supervisors and shall be a county charge. In no case shall an election board member be paid less than thirty dollars per day.

Role	Early Voting	Election Day	Total	Pay Rate/hour
Temporary Recruiters	1		1	\$15.14
Temporary Trainers	2		2	\$15.00
Temporary Human Resources Staff	3		3	\$15.00
Inspectors *	75	25	100	\$13.00
Judges*	150	50	200	\$12.50
Voter Registration Clerks*	75	25	100	\$12.50
Marshals*	75	25	100	\$12.00
Clerks*	375	125	500	\$12.00
Temporary UOCAVA Clerks	6		6	\$12.00
Temporary Ballot Processors	78		78	\$12.00
Temporary Signature Verification Clerks	20		20	\$12.00
Temporary Mail Couriers	8		8	\$12.00
Temporary Ballot Couriers	15		15	\$13.00
Temporary Warehouse Drivers*	21		21	\$13.00
Temporary Grips*	13		13	\$13.00
Temporary Auditors*	12		12	\$12.00
Temporary T-Techs*	25		25	\$13.00
County Employees – Election Day		140	140	\$15.00
Temporary Troubleshooters	35	13	48	\$15.00
Temporary Hotline Responders	6		6	\$15.00
Temporary Duplication Boards	40		40	\$12.00
Hand Count Boards (Recruited by political parties)		26	26	\$12.00
Temporary Star Call Center Employees (recruited by Star Call Center)	36		36	\$12.50
Total	1071	429	1500	

* These positions will support both early voting and Election Day

4.4 – Staffing Contingencies and Work Load Balancing

Given how important these temporary workers are to ongoing operations, we’re deploying contingency recruiting strategies in the event some Poll Workers and temporary staff cannot perform their role or duty. To ensure we have sufficient Poll Workers to staff the polling location, we are hiring an additional 30 back

up inspectors that can be re-deployed on Election Day if a Poll Worker is absent. With the 10 Poll Workers per site, we can also overcome an absenteeism of 30 – 40%.

4.5 – Temporary Staffing Job Responsibilities

Job Title	Responsibilities
Temporary Recruiter	Temporary Recruiter will source, screen, hire and schedule Poll Workers for assignments at either Election Day Polling Locations or Vote Centers. They will also be responsible for filing paperwork and completing data entry in support of payroll functions.
Temporary Trainers	Temporary trainers will prepare and distribute class materials and assist with hands-on instruction on the set-up, use, and breakdown of Election equipment. Temporary trainers will support full-time trainers as needed during periods when the training team is teaching at multiple locations simultaneously.
Temporary Human Resources Staff	Perform temperature screening function for all temporary workers reporting to MCTEC building. Assist with tracking of clock-in and clock-out times for these workers.
Poll Worker: Inspector	The Inspector is the Team Leader at the Polling Location or Vote Center, and as such, the Inspector is responsible for delegating the tasks of other Poll Workers, ensuring workers clock in out properly, and providing assistance to voters. The Inspector is responsible for making sure that each and every voter is able to cast their ballot privately and securely.
Poll Worker: Judge	The Judge is the backup for the Inspector, and therefore is charged with the same responsibilities as the Inspector. Along with assisting voters with the check-in process, the Judge supports Curbside Voting and use of Accessible Voting Devices, and monitors the Ballot Drop-Off and Tabulation.
Poll Worker: Marshal	The Marshal is responsible for preserving order at the polls, most specifically with regard to line management during high-volume cycles. The Marshal is responsible for maintaining order at the polls and ensuring the opening of the polls and the completion of activities at the end of the day. In coordination with the Line Management Clerk, the Marshal measures the length of wait times throughout the day and may also perform the duties of other Poll Workers on a relief basis.
Poll Worker: Voter Registration Clerk	The Voter Registration Clerk assists the Voter in updating their name or address in the Sitebook as needed. They may also assist the Inspector or Judge in verifying the voter possesses the required acceptable identification. The Voter Registration Clerks shall be certified as having completed and mastered a training curriculum approved by the Recorder’s Office due to their access to live voter registration information via the SiteBook.
Poll Worker: Clerk	Clerks are responsible for providing voters with the correct ballot. This is done by confirming specific information on the ballot, and in some cases (Early Voting, Emergency Voting, Provisional Ballots) matching information on the ballot to information on an affidavit envelope. In the case of Vote Centers using Ballot On Demand (BOD) capabilities, the clerk retrieves a printed ballot from a BOD printer, confirms the information on the ballot matches the voter’s BOD code, and if necessary the code on the affidavit envelope, and presents these items to the voter. When not manning the Ballot Pick-Up Area, clerks are responsible for sanitation of all equipment at the polling location to limit the spread of COVID-19. Clerks will also report wait times using the Sitebook during high-volume periods.
Temporary UOCAVA Clerks	UOCAVA Clerks support the mission of the Uniformed & Overseas Citizens Absentee Voting Act. Duties include assisting overseas voters in registering to vote, requesting an early ballot, and voting a ballot via a secure portal.
Temporary Ballot Processors	Ballot Processors work in teams of two, or Boards, and they must be of a different political party. Ballot processors open, verify ballots are for the correct election, and stack ballots for delivery to the Ballot Tabulation Center.

Job Title	Responsibilities
Temporary Signature Verification Clerks	Signature Verification Clerks are responsible for verifying signatures on affidavit envelopes match voters' signatures on record. They may use forensic techniques to analyze signatures, and they may also perform other research such as contacting voters directly to ensure the efficacy of mail-in ballot processing.
Temporary Mail Couriers	Mail Couriers are responsible for making postal runs, picking up printed items from Runbeck Elections Services, and using electronic mail opening machinery to open ballots en masse prior to ballot processing.
Temporary Ballot Couriers	The Elections Department utilizes Ballot Couriers to retrieve ballots from Ballot Drop Boxes and securely deliver them to MCTEC for processing. Ballot Couriers must complete a chain-of-custody form that is signed by a Polling Location or Vote Center Inspector to ensure the lawful hand-off and transportation of ballots.
Temporary Warehouse Drivers	Temporary Warehouse Drivers are responsible for operating a fleet of 16' box-trucks with lift gates. Drivers transport equipment and items to and from Polling Locations and Vote Centers. Warehouse Drivers may also support other warehouse functions such as checking equipment in and out, lifting and stacking inventory, and general warehouse maintenance.
Temporary Set-Up Team Members (T-Techs, Grips, Auditors)	The Elections Department establishes set-up teams that work in coordination with Poll Workers to set up Vote Centers and Polling Locations prior to opening for Election Activities. Some Set-Up Team Members will support troubleshooting efforts throughout the election cycle and may support equipment security and retrieval activities at the close of Election Day.
Temporary Hotline Responders	Hotline Responders are staffed at the MCTEC Warehouse Command Center and are responsible for responding to issues and questions that may arise via phone or radio during an Election cycle. Hotline Responders must be Elections Subject Matter Experts as they must deliver critical information to voters, Poll Workers, and other Elections Support Staff under tight timelines and during high-volume cycles.
Temporary Duplication Boards	Duplication Boards, pairs of two from different political party affiliations, make every attempt to determine voter intent, when in question, due to stray marks or other issues on the ballot that may make accurate tabulation of a ballot impossible. Through a duplication process, these bipartisan teams ensure that the voter's clear intent is reflected on the ballot which is tabulated.
Temporary Star Call Center Employees	Temporary Star Call Center Employees are responsible for responding to Elections-specific questions from voters. These employees possess Elections Subject Matter Expertise and deliver critical information to voters during high-volume cycles.

4.6 -- Administrative and Payroll Support

Department and Recorder's Office Human Resources Liaisons, in coordination with Maricopa County Central Human Resources, provide critical support in determining temporary staff eligibility to work, facilitating payroll processing, and providing mileage reimbursement to temporary staff that use their personal vehicles on official elections business.

- Eligibility to Work: Each temporary employee must provide a copy of the appropriate documentation to Human Resources to confirm their eligibility to work in the United States. Central Board Workers must also pass a standard criminal background investigation to obtain badge credentials that allow them to securely enter the MCTEC facility.
- Payroll Processing: A coordinated effort between the Elections Recruitment Staff, Elections and Recorders Human Resources Liaisons, and County Payroll allows the Elections Department to provide pay to Poll Workers in one lump sum at the completion of an election. Central Board

Workers may be paid through the County’s ADP system, allowing for bi-weekly pay for longer-term employment.

- Mileage Reimbursement: Department staff work directly with temporary employees that utilize personal vehicles for official elections business, tracking and documenting mileage in compliance with Maricopa County General Travel Policy A2313. Mileage Reimbursement forms are submitted to County payroll for processing of reimbursements to temporary employees.

4.7 – Deliverables and Performance Metrics

Staffing deliverables will simultaneously provide critical Performance Data that will shape future Temporary Staffing models. These deliverables will include:

- Weekly tabulation of metrics related to hire-by-source. The Elections Department has leveraged support from County Procurement to increase our cadre of temporary staffing resources. We are currently partnering with four temporary staffing firms to provide quick-turn solutions for high-quantity/high-quality resources. We will be tracking placements by source to better understand the capabilities of these firms, and data will be shared back to Procurement leaders.
- Poll Worker rosters showing assigned role, party registration status, polling location assignment and training status
- Weekly staffing updates showing recruitment status for each phase and position
- Monthly performance data analytic reports will utilize dashboard formats (red, yellow, and green shading) to identify:
 - Successful hire rates based on recruiting sources
 - Drop-Out rates based on recruiting sources
 - Areas needing additional resources or innovative measures to overcome challenges
- Surveys (temporary worker and hiring manager)
- After Action – Recruitment Lessons Learned report

4.8 – Staffing Schedule

Key milestones for August Primary staffing are highlighted below:

March 2020 Elections Staffing Schedule

Staffing Phase 1	5/1/2020 – 6/1/2020
Staffing Phase 2	6/1/2020 – 6/29/2020
Staffing Phase 3	7/1/2020 – 7/13/2020
Staffing Phase 4	7/13/2020 – 7/20/2020
Staffing Phase 5	7/21/2020 – 8/2/2020
Temporary Worker Survey Distributed	8/31/2020
Hiring Manager Survey Distributed	8/31/2020

5.0 – Training Plan

The Elections Department’s training plan for the August Primary Election establishes the framework for ensuring temporary staff (e.g., Poll Workers, Troubleshooters) are trained to perform their assigned roles and responsibilities to serve Maricopa County voters. Training is an essential element to ensuring elections are conducted with integrity, efficiency, reliability, and in accordance with federal and state laws.

The scope of the Training Plan describes the Elections Department’s approach to providing specialized training for the temporary workers that will support the August Primary Election

- Approximately 1,000 Poll Workers will staff approximately 100 voting locations to serve as inspectors, judges, marshals, voter registration clerks, and clerks
- More than 40 Troubleshooters who will receive training from both the Poll Worker curriculum as well as curriculum identified by the Vote Center Manager focusing on more complex issues related to Elections equipment

5.1 – Training Approach & Strategy

Pursuant to A.R.S. § 16-532, the Elections Department “shall conduct a class for the instruction of inspectors and judges...in their duties, which shall include instruction in the voting system to be used and the election laws applicable to such election. Each election board member receiving instructions and properly qualified shall receive a certificate of qualification. Only inspectors and judges of the election board who have received the required instruction class shall serve at any election...Other members of the election board may be trained at the same time.”

The Elections Department’s training plan for the August Primary Election considers adjustments necessary to provide appropriate training during the COVID-19 pandemic and specifies the following objectives:

- Establish a training curriculum that limits exposure to COVID-19.
 - Redesign training curriculum to deliver 75% of training online via the County’s Learning Management System, TheHUB.
 - Limit in-person training sessions to no more than 10 participants and two Trainers.
 - Focus in-person training sessions on setup, use, and breakdown of Election equipment and sanitary procedures, thereby reducing the amount of in-person contact required of Poll Workers for optimum learning.
 - Develop an online skills assessment in tandem with online training modules to ensure Poll Workers are ready to perform the tasks required of them by Arizona State Statute, the Secretary of State Elections Manual, and Department policies and procedures.
- Develop informative, consistent, and accessible training sessions in order to ensure temporary workers have the information they need to perform their roles successfully and ample

opportunities to attend training. This includes offering training sessions in Central Phoenix and surrounding communities in the east, north and west Valley.

- Train Poll Workers to maintain strict cleanliness standards to limit the spread of COVID-19 during Elections, deliver in-person training sessions utilizing required PPE designated as a condition of employment under the guidance of the Maricopa County Public Health Department and following CDC guidelines, and deliberately enforce these guidelines during training to ensure the safety of Poll Workers and Training Staff during in-person training sessions.
- Collect and analyze Poll Worker satisfaction data to measure and build relationships with temporary workers and develop reliable talent pipelines and job fitting strategies.

5.2 – Training Methodology

Temporary workers play a critical role in helping the Elections Department meet the resource needs required to conduct an election. We are dedicated to providing staff with the knowledge and skills to overcome the challenges they may experience while working at a voting location. We have a team of trainers and subject matter experts that will provide the temporary workforce with appropriate training to prepare them for their assignments. Factors that will be addressed include varied learning styles, statutory training requirements, and the high numbers of temporary staff that need training in a short period of time. Specific methodologies and curriculum are described in further detail below.

5.2.1 – Poll Worker Training

Voters expect the Elections Department to conduct elections with integrity and efficiency, but they also expect to receive a high-level of customer service. If voting in-person, a voter’s experience is directly correlated with the level of expertise and customer service exhibited by the Poll Workers staffing our polling locations. For the Primary Election, the Elections Department will hire and train approximately 1,000 staff to work at approximately 100 Vote Centers.

Successfully manning a Polling Location requires a difficult mix of soft skills, like customer service and de-escalation techniques, as well as technical, analysis, and problem-solving skills. Elections Department Trainers must find unique ways to impart these skills in a format that is both interesting and time efficient. Arizona State Statute requires specific Poll Workers to take training every time they serve, leading to a large number of Poll Workers returning again and again to attend training. For these learners, we must hit required training marks as well as education on changes in laws and practice. The Elections Department also hires Poll Workers that are new to serving, and for these learners, capacity is the challenge. Trainers must identify the most important areas of learning before each Election, and provide as many high-quality resources and job aids as possible that can be accessed up to and include Election Day.

In an effort to continually improve the learning experience and increase knowledge retention, the Training Team will require all Poll Workers to complete an interactive, web-based, role specific curriculum featuring multiple sessions of study. Those serving as Clerks will take the entirety of their learning via web-based portal. Those serving in the role of Inspector, Judge, Marshal, and Voter Registration Clerk will receive supplemental hands-on training onsite in a training space that models the Polling Location experience. Each Poll Worker will complete an online assessment at the conclusion of their web-based learning to ensure they are capable of meeting their responsibilities as a Poll Worker. A score of 80% or better will be required for each Poll Worker to be fully hired for Day 1 of service. We will offer Poll Workers multiple opportunities to retake the web-based training and assessment to obtain a passing score.

We anticipate Poll Workers will spend approximately three hours in learning sessions, either online or in tandem with in-person instruction, and strict attendance data will be kept to ensure all Poll Workers have completed the required training. Those receiving in-person instruction will have the opportunity to attend a session in one of four locations around the Valley, with no more than 10 attendees in each session. The table below shows the Poll Worker positions receiving hands-on instruction and number of training sessions offered.

Poll Worker Role	Approximate Number of Workers	Estimated Start Date	In-Person Training Dates
Inspector	15	E-27 (7/8)	6/30 – 7/7; 15 sessions available
Inspector	65	E-13 (7/22)	6/30 – 7/20; 54 sessions available
Inspector	20	Election Day	7/8 – 7/20; 39 sessions available
Judge	30	E-27 (7/8)	6/30 – 7/7; 15 sessions available
Judge	130	E-13 (7/22)	6/30 – 7/20; 54 sessions available
Judge	40	Election Day	7/8 – 7/20; 39 sessions available
Marshal	15	E-27 (7/8)	6/30 – 7/7; 15 sessions available
Marshal	65	E-13 (7/22)	6/30 – 7/20; 54 sessions available
Marshal	20	Election Day	7/8 – 7/20; 39 sessions available
Voter Registration Clerk	15	E-27 (7/8)	6/30 – 7/7; 15 sessions available
Voter Registration Clerk	65	E-13 (7/22)	6/30 – 7/20; 54 sessions available
Voter Registration Clerk	20	Election Day	7/8 – 7/20 39 sessions available
	500		54 sessions available

Given the need for social distancing, the Elections Department’s Early Voting teams will be spreading out throughout the building, allowing those temporary employees enough safe space to work. For this reason, the Elections Department has partnered with the Maricopa County Flood Control District (FCD) to offer the majority of in-person training sessions on the FCD Durango Campus. However, sessions will also be offered at leased retail locations in the north, west, and east Valley that will be used as Polling Locations during the August Primary. This gives learners the unique opportunity to take training in a fully-operational voting environment. We are excited to offer this immersive access during the month leading up to the Primary.

Poll Workers will be expected to demonstrate job readiness by passing specific course assessments delivered by the training team prior to their first day at the polls. Assessment data will be shared back to the Elections Department to support increased job-fitting for future elections. A high-level summary of training topics covered in the August 2020 Primary curriculum follows:

- **Review of Election Laws and Procedures** including standard voting procedures, updates to election laws and procedures, and issuance of ballot types/styles (political party, FED only, ballot splits, etc.).

- **Election Specific Training** including an understanding of Arizona Primary Elections and the need for some voters to select a specific party ballot for voting
- **Training on Opening and Closing Duties** including voting location hours of operation, Poll Worker hours, clocking in and out for duty, verifying duties to be performed, equipment setup and closing, furniture arrangement, inventory of supplies, signage placement, and preparation of official and unofficial envelope contents.
- **Role-Specific Training** (see Appendix A, page 50)
- Review and hands-on training setting up, using, and breaking down **Polling Equipment** including BOD, Accessible Voting Device, Precinct Tabulator, SiteBook operations, and voting equipment checks.
- **Customer Service Training** including accessible/curbside voting, assisting differently-abled voters, and teamwork
- **Voter Check-In** including required ID training and use of the Sitebook to update a voter’s name and address
- **Safety** and Sanitation Procedures including standards of cleanliness, use of PPE, Poll Worker and voting location safety, and situational awareness techniques. This includes the use of the break in case of emergency contingency plan.
- **Troubleshooting** including when and how to implement wait-time reduction, contacting a Troubleshooter for technical support, and other contingency plans.
- **Supplemental Training for Inspectors and Judges** including “how to” strategies for conducting a pre-election meeting with Poll Workers, ensuring political party representation among Poll Workers, gaining building access and developing relationships with building stewards, monitoring envelop drop boxes, the provisional ballot process, spoiling ballots, and transmitting results and/or delivery of voted ballots.
- **Supplemental Training for Clerks and Marshals** including using Sitebooks to report wait-times and instruction in the 75-foot rule.
- **Supplemental Training for Voter Registration Clerks** including training directed by the Maricopa County Recorder.
- **Supplemental Training for Bi-Lingual Poll Workers** starts with verifying Spanish language proficiency and includes preparation materials in English and in Spanish to assist bilingual Poll Workers in using elections-specific verbiage and terminology when assisting Spanish-speaking voters.
- **Emergency Voting Training** including the awareness of voter affirmations using a customized affidavit envelope.

Specific role-based training topics by role and type of voting location are included in Appendix (A).

6.0 – Facilities and Logistics Plan

The Elections Department’s Facilities and Logistics plan for the August Primary Election establishes the framework for ensuring that Maricopa County voters have a safe, reliable, and accessible in-person voting option for Early Voting, Emergency Voting and on Election Day.

The Facilities and Logistics plan describes our approach to providing adequate facilities and efficient logistics support for the 2020 August Primary election. The Elections Department will offer in-person voting options at approximately 100 geographically dispersed locations that are compliant with the Americans with Disabilities Act (ADA). The Logistics and Warehouse teams support Early Voting, Emergency Voting, and Election Day operations and their objectives are to provide the following activities:

- Ensuring that an estimated 90 full time and temporary logistics (e.g., facility relations, ballot couriers, hotline call center, and troubleshooters) and warehouse (e.g., drivers, inventory specialists, and warehouse) staff are hired, trained and proficient on all assigned tasks and functions in preparation for the Presidential Preference Election.
- Acquiring, inspecting, setting up, and supporting Vote Centers.
- Preparing, packaging, securing, delivering, and recovering sufficient and fully functional supplies, voting materials, equipment, and technology to ensure voting locations are prepared to serve voters.

6.1 – Facilities Management Approach and Strategy

The facilities management planning cycle starts approximately 160 days before the election and includes regular communication with facilities owners and administrators to keep them apprised of available dates and facility conditions. To help ease the voting experience, we attempt to use the same voting locations from election to election. However, due to constraints (e.g., facility availability, construction, inspection compliance, and specific election requirements) we cannot always adhere to this approach.

As described in the *Voter Turnout and Wait-Time Reduction Plans* (Section 2.0, page 9), we determined that between 75 -100 Vote Centers are needed to for the 2020 August Primary Election. A final list will be published at [Locations.Maricopa.Vote](https://www.maricopa.vote/locations) approximately 30 days before the election. Tasks related to managing facilities include:

- Establishing the layout and flow for each type of voting location (see section 6.1.1)
- Performing inspections and ensuring locations comply with the Americans with Disabilities Act (see section 6.1.2)
- Transitioning from early voting and emergency voting to election day (see section 6.1.3)
- Acquiring and contracting with voting facilities (see section 6.1.4)
- Setting up facilities and supporting ongoing operations (see section 6.2)

6.1.1 Election Day Voting Locations

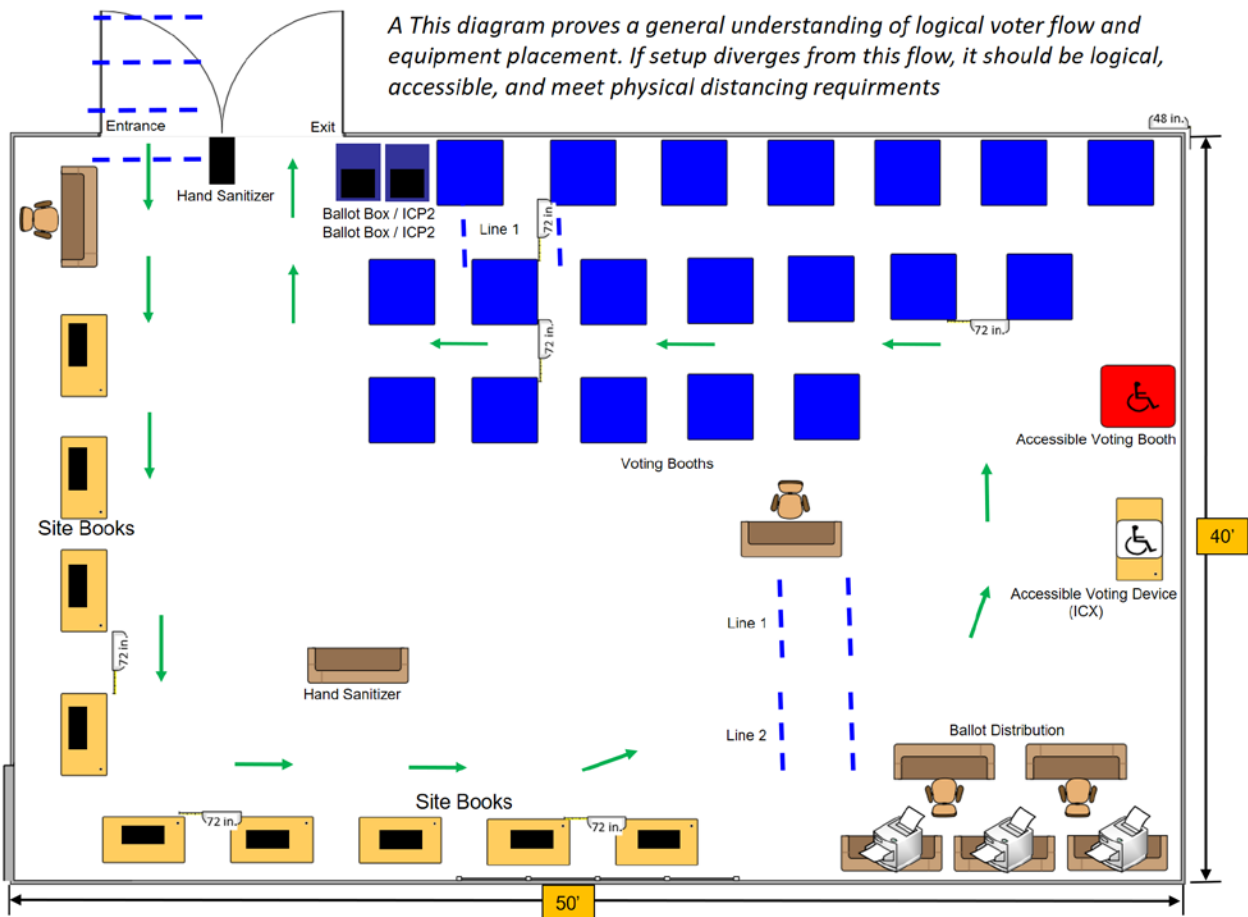
Polling Location and Setup

For the August Primary election, in person voters will have the option to vote from any one of 75 - 100 geographically dispersed Vote Centers. All Election Day sites will be open from 6 a.m. to 7 p.m.

