



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.

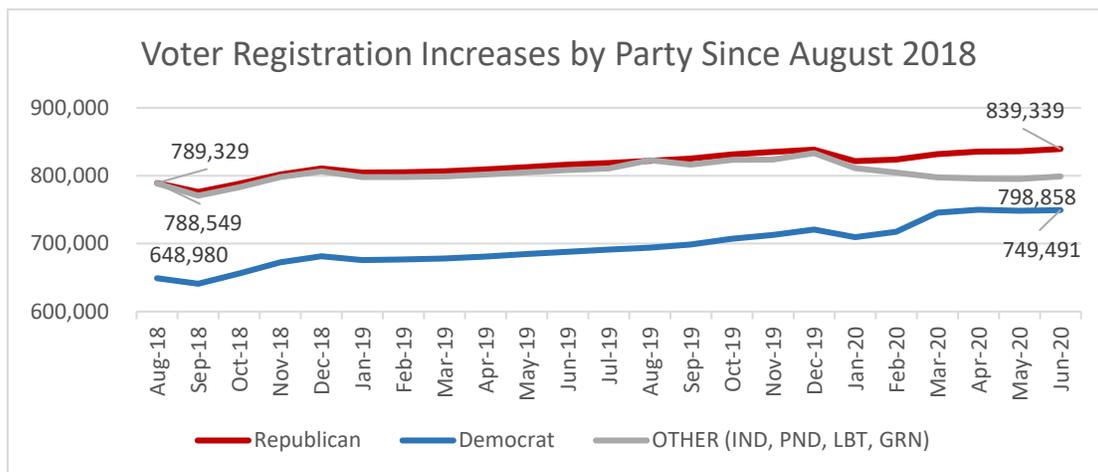
2.1.2 – Forecast Model Constraints and Considerations

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 Twilio 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

