



# PRESIDENTIAL PREFERENCE ELECTION

Election Day & Emergency Voting Plan

MARCH 2020



**MARICOPA COUNTY**  
Elections Department



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# EXECUTIVE SUMMARY

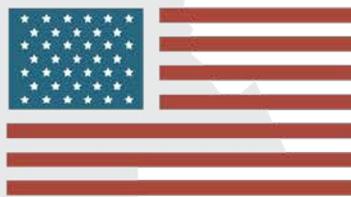
## Election Day & Emergency Voting Plan

The Maricopa County Elections Department is thrilled to provide this first ever Election Day and Emergency Voting Plan. The plan informs Maricopa County voters about our preparations for the upcoming Presidential Preference Election on March 17 and how voters can successfully participate. Presidential preference elections are infrequent, occurring every four years prior to the November General Election where voters select the next U.S. President. The release of this plan more than 90 days prior to the election is one of the first steps of our voter education and outreach efforts. Below are some highlights of key information included in the plan.

## PRESIDENTIAL PREFERENCE ELECTION March 17, 2020

**429**  
THOUSAND

We're estimating that 351,000-429,000 Maricopa County voters will turnout for the March 17 election.



**Only registered Democrats** are eligible to vote in this election to decide Arizona's choice for the Democratic candidate for President. The Republican and Libertarian parties have opted out of Arizona's Presidential Preference Election. Unlike the August primary election, *Independents are not eligible to vote in this election.*



### WAIT TIME ESTIMATE

Because of our staffing and polling place acquisition efforts, we estimate wait time to average **less than 30 minutes** per voter during peak times.

**1,500**

We will hire and train over 1,500 **Poll Workers** to support Election Day and Early Voting.

COMING JANUARY 2020!

### BeBallotReady.Vote

New personalized voter information dashboard

### NEW BALLOT!

 Maricopa County voters will see a new ballot in March. Voters will now fill in ovals instead of arrows.

### 75 ROLE-BASED TRAININGS

All Poll Workers will be required to attend one of 75 election trainings across the County.

### 220 POLLING PLACES

We've increased the number of Election Day polling places to 220\*, up from 60 during the 2016 Presidential Preference Election. This includes 40 "vote anywhere" locations, called Vote Centers.



**1,400**

### CHECK-IN STATIONS

With 6-12 SiteBook check-in stations at each polling location, we will have 1,400 check-in stations across Maricopa County, up from just 120 in 2016.

**@MaricopaVote**  
FOLLOW US!  

\*The Board of Supervisors will approve the final number of polling locations 60-days prior to the election.

## 1.0 – Election Day and Emergency Voting Plan

The Maricopa County Elections Department’s (Department) Election Day and Emergency Voting Plan outlines the strategies, constraints and tactics staff will use to prepare for Arizona’s Presidential Preference Election on March 17, 2020. The plan is intended to ensure the Department provides voters with a safe, reliable, secure, and accessible election and in-person voting option. The plan also informs Maricopa County voters and other stakeholders on key information and activities so they are prepared to successfully participate in the election.

To ensure alignment and coordination, the Director of Election Day and Emergency Voting developed this plan in conjunction with the Early Voting Plan prepared by the Director of Election Services and Early Voting. The Maricopa County Recorder (Recorder) approved the Early Voting plan on 12/9/2019.

### 1.1 – Maricopa County Elections Department

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

#### MARICOPA COUNTY ELECTION DEPARTMENT RESPONSIBILITIES

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

## 1.2 – Maricopa County Elections Mission and Vision

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

### MISSION



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

### VISION



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

## 1.3 – Planning the Election and Quality Management

The Department began planning for the 2020 Presidential Preference Election in July 2019, over eight months before the March 17, 2020 election. As Election Day gets closer and we reach notification and filing deadlines, we will refine our plans with up-to-date information.

We started planning by reserving facilities, forecasting turnout, designing a marketing outreach plan and drawing co-located precinct maps. The next planning phase begins in December, approximately 90 days before the election, and includes recruiting temporary workers (poll workers, central boards, and other temporary staff), building supply kits, programming voting equipment, designing the ballot, building delivery routes, creating training curriculum, developing media and voter outreach content, and creating risk analysis deliverables.

To help us plan and prepare for these dynamic and complex interconnected activities, we are deploying an iterative project management approach supported by a software solution to organize critical details, schedules, and dependent operations. This software will help us mitigate risks and identify gaps. Other planning activities include:

- Frequent quality assurance checkpoints including
  - Weekly planning meetings with key project team leaders
  - Daily huddles with department staff using huddle boards
- Development of cross-functional teams comprised of fulltime and temporary staff
- Assignment of project managers:
  - Communication Plan: Director of Communications
  - Staffing and Training Plans: Assistant Director of Recruitment and Training
  - Facilities and Logistics: Assistant Director of Warehouse Management and Logistics
  - Tabulation: Co-Directors for the Elections Department
  - Contingencies and Risk Management Plan: Co-Directors of the Elections Department
- Development of weekly and monthly status reports for each operational unit
- Development and refinement of standard operating procedures

- Development and Reporting of Key Performance Indicators (see individual sub plans for indicators measuring performance for each activity).

These planning activities will help us achieve success for the Presidential Preference Election and will also set the foundation for future elections including the August Primary and November General 2020 Elections.

### 1.4 – March 2020 Elections

In March 2020, Maricopa County has two elections. The first election is an all-mail jurisdictional election on March 10 in which Chandler and Tempe will participate. The filing deadline for the March 10 election was in October 2019. Therefore, no other jurisdictions can participate. As of November 2019, Chandler and Tempe have 252,000 registered voters combined.

The second election in March is the Democratic Presidential Preference Election on March 17. The Presidential Preference Election is the voter’s chance to select their party’s nominee for President of the United States. In Arizona, the Presidential Preference Election is not an open primary and only the Democratic Party has chosen to participate in the election on March 17. The Republican, Libertarian, and Green parties opted out of participating in the Presidential Preference Election.

Voters must be registered and residents of Chandler or Tempe 29 days before the March 10 election to be eligible to vote in those elections. Voters must be registered as a Democrat by February 18, 2020 to be eligible to vote in the Presidential Preference Election. While the March elections are for specific voters, all Maricopa County registered voters can participate in Arizona’s traditional primary election on August 4 and our general election on November 3, which are open elections for all registered voters in the state.

### 1.5 – Presidential Preference Election Calendar

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

#### MARCH 2020 PRESIDENTIAL PREFERENCE ELECTION KEY DATES

| Date                   | Description   |
|------------------------|---|
| December 9, 2019       | Candidate Filing Deadline   |
| December 11, 2019      | The Board Approves the Election Day and Emergency Voting Plan                               |
| January 17, 2020       | Launch “Where Do I Vote” Webpage  |
| February 1, 2020       | Mail ballots to uniformed and oversees voters   |
| February 18, 2020      | Voter Registration Deadline (28 days in advance of election due to President’s Day Holiday) |
| February 19 – March 13 | Early Voting Period   |
| March 11, 2020         | Recommended Date to Return Ballot By Mail   |
| March 14 & March 16    | Emergency Voting  |
| March 17, 2020         | Election Day  |

## 1.6 – Emergency Voting

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

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

If the Board approves a resolution for the use of emergency voting centers, Maricopa County’s Emergency Voting plan is to staff at least seven geographically dispersed sites throughout the County for eligible voters to cast a vote if they experience an emergency. To minimize voter confusion, we will select the emergency voting locations from the Vote Centers that are already setup for early voting. The Department will present the emergency voting locations and hours to the Board for approval along with the final list of polling locations and poll workers in January 2020, well before the 20-day statutory deadline.

## 1.7 – Election Department Innovations

In June 2019, the Board approved an additional 26 new full-time positions for the Department and the lease of a new tabulation system. We will also be piloting a new trouble shooting system for reporting issues and polling location wait-times. These investments in the Department will have a direct and positive impact on voters.

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

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

## 2.0 – Forecasting Turnout and Reducing Wait Times

To effectively plan for the March 2020 Presidential Preference Election, the Department develops a forecast model to estimate how many potential voters are likely to turn out and vote early or on Election Day. We use this forecast to determine how many polling locations and temporary workers (e.g., poll workers and central boards) are needed to have a successful election and serve the voters of Maricopa County. We also use these forecasts to develop strategies to minimize polling location wait-times. As a result of these activities, we will be deploying approximately 220 voting locations and over 1,400 check-in stations. We are confident that these resources will sufficiently accommodate voter turnout and reduce wait-time to less than 30 minutes on average per voter.

### 2.1 – Scope and Objectives

Forecast models include Early Voting and Election Day turnout projections for the March 17 Presidential Preference Election. The Wait-Time Reduction Plan focuses on both Early and Election Day voting at vote centers and polling locations and meets statutory and legal requirements outlined in section 2.1.1 below. The objective for creating a forecast model and Wait-Time Reduction Plan includes:

- Create and use a forecast model that provides a reasonable estimation of Early Voting and Election Day turnout. For Election Day, we will forecast turnout by location and time of day.
- Use the model to develop Election Day, Emergency Voting, and Early Voting plans to reduce wait times at voting locations.
- Refine the forecast as new information becomes available.

#### 2.1.1 – Statutory and Other Requirements

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

The Secretary of State’s Procedures Manual also requires that the officer in charge of elections establish and approve a specific wait-time reduction plan to ensure that voters do not have to wait in lines at the voting location for more than 30 minutes.

On October 19, 2016, Maricopa County and the Secretary of State entered into a settlement agreement<sup>2</sup> with Arizona electors. In the settlement, Maricopa County agreed to develop a Polling Place wait-time reduction plan for the 2016 General Election and subsequent Primary, General, and Presidential Preference Elections through 2020.

#### 2.1.2 – Forecast Model Constraints and Considerations

Presidential Preference Elections occur infrequently and there have been significant changes in the Arizona voting landscape (e.g., introduction of the Permanent Early Voting List, increase in Democratic Party registration) since the last Democrat only Presidential Preference Election in 2004. Additionally, turnout is largely driven by a product of current events, candidates involved in the contest, and voter engagement.

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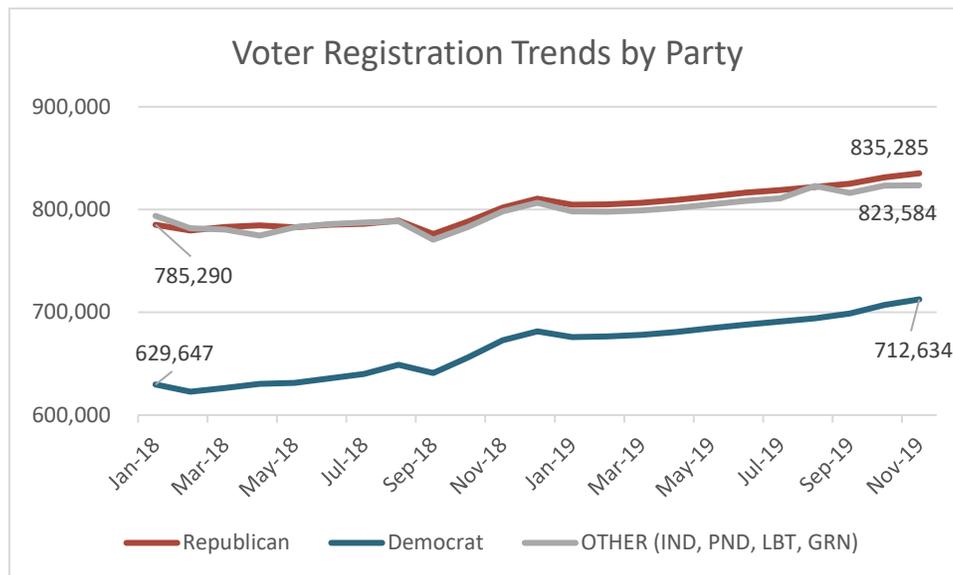
<sup>1</sup> Arizona Secretary of State Elections Procedures Manual (2019 Draft) at 160.

<sup>2</sup> Huerena, et al., v. Reagan, et al., CV2016-007890

To overcome these constraints, we prepared three separate forecast models. As a precaution we used the model with the highest projected turnout to drive decisions about the amount of polling locations to acquire and Poll Workers to hire. In general, the three models used data from similar and recent elections to establish a forecast baseline. We then added factors for voter registration increases, PEVL sign-ups, and the possibility of independents and republicans attempting to vote. We also considered in-person voting.

## 2.2 – Forecast Models

Over the past 12 months, active registered voters in Maricopa County increased from 2,254,423 to 2,372,395 (5 percent). The majority of these voters signed up for the Permanent Early Voter List (PEVL). The chart below shows that the monthly pattern of voter registration increases by party since January 2018.



As of November 2019, there were 712,634 registered Democrats in Maricopa County, 562,475 (79 percent) were registered for the PEVL. Since registration activity tends to increase leading up to an election, we anticipate there will be between 724,000 and 739,000<sup>3</sup> Democrats actively registered by February 18, 2020, the voter registration deadline for the Democratic Presidential Preference Election.

