



MARICOPA COUNTY ELECTIONS DEPARTMENT



POLLING PLACE WAIT-TIME REDUCTION PLAN

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Purpose of the Polling Place Wait-Time Reduction Plan

The purpose of the Maricopa County Recorder's Polling Place Wait-Time Reduction Plan is to ensure that voters do not have to wait in lines at the Polling Place on Election Day for more than 30 minutes. There are a variety of reasons as to why there may be excessive wait-times for voters on Election Day. This Plan will outline what the County, Poll Workers and Trouble Shooters are to do if wait-times exceed 30 minutes.

Projecting Voter Turnout & Planning the Election

The first step in planning the reduction of wait times at the Polling Place on Election Day is to use statistical information from previous elections. The County will use the following statistical information:

- the number of active registered voters,
- the number of active registered voters who are on the permanent early voting list,
- the percentage of turnout from previous elections (Primary to Primary; General to General, etc.),
- the number of provisional ballots from previous elections (Primary to Primary; General to General, etc.), and
- estimation of how long it will take a voter to vote his or her ballot.

Using both the statistical information and lessons learned, the County can determine the expected turnout for the current election. Based on the determination, the County will plan the number of Poll Workers, SiteBooks, and voting equipment (including voting booths) needed to reduce wait-times. The County has implemented a plan for the 2018 Primary and General Elections that incorporates the use of SiteBooks to check-in voters in all locations, and Ballot-on-demand printers at Vote Centers.

SiteBooks create a more efficient and intuitive check-in process. The system provides better customer service as a voter's registration address can be immediately updated to ensure the correct ballot is always given to the voter. It directly ties into the voter registration system using proprietary software and a secured connection for improved security. By ensuring a voter's check-in is immediately recorded, it prevents the possibility of double voting, even if the voter has been mailed an early ballot. The SiteBook system, which was introduced in November 2017, has successfully helped shorten lines, decrease provisional ballots and improve the overall voter experience while increasing security and accountability.

Ballot-on-demand printing at Vote Centers allows voters from anywhere in the County, in addition to the voters in the precinct in which the Vote Center is located, to check-in and receive their correct ballot at that location. The Vote Centers will have additional SiteBooks to ensure voters can be accommodated than typically vote at a precinct-based Polling Place.

These new systems were specifically designed to increase efficiency and security of the election, and decrease voter wait times. For the 2018 Primary and General Elections, the County will have 495 polling locations. Some of these Polling locations will also serve as Vote Centers. There will be a total of 40 Vote Centers available on Election Day.

Staffing

The County will hire and train Poll Workers, Trouble Shooters, and T-Tecs/IT Trouble Shooters. Building from our experience of the Primary Election, the County is implementing a new system for setting up the polling locations that will utilize County staff, Trouble Shooters, and Poll Workers to ensure all locations are set up and ready to go for Election Day by Monday evening. Extra training will be implemented to ensure these workers understand how to set up the equipment and can trouble shoot problems on Election Day. Additionally, IT Trouble Shooters (made up primarily of technical County staff) will be on-hand to address any issues that workers cannot resolve.

Poll Workers

Each Vote Center and polling location will have at least the 4 poll workers required by law and most will have a minimum of 6 Poll Workers – an Inspector, a Judge, a Marshal, and 3 clerks – which the Poll Worker Recruitment staff will hire from the pool of Poll Workers available to work on Election Day. Of these workers, a required number in each Polling Place will be bilingual in English and Spanish as determined in coordination with the State & Federal Compliance Officer.

Inspector: This position is the TEAM LEADER. The Inspector is in charge of delegating tasks to other Poll Workers, ensuring that clocking in and out of workers is done properly, and providing assistance to the voters. Assistance will include, but is not limited to; checking in voters, checking voter identification, updating names and addresses for voters, and assisting voters in using the Edge touch screen. In addition, the Inspector is responsible for making sure that each and every voter is able to cast their ballot in private. **If the wait time in line at a voting location is ever over 30 minutes, the County will coordinate with the Inspector and Trouble Shooter to implement site specific solutions.**

Judge: The Judge is the back up for the Inspector. Therefore, they will aid in the same responsibilities as the Inspector as noted above with the addition of assisting curbside voters and monitoring the envelope drop-off box, and Insight optical scan ballot tabulation machines.

