



Maricopa County Recorder's Office
ANNUAL REPORT

2017

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Letter from the Recorder

To the Public:

Integrity, accountability and openness are the pillars of a transparent administration focused on serving the public. The two most fundamental rights of our free society – property ownership and the right to vote – are preserved by the Maricopa County Recorder. It is with these things in mind that I invite you, the people of Maricopa County, to share in the public information we have compiled in this report.

I was elected to serve the public, not the political class. To that end, much of what is presented to you in this report may not sit well with those who consider preservation of the status quo a high priority. While I firmly believe I was sent here by the voters to correct the issues which have eroded faith in our elections systems, I will not ignore the important and vital work of the Recorder outside of elections. To that end, my staff and I have prepared this report as a starting look at the work we were sent here to do.

As to my beliefs regarding good government, these are my guiding principles:

First, it is a great honor and privilege to serve the public. Public service is a noble pursuit which, for a time, those Americans who have the capacity to serve, ought to try. My debt as a citizen to this free society would not be paid had I not become part of our system of governance. Private property rights and the preservation of voting access protect us and our way of life.

Second, while this Office is permanent, I am not more than a temporary occupant. This and all offices of the public belong to the public, not the politician. We serve at the will and pleasure of the voters, and it is the voters to whom we must answer. Our personal preferences and politics may act occasionally to nudge our decisions in one direction or another, but we must keep the public interest as our primary motivator.

Third, sharing direct information about what we do and how we make decisions is a singularly important act. Keeping the light of the sun shining into the work of government is the best way to prevent corruption and undue influence away from the public office. Knowing you have complete access to my whole body of work in this Office will keep me and my staff focused on the three pillars required for good governance: integrity, accountability and openness.

This report begins with an Executive Summary as an overview with a few selected highlights. The several sections of the report, supported by the documents in the appendices, are a deeper dive into the work we have done since taking Office on January 1, 2017. We plan to submit a public report to you every six months, in March and September.

I thank you for your interest, and I appreciate the opportunity to serve you in this Office.

A handwritten signature in black ink, appearing to read "Adrian Fontes". The signature is stylized and cursive, with a prominent "A" and "F".

Adrian Fontes
Maricopa County Recorder

Executive Summary

This document reports on the activities of the Maricopa County Recorder and his team since assuming office on January 1, 2017. Overall, the Recorder has taken steps to restore transparency to the Office and bring it back into compliance with the Arizona Revised Statutes and the Charter that transferred the operating responsibility of the Elections Department to the Recorder from the Board of Supervisors and the Clerk of the Board, while they continue to retain statutory responsibility.

In the first three months of being in office, the Recorder has:

- Reorganized the office into an Operations Group and a Support Group
- Redesigned the budget to come into compliance with statute
- Requested nine new positions, six for Early Voting, two for ballot tabulation and one for Compliance and Audit
- Worked with the Transition Team – a multi-partisan group of individuals drawn from across Maricopa County – to support the assumption of office and to drive the national search for a new Elections Director
- Created a new Communications Group comprised of a Community Relations Team to reach out to the community, and an Intergovernmental Relations division to work with jurisdictions and the legislature
- Began to analyze the Recording Operations of the Office to reveal the data available to the public regarding our recording services
- Conducted a Recorder’s Summit organized by the Community Relations Team to introduce the new Recorder to the title and mortgage companies that serve the landowners of the County
- Revised the Early Voting ballot tabulation process to reduce the time required to report Early Voting results
- Investigated the problems encountered with the ePoll-books used by the Elections Department and developed a strategy for fixing the problems
- Initiated an effort to revise the precinct boundaries and the polling site locations
- Discovered thousands of voter registration forms that were not properly handled and initiated a fix for the problem
- Joined in an ongoing statewide effort to upgrade system managing the voter registration list maintained by the Arizona Secretary of State
- Declared that the 2017 Jurisdictional Elections (school, city and town) will be conducted entirely by mail
- Engaged in a series of initiatives which will improve the service provided to the citizens of the County

Please find a detailed discussion of our activities over the past three months on the following pages and in the attachments documenting our work.

Organizational Structure

When he entered into the Office on January 1, 2017, the Recorder found an organizational structure that separated the Recorder's Office into two distinct groups: the "Recorder" and "Elections" departments. They were kept separate with two of everything: Human Resources, Accounting, and so forth. This meant that the organization was not only competing against itself for money, time and attention from management, but was wasting money on duplicating efforts to serve the employees and the functions and operations of the Office.

Among his first tasks was to reorganize the Office into two new groups: An Operations Group heading up by the Chief Deputy Recorder, and a Support Group headed up by the Chief of Staff.

This approach, a Chief Operating Officer model, is used extensively today in industries and organizations as a way to more efficiently manage the delivery of services to customers (meaning voters and those recording

documents) and to allocate resources in support of the delivery of those services.

The Operations Group under our Chief Deputy Recorder includes the Recording Department, the Voter Registration Department, the Elections Department, the Learning and Development Department, and a new Mapping Services Department.

The Support Group under the Chief of Staff includes Media Relations, a new Community Relations Team, Intergovernmental Relations, Language Services, Compliance and Audit, Technology Services, and Administrative Services. The Administrative services team includes Finance and Budget, Human Resources, Accounting, and Purchasing.

See Past and Updated Organizational Chart, Appendix A

Budget

For the FY2018 Budget (July 1, 2017 to June 30, 2018), the Maricopa County Recorder has submitted a request for \$11.8 million. Partially offsetting the budget is revenue collected from Jurisdictions for the cost of conducting their elections and from citizens and businesses recording documents. The Office is estimating receipts from fees will exceed 10.8 million. The total budget breakdown for FY2018 is:

| Department | Cost | Total |
|--------------------|--------------------|--------------------|
| Elections | | |
| Staffing | \$1,989,428 | |
| Elections Costs | <u>\$4,503,997</u> | |
| Total Elections | | \$6,493,425 |
| Recording | | |
| Staffing | \$4,166,445 | |
| Materials | <u>\$912,368</u> | |
| Total Recording | | \$5,078,813 |
| Technology* | | <u>\$4,391,689</u> |
| Total | | \$15,964,927 |

*Technology costs are paid for by a surcharge on recording fees.

The budget reflects the reorganization of the Recorder's Office.

For FY2018, the Office is requesting to fill nine new job positions, eight within the Elections Department and one in the Support Services group. The Elections positions include five new positions in Early Voting Division and three in the Ballot Operations Division. The new position for the Support Services group is in Compliance and Audit.

The Elections Department declined in size from 32 to the present 24 full time positions since 2009, when Vote by Mail began to significantly impact polling location voting. With the dramatic increase in Vote by Mail resulting from the establishment of the Permanent Early Voting List in 2007, the need to grow the department's ability to handle the increased workload associated with Vote by Mail has become critical.

This is especially important in the face of the dramatic growth forecast for voter registration over the next four years.

According to the Census Bureau, among Maricopa County's 4.2 million citizens 78% - or over 3 million - are eligible to vote. Registration is currently at 2.2 million and growth is running about 10% annually. Based on this, Maricopa County should be close to the 3 million mark by 2020 if not sooner. With 70% of the voters being enrolled in PEVL, that means we will see an increase in vote by mail participation from the current ~1.5 mil to ~2.1 mil by 2020. That may increase faster as third party organizations continue to ramp up their registration efforts, we continue to experience population growth in excess of 4% annually, and efforts to enroll more people in the PEVL continue to push participation above 70% and closer to 80% or 90%.

By addressing the needs of the department now to meet staffing requirements for the changing relationship between Vote by Mail and Polling Place Voting, and preparing to model and optimize now, we will reduce long-term costs for the department and the Office as we move forward and experience the expected increases in voter growth.

See FY2018 Budget Documents, Appendix B

Transition Team

Every new administration must quickly and effectively learn and appreciate the Office. To that end, the Recorder established a Transition Team prior to taking Office on January 1, 2017. During the course of the transition, however, it became obvious that certain individuals on the team had experience and interests in either the Elections or Recording side of the house.

The team was then split into two, and the work evolved quickly from learning to doing.

The transition team focusing on the Elections Department began to narrow its work into the selection process for a new Elections Director. By working closely with a broad and diverse set of individuals a clear path was set for the selection of a Director. Thereafter, working directly with Maricopa County Human Resources, this part of the transition team is currently undergoing a nationwide search for an Elections Director, who the Recorder will appoint at the end of the process.

The Recording team already achieved much success in working toward tracking customers, opening new paths for resources and engagement, and holding a first-ever Recorder's Summit. By looking directly to the various industries and individuals the Office serves, the transition team on this side of the house will adapt into a hosting committee for future Summit activity, and much closer ties to the clients of the Office.

Both teams, having emerged from one, are critical to the continued forward movement of the Office. Here, it is important to acknowledge those who served in various capacities within the teams, and to express thanks from the Recorder and the entire Office for their willingness to serve.

See Transition Team Meeting Minutes, Appendix C

Team Members



Ms. Felecia Rotellini



The Hon. Andy Kunasek



The Hon. Terry Goddard



Cynthia Ford



The Hon. John A. Buttrick



Mr. Mark Robert Gordon



Mr. John Lotardo



Dr. Sheila Harris

Communications

The events of the March 22, 2016 Presidential Preference Election demonstrated a fundamental breakdown of how the Recorder's Office and the Elections Department communicated with the citizens of Maricopa County. Because of poor communications, thousands of voters showed up to cast a ballot in the closed primary, unaware that their independent voter status barred them from participating in the election of political party candidates for President.

Furthermore, the poor communication between the Recorder's Office and the citizens had also led people to lose faith in their elections and questioned their trust in the elections system, all the way down to the machines that count the ballots.

Upon assuming Office, the Recorder pushed to overhaul the communications between the Office and the citizens of the county.

This overhaul is comprised of three dimensions:

- The creation of the Community Relations Team;
- The expanded use of social media including Facebook and Twitter; and
- Building working relationships with other agencies.

The Community Relations Team is designed to build connections with community groups of all sizes across

the county to share important information directly, in face-to-face meetings, with the community. Their work boosts the traditional communications methods of disseminating information online and through traditional media channels, by talking to people in schools, churches, community centers, at service club meetings, business group events and in other places people come together.

The Recorder's Office has also dramatically improved its use of social media. Frequent Facebook Live videos allow the public in on the day-to-day of the County Recorder's Office. The unscripted videos give viewers a direct view into the Office, it's operations and it's processes. An additional benefit is viewers can ask questions and get them answered right away, eliminating the traditional bureaucratic communication barriers of government agencies. Since taking Office on January 3, the Recorder has posted 22 live videos.

To expand its ability to communicate with the citizens of the County, the Office has reached out to the Clean Elections Commission. The Commission is charged with providing voters across the state with information on elections and has the resources and the research to develop and support outreach and voter education strategies. By working with the Commission, the Office is sharing data with the Clean Elections commission to pool resources and reach as many voters as possible with important election information.

Community Relations Team

The most significant innovation for the Office is the addition of the Community Relations Team or CRT. The fundamental purpose of the CRT is to make connections with community groups of all sizes to share important information across the County. Their work boosts the traditional communications methods of disseminating information online and through traditional media channels, by actually talking to people in person and putting a face to the Recorder's Office.

The team members are matched to a supervisory district where they focus their efforts. Each staff is tasked to enhance and expand relationships in each district, ensuring that the Office build networks with faith, businesses, cities, community organizations, civic clubs, associations, and many other groups. These wide networks can be used to share important election information.

The CRT is registering voters across the county as well as recruiting volunteers and poll workers.

The team is also learning the ins and outs of the Recording side of the Office to build connections with current and future customers. Title companies make up a large part of recurring customers, and nurturing those relationships is key to the smooth functioning of the Recorder's Office.

Current Staff:

Francisco Heredia- Community Relations Manager, (District 5), fheredia@risc.maricopa.gov



Christine Dyster- Community Relations Coordinator, District 1, cdyster@risc.maricopa.gov



Peg Kragie- Community Relations Coordinator, District 2, pkragie@risc.maricopa.gov



Kenosha Skinner- Community Relations Coordinator, District 4, kskinner@risc.maricopa.gov



Chatham Kitz- Community Relations Coordinator, District 3, ckitz@risc.maricopa.gov

Community Relations Team Highlights for 1/17 to 3/24

6

Community Meet and Greets and Debriefs held

30

Individuals recruited for Election Day workers

10

Information and Voter Registration drives held

15

New sites interested in becoming a polling place

14

Legislative District Meetings attended

7

High School elections conducted

61

One on One Meetings with individuals, groups and businesses

4

Tours of the Elections facility completed for community organizations

Additional Initiatives

Kids Voting. Working in coordination with AZ Foundation for Legal Services and Education to increase awareness of Kids Voting in the classrooms

Roundtables. Revamping the Community Network Meetings from the past administration and coordinating with specific interest groups

Currently the team is working on creating the following ongoing roundtables with these community members: City Clerks, Civic Engagement Groups, African American, Latino, Asian, Native American, Interfaith, LGBTQ, Technology, Disability Advocates, and youth.



The County Recorder's Office conducted Chaparral High School's Student Government election.