### 2.2.1 First Forecast Model

The first forecast model is designed based on the following five factors outlined in the Secretary of State's Elections Procedures Manual:

1. Voter turnout from the prior two elections of a similar type;
2. The number of ballots (including regular, early, and provisional) cast in the prior two elections of a similar type ([A.R.S. § 16-411\(J\)\(1\)](#));
3. The number of registered voters, both active and inactive ([A.R.S. § 16-411\(J\)\(3\)](#));

<sup>3</sup> As of 11/1/2019, there were 712,634 active registered democrats in Maricopa County. Low end of range: In 2019 the average monthly increase was .5 percent. High end of range: Leading up to the 2018 general election, voter registration for democrats increased on average by 1.2 percent per month.

4. The number of registered voters who requested an early ballot or are on the permanent early voting list (PEVL), ( [A.R.S. § 16-411\(J\)\(2\)](#));
5. The potential number of ineligible voters that could attempt to vote, especially during the Democratic Presidential Preference Election.

Based on average turnout during the 2012 and 2016 presidential preference elections, the first model estimates that total turnout will be approximately 337,064, with 85,572 voters turning out on Election Day.

| Forecast Factor                                    | 2012<br>Republicans | 2016<br>Republicans /<br>Democrats | 2020 Projection<br>(Democrats) <sup>4</sup> |
|--|---------------------|------------------------------------|---|
| Registered Voters                                  | 755,837             | 1,453,854                          | 802,151                                     |
| Turnout Percentage                                 | 41.3%               | 42.1%                              | 41.7%                                       |
| Turnout Percentage (Active Voters Only)            | 44.4%               | 46.8%                              | 45.6%                                       |
| Total Turnout                                      | 312,110             | 621,624                            | 337,064                                     |
| Election Day - Eligible Voters Only                | 63,821              | 88,123                             | 63,394                                      |
| Election Day -Provisionals                         | 12,267              | 24,630                             | 39,044                                      |
| Election Day Turnout (Election Day & Provisionals) | 76,088              | 112,763                            | 102,439                                     |

Voters requesting early mail in ballots (presidential preference election 2012 – 54% / 2016 – 67%) and signing up for the Permanent Early Voting List (2019 – 72%) have steadily increased. This trend will likely lead to a decrease in the amount of voters choosing to vote in-person on Election Day. However, to take precautions to ensure we have sufficient polling locations and poll workers, we did not add a factor that decreased turnout based on this trend.

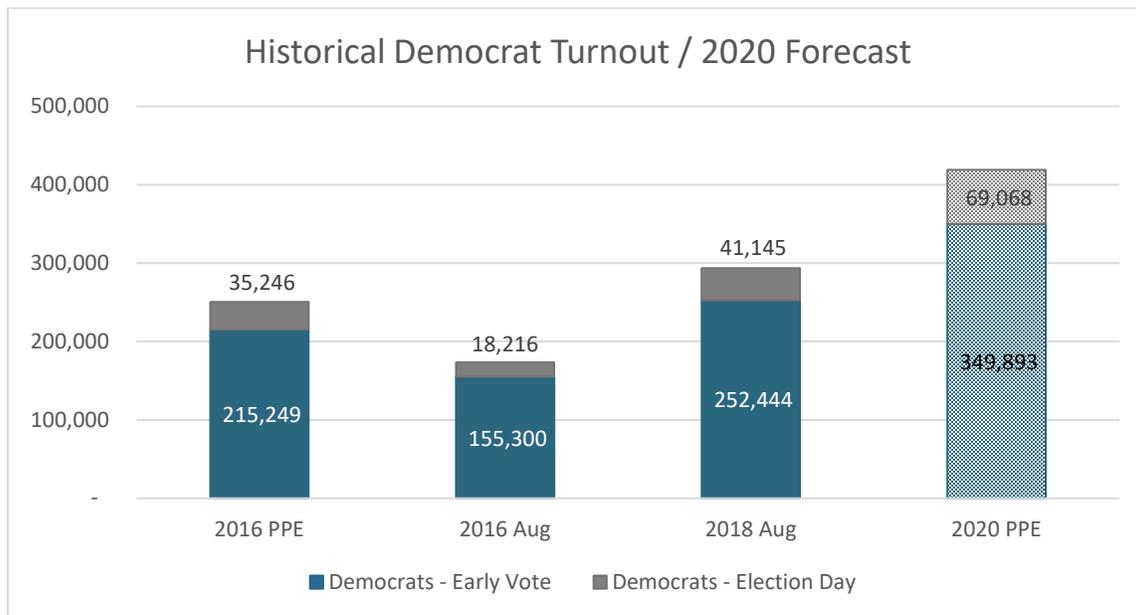
### 2.2.2 Second Forecast Model

To determine potential turnout, the second model used voter registration patterns and historical turnout in recent elections (March 2016 Presidential Preference, August 2016 Primary, and August 2018 Primary<sup>5</sup>) and estimated that total democratic turnout will range between 351,000 and 429,000. The model also estimated that between 58,000 and 80,000 Democrats will turn out on Election Day. The chart on the next

<sup>4</sup> 2020 Projections - **Registered Voters:** Includes 739,000 projected active voters plus 63,068 inactive Democrats. **Turnout Percentage and Active Voters:** The percentage of 41.7 and 45.6 is based on the average of the 2012 and 2016 turnout percentages. **Total Turnout:** 337,064 is the product of 802,151 x 45.6% (percent of active voters). **Election Day Eligible Voters:** 59,869 is the product of 802,151 x 7.46% (average of 2012 (9.1%) and (6.7%)). **Election Day Provisionals:** 39,044 is the product of 1.85% (average 2012 .9% provisional rate & 2016 2.7%) x 1.81 million registered Republican, Other, Green, and Libertarian Party voters as of 11/1/2019. **Election Day Turnout:** 102,439 is the sum of Election Day Eligible Voters (63,394) and Election Day Provisionals (39,044).

<sup>5</sup> **Democrat Voters:** 2016 PPE – Total: 250,495 (47.23%) / Election Day: 35,246 (7.49%), **2016 August Primary – Total:** 173,516 (30.14%) / Election Day: 18,216 (3.16%), **2018 August Primary – Total:** 293,589 (45.22%) / Election Day: 41,145 (6.34%). **All Voters:** 2018 November General / Senate – Total: 1,454,103 (64.5%) / **Election Day:** 269,735 (11.96%) - Source 2016 and 2018 Maricopa County canvas reports for applicable elections.

page shows the historical Democrat turnout for similar elections and the forecasted average for the 2020 Presidential Preference Election (PPE).



As described in further detail in the *Communications Plan* (Section 3, page 15), we are planning a robust paid, earned, and social media strategy to communicate with voters that only registered Democrats are eligible to vote in the Presidential Preference Election. However, we anticipate that our communications strategy will not reach all voters. To ensure we are prepared, we also added factors that estimated between 2% and 3% of Independents and some Republicans will attempt to vote on Election Day. This estimated an additional 18,000 – 27,000 ineligible voters could show up on Election Day. After adding Independents and Republicans to the forecast, the second model projects that total in-person turnout could be within the range of 76,000 and 107,000 voters.

### 2.2.3 Third Forecast Model

Given that Presidential Preference Elections are rare and that there are many year-to-year factors that can influence turnout, we developed a third model to also estimate turnout. The third model used the following factors.

- Factor 1: All Democrat voters that voted in-person in the March 2016 PPE, August 2016 Primary, and August 2018 Primary.
- Factor 2: Newly registered non-PEVL Democrat voters
- Factor 3: 2.5% of all Independent voters as of 11/1/2019.
- Factor 4: Less than one percent (.03) of all registered Republican voters as of 11/1/2019
- Plus or minus five percent to determine the potential range of in-person voters.

Based on the third model, we estimate that between 98,000-108,000 voters could turnout in-person on March 17. These projections were consistent with the high end estimates of the first and second model. We used the average turnout from the third model, 103,000 in-person voters, to map consolidated precincts. We used the existing 748 precincts approved by the Board on 12/1/2017. We grouped

consolidated precincts to ensure that there were no more than 1,000 projected voters anticipated to turnout at any one assigned voting location. We also considered factors such as distance and facility availability. A list of consolidated precincts along with polling locations will be finalized approximately 60 days before Election Day.

## 2.4 – Wait-Time Reduction Plan

The Department designed our Polling Place Wait-Time Reduction Plan to reduce lines on Election Day and ensure voters wait no more than 30 minutes on average at the polls. Our first step in planning to reduce polling location wait-times was to use historical information to forecast turnout. However, voter turnout is only one factor that can cause long lines on Election Day. Other contributing factors include training, contingency plans, time of day voting patterns, check-in speeds, and length of the ballot. The Election Day, Emergency Voting, and Early Voting plans outline our considerations for forecasting turnout and managing these factors to reduce wait-times and lines at voting locations. Using both the turnout forecast and lessons learned, we are developing plans to reduce wait-times.

Below are some factors and potential bottlenecks that may cause wait-times during the March 2020 Presidential Preference Election and activities and considerations Maricopa County is implementing to mitigate them.

### *Check-in Process*

The Department will deploy the use of SiteBooks to check-in voters at all polling locations and vote centers. The SiteBook is a voter check-in system, with similar functionality to an electronic poll book referenced in state statute. They were first introduced in the November 2017 jurisdictional elections. Prior to 2016, Poll Workers used manual check-in rosters, which slowed down check-in times. The SiteBook provides faster check-in speeds because it allows for more than 2 voters to check-in simultaneously at a polling location and connects directly with the Recorder’s voter registration system, providing an enhanced and streamlined voter experience. Check-in speeds during the 2018 General Election averaged approximately 90 seconds per voter. The SiteBook check-in terminals guide voters through a series of screens. Voters answer questions, in their choice of English or Spanish, to establish identity, eligibility, and the correct ballot. With a barcode scan of an ID or by entering the voter’s name, voters check-in and prove their identity with a Poll Worker. For the ID requirement, a voter can provide one of the acceptable forms of photo identification, two forms on non-photo identification, or a permissible combination of one photo and one non-photo identifications.

### *Polling Locations and Check-in Stations*

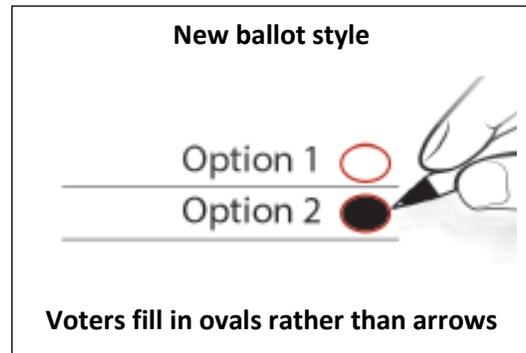
The County will open approximately 220 voting locations on Election Day. This number includes 40 Vote Centers that will also be available for at least five days during Early Voting. There will also be nine Vote Centers open for the majority of the 27-day early voting period.

For the 2020 Presidential Preference Election, we plan to increase the number of check-in stations by 10-times the amount used in 2016. We will equip each voting location with 6-12 SiteBooks totaling more than 1,400 check-in stations across the county.

### *Time Needed to Vote a Ballot*

The length of the ballot or a limited number of voting booths can create wait-times at a polling location. While the Presidential Preference Election ballot will likely have numerous candidates, the only contest on the ballot will be the Democratic candidates running for president. We will be deploying at least twelve voting booths to each voting location.

The Department is also providing voters with an improved ballot format. Ballots will be voted by filling in ovals rather than connecting arrows. This should reduce selection errors since voters are familiar with filling in ovals on most standardized testing forms. Voters do not need to complete the entire oval to successfully vote a contest.



The combination of a short ballot, new ballot style, and sufficient voting booths should minimize wait-times.

### *Provisional Ballots*

The Department will work to reduce the number of voters required to vote a provisional ballot in three ways.

1. We will hire a voter registration clerk for each polling location to assist voters with address and name changes on the SiteBooks. These are common situations that cause provisional ballots.
2. We will provide 40 vote centers equipped with ballot-on-demand technology and SiteBook check-in stations to serve as a vote anywhere location. Vote centers are strategically deployed throughout the county and provide voters the option to vote at a location that is most convenient for them, which may be near their work, gym, favorite restaurant or while running errands. If an out-of-precinct voter arrives at one of the 180 assigned polling locations on Election Day, a vote centers may provide a closer voting location than traveling to their assigned precinct.
3. Each polling location has an accessible voting device designed to assist voters with disabilities. The new tabulation system includes an improved accessible voting touch screen device that produces a hard copy ballot. The device will be programmed with all ballot styles and provide an out-of-precinct voter the option of using the device rather than visiting a vote center, going to their assigned polling location, or voting a provisional ballot.

