FINAL LIST OF RECOMMENDATIONS RE: ELECTIONS DEPARTMENT
C-06-19-529-M-00

STAFFING RECOMMENDATIONS:

1. Accept the preliminary recommendations of the independent staffing study that evaluated the workload and the required skill-sets needed to properly staff the Elections department.

2. Funding for the recommended staff positions will be moved from contingency based upon the preliminary recommendations of the staffing study.

TECHNOLOGY RECOMMENDATIONS:
   SiteBooks, Tabulation Equipment, Voter Registration System (VRAS), Software

1. The SiteBooks provide essential functions for the elections process and should continue to be used as a fundamental component of the overall elections technology platform.

   a. Given that the SiteBooks are custom-developed, all documentation and systems updates for all software, hardware, configuration, and other items as necessary, should be current and archived appropriately.

   b. The software used on the SiteBooks should be secured and controlled with an appropriate quality control process.

   c. For each election, the final configuration and setup for an intended election should go through a full security review.

2. Approve the contract for upgraded tabulation equipment. The newer technology affords the ability to have a greater flexibility with ballot styles, streamlines the adjudication process, and performs the central count activities at a much faster rate.

3. The Voter Registration Access System (VRAS) is a central database that contains more than just voter registration information. The County Recorder is statutorily responsible for the voter registration database and will maintain custody and is responsible for any modification to the voter registration data. The Recorder's Office and the Elections department shall maintain real-time access to data needed for the planning and execution of elections.

   a. Given that the VRAS database is custom-developed, the Recorder's IT department should ensure that documentation for all software, configuration, and necessary elements are up to date and archived appropriately.

   b. The database software should be secured and controlled with an appropriate code management process and quality control process. This will be very important to ensure that any software updates are fully reviewed and can demonstrate full security on the software.

4. Several of the key components of the Elections technology platform have been custom developed by the Recorder's IT department. These tools have been fundamental to the execution of elections in the County. The Elections department should consider the following guidelines:

   a. Ensure that all software, hardware, and configurations are properly documented and archived.

   b. Appropriate succession planning and backup resources to system developers should be identified and trained in the system structures, coding and platforms, and a suitable transition period should be outlined and implemented to allow for full knowledge transfer.

c. Commercial systems should be evaluated as a replacement any time a major upgrade to the existing customer tools is required. While commercial systems have not proven successful in the past, technology updates and advances could make them viable in the future.

5. Given the critical role that technology plays in every election, the Office of Enterprise Technology (OET) should be involved in partnering with the Recorder's IT department throughout the process.

STRUCTURE RECOMMENDATIONS:

1. Execute a mutually negotiated Elections Operation Agreement outlining management of resources and operational hand-offs on those interdependent processes. Below is a general summary of areas and topics that may be addressed in the agreement.

Areas Assigned to the Board of Supervisors via Statute	Areas Assigned to the County Recorder via Statute	Identified Key Shared Resources
• Noticing of elections • Campaign financing • Ballots • Election Day activities • Equipment & supplies • Tabulation equipment • Training poll workers • Chain of custody of equipment and ballots • Set location of tally & certify results • Special Districts	• Voter registration • Voter rolls and registers • UOCAVA • Early voting activities • Provisional ballots • Signature verification • Chain of custody of equipment and ballots from early voting through provisional tabulation	• Utilization of trained staff between the offices • Real-time access to VRAS and its link to SiteBooks • Ballot on Demand printers • Voting booths & supplies • Warehouse operations • Technology infrastructure • Vehicles • Contract with Runbeck • Facilities and workspaces

2. Establish two director positions within the Elections Department. One director will be appointed by the Board of Supervisors and one director will be appointed by the County Recorder. The Recorder will provide direction to the director for any areas that fall under the Recorder's assigned statutory responsibilities. The Board of Supervisors will provide direction to the director for any areas that fall under the Board's assigned statutory responsibilities. The directors are expected to work in tandem to maximize efficiencies and resources.
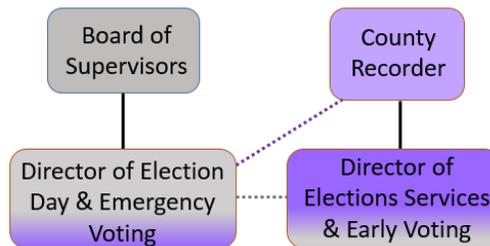
ADDITIONAL RECOMMENDATIONS (outside of staffing, technology and structure):

1. Distribute the 2018 turnout data with corresponding maps for each polling location for review. *(Completed)*

2. Engage a consultant to complete the process map to the task level and develop a "future" state once the new tabulation equipment is procured.

3. Work closely with the Recorder to facilitate a clear Elections Operaton Agreement or any other action needed to ensure real-time access to voter registration information is available to the staff responsible for election day and emergency voting.

4. Benchmark Maricopa County Elections' operational approach and tools against other large county jurisdictions to evaluate best practices.

5. Identify a project management tool(s) that will allow for enhanced communication, tracking of critical path junctures, modeling and reporting.

6. Complete and maintain an online operations manual.

7. Establish a team of trained County staff, outside of those already in the Elections Department and Recorder's Office, to serve as experienced support during large-scale elections.

8. Establish a well-functioning command center or final elections readiness space – similar to what is used in Emergency Management.

FUTURE REVIEW RECOMMENDATIONS:

1. Reassess changes after the 2020 election calendar.

2. Track the status and evaluate the results of the implemented recorrmendations.

3. Conduct a logistics review of the warehouse, equipment preparation, delivery, parts, and other election related items.

4. Regulary review the contracts and roles of third-party vendors.

5. Analyze impact of upgraded tabulation equipment.