Community Relations Team members Christine Dyster and Peg Kragie registering voters in Mesa.

Recording

Under Arizona State Constitution and the Arizona Revised Statutes (ARS), the County Recorder is responsible for recording all public documents in the County. Other than maintaining the list of registered voters, most of the documents recorded are related to real estate, mostly deeds, liens and military discharge papers. Per the law, the Recorder charges a small fee for every document recorded, thus helping to pay for the cost of operating the Office, and covering the investment in technology that helps to keep the Maricopa County Recorder as the technology leader in recording in the nation.

The Recording Department holds all of the title records, including deeds, liens, plat maps and other documents, for all land in the county dating back to 1871.

The first deed transaction was recorded on May 5, 1871 transferring title for \$600 the plot of land where City Scape in Phoenix now sits, between John Roach, the seller, and William Ford and George Williams, the buyers. The Office also recorded cattle and livestock brands, with the index to the brand book offered in terms of name, brand and "shape."

The Recording data archive consists of 40,000 rolls of microfilm, 32 cabinets of microfiche, 65,250 Aperture

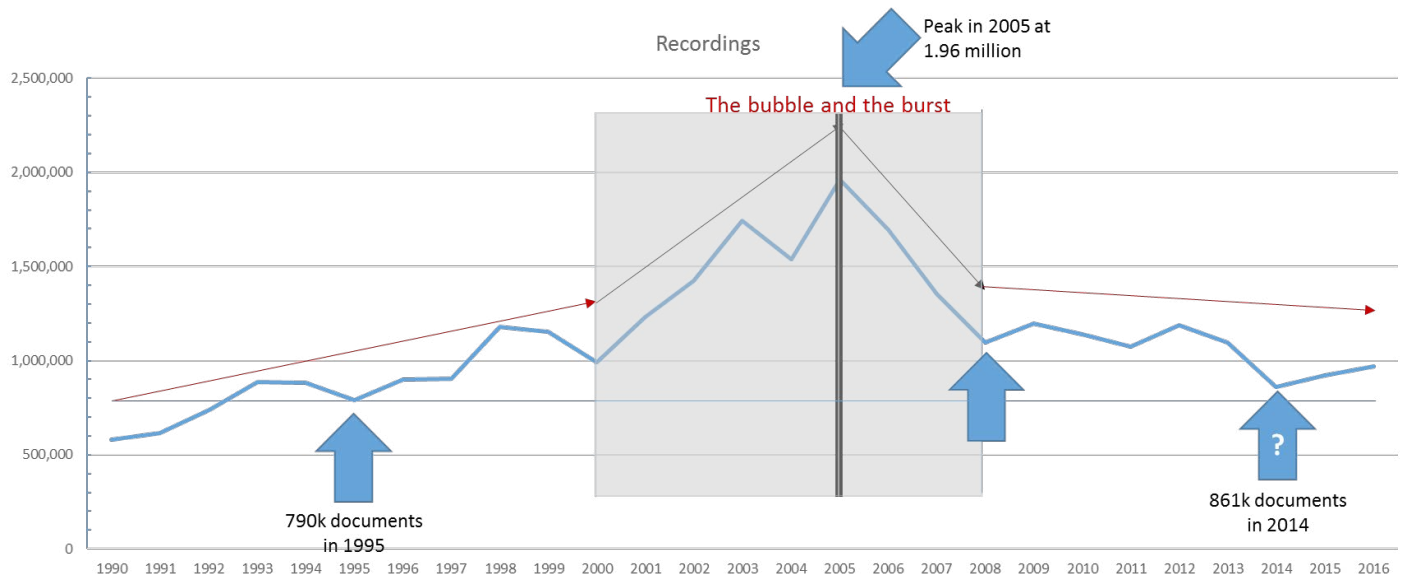
Cards (a punch card with a microchip) and 6,556 books. The Office is also supported by digital recording of all documents which are stored on servers both in the Office and backed up to the cloud.

Today, 80% of the documents that are recorded are handled digitally, with just two in ten handled by paper. The Office supports landowners, developers and residents with their recording needs by providing two Office locations for recording, one in Downtown Phoenix and one in Mesa, as well as through 11 kiosks located around the County. The locations of the kiosks, which support not only document recording but other County services, may be found on the Recorder's website (recorder.maricopa.gov/recorder/kiosk.aspx).

The data the Office collects on land transactions and other recorded activities provide a critical window in the economy of Maricopa County.

For example, graphing the total number of recordings handled since 1990 to the beginning of this year clearly reveals the collapse of the housing bubble in 2008, suggesting that the document recording data is a leading economic indicator for the County. View the graph on following page.

Recorded Documents from 1990 to 2016



2017 Recorded Documents

| | | January | February | March | April | May | June | July | August | September | October | November | December | TOTAL |
|-----------------------------|-----------------------|---------|----------|---------|---------|---------|---------|---------|---------|-----------|---------|----------|----------|---------|
| 2017 | Digital | 63,036 | 56,427 | | | | | | | | | | | 119,463 |
| | Paper | 14,909 | 11,398 | | | | | | | | | | | 26,307 |
| | KIOSK Surprise | 106 | 105 | | | | | | | | | | | 211 |
| | KIOSK Fountain Hills | 26 | 13 | | | | | | | | | | | 39 |
| | KIOSK Anthem | 41 | 34 | | | | | | | | | | | 75 |
| | KIOSK Queen Creek | 15 | 21 | | | | | | | | | | | 36 |
| | KIOSK White Tank | 1 | 5 | | | | | | | | | | | 6 |
| | KIOSK Sun City | 89 | 86 | | | | | | | | | | | 175 |
| | KIOSK Goodyear | 63 | 54 | | | | | | | | | | | 117 |
| | KIOSK Mesa Office | 2 | 3 | | | | | | | | | | | 5 |
| | KIOSK Paradise Valley | 75 | 62 | | | | | | | | | | | 137 |
| | KIOSK City Of Phoenix | 8 | 9 | | | | | | | | | | | 17 |
| | KIOSK downtown TEST | 5 | 0 | | | | | | | | | | | 5 |
| | KIOSK - Wickenburg | 6 | 14 | | | | | | | | | | | 20 |
| | TOTAL KIOSKS | 437 | 406 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 843 |
| | Voids | 22 | 11 | | | | | | | | | | | |
| TOTAL | 78,404 | 68,242 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 146,646 | |
| Daily Average | 3,564 | 3,102 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Digital % | 80.98% | 83.29% | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | #DIV/0! | 82.06% |
| difference 2017-2016 | 13,708 | 2,188 | | | | | | | | | | | | |

2017 Recorder's Summit

On Thursday, February 16, 2017, the Maricopa County Recorder's Office held its first outreach event for account customers who utilize recordation services provided by the Office. The 2017 Recorder's Summit intended to grow the relationship between the newly elected County Recorder Adrian Fontes and public and private partners with open discussion, small group dialogue and direct engagement with recordation staff.

Planning for the Recording Summit began shortly following the inauguration of the new administration, and the event was identified as a priority at the Thursday, January 12th Transition Team Meeting.

Through multiple planning meetings, staff narrowed subject matter to four areas of interest for event small group discussion: Predictable Recording Fees, Grantor/Grantee Index, Lights Out Recording, and Electronic Notary. Electronic Notary was the most requested topic from the RSVPs.

Outreach leading to the event comprised of Intergovernmental Relations, Community Relations, and Recording department staff contacting Maricopa County Recorder's Office customers, local elected officials and community leaders, and Maricopa County stakeholders to build an event with diverse and representative participation. More than 1,000 electronic and phone contacts were attempted during the three weeks prior to the Summit.

Written and verbal messages to guests and invitees further outlined goals of the Summit: increase Summit participation by attendees, listen to the concerns of the industries which record documents, and identify strate-

gies and policies to progress the relationship between the Maricopa County Recorder's Office and the community.

The Summit format comprised of small and large group guided discussions for the approximately 65 attendees, with opportunities for open conversation and questions at each table of 8-10 stakeholders. Recordation and Community Relations staff provided moderation during the morning conversation while the Recorder and John Lotardo, State Council and Senior Underwriter for First American Title, guided the large group dialogue and closing comments for the 2 hour event.

The event was deemed beneficial by participants and staff, as evidenced by an overwhelmingly positive response from attendees in the follow-up engagement survey, all of whom encouraged a continued commitment to the open communication in practice at the Recorder's Office.

The Maricopa County Recorder's Office will be coordinating a six-month follow up event with Summit attendees and additional stakeholders to review the steps taken since initially meeting. Additionally, a recordation newsletter is being designed for distribution in May 2017, and continued outreach to individual attendees and customers performed by the Community Relations department on an ongoing basis.

See Recorder's Summit notes and feedback, Appendix D

Elections Director Search and Appointment

Karen Osborne was Maricopa County's Elections Director for more than 20 years. Her announcement early in 2016 about her retirement created an opportunity to re-think the Elections Director's role within the Recorder's Office's leadership. The newly elected Recorder made the task of selecting a new Elections Director one of his top priorities.

The Recorder received community feedback while he was running for Office which influenced his thinking on how he wanted to run the Elections Department. He knew he needed the right type of person in an Elections Director to provide leadership in implementing a complete review of elections processes and procedures. He also wanted an Elections Director who would bring creative ideas and innovation to the table in adopting reforms and tackling the challenges which the elections system has faced. Commitment to integrity and transparency were also key qualities he sought in this leader. Because this position is so vital to the success of the County's elections system, the Recorder did not want to rush the development of the job description or recruitment process. He promoted veteran Elections Department staffer, Rey Valenzuela, to serve as the interim Elections Director to allow the Elections Department to have continuity in leadership while The Recorder gave due diligence to the hiring process for the permanent position.

Members of the [transition team](#) – a group of experts and experienced government leaders who the Recorder had assembled to help advise him during the transition from candidate to elected official – gave the Recorder

additional insight and offered ideas for the qualities and capabilities (general and specific) that an Elections Director should have. Job descriptions from other jurisdictions were reviewed and election think tanks and experts from around the United States were consulted.

As the Recorder considered the type of professional needed for the job within the context of his larger Office organization, the required skill set became more obvious – and more specialized. The type of person who will excel as the Maricopa County Elections Director is an elections professional who has been in the election "trenches" and part of a large and complex operation. There are many specific skills and areas of knowledge this person must have to provide the leadership needed over this team of individuals running the election processes for a large urban community. Elections Director is a very important job and the stakes are high – elections must be conducted with the utmost accuracy, integrity and transparency to restore and maintain public confidence in our election institutions.

The Recorder issued a job announcement for the position on March 1 and began interviewing applicants the week of March 20.

This position was advertised and shared with national election and government organizations around the country.

The process of selecting the Elections Director is ongoing and the Recorder's goal is to have a permanent Elections Director hired no later than May 2017.

Decreasing Ballot Tabulation Time

In past years, it has often taken several days or weeks for ballots to be counted and election results to be finalized. This is due both to the number of provisional ballots cast on Election Day as well as the large number of early ballots that voters drop-off at polling places on Election Day. Upon assuming Office, the Recorder worked with Elections Department staff to identify strategies for counting ballots more quickly while still maintaining accuracy and transparency of the ballot counting process.

The Recorder learned that the main barrier to counting ballots faster was a lack of space. Specifically, there was a limited amount of space available in the Recorder's Office or facilities for more than 45 Citizen Boards to work at any given time. Citizen Boards are made up of 2 individuals of differing political parties who are tasked with verifying and opening early ballots so they can be separated from their envelopes and anonymously counted – to work. Additionally, these teams were not working around the clock in shifts due to a lack of full time staff to oversee the these temporary board member, and the counting was prolonged as a consequence.

As a result of these findings, the Recorder worked with the County procurement and facilities Offices to free additional space at the Elections Department's MCTEC fa-

cility so that more Citizen Boards can be utilized. The Recorder's Office continues to work with other tenants of the MCTEC warehouse facility to arrange for even more space to be made available for ballot counting after the election. Additionally, there will be Citizen Boards working in shifts around the clock in this enhanced space to count more ballots in a 24-hour period.

72 Hours

Proposed time to have all ballots counted and unofficial results reported-out after a County-wide election

With the implementation of these changes, the Maricopa County Recorder's Office believes it can have all ballots counted and unofficial election results reported-out within 72 hours of polls closing on Election Day.

The Recorder also plans to give more frequent public reports through the media and on the County Recorder's website and social media accounts about the status of ballot counting to bring transparency to the process and allow candidates awaiting election results more up-to-date information about the status of their election result.

ePollbooks

During the course of 2016, the Maricopa County Recorder and Elections Department conducted five elections. Early on, staff alerted leadership that a piece of equipment, the ePollbook system, was not meeting expectations. The ePollbook system is a tablet system intended to be a replacement of paper voter rolls at the polling sites which would be updated in real-time. Corrections were attempted through the spring and the summer during the several elections, but to no avail. The system continued to fail to perform during each of the elections in 2016, including during the General Election in November, 2016.