### *Poll Worker Training*

As described in the *Training Plan* (Section 5, page 27), the Department will require all poll workers to attend training. We understand temporary Poll Workers live throughout the county and have other responsibilities, so we plan to offer a multitude of in-person training sessions, some of them across the county to ensure our poll workers are prepared for Election Day. In addition, we will customize our training for the distinct duties of each poll worker and create training manuals that cover the nuances and equipment procedures of every election. We will post the manual on the Department's website by January 2020.

### *Poll Worker Staffing Contingencies*

We are hiring 20 additional poll workers that will undergo Inspector level training to have on stand-by should we need additional staff or if a poll worker is absent. If needed and after obtaining approval from the Hotline supervisor, an Inspector may also hire Poll Workers from the line of voters.

### *Equipment Support*

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

Additionally, technical Trouble Shooters carry in their vehicles a back-up precinct tabulation machine, replacement printer cartridges, and other commonly used supplies in the event a location's equipment needs repair.

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

### 2.5 – Wait-Time Remediation

For the Presidential Preference Election, we are implementing a systematic process to monitor wait-time and respond accordingly. We have collaborated with ESRI, a nationally recognized geographic information system software developer, to design an application that can be installed on a phone or tablet. The application allows Poll Workers to report polling location issues and wait-times. The application is designed to calculate wait-time using a formula based on check-in speeds and inputs of how many people are in line. Poll workers report wait-times to a workflow logging and dispatch system monitored by the Department's trouble shooter hotline. Through this new system, the Department will have access to real time information about voter wait-times.

If wait-times exceed 30 minutes, Inspectors or Trouble Shooters will work with Department staff to assess the cause of the issue or bottle neck. Depending on that assessment, additional resources can be deployed to add capacity to the location or provide technical assistance. Additionally, poll workers can advise voters of the closest vote center.

In addition to this new technology, we are also hiring an extra poll worker for all voting locations on Election Day. We will provide the Line Management Clerk with training on how to use the ESRI application to report wait-times and how to have difficult conversation with voters, hopefully resolving a voter's concern or issues before they enter the polling location. We will also provide the line management clerk with a handout to give to voters outlining that only registered Democrats are eligible to vote in the Presidential Preference Election. The handout will also include the Department's contact information should a voter have specific questions or concerns.

## 3.0 – Communications Plan

This Communication Plan outlines our approach to informing key stakeholders about Arizona’s Democratic Presidential Preference Election on March 17. The purpose of this plan is to establish the communication requirements for the election and outline how the Department will communicate that information. The scope of the Communications Plan describes the following:

- High level messaging about the 2020 Democratic Presidential Preference Election
- Staff responsible for ensuring this plan is achieved
- The primary audience and stakeholders for our outreach
- Our paid and earned media strategy
- Our Election Day strategy
- How we will handle sensitive and crisis communications

### 3.1 -- Communications Channels

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

- Email – [electioninfo@risc.maricopa.gov](mailto:electioninfo@risc.maricopa.gov)
- Website – [Maricopa.Vote](http://Maricopa.Vote)
- Phone – 602-506-1511
- Social Media –
  - Maricopa County Elections Department (@MaricopaVote) – [Facebook](#) & [Twitter](#)
  - Maricopa County Recorder’s Office – [Facebook](#), [Twitter](#), [Instagram](#)
- Press Releases & Media Alerts

### 3.2 -- Roles

The Communications Plan will be achieved with the support and collaboration of Department staff and the Recorder’s communications team. The two primary responsible Department staff members include:

- Megan Gilbertson, Communications Director – Responsible for oversight and implementation of the communications plan. Primary media contact for the Department.
- Erika Flores, Deputy Director of Communications – Responsible for social media strategy and supporting the implementation of the communications plan. Primary English and Spanish-language spokesperson during our earned media plan for the Department.

### 3.3 -- Communication Approach & Strategy

It is essential that elections related communications between all county government and the public are consistent, accurate, and reliable. The Communications Plan serves as a guide that outlines the Department’s paid and earned media strategy, crisis communications strategy, as well as events and other tactics to inform key stakeholders about the March 17 Democratic Presidential Preference Election. In addition, changes or updates may be required due to reasons such as changes in personnel, scope or budget.

### 3.3.1 Stakeholders and Audience

The primary audience for the Communications Plan is Maricopa County voters, but additional stakeholders include:

- Maricopa County Board of Supervisors & Maricopa County Recorder
- Elections Department and Recorder's Office staff
- Temporary staff including poll workers and central board workers
- Vendors
- Vote center and polling location facility owners
- Political parties
- Election focused advocacy groups

In addition, we continually work to engage with groups less likely to participate in the election process to inform these communities about the Democratic Presidential Preference Election through *The Roundtable Project*, hosted by the Recorder's Community Relations Team. These events are designed to provide us input on how we can provide free, fair, and accessible elections for all eligible Maricopa County voters. The open forum invites these groups to participate in discussions about how to improve elections within their communities. The roundtables will culminate in a Town Hall on the Democratic Presidential Preference Election. The Roundtable program and other community outreach efforts are discussed in more detail in the Early Voting Plan.

### 3.3.1 Campaign Messaging Strategy

Maricopa County voters have up to five elections in 2020, but not all voters are eligible for every election. The communications plan is designed to encourage voters to *#BeBallotReady* and get informed about how to register to vote, who is eligible to vote in the Democratic Presidential Preference Election and how to find election deadlines and polling locations at *BeBallotReady.Vote*. The messaging strategy will focus on educating voters about who is eligible to participate and how eligible voters can vote in both the all-mail jurisdictional elections on March 10 and the Democratic Presidential Preference Election on March 17.

### 3.3.2 BeBallotReady.Vote

Throughout all our communications strategies, we will encourage voters to *#BeBallotReady* and visit a new webpage developed by our IT Department: *BeBallotReady.Vote*. This new page, set to launch in January 2020, is connected directly to our voter database and will allow Maricopa County voters the ability to login and quickly find everything a voter needs to *#BeBallotReady* from voter registration status to polling locations all in a customized dashboard.

### 3.3.3 Paid Media Strategy

The Department and the Recorder's Office contracted with Commit Agency through a Contract Task Order to develop a well-rounded paid media campaign for the March 17, 2020 Democratic Presidential Preference Election. The approved budget includes \$200,000\* for the creative design, production of advertising materials, and other costs associated with the marketing plan for all mediums in English and Spanish, as well as an estimated \$531,710<sup>6</sup>\* for direct ad buys in both English and Spanish across multiple platforms (television, radio, print, social media, digital display, and billboards).

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<sup>6</sup> The budgeted amounts of \$200,000 and \$531,710 are estimated and subject to change.

This strategy has four phases:

- Phase 0 (Jan. 13-19) – Introduction to the new BeBallotReady.Vote website.
- Phase 1 (Jan. 20-Feb. 23) – Focusing on the Democratic Presidential Preference Election and the voter registration deadline.
- Phase 2 (Feb. 24-March 9) – Focusing on mail-in ballot deadlines, election date awareness and asking voters to Be Ballot Ready.
- Phase 3 (March 10-17) – Focusing on finding polling and vote center locations to vote in person or drop off ballots.

### 3.3.4 Earned Media Strategy

The Department’s earned media strategy will amplify our #BeBallotReady paid media strategy by informing voters about the March 17 Democratic Presidential Preference Election. The strategy will also focus on the new ballot design that uses ovals instead of arrows and the benefits of Maricopa County’s \$6.1 million investment into our new ballot and tabulation equipment. After a competitive procurement process, the Department has upgraded our tabulation system, which will replace our old equipment we purchased in 1996. The new equipment counts ballots much quicker and includes a duplication feature designed to improve efficiency and security over the tabulation process.

In all our external communications, we will highlight that only registered Democrats are eligible to vote on March 17, but that the Tempe and Chandler jurisdictional elections on March 10 are open to *all* voters in those cities. Earned media tactics in English and Spanish will include:

- *Fact Sheet* – We will create an elections fact sheet for the media and the public, which will include information about the Democratic Presidential Preference on March 17 including who is eligible to vote, important voting deadlines, information about the March 10 jurisdictional election, and contact information.
- *Social Media* – The Department has started new [Facebook](#) and [Twitter](#) pages called @MaricopaVote. We plan to amplify our paid media ads through our social media channels as well as educate followers about our new equipment. We plan to create a series of short videos on the new equipment and ballot style, which we will share on this platform.
- *Election Sandbox* – We will have an opportunity for voters, political parties, elected officials and the media to interact with our new equipment and ballot style during an “election sandbox” event. We will set up a “mock” polling location equipped with our state-of-the-art SiteBooks, new accessible voting devices and precinct tabulators. There will be an opportunity to interact with the new equipment and plenty of video opportunities to get an inside look at our polling location set up.
- *Ballot Road Show* – We plan to take our new Ballot mascot on the road to share with voters about the Democratic Presidential Preference Election and our new equipment and ballot style. We will target local English and Spanish TV and radio programs.
- *Press Releases on Election Deadlines* – We will send out press releases to media on big election deadlines including voter registration, mail-in ballot requests, mail-in ballot deadlines, polling locations and dates, Election Day information and daily press releases post-election about election results.

### 3.3.5 March 17 Election Day Plan

On Election Day, communication will focus on informing voters in English and Spanish about the information they need to successfully vote. Our paid media *#BeBallotReady* strategy will continue through Election Day. We will have staff available for media interviews and live shots throughout the day. In addition, we will reach voters through a variety of traditional and social media channels. Election Day messaging will focus on:

- Who is eligible to vote
- Identification options needed to vote
- Voting locations and hours

In addition, we will actively communicate about activity at voting locations when necessary. In order to ensure the Department is responsive to voters, we are requesting the support of two (2) county employees with communications and social media experience to support our team on Election Day. These employees will work with us in our communications team hub located at MCTEC and staffed by both the Department and the Recorder's Office. In all of our external communications, we will highlight that only registered Democrats are eligible to vote on March 17. Below is an outline of the day's earned media plan:

- Press releases
  1. First thing in the morning, we will send a release to announce Election Day, highlighting who is eligible to vote, voting locations and hours, and what ID you need to vote.
  2. An early afternoon release with updated information (including wait-times as necessary), highlighting who is eligible to vote, voting locations and hours, and what ID you need to vote.
  3. A final press release once the Department posts initial election results.
- Social Media
  - We plan to monitor social media throughout the day and will respond promptly to voter questions.
  - We will post on the Department @MaricopaVote Facebook and Twitter accounts throughout the day in coordination with the County Recorder's official social media accounts focusing on our top line messages and updating voters with wait-times as appropriate.
  - We plan to create social media collateral to share with other county agencies, political parties and voter groups to help amplify our messages on who is eligible to participate in the Democratic Presidential Preference Election.
- STAR Call Center
  - We are working closely with the Maricopa County STAR Call Center to coordinate messaging and to train and educate call-center workers to provide front line communications to the public. The STAR Center is hiring and training 56 temporary workers to provide consistent and accurate information to the public on Election Day.

### 3.3.6 Crisis Communications Strategy

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

All messages will include accurate and detailed information about the situation and what actions to take. The media also aids in the dissemination of the crisis communication message. The Crisis Communication Team will ensure that the media has access to updated information throughout the crisis incident or event. In addition, the Director of Election Day and Emergency voting is responsible for notifying the appropriate members of the county’s senior leadership team and the Board of Supervisors of the status of the incident and provide ongoing status reports.

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

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

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

1. Immediate Response – Based on the severity of the incident and facts available, the Crisis Communications Team will determine what, if any, public messaging should be sent out and will ensure public safety and other emergency responders are informed as appropriate.
2. Notifying Key Audiences – The Crisis Communications Team will decide which groups need to be informed first. Audiences could include:
  - Voters
  - Poll Workers
  - Elections Department and Recorder’s Office Staff

- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- Federal Bureau of Investigation (FBI)
- U.S. Department of Homeland Security
- The U.S. Attorney's Office

3. Determine Spokesperson(s) – This can either be a member of the Crisis Communications Team who has knowledge of the crisis and is assigned to provide key messages and emerging facts to the public/media, or an elected official in charge of Maricopa County elections.
4. Developing a Fact Sheet – As soon as possible after the incident, a fact sheet will be prepared to supplement communication with key audiences and information provided to the media by the spokesperson. Members of the Crisis Communications team will create the Fact Sheet, and those with a direct knowledge of the crisis will check it for accuracy. Fact sheets released publicly or posted to the internet must be time stamped and updated as information changes.
5. Informing the STAR Call Center – Once information is known and verified, the Crisis Communications Team will share messaging details and fact sheets with STAR Center leadership.
6. Alerting the media – The Crisis Communications Team will decide the best ways to communicate with the media during an incident or event. In cases where a crisis is likely to be prolonged, the Crisis Communication Team may use the Maricopa County Tabulation and Elections Center (MCTEC) for media briefings outside of the 75-foot electioneering range or within a designated location not in view of the official voting location. We will take into consideration appropriate media staging locations that can accommodate vehicles such as satellite trucks. Communication with the media must occur as frequently as the Department verifies new information.
7. Monitoring social media – To anticipate any problems in the flow of accurate communications to the media and public, the Crisis Communications Team will designate staff to monitor social media and respond to questions and disinformation immediately and with consistency.
8. Approval of outgoing information – Typically, we develop communications in a collaborative way, but we recognize the need for decisive decision-making during a crisis to enable rapid, accurate communication.