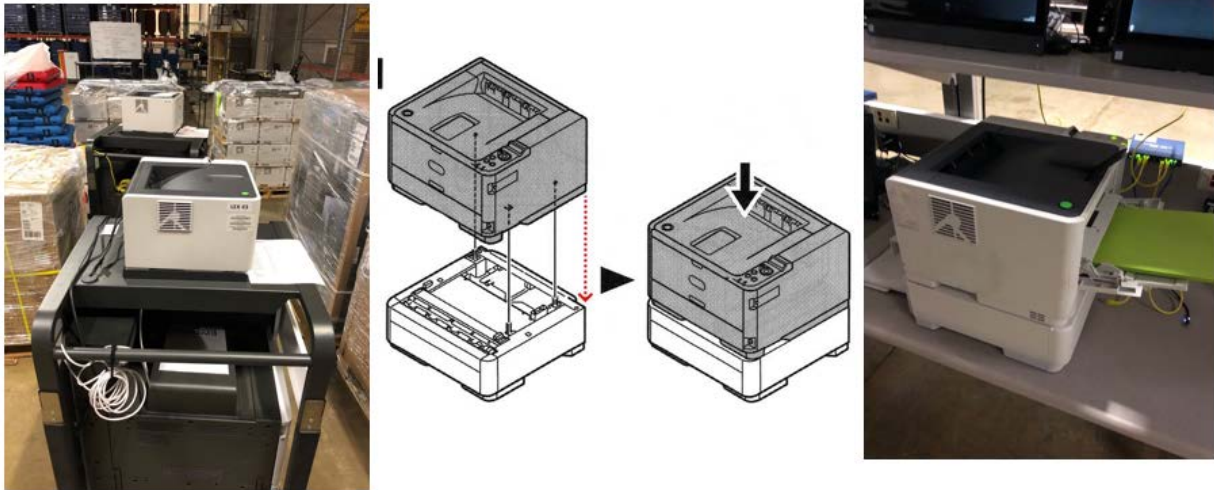
The August Primary Election Vote Center layout has been altered to comply with safety protocols established in partnership with the County Public Health Department to align with Center for Disease Control guidelines. All voter check-in stations and voting booths will be placed six feet from one another and floor markings will assist in person voters with maintaining the appropriate physical distancing requirements. The larger venues of 2,000 square feet or larger will provide the necessary spatial dimensions to execute these health and safety measures.

The new all Vote Center model will default to a nine check in station layout with the built in redundancy of three ballot on demand printers and 20 voting booths. The flow of the Vote Centers will be established in a manner that reduces unnecessary foot traffic and keeps voter flow fluid. Distancing markers will be placed at potential bottleneck areas and closely monitored by on site Poll Workers to avoid flow disruption. If safe and practical, this Vote Center layout may be scaled up for much larger venues like the City of Phoenix and Mesa Convention Centers. In these situations, a 12 check in station and 30 voting booth layout or 15 check-in station 40 voting booth model will be used. The layout diagrams below are to be used as our default layout and will provide a general understanding of voter flow and equipment placement. Not all locations will have this layout, but setup teams are trained to standardize setup to establish safe and efficient polling locations.

Vote Center 9 Site Book / 3 Printer / 20 Voting Booth Layout



The new all Vote Center model will provide Maricopa County voters the ability to vote outside their designated precinct Ballot-On-Demand (BOD) and Site Book technology. In order to efficiently expand this capability from 40 Vote Centers to 100 Vote Centers, we modified our existing fleet of envelope printers into high capacity ballot printers. This is accomplished through a firmware update to the printers and the addition of a driving laptop to manage the job load. An added high capacity feeder (as pictured below) and scalable extender will hold the 19" x 8 1/2" ballots that would normally not fit in the small manufacturer provided paper feeder. A comprehensive stress test was completed to thoroughly understand capacity and identify best courses of action should an issue occur while deployed in the field.



6.1.2 Facility Inspections and Accessible Voting

To verify that facilities will meet our needs, we perform inspections to substantiate hours of operation, indoor space, floor plans, wireless connectivity, line management needs, and parking needs. We also evaluate the facility to ensure voters with a disability are able to vote in-person or curbside if they choose. To confirm usability and voter accessibility we review the following during our on-site inspections:

- Voter entrance
- Obstacles
- Confirmation of minimum square footage, parking and lighting
- Ability to setup certified accessible voting device
- Availability for curbside voting
- Drop-off or loading area with a level access side
- Exterior and interior pedestrian routes that voters use to get to check-in and voting areas

In some instances, we are able to provide temporary installation of ramps or signage to create an ADA-compliant site. If non-compliance issues are reported after our inspection, a new on-site assessment is conducted, issues are worked on-site with the administrator, and the accessibility evaluation is updated.

Additional accessible voting options such as special election boards that visit nursing homes are described in further detail in the Early Voting Plan. The Elections Department complies with the following Federal and State laws in order to serve voters with disabilities:

- 52 U.S.C. § 20101 Voting Accessibility for the Elderly and Handicapped Act of 1984
- 52 U.S.C.A. § 21081(a)(3) HAVA – Disability Rights
- 42 U.S.C. § 12101(a)(3); 42 U.S.C. § 12131 et seq. The Americans with Disabilities Act of 1990
- A.R.S. § 16-581

6.1.3 Transition between Election Phases

A smooth and seamless transition between Early Voting, Emergency Voting, and Election Day with minimal problems can only be achieved through close communication and complete collaboration with Department staff and the Recorder’s Office. To minimize voter confusion and duplication of efforts, the Elections Department will use the same Vote Center facilities and equipment for Election Day as used during the Emergency Voting and Early Voting phases.

6.1.4 Facilities Acquisition & Timeline

We place an emphasis on enhancing relationships with facility administrators and staff to build a reliable inventory of ready-to-use facilities. Most facilities provide the Elections Department with their facility for free or for a nominal charge. To manage facilities, we adopt a framework of communication, customization and continuous monitoring.

- **Communication:** We reach out to facility administrators about 160 days prior to an election and attempt to quickly resolve delivery, setup, and other modification requests within 24-48 hours.
- **Customization:** We work with facility administrators to customize voter flow, lines, seating and operational space to ensure voters and staff have ample movement in and around the facility.
- **Monitoring:** We provide responsive support from 160 days before the election through equipment recovery on/or about one week after the election.

A timeline of key steps involved prior to the election in the acquisition of our polling locations is included below:

- **160 days:** The Elections Department completes a joint review with the Recorder’s Geographic Information System (GIS) team to determine that facility locations are compliant with consolidated precinct boundaries and will be geographically dispersed to meet voter turnout.
- **150 days:** Early communication with facilities determines accessibility, compliance, and availability for the duration of voting requirements. A “Save the Date” message is sent to facility administrators to query polling place and Vote Center participation in all 2020 elections.
- **150-60 days:** The Elections Department signs Facility Use Agreements with Presidential Preference Election polling locations and Vote Centers, which include dates of service and confirmation signatures. Facility technicians monitor for changes in dates, times, venue, and ensuring positive relationships with facility owners and managers.
- **60-21 days:** Final confirmations are made with all facilities to determine if there have been any changes in dates, times, and/or venue. Once all confirmations are made, the Elections Department will post the locations on our website, Locations.Maricopa.Vote.

During the complete election cycle, we conduct continuous monitoring of interactions with facilities. Department staff work to resolve issues. At the end of the election cycle, lessons learned are captured during the After Action Review and recorded for future use.

6.2 – Voting Equipment Delivery & Logistics

Vote Center equipment delivery and set up begins up to 36 days prior to the election. Set up teams will be comprised of laborers, drivers, t-techs, auditors and troubleshooters. Drivers will deliver the equipment and supplies and perform initial set up of Vote Center support equipment. The tech crew follows behind to perform the technical set up and ensure the location is ready for voters. Finally, a troubleshooter will close the loop with a quality control check of critical systems such as the Site Books and accessible voting devices.

Below is the Vote Center set up schedule:

Phase 1 – 5 Vote Centers (28-day sites) open from 7/8/2020 through 8/4/2020

Phase 2 - 55 additional Vote Centers (14-day sites) open from 7/22/2020 through 8/4/2020

Phase 3 – 15 - 25 additional Vote Centers (7-day sites) open from 7/29/2020 through 8/4/2020

Phase 4 – 5 - 20 additional Vote Centers (1-day sites) open on 8/4/2020 (Election Day)

Set ups are scheduled as early in the day as possible in order to address any problems that may arise and set up crews are also encouraged to get ahead of the schedule as feasible. Set up crews confirm set up completion with Vote Center manager and provide a second set of onsite test prints that further confirm BOD functionality on site. A makeup date is injected into the planning calendar in the event that a failed set up occurs.

6.2.1 – Equipment and Supply Buildout

The Elections Department began organizing Vote Center equipment packages in mid-June 2020. Vote Center preparation starts with Site book updates, BOD printer checks and services which include performance testing. BOD test prints will confirm functionality and as discussed, will be provided to executive leadership. Green bags include all of the critical technology peripherals needed to enable site book and BOD connectivity and communication, they are assembled jointly by IT staff and warehouse personnel. The accessible voting device and precinct based tabulators are programmed and tested by Ballot Tabulation Center staff and then carefully packed and configured for transport by warehouse personnel. Next steps involve the non-technical preparation aspects and start with the consumable stock needed at each Vote Center such as blank ballot shells, envelopes, blank paper for receipts and the heavier weighted 8 ½” x 11” paper for the accessible voting device. Temporary staff enter the work flow at this point and assume the responsibility for packaging and preparing the general supply carts, voting booths, all barricades, curbside signage, black box, tables and all of the stationary supplies such as sharpie ballot marking pens. They follow the same equipment checklist used by permanent staff.

6.2.2 – Election Day Facility and Operational Support

Hotline and Troubleshooters

Hotline and troubleshooter temporary staff support critical functions as subject matter experts; they are hired from a specialized pool of people with previous elections experience. They are already familiar with the Election Reporting System (ERS) and understand the urgent need for quickly responding to problems that arise.

Troubleshooters are issued kits with extra supplies and a troubleshooter manual for reference during their shift. Troubleshooters act in a semi-supervisory capacity in their management of four polling places and/or Vote Centers and are looked to for procedural guidance and some technical support as the first line of problem resolution.

Troubleshooters are involved in every step of the process especially during site set up. They are usually the first layer of resolution in any problem solving at a Vote Centers and serve as a bridge between the Poll Workers and the support staff.

Hotline staff are provided a detailed reference manual and a desktop application that replicates the SiteBook check-in system user interface so that they can navigate Poll Workers through difficult scenarios. Hotline staff are the primary operators of the ERS and are responsible for categorical reporting of technical issues, administration issues, supply issues, voter registration, procedural issues and other general problems that are beyond the capability of a Poll Worker to resolve.

Supply Depots

We will implement a supply depot strategy using county facilities to pre-position supplies and equipment for easy access in the following geographic zones; North Phoenix, Northwest Phoenix, Northeast Phoenix, West Valley, Southwest Valley, East Valley, and Southeast Valley. Pre-positioning of key equipment and supplies at distant and highly accessible and secure locations will greatly enhance our ability to get replacements out quickly and further reduce risk. For the August Primary, retail spaces provide a unique capability for secondary use as supply depots as access is unlimited and there are no facility host concerns.

Supply depots are stocked during the same delivery window as the Vote Centers as the intent is to test their functionality and use during the early voting period. Key supplies include frequently used consumables such as blank ballot shells, envelopes, and cleaning and safety supplies to respond to COVID-19 health concerns. Other critical equipment includes extra site books, precinct based tabulators and printers as well as all critical support peripherals such as wireless devices, cabling and power cords. We determine inventory stock rates at each depot by population density, projected turnout rates and prior in person voting patterns.

6.2.3 – Election Equipment Recovery

The Elections Department plans to pick up all additional election equipment between March 18 and 27. The pickup schedule is designed to accommodate facilities with specific requirements for immediate equipment removal. Every attempt is made to collect equipment and materials from every facility as timely and safely as possible, with a return of all facility rooms and furniture to original state. First priority after safety is accountability of all equipment with the highest priority assigned to capital assets which will receive color-coded asset tags. Secondary priority is the immediate identification of deficiencies or damages that may have occurred during the election cycle. Finally, all equipment will be cleaned, recorded virtually in the warehouse management system and re-stowed according to assignment. Printers, laptops, voting equipment and other passive electronic components will be scheduled for post-election servicing in accordance with original equipment manufacturer guidance.

To increase safety, returned equipment will be segregated from the general population and stored “as is” for two days before being unbundled, inspected, cleaned and re-stowed. Each aisle at the rear of the warehouse will be pre-designated by day for storage until the two days have passed. Temporary workers

will wear gloves as they are supervised for the unbundle of all equipment. After inspection and cleaning has been completed the warehouse team will work in conjunction with the Records IT team to ready equipment for deployment in the November General Election. .

6.3 – Logistics and Warehouse Management Training and Continuous Improvement

In most cases, the Elections Department will cross-train temporary staff in two or more functional areas. This reduces operational constraints and builds confidence in the team as well as with polling place and Vote Center staff.

Informal training for drivers begins the last of June 2020 with familiarization of equipment package building and ballot courier duties. Drivers provide support with package building, site setups, and ballot courier support.

We are launching a new ballot on demand printer and adding an additional training period that includes extensive hands on training with extensive on site iterative training sessions. The training is scheduled to begin during the last week of June and will include two weeks of training at actual Vote Centers, we plan to produce subject matter experts by exposing temporary support staff to a variety of vignette style scenarios. The first temp cohort is scheduled to start on June 22 and would be asked to support the training of the next temp cohort starting on July 6. This method worked very well during the preparation for the March PPE.

Training for the drivers and ballot couriers will consist of two formalized two-part sessions conducted by county risk management staff. The first part will be a classroom presentation and discussion followed by a truck and van backing exercise conducted at the warehouse dock doors. These training sessions will be conducted on June 29 and July 6.

During the Early Voting period, hotline staff, troubleshooters, and available county employees supporting the August Primary, will be invited to a one-day refresher training and synchronization meeting. This training will focus on the ERS and will use a series of vignettes designed to provoke discussion on potential technical, procedural, and operational challenges that are common at Vote Centers. External support such as Runbeck Election Services will be invited to this training as well, mostly to synchronize operationally, but also to provide high level technical instruction as appropriate.

6.3.1 – All Encompassing Synchronization Meeting

Once all training has been completed and equipment, packets, badges have all been issued, the Elections Department will conduct an all hands synchronization meeting to ensure that all coordinating details are vetted, briefed, discussed and fully understood by the following key temporary personnel: 1) Troubleshooters, 2) Inspectors, 3) T-techs, 4) Auditors, 5) Ballot Couriers, 6) Warehouse Drivers, and 7) Additional County Employees supporting the Primary election. Additional stakeholders may include Runbeck staff and Recorder staff that are supporting in any capacity. This meeting will cover all aspects of operations with a focus on response mechanisms in place. Walk through a complex scenario that may involve elevation beyond the troubleshooter, beyond the t-tech and actions to take. Discuss the command center hierarchy, the hotline task organization and IT areas of responsibility.

6.4 – Logistics and Facility Key Performance Indicators

We will measure our performance through the following Key Performance Indicators:

1. **Election Site Resourcing:** Measures the level of resourcing provided to election sites, this indicator allows us to track and measure equipment package defects, the most important function of the warehouse and logistics team.
2. **Percentage of on time deliveries:** Department standard is to deliver all assigned election equipment and supplies to an election site 18 hours prior to Setup Day. .
3. **Uniformity at sites:** The Elections Department uses the same standard for accuracy at all election sites. This will be determined and tracked through a 10% internal inspection/audit.
4. **Property Accountability:** Refers to a measure of a) missing equipment, b) tracking of equipment, and c) documentation, and includes verification of a paper trail that follows the equipment's journey from pallet rack to staging area to dock door to truck to election site and back
5. **Response Time:** Measures our response time to solve facility problems beyond the scope/capability of a Troubleshooter.

7.0 – Tabulation Equipment and Counting Plan

The Elections Department’s Tabulation plan for the August 2020 Primary Election outlines how we will process and count ballots. The factors related to successfully and accurately tabulate votes include:

- Verifying that the amount of tabulation equipment is sufficient to accommodate forecasted turnout
- Using equipment that meets certification and testing requirements
- Implementing physical and cyber security measures
- Securely storing original ballots and creating audit trails
- Hiring bi-partisan central boards to assist with hand count audits, adjudication, and other tabulation activities

7.1 – Tabulation Approach and Strategy

State statute allows five business days for the processing of provisional ballots and curing of inconsistent signatures on early ballots (A.R.S. 16-550 and 16-584D). Our goal is to have 99% of all valid ballots counted and reported by the end of the cure period. To assist with meeting this timeline, the Board approved the lease of a new tabulation system, Dominion Democracy 5.5-B Suite to replace the prior tabulation system purchased in 1996. The new system will improve the tabulation process by ensuring the handling of ballots and counting of votes cast are completed with the maximum efficiency, security, transparency, integrity, and oversight.

7.1.1 – Efficiency

For the 2020 August Primary Election, votes will be counted by precinct based tabulators (ICP2) if voting in-person on Election Day, or by central count tabulators (High Speed or Cannon G1130) if voting by mail, a provisional ballot or at an early Vote Center.

Precinct Based Tabulation

Precinct based tabulation occurs on Election Day as voters insert their ballot into a tabulator at their polling location. The Elections Department posts these results after 8 p.m. on Election Day as the equipment is returned from each of the 100 Vote Centers.

Central Count Based Tabulation

Our new central count tabulators are capable of scanning and counting ballots much quicker than our old equipment. After 20 years of expertise on our old equipment, best-case scenarios yielded processing speeds of 3,000-5,000 ballots per hour/per machine. However, due to bandwidth and memory limitations, the old equipment could only be used for approximately six hours per day.

After a series of stress tests performed in the Fall of 2019 and experience from the March 2020 Presidential Preference Election, we determined the new equipment is capable of processing up to 6,000- 8,000 ballots per hour/per machine using batch processing as required by statute and the SOS Procedures Manual ([see A.R.S 16-602.F](#)).

Based on the turnout forecast completed in Section 2.0 (page 8), we anticipate total voter turnout to be between 699,127 and 759,136, with approximately 100,000 eligible voters casting their ballot at a Vote

Center on Election Day. Using an estimate that 650,000 valid early ballots will be counted using the central count tabulators, we can make staffing projections and estimate time needed to count ballots.

For the August Primary Election, we will use four high-speed scanners and five additional central count tabulators. Using a single eight-hour-shift (six tabulation hours), we will have a daily capacity to count approximately 175,500 ballots per-day. These amounts indicate that it will require us 3.7 days to count ballots. State statute allows us to start tabulating early ballots 14 days in advance of the election. However, we typically do not receive all ballots at once, and voters tend to return closer to Election Day.

In the 2018 General Election, we received approximately 368,000 (31% of total 1.2 million early ballots) “late earlies,” ballots by mail the day before the election or early ballots dropped off at the polls. If we conservatively assume that 40% of early ballots will be “late earlies,” we will need to count approximately 260,000 ballots after Election Day. Early ballot processing (e.g., sorting, signature verification, removing from the envelope) can take 1-3 days. Given the processing capacity of 50,000 ballots per-day, coupled with the tabulation capacity of 175,500 ballots per day, we estimate to have counted 95% of all ballots within five days after the Election. Since the new equipment is not limited in memory and bandwidth, we can implement separate shifts if turnout exceeds expectations or to decrease the number of days needed for counting.

Adjudication and Duplication Process

When early ballots are damaged, defective, or when voter’s intent is clearly indicated, but can’t be determined by the tabulation system, we will electronically duplicate and adjudicate the ballot and then use a bi-partisan adjudication board overseen by an inspector to decide if voter intent can be determined. Each board will be comprised of at least two members who are registered voters of different political parties.

We conservatively estimate that the percent of ballots requiring duplication will range between 10-12%. Based on turnout forecasts, this would create a range of 26,000 – 31,200 ballots. Considering the length of the ballot, we would need to hire approximately 20 duplication boards (40 party representatives) to finish duplication in four eight-hour shifts. We anticipate completing 95% of adjudication within five days after Election Day.

7.1.2 – Security, Integrity, Transparency, and Oversight

There are many components to maintaining security, integrity, transparency, and oversight over the tabulation process and equipment. They include system testing (e.g., certification, logic and accuracy testing), physical security, cyber security, using paper ballots, performing audits, hiring bi-partisan central boards, and other checks and balances. Some of these items are described in further detail below.

Certification and Accuracy Testing

As required by state statute, the Dominion Voting System we will use for the 2020 August Primary election is certified by the Federal U. S. Election Assistance Commission, the State’s Equipment Certification Advisory Committee, and the Secretary of State. (see [A.R.S. §16-442](#)). The certification process included using a hash code check or “fingerprint” taken of the software that is stored offsite at a federal agency. Through a series of logic and accuracy tests, this hash code is re-checked before and after the election to verify the program has not been altered or edited.

The logic and accuracy test is intended to confirm that votes are attributed to the correct candidates and ballot measures in the election management system (EMS), and that each candidate and ballot measure receives the accurate number of votes.

The Elections Department's Election Day and Early Voting Directors are responsible for performing the logic and accuracy test on all voting equipment prior to each election. The conduct of the test is overseen by inspectors (of different political parties) and is open to observation by representatives of the political parties, candidates, the press, and the public. Since this election involves a federal office, the Secretary of State is also responsible for conducting an additional logic and accuracy test on selected voting equipment. (see [A.R.S. § 16-449](#)).

Physical and Cyber security

The Elections Departments maintains a series of strong physical and network security controls. Security protocols prevent us from describing these control measures in further detail.

Paper Ballots and Hand Count Audits

The Elections Department retains the original paper ballot until the election is officially canvassed, after which time ballots from the Primary Election are stored according to record retention requirements. The new tabulators also scan and store a digital copy of every ballot with a digital audit mark that is affixed detailing how the ballot was counted. Since the new equipment creates a digital image of the ballot, the Elections Department immediately secures and stores the actual original paper ballots by batch after tabulation. We store the ballots in batches of 200 or less, which allows us to quickly locate the physical ballots if there is a need to compare them with the digital copy.

We validate the accuracy of the tabulation system through a random Hand Count Audit done on 1% of early ballots and 2% of the polling place ballots. This manual hand count will be completed by appointees of each of the political parties and not performed by our office or staff. The Hand Count Audit is performed by three member boards of differing political parties (for checks and balances) on ballots randomly selected by the political party observers. The boards compare their hand count results to the amounts counted by the tabulations machines. Board members may not bring any electronic devices, black pens, blue pens, or cell phones into the hand count room.

Bi-Partisan Boards and Observers

The Central Counting Place will be staffed by tabulation technicians, Dominion representatives (our ballot tabulation vendor), bi-partisan Central Boards (e.g., snag, duplication, write-in tally, audit), and political party observers. The Elections Department's Directors appoint the Central Boards, which are comprised of two members of different political parties, and are trained on their duties before assuming their positions. The Elections Departments recruiting efforts include requesting each party provide lists of nominees the Directors will consider for appointment to a Central Board.