Upon taking Office in January, the Recorder requested that he be trained on each piece of equipment in the Office, so that he could be familiar with their performance and capabilities. When his training began on the ePollbook system the flaws in its performance were immediately identified. The Recorder was then informed about how, several times in 2016, the failure of the system resulted in double voting in 260 cases.

Alarmed by this serious problem with a critical component of the election system, the Recorder took action. Understanding that the voters themselves were not to blame, and that, had this system worked there would have been no double voting, the Recorder turned to the system itself and its procurement. For clarity, we can assume that the voter who late mailed a ballot had checked online to see if it was received. Not seeing it appear online, the voter then would have had every reason to cast another ballot at their polling station. The

system as it stood, would have and perhaps did allow for the counting of two ballots from the same voters approximately 200 times total during the 2016 elections.

Several times in 2016, the failure of the system resulted in double voting.

The County Attorney was informed that there might need to be an investigation, and the Maricopa County Office of Internal Audit was asked to begin an audit/ investigating the procurement process and the other circumstances surrounding this system failure.

Nearly complete preliminary findings indicate no significant problems in the procurement process for the ePollbook system. Additionally, no justification can be found for referral of any of the voters involved for further investigation or prosecution. As of the writing of this report, the circumstance surrounding the ePollbook system is moving in several different directions:

First – the current system is under review for continued utility. One option is to invite smaller counties in Arizona or around the Nation to purchase the current hardware from Maricopa County for their use. The system as is, was designed for a smaller voter roll and would not incur the same problems Maricopa County had with double votes. Given the capacity and utility the system

could provide, and the needs in smaller jurisdictions, this option may allow the Recorder's Office to sell the system without incurring significant losses.

The Recorder has designated that the Fall 2017 jurisdictional elections...will be Vote By Mail only.

Second – The Information Technology department of the Recorder's Office has initiated a significant effort to provide an in-house solution to the situation. To that end, the Recorder has designated that the Fall 2017 jurisdictional elections from this Office will be Vote By Mail only. This eliminates the need for ePollbooks in 2017 and will allow sufficient time to complete all necessary work in development and testing of a robust system for the Fall 2018 General Election.

Third – The County's Internal Audit as of the writing of this report is nearly complete. That notwithstanding, there appears to be no reason for further investigation or referral for law enforcement action. Precautionary measures will remain in place, however, should this particular situation change within the next few months. At this time, the Recorder is not anticipating any new major

action based on the prior administration's decisions.

Fourth – The regular ballot audit, distinct from the internal audit mentioned above, had been suspended pending the outcome of the ePollbook inquiry. This ballot audit has resumed and has the potential to reveal further findings. Where these findings are significant, they will be reported to the proper authorities, but this type of action is not anticipated.

This circumstance is of significant concern, but it does not reflect on current staff at the Office. Critical decisions made in regard to these systems were made by administrators and managers no longer with the Office.

The Recorder, in an effort to establish transparency and accountability, is aware that the mention of these circumstances may raise more questions than can be answered at this stage. However, the public interest in these matters far outweighs the potential discomfort felt by the Office. Continued openness of process and accountability to the voters is the imperative duty the Recorder has emphasized.

As more definitive information and solutions are developed within the Office, they will be shared with the public.

See ePollbook documents, Appendix E

Precinct and Polling Site Evaluation

A major concern raised by the public has been long lines and excessive wait times at some polling locations. Traditionally, the number and location of polling places have closely aligned with the number and often arbitrary boundaries of precincts. The population has grown so much in some precincts in recent years that 10-12 times as many voters are assigned to a polling location in one area versus another area. This is a factor in causing the long lines and unreasonable work load citizen poll workers face when attempting to process those large numbers of voters on Election Day.

Further, state law requires that election results be reported by precinct. Frequently, voters don't understand why their home neighborhood is divided up among 2 or more precincts. And sometimes precinct lines cut across other jurisdictional lines of school districts or city governments, making it difficult to determine the results for elections by governmental boundaries that make more "common sense" to voters than the current, seemingly arbitrary precinct lines do.

In researching ways to address both of these concerns, the Maricopa County Recorder's Office is undertaking a joint venture with the Arizona State University Decision Theater to evaluate and, as necessary, redesign the county precinct map and polling place locations. Also being considered during this process is the impact of early voting on polling place utilization and staffing. Best practices in elections management utilized by oth-

er large urban areas will be researched and the ASU facility's ability to integrate mapping software with other key project data components in a comprehensive way will create the ability to make data-driven policy decisions.

Adjusting some precinct lines and potentially the number and locations of polling place facilities could raise many challenging logistical and voter access issues. The limited ability of the current technology utilized by the Elections Department plays a role as does the need to recruit and train thousands of citizen workers to staff polling locations. The ability to efficiently move thousands of pounds of equipment and supplies around the valley while spending tax payer dollars wisely is also paramount. There are many moving parts but also many opportunities to make the Election Day experience for voters more efficient and engaging.

Through the collaborative project between the Recorder's Office and ASU, the Recorder will present a comprehensive assessment to the Board of Supervisors of the optimal number and placement of the voting precinct boundaries. The Recorder will seek the Board's input during the process and, finally, provide the precinct boundaries for the Board's approval no later than December 1st, 2017. Within that framework of precinct boundaries, the Recorder and ASU will continue with the collaborative process to assess a convenient number and placement of polling places locations.

Processing and Archiving of Voter Registration Forms

In reviewing the Office procedure for processing voter registration applications, it was discovered that there was a discrepancy in how state voter registration forms and "Federal only" registration forms were handled by the Maricopa County Recorder's staff.

Federal only forms were created as a result of a lawsuit challenging Arizona's Prop 200 law requiring proof of US Citizenship as a prerequisite of voting. Registration under the Federal form allows Arizonans to register to vote without showing proof of citizenship but that person is then limited to only participating in federal (Presidential and Congressional) elections.

The discrepancy arises in how the two different types of forms are processed. Specifically, under past Office procedure, when a state voter registration form was received with no accompanying proof of citizenship, the registration was rejected, and a form letter was sent to the applicant notifying him or her that the form was rejected for lacking satisfactory proof of citizenship. The applicant's paper voter registration form was stored (indefinitely) in a box in order to be added to the list of registered voters.

The applicant would need to complete an entirely new voter registration form along with satisfactory proof of citizenship.

When a Federal only form was received, the Secretary of State checks the applicant's citizenship status by attempting to match the applicant's Name, last 4 numbers of the SSN or through matching the available data with

the Motor Vehicle Department (MVD). If the applicant's citizenship status is verified, the Federal only voter registration applicant was given legal status to also vote in state elections.

The difference in how these two forms were processed raised equal protection (14th Amendment) concerns for the Recorder.

Why should one group of voter registration applicants benefit from the staff seeking out citizenship information to allow expanded voting rights but not another?

Under a new policy and procedure, all available data on an applicant's voter registration forms will be submitted to the Secretary of State to verify the registrant's citizenship status. As a result, all data on an applicant's state voter registration form will be input into the voter database to ensure there is an electronic record of that form for archive purposes. Based on the results of the Secretary of State's matching process, or the documentary proof of citizenship provided by the applicant, those applicants who are verified as being US Citizens, and who are otherwise eligible to vote, will be allowed to vote in all state and federal elections.

There are tens of thousands of paper forms that have been stored in boxes in the Maricopa County Recorder's Office awaiting proof of citizenship. The Office is currently engaged in researching, validating MVD proof of citizenship (if available) and electronically archiving all forms received in the past 5 years.

Statewide Voter Registration System Upgrades

Upon assuming Office, the Recorder began working on a project along with the state's other elected County Recorders and the Arizona Secretary of State's Office to upgrade or replace the statewide voter registration system.

The federal "Help America Vote Act," passed in 2002, requires that every state create some sort of centralized list of registered voters. Arizona State law, however, designates the recorders as the official stewards of voter registration data for the residents of their respective counties. As a result, Maricopa and Pima Counties house their own voter registration databases and interface with a statewide system called "Power Profile" that serves the other 13 smaller counties and is housed at the state level through an agreement with the Secretary of State.

All 15 counties contribute to the annual maintenance cost of the system but, under the past administration, the Maricopa County Recorder's Office agreed to contribute a disproportionately large share of the maintenance cost considering we are not primary users of the system.

The contract with the vendor that maintains the Power Profile system expires this year. The county recorders are currently working to research options for how to maintain a system that serves the needs of the smaller counties while allowing the larger counties to maintain their own databases with statewide interface capabilities.

Though other feasible options may be available and should be considered, the Secretary of State has moved

forward with development of a Request for Proposal to solicit a new statewide voter registration system contractor. Currently, however, there is no funding designated to pay for this system.

After witnessing the Secretary of State stumble... the Recorder does not believe that turning over management of the voter registration database to the Secretary of State is in the best interest of the county.

The Secretary of State has given conflicting reports about their intentions during this process, indicating in many public forums that it is their goal to force Maricopa and Pima County's voter registration data bases to be part of the state system that is housed at and run by the Secretary of State.

The Recorder believes strongly that the Maricopa voter registration database should continue to be housed within the County Recorder's Office. Millions of dollars in county tax-payer money has been invested over the years in this system and maintaining the integrity of the data is of the upmost importance.

Not only are the security concerns of protecting the personal information of over 2 million county residents an

issue, but the Maricopa County Recorder's Office also is frequently required to respond to high profile litigation, media inquiries and other public scrutiny about records and the processes and procedures associated with maintaining the voter file database.

After witnessing the Secretary of State stumble on other technology-based initiatives in recent years, the Recorder does not believe that turning over management of the voter registration database to the Secretary of State is in the best interest of the county as they may lack the technical capacity to administer it appropriately. The Re-

recorder takes his obligation under state law, to maintain voter registration records, seriously and will not abdicate that responsibility to another governmental entity.

The Recorder will continue to work in a collaborative way with the Secretary of State and the other county recorders to share access to the data as required by federal law in a way that is in the best interest of Maricopa County residents. Further, he will work to ensure that the residents of Maricopa County do not shoulder an undue cost burden moving forward as system upgrades and replacement options are debated.

Vote By Mail Elections

Elections cost money and holding two different elections at the same time doubles the cost of elections.

The introduction of Early Voting in 1997 and the Permanent Early Voter List (PEVL) in 2007 has dramatically changed how Maricopa County citizens vote.

As of January of 2016, nearly seven-in-ten (69%) of the 2.2 million registered voters in the County are signed up to vote by mail and in the November 2016 General Election eight-in-ten (80%) of the voters voted by mail. Yet Maricopa County continues to spend millions of dollars finding, contracting, staffing, setting up, taking down, equipping, and providing materials and ballots for 724 individual precinct polling locations across the County.

In addition to the cost of operating the Polling Location election, which the Elections Department did five times in 2016, the equipment used in the polling locations is aging and cannot deliver what is needed to properly check people in to vote or to tabulate their votes.

For the past several years the Maricopa County Recorder's Office has been in conversation with the County Board of Supervisors about the cost of the new equipment that will be needed to replace the aging equip-

ment, which could be as high as \$30 million dollars.

The best solution to lower the cost of elections is to conduct elections entirely by mail and moving the last two-in-ten registered voters who aren't onto the Permanent Early Voting List, eliminating the need for 724 precinct polling locations.

To successfully implement Vote by Mail, the County Recorder's Office would need between 100 and 200 properly equipped and staffed Early Voting Centers around the county so that people who do not want to mail in their ballot can drop them off anytime during the 27-day Early Voting period in the Arizona statutes, to print on-demand replacement ballots for those voters who lose, damage or otherwise render their mailed ballot unusable and to allow those who like to show up at the polls on election day to continue to do so.

To test the idea, this fall Maricopa County will be holding jurisdictional elections for school districts, fire districts, special districts and cities and towns across the county, with up to 1.6 million voters potentially voting. All these elections will be conducted by mail to illustrate the benefits of the process.

Benefits of Vote by Mail Elections

Cost savings. \$2 million in elections costs for County School districts and nearly \$1.5 million for Cities and Towns

Better quality voting. Citizens who vote by mail are far more likely to vote all of the pages of a ballot, including races for judges, school boards, propositions, and other items on a ballot.

Voter engagement. Voting becomes an opportunity to engage the entire family, especially children, in the elections process by showing them how to vote and how to research the issues and candidates on the ballot.

May 11

Vote By Mail Informational Session for jurisdiction
officials

The County Recorder's Office will kick off the official November Election period with an informational Session at the Maricopa County Elections Department Office. The purpose of the session is to educate the school community and the cities and towns on how the Vote by Mail election will work and what the benefits are.

Office Initiatives

As part of the renewal of the Maricopa County Recorder's Office, the Office has launched a series of initiatives to better serve the voters and landowners of the County. The initiatives include:

Voter Registration

With a total population of over 4.2 million people, of whom the Census Bureau estimates that 78% are over 18 years of Age, Maricopa County should have over 3.2 million registered voters rather than the 2.2 million it has today. Thus the Office is launching an initiative to increase Voter Registration in the county to at least 3 million registered voters by 2020. In support of that initiative, the Office is in the beginning stages of developing a Deputy Registrar training program so that community groups and organizations that volunteer to register voters are properly trained.