## 4.0 – Staffing Plan

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

The scope of the Staffing Plan for the March 17, 2020 Presidential Preference Election includes strategies, constraints, and methods to recruit:

- Poll workers to staff polling locations and vote centers for early voting, emergency voting, and Election Day
- Central board workers to staff election boards (e.g., early vote processing, duplication boards, hand count audit boards)
- Temporary staff for other support operations (e.g., delivery drivers, vote center set up teams, warehouse staff)
- County permanent staff to support election operations by working at polling locations or by supporting setup operations

### 4.1 – Staffing Approach and Strategy

The staffing strategy for the March Presidential Preference Election consists of three phases.

- Phase 1 (November 2019) – The Department hired six temporary recruiters to augment the Department’s Recruitment Command Center in Mesa. These temporary workers will support three full-time employees in the facilitation of Phase 2 recruitment efforts.
- Phase 2 (December 2019) – The Department will work to hire 1,550 poll workers to staff approximately 180 polling locations and 40 vote centers. All locations will have one Inspector, Line Management Clerk, Voter Registration Clerk, Marshal, Ballot/Printer Clerk and two Judges. Most locations will also include at least one poll worker who is fluent in both English and Spanish. Recruiters will confirm the poll worker is capable of performing their role-specific duties, provide the necessary paperwork to support the hire, and schedule the poll worker into a mandatory, role-specific training session designed to model a high-quality voter experience.
- Phase 3 (January 2020) – The Department will work to hire 400 temporary workers to support Early Voting, Signature Verification, Special Elections Boards, Mail and Ballot Running, Warehouse Transportation Teams, Set-Up Teams, Hotline Response, and Adjudication Boards. If working their first election, these temporary workers undergo background checks in addition to a screening interview.

Recruiters will rely on a variety of resources to obtain the necessary workers for the Democratic Presidential Preference Election. These resources include: prior Poll Worker pipelines, outreach campaigns to county employees, support from staffing firms, job board advertising, community partnerships, recruitment fairs, Deputy Registrar events, and Political Party referrals. The Department will track recruitment efforts using our proprietary Poll Worker database and recruiters will provide weekly progress reports on challenges to staffing and adherence to schedule and timeline.

The Recruitment and Training teams will meet regularly to cross-functionally share observations and data in support of continual improvement of the Recruitment process. This heightened communication will result in increased Poll Worker job fitting for future elections. Additionally, the Department will survey temporary workers and hiring managers at the conclusion of the March elections to obtain valuable performance data.

## **4.2 – Statutory Requirements Pursuant to Staffing**

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

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

With respect to staffing high school aged poll workers, A.R.S. § 16-531 specifies the following:

1. The person is a minor who will be at least sixteen years of age at the time of the election for which the person is named to the election board.
2. The person is a citizen of the United States at the time of the election for which the person is named to the election board.
3. The person is supervised by an adult who has been trained as an elections officer.
4. The person has received training provided by the officer in charge of elections.
5. The parent or guardian of the person has provided written permission for the person to serve.

## **4.3 – Temporary Staffing Roles, Quantities, and Pay Rates**

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

| Role   | Early Voting | Election Day | Total       | Pay Rate/hour |
|--|--------------|--------------|-------------|---------------|
| Temporary Recruiters   | 1            | 5            | 6           | \$15.14       |
| Inspectors   | 36           | 204          | 240         | \$13.00       |
| Judges   | 66           | 374          | 440         | \$12.50       |
| Line Management Clerks   | 34           | 191          | 225         | \$12.50       |
| Voter Registration Clerks  | 34           | 191          | 225         | \$12.50       |
| Marshals   | 34           | 191          | 225         | \$12.00       |
| Clerks   | 34           | 191          | 225         | \$12.00       |
| Temporary UOCAVA Clerks  | 2            |              | 2           | \$12.00       |
| Temporary Ballot Processors  | 72           |              | 72          | \$12.00       |
| Temporary Signature Verification Clerks                              | 15           |              | 15          | \$12.00       |
| Temporary Mail Couriers  | 2            |              | 2           | \$12.00       |
| Temporary Ballot Couriers  | 2            |              | 2           | \$13.00       |
| Temporary Warehouse Drivers  | 5            | 25           | 30          | \$13.00       |
| Temporary Grips  | 16           |              | 16          | \$13.00       |
| Temporary Auditors   | 4            | 4            | 8           | \$12.00       |
| Temporary T-Techs  | 4            | 4            | 8           | \$13.00       |
| County Employees – Setup   |              | 100          | 100         | \$15.00       |
| Temporary Troubleshooters  | 8            | 42           | 50          | \$15.00       |
| Temporary Hotline Responders   | 12           | 13           | 25          | \$15.00       |
| Temporary Duplication Boards   |              | 10           | 10          | \$12.00       |
| Floater Temps  | 15           | 5            | 20          | \$12.00       |
| Hand Count Boards (Recruited by political parties)                   |              | 26           | 26          | \$12.00       |
| Temporary Star Call Center Employees (recruited by Star Call Center) | 12           | 44           | 56          | \$12.50       |
| <b>Total</b>   | <b>408</b>   | <b>1620</b>  | <b>2028</b> |               |

#### **4.4 – Staffing Contingencies and Work Load Balancing**

Given how important these temporary workers are to ongoing operations, we’re deploying contingency recruiting strategies in the event some Poll Workers and temporary staff cannot perform their role or duty. To ensure we have sufficient poll workers to staff the polling location, we are hiring an additional 20 back up inspectors that can be re-deployed on Election Day if a poll worker is absent.

For central boards, we are staffing 20 floating temps that will be cross trained in multiple functions. The floating temps will serve as backup in the event other temporary staff is not available to perform their roles. This strategy allows us to minimize overtime while also preparing the department to meet day-to-day demand fluctuations experienced in signature verification, early vote processing, and the tabulation center.

## 4.5 – Temporary Staffing Job Responsibilities

| Job Title                                      | Responsibilities   |
|--|--|
| <b>Temporary Recruiters</b>                    | Temporary Recruiters will source, screen, hire and schedule poll workers for assignments at either Election Day Polling Locations or Vote Centers. They will also be responsible for filing paperwork and completing data entry in support of payroll functions.   |
| <b>Poll Worker: Inspector</b>                  | 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.   |
| <b>Poll Worker: Judge</b>                      | 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.  |
| <b>Poll Worker: Marshal</b>                    | The Marshal is responsible for preserving order at the polls, most specifically with regard to line management during high-volume cycles. The Marshal is responsible for maintain order at the polls and ensuring the opening of the polls and the completion of activities at the end of the day. In coordination with the Line Management Clerk, the Marshal measures the length of wait times throughout the day and may also perform the duties of other poll workers on a relief basis.   |
| <b>Poll Worker: Line Management Clerk</b>      | The primary function of the Line Management Clerk is to report wait times during high-volume periods. Using a web-based application designed by ESRI, the Line Management Clerk will report up-to-the-minute wait times in support of Wait Time Management for the PPE. The Line Management Clerk will also be trained in handling difficult conversations with voters that may be confused about their eligibility to vote in the PPE.  |
| <b>Poll Worker: Voter Registration Clerk</b>   | 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.  |
| <b>Poll Worker: Ballot/Printer Clerk</b>       | Ballot Clerks are responsible for ensuring every voter receives the appropriate ballot for their precinct. This involves confirming specific information on the ballot, and in some cases matching information on a ballot to information on an affidavit envelope. They are then charged with presenting the ballot to the voter. In the case of Vote Centers that use Ballot-On-Demand (BOD) capabilities, a second clerk, the Printer Clerk, retrieves a printed ballot from the BOD printer, confirms the information on the ballot matches the printed affidavit envelope, and hands these items to the Ballot Clerk for presentation to the voter. |
| <b>Temporary UOCAVA Clerks</b>                 | 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.  |
| <b>Temporary Ballot Processors</b>             | 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.   |
| <b>Temporary Signature Verification Clerks</b> | Signature Verification Clerks are responsible for verifying signatures on affidavit envelopes match voters’ signatures on record. They may use forensic techniques to analyze signatures, and they may also perform other research such as contacting voters directly to ensure the efficacy of mail-in ballot processing.   |

| Job Title                                   | Responsibilities  |
|---|---|
| <b>Temporary Mail Couriers</b>              | 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.  |
| <b>Temporary Ballot Couriers</b>            | The Department utilizes Ballot Couriers to retrieve ballots from Ballot Drop Boxes and securely deliver them to MCTEC for processing. Ballot Couriers must complete a chain-of-custody form that is signed by a Polling Location or Vote Center Inspector to ensure the lawful hand-off and transportation of ballots.  |
| <b>Temporary Warehouse Drivers</b>          | 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.   |
| <b>Temporary Set-Up Team Members</b>        | The Department establishes set-up teams that work in coordination with Poll Workers to set up Vote Centers and Polling Locations prior to opening for Election Activities. Some Set-Up Team Members will support troubleshooting efforts throughout the election cycle and may support equipment security and retrieval activities at the close of Election Day.  |
| <b>Temporary Hotline Responders</b>         | 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. |
| <b>Temporary Duplication Boards</b>         | 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.                |
| <b>Floater Temps</b>                        | The Department seeks to hire temporary employees that possess a mix of skills to augment any of the above positions as needed during peak volume processing.  |
| <b>Temporary Star Call Center Employees</b> | Temporary Star Call Center Employees are responsible for responding to Elections-specific questions from voters. These employees possess Elections Subject Matter Expertise and deliver critical information to voters during high-volume cycles.   |

**4.6 -- Administrative and Payroll Support**

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

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

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

#### **4.7 – Deliverables and Performance Metrics**

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

- Poll worker rosters showing assigned role, party registration status, polling location assignment and training status
- Weekly staffing updates showing recruitment status for each phase and position
- Monthly performance data analytic reports will utilize dashboard formats (red, yellow, and green shading) to identify:
  - Successful hire rates based on recruiting sources
  - Drop-Out rates based on recruiting sources
  - Areas needing additional resources or innovative measures to overcome challenges
- Surveys (temporary worker and hiring manager)
- After Action – Recruitment Lessons Learned report

#### **4.8 – Staffing Schedule**

Key milestones for March 2020 staffing are highlighted below:

March 2020 Elections Staffing Schedule

|   |                         |
|---|-------------------------|
| <b>Staffing Phase 1</b>                                   | 11/20/2019 – 12/16/2019 |
| <b>Staffing Phase 2</b>                                   | 12/2/2019 – 3/17/2020   |
| <b>Staffing Phase 3</b>                                   | 1/6/2020 – 3/17/2020    |
| <b>Temporary Worker Survey Distributed</b>                | 3/23/2020               |
| <b>Hiring Manager Survey Distributed</b>                  | 3/23/2020               |
| <b>After Action - Recruitment Lessons Learned Meeting</b> | 4/6/2020                |

## 5.0 – Training Plan

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

The scope of the Training Plan describes the Department’s approach to providing specialized training for the temporary workers that will support the March 17, 2020 Democratic Presidential Preference Election:

- Over 400 central board and temporary workers who will assist with a variety of tasks that including setting up voting locations, working call center hotlines, and preparing ballots for tabulation.
- Over 1,500 poll workers who will staff approximately 220 voting locations to serve as an inspector, judge, marshal, clerk, line management clerk, and/or voter registration clerk

### 5.1 – Training Approach & Strategy

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

The Department’s training plan for the Presidential Preference Election will specify the following objectives:

- Establish a training curriculum and assessment to inform temporary workers of their required responsibilities as established in Arizona State Statute, the Secretary of State Elections Manual, and Department policies and procedures. This curriculum will include specific information related to the March 2020 Presidential Preference and Jurisdictional elections.
- Develop informative, consistent, and accessible training sessions in order to ensure temporary workers have ample opportunity to attend training and are prepared to perform their assigned roles in service to the voters.
- Collect and analyze voter satisfaction data to measure and build public confidence and trust in the election process.
- Collect and analyze poll worker satisfaction data to measure and build relationships with temporary workers and develop reliable talent pipelines and job fitting strategies.

### 5.2 – Training Methodology

Temporary workers play a critical role in helping the Department meet the resource needs required to conduct an election. We are dedicated to providing staff with the knowledge and skills to overcome the challenges they may experience while working at a voting location or supporting the Department in another capacity. We have a team of trainers and subject matter experts that will provide the temporary workforce with appropriate training to prepare them for their assignments. Factors that will be addressed include

varied learning styles, statutory training requirements, and the high numbers of temporary staff that need training in a short period of time. Specific methodologies and curriculum are described in further detail below.