All persons taking part in the actual processing and counting of ballots, including our staff members, will be appointed in writing and take an oath office that they will faithfully and impartially perform their duties. Any person who has not been appointed in writing or taken the oath shall, under no circumstances, be permitted to touch any ballot, computer, or counting device used in processing ballots.

7.2 – Reporting Results and Canvass

The Election Day & Early Voting Directors share responsibility for promptly transmitting election results to the Secretary of State, prior to or immediately after making those results public. On Election Day, results

will be transmitted at 8 p.m. As the Elections Department transmit results once a day as it tabulates additional results prior to the county canvass.

The Elections Department will submit the Canvass to the Board for approval and will include the following information ([A.R.S. § 16-249\(C\)](#)):

1. A Statement of Votes Cast, which includes:
 - a. The number of ballots cast in each Congressional District in the county;
 - b. The number of ballots rejected in each Congressional District in the county;
 - c. The title of the offices up for election and the names of the persons (along with the party designation) running to fill those offices;
 - d. The number of votes for each candidate by Congressional District in the county;
2. A cumulative Official Final Report, which includes:
 - a. The total number of Congressional Districts;
 - b. The total number of ballots cast;
 - c. The total number of registered voters eligible for the election;
 - d. The number of votes for each candidate by congressional district

7.3 – Tabulation Timeline

MARCH 2020 PRESIDENTIAL PREFERENCE ELECTION KEY DATES

Date	Description (Statue Reference)
July 2, 2020	Publish Logic and Accuracy Test Notice (48 hours before test date)
July 7, 2020	Complete Logic and Accuracy Test
July 21, 2020	Start of Tabulation (14 days prior to the election)
August 4, 2020	Initial Results Reporting at 8 p.m.
August 5-14, 2020	As needed, daily updates will be reported at 5 p.m.
August 5, 2020	Hand Count Audit Draw
August 14, 2020	Deadline for Board Approval of Canvass

8.0 – Risk Management and Contingency Plan

The Elections Department’s Risk Management and Contingency Plan for the August 2020 Primary Election establishes the procedures that will be followed in the event that a polling location or the central count center becomes temporarily or permanently inoperable on Election Day due to equipment failures, a power outage, or other unforeseen disruption. The objective of the Risk Management and Contingency plan is to outline how the Elections Department will identify potential risks, develop strategies to mitigate risks, and provide for the continuity of voting and tabulation on Election Day.

8.1 – Risk Management and Contingency Planning Methodology and Approach

Risk management is a continuous, forward-looking process that is an important part of conducting an election. We perform risk management activities to identify potential risks that may adversely impact an election and develop strategies that can mitigate these risks if they occur. The Elections Department’s risk management process includes:

- Identification of key operations that would have the most significant impact if they were unavailable during the course of the election.
- Assignment of project managers (e.g., Election Directors, Assistant Directors) over key processes (e.g., communications, staffing, training, facilities acquisition, logistics) to work with stakeholders to ensure risks are actively identified, analyzed, and managed throughout the project.
- *Crisis Communication Strategy* that describes how risks will be documented and escalated. (See Section 3.36, Page 19).

Voting Locations

In the event that a single or small number of voting location(s) experiences an emergency, the Elections Communications Officer will use social media, traditional media, and other means where possible to advise voters of the emergency and the nearest Vote Center location until the emergency is resolved. Maricopa County is deploying 75-100 Vote Centers that any voter can use in the event that one location is unavailable.

In conjunction with local public safety authorities, an assessment will be made in order to determine the operational status of vote location(s) by the Elections Department’s Facilities Acquisition Division. If the Assistant Director for Logistics finds that the emergency will significantly or permanently close the location, a new location will be found. The Facilities Acquisition Division will oversee the posting of signs providing the information on the revised voting location. Signs will be placed as near as possible to the evacuated location(s) alerting voters of the relocated voting location, as well as the location of the nearest Vote Center location and the website address for the complete list of Vote Center locations.

The Division of Recruitment and Training will communicate this information to Inspectors, Trouble Shooters and/or other Poll Workers. The Elections Department Communications Director will communicate the new location to the public.

If the emergency is widespread and affects many voting locations, the Elections Department will work with local authorities to perform an assessment of the situation. We’ll provide timely updates as described in the *Crisis Communications Plan* (Section 3.27, page 20).

If a location loses power, the Elections Department has backup generators, supplemental lighting, and other emergency supplies that we will dispatch from the Supply Depots for quick response. The Elections

Department has established additional contingencies for long-term, widespread, power outages or cellular network failures.

- Sealed Break-in Case of Emergency Kit: This includes emergency voter check-in procedures, blank paper check-in roster, transfer tickets, and transfer forms.
- ICX Accessible Voting Device: The device has an uninterrupted back-up power source. The device is loaded with all ballot styles and available to use as a vote anywhere model in case of an emergency.
- Paper rosters can be quickly printed and distributed. This would require the use of Provisional Ballots.

Voting Supplies and Equipment

If a voting location's supplies or equipment are missing or inoperable, Poll Workers, Trouble Shooters and Observers will use hotlines to advise the Elections Department. Replacement supplies and equipment will be dispatch from one of ten Supply Depot locations across the County.

The Elections Department has addressed on-site contingencies with the use multiple SiteBooks and BOD printers. All voting locations have at least six SiteBook check-in terminals, one accessible voting device and a ballot tabulator. Vote Centers also have two ballot-on-demand printers. If other equipment malfunctions, ten Supply Depots across the county contain back-up equipment, which Trouble Shooters and other technical support staff will deliver.

Central Counting Center

In the event that the MCTEC facility is inoperable on Election Day due to a centralized emergency, the Elections Department will relocate the Tabulation Center to the City of Phoenix's Election Department. This process includes delivering and securing tabulation equipment and materials.

Based on the joint agreement of both Election Director's to relocate the Tabulation Center location, Election Department employees assigned to work in election night activities will proceed to the relocation site. The Elections Department will establish a personnel check-in area to account for all assigned workers. Work assignments will be allocated based on election night responsibilities and include voting location ballot/supplies receiving, securing, unpacking, secure ballot storage, tabulation, and the reporting of unofficial elections results.

Staff assigned to early ballot signature verification will relocate to the Recorder's downtown facility to continue with that process. Early Ballot Processing, write-in and duplication boards will report to the City of Phoenix Elections Department. The Election Department Division of Recruitment & Training will communicate with all Central Board Workers to confirm their work location and any other important information. Cellular phones, two way radios, and email will be used for internal staff communications.

The Director of Election Day and Emergency Voting will notify the Secretary of State (and the chairpersons of the recognized political parties) if this tabulation contingency plan is invoked.

Poll Worker Absences and Emergencies

The Election Department Division for Recruitment & Training is responsible for ensuring that an adequate number of Poll Workers, including bilingual workers are hired and trained to work Election Day. In addition

to hiring ten Poll Workers for each voting location, we are also hiring 30 back-up inspectors should a polling location have insufficient or absent Poll Workers. The hiring of extra Poll Workers will allow us to overcome an absentee rate of 30-40%.

If a Poll Worker does not report for work, the Inspector is trained to call the Poll Worker hotline to request the Elections Department hire and dispatch a replacement worker. If the Inspector does not report, a Judge will assume temporary Inspector responsibilities of the polling location and call the Hotline for further instructions, including the request for a replacement Inspector and/or additional workers.

If a Poll Worker becomes ill during Election Day or has a personal emergency, the worker will be allowed to leave and will be replaced. If a health emergency occurs with a Poll Worker or any other individual in the voting location, the Inspector is trained to call 911 and then the Poll Worker hotline.

8.2 – Provisions for Extending Voting Hours

In the case of a terrorist attack or natural or man-made disaster, the Director of Election Day and Emergency Voting will consult with the Board of Supervisors, Sheriff’s Office, the County Attorney’s Office and the Secretary of State’s Office to determine what action should be taken. Because the Legislature has not provided the County nor the courts with the statutory authority to seek an extension of voting hours, the County will not initiate any court action to extend polling location hours for isolated events such as power outages or a delay in opening a polling location.

8.3 – Emergency Communications and Key Stakeholders

The Crisis Communications Team will be activated and a response plan will be set in action to disseminate critical information to voters and other key stakeholders. As described in the *Crisis Communications Plan* (Section 3.27, page 20) the Director for Election Day & Emergency Voting or designee will contact the Board of Supervisors and Secretary of State to apprise them of any emergency and the proposed recovery plan. The following entities have been identified as key stakeholders and are included in the communication and escalation plan.

- Voters
- Poll Workers
- Elections Department Staff
- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- FBI
- U.S. Department of Homeland Security
- The U.S. Attorney’s Office

8.3.1 – Sheriff’s Support

Maricopa County Sheriff’s Office has assigned specific deputy officers to the Elections Department in case of disturbances or emergency at any voting location on Election Day. All Poll Workers are trained to call the hotline and Sheriff Deputies will be dispatched as needed. All Poll Workers are trained to call 911 in case of immediate and/or life threatening emergency.

9.0 – Election Budget

We had originally projected a budget of \$7.3 million to fund the August Primary Election. Due to COVID-19, we are anticipating that costs will now exceed \$9.9 million. We plan to seek reimbursement for all allowed COVID-19 costs, which are currently budgeted at nearly \$2.6 million. The Elections Department's August Primary Election budget is below.

August 2020 Primary Election Budget		
Expenditure Description	Sub Total	Total
<u>Staffing</u>		
Poll Workers (Vote Centers and Polling Locations)	\$1,153,987	
Central Board and Other Temporary Workers	\$895,758	
Other (background checks, temporary agency fees)	\$162,030	
STAR Call Center Temps and Security Services	\$159,000	
Additional Staffing Costs Due to COVID-19	\$339,607	
<u>Staffing Total</u>		<u>\$2,710,382</u>
<u>Supplies and Services</u>		
Ballot Printing (Polling Location / Sample Ballots)	\$376,749	
Early Ballot Printing and processing and Mailing	\$3,113,351	
Ballot Printing and Mailing Cost Increases due to COVID-19	\$612,200	
Polling Place Rental Agreements	\$17,090	
Polling Place Rental Agreements Lease Costs due to COVID-19	\$375,000	
Temporary Parking Lots, Vehicle Rentals	\$52,000	
Polling Places Supplies and Consumables Other Supplies & Services (e.g., translation, ballot storage, braille envelopes)	\$552,276	
Advertising, Direct Mailers	\$300,000	
COVID-19 Cleaning Supplies and Protective Equipment	\$400,000	
COVID-19 Physical Distancing Equipment and Ballot-on-Demand Printers	\$800,000	
COVID-19 Advertising Increase	\$600,000	
<u>Supplies and Services Total</u>		<u>\$7,198,666</u>
<u>Election Total Budget</u>		<u>\$9,909,048</u>

Appendix A – Poll Worker Training Topics

Specific role based training topics by role and type of voting location are included in the table below.

Topic	Polling Places			
	Judges / Inspectors	Marshals	Voter Reg. clerks	Clerks
Cleaning and Sanitation Guidelines for Safe Voting during COVID-19	X	X	X	X
Hours the voting location will be open	X	X	X	X
ICX Operation	X	X	X	
Image Cast Precinct 2 Tabulator Operation	X	X	X	
Information specific to Primary Elections	X	X	X	X
Inventorying supplies	X			
Mediation/Difficult Conversations	X	X		
Monitoring envelope drop-off box	X	X		
Nightly closing	X	X	X	X
Opening the voting location	X	X	X	X
Political party observers	X	X	X	X
Poll Worker injuries	X	X	X	X
Poll Workers' hours	X	X	X	X
Practicing Social and Physical Distancing	X	X	X	X
Preparing the official and unofficial envelope contents	X			
Procedures for challenges	X			
Procedures for checking identification	X		X	
Proper Use of Required PPE	X	X	X	X
Provisional ballot processing	X	X	X	X
Review of election laws and procedures	X	X	X	X
Signage		X		
Site Books Operation	X	X	X	X
Voter Flow through the Voting Location	X	X	X	X

Appendix A – Poll Worker Training Topics (Continued)

Topic	Polling Places					Vote Centers			
	Judges / Inspectors	Line Mgmt./ Marshals	Voter Reg. clerks	Clerks	MC Set Up Crew	Judges / Inspectors	Marshals	Voter Reg. Clerks	Clerks
Situational Awareness	X	X	X	X		X	X	X	X
Spoiled ballot procedures	X					X			
Standard voting procedures	X	X	X	X	X	X	X	X	X
Transmitting results and/or delivery of voted ballots	X					X			
Troubleshooting, including when and how to implement wait-time reduction and other contingency plans;	X	X	X	X		X	X	X	X
Updates to election laws and procedures (In writing)	X	X	X	X		X	X	X	X
Use of precinct registers and/or the issuance of ballot types/styles (political party, FED only, ballot splits, etc.)	X	X	X	X	X	X	X	X	X
Voting equipment checks, including ensuring that equipment seals have not been tampered with and match the seal log;	X				X	X			
Who may vote in the election	X	X	X	X		X	X	X	X

PRESIDENTIAL PREFERENCE ELECTION

Election Day & Emergency Voting Plan

MARCH 2020



MARICOPA COUNTY
Elections Department



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EXECUTIVE SUMMARY

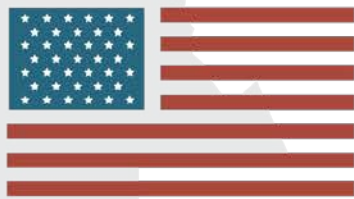
Election Day & Emergency Voting Plan

The Maricopa County Elections Department is thrilled to provide this first ever Election Day and Emergency Voting Plan. The plan informs Maricopa County voters about our preparations for the upcoming Presidential Preference Election on March 17 and how voters can successfully participate. Presidential preference elections are infrequent, occurring every four years prior to the November General Election where voters select the next U.S. President. The release of this plan more than 90 days prior to the election is one of the first steps of our voter education and outreach efforts. Below are some highlights of key information included in the plan.

PRESIDENTIAL PREFERENCE ELECTION March 17, 2020

429
THOUSAND

We're estimating that 351,000-429,000 Maricopa County voters will turnout for the March 17 election.



Only registered Democrats are eligible to vote in this election to decide Arizona's choice for the Democratic candidate for President. The Republican and Libertarian parties have opted out of Arizona's Presidential Preference Election. Unlike the August primary election, *Independents are not eligible to vote in this election.*



WAIT TIME ESTIMATE

Because of our staffing and polling place acquisition efforts, we estimate wait time to average **less than 30 minutes** per voter during peak times.

1,500


We will hire and train over 1,500 **Poll Workers** to support Election Day and Early Voting.

COMING JANUARY 2020!

BeBallotReady.Vote

New personalized voter information dashboard

NEW BALLOT!

 Maricopa County voters will see a new ballot in March. Voters will now fill in ovals instead of arrows.

75 ROLE-BASED TRAININGS

All Poll Workers will be required to attend one of 75 election trainings across the County.

220 POLLING PLACES

We've increased the number of Election Day polling places to 220*, up from 60 during the 2016 Presidential Preference Election. This includes 40 "vote anywhere" locations, called Vote Centers.



1,400

CHECK-IN STATIONS

With 6-12 SiteBook check-in stations at each polling location, we will have 1,400 check-in stations across Maricopa County, up from just 120 in 2016.

@MaricopaVote
FOLLOW US!  

*The Board of Supervisors will approve the final number of polling locations 60-days prior to the election.

1.0 – Election Day and Emergency Voting Plan

The Maricopa County Elections Department’s (Department) Election Day and Emergency Voting Plan outlines the strategies, constraints and tactics staff will use to prepare for Arizona’s Presidential Preference Election on March 17, 2020. The plan is intended to ensure the Department provides voters with a safe, reliable, secure, and accessible election and in-person voting option. The plan also informs Maricopa County voters and other stakeholders on key information and activities so they are prepared to successfully participate in the election.

To ensure alignment and coordination, the Director of Election Day and Emergency Voting developed this plan in conjunction with the Early Voting Plan prepared by the Director of Election Services and Early Voting. The Maricopa County Recorder (Recorder) approved the Early Voting plan on 12/9/2019.

1.1 – Maricopa County Elections Department

In June 2019, the Maricopa County Board of Supervisors (Board) partnered with the Recorder to provide shared oversight over the Elections Department. The Board appointed a Director of Election Day and Emergency Voting to oversee the activities for which they are statutorily responsible and to collaboratively work with the Director of Election Services and Early Voting to manage the Department’s shared resources. The co-directors are also responsible for ensuring the Department meets voter needs and that hand-offs between divisions are seamless and operate efficiently. The following chart outlines assigned responsibilities for the Department.

MARICOPA COUNTY ELECTION DEPARTMENT RESPONSIBILITIES

Director Election Day & Emergency Voting (Scott Jarrett)	Shared	Director of Election Services & Early Voting (Rey Valenzuela)
<ul style="list-style-type: none">• Recruitment & training of poll workers, central boards, and temporary staff• Warehouse & Logistics• Election Day operations• Emergency Voting operations	<ul style="list-style-type: none">• Ballot preparation• Tabulation• Transition from Early Voting to Election Day• Election Department Communications• Candidate Filings	<ul style="list-style-type: none">• Uniform and Overseas Citizens Absentee Voting• Special Election Boards• Signature Verification• Early Ballot Processing• Provisional ballot processing

1.2 – Maricopa County Elections Mission and Vision

The Maricopa County Elections Department’s mission and vision drive operations and areas of focus. They help us improve our operations and motivate staff by guiding department strategies and goals.

MISSION



The mission of the Maricopa County Elections Department is to provide Maricopa County voters with accessible, reliable, secure, transparent, and efficient election services to build public confidence and trust in the election process.

VISION



Our vision is to promote a culture of service, continuous improvement, accountability, collaboration, and integrity in every action, strategy, objective, and election process.

1.3 – Planning the Election and Quality Management

The Department began planning for the 2020 Presidential Preference Election in July 2019, over eight months before the March 17, 2020 election. As Election Day gets closer and we reach notification and filing deadlines, we will refine our plans with up-to-date information.

We started planning by reserving facilities, forecasting turnout, designing a marketing outreach plan and drawing co-located precinct maps. The next planning phase begins in December, approximately 90 days before the election, and includes recruiting temporary workers (poll workers, central boards, and other temporary staff), building supply kits, programming voting equipment, designing the ballot, building delivery routes, creating training curriculum, developing media and voter outreach content, and creating risk analysis deliverables.

To help us plan and prepare for these dynamic and complex interconnected activities, we are deploying an iterative project management approach supported by a software solution to organize critical details, schedules, and dependent operations. This software will help us mitigate risks and identify gaps. Other planning activities include:

- Frequent quality assurance checkpoints including
 - Weekly planning meetings with key project team leaders
 - Daily huddles with department staff using huddle boards
- Development of cross-functional teams comprised of fulltime and temporary staff
- Assignment of project managers:
 - Communication Plan: Director of Communications
 - Staffing and Training Plans: Assistant Director of Recruitment and Training
 - Facilities and Logistics: Assistant Director of Warehouse Management and Logistics
 - Tabulation: Co-Directors for the Elections Department
 - Contingencies and Risk Management Plan: Co-Directors of the Elections Department
- Development of weekly and monthly status reports for each operational unit
- Development and refinement of standard operating procedures

- Development and Reporting of Key Performance Indicators (see individual sub plans for indicators measuring performance for each activity).

These planning activities will help us achieve success for the Presidential Preference Election and will also set the foundation for future elections including the August Primary and November General 2020 Elections.

1.4 – March 2020 Elections

In March 2020, Maricopa County has two elections. The first election is an all-mail jurisdictional election on March 10 in which Chandler and Tempe will participate. The filing deadline for the March 10 election was in October 2019. Therefore, no other jurisdictions can participate. As of November 2019, Chandler and Tempe have 252,000 registered voters combined.

The second election in March is the Democratic Presidential Preference Election on March 17. The Presidential Preference Election is the voter’s chance to select their party’s nominee for President of the United States. In Arizona, the Presidential Preference Election is not an open primary and only the Democratic Party has chosen to participate in the election on March 17. The Republican, Libertarian, and Green parties opted out of participating in the Presidential Preference Election.

Voters must be registered and residents of Chandler or Tempe 29 days before the March 10 election to be eligible to vote in those elections. Voters must be registered as a Democrat by February 18, 2020 to be eligible to vote in the Presidential Preference Election. While the March elections are for specific voters, all Maricopa County registered voters can participate in Arizona’s traditional primary election on August 4 and our general election on November 3, which are open elections for all registered voters in the state.

1.5 – Presidential Preference Election Calendar

The critical operational dates for the upcoming Presidential Preference Election are included in the table below. These dates will drive election Department planning activities.

MARCH 2020 PRESIDENTIAL PREFERENCE ELECTION KEY DATES

Date	Description
December 9, 2019	Candidate Filing Deadline
December 11, 2019	The Board Approves the Election Day and Emergency Voting Plan
January 17, 2020	Launch “Where Do I Vote” Webpage
February 1, 2020	Mail ballots to uniformed and oversees voters
February 18, 2020	Voter Registration Deadline (28 days in advance of election due to President’s Day Holiday)
February 19 – March 13	Early Voting Period
March 11, 2020	Recommended Date to Return Ballot By Mail
March 14 & March 16	Emergency Voting
March 17, 2020	Election Day

1.6 – Emergency Voting

State law gives the Board the authority to authorize the use of emergency voting centers for each election and requires the Board to specify in a resolution the location of the emergency voting centers and the hours of operation (see [A.R.S. § 16-411\(B\)\(5\)](#)). “Emergency” means any unforeseen circumstance that would prevent the voter from voting at the polls on Election Day. Eligible voters who experience an emergency between 5 p.m. on the Friday preceding the election and 5 p.m. on the Monday preceding the election may vote at an emergency voting center in the manner prescribed by the Board (see [A.R.S. § 16-542\(H\)](#)).

Before receiving a ballot at an emergency voting center, a voter must provide identification. The voter must also sign a statement under penalty of perjury containing substantially the following language: “I declare under penalty of perjury that I am experiencing or have experienced an emergency after 5 p.m. on the Friday immediately preceding the election and before 5 p.m. on the Monday immediately preceding the election that will prevent me from voting at a polling place on Election Day.” These statements are not subject to public inspection pursuant to Title 39, Chapter 1, Article 2 (see [A.R.S. § 16-542\(H\)](#); [A.R.S. § 16-246\(F\)\(2\)](#)).

If the Board approves a resolution for the use of emergency voting centers, Maricopa County’s Emergency Voting plan is to staff at least seven geographically dispersed sites throughout the County for eligible voters to cast a vote if they experience an emergency. To minimize voter confusion, we will select the emergency voting locations from the Vote Centers that are already setup for early voting. The Department will present the emergency voting locations and hours to the Board for approval along with the final list of polling locations and poll workers in January 2020, well before the 20-day statutory deadline.

1.7 – Election Department Innovations

In June 2019, the Board approved an additional 26 new full-time positions for the Department and the lease of a new tabulation system. We will also be piloting a new trouble shooting system for reporting issues and polling location wait-times. These investments in the Department will have a direct and positive impact on voters.

The new positions include additional trainers, recruiters, technicians, and leadership roles. With the new staff, the Department has the resources to implement a continuous improvement philosophy throughout all operations to support early and Election Day voting. Specific improvements affecting Election Day include providing more training and outreach options for poll workers, additional supply kits building checkpoints, and more voter outreach.

The new tabulation equipment will increase how quickly and reliably we can count votes, while also adding additional layers of security. With the new equipment, we will be introducing a new ballot style that is easier to vote because it uses ovals rather than arrows.

2.0 – Forecasting Turnout and Reducing Wait Times

To effectively plan for the March 2020 Presidential Preference Election, the Department develops a forecast model to estimate how many potential voters are likely to turn out and vote early or on Election Day. We use this forecast to determine how many polling locations and temporary workers (e.g., poll workers and central boards) are needed to have a successful election and serve the voters of Maricopa County. We also use these forecasts to develop strategies to minimize polling location wait-times. As a result of these activities, we will be deploying approximately 220 voting locations and over 1,400 check-in stations. We are confident that these resources will sufficiently accommodate voter turnout and reduce wait-time to less than 30 minutes on average per voter.