Rebuilding the Civic Infrastructure of Elections

Holding a County-wide or even local jurisdiction elections requires the participation of thousands of community members. These people serve at polling places, on Early Voting citizen boards, on Hand Count boards, on provisional ballot boards, on Special Election Board and Emergency Voting Boards serving the disabled, those who need special assistance in completing a ballot or those who found themselves in a hospital on election day. They drive trucks when setting up and breaking down polling places, and help with other duties to conduct the election. The new Community Relations team is tasked with the outreach efforts across the County to introduce citizens to the opportunities to serve their

community during elections and to help find new places to host Early Voting Ballot Collection Centers, Early Voting Ballot Replacement Centers, and to find new places to serve as Election Day Polling Locations.

Voter Education

To improve citizen knowledge of their voting rights and obligations, and to increase citizen engagement with their government as it seeks to serve them in the conduct of their elections, the Office is launching an initiative to educate voters. Over the next year it is looking to redesign the website to make it easier to register to vote, participate in elections as both candidates and as voters, and to find out information on elections and elections resources. The Office is also creating new handouts and brochures on how to better participate in the elections process, and on the benefits of being a registered voter. To help prevent the disastrous experience of the 2016 Presidential Preference Election, the Office is also expanding its social media effort to inform voters about elections information and the newly created Community Relations Team is talking with groups and organizations throughout the County every day to help current voters and potential voters learn more about their elections.

Mapping

The Maricopa County Recorder's Office has robust and state-of-the-art GIS mapping capabilities and skilled professionals working on spatial analysis and applications, not only for the Recorder's Office but other county services and programs.

These mapping services are used extensively in election planning and the Recorder's Office also is the repository for several real estate transactions that lend themselves to map display.

Making these resources and the services and GIS expertise the Recorder's Office can provide more readily available to the residents of Maricopa County is a priority to the Recorder.

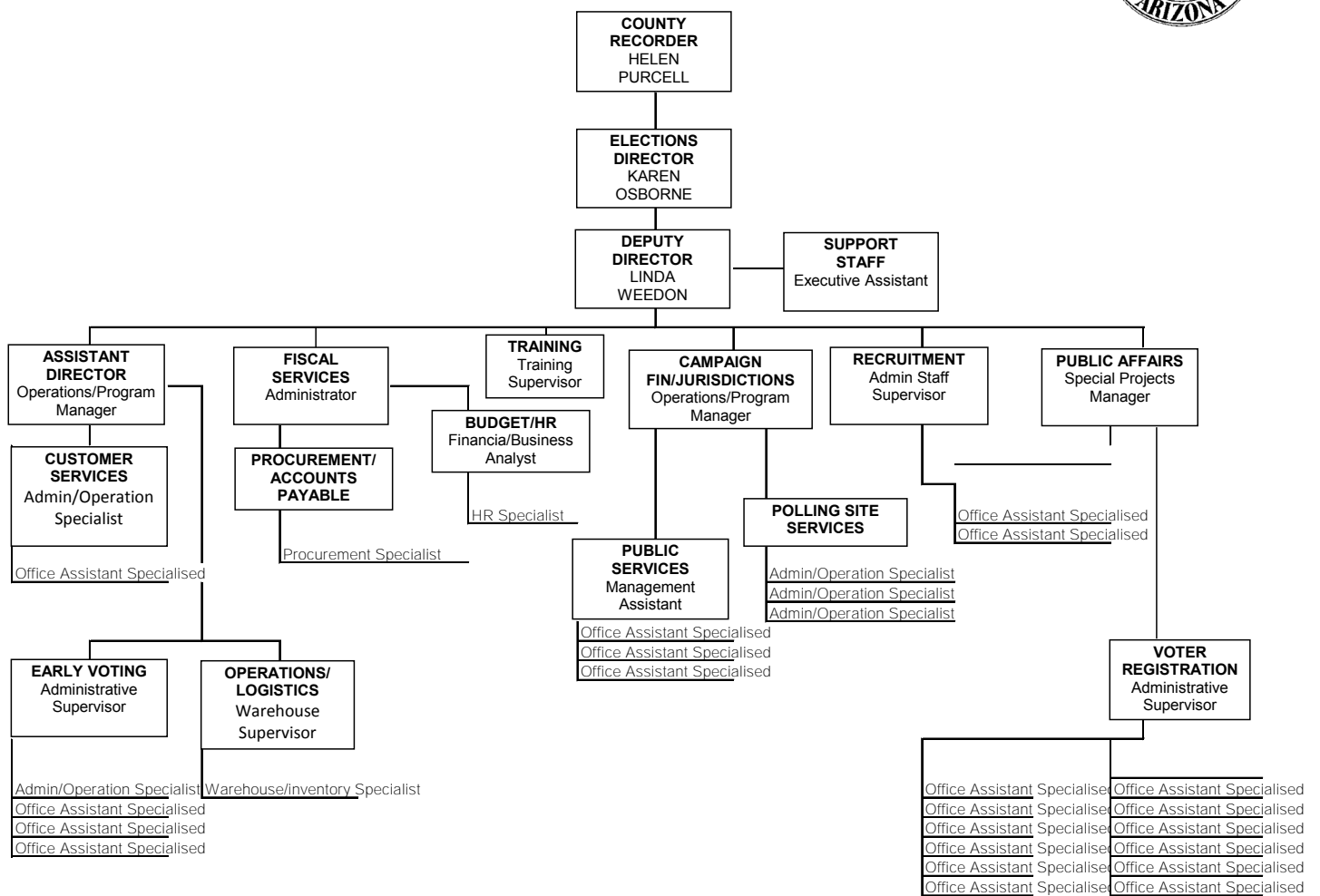
The Recorder is undertaking an initiative to enhance the public data available in our GIS catalog and allow it to be utilized by the public via both online access as well as through printed maps. This initiative will make the information the Office can present in spatial form available to customers that can use these maps for civic, real estate development and other commercial planning purposes.

Appendices

Appendix A - Organizational Design

Former Organizational Chart - Elections

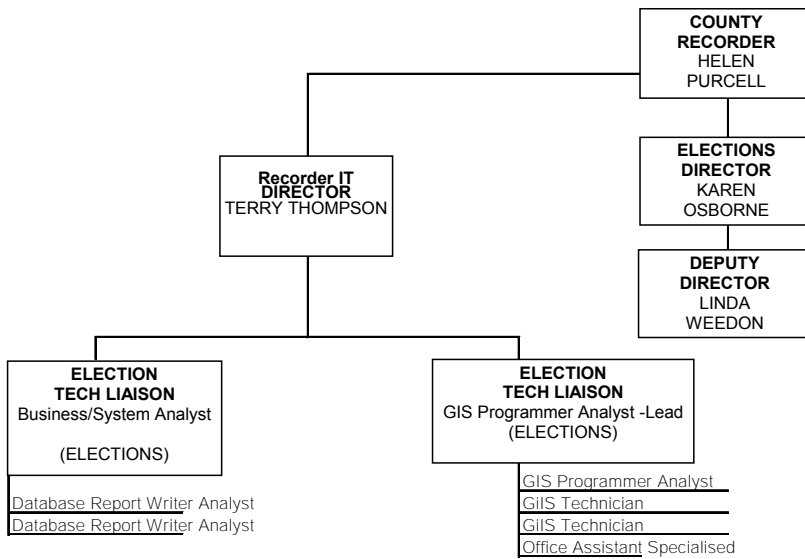
MARICOPA COUNTY ELECTIONS DEPARTMENT ORGANIZATION CHART

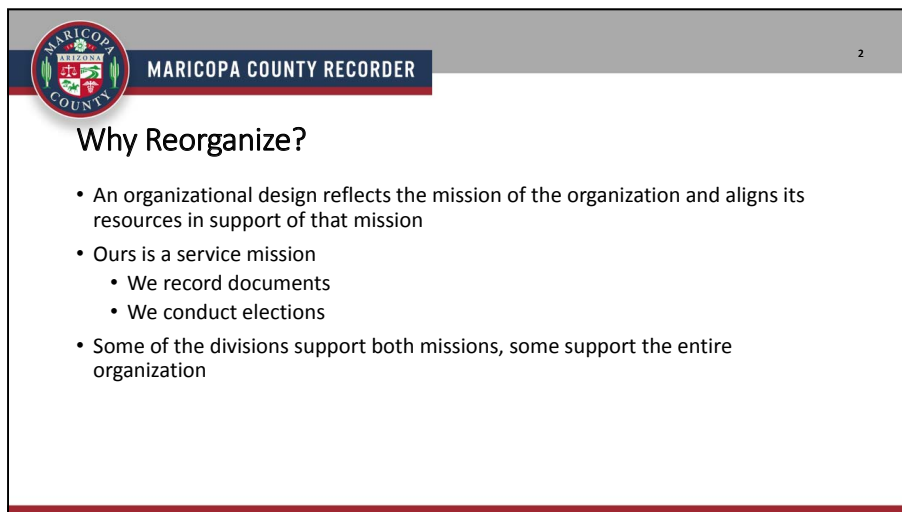


Turn Over to Page Two

**MARICOPA COUNTY
ELECTIONS DEPARTMENT
ORGANIZATION CHART**

PAGE TWO-

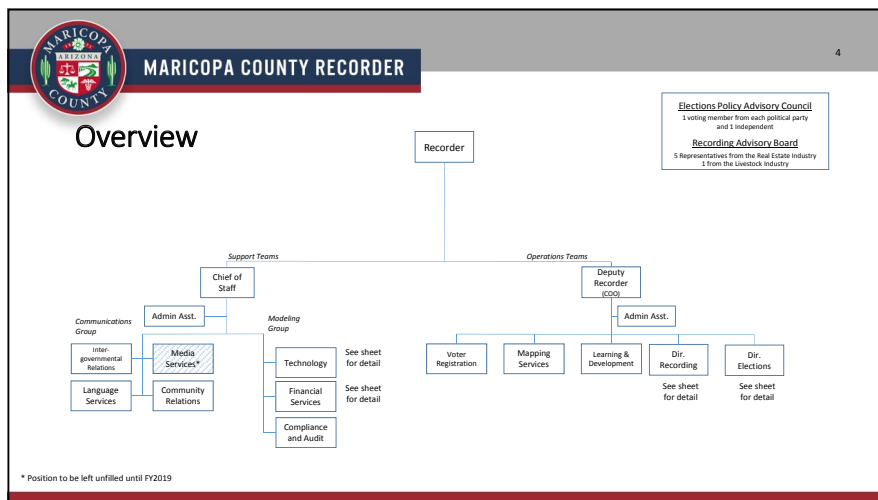


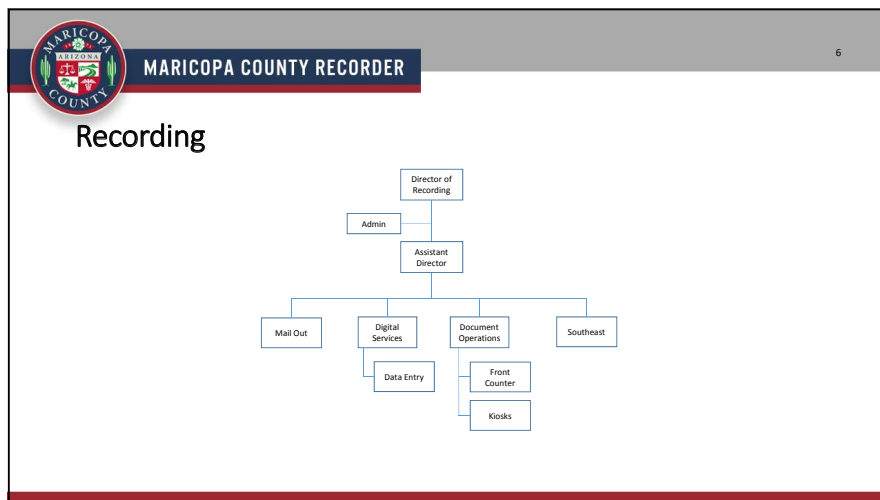
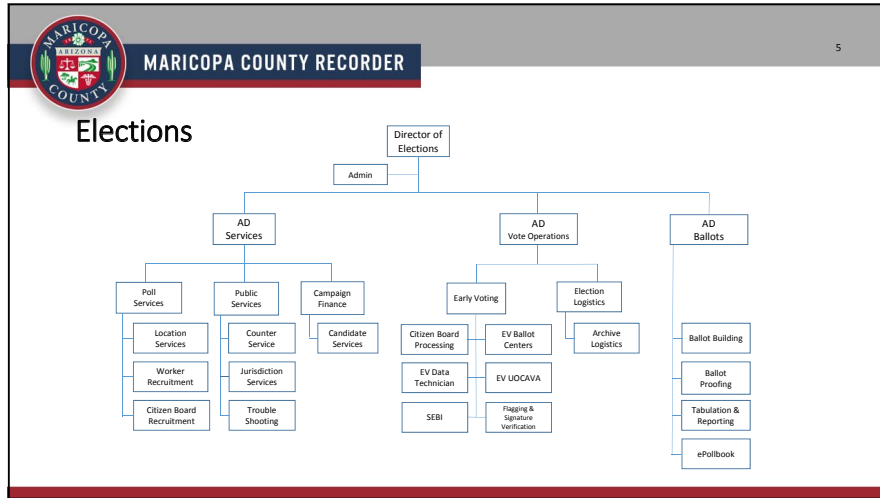