### 5.2.1 – Poll Worker Training

Voters expect the Department to conduct elections with integrity and efficiency, but they also expect to receive a high-level of customer service. If voting in-person, a voter’s experience is directly correlated with the level of expertise and customer service exhibited by the Poll Workers staffing our polling locations. For the March 2020 elections, the Department will hire and train over 1,500 staff to work at approximately 220 Polling Locations or Vote Centers.

To improve the learning experience and increase knowledge retention, we are requiring that all Poll Workers attend an in-person, instructor-led training session. The three-hour in-person training sessions include hands-on and interactive training experiences with no more than 25 attendees. To ensure all Poll Workers have the opportunity to attend in-person training, the Department will offer over 75 sessions, including 11 make-up sessions. The table below shows the Poll Worker positions and number of training sessions that we will offer.

#### POLLING PLACE POLL WORKERS AND TRAINING SESSIONS

| Polling Place Position   | Approx. # of Workers | Sessions  | Make Up Sessions | Total Sessions |
|--------------------------|----------------------|-----------|------------------|----------------|
| Judges/Inspector         | 550                  | 21        | 3                | 24             |
| Line Management Clerk    | 180                  | 7         | 2                | 9              |
| Voter Registration Clerk | 180                  | 7         | 2                | 9              |
| Marshal                  | 180                  | 7         | 2                | 9              |
| Clerk                    | 180                  | 7         | 2                | 9              |
| Troubleshooters          | 35                   | 1         | -                | 1              |
| <b>Totals</b>            | <b>1305</b>          | <b>50</b> | <b>11</b>        | <b>61</b>      |

#### VOTE CENTER POLL WORKERS AND TRAINING SESSIONS

| Vote Center Position     | Approx. # of Workers | Sessions  | Make Up Sessions | Total Sessions |
|--------------------------|----------------------|-----------|------------------|----------------|
| Judges/Inspector         | 130                  | 4         | 1                | 5              |
| Line Management Clerk    | 45                   | 2         | 1                | 3              |
| Voter Registration Clerk | 45                   | 2         | 1                | 3              |
| Clerk                    | 45                   | 2         | 1                | 3              |
| Troubleshooters          | 15                   | 1         | -                | 1              |
| <b>Totals</b>            | <b>280</b>           | <b>11</b> | <b>4</b>         | <b>15</b>      |

The majority of training sessions will be offered at the MCTEC; however, we are also partnering with local municipalities to hold remote training sessions in the West and East Valley to increase accessibility for Poll Workers.

Poll Workers will be expected to demonstrate job readiness by passing specific course assessments delivered by the training team prior to their first day at the polls. Assessment data will be shared back to

the Department to support increased job-fitting for future elections. A high-level summary of training topics covered in instructor-led, in-person Poll Worker training follows:

- **Review of Election Laws and Procedures** including standard voting procedures, updates to election laws and procedures, and issuance of ballot types/styles (political party, FED only, ballot splits, etc.).
- **Election Specific Training** including introducing the new ballot style, training on political party observers, and discussing who is eligible to vote in the PPE and Jurisdictional elections.
- **Training on Opening and Closing Duties** including voting location hours of operation, poll worker hours, clocking in and out for duty, verifying duties to be performed, delivery of ballots and supplies to the voting locations, equipment setup and closing, furniture arrangement, inventory of supplies, signage placement, and preparation of official and unofficial envelope contents.
- **Role-Specific Training** (see Appendix A, page 48)
- Review and hands-on training using and setting up **Polling Equipment** including BOD, ICX, Precinct Tabulator, SiteBook operations, and voting equipment checks.
- **Customer Service Training** including accessible/curbside voting, mediation, and difficult conversations.
- **Voter Check-In** including required ID training and differentiation between the Democratic Presidential Preference Election and Jurisdictional elections.
- **Safety** and Contingency Procedures including Poll Worker and voting location safety and situational awareness techniques. This include the use of the break in case of emergency contingency plan.
- **Troubleshooting** including when and how to implement wait-time reduction and other contingency plans.
- **Supplemental Training for Inspectors and Judges** including “how to” strategies for conducting a pre-election meeting with Poll Workers, ensuring political party representation among Poll Workers, gaining building access and developing relationships with building stewards, monitoring envelop drop boxes, the provisional ballot process, sharing voting locations with tribal elections, spoiling ballots, and transmitting results and/or delivery of voted ballots.
- **Supplemental Training for Line Management Clerks and Marshals** including using the ESRI Application to report wait-times and instruction in the 75-foot rule.
- **Supplemental Training for Voter Registration Clerks** including training directed by the Maricopa County Recorder.
- **Supplemental Training for Bi-Lingual Poll Workers** starts with verifying Spanish language proficiency and includes preparation materials in English and in Spanish to assist bilingual Poll Workers in using elections-specific verbiage and terminology when assisting Spanish-speaking voters.
- **“Just-In-Time” Emergency Voting Training** will be provided to a small number of Poll Workers in voting locations that will support Emergency Voting prior to Election Day.

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

### 5.2.2 – Central Board Worker (Early Voting & Election Day) Training

For the Presidential Preference Election, the Department will hire more than 400 central board workers to staff, EV Processing, UOCAVA, Flagging, and mail- runs for Early Voting and temporary workers to staff the Vote Center Setup Teams, Hotlines, Ballot Tabulation Center. The Training Team will partner with each of these divisions to develop a variety of training curricula to meet the needs of the Department and our temporary workforce.

### 5.3 – High Level Training Requirements

The Department will coordinate the following resources to facilitate the Training Objectives:

- Training facilities to include MCTEC and a few locations around the County
- Session Facilitators and co-facilitators for equipment practice (Judges and Inspectors)
- Online survey capability (Survey Monkey)
- Participant attendance and assessment tracking (Excel)
- Voting equipment for training (Site Books, Ballot on Demand Printers, Accessible Voting Devices)
- Participant access to online training and “how to” videos
- Subject Matter Experts

### 5.4 – Training Deliverables and Performance Metrics

The Department will develop the following documents as part of the Training Plan:

- Twelve role-specific, instructor-led trainings to include:
  - Presidential Preference Election Procedures Manual
  - Jurisdictional Election Procedures Manual
  - Emergency Voting Procedures Manual
  - Instructor PowerPoints w/Facilitator Notes
  - Hands-on, guided practice setting up, using, and breaking down polling equipment
  - Assessment of Learning
- Development of facilitator guide and training manual for Emergency Vote Center Worker training
- Participant attendance and assessment scores will be tracked, documented, and reported to stakeholders

The Kirkpatrick Model takes into account all types of training and can be applied to both formal and informal training events. The Department will use elements of the Kirkpatrick Model to measure the effectiveness and performance of training programs designed for Poll Workers and Central Board Workers. The model consists of the following four levels of evaluation:

#### TRAINING PERFORMANCE METRICS

| Level | Evaluation | Metric  |
|-------|------------|---|
| One   | Reaction   | <ul style="list-style-type: none"><li>• Poll Worker Surveys</li></ul>   |
| Two   | Learning   | <ul style="list-style-type: none"><li>• Training Course Assessment</li></ul>  |
| Three | Behavior   | <ul style="list-style-type: none"><li>• Data Analysis of poll worker issues reported via Troubleshooters and Hotlines</li><li>• Data analysis of voter issues reported via ESRI Application</li><li>• Inspector Performance Reviews</li></ul> |
| Four  | Results    | <ul style="list-style-type: none"><li>• Poll Worker Retention Data</li><li>• Voter Satisfaction Surveys</li><li>• Post-Election Focus Groups</li><li>• Wait Time Analysis</li></ul>   |

## 5.5 – Training Plan Schedule

| Milestone   | Planned Start Date | Planned Finish |
|---|--------------------|----------------|
| Project kickoff   | 11/11/2019         | 11/11/2019     |
| Key stakeholders/Subject Matter Experts identified                | 11/11/2019         | 11/15/2019     |
| Training schedule built   | 11/11/2019         | 12/20/2019     |
| Facilitators and co-facilitators identified                       | 11/11/2019         | 1/17/2020      |
| Attendance/Assessment tracking system finalized                   | 11/25/2019         | 12/27/2019     |
| Training locations booked   | 11/18/2019         | 12/20/2019     |
| Training Plan Complete  | 12/6/2019          | 12/6/2019      |
| Election Specific Training Manual approved by stakeholders        | 12/9/2019          | 12/11/2019     |
| Training/Recruitment Communication Plan                           | 12/9/2019          | 1/3/2020       |
| PPE Poll Worker training outlines approved by stakeholders        | 12/30/2019         | 1/3/2020       |
| Vote Center PowerPoint/Facilitator Notes approved by stakeholders | 1/20/2020          | 1/22/2020      |
| Vote Center Assessments approved by stakeholders                  | 1/20/2020          | 1/22/2020      |
| Online training and videos approved by stakeholders               | 1/20/2020          | 1/23/2020      |
| Vote Center Assessment built in Survey Monkey                     | 1/23/2020          | 1/27/2020      |
| Online training and videos available to workers                   | 1/27/2020          | 1/27/2020      |
| Vote Centers (open 2/12 and 2/19 )Training Sessions               | 2/3/2020           | 2/7/2020       |
| Vote Center (opening 3/9) Training Sessions                       | 2/6/2020           | 2/8/2020       |
| Emergency Voting training outline approved by stakeholders        | 2/17/2020          | 2/19/2020      |
| Vote Center Train the Trainer Sessions                            | 1/20/2020          | 1/26/2020      |
| PPE PowerPoints/Facilitator Notes approved by stakeholders        | 1/27/2020          | 1/31/2020      |
| PPE Assessments built in Survey Monkey                            | 2/24/2020          | 2/28/2020      |
| PPE Train the Trainer Sessions                                    | 2/3/2020           | 2/7/2020       |
| Emergency Voting Training materials approved by stakeholders      | 3/2/2020           | 3/6/2020       |
| PPE Poll Worker Training Sessions                                 | 2/12/2020          | 3/14/2020      |
| Emergency Voting On-site Training                                 | 3/12/2020          | 3/13/2020      |

## 6.0 – Facilities and Logistics Plan

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

The Facilities and Logistics plan describes our approach to providing adequate facilities and efficient logistics support for the March 17, 2020 election. The Department will offer in-person voting options at approximately 220 geographically dispersed locations that are compliant with the Americans with Disabilities Act (ADA). The Logistics and Warehouse teams support Early Voting, Emergency Voting, and Election Day operations and their objectives are to provide the following activities:

- Ensuring that an estimated 125 full time and temporary logistics (e.g., facility relations, ballot couriers, hotline call center, and troubleshooters) and warehouse (e.g., drivers, inventory specialists, and warehouse) staff are hired, trained and proficient on all assigned tasks and functions in preparation for the Presidential Preference Election.
- Acquiring, inspecting, setting up, and supporting Vote Centers and polling locations.
- Preparing, packaging, securing, delivering, and recovering sufficient and fully functional supplies, voting materials, equipment, and technology to ensure voting locations are prepared to serve voters.

### 6.1 – Facilities Management Approach and Strategy

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

As described in the *Voter Turnout and Wait-Time Reduction Plans* (Section 2.0, page 8), we determined that approximately 180 assigned polling locations supplemented by 40 Vote Centers are needed to for the Presidential Preference Election. A final list will be published at [Locations.Maricopa.Vote](#) approximately 60 days before the election. Tasks related to managing facilities include:

- Establishing the layout and flow for each type of voting location (see section 6.1.1)
- Performing inspections and ensuring locations comply with the Americans with Disabilities Act (see section 6.1.2)
- Transitioning from early voting and emergency voting to election day (see section 6.1.3)
- Acquiring and contracting with voting facilities (see section 6.1.4)
- Setting up facilities and supporting ongoing operations (see section 6.2)

#### 6.1.1 Election Day Voting Locations

##### *Polling Location and Setup*

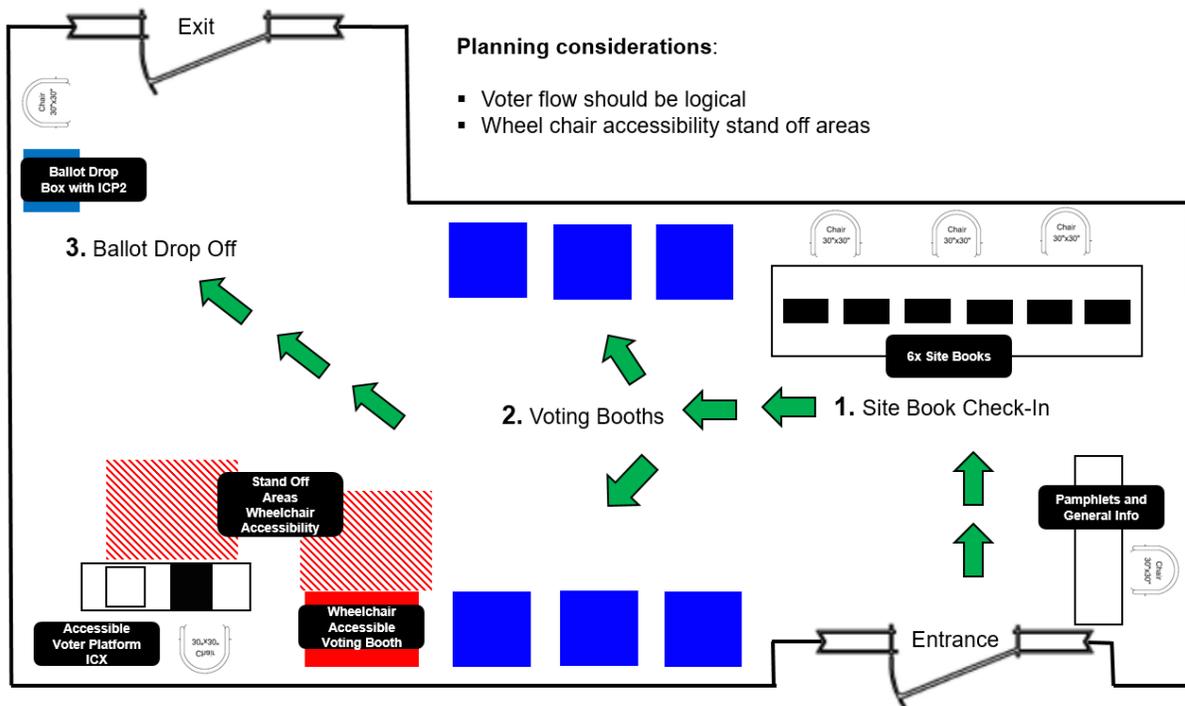
Voters are pre-assigned to a polling location based on their address and assigned precinct. The estimated 180 polling locations will be open from 6 a.m. to 7 p.m. on Election Day.