2.1 – Scope and Objectives

Forecast models include Early Voting and Election Day turnout projections for the March 17 Presidential Preference Election. The Wait-Time Reduction Plan focuses on both Early and Election Day voting at vote centers and polling locations and meets statutory and legal requirements outlined in section 2.1.1 below. The objective for creating a forecast model and Wait-Time Reduction Plan includes:

- Create and use a forecast model that provides a reasonable estimation of Early Voting and Election Day turnout. For Election Day, we will forecast turnout by location and time of day.
- Use the model to develop Election Day, Emergency Voting, and Early Voting plans to reduce wait times at voting locations.
- Refine the forecast as new information becomes available.

2.1.1 – Statutory and Other Requirements

State statute (See [A.R.S. § 16-411\(J\)](#)) requires that counties provide a method to reduce voter wait-time at the polls. The Arizona Secretary of State defines *wait-time* as the duration of time from when the voter arrives in line to the time the voter is provided a ballot or access to an accessible voting device.¹

The Secretary of State’s Procedures Manual also requires that the officer in charge of elections establish and approve a specific wait-time reduction plan to ensure that voters do not have to wait in lines at the voting location for more than 30 minutes.

On October 19, 2016, Maricopa County and the Secretary of State entered into a settlement agreement² with Arizona electors. In the settlement, Maricopa County agreed to develop a Polling Place wait-time reduction plan for the 2016 General Election and subsequent Primary, General, and Presidential Preference Elections through 2020.

2.1.2 – Forecast Model Constraints and Considerations

Presidential Preference Elections occur infrequently and there have been significant changes in the Arizona voting landscape (e.g., introduction of the Permanent Early Voting List, increase in Democratic Party registration) since the last Democrat only Presidential Preference Election in 2004. Additionally, turnout is largely driven by a product of current events, candidates involved in the contest, and voter engagement.

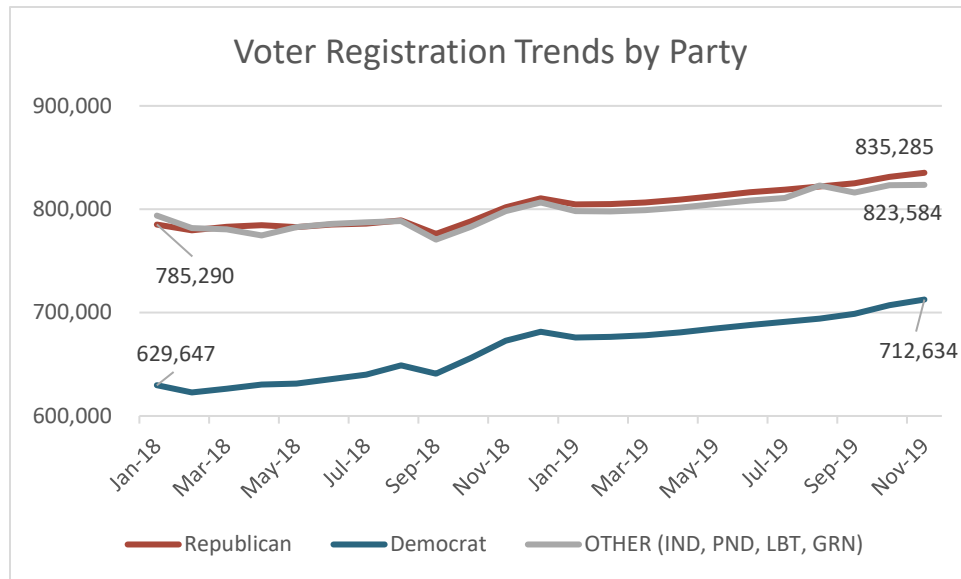
¹ Arizona Secretary of State Elections Procedures Manual (2019 Draft) at 160.

² Huerena, et al., v. Reagan, et al., CV2016-007890

To overcome these constraints, we prepared three separate forecast models. As a precaution we used the model with the highest projected turnout to drive decisions about the amount of polling locations to acquire and Poll Workers to hire. In general, the three models used data from similar and recent elections to establish a forecast baseline. We then added factors for voter registration increases, PEVL sign-ups, and the possibility of independents and republicans attempting to vote. We also considered in-person voting.

2.2 – Forecast Models

Over the past 12 months, active registered voters in Maricopa County increased from 2,254,423 to 2,372,395 (5 percent). The majority of these voters signed up for the Permanent Early Voter List (PEVL). The chart below shows that the monthly pattern of voter registration increases by party since January 2018.



As of November 2019, there were 712,634 registered Democrats in Maricopa County, 562,475 (79 percent) were registered for the PEVL. Since registration activity tends to increase leading up to an election, we anticipate there will be between 724,000 and 739,000³ Democrats actively registered by February 18, 2020, the voter registration deadline for the Democratic Presidential Preference Election.

2.2.1 First Forecast Model

The first forecast model is designed based on the following five factors outlined in the Secretary of State's Elections Procedures Manual:

1. Voter turnout from the prior two elections of a similar type;
2. The number of ballots (including regular, early, and provisional) cast in the prior two elections of a similar type ([A.R.S. § 16-411\(J\)\(1\)](#));
3. The number of registered voters, both active and inactive ([A.R.S. § 16-411\(J\)\(3\)](#));

³ As of 11/1/2019, there were 712,634 active registered democrats in Maricopa County. Low end of range: In 2019 the average monthly increase was .5 percent. High end of range: Leading up to the 2018 general election, voter registration for democrats increased on average by 1.2 percent per month.

4. The number of registered voters who requested an early ballot or are on the permanent early voting list (PEVL), ([A.R.S. § 16-411\(J\)\(2\)](#));
5. The potential number of ineligible voters that could attempt to vote, especially during the Democratic Presidential Preference Election.

Based on average turnout during the 2012 and 2016 presidential preference elections, the first model estimates that total turnout will be approximately 337,064, with 85,572 voters turning out on Election Day.

Forecast Factor	2012 Republicans	2016 Republicans / Democrats	2020 Projection (Democrats) ⁴
Registered Voters	755,837	1,453,854	802,151
Turnout Percentage	41.3%	42.1%	41.7%
Turnout Percentage (Active Voters Only)	44.4%	46.8%	45.6%
Total Turnout	312,110	621,624	337,064
Election Day - Eligible Voters Only	63,821	88,123	63,394
Election Day - Provisionals	12,267	24,630	39,044
Election Day Turnout (Election Day & Provisionals)	76,088	112,763	102,439

Voters requesting early mail in ballots (presidential preference election 2012 – 54% / 2016 – 67%) and signing up for the Permanent Early Voting List (2019 – 72%) have steadily increased. This trend will likely lead to a decrease in the amount of voters choosing to vote in-person on Election Day. However, to take precautions to ensure we have sufficient polling locations and poll workers, we did not add a factor that decreased turnout based on this trend.

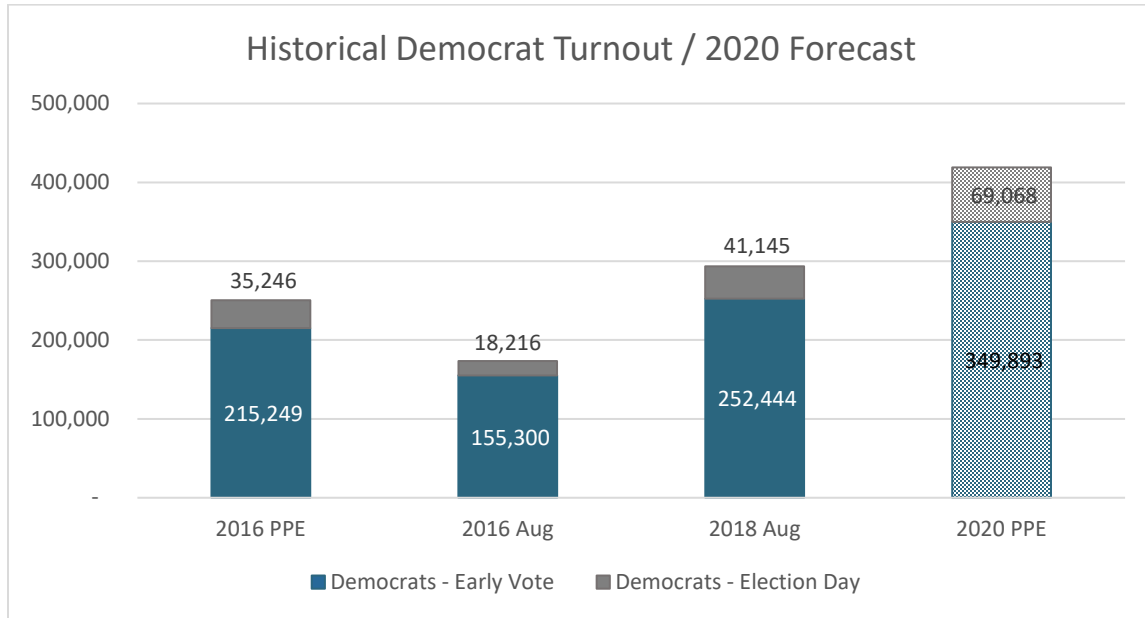
2.2.2 Second Forecast Model

To determine potential turnout, the second model used voter registration patterns and historical turnout in recent elections (March 2016 Presidential Preference, August 2016 Primary, and August 2018 Primary⁵) and estimated that total democratic turnout will range between 351,000 and 429,000. The model also estimated that between 58,000 and 80,000 Democrats will turn out on Election Day. The chart on the next

⁴ 2020 Projections - **Registered Voters:** Includes 739,000 projected active voters plus 63,068 inactive Democrats. **Turnout Percentage and Active Voters:** The percentage of 41.7 and 45.6 is based on the average of the 2012 and 2016 turnout percentages. **Total Turnout:** 337,064 is the product of 802,151 x 45.6% (percent of active voters). **Election Day Eligible Voters:** 59,869 is the product of 802,151 x 7.46% (average of 2012 (9.1%) and (6.7%)). **Election Day Provisionals:** 39,044 is the product of 1.85% (average 2012 .9% provisional rate & 2016 2.7%) x 1.81 million registered Republican, Other, Green, and Libertarian Party voters as of 11/1/2019. **Election Day Turnout:** 102,439 is the sum of Election Day Eligible Voters (63,394) and Election Day Provisionals (39,044).

⁵ **Democrat Voters:** 2016 PPE – Total: 250,495 (47.23%) / Election Day: 35,246 (7.49%), **2016 August Primary – Total:** 173,516 (30.14%) / Election Day: 18,216 (3.16%), **2018 August Primary – Total:** 293,589 (45.22%) / Election Day: 41,145 (6.34%). **All Voters:** 2018 November General / Senate – Total: 1,454,103 (64.5%) / **Election Day:** 269,735 (11.96%) - Source 2016 and 2018 Maricopa County canvas reports for applicable elections.

page shows the historical Democrat turnout for similar elections and the forecasted average for the 2020 Presidential Preference Election (PPE).



As described in further detail in the *Communications Plan* (Section 3, page 15), we are planning a robust paid, earned, and social media strategy to communicate with voters that only registered Democrats are eligible to vote in the Presidential Preference Election. However, we anticipate that our communications strategy will not reach all voters. To ensure we are prepared, we also added factors that estimated between 2% and 3% of Independents and some Republicans will attempt to vote on Election Day. This estimated an additional 18,000 – 27,000 ineligible voters could show up on Election Day. After adding Independents and Republicans to the forecast, the second model projects that total in-person turnout could be within the range of 76,000 and 107,000 voters.

2.2.3 Third Forecast Model

Given that Presidential Preference Elections are rare and that there are many year-to-year factors that can influence turnout, we developed a third model to also estimate turnout. The third model used the following factors.

- Factor 1: All Democrat voters that voted in-person in the March 2016 PPE, August 2016 Primary, and August 2018 Primary.
- Factor 2: Newly registered non-PEVL Democrat voters
- Factor 3: 2.5% of all Independent voters as of 11/1/2019.
- Factor 4: Less than one percent (.03) of all registered Republican voters as of 11/1/2019
- Plus or minus five percent to determine the potential range of in-person voters.

Based on the third model, we estimate that between 98,000-108,000 voters could turnout in-person on March 17. These projections were consistent with the high end estimates of the first and second model. We used the average turnout from the third model, 103,000 in-person voters, to map consolidated precincts. We used the existing 748 precincts approved by the Board on 12/1/2017. We grouped

consolidated precincts to ensure that there were no more than 1,000 projected voters anticipated to turnout at any one assigned voting location. We also considered factors such as distance and facility availability. A list of consolidated precincts along with polling locations will be finalized approximately 60 days before Election Day.

2.4 – Wait-Time Reduction Plan

The Department designed our Polling Place Wait-Time Reduction Plan to reduce lines on Election Day and ensure voters wait no more than 30 minutes on average at the polls. Our first step in planning to reduce polling location wait-times was to use historical information to forecast turnout. However, voter turnout is only one factor that can cause long lines on Election Day. Other contributing factors include training, contingency plans, time of day voting patterns, check-in speeds, and length of the ballot. The Election Day, Emergency Voting, and Early Voting plans outline our considerations for forecasting turnout and managing these factors to reduce wait-times and lines at voting locations. Using both the turnout forecast and lessons learned, we are developing plans to reduce wait-times.

Below are some factors and potential bottlenecks that may cause wait-times during the March 2020 Presidential Preference Election and activities and considerations Maricopa County is implementing to mitigate them.

Check-in Process

The Department will deploy the use of SiteBooks to check-in voters at all polling locations and vote centers. The SiteBook is a voter check-in system, with similar functionality to an electronic poll book referenced in state statute. They were first introduced in the November 2017 jurisdictional elections. Prior to 2016, Poll Workers used manual check-in rosters, which slowed down check-in times. The SiteBook provides faster check-in speeds because it allows for more than 2 voters to check-in simultaneously at a polling location and connects directly with the Recorder’s voter registration system, providing an enhanced and streamlined voter experience. Check-in speeds during the 2018 General Election averaged approximately 90 seconds per voter. The SiteBook check-in terminals guide voters through a series of screens. Voters answer questions, in their choice of English or Spanish, to establish identity, eligibility, and the correct ballot. With a barcode scan of an ID or by entering the voter’s name, voters check-in and prove their identity with a Poll Worker. For the ID requirement, a voter can provide one of the acceptable forms of photo identification, two forms on non-photo identification, or a permissible combination of one photo and one non-photo identifications.

Polling Locations and Check-in Stations

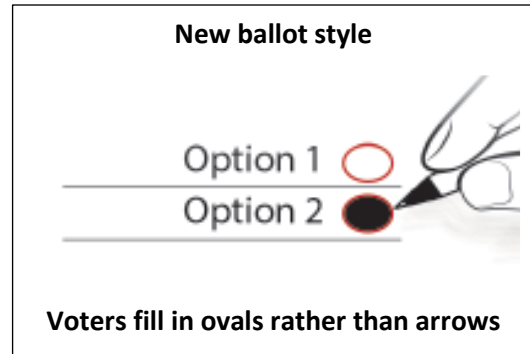
The County will open approximately 220 voting locations on Election Day. This number includes 40 Vote Centers that will also be available for at least five days during Early Voting. There will also be nine Vote Centers open for the majority of the 27-day early voting period.

For the 2020 Presidential Preference Election, we plan to increase the number of check-in stations by 10-times the amount used in 2016. We will equip each voting location with 6-12 SiteBooks totaling more than 1,400 check-in stations across the county.

Time Needed to Vote a Ballot

The length of the ballot or a limited number of voting booths can create wait-times at a polling location. While the Presidential Preference Election ballot will likely have numerous candidates, the only contest on the ballot will be the Democratic candidates running for president. We will be deploying at least twelve voting booths to each voting location.

The Department is also providing voters with an improved ballot format. Ballots will be voted by filling in ovals rather than connecting arrows. This should reduce selection errors since voters are familiar with filling in ovals on most standardized testing forms. Voters do not need to complete the entire oval to successfully vote a contest.



The combination of a short ballot, new ballot style, and sufficient voting booths should minimize wait-times.

Provisional Ballots

The Department will work to reduce the number of voters required to vote a provisional ballot in three ways.

1. We will hire a voter registration clerk for each polling location to assist voters with address and name changes on the SiteBooks. These are common situations that cause provisional ballots.
2. We will provide 40 vote centers equipped with ballot-on-demand technology and SiteBook check-in stations to serve as a vote anywhere location. Vote centers are strategically deployed throughout the county and provide voters the option to vote at a location that is most convenient for them, which may be near their work, gym, favorite restaurant or while running errands. If an out-of-precinct voter arrives at one of the 180 assigned polling locations on Election Day, a vote centers may provide a closer voting location than traveling to their assigned precinct.
3. Each polling location has an accessible voting device designed to assist voters with disabilities. The new tabulation system includes an improved accessible voting touch screen device that produces a hard copy ballot. The device will be programmed with all ballot styles and provide an out-of-precinct voter the option of using the device rather than visiting a vote center, going to their assigned polling location, or voting a provisional ballot.

Poll Worker Training

As described in the *Training Plan* (Section 5, page 27), the Department will require all poll workers to attend training. We understand temporary Poll Workers live throughout the county and have other responsibilities, so we plan to offer a multitude of in-person training sessions, some of them across the county to ensure our poll workers are prepared for Election Day. In addition, we will customize our training for the distinct duties of each poll worker and create training manuals that cover the nuances and equipment procedures of every election. We will post the manual on the Department's website by January 2020.

Poll Worker Staffing Contingencies

We are hiring 20 additional poll workers that will undergo Inspector level training to have on stand-by should we need additional staff or if a poll worker is absent. If needed and after obtaining approval from the Hotline supervisor, an Inspector may also hire Poll Workers from the line of voters.

Equipment Support

Poll Workers, Trouble Shooters and Technical Trouble Shooters are trained on solutions to correct problems in the voting location. We have developed specific SiteBook procedures for checking in voters through an off-line mode if the virtual private network connection is lost. If a SiteBook terminal becomes inoperable, Technical Trouble Shooters will be quickly dispatched with a replacement.

Additionally, technical Trouble Shooters carry in their vehicles a back-up precinct tabulation machine, replacement printer cartridges, and other commonly used supplies in the event a location's equipment needs repair.

Vote centers are equipped with two high-speed ballot-on-demand printers, creating a much-needed redundancy to prevent lines in the event one printer needs service or repair.

2.5 – Wait-Time Remediation

For the Presidential Preference Election, we are implementing a systematic process to monitor wait-time and respond accordingly. We have collaborated with ESRI, a nationally recognized geographic information system software developer, to design an application that can be installed on a phone or tablet. The application allows Poll Workers to report polling location issues and wait-times. The application is designed to calculate wait-time using a formula based on check-in speeds and inputs of how many people are in line. Poll workers report wait-times to a workflow logging and dispatch system monitored by the Department's trouble shooter hotline. Through this new system, the Department will have access to real time information about voter wait-times.

If wait-times exceed 30 minutes, Inspectors or Trouble Shooters will work with Department staff to assess the cause of the issue or bottle neck. Depending on that assessment, additional resources can be deployed to add capacity to the location or provide technical assistance. Additionally, poll workers can advise voters of the closest vote center.

In addition to this new technology, we are also hiring an extra poll worker for all voting locations on Election Day. We will provide the Line Management Clerk with training on how to use the ESRI application to report wait-times and how to have difficult conversation with voters, hopefully resolving a voter's concern or issues before they enter the polling location. We will also provide the line management clerk with a handout to give to voters outlining that only registered Democrats are eligible to vote in the Presidential Preference Election. The handout will also include the Department's contact information should a voter have specific questions or concerns.

3.0 – Communications Plan

This Communication Plan outlines our approach to informing key stakeholders about Arizona’s Democratic Presidential Preference Election on March 17. The purpose of this plan is to establish the communication requirements for the election and outline how the Department will communicate that information. The scope of the Communications Plan describes the following:

- High level messaging about the 2020 Democratic Presidential Preference Election
- Staff responsible for ensuring this plan is achieved
- The primary audience and stakeholders for our outreach
- Our paid and earned media strategy
- Our Election Day strategy
- How we will handle sensitive and crisis communications

3.1 -- Communications Channels

The public and media can find official communications from the Department through the following channels:

- Email – electioninfo@risc.maricopa.gov
- Website – Maricopa.Vote
- Phone – 602-506-1511
- Social Media –
 - Maricopa County Elections Department (@MaricopaVote) – [Facebook](#) & [Twitter](#)
 - Maricopa County Recorder’s Office – [Facebook](#), [Twitter](#), [Instagram](#)
- Press Releases & Media Alerts

3.2 -- Roles

The Communications Plan will be achieved with the support and collaboration of Department staff and the Recorder’s communications team. The two primary responsible Department staff members include:

- Megan Gilbertson, Communications Director – Responsible for oversight and implementation of the communications plan. Primary media contact for the Department.
- Erika Flores, Deputy Director of Communications – Responsible for social media strategy and supporting the implementation of the communications plan. Primary English and Spanish-language spokesperson during our earned media plan for the Department.

3.3 -- Communication Approach & Strategy

It is essential that elections related communications between all county government and the public are consistent, accurate, and reliable. The Communications Plan serves as a guide that outlines the Department’s paid and earned media strategy, crisis communications strategy, as well as events and other tactics to inform key stakeholders about the March 17 Democratic Presidential Preference Election. In addition, changes or updates may be required due to reasons such as changes in personnel, scope or budget.

3.3.1 Stakeholders and Audience

The primary audience for the Communications Plan is Maricopa County voters, but additional stakeholders include:

- Maricopa County Board of Supervisors & Maricopa County Recorder
- Elections Department and Recorder's Office staff
- Temporary staff including poll workers and central board workers
- Vendors
- Vote center and polling location facility owners
- Political parties
- Election focused advocacy groups

In addition, we continually work to engage with groups less likely to participate in the election process to inform these communities about the Democratic Presidential Preference Election through *The Roundtable Project*, hosted by the Recorder's Community Relations Team. These events are designed to provide us input on how we can provide free, fair, and accessible elections for all eligible Maricopa County voters. The open forum invites these groups to participate in discussions about how to improve elections within their communities. The roundtables will culminate in a Town Hall on the Democratic Presidential Preference Election. The Roundtable program and other community outreach efforts are discussed in more detail in the Early Voting Plan.

3.3.1 Campaign Messaging Strategy

Maricopa County voters have up to five elections in 2020, but not all voters are eligible for every election. The communications plan is designed to encourage voters to *#BeBallotReady* and get informed about how to register to vote, who is eligible to vote in the Democratic Presidential Preference Election and how to find election deadlines and polling locations at *BeBallotReady.Vote*. The messaging strategy will focus on educating voters about who is eligible to participate and how eligible voters can vote in both the all-mail jurisdictional elections on March 10 and the Democratic Presidential Preference Election on March 17.

3.3.2 BeBallotReady.Vote

Throughout all our communications strategies, we will encourage voters to *#BeBallotReady* and visit a new webpage developed by our IT Department: *BeBallotReady.Vote*. This new page, set to launch in January 2020, is connected directly to our voter database and will allow Maricopa County voters the ability to login and quickly find everything a voter needs to *#BeBallotReady* from voter registration status to polling locations all in a customized dashboard.

3.3.3 Paid Media Strategy

The Department and the Recorder's Office contracted with Commit Agency through a Contract Task Order to develop a well-rounded paid media campaign for the March 17, 2020 Democratic Presidential Preference Election. The approved budget includes \$200,000* for the creative design, production of advertising materials, and other costs associated with the marketing plan for all mediums in English and Spanish, as well as an estimated \$531,710⁶* for direct ad buys in both English and Spanish across multiple platforms (television, radio, print, social media, digital display, and billboards).

⁶ The budgeted amounts of \$200,000 and \$531,710 are estimated and subject to change.