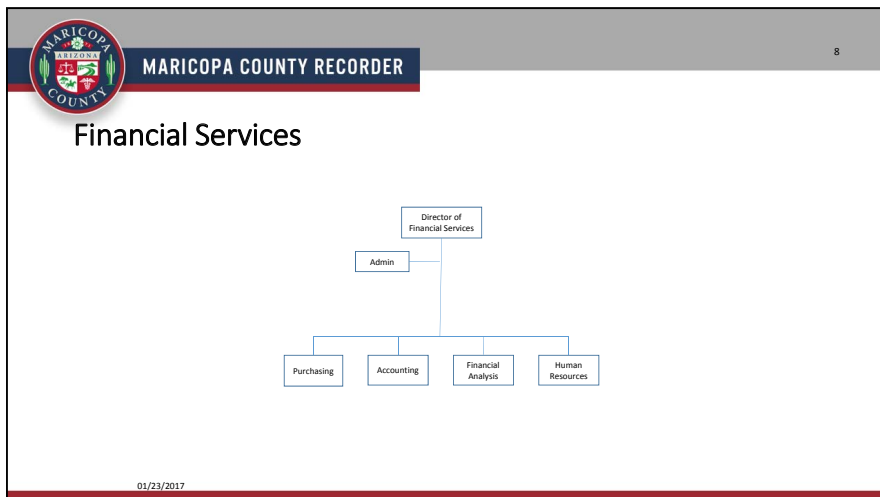
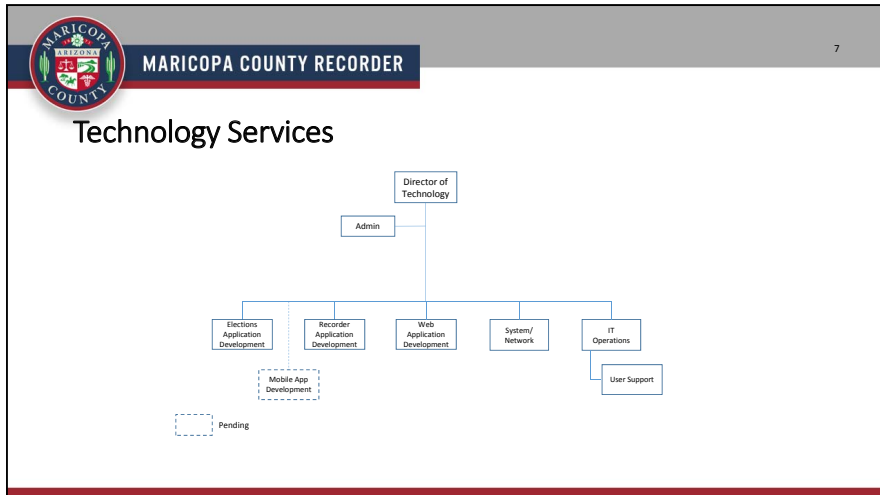
MARICOPA COUNTY RECORDER

Our New Model

- Is designed to follow the modern organizational structure based on the Operational Design model
- This structures an organization into an operational group – or program group – and a support group
- The organization charts shown here are “functional” as some team members fill multiple roles

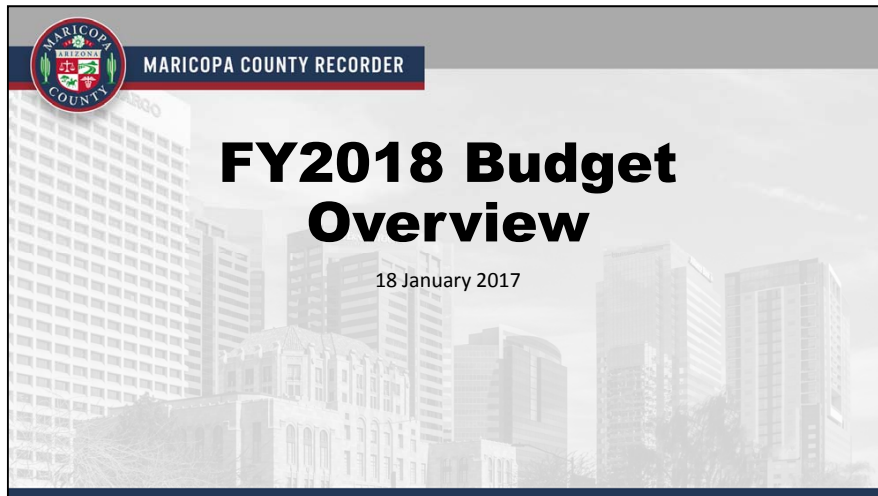






Appendix B - Budget

3/22/2017

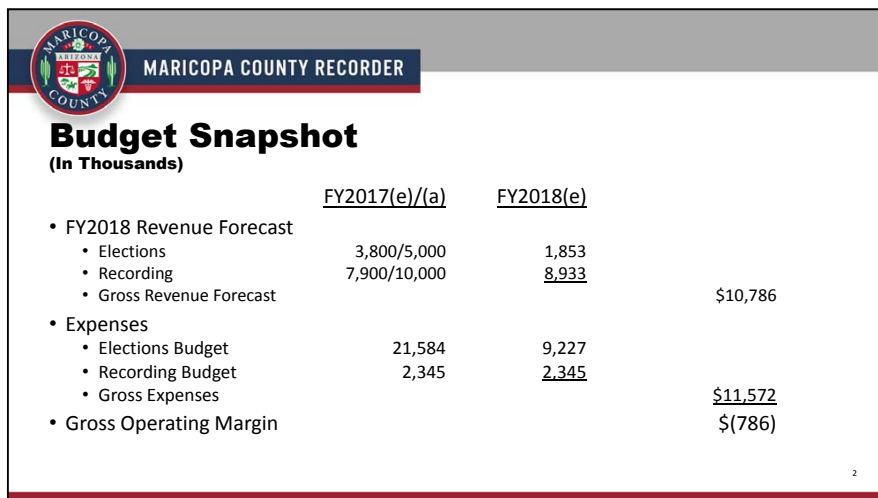


MARICOPA COUNTY RECORDER

FY2018 Budget Overview

18 January 2017

The slide features a background image of a city skyline with several tall buildings under a clear sky.




MARICOPA COUNTY RECORDER

Budget Snapshot (In Thousands)

| | <u>FY2017(e)/(a)</u> | <u>FY2018(e)</u> | |
|---------------------------|----------------------|------------------|-----------------|
| • FY2018 Revenue Forecast | | | |
| • Elections | 3,800/5,000 | 1,853 | |
| • Recording | 7,900/10,000 | <u>8,933</u> | |
| • Gross Revenue Forecast | | | \$10,786 |
| • Expenses | | | |
| • Elections Budget | 21,584 | 9,227 | |
| • Recording Budget | 2,345 | <u>2,345</u> | |
| • Gross Expenses | | | <u>\$11,572</u> |
| • Gross Operating Margin | | | \$(786) |

2




MARICOPA COUNTY RECORDER

Budget Planning Parameters

- Elections require a four year budget cycle
 - This smooths the cost of the State and Presidential Elections over a four year cycle to avoid sticker shock
- Short Term Initiatives
 - Diagnostics on Current Issues
 - Solution Strategy
- Long Term Challenges
 - Work force planning
 - EAC Certification

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MARICOPA COUNTY RECORDER

Short-Term Initiatives

Diagnostics Results

- Organizational initiatives are driven by our mission and how we strategically approach implementing our mission
- Our mission is a service mission:
 - We provide elections services
 - We record private property documentation
- Diagnostic work on the challenges of the office has identified several major bottlenecks and sources of error
 - ePoll Book failure
 - Election day lines
 - Early voting ballot tabulation
 - Staff control of ballot tabulation
 - Special constituency voting

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MARICOPA COUNTY RECORDER

Short-Term Initiatives

ePoll Book Failure

- A contributor to election day lines was the failure of the ePoll Books
 - The purpose of the books is to help voters know if they have already voted and to identify their proper polling location
 - Requires a download of the Voter Registration Database including PEVL ballot status and proper polling location
- The current books lack the data capacity to handle the database
 - This will only get worse as more voters are registered as the county continues to grow

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MARICOPA COUNTY RECORDER

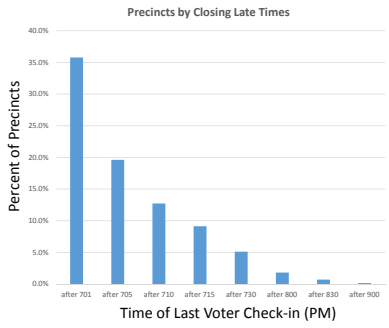
Short-Term Initiatives

Election Day Lines


- Election day lines result from too many registered voters in a precinct and/or not choosing to participate in the PEVL program
- The county currently has 724 precincts serving 2.2 million voters
 - In 1988 we had 1,093 precincts for 1.01 million voters
- Wait Times
 - 9% of the precincts – 66 – experienced check-ins after 7:15 - meaning the voters experienced lines
 - 2% - 13 - experienced check-ins after 8:00 which means voters stood in line for at least one hour
- PEVL Participation
 - 294 Precincts have 1,000 or more non-PEVL voters with 20 having more than 2,000
 - 438 precincts had 100 or more PEVL voters vote at the poll with 79 having 200 or more and 11 with 300 or more

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Precincts by Closing Late Times



| Time of Last Voter Check-in (PM) | Percent of Precincts |
|----------------------------------|----------------------|
| after 7:01 | ~35.0% |
| after 7:05 | ~20.0% |
| after 7:10 | ~13.0% |
| after 7:15 | ~9.0% |
| after 7:30 | ~5.0% |
| after 8:00 | ~2.0% |
| after 8:00 | ~1.0% |
| after 8:00 | ~1.0% |
| after 9:00 | ~0.5% |




MARICOPA COUNTY RECORDER

Short-Term Initiatives
Early Voting Ballot Tabulation

- For 2016 General Election it took 10 calendar days to count
- PEVL ballots cast on the Monday before and Tuesday of election day need to be verified before they can be counted
 - There were 400,000 in 2016
- Verification is accomplished through 5 stage process
 - Citizen Boards who work in the MCTEC building are the bottleneck
 - The current 45 boards can complete 50,000 to 60,000 per day
- The challenge is two fold:
 - Physical space for boards to work
 - Enough Board Workers to perform the verification

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MARICOPA COUNTY RECORDER

Short-Term Initiatives
Staff Control of Ballot Tabulation

- Our current ballot tabulating technology was supplied by Dominion Voting
 - Originally purchased in 1994 with retrofit in 2006
- Current software version is 3.74
 - It is EAC certified. Later versions are not
- Results Reporting
 - Requires that the output be manually configured for each race according to jurisdictional boundaries
 - Dominion employees are currently responsible for manual data configuration of the tabulating machine's results output – **NOT ELECTIONS EMPLOYEES**

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MARICOPA COUNTY RECORDER

Short-Term Initiatives
Special Constituency Voting Services

- Additional bottlenecks in Elections includes special constituency voting
- UOCAVA (Uniformed and Overseas Citizen Absentee Voting Act)
 - Highly technical requirements to serve military and overseas voters
- SEB (Special Election Boards)
 - Supervises two-member boards which assists voters physically unable to mark their ballot

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MARICOPA COUNTY RECORDER

Short-Term Initiatives
Solution Strategy

- Precinct Adjustment
- Community Relations Restructuring
- Internal Technology Development
- Staffing Additions

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MARICOPA COUNTY RECORDER

Short Term Solution Strategy
Precinct Adjustment

- Operational Mapping Services Department (formerly GIS) estimates that the county should have ~ 1,300 precincts
 - With co-locations this may yield approximately 1,000 polling places
- Precincts will account for:
 - Jurisdictional boundaries for cities and other jurisdictions which currently share precincts
 - PEVL participation and non-participation
- This will require community presentations and meetings throughout the county to solicit community feedback

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MARICOPA COUNTY RECORDER

Short Term Solution Strategy
Internal Technology Development

- We will utilize internal resources to design and construct a custom ePoll book solution
 - Kiosk design and fabrication is an in-house operation
- We have the skills and technical expertise to solve the problem in-house
- May require additional capital funding for the equipment needed

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MARICOPA COUNTY RECORDER

Short Term Solution Strategy
Space Acquisition

- We hope to acquire additional space at no cost within the MCTEC building
 - Utilizing the space currently being vacated by the Reprographics Department and the Sheriff's Department
 - Three 8-hour shifts will replace 15 hour workdays, increasing ballot verification accuracy
- This will accommodate at least 135 Citizen Boards for Early Voting ballot verification for 2018
 - Space will allow an additional 45 boards if/when needed for 180 Boards
- The net effect will increase the ability to tabulate 150,000 to 180,000 ballots a day, reducing the completion of the tabulation to two to three days for the foreseeable future
 - Current tabulation is limited to no more than ~50,000 per day