The Democratic Presidential Preference Election Polling Location Layout diagram below is used to provide a general understanding of voter flow and equipment placement. Not all polling locations will have this layout, but setup teams are trained to standardize setup to establish safe and efficient polling locations. Polling locations will be setup with six SiteBook check-in stations, eight voting booths, one accessible voting device (ICX), and one secured ballot drop box with precinct-based scanners (ICP2), and other voting supplies and equipment.

## PPE Polling Place Layout

A generalized example of voter flow and equipment placement

*This diagram provides a general understanding of logical voter flow and equipment placement in favorable circumstances.*



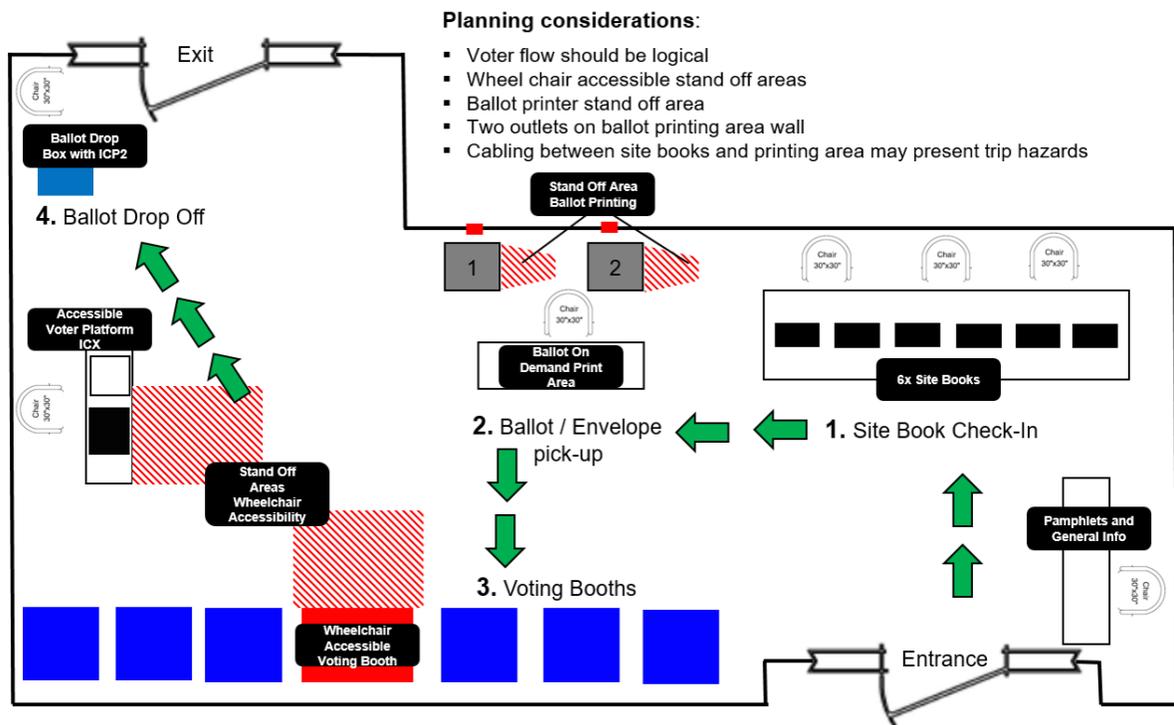
### Vote Center

Vote Centers provide Maricopa County voters the ability to vote outside their designated precinct using our Ballot-On-Demand (BOD) and SiteBook technology. There will be 40 Vote Centers on Election Day, in addition to the 180 pre-assigned polling places. The 40 Vote Center set ups will be similar to polling locations, but they will also include our BOD print systems, which provide customized, on-site printed ballots for voters. These locations will also be open from 6 a.m. – 7 p.m. on Election Day. Vote Centers will have six to 12 SiteBook check-in stations, eight voting booths, one accessible voting device (ICX), one secured ballot drop box with precinct-based scanners (ICP2), two BOD printers, and other voting supplies and equipment.

## PPE Vote Center Layout

A generalized example of voter flow and equipment placement

*This diagram provides a general understanding of logical voter flow and equipment placement in favorable circumstances.*



### 6.1.2 Facility Inspections and Accessible Voting

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

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

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

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

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

### 6.1.3 Transition between Election Phases

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

### 6.1.4 Facilities Acquisition & Timeline

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

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

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

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

During the complete election cycle, we conduct continuous monitoring of interactions with facilities. Department staff work to resolve issues. At the end of the election cycle, lessons learned are captured during the After Action Review and recorded for future use.

## 6.2 – Voting Equipment Delivery & Logistics

Delivery route planning will follow a distance model with deliveries first occurring at the most remote locations in order to quickly identify and resolve potential issues at difficult to reach locations. We will deploy a delivery route pattern of inward moving concentric circles to ensure later deliveries occur in central Phoenix. Set up crews will follow, and are routed in, the same manner. Equipment package building and deliveries are backwards planned from Early Voting and Election Day phases with buffers and accommodation for the President’s Day holiday. To mitigate risk, we will combine complimentary functions during equipment set up at the Vote Centers and polling places.

### 6.2.1 – Equipment and Supply Buildout

The Department will begin organizing Vote Center and polling place equipment in January 2020. Vote Center preparation begins with Sitebook updates, BOD printer alignment and service checks. BODs that have passed service checks will be assigned to supply carts that hold envelopes, ballots, yellow barricades, orange barricades, curbside signs, black box (28 piece), black bags, tablecloths, voting booths, tables and other supplies.. Polling place preparation begins by creating asset tracking logs for accessible voting devices. Those devices, precinct tabulators and collapsible ballot box will be added to supply carts for polling locations. We are developing training, check lists and visual aids to improve the supply build-out consistency for temporary staff.

### 6.2.2 – Vote Center Setup

Vote Center equipment delivery and set up occurs up to 34 days prior to the election. Set up teams will be comprised of laborers, drivers, t-techs, auditors and troubleshooters. Drivers will deliver the equipment and supplies and perform initial set up of Vote Center support equipment. The tech crew follows behind to perform the technical set up and ensure the location is ready for voters. Finally, a troubleshooter will close the loop with a quality control check of critical systems such as the SiteBooks and accessible voting devices. Below is the Vote Center set up schedule:

- Phase 1 (February 19, 2020) - Nine Vote Centers open across Maricopa County
- Phase 2 (March 9, 2020) – All 40 Vote Centers are open
- Phase 3 (March 14, 2020) – Seven Vote Centers transition to Emergency Voting locations
- Phase 4 (Election Day) – All 40 Vote Centers transition into Election Day Vote Centers

### 6.2.3 – Polling Location Setup

The Department will set up all polling location on March 16, 2020 (Monday before the election). Onsite Poll Workers will set up polling locations but assigned Troubleshooters and trained County staff on temporary assignment are responsible for SiteBooks and accessible voting device set up. We use a dashboard to confirm SiteBook connectivity and also require 100% of troubleshooters to call-in to confirm successful setup. Poll Workers will be trained on the fundamentals of polling place set up.

### 6.2.4 – Election Day Facility and Operational Support

#### *County Permanent Staff*

We will be requesting the assistance of 100 County employees specifically for set up purposes. Each County employee will be assigned two locations to setup. These staff inject an added layer of oversight to assist with set-ups, leadership, and troubleshooting throughout the election cycle.

### *Hotline and Troubleshooters*

Hotline and troubleshooter temporary staff support critical functions as subject matter experts; they are hired from a specialized pool of people with previous elections experience. They are already familiar with the Election Reporting System (ERS) and understand the urgent need for quickly responding to problems that arise.

Troubleshooters are issued kits with extra supplies and a troubleshooter manual for reference during their shift. Troubleshooters act in a semi-supervisory capacity in their management of four polling places and/or Vote Centers and are looked to for procedural guidance and some technical support as the first line of problem resolution.

Hotline staff are provided a detailed reference manual and a desktop application that replicates the SiteBook check-in system user interface so that they can navigate Poll Workers through difficult scenarios. Hotline staff are the primary operators of the ERS and are responsible for categorical reporting of technical issues, administration issues, supply issues, voter registration, procedural issues and other general problems that are beyond the capability of a poll worker to resolve.

### *Supply Depots*

We will implement a supply depot strategy using county facilities to pre-position supplies and equipment for easy access in the following geographic zones; North Phoenix, Northwest Phoenix, Northeast Phoenix, West Valley, Southwest Valley, East Valley, and Southeast Valley. Pre-positioning of key equipment and supplies at distant and highly accessible locations will greatly enhance our ability to get replacements out quickly and further reduce risk.

## 6.2.6 – Election Equipment Recovery

The Department plans to pick up all additional election equipment between March 18 and 27. The pickup schedule is designed to accommodate facilities with specific requirements for immediate equipment removal. Every attempt is made to collect equipment and materials from every facility as timely and safely as possible, with a return of all facility rooms and furniture to original state. First priority after safety is accountability of all equipment with the highest priority assigned to capital assets which will receive color-coded asset tags. Secondary priority is the immediate identification of deficiencies or damages that may have occurred during the election cycle. Finally, all equipment will be cleaned, recorded virtually in the warehouse management system and re-stowed according to assignment. Printers, laptops, voting equipment and other passive electronic components will be scheduled for post-election servicing in accordance with original equipment manufacturer guidance.

## 6.3 – Logistics and Warehouse Management Training and Continuous Improvement

In most cases, the Department will cross-train temporary staff in two or more functional areas. This reduces operational constraints and builds confidence in the team as well as with polling place and Vote Center staff.

Informal training for drivers begins on February 3, 2020 with familiarization of equipment package building and ballot courier duties. Drivers provide support with package building, site setups, and ballot courier support.

On February 10, Troubleshooters, Auditors and Technicians join the team and start training. All available warehouse and logistics temporary workers will join in the Vote Center set ups scheduled for February 12-14. This three-day window to setup seven Vote Centers is designed to provide in-depth training opportunities for all staff. During the Early Voting, hotline staff and the remaining troubleshooters, along with available county employees supporting the Presidential Preference Election, will be invited in for a one-day refresher training block. This training will focus on the ERS and will be conducted utilizing a series of vignettes designed to provoke discussion on potential technical, procedural, and operational challenges that are common at polling places and Vote Centers. External enablers such as Runbeck Election Services will be invited to this training as well, mostly to synchronize operationally, but also to provide high level technical instruction as appropriate. A fourth major training series will occur during the final hiring phase for set up teams and drivers during the first week of March. This training series will mirror the February training.

#### 6.4 – Logistics and Facility Key Performance Indicators

We will measure our performance through the following Key Performance Indicators:

1. **Election Site Resourcing:** Measures the level of resourcing provided to election sites, this indicator allows us to track and measure equipment package defects, the most important function of the warehouse and logistics team.
2. **Percentage of on time deliveries:** Department standard is to deliver all assigned election equipment and supplies to an election site 18 hours prior to Election Day (noon on March 16).
3. **Uniformity at sites:** The Department uses the same standard for accuracy at all election sites. This will be determined and tracked through a 10% internal inspection/audit.
4. **Property Accountability:** Refers to a measure of a) missing equipment, b) tracking of equipment, and c) documentation, and includes verification of a paper trail that follows the equipment's journey from pallet rack to staging area to dock door to truck to election site and back
5. **Response Time:** Measures our response time to solve facility problems beyond the scope/capability of a Troubleshooter.