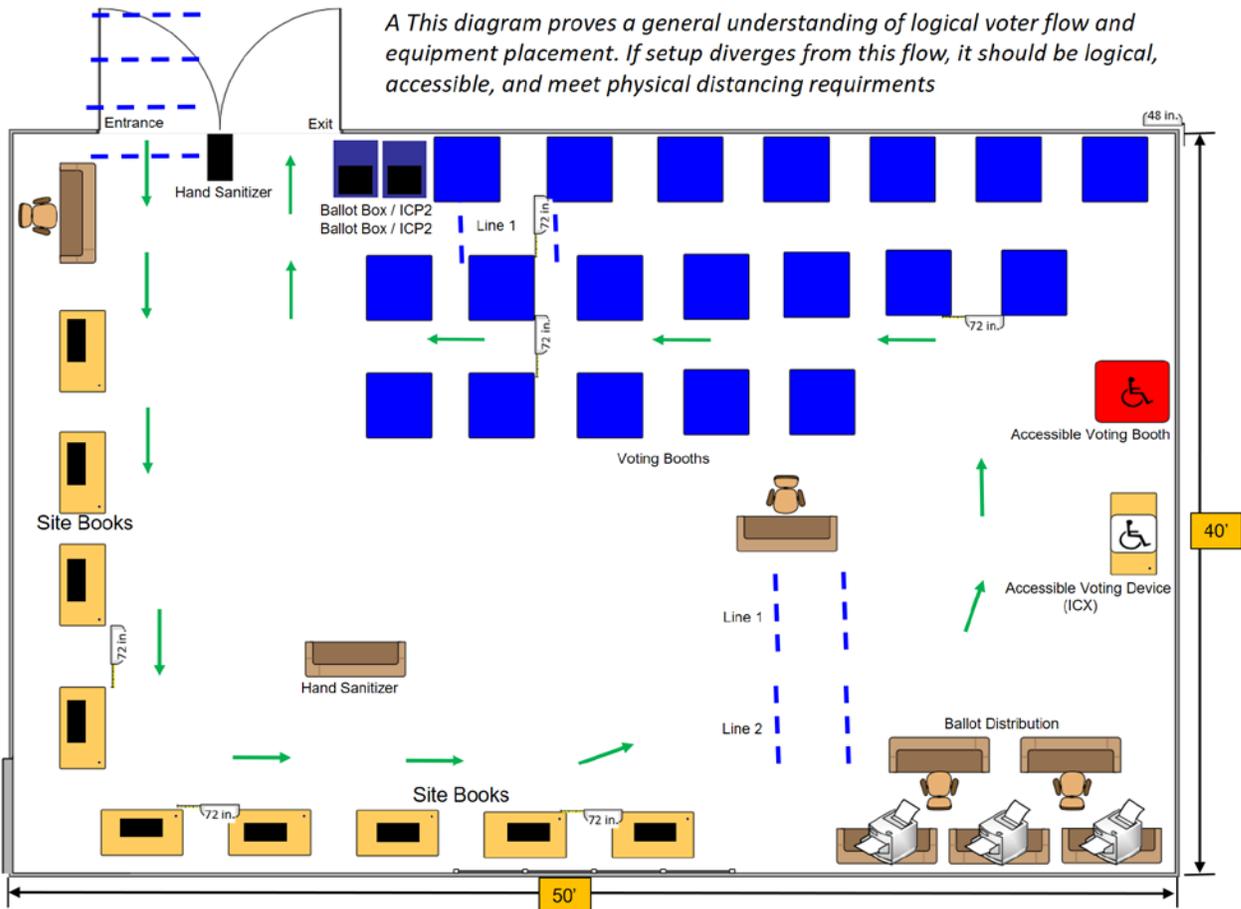
Polling Location and Setup

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.

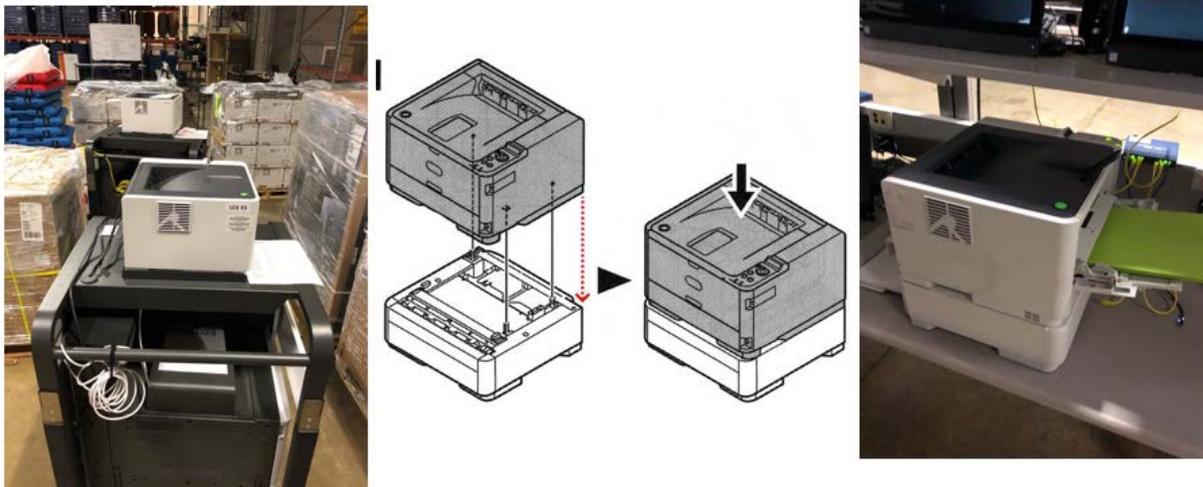
The August Primary Election Vote Center layout has been altered to comply with safety protocols established in partnership with the County Public Health Department to align with Center for Disease Control guidelines. All voter check-in stations and voting booths will be placed six feet from one another 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 earlyies,” 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 earlyies,” 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>		\$2,710,382
<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>		\$7,198,666
<u>Election Total Budget</u>		\$9,909,048

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