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MARICOPA COUNTY RECORDER

Short Term Solution Strategy
Community Relations Restructuring

- Community outreach is required to support the mission of the Recorder's Office in regards to voter registration support, polling location recruitment, poll worker recruiting, compliance, candidate services, Citizen Board recruiting and new precinct boundary community meetings.
- Traditional media no longer has the reach to engage community participation and the current staff is fully occupied with their current duties
- The Community Relations Department will provide outreach services to all of the Office's operations
 - Serve as a means to engage the public broadly for both the Recording and Elections operations
 - Provide a point of entry for new employees to be recruited to the office for succession planning
 - This will eliminate the need to hire people for each department to handle outreach, which would require as many as 9 people versus 5
- We are also creating a new Inter-governmental Relations position
 - This individual will be responsible for managing the relationships with the jurisdictions in the county including 25 cities, towns and CDAs, 55 school districts and 39 fire and special districts
 - Will also handle legislative affairs

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MARICOPA COUNTY RECORDER

Short Term Solution Strategy
Staffing Additions

- The transition of elections reporting configuration to County Employees will require the addition of three people in the Ballot Tabulating Department
 - This can be completed without additional dollars

- Need to hire UOCAVA and SEB support staff

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MARICOPA COUNTY RECORDER

Long-term Challenges

- Work Force
- EAC Certification

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 **MARICOPA COUNTY RECORDER**


Long-term Challenges
Work Force Planning (1 of 2)

- Currently four-in-ten – 38% - of the Office staff is eligible to retire within four years and all but 4 of these are eligible to retire immediately
 - This accounts for 633 man-years of experience out of 1,070 – 60% of the institutional knowledge of the office
 - Most personnel have never worked on anything other than their current position – even after 25 years
- Key positions currently eligible for retirement include all Recorder Accounting, all Fiscal Services, and the leadership of Recording, Citizen Board recruiting, Voter Registration, Early Voting, Ballot Tabulation, Elections Logistics and Technology

➤ In order to avoid catastrophic knowledge loss, we propose to launch a hiring program that will bring in junior personnel to begin learning key positions and to establish a succession planning program that includes business process analysis and augmented staff training

- Key positions of that need to be filled immediately are Audit, Accounting and Fiscal Services

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 **MARICOPA COUNTY RECORDER**

Long-term Challenges
Work Force Planning (2 of 2)

- Wage pressures due to the economic recovery from the Great Recession are beginning to present a challenge for retention and hiring

➤ We support the OMB and HR department efforts to develop Performance Based Compensation and the resetting of the Market Rates to insure competitive wages

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MARICOPA COUNTY RECORDER

Short-Term Challenges
EAC Certification

- Statue requires that voting machines be Certified
- The EAC is currently starting to work on new certification requirements for voting machines that will decertify the current Dominion Voting machines
 - The timing of this effort may impact the 2018 Election and will impact the 2020 Election

➤ We have initiated the procurement process for a new voting system for 2020 that will be EAC Certified

➤ **We may need to change state law or receive Alternative Certification for 2018**

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Memo

County Recorder

| | |
|-------|---|
| To: | Distribution |
| From: | Michael Schiller |
| cc: | Adrian Fontes |
| Date: | 2 March 2017 |
| RE: | FY2018 Budget Baseline Adjustment Request - REVISED |

The Recorder's office is seeking an adjustment to the Budget Baseline for the FY2018 period of a total of nine (9) FTE positions. One position is for the Recorder Department and the remaining 8 positions are for the Elections Department.

Elections Department

The Elections Department is managed by the Recorder's Office under a 1955 Charter with the Board of Supervisors as periodically amended. The Department has averaged 27 staff members dedicated exclusively to the tasks and operations of the department since 1999 (it should be noted that many Recorder's Office divisions and staff were lumped into the Elections Budget for an unknown number of years, distorting the actual number of personnel involved in elections. A reorganization was implemented in February 2017 (FY2017) to bring the office into compliance with both Statute and the Charter and to improve the efficiency of the office).

As shown in the Table 1, below, the Elections Department staff peaked in the years 2007 and 2008 at 32 people, and declined to 24 in FY2017. Part of this decline was a result of the 2011 reduction in force while the balance was through attrition and consolidation of the responsibilities of departing staff to remaining staff.

Table 1: Elections Department Staffing
Staffing Levels Since 1999

| <u>Fiscal Year</u> | <u>Staffing</u> |
|--------------------|-----------------|
| 1999 | 15 |
| 2000 | 26 |
| 2001 | 26 |
| 2002 | 26 |
| 2003 | 27 |
| 2004 | 30 |
| 2005 | 31 |
| 2006 | 31 |
| 2007 | 32 |
| 2008 | 32 |
| 2009 | 29 |

Table 1: Elections Department Staffing
Staffing Levels Since 1999

| <u>Fiscal Year</u> | <u>Staffing</u> |
|--------------------|-----------------|
| 2010 | 29 |
| 2011 | 29 |
| 2012 | 30 |
| 2013 | 26 |
| 2014 | 25 |
| 2015 | 27 |
| 2016 | 25 |
| 2017 | 24 |

Other counties have larger staffs, including Cook County, Illinois (1.5 million active voters, Chicago Metro) with an Elections Department staff of 100 and Harris County, Texas (2.2 million active voters, Houston Metro) with a staff of 40 people. Cook County does not offer early voting. Harris County offers early voting in person and Vote by Mail to those over 65, disabled or temporarily out of town. Maricopa County currently has 2.2 million registered voters of whom 1.5 million are currently enrolled in the Permanent Early Voting List (PEVL).

The Elections Department has experienced significant levels of overtime due to the deferral of staff replacement in Maricopa County. Overall overtime averages \$229k annually, with \$709k in Presidential Years, \$481k in Mid-Term Years and \$299k in Jurisdictional Years. The total overtime expense for the past 13 years is \$5.5 million (see Table 2, below).

Table 2: Elections Department Overtime Hours

| <u>Fiscal Year</u> | <u>Election Type</u> | <u>Classified Staff</u> | | <u>Supervisors</u> | | <u>Total</u> | |
|-----------------------------|----------------------|-------------------------|--------------------|--------------------|------------------|----------------|--------------------|
| | | <u>Hours</u> | <u>Dollars</u> | <u>Hours</u> | <u>Dollars</u> | <u>Hours</u> | <u>Dollars</u> |
| FY 2004-05 | Presidential | 42,097 | \$719,937 | 1,399 | \$52,447 | 43,496 | \$772,384 |
| FY 2005-06 | Jurisdictional | 6,894 | \$148,509 | 650 | \$24,393 | 7,544 | \$172,902 |
| FY 2006-07 | Mid-Term | 26,840 | \$526,771 | 1,997 | \$74,882 | 28,837 | \$601,653 |
| FY 2007-08 | Jurisdictional | 13,795 | \$313,711 | 1,156 | \$43,428 | 14,951 | \$357,139 |
| FY 2008-09 | Presidential | 32,070 | \$607,514 | 2,310 | \$86,619 | 34,380 | \$694,133 |
| FY 2009-10 | Jurisdictional | 7,999 | \$157,986 | 846 | \$31,725 | 8,845 | \$189,711 |
| FY 2010-11 | Mid-Term | 23,968 | \$456,686 | 1,584 | \$59,381 | 25,552 | \$516,067 |
| FY 2011-12 | Jurisdictional | 9,056 | \$184,949 | 943 | \$35,372 | 9,999 | \$220,321 |
| FY 2012-13 | Presidential | 28,889 | \$535,128 | 1,854 | \$69,516 | 30,743 | \$604,644 |
| FY 2013-14 | Jurisdictional | 3,809 | \$84,317 | 639 | \$23,944 | 4,448 | \$108,261 |
| FY 2014-15 | Mid-Term | 13,109 | \$274,931 | 900 | \$50,728 | 14,009 | \$325,659 |
| FY 2015-16 | Jurisdictional | 12,999 | \$285,691 | 1,130 | \$42,375 | 14,129 | \$328,066 |
| FY 2016-17 | Presidential | <u>25,673</u> | <u>\$579,144</u> | <u>1,702</u> | <u>\$66,371</u> | <u>27,375</u> | <u>\$645,515</u> |
| Total | | <u>247,198</u> | <u>\$4,875,274</u> | <u>17,108</u> | <u>\$661,181</u> | <u>264,306</u> | <u>\$5,536,455</u> |
| Average Presidential Year | | 33,885 | \$649,541 | 1,551 | \$59,409 | 35,436 | \$708,950 |
| Average Mid-Term Year | | 21,306 | \$419,463 | 1,493 | \$61,664 | 22,799 | \$481,126 |
| <i>Annual Average Year</i> | | <i>19,015</i> | <i>\$375,021</i> | <i>1,316</i> | <i>\$50,860</i> | <i>20,331</i> | <i>\$425,881</i> |
| Average Jurisdictional Year | | 9,092 | \$195,861 | 894 | \$33,540 | 9,986 | \$229,400 |

The reason for the differences in overtime between Presidential, Mid-Term and Jurisdictional elections is the number of actual election days held and population of jurisdictions conducting elections.

A key driver in the increase in overtime is the workload increase resulting from the growth of Maricopa County, despite efficiencies captured by staff being able to support more voters. The dramatic growth in the volume of work is in large part a result of the introduction of Early Voting in 1992 and the introduction of the Permanent Early Voting List (PEVL) in 2007. Prior to the enactment of Early Voting and PEVL, all voters in the county were required to vote at polling places or via absentee ballot. The tradition of election day polling places has been maintained since the implementation of Early Voting, with the county hosting 724 precincts over the past three (3) elections, operating 724 election day polling locations with less than 100 co-located into a single facility. Essentially, the County is thus running two separate election systems simultaneously for all consolidate elections (only jurisdictional election may be conducted entirely by mail). The increase in registered voters, and the transition from polling place voting to early voting is shown in Figure 1, below.

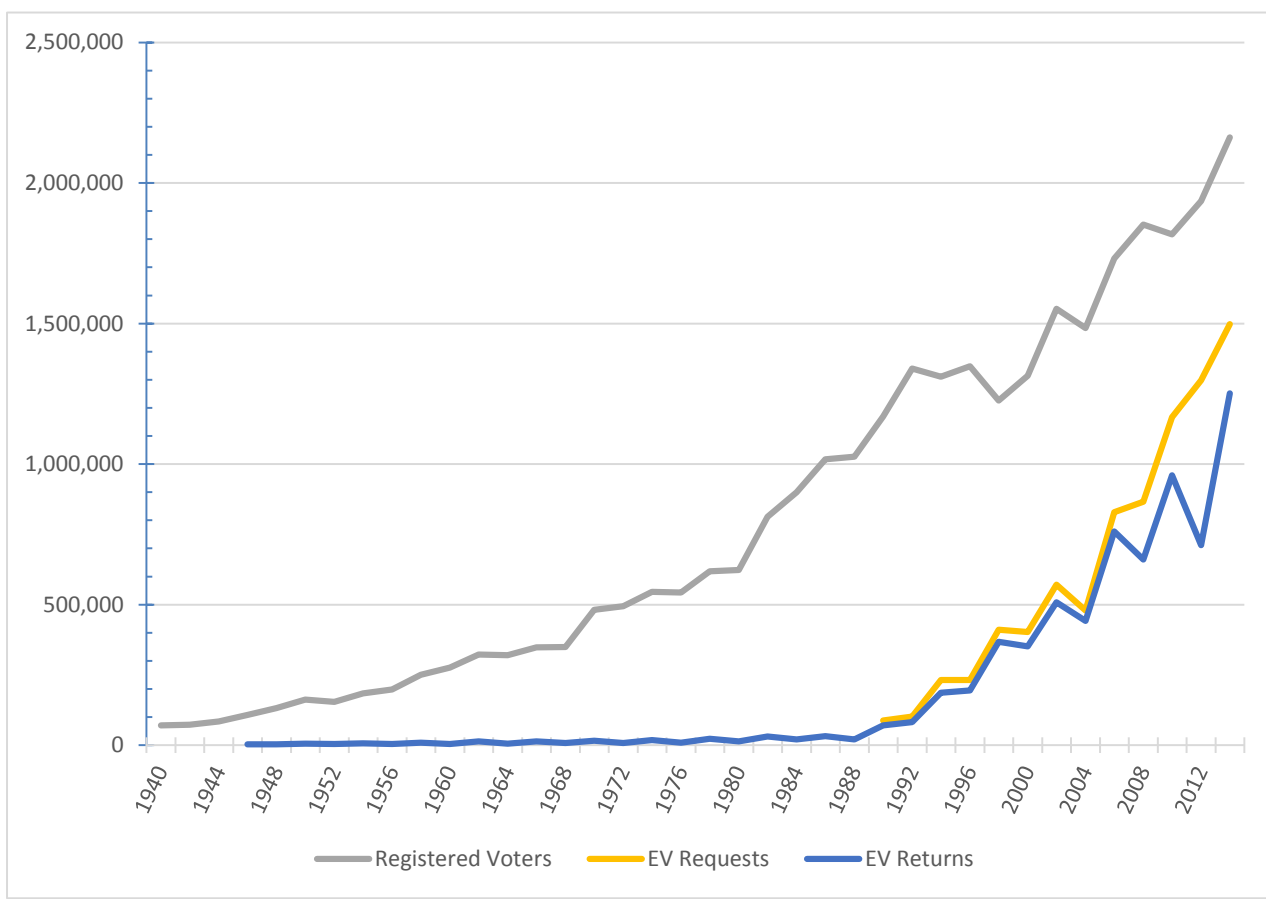


Figure 1: Voter Growth and Early Voting
(1940 to 2016)

The increase in Early Voting changes the type of work required to conduct the election; Ballots need to be printed earlier so they may be mailed, timely mailing lists must be prepared earlier so that the ballots may be issued according to statute, Early Voting centers must be established and operated during the Early Voting period, and Citizen Boards need to be

assembled to process the Early Voting ballots. This is in addition to the delivery, setup, and breakdown of the regular polling places for election day. In addition, the enactment of the American Disabilities Act, as amended, requires the establishment of Special Elections Boards to administer voting to those unable to get to an Early Voting center or a polling place and require in-person assistance with the completion of their ballot, the use of special equipment for those with disabilities who can visit an Early Voting center or a polling place. In addition, the County is subject to a 2006 Memorandum of Understanding (MOU) with the United States Department of Justice that requires certain compliance activities, including the use of bilingual ballots and the personnel needed for the proofing of those ballots (the MOU is attached).