## 7.0 – Tabulation Equipment and Counting Plan

The Department’s Tabulation plan for the Democratic Presidential Preference Election outlines how we will process and count ballots. The factors related to successfully and accurately tabulate votes include:

- Verifying that the amount of tabulation equipment is sufficient to accommodate forecasted turnout
- Using equipment that meets certification and testing requirements
- Implementing physical and cyber security measures
- Securely storing original ballots and creating audit trails
- Hiring bi-partisan central boards to assist with hand count audits, adjudication, and other tabulation activities

### 7.1 – Tabulation Approach and Strategy

State statute allows five business days for the processing of provisional ballots and curing of inconsistent signatures on early ballots (A.R.S. 16-550 and 16-584D). Our goal is to have 99% of all valid ballots counted and reported by the end of the cure period. To assist with meeting this timeline, the Board approved the lease of a new tabulation system, Dominion Democracy 5.5-B Suite to replace the prior tabulation system purchased in 1996. The new system will improve the tabulation process by ensuring the handling of ballots and counting of votes cast are completed with the maximum efficiency, security, transparency, integrity, and oversight.

#### 7.1.1 – Efficiency

For the March 2020 Democratic Presidential Preference Election, votes will be counted by precinct based tabulators (ICP2) if voting in-person on Election Day or by central count tabulators (High Speed or Cannon G1130) if voting by mail, a provisional ballot or at a Vote Center.

##### *Precinct Based Tabulation*

Precinct based tabulation occurs on Election Day as voters insert their ballot into a tabulator at their polling location. The Department posts these results after 8 p.m. on Election Day as the equipment returns from each of the 180 assigned polling locations.

##### *Central Count Based Tabulation*

Our new central count tabulators are capable of scanning and counting ballots much quicker than our old equipment. After 20 years of expertise on our old equipment, best-case scenarios yielded processing speeds of 3,000-5,000 ballots per hour/per machine. However, due to bandwidth and memory limitations, the old equipment could only be used for approximately six hours per day.

Based on manufacturer listed processing speeds, our new equipment is capable of processing up to 8,000 ballots per hour/per machine. During our November 2019 pilot, we were able to exceed 3,200 ballots per hour using batch processing as required by statute and the SOS Procedures Manual (see A.R.S [16-602.F](#)). This is promising since our tabulation staff members are still becoming familiar with the new equipment. Our staff will continue to test and process mock ballots on the system to refine our use of the new equipment.

Based on the turnout forecast completed in Section 2.0 (page 8), we anticipate total voter turnout to be between 351,000 and 429,000, with approximately 70,000 eligible voters casting their ballot at the polling location. Using an estimate that 360,000 valid early ballots will be counted using the central count tabulators, we can make staffing projections and estimate time needed to count ballots.

For the Presidential Preference Election in March, we will use two high-speed scanners and four additional central count tabulators. Using a single 10-hour-shift (nine tabulation hours), we will have a daily capacity to count approximately 115,000 ballots per-day. These amounts indicate that it will require us just over three days to count ballots. State statute allows us to start tabulating early ballots 14 days in advance of the election. However, we typically do not receive all ballots at once, and since there is likely to be Democratic candidates removing themselves late into the voting period, we expect voters to likely wait until very close to Election Day to return their ballots.

In the 2018 General Election, we received approximately 368,000 (31% of total 1.2 million early ballots) “late earlies,” ballots by mail the day before the election or early ballots dropped off at the polls. If we conservatively assume that 70% of early ballots will be “late earlies,” we will need to count approximately 252,000 ballots after Election Day. Early ballot processing (e.g., sorting, signature verification, removing from the envelope) can take 1-3 days. Given the processing capacity of 50,000 ballots per-day, coupled with the tabulation capacity of 115,000 ballot per day, we estimate to have counted 99% of all ballots within 5- 6 days after the Election. Since the new equipment is not limited in memory and bandwidth, we can implement separate shifts if turnout exceeds expectations or to decrease the number days needed for counting.

### 7.1.2 – Security, Integrity, Transparency, and Oversight

There are many components to maintaining security, integrity, transparency, and oversight over the tabulation process and equipment. They include system testing (e.g., certification, logic and accuracy testing), physical security, cyber security, using paper ballots, performing audits, hiring bi-partisan central boards, and other checks and balances. Some of these items are described in further detail below.

#### *Certification and Accuracy Testing*

As required by state statute, the Dominion Voting System we will use for the March 2020 Democratic Presidential Preference Election is certified by the Federal U. S. Election Assistance Commission, the State’s Equipment Certification Advisory Committee, and the Secretary of State. (see [A.R.S. §16-442](#)). The certification process included using a hash code check or “fingerprint” taken of the software that is stored offsite at a federal agency. Through a series of logic and accuracy tests, this hash code is re-checked before and after the election to verify the program has not been altered or edited.

The logic and accuracy test is intended to confirm that votes are attributed to the correct candidates and ballot measures in the election management system (EMS), and that each candidate and ballot measure receives the accurate number of votes.

The Department’s Co-Directors are responsible for performing the logic and accuracy test on all voting equipment prior to each election. The conduct of the test is overseen by inspectors (of different political parties) and is open to observation by representatives of the political parties, candidates, the press, and the public. Since this election involves a federal office, the Secretary of State is also responsible for conducting an additional logic and accuracy test on selected voting equipment. (see [A.R.S. § 16-449](#)).

### *Physical and Cyber security*

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

### *Paper Ballots and Hand Count Audits*

The Department retains the original paper ballot until the election is officially canvassed, after which time ballots from the Presidential Preference Election are stored according to record retention requirements. The new tabulators also scan and store a digital copy of every ballot with a digital audit mark that is affixed detailing how the ballot was counted. Since the new equipment creates a digital image of the ballot, the Department immediately secures and stores the actual original paper ballots by batch after tabulation. We store the ballots in batches of 200 or less, which allows us to quickly locate the physical ballots if there is a need to compare them with the digital copy.

We validate the accuracy of the tabulation system through a random Hand Count Audit done on 1% of early ballots and 2% of the polling place ballots. This manual hand count will be completed by appointees of each of the political parties and not performed by our office or staff. The Hand Count Audit is performed by three member boards of differing political parties (for checks and balances) on ballots randomly selected by the political party observers. The boards compare their hand count results to the amounts counted by the tabulations machines. Board members may not bring any electronic devices, black pens, blue pens, or cell phones into the hand count room.

### *Bi-Partisan Boards and Observers*

The Central Counting Place will be staffed by tabulation technicians, Dominion representatives (our ballot tabulation vendor), bi-partisan Central Boards (e.g., snag, duplication, write-in tally, audit), and political party observers. The Department's Co-Directors appoint the Central Boards, which are comprised of two members of different political parties, and are trained on their duties before assuming their positions. The Department's recruiting efforts include requesting each party provide lists of nominees the Co-Directors will consider for appointment to a Central Board.

All persons taking part in the actual processing and counting of ballots, including our staff members, will be appointed in writing and take an oath office that they will faithfully and impartially perform their duties. Any person who has not been appointed in writing or taken the oath shall, under no circumstances, be permitted to touch any ballot, computer, or counting device used in processing ballots.

### *Duplication Process*

When early ballots are damaged, defective, or when voter intent is clearly indicated, but can't be determined by the tabulation system, we will duplicate the ballot and then use a bi-partisan adjudication board to decide if voter intent can be determined. Each board will be comprised of at least two members who are registered voters of different political parties.

Since the Democratic Presidential Preference Election ballot includes only one contest and no write-in candidates, we anticipate that the percent of ballots requiring duplication will range between 1-2%. Based on turnout forecasts, this would create a range of 3,600-7,200 ballots. Considering the length of the ballot, we would need to hire approximately 10-20 duplication boards (40 party representatives) to finish duplication in one 10-hour-shift.

## 7.2 – Reporting Results and Canvass

The Co-Directors share responsibility for promptly transmitting election results to the Secretary of State, prior to or immediately after making those results public. On Election Day, results will be transmitted at 8 p.m. As the Department tabulates additional results prior to the county canvass, the Co-Directors will transmit results once a day.

The Department will submit the Canvass to the Board for approval and will include the following information ([A.R.S. § 16-249\(C\)](#)):

1. A Statement of Votes Cast, which includes:
  - a. The number of ballots cast in each Congressional District in the county;
  - b. The number of ballots rejected in each Congressional District in the county;
  - c. The title of the offices up for election and the names of the persons (along with the party designation) running to fill those offices;
  - d. The number of votes for each candidate by Congressional District in the county;
2. A cumulative Official Final Report, which includes:
  - a. The total number of Congressional Districts;
  - b. The total number of ballots cast;
  - c. The total number of registered voters eligible for the election;
  - d. The number of votes for each candidate by congressional district

## 7.3 – Tabulation Timeline

### MARCH 2020 PRESIDENTIAL PREFERENCE ELECTION KEY DATES

| Date                  | Description (Statue Reference)                                     |
|-----------------------|--|
| To be determined      | Publish Logic and Accuracy Test Notice (48 hours before test date) |
| 2/16/2020 – 3/1/2020  | Complete Logic and Accuracy Test                                   |
| 3/3/2020              | Start of Tabulation (14 days prior to the election)                |
| 3/17/2020             | Initial Results Reporting at 8pm                                   |
| 3/17/2020 – 3/22/2020 | Daily updates reported at 5pm                                      |
| 3/18/2020             | Hand Count Audit Draw  |
| 3/27/2020             | Deadline for Board Approval of Canvass                             |

## 8.0 – Risk Management and Contingency Plan

The Department’s Risk Management and Contingency Plan for the March 2020 Democratic Presidential Preference Election establishes the procedures that will be followed in the event that a polling location or the central count center becomes temporarily or permanently inoperable on Election Day due to equipment failures, a power outage, or other unforeseen disruption. The objective of the Risk Management and Contingency plan is to outline how the Department will identify potential risks, develop strategies to mitigate risks, and provide for the continuity of voting and tabulation on Election Day.

### 8.1 – Risk Management and Contingency Planning Methodology and Approach

Risk management is a continuous, forward-looking process that is an important part of conducting an election. We perform risk management activities to identify potential risks that may adversely impact an election and develop strategies that can mitigate these risks if they occur. The Department’s risk management process includes:

- Development of a Potential Impact Analysis that incorporates a risk assessment that ranks potential hazards and risks in terms of impact and probability. The risk assessment is intended to identify risks as early as possible, understand root causes, and determine the range of possible risk outcomes.
- Development of an All Hazards Risk Response Analysis that allows the Department to identify solutions to respond to a variety of hazards or risk that the Department is likely to encounter on Election Day or leading up to an election.
- Identification of key operations that would have the most significant impact if they were unavailable during the course of the election.
- Assignment of project managers (e.g., Election Directors, Assistant Directors) over key processes (e.g., communications, staffing, training, facilities acquisition, logistics) to work with stakeholders to ensure risks are actively identified, analyzed, and managed throughout the project.
- *Crisis Communication Strategy* that describes how risks will be documented and escalated. (See Section 3.36, Page 19).

The Department will complete the Potential Impact Document, All Hazards Risk Analysis, and Escalation plan 30 days before the Presidential Preference Election and update them throughout the election.

#### 8.1.1 – Potential Impact and All Hazards Risk Response Analyses

The Department is currently drafting the Potential Impact Analysis and All Hazards Risk Response Analysis documents. The Potential Impact Analysis, which incorporates a risk assessment, will identify the potential external failures that could impact Maricopa County during an election. Examples of risks that will be analyzed include the following:

- Power outage
- Cellular Network Failure
- Hazardous event (e.g., Palo Verde Nuclear Generating Station, dam failure causing flooding, chemical spill)
- Terrorist Event
- Unexpected Facility Use Issue (e.g., foreclosure, fire, plumbing)

The intent of the All Hazards Risk Response Analysis is to prepare plans that address a variety of hazards or emergencies that may occur. While each hazard or emergency is unique, the response plans to resolve the risk may be similar depending on whether the emergency poses a risk to health/safety or if it is localized or widespread.

### 8.1.2 – Key Election Operations & Voting Locations

While additional operations may be identified while preparing the Potential Impact Analysis and All Hazards Response Analysis, the following activities have been identified a critical to the success of the election.

#### *Voting Locations*

In the event that a single or small number of voting location(s) experiences an emergency, the Elections Communications Officer will use social media, traditional media, and other means where possible to advise voters of the emergency and the nearest Vote Center location until the emergency is resolved. Maricopa County is deploying over 40 Vote Centers, which any voter can use.

In conjunction with local public safety authorities, an assessment will be made in order to determine the operational status of vote location(s) by the Department's Facilities Acquisition Division. If the Assistant Director for Logistics finds that the emergency will significantly or permanently close the location, a new location will be found. The Facilities Acquisition Division will oversee the posting of signs providing the information on the revised voting location. Signs will be placed as near as possible to the evacuated location(s) alerting voters of the relocated voting location, as well as the location of the nearest Vote Center location and the website address for the complete list of Vote Center locations.