Marshal: The Marshal's duties include but are not limited to; maintaining proper signage, line order, directing voters on skipping the line when they show up with their early ballot in hand, assisting voters with disabilities to the front of the line, assisting with curbside voting, and announcing the opening and closing of the polls. **Maintaining the line order includes contacting the Poll Worker hotline if the line exceeds 30 minutes.**

Printer Clerk (Judge #2): The Printer Clerk is responsible for ensuring that the Ballot-on-demand printer and Affidavit printer are properly stocked with ballots, envelopes and paper. They are also responsible for removing the ballot from the printer along with the pink control slip, green affidavit envelope, or pink provisional envelope and distributing these items accordingly.

Ballot Clerk: The Ballot Clerk is responsible for verifying that the items received from the Printer Clerk are matching. The Ballot Clerk then calls out the voter and presents them with their ballot and anything that might go to them. If the voter is to receive a green affidavit envelope, they must explain to the voter the importance of signing the envelope. The Ballot Clerk will assist with monitoring the Ballot Drop-Off Box and Insight optional scan ballot tabulation machine. They will also assist with curbside voters when needed. They also get to distribute the highly coveted "I VOTED" Stickers.

Trouble Shooters

The Trouble Shooter is an individual who is assigned to 3 to 5 polling locations. They are responsible for contacting the Inspectors of their assigned locations to set up a meeting with them over the weekend before the election. The Trouble Shooter will go over the contents of an Inspector packet with the Inspector and confirm the Inspector has what is needed to make sure the polling location is ready to open on Election Day.

Election Day responsibilities begin at 5:00 a.m. The Trouble Shooters will drive to each assigned polling location to ensure the polling locations are open by 6:00 a.m. They will also check on the Poll Workers throughout the day to ensure the polling locations have enough supplies, the equipment is functioning and to resolve other issues that may occur at the locations. The Trouble Shooters are the Elections Department's eyes and ears at the polling locations and are in constant contact with the County. Additionally, after the polls close, the Trouble Shooter will report to an assigned Receiving Site. If a precinct does not report to the Receiving Site, the Trouble Shooter may be dispatched to the polling location for that precinct to offer assistance.

Each Trouble Shooter has a large supply bag for each of their assigned Polling Places that is filled with extra supplies. In addition, each has a spare Edge touch screen voting machine card activator, 2 printer cartridges for the Edge touch screen (accessible voting device); and an Insight optical scan ballot tabulation machine (for paper ballots).

Trouble Shooters are required to be a certified election official or have served as an Inspector. They may not be a candidate on the ballot. They are also required to attend a Poll Worker training class and a 2-hour class covering the SiteBooks and Edge touch screens.

The 2018 General Election will have at least 125 Trouble Shooters. Many of the Trouble Shooter who worked during the Primary Election, will be assigned to the same area for the General Election. They will already be familiar with the area/route and will know most of the Poll Workers from the Primary.

T-Tecs and IT Trouble Shooters

T-Tecs and IT Trouble Shooters are individuals that have been trained to assist with and resolve technical problems with SiteBook check-in equipment, the ballot-on-demand printers and Insight optical scan ballot tabulation machines. These staff will be roving throughout the County and quickly dispatched by radio to go wherever there is an issue that a Trouble Shooter cannot fix. For the General Election there will be at least 60 County employees filling this role supplemented by dispatch and support staff.

Understaffed Polling Locations

The Inspector of each Polling Place, along with the Trouble Shooters are instructed to call the appropriate hotline when staffing is an issue at a Vote Center or polling location. The Poll Worker recruiters contact individuals who have been Poll Workers to go to a Polling Place. This usually occurs before Election Day when an Inspector cannot get a hold of one of their assigned Poll Workers.

An Inspector, upon approval, may also hire Poll Workers from the line of voters if necessary.

Training

Poll Worker Training

Maricopa County conducts several Poll Worker trainings to accommodate the number of Poll Workers we hire. The training manual covers a multitude of election and election equipment procedures. There are very specific instructions on the check-in and voting procedures from when a voter comes in to the Polling Place until the voter casts their ballot. Training includes what to do if a line develops and the roles of each worker in that case.