In the past, many of these tasks have been performed by employees already tasked with other jobs that require their full-time attention. This has resulted in highly publicized errors on ballots, long delays in the completion of election results, excessive overtime hours and in some cases, accidents and family problems resulting from the excessively long work hours and lack of sleep by employees.

It should also be noted that there is little relief from the work as it remains consistent across years in large part because of the time and effort required to set up an election. The election calendar for Arizona as established by statutes allows for four statutory election days per year plus special elections and the Presidential Preference Election. The statutory election periods are shown in Table 3, below.

Table 3: Statutory Elections Calendar

| <u>Month</u> | <u>Type of Election</u> |
|--------------|---|
| March | Jurisdictional |
| March | Presidential Preference Election (Presidential Election Years Only) |
| May | Jurisdictional |
| August | Primary |
| November | General |

The statutory elections cycle requires that an election be called 180 days prior to the Election Date with the final canvass issued no later than 20 days after a General or Jurisdictional Election. This creates a seven (7) month Election Period for each of the statutory elections. The critical path for the conduct of elections involves both statutory and process dates. We are currently modeling the election cycle to clarify the critical path but key dates revealed so far include:

- E-110 (110 days before the election) – ordering the special paper required for ballots;
- E-75 - Start of printing of the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) ballots;
- E-45 – mailing of UOCAVA Ballots (ARS 16-543A);
- E-29 - delivery of the polling equipment to Early Voting polling sites;
- E-27 – Early Voting ballots mailed and at least one Early Voting site must be opened;
- E-0 - Election Day;

- E+10 - issuance of the final canvass for primaries; and
- E+20 – issuance of final canvass for the general and jurisdictional elections.

The Calendar for FY2018 election activity is shown in Figure 2, below.

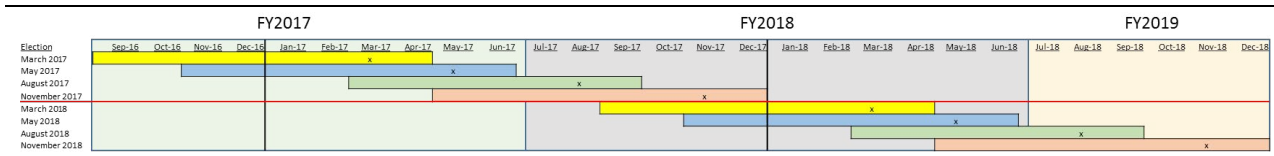


Figure 2: Election Cycles Scheduled Q3FY2017 through Q2FY2019
(Not Including Elections Ending In FY2017)

For the FY2018 Budget, to address these issues, we are seeking to adjust the staffing of the Elections Department by eight (8) positions across the following divisions within the department:

Table 4: Elections Positions Requested

| Number of Positions | Division | Position |
|---------------------|-----------------------------|--|
| 1 | Early Voting Ballot Centers | Satellite Voting Lead |
| 1 | Early Voting UOCAVA | UOCAVA Clerk |
| 2 | Early Voting Citizen Boards | Flagging and Signature Verification Clerk EV Ballot Processing Lead |
| 1 | Special Elections Boards | SEB Clerk |
| 1 | Ballot Proofing | Ballot Text Liaison - Bilingual |
| 2 | Tabulation and Reporting | Data Clerks (Replace vendor staff) |

The role of each position is defined below:

- The Satellite Voting Lead is responsible for the countywide set up and break down of Early Voting locations, site troubleshooting, and on-call services. This individual will also support the set up and break down of election day polling locations. This role is currently being performed by the Early Voting Technician who also performs Ballot Configuration.
- The UOCAVA Clerk position requires significant technical training to perform the duties associated with the preparation, dissemination and processing of UOCAVA ballots. In addition, this person will serve as a backup shift supervisor for the Citizen Board processing of Early Voting ballots. There is currently one UOCAVA technician performing the work of two.
- Flagging and Signature Verification Clerk will improve the ability to process verifications of Early Voting affidavits and serve as a shift supervisor for the Citizen Board processing of Early Voting ballots. The role is currently being performed by an Early Voting clerk who has full time responsibilities and we are not operating Citizen Board shifts.
- Early Voting Ballot Processing Lead will supervise the Citizen Board processing of Early Voting ballots, including managing the shifts. This position, which is a

full time activity, is currently being filled by the Manager of the Early Voting Division, which is also a full time position.

- SEB Clerk will supervise and perform the conduct of Special Elections Boards, of which there are three (3) to five (5) for Countywide/Statewide elections and two (2) for jurisdictional elections. This position requires technical expertise in the execution of voting support for citizens with disabilities who require in-person assistance in voting their ballots and are unable to visit a voting location (either Early Voting or Election Day polling places). This role is currently being performed by temporary hires.
- Ballot Proofing position has been filled by personnel on an as available basis, which has led to several major errors in ballot production. This position requires bilingual skills.
- Tabulation and Reporting of election results is currently conducted by two (2) vendor employees and we recommend that they be replaced by County Employees to assure voter confidence in the integrity of our elections. In addition, these two (2) positions will be responsible for the management of the Direct-Recording Electronic voting machines used by citizens with disabilities at the Early Voting and Election Day polling places and will provide additional support for ballot proofing.

Recorder Position

A single position is being requested for the Recorder Department Budget, a Compliance and Audit professional. This position will serve several objectives and functions, including:

- Federal Voting Rights Act compliance - by Memorandum of Agreement entered into with the Department of Justice in 2006, Maricopa County agreed to retain a permanent Federal Compliance officer to insure that the county follows the law in regards to Section 203 of the Voting Rights Act (42 USC 1973aa-1a). The primary objective is to insure Spanish language support for voters and voting for all elections conducted by the Elections Department. A copy of the Memorandum of Agreement is attached. The position will be responsible for inspecting the Elections Department activities to insure compliance with both statutes and the MOA. This function was being performed by an individual with two other full-time responsibilities, including Voter Registration and Community Outreach. Tasked with all three jobs, Outreach suffered the most and was not effectively pursued while leadership of the Voter Registration function was limited.
- State and county compliance for both Elections and Recording - in addition to Federal Compliance, we are expanding the role of the Compliance officer to encompass compliance with State and County statutes and ordinances regarding both Elections and Recording. The State compliance requirements for both Elections and Recording are defined in the ARS in Titles 11, 16, 33, 19 and 38. In addition, the Recorder's administration of elections is subject to the terms of the Charter transferring administrative responsibility of the Elections Department from the Supervisors to the Recorder. The position will be responsible for inspecting the activities and policies of

both the Recording Department and the Elections Department to insure compliance with both State statutes and the MOA. This function is not currently being performed; and

- Performance auditing and business process analysis - the Office has not made significant changes in the way it operates with the exception of the conversion to digital from paper in the Recording department, despite the addition of significant changes in technology over the past 20 years. The County Auditing department (headed by Ross Tate) is only available for periodic auditing and does not perform business process mapping for continuous improvement, both of which the Office would like to institutionalize as part of an overhaul of the department and the adoption of modern business practices where applicable. This function is currently not being performed.

To address these three inter-related tasks, we are proposing to hire a single individual with the responsibility for business process and performance mapping and auditing of the department on a full-time basis. This person will additionally be charged with ensuring compliance with all Federal, state and county statutes and agreements. They will function across all departments and divisions within the Recorder's Office.

Timing of Hires and Budget Impacts

The timing of the Election Department hires is not concurrent with the FY2018 period but rather with preparation for the 2018 Countywide/Statewide Elections (August Primary and November General). Therefore, we are requesting that the eight (8) Elections Department positions be filled in March/April of calendar 2018, which provides a period of five (5) months of training and preparation for the August 2018 Primary and eight (8) months for the November General Election.

The FY2018 impact of these positions will be \$138k (fully loaded FTEs) for FY2018 with full year impact of \$420k (fully loaded FTE's) beginning in FY2019.

The Recording Position (Manager of Compliance and Audit) will be hired upon approval of the budget and will have an impact of \$89k beginning with FY2018.

/Attachment

Distribution:

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cc:

Deyan Bunjevic
Keely Varvel
Ken Stahli
Rey Valenzuela

Appendix C - Transition Team Meeting Minutes

FONTES TRANSITION TEAM MEETING MINUTES

MEETING DATE: 12/8/2016

RECORDED BY: KAREN LOSCHIAVO

ATTENDANCE

| Name | Title | Present |
|----------------------------|--------------------------------|---------|
| Mike Schiller | Transition Team Manager | Yes |
| Adrian Fontes | Maricopa County Recorder-elect | Yes |
| The Hon. Andy Kunasek | Co-Chair | Yes |
| The Hon. John A. Buttrick | | Yes |
| Karen Loschiavo | | Yes |
| Mr. Mark Robert Gordon | | Yes |
| Ms. Cynthia Ford | | Yes |
| Ms. Felecia Rotellini, Esq | Co-Chair | No |
| The Hon. Rick Romley | | No |
| The Hon. Terry Goddard | | No |
| Dr. Sheila Harris | | No |

1. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

2. AGENDA

- **Thank you and Welcome!**
 - o Conferencing in on future sessions is fine if someone can't attend.
 - o Half of team not present — they will focus on the Recorder's side.
- **Agenda Review**
- **Get Acquainted Around the Room**
 - o Adrian introduction — "I really care."
 - o Mark introduction — Extensive campaign experience, about 100 over the years. Election and voting rights attorney from non-partisan standpoint. "Election process here has needed more work than any other state than I've worked in." Looking for fairness and balance in elections.
 - o John introduction — Experience in election disputes related to party status, introduction to the world of election law. In 2001 appointed to Superior Court bench for 12 years and presided over election disputes. Interfaced frequently with Recorder's office during that time. Last four years has been a federal magistrate in Yuma, Flagstaff and Phoenix. Just retired in August

-
- o and looking to get involved in something that will help people. Make sure Adrian gets off on the right foot in the Elections department.
 - o Andy introduction — Just saw Hamilton in NYC. Saw lines to vote in NYC only like he's ever seen in the Navajo Nation, festive and celebratory. He wished others looked at voting in the same way. Excited to help bring benefit to the transition. Has known Helen for almost 30 years as well as Karen Osborne. Got to know Osborne in his first election when he was a write-in candidate. Karen Osborne was the consummate professional, never a lack of trust or suspicion. Maintain independence in the office.
 - o Karen introduction — Adrian's assistant and former Communications Manager for campaign
 - o Mike introduction — Career in business and has been consulting since 2001. Former Republican turned Democrat.
 - **Expectations**
 - o Adrian, "All I expect is as much as you're willing to give." Trying to be consistent with meeting times: Thursday at 3:00 pm, most likely at same location until Adrian takes office. To be decided.
 - o Adrian wanted to get the ball rolling because he doesn't want transition team to meet beyond March.
 - o Sub Committee - Two folks on Election side missing from today's meeting. Cynthia Ford has worked in elections for a long time in Ohio and California. Terry Goddard knows a lot about elections as well. Recorder's side is more administrative.
 - o **Elections Policy** — What needs work and what can stay the same? Things will change as we move forward and will be fluid as more people come on board.
 - o **Elections Director** — National search for Elections Director. Asking for a job description from everyone. Valley Metro did National Service. Board of Supervisors did the recruitment (Andy). We have those guidelines to use.
 - o **Recorder** — Will discuss when team members are present.
 - o **Politics** — straightforward questions about the politics. Andy will provide GOP perspective and Mark Democratic, John for third-party perspective. Make sure we are balancing each other in conversations. Adrian believes we are going in the same direction and picking the right path is important. Candid discussions are important.
 - o Looking to Andy to elucidate how this all works. Was involved in Gov. Brewer's transition. Interview process, vetting and ultimately leaving decision to Adrian for final call. *Has ideas for organization chart for people that might be missing that will be helpful.* People on both sides as a matter of strategy are trying to create doubt, even if nothing is going wrong. Have to show the system is not rigged. No one ever doubted Recorder's intention or integrity. *Urged Adrian to get someone with a title company background to help point out what they perceive as flaws or things that shouldn't be touched. Mike and Adrian will call Title Association to get names and identify someone who can advise Adrian.*
 - o Adrian welcomed everyone to critique methodology of transition team as we go forward.
-