This strategy has four phases:

- Phase 0 (Jan. 13-19) – Introduction to the new BeBallotReady.Vote website.
- Phase 1 (Jan. 20-Feb. 23) – Focusing on the Democratic Presidential Preference Election and the voter registration deadline.
- Phase 2 (Feb. 24-March 9) – Focusing on mail-in ballot deadlines, election date awareness and asking voters to Be Ballot Ready.
- Phase 3 (March 10-17) – Focusing on finding polling and vote center locations to vote in person or drop off ballots.

3.3.4 Earned Media Strategy

The Department’s earned media strategy will amplify our #BeBallotReady paid media strategy by informing voters about the March 17 Democratic Presidential Preference Election. The strategy will also focus on the new ballot design that uses ovals instead of arrows and the benefits of Maricopa County’s \$6.1 million investment into our new ballot and tabulation equipment. After a competitive procurement process, the Department has upgraded our tabulation system, which will replace our old equipment we purchased in 1996. The new equipment counts ballots much quicker and includes a duplication feature designed to improve efficiency and security over the tabulation process.

In all our external communications, we will highlight that only registered Democrats are eligible to vote on March 17, but that the Tempe and Chandler jurisdictional elections on March 10 are open to *all* voters in those cities. Earned media tactics in English and Spanish will include:

- *Fact Sheet* – We will create an elections fact sheet for the media and the public, which will include information about the Democratic Presidential Preference on March 17 including who is eligible to vote, important voting deadlines, information about the March 10 jurisdictional election, and contact information.
- *Social Media* – The Department has started new [Facebook](#) and [Twitter](#) pages called @MaricopaVote. We plan to amplify our paid media ads through our social media channels as well as educate followers about our new equipment. We plan to create a series of short videos on the new equipment and ballot style, which we will share on this platform.
- *Election Sandbox* – We will have an opportunity for voters, political parties, elected officials and the media to interact with our new equipment and ballot style during an “election sandbox” event. We will set up a “mock” polling location equipped with our state-of-the-art SiteBooks, new accessible voting devices and precinct tabulators. There will be an opportunity to interact with the new equipment and plenty of video opportunities to get an inside look at our polling location set up.
- *Ballot Road Show* – We plan to take our new Ballot mascot on the road to share with voters about the Democratic Presidential Preference Election and our new equipment and ballot style. We will target local English and Spanish TV and radio programs.
- *Press Releases on Election Deadlines* – We will send out press releases to media on big election deadlines including voter registration, mail-in ballot requests, mail-in ballot deadlines, polling locations and dates, Election Day information and daily press releases post-election about election results.

3.3.5 March 17 Election Day Plan

On Election Day, communication will focus on informing voters in English and Spanish about the information they need to successfully vote. Our paid media *#BeBallotReady* strategy will continue through Election Day. We will have staff available for media interviews and live shots throughout the day. In addition, we will reach voters through a variety of traditional and social media channels. Election Day messaging will focus on:

- Who is eligible to vote
- Identification options needed to vote
- Voting locations and hours

In addition, we will actively communicate about activity at voting locations when necessary. In order to ensure the Department is responsive to voters, we are requesting the support of two (2) county employees with communications and social media experience to support our team on Election Day. These employees will work with us in our communications team hub located at MCTEC and staffed by both the Department and the Recorder's Office. In all of our external communications, we will highlight that only registered Democrats are eligible to vote on March 17. Below is an outline of the day's earned media plan:

- Press releases
 1. First thing in the morning, we will send a release to announce Election Day, highlighting who is eligible to vote, voting locations and hours, and what ID you need to vote.
 2. An early afternoon release with updated information (including wait-times as necessary), highlighting who is eligible to vote, voting locations and hours, and what ID you need to vote.
 3. A final press release once the Department posts initial election results.
- Social Media
 - We plan to monitor social media throughout the day and will respond promptly to voter questions.
 - We will post on the Department @MaricopaVote Facebook and Twitter accounts throughout the day in coordination with the County Recorder's official social media accounts focusing on our top line messages and updating voters with wait-times as appropriate.
 - We plan to create social media collateral to share with other county agencies, political parties and voter groups to help amplify our messages on who is eligible to participate in the Democratic Presidential Preference Election.
- STAR Call Center
 - We are working closely with the Maricopa County STAR Call Center to coordinate messaging and to train and educate call-center workers to provide front line communications to the public. The STAR Center is hiring and training 56 temporary workers to provide consistent and accurate information to the public on Election Day.

3.3.6 Crisis Communications Strategy

In an emergency or other crisis on Election Day or during emergency voting, effective and timely communication will help to ensure voting integrity, public safety and the long-term reliability of the Department. For the purpose of this plan, a crisis is defined as a significant event or incident that disrupts – or has the potential to disrupt – Election Day or emergency voting.

All messages will include accurate and detailed information about the situation and what actions to take. The media also aids in the dissemination of the crisis communication message. The Crisis Communication Team will ensure that the media has access to updated information throughout the crisis incident or event. In addition, the Director of Election Day and Emergency voting is responsible for notifying the appropriate members of the county’s senior leadership team and the Board of Supervisors of the status of the incident and provide ongoing status reports.

The public will seek – and trust – other sources of information (e.g. news reports, social media, rumors, and word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain trust, and ensure public safety. We will convene the Crisis Communications Team as quickly as possible. Depending on the urgency and severity of the incident or event, this may occur in person or via phone. Team members include:

- Co-Election Directors
- Assistant Election Directors
- Elections Department Communication Staff
- Chief Deputy Recorder
- Deputy Recorder for Communications
- Recorder’s Office Public Information Officer
- The Chairman of the Board of Supervisors and County Recorder (as needed or as appropriate)
- Legal
- *Others may participate based on the specific incident*

The Crisis Communication Team will implement some, or all of the steps outlined below based on the circumstances, coordinating with all key personnel. Throughout a crisis, the team will meet frequently to review changing facts, assess whether key messages are reaching audiences and determine whether strategies need to change. In the event of a crisis on Election Day or during emergency voting, final approval of all communications rests with the Director of Election Day or Emergency Voting.

1. Immediate Response – Based on the severity of the incident and facts available, the Crisis Communications Team will determine what, if any, public messaging should be sent out and will ensure public safety and other emergency responders are informed as appropriate.
2. Notifying Key Audiences – The Crisis Communications Team will decide which groups need to be informed first. Audiences could include:
 - Voters
 - Poll Workers
 - Elections Department and Recorder’s Office Staff

- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- Federal Bureau of Investigation (FBI)
- U.S. Department of Homeland Security
- The U.S. Attorney's Office

3. Determine Spokesperson(s) – This can either be a member of the Crisis Communications Team who has knowledge of the crisis and is assigned to provide key messages and emerging facts to the public/media, or an elected official in charge of Maricopa County elections.
4. Developing a Fact Sheet – As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key audiences and information provided to the media by the spokesperson. Members of the Crisis Communications team will create the Fact Sheet, and those with a direct knowledge of the crisis will check it for accuracy. Fact sheets released publicly or posted to the internet must be time stamped and updated as information changes.
5. Informing the STAR Call Center – Once information is known and verified, the Crisis Communications Team will share messaging details and fact sheets with STAR Center leadership.
6. Alerting the media – The Crisis Communications Team will decide the best ways to communicate with the media during an incident or event. In cases where a crisis is likely to be prolonged, the Crisis Communication Team may use the Maricopa County Tabulation and Elections Center (MCTEC) for media briefings outside of the 75-foot electioneering range or within a designated location not in view of the official voting location. We will take into consideration appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur as frequently as the Department verifies new information.
7. Monitoring social media – To anticipate any problems in the flow of accurate communications to the media and public, the Crisis Communications Team will designate staff to monitor social media and respond to questions and disinformation immediately and with consistency.
8. Approval of outgoing information – Typically, we develop communications in a collaborative way, but we recognize the need for decisive decision-making during a crisis to enable rapid, accurate communication.

4.0 – Staffing Plan

The Department’s partnership with community volunteers is vital to our success in facilitating elections. We have a proud history of rapid, high-volume support from the community. Maricopa County’s Poll Workers are the face of the Department for voters, and voters expect elections services to be secure and efficient. Our process begins with recruiting adequate numbers of staff for our polling locations, and hiring temporary workers to support early voting activities, warehouse operations, equipment management, training and recruitment initiatives. These workers must possess the right mix of skills, while also ensuring balanced political party representation to support the efficacy of elections services. Critical to our success is the establishment of and adherence to timelines and schedules that make the best use of our temporary workers while also ensuring fiscal responsibilities to our taxpayers.

The scope of the Staffing Plan for the March 17, 2020 Presidential Preference Election includes strategies, constraints, and methods to recruit:

- Poll workers to staff polling locations and vote centers for early voting, emergency voting, and Election Day
- Central board workers to staff election boards (e.g., early vote processing, duplication boards, hand count audit boards)
- Temporary staff for other support operations (e.g., delivery drivers, vote center set up teams, warehouse staff)
- County permanent staff to support election operations by working at polling locations or by supporting setup operations

4.1 – Staffing Approach and Strategy

The staffing strategy for the March Presidential Preference Election consists of three phases.

- Phase 1 (November 2019) – The Department hired six temporary recruiters to augment the Department’s Recruitment Command Center in Mesa. These temporary workers will support three full-time employees in the facilitation of Phase 2 recruitment efforts.
- Phase 2 (December 2019) – The Department will work to hire 1,550 poll workers to staff approximately 180 polling locations and 40 vote centers. All locations will have one Inspector, Line Management Clerk, Voter Registration Clerk, Marshal, Ballot/Printer Clerk and two Judges. Most locations will also include at least one poll worker who is fluent in both English and Spanish. Recruiters will confirm the poll worker is capable of performing their role-specific duties, provide the necessary paperwork to support the hire, and schedule the poll worker into a mandatory, role-specific training session designed to model a high-quality voter experience.
- Phase 3 (January 2020) – The Department will work to hire 400 temporary workers to support Early Voting, Signature Verification, Special Elections Boards, Mail and Ballot Running, Warehouse Transportation Teams, Set-Up Teams, Hotline Response, and Adjudication Boards. If working their first election, these temporary workers undergo background checks in addition to a screening interview.

Recruiters will rely on a variety of resources to obtain the necessary workers for the Democratic Presidential Preference Election. These resources include: prior Poll Worker pipelines, outreach campaigns to county employees, support from staffing firms, job board advertising, community partnerships, recruitment fairs, Deputy Registrar events, and Political Party referrals. The Department will track recruitment efforts using our proprietary Poll Worker database and recruiters will provide weekly progress reports on challenges to staffing and adherence to schedule and timeline.

The Recruitment and Training teams will meet regularly to cross-functionally share observations and data in support of continual improvement of the Recruitment process. This heightened communication will result in increased Poll Worker job fitting for future elections. Additionally, the Department will survey temporary workers and hiring managers at the conclusion of the March elections to obtain valuable performance data.

4.2 – Statutory Requirements Pursuant to Staffing

A.R.S. § 16-531 specifies a requirement to appoint [hire] “one inspector, one marshal, two judges, and as many clerks of election as deemed necessary” not less than twenty days before an election. These individuals, per statute, “shall be qualified voters of the precinct for which appointed,” and as far as inspector, marshal, and judges are concerned, “shall not have changed their political party affiliation or their no party preference affiliation since the last preceding general election.” Furthermore, “if they are members of the two political parties that cast the highest number of votes in the state at the last preceding general election, they shall be divided equally between these two parties. There shall be an equal number of inspectors in the various precincts in the county who are members of the two largest political parties. In each precinct where the inspector is a member of one of the two largest political parties, the marshal in that precinct shall be a member of the other of the two largest political parties.” Finally, “any registered voter in the election precinct...may be appointed [hired] as a clerk.”

This statute also specifies “wherever possible, any person appointed as an inspector shall have had previous experience as an inspector, judge, marshal or clerk of elections.”

With respect to staffing high school aged poll workers, A.R.S. § 16-531 specifies the following:

1. The person is a minor who will be at least sixteen years of age at the time of the election for which the person is named to the election board.
2. The person is a citizen of the United States at the time of the election for which the person is named to the election board.
3. The person is supervised by an adult who has been trained as an elections officer.
4. The person has received training provided by the officer in charge of elections.
5. The parent or guardian of the person has provided written permission for the person to serve.

4.3 – Temporary Staffing Roles, Quantities, and Pay Rates

Pursuant to A.R.S. § 16-536, “The compensation of the election officers shall be fixed by the board of supervisors and shall be a county charge. In no case shall an election board member be paid less than thirty dollars per day.

Role	Early Voting	Election Day	Total	Pay Rate/hour
Temporary Recruiters	1	5	6	\$15.14
Inspectors	36	204	240	\$13.00
Judges	66	374	440	\$12.50
Line Management Clerks	34	191	225	\$12.50
Voter Registration Clerks	34	191	225	\$12.50
Marshals	34	191	225	\$12.00
Clerks	34	191	225	\$12.00
Temporary UOCAVA Clerks	2		2	\$12.00
Temporary Ballot Processors	72		72	\$12.00
Temporary Signature Verification Clerks	15		15	\$12.00
Temporary Mail Couriers	2		2	\$12.00
Temporary Ballot Couriers	2		2	\$13.00
Temporary Warehouse Drivers	5	25	30	\$13.00
Temporary Grips	16		16	\$13.00
Temporary Auditors	4	4	8	\$12.00
Temporary T-Techs	4	4	8	\$13.00
County Employees – Setup		100	100	\$15.00
Temporary Troubleshooters	8	42	50	\$15.00
Temporary Hotline Responders	12	13	25	\$15.00
Temporary Duplication Boards		10	10	\$12.00
Floater Temps	15	5	20	\$12.00
Hand Count Boards (Recruited by political parties)		26	26	\$12.00
Temporary Star Call Center Employees (recruited by Star Call Center)	12	44	56	\$12.50
Total	408	1620	2028	

4.4 – Staffing Contingencies and Work Load Balancing

Given how important these temporary workers are to ongoing operations, we’re deploying contingency recruiting strategies in the event some Poll Workers and temporary staff cannot perform their role or duty. To ensure we have sufficient poll workers to staff the polling location, we are hiring an additional 20 back up inspectors that can be re-deployed on Election Day if a poll worker is absent.

For central boards, we are staffing 20 floating temps that will be cross trained in multiple functions. The floating temps will serve as backup in the event other temporary staff is not available to perform their roles. This strategy allows us to minimize overtime while also preparing the department to meet day-to-day demand fluctuations experienced in signature verification, early vote processing, and the tabulation center.

4.5 – Temporary Staffing Job Responsibilities

Job Title	Responsibilities
Temporary Recruiters	Temporary Recruiters will source, screen, hire and schedule poll workers for assignments at either Election Day Polling Locations or Vote Centers. They will also be responsible for filing paperwork and completing data entry in support of payroll functions.
Poll Worker: Inspector	The Inspector is the Team Leader at the Polling Location or Vote Center, and as such, the Inspector is responsible for delegating the tasks of other Poll Workers, ensuring workers clock in out properly, and providing assistance to voters. The Inspector is responsible for making sure that each and every voter is able to cast their ballot privately and securely.
Poll Worker: Judge	The Judge is the backup for the Inspector, and therefore is charged with the same responsibilities as the Inspector. Along with assisting voters with the check-in process, the Judge supports Curbside Voting and use of Accessible Voting Devices, and monitors the Ballot Drop-Off and Tabulation.
Poll Worker: Marshal	The Marshal is responsible for preserving order at the polls, most specifically with regard to line management during high-volume cycles. The Marshal is responsible for maintain order at the polls and ensuring the opening of the polls and the completion of activities at the end of the day. In coordination with the Line Management Clerk, the Marshal measures the length of wait times throughout the day and may also perform the duties of other poll workers on a relief basis.
Poll Worker: Line Management Clerk	The primary function of the Line Management Clerk is to report wait times during high-volume periods. Using a web-based application designed by ESRI, the Line Management Clerk will report up-to-the-minute wait times in support of Wait Time Management for the PPE. The Line Management Clerk will also be trained in handling difficult conversations with voters that may be confused about their eligibility to vote in the PPE.
Poll Worker: Voter Registration Clerk	The Voter Registration Clerk assists the Voter in updating their name or address in the Sitebook as needed. They may also assist the Inspector or Judge in verifying the voter possesses the required acceptable identification. The Voter Registration Clerks shall be certified as having completed and mastered a training curriculum approved by the Recorder’s Office due to their access to live voter registration information via the SiteBook.
Poll Worker: Ballot/Printer Clerk	Ballot Clerks are responsible for ensuring every voter receives the appropriate ballot for their precinct. This involves confirming specific information on the ballot, and in some cases matching information on a ballot to information on an affidavit envelope. They are then charged with presenting the ballot to the voter. In the case of Vote Centers that use Ballot-On-Demand (BOD) capabilities, a second clerk, the Printer Clerk, retrieves a printed ballot from the BOD printer, confirms the information on the ballot matches the printed affidavit envelope, and hands these items to the Ballot Clerk for presentation to the voter.
Temporary UOCAVA Clerks	UOCAVA Clerks support the mission of the Uniformed & Overseas Citizens Absentee Voting Act. Duties include assisting overseas voters in registering to vote, requesting an early ballot, and voting a ballot via a secure portal.
Temporary Ballot Processors	Ballot Processors work in teams of two, or Boards, and they must be of a different political party. Ballot processors open, verify ballots are for the correct election, and stack ballots for delivery to the Ballot Tabulation Center.
Temporary Signature Verification Clerks	Signature Verification Clerks are responsible for verifying signatures on affidavit envelopes match voters’ signatures on record. They may use forensic techniques to analyze signatures, and they may also perform other research such as contacting voters directly to ensure the efficacy of mail-in ballot processing.

Job Title	Responsibilities
Temporary Mail Couriers	Mail Couriers are responsible for making postal runs, picking up printed items from Runbeck Elections Services, and using electronic mail opening machinery to open ballots en masse prior to ballot processing.
Temporary Ballot Couriers	The Department utilizes Ballot Couriers to retrieve ballots from Ballot Drop Boxes and securely deliver them to MCTEC for processing. Ballot Couriers must complete a chain-of-custody form that is signed by a Polling Location or Vote Center Inspector to ensure the lawful hand-off and transportation of ballots.
Temporary Warehouse Drivers	Temporary Warehouse Drivers are responsible for operating a fleet of 16' box-trucks with lift gates. Drivers transport equipment and items to and from Polling Locations and Vote Centers. Warehouse Drivers may also support other warehouse functions such as checking equipment in and out, lifting and stacking inventory, and general warehouse maintenance.
Temporary Set-Up Team Members	The Department establishes set-up teams that work in coordination with Poll Workers to set up Vote Centers and Polling Locations prior to opening for Election Activities. Some Set-Up Team Members will support troubleshooting efforts throughout the election cycle and may support equipment security and retrieval activities at the close of Election Day.
Temporary Hotline Responders	Hotline Responders are staffed at the MCTEC Warehouse Command Center and are responsible for responding to issues and questions that may arise via phone or radio during an Election cycle. Hotline Responders must be Elections Subject Matter Experts as they must deliver critical information to voters, poll workers, and other Elections Support Staff under tight timelines and during high-volume cycles.
Temporary Duplication Boards	Duplication Boards, pairs of two from different political party affiliations, make every attempt to determine voter intent, when in question, due to stray marks or other issues on the ballot that may make accurate tabulation of a ballot impossible. Through a duplication process, these bipartisan teams ensure that the voter's clear intent is reflected on the ballot which is tabulated.
Floater Temps	The Department seeks to hire temporary employees that possess a mix of skills to augment any of the above positions as needed during peak volume processing.
Temporary Star Call Center Employees	Temporary Star Call Center Employees are responsible for responding to Elections-specific questions from voters. These employees possess Elections Subject Matter Expertise and deliver critical information to voters during high-volume cycles.

4.6 -- Administrative and Payroll Support

Department and Recorder's Office Human Resources Liaisons, in coordination with Maricopa County Central Human Resources, provide critical support in determining temporary staff eligibility to work, facilitating payroll processing, and providing mileage reimbursement to temporary staff that use their personal vehicles on official elections business.

- Eligibility to Work: Each temporary employee must provide a copy of the appropriate documentation to Human Resources to confirm their eligibility to work in the United States. Central Board Workers must also pass a standard criminal background investigation to obtain badge credentials that allow them to securely enter the MCTEC facility.
- Payroll Processing: A coordinated effort between the Elections Recruitment Staff, Elections and Recorders Human Resources Liaisons, and County Payroll allows the Department to provide pay to Poll Workers in one lump sum at the completion of an election. Central Board Workers may be paid through the County's ADP system, allowing for bi-weekly pay for longer-term employment.
- Mileage Reimbursement: Department staff work directly with temporary employees that utilize personal vehicles for official elections business, tracking and documenting mileage in compliance

with Maricopa County General Travel Policy A2313. Mileage Reimbursement forms are submitted to County payroll for processing of reimbursements to temporary employees.

4.7 – Deliverables and Performance Metrics

Staffing deliverables will simultaneously provide critical Performance Data that will shape future Temporary Staffing models. These deliverables will include:

- Poll worker rosters showing assigned role, party registration status, polling location assignment and training status
- Weekly staffing updates showing recruitment status for each phase and position
- Monthly performance data analytic reports will utilize dashboard formats (red, yellow, and green shading) to identify:
 - Successful hire rates based on recruiting sources
 - Drop-Out rates based on recruiting sources
 - Areas needing additional resources or innovative measures to overcome challenges
- Surveys (temporary worker and hiring manager)
- After Action – Recruitment Lessons Learned report

4.8 – Staffing Schedule

Key milestones for March 2020 staffing are highlighted below:

March 2020 Elections Staffing Schedule

Staffing Phase 1	11/20/2019 – 12/16/2019
Staffing Phase 2	12/2/2019 – 3/17/2020
Staffing Phase 3	1/6/2020 – 3/17/2020
Temporary Worker Survey Distributed	3/23/2020
Hiring Manager Survey Distributed	3/23/2020
After Action - Recruitment Lessons Learned Meeting	4/6/2020

5.0 – Training Plan

The Department’s training plan for the Democratic Presidential Preference Election establishes the framework for ensuring temporary staff (e.g., Poll Workers, central boards) are trained to perform their assigned roles and responsibilities to serve Maricopa County voters. Training is an essential element to ensuring elections are conducted with integrity, efficiency, reliability, and in accordance with federal and state laws.

The scope of the Training Plan describes the Department’s approach to providing specialized training for the temporary workers that will support the March 17, 2020 Democratic Presidential Preference Election:

- Over 400 central board and temporary workers who will assist with a variety of tasks that including setting up voting locations, working call center hotlines, and preparing ballots for tabulation.
- Over 1,500 poll workers who will staff approximately 220 voting locations to serve as an inspector, judge, marshal, clerk, line management clerk, and/or voter registration clerk

5.1 – Training Approach & Strategy

Pursuant to A.R.S. § 16-532, the Department “shall conduct a class for the instruction of inspectors and judges...in their duties, which shall include instruction in the voting system to be used and the election laws applicable to such election. Each election board member receiving instructions and properly qualified shall receive a certificate of qualification. Only inspectors and judges of the election board who have received the required instruction class shall serve at any election...Other members of the election board may be trained at the same time.”

The Department’s training plan for the Presidential Preference Election will specify the following objectives:

- Establish a training curriculum and assessment to inform temporary workers of their required responsibilities as established in Arizona State Statute, the Secretary of State Elections Manual, and Department policies and procedures. This curriculum will include specific information related to the March 2020 Presidential Preference and Jurisdictional elections.
- Develop informative, consistent, and accessible training sessions in order to ensure temporary workers have ample opportunity to attend training and are prepared to perform their assigned roles in service to the voters.
- Collect and analyze voter satisfaction data to measure and build public confidence and trust in the election process.
- Collect and analyze poll worker satisfaction data to measure and build relationships with temporary workers and develop reliable talent pipelines and job fitting strategies.

5.2 – Training Methodology

Temporary workers play a critical role in helping the Department meet the resource needs required to conduct an election. We are dedicated to providing staff with the knowledge and skills to overcome the challenges they may experience while working at a voting location or supporting the Department in another capacity. We have a team of trainers and subject matter experts that will provide the temporary workforce with appropriate training to prepare them for their assignments. Factors that will be addressed include

varied learning styles, statutory training requirements, and the high numbers of temporary staff that need training in a short period of time. Specific methodologies and curriculum are described in further detail below.