All Poll Workers and Trouble Shooters are provided with an election-specific Poll Worker training manual and position-specific duty cards. The manual is also posted on the County's website at: www.Training.Maricopa.Vote

Also available is Maricopa County's online training module. This module is specifically targeted toward Clerks and Marshals, but all Poll Workers are encouraged to watch the online training.

Trouble Shooter Training

All Trouble Shooters are required to attend a Poll Worker classes, and also attend a four-hour class the Saturday before the Election. In addition to learning the roles and responsibilities of Poll Workers, they learn how all equipment operates and where and how to begin troubleshooting if an issue arises. They are also trained on daily duties and how to fill out log sheets, including how to report and document issues that they are able to fix without having to call into the hotline.

Voter Check-In Process

The Maricopa County Elections Department SiteBook is a staff driven, designed, and constructed voter check-in system. Introduced at the November 2017 jurisdictional elections, it uses proprietary software that ties voter check-in terminals directly with the department's voter registration system, providing an enhanced and streamlined voter experience.

Each voting location is equipped with 3 - 12 touchscreen terminals that guide voters through five screens, where voters answer intuitive questions, in the voter's choice of language, to establish identity, eligibility, and the correct ballot. With a barcode scan of an ID, voters can check in and prove their identity with a Poll Worker in an average of 90 seconds, significantly speeding up the check-in process and virtually eliminating lines. When coupled with the Ballot-on-Demand system at Vote Centers, the voter's correct ballot is then printed and presented to them within two minutes.

Wait-time Remediation

A formal, systematic process, designed in cooperation with the Bipartisan Policy Center, is being introduced and used for the first time during the General Election to assess wait times at polling locations in Maricopa County.

Every hour, at the top of the hour, if there is a line in the polling location, the Inspector will take the "Wait Time Badge", go to a SiteBook and scan the badge, which will start the Wait time for that polling location. The Marshal will then immediately take the badge to the end of the line and ask the voter at the back of the line to please hang on to it. When the voter gets to the front of the line, the voter will then give the Wait Time Badge back to a board worker, who will again scan the badge again.

If there is no line at the top of any hour, the Inspector will scan the badge to start and then tap the No line button, and confirm on the screen that there is no line.

If the time between the badge scans for the polling location is longer than 30 minutes, the Board Worker will see a screen that shows the wait time and directs the board worker to call their Trouble Shooter/Hotline to discuss what needs to be done to reduce the line (i.e. more workers or SiteBooks, etc.). Real time information about the wait times will be available on a dashboard at the election headquarters so that wait times can be monitored from that location by designated staff as well.

In the case that there is a wait time of more than 30 minutes at any location, Inspectors or Trouble Shooters will work with County staff to assess whether the bottleneck is a limitation of SiteBooks for check-in, a shortage of voting booths or a printer issue. Depending on that assessment, additional booths and/or SiteBook terminals will be delivered by County staff and T-Tecs/IT Trouble Shooters to add capacity to the location or provide technical assistance to address equipment issues. Additionally, Marshals can advise voters in line of the closest of the 40 "Vote Anywhere" Vote Centers.

Equipment Malfunctions

Poll Workers, Trouble Shooters and T-Tecs/IT Trouble Shooters are trained about the different solutions if problems arise in the voting location. There are specific procedures for checking in voters through an off-line mode if communications with the Elections Department are lost. If a single terminal becomes inoperable, T-Tecs/IT Trouble Shooters that are available around the County are quickly dispatched with a replacement. Additionally, Trouble Shooters carry in their vehicles a back-up Insight optical scan ballot tabulation machine, two printer cartridges for the Edge touch screen unit, and an additional Edge card activator, in the case that any location has trouble with any of that equipment. This is done in a secure manner (i.e. the ballot tabulators do not contain precinct-specific memory packs in them), so carrying this additional equipment is only helpful to the elections process. There are two high-speed ballot-on-demand printers at each Vote Center, creating redundancy which we believe will prevent printer malfunctions that might cause lines.

Ballot Shortages

Each Polling Place is equipped with an accessible voting device, also known as an Edge touch screen. The touch screen contains the ballot styles that are available for the individual precinct for a particular election. If a shortage of paper ballots occurs, or both ballot-on-demand printers malfunction, a voter may use the Edge touch screen machine to vote.