The Division of Recruitment and Training will communicate this information to Inspectors, Trouble Shooters and/or other Poll Workers. The Elections Communications Officer will communicate the new location to the public.

If the emergency is widespread and affects many voting locations, the Department will work with local authorities to perform an assessment of the situation. We'll provide timely updates as described in the *Crisis Communications Plan* (Section 3.36, page 19).

If a location loses power, the Department has backup generators, supplemental lighting, and other emergency supplies that we will dispatch from the Supply Depots for quick response. The Department has established additional contingencies for long-term, widespread, power outages or cellular network failures.

- Sealed Break-in Case of Emergency Kit: This includes emergency voter check-in procedures, blank paper check-in roster, transfer tickets, and transfer forms.
- ICX Accessible Voting Device: The device has an uninterrupted back-up power source. The device is loaded with all ballot styles and available to use as a vote anywhere model in case of an emergency.
- Paper rosters can be quickly printed and distributed. This would require the use of Provisional Ballots.

#### *Voting Supplies and Equipment*

If a voting location's supplies or equipment are missing or inoperable, Poll Workers, Trouble Shooters and Observers will use hotlines to advise the Department. Replacement supplies and equipment will be dispatch from one of ten Supply Depot locations across the County

The Department has addressed on-site contingencies with the use multiple SiteBooks and BOD printers. All voting locations have at least six SiteBook check-in terminals, one accessible voting device and a ballot tabulator. Vote Centers also have two ballot-on-demand printers. If other equipment malfunctions, ten Supply Depots across the county contain back-up equipment, which Trouble Shooters and other technical support staff will deliver.

### *Central Counting Center*

In the event that the MCTEC facility is inoperable on Election Day due to a centralized emergency, the Department will relocate the Tabulation Center to the City of Phoenix's Election Department. This process includes delivering and securing tabulation equipment and materials.

Based on the Co-Election Director's decision to relocate the Tabulation Center location, Department employees assigned to work in Election night activities will proceed to the relocation site. The Department will establish a personnel check-in area to account for all assigned workers. Work assignments will be allocated based on Election Night responsibilities and include voting location ballot/supplies receiving, securing, unpacking, secure ballot storage, tabulation, and the reporting of unofficial elections results.

Staff assigned to early ballot signature verification will relocate to the Recorder's downtown facility to continue with that process. Early Ballot Processing, write-in and duplication boards will report to the City of Phoenix Elections Department. The Election Department Division of Recruitment & Training will communicate with all Central Board Workers to confirm their work location and any other important information. Cellular phones, two way radios, and email will be used for internal staff communications.

The Director of Election Day and Emergency Voting will notify the Secretary of State (and the chairpersons of the recognized political parties) if this tabulation contingency plan is invoked.

### *Poll Worker Absences and Emergencies*

The Election Department Division for Recruitment & Training is responsible for ensuring that an adequate number of Poll Workers, including bilingual workers are hired and trained to work Election Day. In addition to hiring seven poll workers for each voting location, we are hiring 20 back-up inspectors should a polling location have insufficient or absent Poll Workers.

If a poll worker does not report for work, the Inspector is trained to call the Poll Worker hotline to request the Department hire and dispatch a replacement worker. If the Inspector does not report, a Judge will assume temporary Inspector responsibilities of the polling location and call the Hotline for further instructions, including the request for a replacement Inspector and/or additional workers.

If a Poll Worker becomes ill during Election Day or has a personal emergency, the worker will be allowed to leave and will be replaced. If a health emergency occurs with a Poll Worker or any other individual in the voting location, the Inspector is trained to call 911 and then the Poll Worker hotline.

## **8.2 – Provisions for Extending Voting Hours**

In the case of a terrorist attack or natural or man-made disaster, the Director of Election Day and Emergency Voting will consult with the Board of Supervisors, Sheriff's Office, the County Attorney's Office and the Secretary of State's Office to determine what action should be taken. Because the Legislature has not provided the County nor the courts with the statutory authority to seek an extension of voting hours,

the County will not initiate any court action to extend polling location hours for isolated events such as power outages or a delay in opening a polling location.

### **8.3 – Emergency Communications and Key Stakeholders**

The Crisis Communications Team will be activated and a response plan will be set in action to disseminate critical information to voters and other key stakeholders. As described in the *Crisis Communications Plan* (Section 3.36, page 19) the Director for Election Day & Emergency Voting or designee will contact the Board of Supervisors and Secretary of State to apprise them of any emergency and the proposed recovery plan.

The following entities have been identified as key stake holders and are included in the communication and escalation plan.

- Voters
- Poll Workers
- Elections Department Staff
- Board of Supervisors
- County Recorder
- News Media
- Jurisdictions
- Arizona Secretary of State
- Political Parties
- Candidates or Campaigns
- Maricopa County Attorney
- Arizona Attorney General
- Maricopa County Sheriff and other state and local police
- Arizona Counter Terrorism Information Center
- Maricopa County Department of Emergency Management
- FBI
- U.S. Department of Homeland Security
- The U.S. Attorney’s Office

#### **8.3.1 – Sheriff’s Support**

Maricopa County Sheriff’s Office has assigned specific deputy officers to the Department in case of disturbances or emergency at any voting location on Election Day. All poll workers are trained to call the hotline at 602-506-2010 and Sheriff Deputies will be dispatched as needed. All Poll workers are trained to call 911 in case of immediate and/or life threatening emergency.

## 9.0 – Election Budget

Arizona Statute (see [A.R.S. § 16-250](#)) allows counties to seek reimbursement from the Secretary of State for charges incurred for conducting the Presidential Preference Election. The Secretary of State’s reimbursement guidance excludes costs associated with ongoing operations (e.g., permanent staff or investments that will provide a future benefit). We plan to seek reimbursement for all allowed costs, which are currently budgeted at nearly \$.4.4 million. The Department’s Presidential Preference budget is below.

| March 2020 Democratic Presidential Preference Election Budget                    |             |                           |                           |
|--|-------------|---------------------------|---------------------------|
| Expenditure Description  | Sub Total   | Total                     |                           |
| <b>Staffing</b>  |             |                           |                           |
| Poll Workers (Vote Centers and Polling Locations)                                | \$805,985   |                           |                           |
| Central Board and Other Temporary Workers  | \$540,522   |                           |                           |
| Overtime for Permanent Staff and Temporary Staff                                 | \$136,500   |                           |                           |
| Other (mileage, background checks, temporary agency fees)                        | \$59,802    |                           |                           |
| Security Services  | \$15,000    |                           |                           |
| <b>Staffing Total</b>  |             | <b><u>\$1,557,809</u></b> |                           |
| <b>Supplies and Services</b>   |             |                           |                           |
| Ballot Printing (Polling Location / Sample Ballots)                              | \$221,640   |                           |                           |
| Early Ballot Printing  | \$217,302   |                           |                           |
| Early Ballot Processing  | \$1,254,182 |                           |                           |
| Postage (Early Ballots, 90 Day Mailers)  | \$301,073   |                           |                           |
| Polling Place Rental Agreements  | \$16,500    |                           |                           |
| Temporary Parking Lots   | \$10,000    |                           |                           |
| Polling Places Supplies and Consumables  | \$72,827    |                           |                           |
| Other Supplies & Services (e.g., translation, ballot storage, braille envelopes) | \$1,157     |                           |                           |
| Delivery Vehicle Rental Agreements   | \$9,227     |                           |                           |
| Fuel   | \$21,885    |                           |                           |
| Advertising  | \$700,000   |                           |                           |
| <b>Supplies and Services Total</b>   |             |                           | <b><u>\$2,827,595</u></b> |
| <b>Election Total Budget</b>   |             |                           | <b><u>\$4,385,404</u></b> |

## Appendix

### Appendix A – Poll Worker Training Topics

Specific role based training topics by role and type of voting location are included in the table below.

| Topic  | Polling Places      |                      |                   |        |                | Vote Centers        |          |                   |        |
|--|---------------------|----------------------|-------------------|--------|----------------|---------------------|----------|-------------------|--------|
|  | Judges / Inspectors | Line Mgmt./ Marshals | Voter Reg. Clerks | Clerks | MC Set Up Crew | Judges / Inspectors | Marshals | Voter Reg. Clerks | Clerks |
| Closing the polls  | X                   | X                    |                   | X      |                | X                   | X        |                   | X      |
| Customer service including voter assistance, assistance to voters with a disability, and ensuring language accessibility | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Any voter registration information deemed necessary  | X                   | X                    | X                 | X      |                | X                   | X        | X                 |        |
| Application for reporting wait times   | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Assisting voters to determine for which election(s) they are voting  | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| BOD Printer  |                     |                      |                   |        |                | X                   |          | X                 |        |
| Clocking in and out  | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Completing a Certificate of Performance, verifying that various election duties were properly performed                  | X                   |                      |                   |        |                | X                   |          |                   |        |
| Conducting a pre-election meeting  | X                   |                      |                   |        |                | X                   |          |                   |        |
| Curbside Voting/Assisting Curbside voters  | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Delivery of ballots and supplies to the voting location  | X                   |                      |                   |        | X              |                     |          |                   |        |
| Differentiating between Jurisdictional and PPE   | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Duties of each election board worker   | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Emergency Voting   | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Ensuring proper political party representation among election board members  | X                   |                      |                   |        |                | X                   |          |                   |        |
| Equipment Closing  | X                   | X                    | X                 |        |                | X                   | X        | X                 |        |
| Equipment Set Up   | X                   | X                    | X                 |        | X              | X                   |          |                   |        |
| Establishing the 75-foot limit and enforcing non-electioneering and non-intimidation rules                               | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Furniture arrangement  | X                   |                      |                   |        | X              | X                   |          |                   |        |
| Gaining building access  | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |

## Appendix A – Poll Worker Training Topics (Continued)

| Topic   | Polling Places      |                      |                   |        |                | Vote Centers        |          |                   |        |
|---|---------------------|----------------------|-------------------|--------|----------------|---------------------|----------|-------------------|--------|
|   | Judges / Inspectors | Line Mgmt./ Marshals | Voter Reg. clerks | Clerks | MC Set Up Crew | Judges / Inspectors | Marshals | Voter Reg. Clerks | Clerks |
| Hours the voting location will be open                  | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |
| ICX Operation   | X                   | X                    | X                 |        |                | X                   | X        | X                 |        |
| Image Cast Precinct 2 Tabulator Operation               | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Information specific to PPE                             | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Inventorying supplies                                   | X                   |                      |                   | X      |                | X                   |          |                   | X      |
| Mediation/Difficult Conversations                       | X                   | X                    | X                 |        |                | X                   | X        | X                 |        |
| Monitoring envelope drop-off box                        | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| New Ballot Style  | X                   | X                    | X                 | x      |                | X                   | X        | X                 | X      |
| Nightly closing   | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Opening the voting location                             | X                   | X                    |                   |        |                | X                   | X        |                   |        |
| Political party observers                               | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |
| Poll Worker injuries                                    | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Poll workers' hours                                     | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |
| Preparing the official and unofficial envelope contents | X                   |                      |                   |        |                | X                   |          |                   |        |
| Procedures for challenges                               | X                   |                      |                   |        |                | X                   |          |                   |        |
| Procedures for checking identification                  | X                   |                      | X                 |        |                | X                   |          |                   |        |
| Provisional ballot processing                           | X                   |                      |                   |        |                | X                   |          |                   |        |
| Review of election laws and procedures                  | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Sharing voting locations with tribal elections          | X                   |                      |                   |        |                |                     |          |                   |        |
| Signage   |                     | X                    |                   |        |                |                     | X        |                   |        |
| Site Books Operation                                    | X                   |                      | X                 |        |                | X                   |          | X                 |        |

## Appendix A – Poll Worker Training Topics (Continued)

| Topic   | Polling Places      |                      |                   |        |                | Vote Centers        |          |                   |        |
|---|---------------------|----------------------|-------------------|--------|----------------|---------------------|----------|-------------------|--------|
|   | Judges / Inspectors | Line Mgmt./ Marshals | Voter Reg. clerks | Clerks | MC Set Up Crew | Judges / Inspectors | Marshals | Voter Reg. Clerks | Clerks |
| Situational Awareness   | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Spoiled ballot procedures   | X                   |                      |                   |        |                | X                   |          |                   |        |
| Standard voting procedures  | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |
| Transmitting results and/or delivery of voted ballots   | X                   |                      |                   |        |                | X                   |          |                   |        |
| Troubleshooting, including when and how to implement wait-time reduction and other contingency plans;                 | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Updates to election laws and procedures (In writing)  | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |
| Use of precinct registers and/or the issuance of ballot types/styles (political party, FED only, ballot splits, etc.) | X                   | X                    | X                 | X      | X              | X                   | X        | X                 | X      |
| Voting equipment checks, including ensuring that equipment seals have not been tampered with and match the seal log;  | X                   |                      |                   |        | X              | X                   |          |                   |        |
| Who may vote in the election  | X                   | X                    | X                 | X      |                | X                   | X        | X                 | X      |