5.2.1 – Poll Worker Training

Voters expect the Department to conduct elections with integrity and efficiency, but they also expect to receive a high-level of customer service. If voting in-person, a voter’s experience is directly correlated with the level of expertise and customer service exhibited by the Poll Workers staffing our polling locations. For the March 2020 elections, the Department will hire and train over 1,500 staff to work at approximately 220 Polling Locations or Vote Centers.

To improve the learning experience and increase knowledge retention, we are requiring that all Poll Workers attend an in-person, instructor-led training session. The three-hour in-person training sessions include hands-on and interactive training experiences with no more than 25 attendees. To ensure all Poll Workers have the opportunity to attend in-person training, the Department will offer over 75 sessions, including 11 make-up sessions. The table below shows the Poll Worker positions and number of training sessions that we will offer.

POLLING PLACE POLL WORKERS AND TRAINING SESSIONS

Polling Place Position	Approx. # of Workers	Sessions	Make Up Sessions	Total Sessions
Judges/Inspector	550	21	3	24
Line Management Clerk	180	7	2	9
Voter Registration Clerk	180	7	2	9
Marshal	180	7	2	9
Clerk	180	7	2	9
Troubleshooters	35	1	-	1
Totals	1305	50	11	61

VOTE CENTER POLL WORKERS AND TRAINING SESSIONS

Vote Center Position	Approx. # of Workers	Sessions	Make Up Sessions	Total Sessions
Judges/Inspector	130	4	1	5
Line Management Clerk	45	2	1	3
Voter Registration Clerk	45	2	1	3
Clerk	45	2	1	3
Troubleshooters	15	1	-	1
Totals	280	11	4	15

The majority of training sessions will be offered at the MCTEC; however, we are also partnering with local municipalities to hold remote training sessions in the West and East Valley to increase accessibility for Poll Workers.

Poll Workers will be expected to demonstrate job readiness by passing specific course assessments delivered by the training team prior to their first day at the polls. Assessment data will be shared back to

the Department to support increased job-fitting for future elections. A high-level summary of training topics covered in instructor-led, in-person Poll Worker training follows:

- **Review of Election Laws and Procedures** including standard voting procedures, updates to election laws and procedures, and issuance of ballot types/styles (political party, FED only, ballot splits, etc.).
- **Election Specific Training** including introducing the new ballot style, training on political party observers, and discussing who is eligible to vote in the PPE and Jurisdictional elections.
- **Training on Opening and Closing Duties** including voting location hours of operation, poll worker hours, clocking in and out for duty, verifying duties to be performed, delivery of ballots and supplies to the voting locations, equipment setup and closing, furniture arrangement, inventory of supplies, signage placement, and preparation of official and unofficial envelope contents.
- **Role-Specific Training** (see Appendix A, page 48)
- Review and hands-on training using and setting up **Polling Equipment** including BOD, ICX, Precinct Tabulator, SiteBook operations, and voting equipment checks.
- **Customer Service Training** including accessible/curbside voting, mediation, and difficult conversations.
- **Voter Check-In** including required ID training and differentiation between the Democratic Presidential Preference Election and Jurisdictional elections.
- **Safety** and Contingency Procedures including Poll Worker and voting location safety and situational awareness techniques. This include the use of the break in case of emergency contingency plan.
- **Troubleshooting** including when and how to implement wait-time reduction and other contingency plans.
- **Supplemental Training for Inspectors and Judges** including “how to” strategies for conducting a pre-election meeting with Poll Workers, ensuring political party representation among Poll Workers, gaining building access and developing relationships with building stewards, monitoring envelop drop boxes, the provisional ballot process, sharing voting locations with tribal elections, spoiling ballots, and transmitting results and/or delivery of voted ballots.
- **Supplemental Training for Line Management Clerks and Marshals** including using the ESRI Application to report wait-times and instruction in the 75-foot rule.
- **Supplemental Training for Voter Registration Clerks** including training directed by the Maricopa County Recorder.
- **Supplemental Training for Bi-Lingual Poll Workers** starts with verifying Spanish language proficiency and includes preparation materials in English and in Spanish to assist bilingual Poll Workers in using elections-specific verbiage and terminology when assisting Spanish-speaking voters.
- **“Just-In-Time” Emergency Voting Training** will be provided to a small number of Poll Workers in voting locations that will support Emergency Voting prior to Election Day.

Specific role-based training topics by role and type of voting location are included in Appendix (A).

5.2.2 – Central Board Worker (Early Voting & Election Day) Training

For the Presidential Preference Election, the Department will hire more than 400 central board workers to staff, EV Processing, UOCAVA, Flagging, and mail- runs for Early Voting and temporary workers to staff the Vote Center Setup Teams, Hotlines, Ballot Tabulation Center. The Training Team will partner with each of these divisions to develop a variety of training curricula to meet the needs of the Department and our temporary workforce.

5.3 – High Level Training Requirements

The Department will coordinate the following resources to facilitate the Training Objectives:

- Training facilities to include MCTEC and a few locations around the County
- Session Facilitators and co-facilitators for equipment practice (Judges and Inspectors)
- Online survey capability (Survey Monkey)
- Participant attendance and assessment tracking (Excel)
- Voting equipment for training (Site Books, Ballot on Demand Printers, Accessible Voting Devices)
- Participant access to online training and “how to” videos
- Subject Matter Experts

5.4 – Training Deliverables and Performance Metrics

The Department will develop the following documents as part of the Training Plan:

- Twelve role-specific, instructor-led trainings to include:
 - Presidential Preference Election Procedures Manual
 - Jurisdictional Election Procedures Manual
 - Emergency Voting Procedures Manual
 - Instructor PowerPoints w/Facilitator Notes
 - Hands-on, guided practice setting up, using, and breaking down polling equipment
 - Assessment of Learning
- Development of facilitator guide and training manual for Emergency Vote Center Worker training
- Participant attendance and assessment scores will be tracked, documented, and reported to stakeholders

The Kirkpatrick Model takes into account all types of training and can be applied to both formal and informal training events. The Department will use elements of the Kirkpatrick Model to measure the effectiveness and performance of training programs designed for Poll Workers and Central Board Workers. The model consists of the following four levels of evaluation:

TRAINING PERFORMANCE METRICS

Level	Evaluation	Metric
One	Reaction	<ul style="list-style-type: none"> • Poll Worker Surveys
Two	Learning	<ul style="list-style-type: none"> • Training Course Assessment
Three	Behavior	<ul style="list-style-type: none"> • Data Analysis of poll worker issues reported via Troubleshooters and Hotlines • Data analysis of voter issues reported via ESRI Application • Inspector Performance Reviews
Four	Results	<ul style="list-style-type: none"> • Poll Worker Retention Data • Voter Satisfaction Surveys • Post-Election Focus Groups • Wait Time Analysis

5.5 – Training Plan Schedule

Milestone	Planned Start Date	Planned Finish
Project kickoff	11/11/2019	11/11/2019
Key stakeholders/Subject Matter Experts identified	11/11/2019	11/15/2019
Training schedule built	11/11/2019	12/20/2019
Facilitators and co-facilitators identified	11/11/2019	1/17/2020
Attendance/Assessment tracking system finalized	11/25/2019	12/27/2019
Training locations booked	11/18/2019	12/20/2019
Training Plan Complete	12/6/2019	12/6/2019
Election Specific Training Manual approved by stakeholders	12/9/2019	12/11/2019
Training/Recruitment Communication Plan	12/9/2019	1/3/2020
PPE Poll Worker training outlines approved by stakeholders	12/30/2019	1/3/2020
Vote Center PowerPoint/Facilitator Notes approved by stakeholders	1/20/2020	1/22/2020
Vote Center Assessments approved by stakeholders	1/20/2020	1/22/2020
Online training and videos approved by stakeholders	1/20/2020	1/23/2020
Vote Center Assessment built in Survey Monkey	1/23/2020	1/27/2020
Online training and videos available to workers	1/27/2020	1/27/2020
Vote Centers (open 2/12 and 2/19)Training Sessions	2/3/2020	2/7/2020
Vote Center (opening 3/9) Training Sessions	2/6/2020	2/8/2020
Emergency Voting training outline approved by stakeholders	2/17/2020	2/19/2020
Vote Center Train the Trainer Sessions	1/20/2020	1/26/2020
PPE PowerPoints/Facilitator Notes approved by stakeholders	1/27/2020	1/31/2020
PPE Assessments built in Survey Monkey	2/24/2020	2/28/2020
PPE Train the Trainer Sessions	2/3/2020	2/7/2020
Emergency Voting Training materials approved by stakeholders	3/2/2020	3/6/2020
PPE Poll Worker Training Sessions	2/12/2020	3/14/2020
Emergency Voting On-site Training	3/12/2020	3/13/2020

6.0 – Facilities and Logistics Plan

The Department’s Facilities and Logistics plan for the Democratic Presidential Preference Election establishes the framework for ensuring that Maricopa County voters have a safe, reliable, and accessible in-person voting option for Early Voting, Emergency Voting and on Election Day.

The Facilities and Logistics plan describes our approach to providing adequate facilities and efficient logistics support for the March 17, 2020 election. The Department will offer in-person voting options at approximately 220 geographically dispersed locations that are compliant with the Americans with Disabilities Act (ADA). The Logistics and Warehouse teams support Early Voting, Emergency Voting, and Election Day operations and their objectives are to provide the following activities:

- Ensuring that an estimated 125 full time and temporary logistics (e.g., facility relations, ballot couriers, hotline call center, and troubleshooters) and warehouse (e.g., drivers, inventory specialists, and warehouse) staff are hired, trained and proficient on all assigned tasks and functions in preparation for the Presidential Preference Election.
- Acquiring, inspecting, setting up, and supporting Vote Centers and polling locations.
- Preparing, packaging, securing, delivering, and recovering sufficient and fully functional supplies, voting materials, equipment, and technology to ensure voting locations are prepared to serve voters.

6.1 – Facilities Management Approach and Strategy

The facilities management planning cycle starts approximately 160 days before the election and includes regular communication with facilities owners and administrators to keep them apprised of available dates and facility conditions. To help ease the voting experience, we attempt to use the same voting locations from election to election. However, due to constraints (e.g., facility availability, construction, inspection compliance, and specific election requirements) we cannot always adhere to this approach.

As described in the *Voter Turnout and Wait-Time Reduction Plans* (Section 2.0, page 8), we determined that approximately 180 assigned polling locations supplemented by 40 Vote Centers are needed to for the Presidential Preference Election. A final list will be published at [Locations.Maricopa.Vote](#) approximately 60 days before the election. Tasks related to managing facilities include:

- Establishing the layout and flow for each type of voting location (see section 6.1.1)
- Performing inspections and ensuring locations comply with the Americans with Disabilities Act (see section 6.1.2)
- Transitioning from early voting and emergency voting to election day (see section 6.1.3)
- Acquiring and contracting with voting facilities (see section 6.1.4)
- Setting up facilities and supporting ongoing operations (see section 6.2)

6.1.1 Election Day Voting Locations

Polling Location and Setup

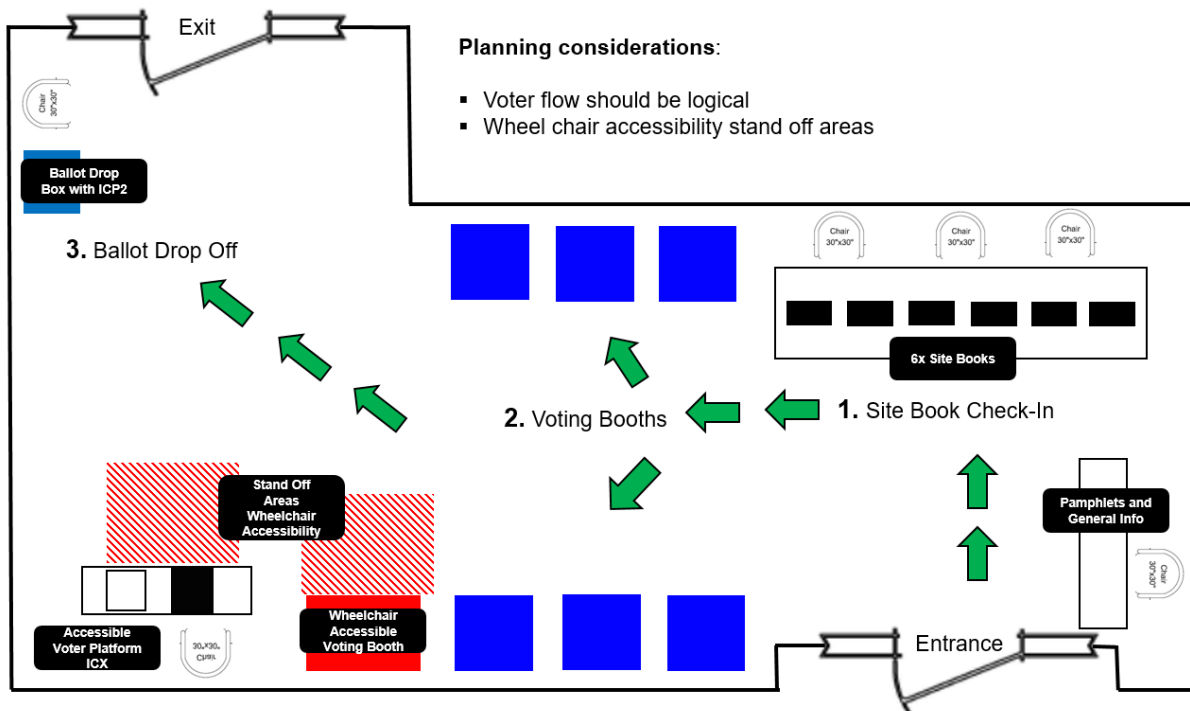
Voters are pre-assigned to a polling location based on their address and assigned precinct. The estimated 180 polling locations will be open from 6 a.m. to 7 p.m. on Election Day.

The Democratic Presidential Preference Election Polling Location Layout diagram below is used to provide a general understanding of voter flow and equipment placement. Not all polling locations will have this layout, but setup teams are trained to standardize setup to establish safe and efficient polling locations. Polling locations will be setup with six SiteBook check-in stations, eight voting booths, one accessible voting device (ICX), and one secured ballot drop box with precinct-based scanners (ICP2), and other voting supplies and equipment.

PPE Polling Place Layout

A generalized example of voter flow and equipment placement

This diagram provides a general understanding of logical voter flow and equipment placement in favorable circumstances.



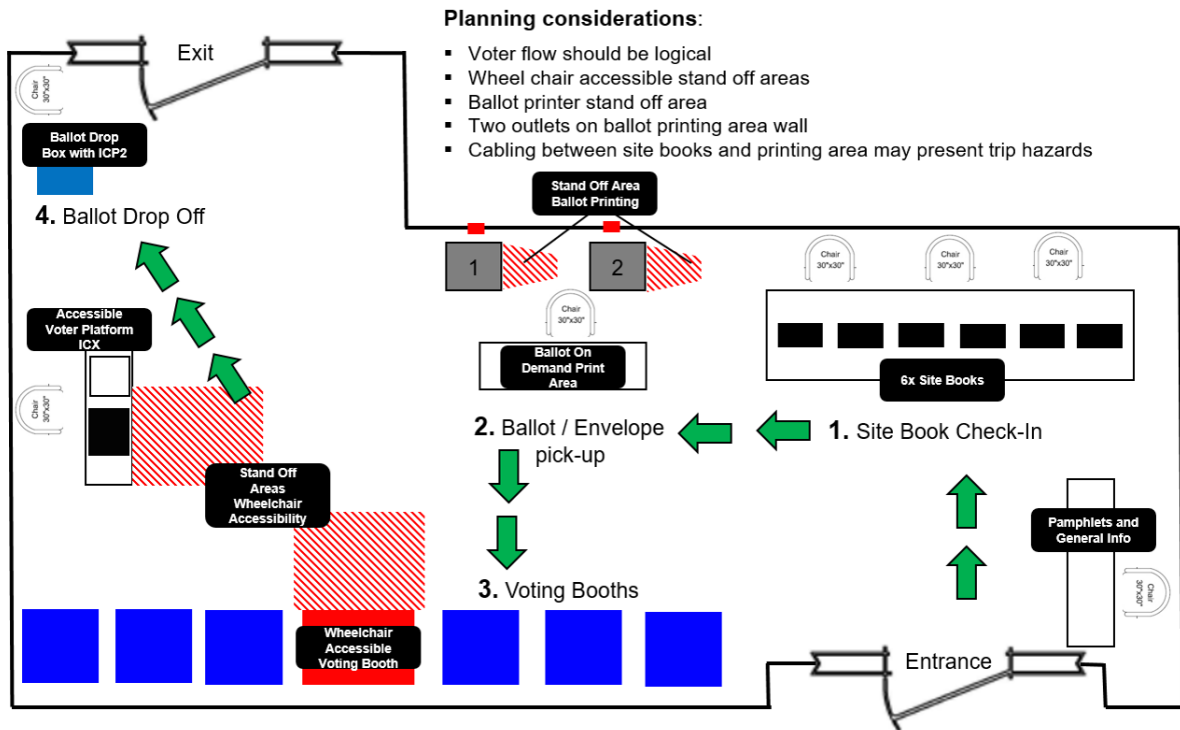
Vote Center

Vote Centers provide Maricopa County voters the ability to vote outside their designated precinct using our Ballot-On-Demand (BOD) and SiteBook technology. There will be 40 Vote Centers on Election Day, in addition to the 180 pre-assigned polling places. The 40 Vote Center set ups will be similar to polling locations, but they will also include our BOD print systems, which provide customized, on-site printed ballots for voters. These locations will also be open from 6 a.m. – 7 p.m. on Election Day. Vote Centers will have six to 12 SiteBook check-in stations, eight voting booths, one accessible voting device (ICX), one secured ballot drop box with precinct-based scanners (ICP2), two BOD printers, and other voting supplies and equipment.

PPE Vote Center Layout

A generalized example of voter flow and equipment placement

This diagram provides a general understanding of logical voter flow and equipment placement in favorable circumstances.



6.1.2 Facility Inspections and Accessible Voting

To verify that facilities will meet our needs, we perform inspections to substantiate hours of operation, indoor space, floor plans, wireless connectivity, line management needs, and parking needs. We also evaluate the facility to ensure voters with a disability are able to vote in-person or curbside if they choose. To confirm usability and voter accessibility we review the following during our on-site inspections:

- Voter entrance
- Obstacles
- Confirmation of minimum square footage, parking and lighting
- Ability to setup certified accessible voting device
- Availability for curbside voting
- Drop-off or loading area with a level access side
- Exterior and interior pedestrian routes that voters use to get to check-in and voting areas

In some instances, we are able to provide temporary installation of ramps or signage to create an ADA-compliant site. If non-compliance issues are reported after our inspection, a new on-site assessment is conducted, issues are worked on-site with the administrator, and the accessibility evaluation is updated.

Additional accessible voting options such as special election boards that visit nursing homes are described in further detail in the Early Voting Plan. The Department complies with the following Federal and State laws in order to serve voters with disabilities:

- 52 U.S.C. § 20101 Voting Accessibility for the Elderly and Handicapped Act of 1984
- 52 U.S.C.A. § 21081(a)(3) HAVA – Disability Rights
- 42 U.S.C. § 12101(a)(3); 42 U.S.C. § 12131 et seq. The Americans with Disabilities Act of 1990
- A.R.S. § 16-581

6.1.3 Transition between Election Phases

A smooth and seamless transition between Early Voting, Emergency Voting, and Election Day with minimal problems can only be achieved through close communication and complete collaboration with Department staff and the Recorder’s Office. To minimize voter confusion and duplication of efforts, the Department will use the same Vote Center facilities and equipment for Election Day as used during the Emergency Voting and Early Voting phases.

6.1.4 Facilities Acquisition & Timeline

We place an emphasis on enhancing relationships with facility administrators and staff to build a reliable inventory of ready-to-use facilities. Most facilities provide the Department with their facility for free or for a nominal charge. To manage facilities, we adopt a framework of communication, customization and continuous monitoring.

- **Communication:** We reach out to facility administrators about 160 days prior to an election and attempt to quickly resolve delivery, setup, and other modification requests within 24-48 hours.
- **Customization:** We work with facility administrators to customize voter flow, lines, seating and operational space to ensure voters and staff have ample movement in and around the facility.
- **Monitoring:** We provide responsive support from 160 days before the election through equipment recovery on/or about one week after the election.

A timeline of key steps involved prior to the election in the acquisition of our polling locations is included below:

- **160 days:** The Department completes a joint review with the Recorder’s Geographic Information System (GIS) team to determine that facility locations are compliant with consolidated precinct boundaries and will be geographically dispersed to meet voter turnout.
- **150 days:** Early communication with facilities determines accessibility, compliance, and availability for the duration of voting requirements. A “Save the Date” message is sent to facility administrators to query polling place and Vote Center participation in all 2020 elections.
- **150-60 days:** The Department signs Facility Use Agreements with Presidential Preference Election polling locations and Vote Centers, which include dates of service and confirmation signatures. Facility technicians monitor for changes in dates, times, venue, and ensuring positive relationships with facility owners and managers.
- **60-21 days:** Final confirmations are made with all facilities to determine if there have been any changes in dates, times, and/or venue. Once all confirmations are made, the Department will post the locations on our website, Locations.Maricopa.Vote.

During the complete election cycle, we conduct continuous monitoring of interactions with facilities. Department staff work to resolve issues. At the end of the election cycle, lessons learned are captured during the After Action Review and recorded for future use.

6.2 – Voting Equipment Delivery & Logistics

Delivery route planning will follow a distance model with deliveries first occurring at the most remote locations in order to quickly identify and resolve potential issues at difficult to reach locations. We will deploy a delivery route pattern of inward moving concentric circles to ensure later deliveries occur in central Phoenix. Set up crews will follow, and are routed in, the same manner. Equipment package building and deliveries are backwards planned from Early Voting and Election Day phases with buffers and accommodation for the President’s Day holiday. To mitigate risk, we will combine complimentary functions during equipment set up at the Vote Centers and polling places.

6.2.1 – Equipment and Supply Buildout

The Department will begin organizing Vote Center and polling place equipment in January 2020. Vote Center preparation begins with Sitebook updates, BOD printer alignment and service checks. BODs that have passed service checks will be assigned to supply carts that hold envelopes, ballots, yellow barricades, orange barricades, curbside signs, black box (28 piece), black bags, tablecloths, voting booths, tables and other supplies.. Polling place preparation begins by creating asset tracking logs for accessible voting devices. Those devices, precinct tabulators and collapsible ballot box will be added to supply carts for polling locations. We are developing training, check lists and visual aids to improve the supply build-out consistency for temporary staff.

6.2.2 – Vote Center Setup

Vote Center equipment delivery and set up occurs up to 34 days prior to the election. Set up teams will be comprised of laborers, drivers, t-techs, auditors and troubleshooters. Drivers will deliver the equipment and supplies and perform initial set up of Vote Center support equipment. The tech crew follows behind to perform the technical set up and ensure the location is ready for voters. Finally, a troubleshooter will close the loop with a quality control check of critical systems such as the SiteBooks and accessible voting devices. Below is the Vote Center set up schedule:

- Phase 1 (February 19, 2020) - Nine Vote Centers open across Maricopa County
- Phase 2 (March 9, 2020) – All 40 Vote Centers are open
- Phase 3 (March 14, 2020) – Seven Vote Centers transition to Emergency Voting locations
- Phase 4 (Election Day) – All 40 Vote Centers transition into Election Day Vote Centers

6.2.3 – Polling Location Setup

The Department will set up all polling location on March 16, 2020 (Monday before the election). Onsite Poll Workers will set up polling locations but assigned Troubleshooters and trained County staff on temporary assignment are responsible for SiteBooks and accessible voting device set up. We use a dashboard to confirm SiteBook connectivity and also require 100% of troubleshooters to call-in to confirm successful setup. Poll Workers will be trained on the fundamentals of polling place set up.