Hotline Personnel

On Election Day, there will be a total of 7 hotlines. For Vote Centers, there will be separate hotlines for T-Tecs/IT Trouble Shooters, Trouble Shooters, and Poll Workers. For precinct-specific polling locations, there will be separate hotlines for Trouble Shooters and Poll Workers. Additionally, all trouble-shooters will carry radios so that they can talk with County employees working as dispatchers. There will also be two hotlines for voters: one for voters needing to vote curbside, and another for general calls. Social media channels, including Twitter, Facebook and Instagram, are also a source of many voter inquiries on Election Day and those platforms will be monitored for real-time information from voters regarding any issues, including wait times.

The Trouble Shooter and Poll Worker hotlines open immediately after the Saturday Trouble Shooter class is over. The hotlines are open until 4:00 p.m. on Saturday, and from 9:00 a.m. to 4:00 p.m. on

Sunday. The dispatchers keep their radios on to continue answering any calls after the hotline has closed.

The hotlines re-open on Monday (the day before the election) at 8:00 am and stay open until all polling locations are setup. The hotlines open on Election Day at 5:15 a.m. and stay open until all precincts and Vote Centers have delivered their materials to their assigned Receiving Site.

Vote Center Hotlines

The T-tech hotline will be staffed by 2 people that have specific technical knowledge. The Trouble Shooter hotline will be staffed with 3 people, plus one more on a radio. The Poll Worker hotline will be staffed by 7 people. Each hotline staff undergoes a 4-hour training class on the SiteBook, ballot-on-demand printer and Edge touch screen voting machine and each attends the Trouble Shooter training class. Two of the staff on the Poll Worker hotline are bilingual in English and Spanish. Additionally, a representative from the ballot tabulator/Edge vendor and a technician from the contracted technical support firm will be present on site and readily available to all of the hotlines at all times.

Precinct-Specific Polling Location Hotlines

The precinct-specific polling location Trouble Shooter hotline will have 5 people, plus 2 more on radios. The Poll Worker hotline will have 9 people. Just like the Vote Center hotlines, each hotline staff undergoes a 4- hour training class on the SiteBook, ballot-on-demand printer and Edge touch screen voting machines and each attends the Trouble Shooter training class. Two of the staff on the Poll Worker hotline are bilingual in English and Spanish. Additionally, a representative from the ballot tabulator/Edge vendor and a technician from computer technology contract firm will be present on site and readily available to all of the hotlines all times.

Trouble Shooter Radios

Each Trouble Shooter has an AT&T “push to talk phone” for communication with a dispatcher. The Vote Center Trouble Shooters will have their own dispatcher. For the precinct-specific Polling Place Trouble Shooters, Maricopa County is divided into two areas—the west part of the County and the east part of the County, each with its own dispatcher. The dispatcher has a helper who enters all radio calls into the Elections Reporting System. In addition to their radio, each Trouble Shooter has a cell phone, if needed.

Voter Hotlines

Curbside Voting Hotline

If a voter can get themselves to a polling location, but cannot get inside because of a disability, the voter will find a sign on a stanchion at the closest drive up curb (where a voter can safely stop their vehicle to vote) or in the closest marked accessible parking spot, directing the voter to call the Curbside Voter hotline at 602-506-2307. This number is answered by three people in the Elections Department office. They will take the voter’s name and information and a description of their vehicle and then call the Inspector at the location where the voter is waiting. The Inspector will notify the Marshal that there is a voter waiting at the curbside stanchion and send them out with the curbside affidavit as well as the curbside check list. When the Marshal returns to the voter’s car with the voter’s ballot, he or she will be accompanied by another Poll Worker of a different political party affiliation, so that there are two board workers of different party affiliation assisting the voter with his or her ballot.

STAR Center Hotline

The main hotline for voter inquiries is referred to as the STAR Call Center. The STAR Center is staffed with agents trained to assist the public throughout the entire election process. There are 15 employees trained to answer election calls either on a part-time or full-time basis as required by call volume. Three of the 15 employees are bilingual. We also bring in three County temporary agents to assist with the volume as needed. Two of the additional County temporary agents are bilingual.