6.2.4 – Election Day Facility and Operational Support

County Permanent Staff

We will be requesting the assistance of 100 County employees specifically for set up purposes. Each County employee will be assigned two locations to setup. These staff inject an added layer of oversight to assist with set-ups, leadership, and troubleshooting throughout the election cycle.

Hotline and Troubleshooters

Hotline and troubleshooter temporary staff support critical functions as subject matter experts; they are hired from a specialized pool of people with previous elections experience. They are already familiar with the Election Reporting System (ERS) and understand the urgent need for quickly responding to problems that arise.

Troubleshooters are issued kits with extra supplies and a troubleshooter manual for reference during their shift. Troubleshooters act in a semi-supervisory capacity in their management of four polling places and/or Vote Centers and are looked to for procedural guidance and some technical support as the first line of problem resolution.

Hotline staff are provided a detailed reference manual and a desktop application that replicates the SiteBook check-in system user interface so that they can navigate Poll Workers through difficult scenarios. Hotline staff are the primary operators of the ERS and are responsible for categorical reporting of technical issues, administration issues, supply issues, voter registration, procedural issues and other general problems that are beyond the capability of a poll worker to resolve.

Supply Depots

We will implement a supply depot strategy using county facilities to pre-position supplies and equipment for easy access in the following geographic zones; North Phoenix, Northwest Phoenix, Northeast Phoenix, West Valley, Southwest Valley, East Valley, and Southeast Valley. Pre-positioning of key equipment and supplies at distant and highly accessible locations will greatly enhance our ability to get replacements out quickly and further reduce risk.

6.2.6 – Election Equipment Recovery

The Department plans to pick up all additional election equipment between March 18 and 27. The pickup schedule is designed to accommodate facilities with specific requirements for immediate equipment removal. Every attempt is made to collect equipment and materials from every facility as timely and safely as possible, with a return of all facility rooms and furniture to original state. First priority after safety is accountability of all equipment with the highest priority assigned to capital assets which will receive color-coded asset tags. Secondary priority is the immediate identification of deficiencies or damages that may have occurred during the election cycle. Finally, all equipment will be cleaned, recorded virtually in the warehouse management system and re-stowed according to assignment. Printers, laptops, voting equipment and other passive electronic components will be scheduled for post-election servicing in accordance with original equipment manufacturer guidance.

6.3 – Logistics and Warehouse Management Training and Continuous Improvement

In most cases, the Department will cross-train temporary staff in two or more functional areas. This reduces operational constraints and builds confidence in the team as well as with polling place and Vote Center staff.

Informal training for drivers begins on February 3, 2020 with familiarization of equipment package building and ballot courier duties. Drivers provide support with package building, site setups, and ballot courier support.

On February 10, Troubleshooters, Auditors and Technicians join the team and start training. All available warehouse and logistics temporary workers will join in the Vote Center set ups scheduled for February 12-14. This three-day window to setup seven Vote Centers is designed to provide in-depth training opportunities for all staff. During the Early Voting, hotline staff and the remaining troubleshooters, along with available county employees supporting the Presidential Preference Election, will be invited in for a one-day refresher training block. This training will focus on the ERS and will be conducted utilizing a series of vignettes designed to provoke discussion on potential technical, procedural, and operational challenges that are common at polling places and Vote Centers. External enablers such as Runbeck Election Services will be invited to this training as well, mostly to synchronize operationally, but also to provide high level technical instruction as appropriate. A fourth major training series will occur during the final hiring phase for set up teams and drivers during the first week of March. This training series will mirror the February training.

6.4 – Logistics and Facility Key Performance Indicators

We will measure our performance through the following Key Performance Indicators:

1. **Election Site Resourcing:** Measures the level of resourcing provided to election sites, this indicator allows us to track and measure equipment package defects, the most important function of the warehouse and logistics team.
2. **Percentage of on time deliveries:** Department standard is to deliver all assigned election equipment and supplies to an election site 18 hours prior to Election Day (noon on March 16).
3. **Uniformity at sites:** The Department uses the same standard for accuracy at all election sites. This will be determined and tracked through a 10% internal inspection/audit.
4. **Property Accountability:** Refers to a measure of a) missing equipment, b) tracking of equipment, and c) documentation, and includes verification of a paper trail that follows the equipment's journey from pallet rack to staging area to dock door to truck to election site and back
5. **Response Time:** Measures our response time to solve facility problems beyond the scope/capability of a Troubleshooter.

7.0 – Tabulation Equipment and Counting Plan

The Department’s Tabulation plan for the Democratic Presidential Preference Election outlines how we will process and count ballots. The factors related to successfully and accurately tabulate votes include:

- Verifying that the amount of tabulation equipment is sufficient to accommodate forecasted turnout
- Using equipment that meets certification and testing requirements
- Implementing physical and cyber security measures
- Securely storing original ballots and creating audit trails
- Hiring bi-partisan central boards to assist with hand count audits, adjudication, and other tabulation activities

7.1 – Tabulation Approach and Strategy

State statute allows five business days for the processing of provisional ballots and curing of inconsistent signatures on early ballots (A.R.S. 16-550 and 16-584D). Our goal is to have 99% of all valid ballots counted and reported by the end of the cure period. To assist with meeting this timeline, the Board approved the lease of a new tabulation system, Dominion Democracy 5.5-B Suite to replace the prior tabulation system purchased in 1996. The new system will improve the tabulation process by ensuring the handling of ballots and counting of votes cast are completed with the maximum efficiency, security, transparency, integrity, and oversight.

7.1.1 – Efficiency

For the March 2020 Democratic Presidential Preference Election, votes will be counted by precinct based tabulators (ICP2) if voting in-person on Election Day or by central count tabulators (High Speed or Cannon G1130) if voting by mail, a provisional ballot or at a Vote Center.

Precinct Based Tabulation

Precinct based tabulation occurs on Election Day as voters insert their ballot into a tabulator at their polling location. The Department posts these results after 8 p.m. on Election Day as the equipment returns from each of the 180 assigned polling locations.

Central Count Based Tabulation

Our new central count tabulators are capable of scanning and counting ballots much quicker than our old equipment. After 20 years of expertise on our old equipment, best-case scenarios yielded processing speeds of 3,000-5,000 ballots per hour/per machine. However, due to bandwidth and memory limitations, the old equipment could only be used for approximately six hours per day.

Based on manufacturer listed processing speeds, our new equipment is capable of processing up to 8,000 ballots per hour/per machine. During our November 2019 pilot, we were able to exceed 3,200 ballots per hour using batch processing as required by statute and the SOS Procedures Manual (see A.R.S. [16-602.F](#)). This is promising since our tabulation staff members are still becoming familiar with the new equipment. Our staff will continue to test and process mock ballots on the system to refine our use of the new equipment.

Based on the turnout forecast completed in Section 2.0 (page 8), we anticipate total voter turnout to be between 351,000 and 429,000, with approximately 70,000 eligible voters casting their ballot at the polling location. Using an estimate that 360,000 valid early ballots will be counted using the central count tabulators, we can make staffing projections and estimate time needed to count ballots.

For the Presidential Preference Election in March, we will use two high-speed scanners and four additional central count tabulators. Using a single 10-hour-shift (nine tabulation hours), we will have a daily capacity to count approximately 115,000 ballots per-day. These amounts indicate that it will require us just over three days to count ballots. State statute allows us to start tabulating early ballots 14 days in advance of the election. However, we typically do not receive all ballots at once, and since there is likely to be Democratic candidates removing themselves late into the voting period, we expect voters to likely wait until very close to Election Day to return their ballots.

In the 2018 General Election, we received approximately 368,000 (31% of total 1.2 million early ballots) “late earlies,” ballots by mail the day before the election or early ballots dropped off at the polls. If we conservatively assume that 70% of early ballots will be “late earlies,” we will need to count approximately 252,000 ballots after Election Day. Early ballot processing (e.g., sorting, signature verification, removing from the envelope) can take 1-3 days. Given the processing capacity of 50,000 ballots per-day, coupled with the tabulation capacity of 115,000 ballot per day, we estimate to have counted 99% of all ballots within 5- 6 days after the Election. Since the new equipment is not limited in memory and bandwidth, we can implement separate shifts if turnout exceeds expectations or to decrease the number days needed for counting.

7.1.2 – Security, Integrity, Transparency, and Oversight

There are many components to maintaining security, integrity, transparency, and oversight over the tabulation process and equipment. They include system testing (e.g., certification, logic and accuracy testing), physical security, cyber security, using paper ballots, performing audits, hiring bi-partisan central boards, and other checks and balances. Some of these items are described in further detail below.

Certification and Accuracy Testing

As required by state statute, the Dominion Voting System we will use for the March 2020 Democratic Presidential Preference Election is certified by the Federal U. S. Election Assistance Commission, the State’s Equipment Certification Advisory Committee, and the Secretary of State. (see [A.R.S. §16-442](#)). The certification process included using a hash code check or “fingerprint” taken of the software that is stored offsite at a federal agency. Through a series of logic and accuracy tests, this hash code is re-checked before and after the election to verify the program has not been altered or edited.

The logic and accuracy test is intended to confirm that votes are attributed to the correct candidates and ballot measures in the election management system (EMS), and that each candidate and ballot measure receives the accurate number of votes.

The Department’s Co-Directors are responsible for performing the logic and accuracy test on all voting equipment prior to each election. The conduct of the test is overseen by inspectors (of different political parties) and is open to observation by representatives of the political parties, candidates, the press, and the public. Since this election involves a federal office, the Secretary of State is also responsible for conducting an additional logic and accuracy test on selected voting equipment. (see [A.R.S. § 16-449](#)).

Physical and Cyber security

The Department maintains a series of strong physical and network security controls. Security protocols prevent us from describing these control measures in further detail.

Paper Ballots and Hand Count Audits

The Department retains the original paper ballot until the election is officially canvassed, after which time ballots from the Presidential Preference Election are stored according to record retention requirements. The new tabulators also scan and store a digital copy of every ballot with a digital audit mark that is affixed detailing how the ballot was counted. Since the new equipment creates a digital image of the ballot, the Department immediately secures and stores the actual original paper ballots by batch after tabulation. We store the ballots in batches of 200 or less, which allows us to quickly locate the physical ballots if there is a need to compare them with the digital copy.

We validate the accuracy of the tabulation system through a random Hand Count Audit done on 1% of early ballots and 2% of the polling place ballots. This manual hand count will be completed by appointees of each of the political parties and not performed by our office or staff. The Hand Count Audit is performed by three member boards of differing political parties (for checks and balances) on ballots randomly selected by the political party observers. The boards compare their hand count results to the amounts counted by the tabulations machines. Board members may not bring any electronic devices, black pens, blue pens, or cell phones into the hand count room.

Bi-Partisan Boards and Observers

The Central Counting Place will be staffed by tabulation technicians, Dominion representatives (our ballot tabulation vendor), bi-partisan Central Boards (e.g., snag, duplication, write-in tally, audit), and political party observers. The Department's Co-Directors appoint the Central Boards, which are comprised of two members of different political parties, and are trained on their duties before assuming their positions. The Department's recruiting efforts include requesting each party provide lists of nominees the Co-Directors will consider for appointment to a Central Board.

All persons taking part in the actual processing and counting of ballots, including our staff members, will be appointed in writing and take an oath office that they will faithfully and impartially perform their duties. Any person who has not been appointed in writing or taken the oath shall, under no circumstances, be permitted to touch any ballot, computer, or counting device used in processing ballots.

Duplication Process

When early ballots are damaged, defective, or when voter intent is clearly indicated, but can't be determined by the tabulation system, we will duplicate the ballot and then use a bi-partisan adjudication board to decide if voter intent can be determined. Each board will be comprised of at least two members who are registered voters of different political parties.

Since the Democratic Presidential Preference Election ballot includes only one contest and no write-in candidates, we anticipate that the percent of ballots requiring duplication will range between 1-2%. Based on turnout forecasts, this would create a range of 3,600-7,200 ballots. Considering the length of the ballot, we would need to hire approximately 10-20 duplication boards (40 party representatives) to finish duplication in one 10-hour-shift.

7.2 – Reporting Results and Canvass

The Co-Directors share responsibility for promptly transmitting election results to the Secretary of State, prior to or immediately after making those results public. On Election Day, results will be transmitted at 8 p.m. As the Department tabulates additional results prior to the county canvass, the Co-Directors will transmit results once a day.

The Department will submit the Canvass to the Board for approval and will include the following information ([A.R.S. § 16-249\(C\)](#)):

1. A Statement of Votes Cast, which includes:
 - a. The number of ballots cast in each Congressional District in the county;
 - b. The number of ballots rejected in each Congressional District in the county;
 - c. The title of the offices up for election and the names of the persons (along with the party designation) running to fill those offices;
 - d. The number of votes for each candidate by Congressional District in the county;
2. A cumulative Official Final Report, which includes:
 - a. The total number of Congressional Districts;
 - b. The total number of ballots cast;
 - c. The total number of registered voters eligible for the election;
 - d. The number of votes for each candidate by congressional district

7.3 – Tabulation Timeline

MARCH 2020 PRESIDENTIAL PREFERENCE ELECTION KEY DATES

Date	Description (Statue Reference)
To be determined	Publish Logic and Accuracy Test Notice (48 hours before test date)
2/16/2020 – 3/1/2020	Complete Logic and Accuracy Test
3/3/2020	Start of Tabulation (14 days prior to the election)
3/17/2020	Initial Results Reporting at 8pm
3/17/2020 – 3/22/2020	Daily updates reported at 5pm
3/18/2020	Hand Count Audit Draw
3/27/2020	Deadline for Board Approval of Canvass

8.0 – Risk Management and Contingency Plan

The Department’s Risk Management and Contingency Plan for the March 2020 Democratic Presidential Preference Election establishes the procedures that will be followed in the event that a polling location or the central count center becomes temporarily or permanently inoperable on Election Day due to equipment failures, a power outage, or other unforeseen disruption. The objective of the Risk Management and Contingency plan is to outline how the Department will identify potential risks, develop strategies to mitigate risks, and provide for the continuity of voting and tabulation on Election Day.

8.1 – Risk Management and Contingency Planning Methodology and Approach

Risk management is a continuous, forward-looking process that is an important part of conducting an election. We perform risk management activities to identify potential risks that may adversely impact an election and develop strategies that can mitigate these risks if they occur. The Department’s risk management process includes:

- Development of a Potential Impact Analysis that incorporates a risk assessment that ranks potential hazards and risks in terms of impact and probability. The risk assessment is intended to identify risks as early as possible, understand root causes, and determine the range of possible risk outcomes.
- Development of an All Hazards Risk Response Analysis that allows the Department to identify solutions to respond to a variety of hazards or risk that the Department is likely to encounter on Election Day or leading up to an election.
- Identification of key operations that would have the most significant impact if they were unavailable during the course of the election.
- Assignment of project managers (e.g., Election Directors, Assistant Directors) over key processes (e.g., communications, staffing, training, facilities acquisition, logistics) to work with stakeholders to ensure risks are actively identified, analyzed, and managed throughout the project.
- *Crisis Communication Strategy* that describes how risks will be documented and escalated. (See Section 3.36, Page 19).

The Department will complete the Potential Impact Document, All Hazards Risk Analysis, and Escalation plan 30 days before the Presidential Preference Election and update them throughout the election.

8.1.1 – Potential Impact and All Hazards Risk Response Analyses

The Department is currently drafting the Potential Impact Analysis and All Hazards Risk Response Analysis documents. The Potential Impact Analysis, which incorporates a risk assessment, will identify the potential external failures that could impact Maricopa County during an election. Examples of risks that will be analyzed include the following:

- Power outage
- Cellular Network Failure
- Hazardous event (e.g., Palo Verde Nuclear Generating Station, dam failure causing flooding, chemical spill)
- Terrorist Event
- Unexpected Facility Use Issue (e.g., foreclosure, fire, plumbing)

The intent of the All Hazards Risk Response Analysis is to prepare plans that address a variety of hazards or emergencies that may occur. While each hazard or emergency is unique, the response plans to resolve the risk may be similar depending on whether the emergency poses a risk to health/safety or if it is localized or widespread.

8.1.2 – Key Election Operations & Voting Locations

While additional operations may be identified while preparing the Potential Impact Analysis and All Hazards Response Analysis, the following activities have been identified a critical to the success of the election.

Voting Locations

In the event that a single or small number of voting location(s) experiences an emergency, the Elections Communications Officer will use social media, traditional media, and other means where possible to advise voters of the emergency and the nearest Vote Center location until the emergency is resolved. Maricopa County is deploying over 40 Vote Centers, which any voter can use.

In conjunction with local public safety authorities, an assessment will be made in order to determine the operational status of vote location(s) by the Department's Facilities Acquisition Division. If the Assistant Director for Logistics finds that the emergency will significantly or permanently close the location, a new location will be found. The Facilities Acquisition Division will oversee the posting of signs providing the information on the revised voting location. Signs will be placed as near as possible to the evacuated location(s) alerting voters of the relocated voting location, as well as the location of the nearest Vote Center location and the website address for the complete list of Vote Center locations.

The Division of Recruitment and Training will communicate this information to Inspectors, Trouble Shooters and/or other Poll Workers. The Elections Communications Officer will communicate the new location to the public.

If the emergency is widespread and affects many voting locations, the Department will work with local authorities to perform an assessment of the situation. We'll provide timely updates as described in the *Crisis Communications Plan* (Section 3.36, page 19).

If a location loses power, the Department has backup generators, supplemental lighting, and other emergency supplies that we will dispatch from the Supply Depots for quick response. The Department has established additional contingencies for long-term, widespread, power outages or cellular network failures.

- Sealed Break-in Case of Emergency Kit: This includes emergency voter check-in procedures, blank paper check-in roster, transfer tickets, and transfer forms.
- ICX Accessible Voting Device: The device has an uninterrupted back-up power source. The device is loaded with all ballot styles and available to use as a vote anywhere model in case of an emergency.
- Paper rosters can be quickly printed and distributed. This would require the use of Provisional Ballots.

Voting Supplies and Equipment

If a voting location's supplies or equipment are missing or inoperable, Poll Workers, Trouble Shooters and Observers will use hotlines to advise the Department. Replacement supplies and equipment will be dispatch from one of ten Supply Depot locations across the County

The Department has addressed on-site contingencies with the use multiple SiteBooks and BOD printers. All voting locations have at least six SiteBook check-in terminals, one accessible voting device and a ballot tabulator. Vote Centers also have two ballot-on-demand printers. If other equipment malfunctions, ten Supply Depots across the county contain back-up equipment, which Trouble Shooters and other technical support staff will deliver.

Central Counting Center

In the event that the MCTEC facility is inoperable on Election Day due to a centralized emergency, the Department will relocate the Tabulation Center to the City of Phoenix's Election Department. This process includes delivering and securing tabulation equipment and materials.

Based on the Co-Election Director's decision to relocate the Tabulation Center location, Department employees assigned to work in Election night activities will proceed to the relocation site. The Department will establish a personnel check-in area to account for all assigned workers. Work assignments will be allocated based on Election Night responsibilities and include voting location ballot/supplies receiving, securing, unpacking, secure ballot storage, tabulation, and the reporting of unofficial elections results.

Staff assigned to early ballot signature verification will relocate to the Recorder's downtown facility to continue with that process. Early Ballot Processing, write-in and duplication boards will report to the City of Phoenix Elections Department. The Election Department Division of Recruitment & Training will communicate with all Central Board Workers to confirm their work location and any other important information. Cellular phones, two way radios, and email will be used for internal staff communications.

The Director of Election Day and Emergency Voting will notify the Secretary of State (and the chairpersons of the recognized political parties) if this tabulation contingency plan is invoked.

Poll Worker Absences and Emergencies

The Election Department Division for Recruitment & Training is responsible for ensuring that an adequate number of Poll Workers, including bilingual workers are hired and trained to work Election Day. In addition to hiring seven poll workers for each voting location, we are hiring 20 back-up inspectors should a polling location have insufficient or absent Poll Workers.

If a poll worker does not report for work, the Inspector is trained to call the Poll Worker hotline to request the Department hire and dispatch a replacement worker. If the Inspector does not report, a Judge will assume temporary Inspector responsibilities of the polling location and call the Hotline for further instructions, including the request for a replacement Inspector and/or additional workers.

If a Poll Worker becomes ill during Election Day or has a personal emergency, the worker will be allowed to leave and will be replaced. If a health emergency occurs with a Poll Worker or any other individual in the voting location, the Inspector is trained to call 911 and then the Poll Worker hotline.

8.2 – Provisions for Extending Voting Hours

In the case of a terrorist attack or natural or man-made disaster, the Director of Election Day and Emergency Voting will consult with the Board of Supervisors, Sheriff's Office, the County Attorney's Office and the Secretary of State's Office to determine what action should be taken. Because the Legislature has not provided the County nor the courts with the statutory authority to seek an extension of voting hours,

the County will not initiate any court action to extend polling location hours for isolated events such as power outages or a delay in opening a polling location.

8.3 – Emergency Communications and Key Stakeholders

The Crisis Communications Team will be activated and a response plan will be set in action to disseminate critical information to voters and other key stakeholders. As described in the *Crisis Communications Plan* (Section 3.36, page 19) the Director for Election Day & Emergency Voting or designee will contact the Board of Supervisors and Secretary of State to apprise them of any emergency and the proposed recovery plan.

The following entities have been identified as key stake holders and are included in the communication and escalation plan.

- Voters
- Poll Workers
- Elections Department Staff
- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- FBI
- U.S. Department of Homeland Security
- The U.S. Attorney’s Office

8.3.1 – Sheriff’s Support

Maricopa County Sheriff’s Office has assigned specific deputy officers to the Department in case of disturbances or emergency at any voting location on Election Day. All poll workers are trained to call the hotline at 602-506-2010 and Sheriff Deputies will be dispatched as needed. All Poll workers are trained to call 911 in case of immediate and/or life threatening emergency.

9.0 – Election Budget

Arizona Statute (see [A.R.S. § 16-250](#)) allows counties to seek reimbursement from the Secretary of State for charges incurred for conducting the Presidential Preference Election. The Secretary of State’s reimbursement guidance excludes costs associated with ongoing operations (e.g., permanent staff or investments that will provide a future benefit). We plan to seek reimbursement for all allowed costs, which are currently budgeted at nearly \$.4.4 million. The Department’s Presidential Preference budget is below.

March 2020 Democratic Presidential Preference Election Budget			
Expenditure Description	Sub Total	Total	
Staffing			
Poll Workers (Vote Centers and Polling Locations)	\$805,985		
Central Board and Other Temporary Workers	\$540,522		
Overtime for Permanent Staff and Temporary Staff	\$136,500		
Other (mileage, background checks, temporary agency fees)	\$59,802		
Security Services	\$15,000		
Staffing Total		<u>\$1,557,809</u>	
Supplies and Services			
Ballot Printing (Polling Location / Sample Ballots)	\$221,640		
Early Ballot Printing	\$217,302		
Early Ballot Processing	\$1,254,182		
Postage (Early Ballots, 90 Day Mailers)	\$301,073		
Polling Place Rental Agreements	\$16,500		
Temporary Parking Lots	\$10,000		
Polling Places Supplies and Consumables	\$72,827		
Other Supplies & Services (e.g., translation, ballot storage, braille envelopes)	\$1,157		
Delivery Vehicle Rental Agreements	\$9,227		
Fuel	\$21,885		
Advertising	\$700,000		
Supplies and Services Total			<u>\$2,827,595</u>
Election Total Budget			<u>\$4,385,404</u>

Appendix

Appendix A – Poll Worker Training Topics

Specific role based training topics by role and type of voting location are included in the table below.