The election volume requires us to supplement the core staff with outside contract help. The contract vendor (ACRO) has already been notified of the staffing needs leading up to the elections. Staffing will start arriving on July 31, in preparation for the mail order ballots being delivered on Aug 3. Additional temporary agents will be trained beginning August 14. Additional staff will be added in advance of the General Election. Any bilingual contractor staff member will also be able to assist with Spanish callers.

The STAR Center not only manages the agents available to assist the public, but also manages the bilingual automated voice system to assist callers 24x7 when agents are not available. On Election Day, the voter hotline is open from 6:00 a.m. until 7:00 p.m.

Automated System:

The automated system is updated to provide the most recent information needed by the public. There are always both English and Spanish recordings available for information on the elections. There are a number of automated responses, depending on the choices voters select in the system. Currently, the first response callers to 602 506-1511 hear is the following message:

SPANISH

Bienvenidos al departamento Electoral. Su llamada puede ser grabada por propósitos de entrenamiento y de calidad. La próxima elección, será la Elección General de Arizona, se llevará a cabo Martes el 6 de Noviembre. Boletas de votantes en Lista Permanente de Votación Temprana, votantes que han pedido una boleta temprana se enviarán por correo comenzando el 10 de Octubre. Boletas temprana, podran ser pedidos por internet al: mariocpa.voto o manténgase en la línea para hablar con un representante.

Martes, el 9 de Octubre, será la fecha límite para registrarse para votar, para la elección que se llevara a cabo, el 6 de Noviembre. Para registrarse para votar o modificar información, se pueden hacer por internet al: www.servicearizona.com. Para inscribirse en la Lista Permanente de votación temprana, lo puede hacerlo por medio de un representante. Para resultados o información adicional puede ser encontrado por internet al: www.maricopa.voto Manténgase en la línea para más información adicional, o para hablar con un representante.

ENGLISH

Welcome to the Elections Department. Calls may be recorded for training and quality purposes. Please listen carefully as the menu options have changed. The next election, the Arizona General Election, will be held Tuesday, November 6th. Early Voter's Ballots will begin mailing on October 10 to people who have requested an early ballot or for those on the Permanent Early Voter List. Early Ballot requests can be made at our website Maricopa.vote or by speaking to an Agent.

Tuesday, October 9th is the last Day to Register for the November 6th Election. You can register to vote, and update voting information at www.servicearizona.com. Requests to be added to the Permanent Early Voting List can be made by speaking to an Agent. Election results and additional information can

be found on our website at www.maricopa.vote. Please stay on the line for additional options, or to speak to an Agent.

Staff Training:

All current staff receive training updates on a regular basis. Additional contract staff will be trained on Elections Department specifics as well as customer service prior to being on the phones. All contract staff will have a STAR supervisor readily available for questions while taking calls.

Phone Calls:

All STAR agents understand that all urgent calls are routed to the supervisor or director ASAP. Information such as a closed polling location is entered into the Elections Reporting System, then followed up with a call directly to the Elections Department hotline so a Trouble Shooter can be dispatched. All complaints / comments on Election Day are captured in the Elections Reporting System which automatically feeds the information to Elections Department management after they are entered.

Capacity:

In addition to the full time staff workstations, there are an additional 55 workstations that are currently agent-ready and available to be staffed, and an additional 15 workstations that will be brought on-line for the General Election, or sooner if needed.

Social Media Channels

As many as 5 members of the Communications Team will connect with voters using the office's various social media platforms. These are permanent employees, many of whom are bilingual, who focus on voter outreach, education, trouble shooting and training year round. In addition to proactive communication from the office, the team will monitor social media sites for real-time reports from voters about any election-related issues. The team will relay these issues to the Elections Director for remediation and will update the public about the resolutions.

Notice:

On October 19, 2016, Maricopa County and the Arizona Secretary of State entered into a settlement agreement ("Agreement") with named Arizona electors regarding lawsuit Huerena, et al., v. Reagan, et al., CV2016-007890 (the "Action"). In the Agreement, Maricopa County agreed to develop a Polling Place wait-time reduction plan for the 2016 General Election ("2016 Plan") and subsequent Primary, General, and Presidential Preference Elections through 2020 (collectively, "Plans"). This 2018 Polling Place Wait-Time Reduction Plan ("2018 Plan") fulfills this ongoing requirement.