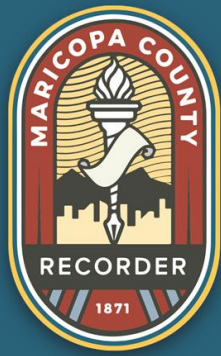
Topic	Polling Places					Vote Centers			
	Judges / Inspectors	Line Mgmt./ Marshals	Voter Reg. Clerks	Clerks	MC Set Up Crew	Judges / Inspectors	Marshals	Voter Reg. Clerks	Clerks
Closing the polls	X	X		X		X	X		X
Customer service including voter assistance, assistance to voters with a disability, and ensuring language accessibility	X	X	X	X		X	X	X	X
Any voter registration information deemed necessary	X	X	X	X		X	X	X	
Application for reporting wait times	X	X				X	X		
Assisting voters to determine for which election(s) they are voting	X	X	X	X		X	X	X	X
BOD Printer						X		X	
Clocking in and out	X	X	X	X		X	X	X	X
Completing a Certificate of Performance, verifying that various election duties were properly performed	X					X			
Conducting a pre-election meeting	X					X			
Curbside Voting/Assisting Curbside voters	X	X				X	X		
Delivery of ballots and supplies to the voting location	X				X				
Differentiating between Jurisdictional and PPE	X	X	X	X		X	X	X	X
Duties of each election board worker	X	X	X	X		X	X	X	X
Emergency Voting	X	X	X	X		X	X	X	X
Ensuring proper political party representation among election board members	X					X			
Equipment Closing	X	X	X			X	X	X	
Equipment Set Up	X	X	X		X	X			
Establishing the 75-foot limit and enforcing non-electioneering and non-intimidation rules	X	X				X	X		
Furniture arrangement	X				X	X			
Gaining building access	X	X	X	X	X	X	X	X	X

Appendix A – Poll Worker Training Topics (Continued)

Topic	Polling Places					Vote Centers			
	Judges / Inspectors	Line Mgmt./ Marshals	Voter Reg. clerks	Clerks	MC Set Up Crew	Judges / Inspectors	Marshals	Voter Reg. Clerks	Clerks
Hours the voting location will be open	X	X	X	X	X	X	X	X	X
ICX Operation	X	X	X			X	X	X	
Image Cast Precinct 2 Tabulator Operation	X	X				X	X		
Information specific to PPE	X	X	X	X		X	X	X	X
Inventorying supplies	X			X		X			X
Mediation/Difficult Conversations	X	X	X			X	X	X	
Monitoring envelope drop-off box	X	X				X	X		
New Ballot Style	X	X	X	x		X	X	X	X
Nightly closing	X	X				X	X		
Opening the voting location	X	X				X	X		
Political party observers	X	X	X	X	X	X	X	X	X
Poll Worker injuries	X	X	X	X		X	X	X	X
Poll workers' hours	X	X	X	X	X	X	X	X	X
Preparing the official and unofficial envelope contents	X					X			
Procedures for challenges	X					X			
Procedures for checking identification	X		X			X			
Provisional ballot processing	X					X			
Review of election laws and procedures	X	X	X	X		X	X	X	X
Sharing voting locations with tribal elections	X								
Signage		X					X		
Site Books Operation	X		X			X		X	

Appendix A – Poll Worker Training Topics (Continued)

Topic	Polling Places					Vote Centers			
	Judges / Inspectors	Line Mgmt./ Marshals	Voter Reg. clerks	Clerks	MC Set Up Crew	Judges / Inspectors	Marshals	Voter Reg. Clerks	Clerks
Situational Awareness	X	X	X	X		X	X	X	X
Spoiled ballot procedures	X					X			
Standard voting procedures	X	X	X	X	X	X	X	X	X
Transmitting results and/or delivery of voted ballots	X					X			
Troubleshooting, including when and how to implement wait-time reduction and other contingency plans;	X	X	X	X		X	X	X	X
Updates to election laws and procedures (In writing)	X	X	X	X		X	X	X	X
Use of precinct registers and/or the issuance of ballot types/styles (political party, FED only, ballot splits, etc.)	X	X	X	X	X	X	X	X	X
Voting equipment checks, including ensuring that equipment seals have not been tampered with and match the seal log;	X				X	X			
Who may vote in the election	X	X	X	X		X	X	X	X



2018 Midterm Elections Debrief

Maricopa County Recorder's Office and Elections Department

January 24, 2019

View this Presentation

www.Recorder.Maricopa.gov

→ Select the *Publications* tab



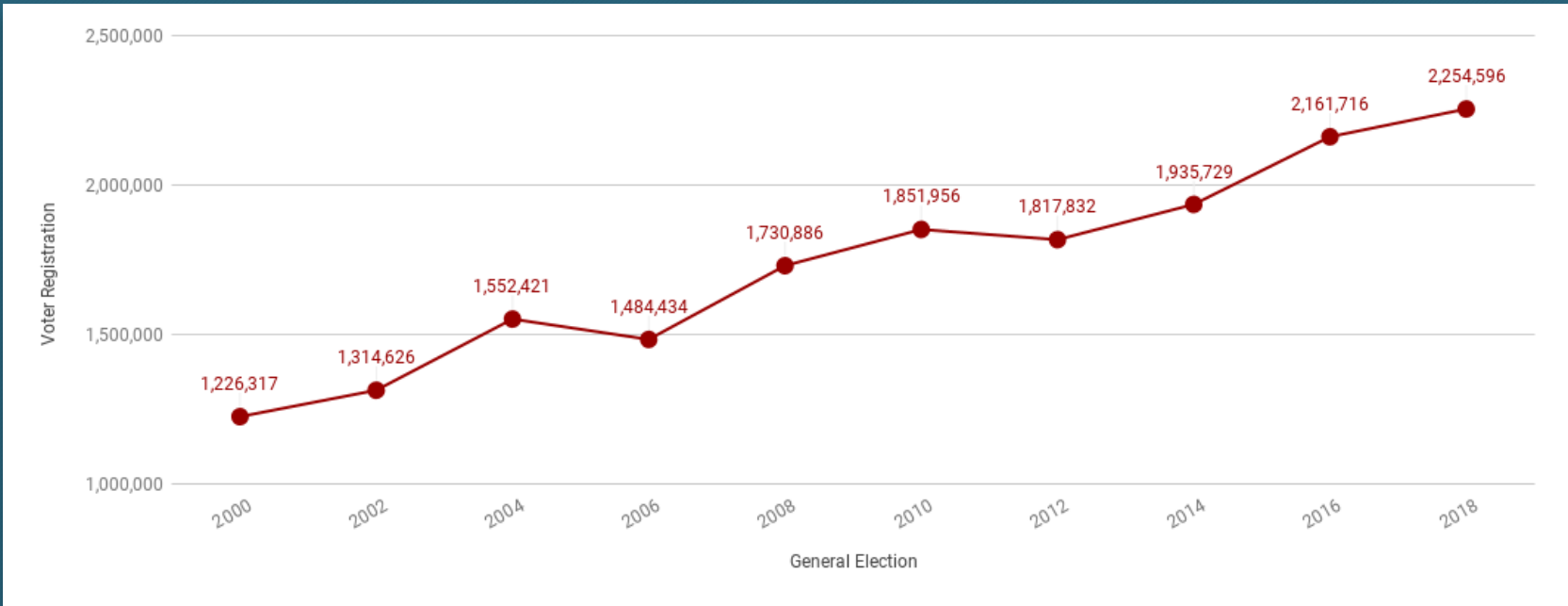
The screenshot shows a web browser window with the URL <https://recorder.maricopa.gov/site/publications.aspx>. The page header features the Maricopa County logo and a portrait of Adrian Fontes, Maricopa County Recorder. The navigation menu includes Home, About Us, Recorder, Elections, Media, Publications (selected), and Help & Support. The main content area is titled "Publications" and contains the text: "The following publications from the Maricopa County Recorder and Elections Department are available for you to print and/or download." To the right, there is a section titled "Elections" with links for "What's on my Ballot", "ADA Voter Assistance", and "Alternative Format Early Ballot Request".

Coming Soon: 2018 ~~County~~ **App-270** Elections Report

2018 Midterm Elections in Context

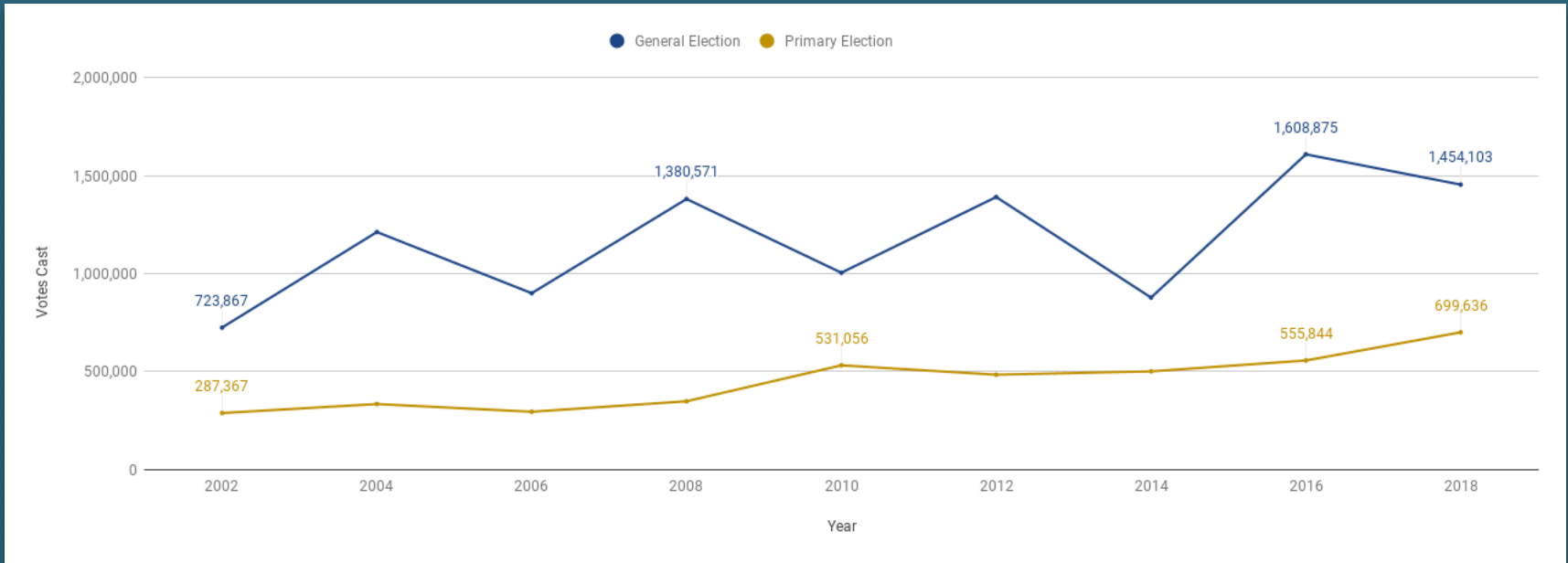
Maricopa County from past to present...

Cnty.-App.-271



Voter Registration Totals for General Elections

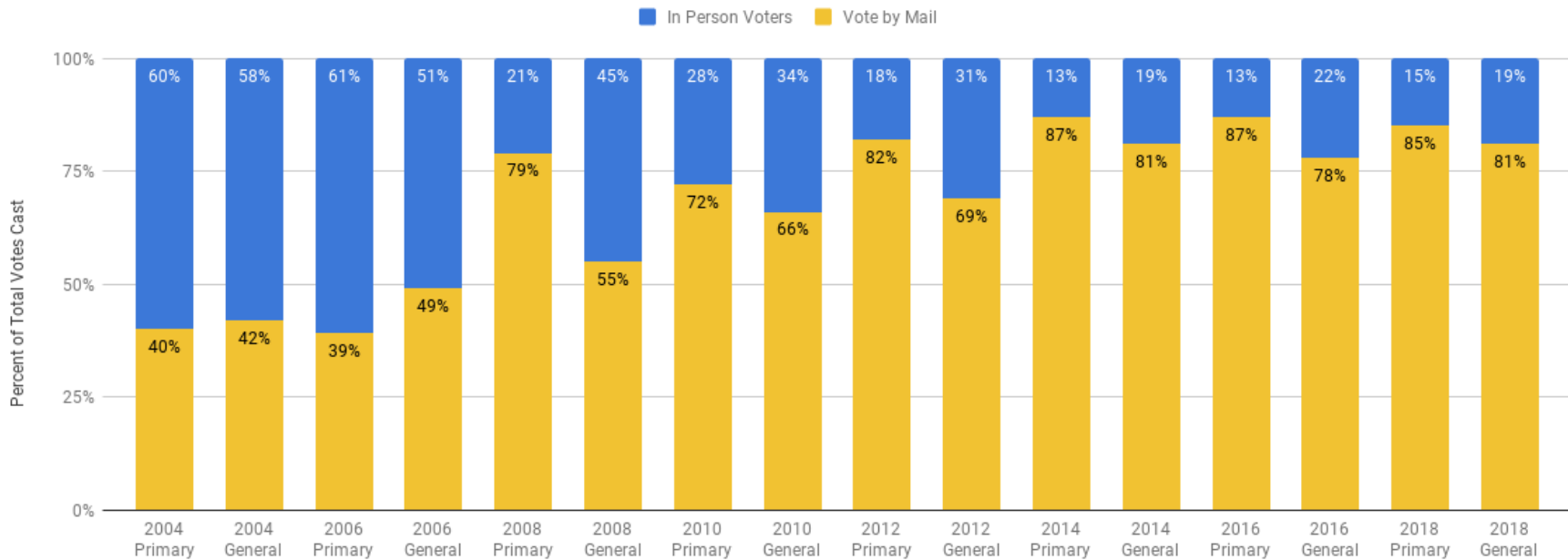
Maricopa County is growing and so is the number of registered voters.



Election Turnout by number of Votes Cast

2018 saw the largest number of Primary Ballots cast ever.

The General Election turnout was only second to 2016, a Presidential year.



Vote by Mail versus In-Person Votes

This chart compares the type of vote cast as a percent of overall turnout. Turnout is the number of votes cast in a given election.

In-Person refers to voters who cast a ballot on Election Day at a Polling Location, Vote by Mail refers to voters who voted early using a mail-in ballot or cast a ballot at an Early Voting location.

2018 Midterm Elections by the Numbers

More details will be included in the post-election report to be released soon.

2018 Midterm Turnout by the Numbers

2018 Elections	Total Turnout	Vote by Mail	In-Person Voters
Primary	699,636 31%	598,154 85%	101,482 15%
General	1,454,103 64%	1,184,261 81%	269,842 19%

Total Turnout: Number of voters who cast a ballot in a given election as a percent of the total registered voters.

Vote by Mail: Number of ballots cast by mail in ballot or at early voting locations as a percent of total turnout.

In-Person Voters: Number of ballots cast on Election Day at a voting location as a percent of total turnout.

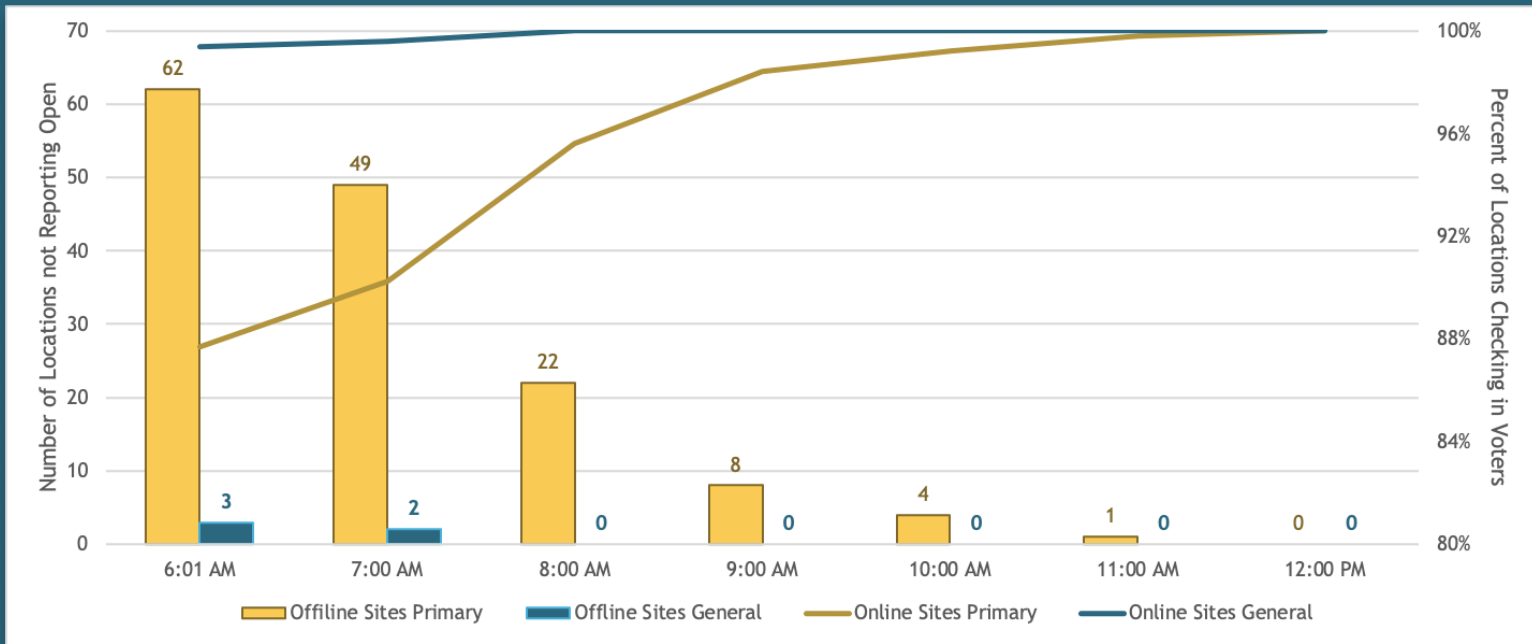
2018 Election Workers by the Numbers

	Boardworkers, Vote Center Workers, & Troubleshooters	Temporary Employees & Central Boardworkers	Maricopa County Employees from other Departments
Primary	2,535	254	no data
General	3,165	850+	360+

Emergency Voting in the 2018 Midterm Elections

ARS 16-542 H. As a result of an emergency occurring between 5:00 p.m. on the second Friday preceding the election and 5:00 p.m. on the Monday preceding the election, qualified electors may request to vote early in the manner prescribed by the county recorder of their respective county. For the purposes of this subsection, "emergency" means any unforeseen circumstances that would prevent the elector from voting at the polls.

	Locations	Number of Voters	Percent of Total Voters
Primary	4	98	0.004%
General	5	2,788	0.122%



Polling Location Opening Status Report for the 2018 Midterm Elections

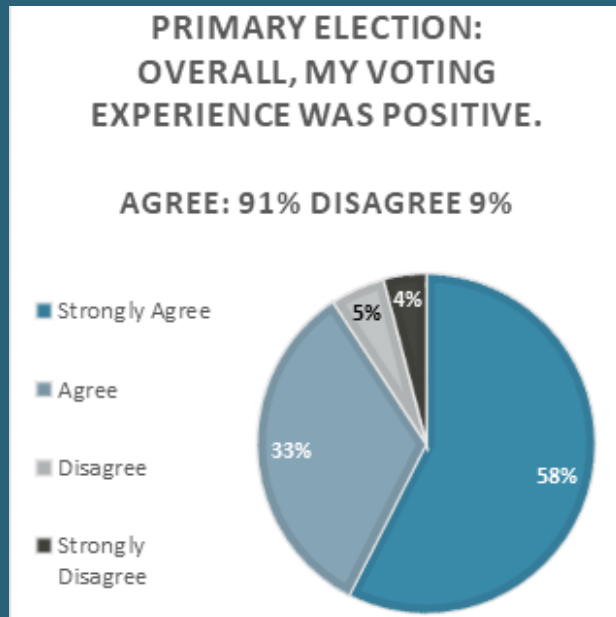
This is a snap shot of the 503 locations open in the Primary and 501 open in the General Election. After opening, all locations remained open until 7pm.

2018 Midterm Elections Voter Feedback

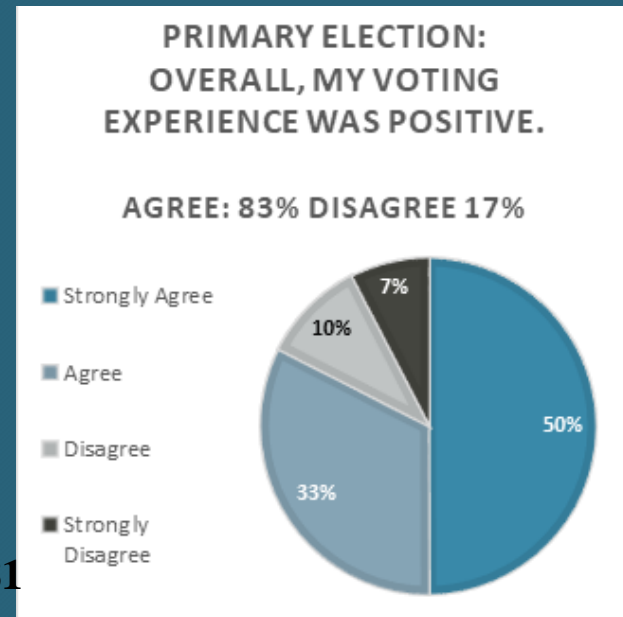
The results of the post-election voter surveys.

2018 Primary Election Voters: Overall, my voting experience was positive.

Early Voters: 29,945 responses



In-Person Voters: 1,071 responses

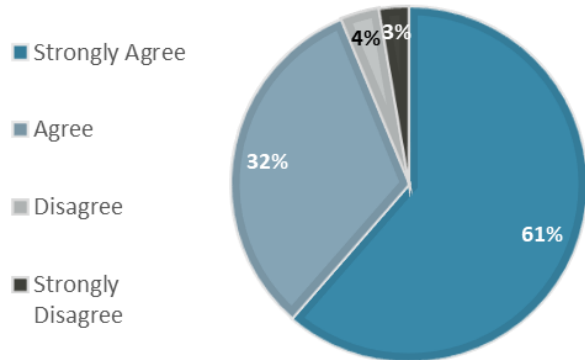


2018 General Election: Overall, my voting experience was positive.

Early Voters: 42,568 responses

GENERAL ELECTION:
OVERALL, MY VOTING
EXPERIENCE WAS POSITIVE.

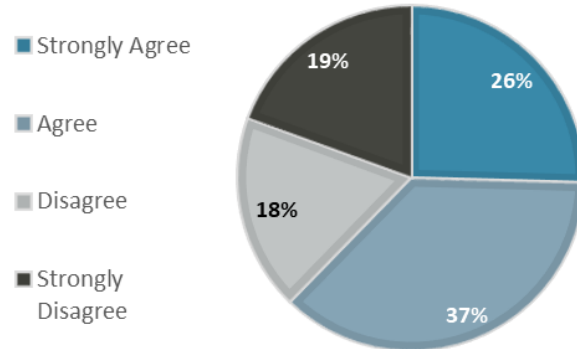
AGREE: 93% DISAGREE 7%



In-Person Voters: 583 responses

GENERAL ELECTION:
OVERALL, MY VOTING
EXPERIENCE WAS POSITIVE.

AGREE: 63% DISAGREE: 37%



2018 Voter Satisfaction Survey Feedback

Top Three Concerns

Early Voters:

1. Concerned about Voter Fraud (15.5%)
2. Want final results more quickly (10%)
3. Dislike Voting by Mail (6.5%)

In-Person Voters:

1. Voting Provisionally (7.7%)
2. Voter Fraud (1.7%)
3. Election Workers need more training (1.5%)

2018 Voter Satisfaction Survey Feedback

Top Three Positive Comments

Early Voters:

1. “Thank you for a positive experience.” (31%)
2. Generally like Early Voting (7.5%)
3. Like the Text Message Service (1.5%)

In-Person Voters:

1. Election Workers were Helpful (1.5%)
2. Like the Honest/Fair Election (1.4%)
3. Overall Good Job (1.2%)

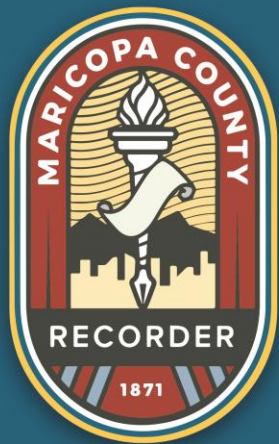
Looking Forward

What's next for the elections, 2020 and beyond.

Looking forward...

- New tabulation system: current contract is up in 2020.
- Increase of staff to meet increased work load.
- Nationally, vote at home is becoming the norm.





Stay in touch



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Thank you