- o Adrian Looking to begin national search for Election Director and begin the search in middle of February at the latest. He takes office January 1st.
- o First election is in March — Goodyear mail-in election.
- o City of Phoenix will handle their own election in March.
- o Consideration of proposed statute changes for coming legislative session.
- o Andy: Has Adrian met with ACO yet?
- o Adrian: Has not spoken with Jennifer Marson or the other supervisors yet.
- o Andy: ACO will be a huge ally. It's all there, Adrian has to plug himself in.
- o Adrian: Goal is to preserve administrative integrity of the office. Believes in capacity of the current staff.
- o **Budgets:** Adrian and Mike met with Brain Hushek today about budget. Will have more specific budget and staffing information next meeting 12/22 when he reviews numbers.
- o **Outreach Director** — coming on board, not finalized
- o **Chief of Staff** — Mike Schiller
- o **Interim Elections Director** — needed and Adrian has an idea of who he wants but wants to make it known that it's very temporary. Adrian doesn't want to wait until the search is over because if someone comes in right away assessing procedures and technology new person won't have to go through that again.
- o Andy: *David Stevens, IT Director for the County will be a good advocate on the IT systems. Will make a meeting possible. David will be key to Adrian's success.*
- o Mike: Want to meet him too.
- o Adrian: Clear that there is not enough information yet.
- o Adrian: Terry Thompson is the IT Director for the Recorder's Office. 35 to 40 technicians. GIS Group separate from Elections. Seemed excited to have Adrian.
- o Adrian: What sorts of people do we want in deciding what services the Recorder's office should be providing? Sub groups for improving User Experience for public.
 - Easing real estate transactions and discovering chain of title easily
- o Adrian: do not want to limit the IT department. They have a lot of capacity.
- o Andy: Meet with Paul Peterson from Assessor's Office. Recorder, Assessor, Treasure are integrated.
- o Cynthia introduction — First job out of college was working for Cuyahoga County Board of Elections and held a lot of positions. Thinks she has a lot to offer as far as inside knowledge and nuances of Elections department.
- **Tasks**
 - o Every member to write a short job description for an Elections Director as well as potential interview questions.
 - o Adrian: Do not want to use a search firm, just the present available resources from the County. Hoping for 3 solid candidates.
 - o Whole team to provide Mike with items they want to see discussed to put on agenda for future meetings.
- **Summary and Next Steps**

-
- o Contact information to remain private.
 - o Review of action items (listed below)
 - o Interim director to audit processes
 - Andy: Ross Tate, County's Auditor should look at everything too
 - Adrian: Due for an internal County audit
 - o National Search beginning Mid-Feb *at the latest*
 - o Further comments?
 - John: Contact Chief Judge of Superior Court and ask her to poll the judges about things they would want to change or remain the same in the Elections Department regarding elections challenges.
 - Adrian: Will speak with Judge Warner soon about this.
 - Mark: Real Estate lawyers perspective is important to include.
 - Adrian: Will look for someone when we're ready to open discussion.
 - Mark: How long did Brewer's transition last?
 - Andy: Went on after Brewer took office in January.
 - Adrian: Hope to be done before end of March, best case scenario.
 - Cynthia: When do you want a new Elections Director?
 - Adrian: First task is to announce search for Elections Director. HR already has ball rolling.
 - Andy: Cynthia's background will help in determining qualifications.
 - Mark: Call in number if you can't make it in person.
 - o Thank you from Adrian, if you have questions reach out!

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 5:05 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|--|-------------|---------------------|
| Reach out to David Stevens, IT Director for the County | Andy | |
| Reach out to Ross Tate | Andy | |
| Reach out to Chief Judge Barton of Superior Court | John | |
| Contact ALTA for Title Company Perspective | Mike | |
| Create briefing packet about current technology | Mike | |
| Contact Connie at Home-builders Association | Mike | |
| Ask Felecia to find banker's perspective | Mike | |
| Call-in Number for Conferencing in | Mike | Next Meeting, 12/22 |
| Short Job Description and Set of Interview Questions | Whole Team | Next Meeting, 12/22 |
| New agenda items sent to Mike for next time | Whole Team | Next Meeting, 12/22 |

7. NEXT MEETING

12/22 3:00 pm

FONTES TRANSITION TEAM MEETING

MINUTES

MEETING DATE: 12/22/2016

MEETING LOCATION:

5353 N. 16TH STREET SUITE 110, PHOENIX, AZ

RECORDED BY: KAREN LOSCHIAVO

Key Points:

- Analyzing data and history is first step to making policy decisions and making changes in the office.
- Changes need to be prioritized based on urgency and ease.
- Elections Director must have knowledge of Arizona's History and Statute, but an outsider's perspective is also valuable.
- Is it appropriate for the County Recorder to hold all the responsibility for 2.2 million votes in the United States? Consider and Elections Advisory Board.
- Divide further meetings into Recording and Elections to not waste anyone's time.

1. ATTENDANCE

| Name | Title | Present |
|----------------------------|--------------------------|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| The Hon. Andy Kunasek | Co-Chair | Yes |
| The Hon. John A. Buttrick | | Yes |
| Karen Loschiavo | | Yes |
| Mr. Mark Robert Gordon | | Yes |
| Ms. Cynthia Ford | | Yes |
| Ms. Felecia Rotellini, Esq | Co-Chair | No |
| The Hon. Rick Romley | | No |
| The Hon. Terry Goddard | | No |
| Dr. Sheila Harris | | Yes |
| John Lotardo | | Yes |

2. MEETING LOCATION

5353 N. 16th Street Suite 110, Phoenix, AZ

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:10 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- Thank you and Welcome!**
- Agenda Review**
- Communications Review**
 - Stay mindful about email communications. Don't text important information.
- Opening Remarks**

- Adrian: Diligently meeting with host of people. Evaluating the physical space of the office. Transition team will be able to see the space once Adrian takes office. Current Recorder's office is not easy to find and inaccessible. Semi-private Recorder patio could be a welcoming space.
- Locking down people we want to bring on board and meeting with HR. Many will be approved retroactively on January 4th by Board of Supervisors.
- Lot of empty work stations. Keely and Mike will have to make plans to rearrange the office space soon.
- Concerns will be addressed after the beginning of the year with the transition team when Adrian is given more details.
- Asking for input for housekeeping at the office.

□ **Introductions**

- Keely Varvel: Has known Adrian a long time. Has worked in Democratic Party Politics for 25 years. Worked for AZ House Democrats for 8 years. Worked in Gov. Napolitano's office. Knowledge of policy level issues, and will use transferable skills from managing DES workforce. Looking forward to working with Adrian and bringing pragmatic perspective. Takes her responsibility seriously.
- Sheila Harris: Housing Director for AZ Department of Housing. Also worked for Gov. Napolitano. Working with the public's money and trust.
- John Lotardo: The Title Man. Been in title industry for 25 years. Active in Title, Escrow, Trustee association. Has worked with the Recorder's office over the years for title-related issues. Looking to add nuance to the transition team when it comes to the Recording sign.
 - Active with the Electronic Recording System. Involved in Legislative group when that began.
 - Dealt with the Electronic Recording Commission for recording standards. Provided input. Brought practical business information to the Recorder's office.
 - Maricopa is the leader in technology that pushes the Title industry forward. Good communication is necessary between Recorder's office and title industry.

□ **Elections Director**

- Adrian: Not ready to establish criteria today. Set in the idea of doing a national search. How important is it that the candidate has been involved in elections in Arizona?
 - John Buttrick: Election law is a creature of statute. Arizona has extensive statutes. If someone has familiarity with those statutes, it's positive and can't hurt.
 - Sheila: Pew Charitable Trust has an elections administration that would provide good national perspective that can provide good characteristics. Want to make sure that the search doesn't prefer too partisan.

- Cynthia: Ask someone to elaborate on the differences of Maricopa County versus where they come from. Understanding how elections work in a different area can be an asset. Must be astute enough to interpret the Arizona statute.
- Mark: The Brennan Center, Yale Law has an Election Law focus that can provide advice on what has worked well from academic perspective. Key Recorder's Offices and Elections Departments around the country that have shown a propensity for fairness. Can help in search but also in guiding the direction of office. Someone with an Arizona perspective, institutional memory, is helpful but someone from outside can also be helpful. Broad enough vision to not be stuck in what AZ has done, and not be stuck in what they have done.
- John B: Someone really needs to know what AZ has experienced. They've also got to see beyond the Arizona bubble or change can't be made.
- Adrian: Why does Arizona have more problems than other states?
- Mark: AZ is a transient population, there's not a long historic knowledge on the ground that there may be in other states. There's a reason AZ was one of the first places put on Justice Department oversight in the early 70s (demonstrable patterns of discrimination). Voting Rights enforcement mechanism is not present. AZ and Maricopa County haven't been collecting data to show discriminatory intent or discriminatory effect. Basic problems that happen cycle after cycle and the problem is, once reported, it disappears into a vacuum.
 - Basic problems: unattended ballot boxes. Saw it in 2008, 2010, 2012 and 2014. No correction in Arizona, no follow through. Other states had commissions to deal with problems as they happen. PPE was an exception with follow through, which was because there was so much national attention and it was a predictable outcome.
- Cynthia: Check Elections Science Institute out of San Francisco for finding historical data. All is recorded there.
- Keely: At the capital there is an effort to use policy to limit people's access. Testing ground for laws that over time create a complicated and inaccessible voting process. Understanding how all that interacts with logistics and DOJ issues is unique.
- John B: This is a complicated state, good to keep in mind for Elections Director. Many of the things that we have as problems and complexities don't exist in other states. E.g. in Oregon, there are all mail-in elections.
- Adrian: Right now, we're compiling information and there's no current Elections Director job description.
- Mark: Pima County might have a job description.

□ **Elections Policy**

- Mike: Adrian has an open invitation to people with interest in Elections Policy to speak with him about their ideas. Elections Integrity group Adrian met with yesterday and passed on ideas and materials compiled by local and national groups.
- Mark and Cynthia and John B. have extensive experience. Want to look at elections policies that we can promote at the legislative level. One of the expectations is one to select Director and two to work on Policy.
- Mark: We've had issues with access to the polls, policies that have kept people away or had an improper impact on access.
- Maricopa County did make a correction with the E-Poll books, were complaints with this election. The issue with provisional ballots was people were referred to the wrong location to vote. Hopefully that is being corrected.
- Analyzing data and history is first step to making policy decisions.
- Adrian: If things are being reported, how are they being handled. Who are they being reported to? Where is that information? We have to gather up and compile the complaints so the analysis is data-driven. New policy changes are big this year, especially coming from Eric Spencer's office, how are they making those decisions? Why are they moving in that direction?
- Keely: There's so much that needs to be changed. What are the biggest things that can be changed off the bat and what needs to be long-term? Issues need to be prioritized.
- Mike: Does Election Science Institute have best practices?
- Mark: Yes and Pew and Brennan Center.
- Mike: Use those as a benchmark for best practices. And then start prioritizing.
- Adrian: Does Andy have experience in circumstances where an elected takes positions on policy that they want to talk to the legislature? How did they work with the BOS?
- Andy: All of the elected officials would in advance of the legislative sessions would make their priorities known. Helen would do one-on-one meetings with Board members. Worked with counterparts around the state. Want to make sure that all perspectives are taken into account to avoid collateral damage. Had fiscal issues with SOS in the past. No set model. Build up allies at the legislature.
- Adrian: The SOS is overall going down the wrong path with the large amount of big changes that are on the table.
 - Example: Proposing Elections Manual will no longer be mandatory. No manual printed for 2016 cycle which caused confusion with all the new laws passed in 2016. No guidance from SOS office. Exacerbates issues.
 - Mike: No rules or resources for enforcing ballot collection law.
 - Andy: Has Adrian talked to Eric Spencer?
 - Adrian: Have not talked to him yet, want to do more research.
 - Mark: Introduce yourself, set a time in a few months to talk.

- Andy: Keep up the effort to not be litigious or come across as a lawyer. Be a sponge before you make conclusions. The problems you see now may not be elucidated for a while.
- Adrian: Approaching it with a smile on my face.
- Mike: Get to know other elections directors across counties first.
- Keely: Time is of the essence. Meet with him now just to listen why they are pushing legislation.
- John B.: Sooner rather than later. Can't wait until it's spring and it's too late.
- Mark: Get to know other county recorders.
- Mike: Can also get to know County versus State issues.
- Adrian: SOS is already attempting to lobby Adrian.
- Adrian: No big elections in 2017. City of Phoenix is the other big elections department in the county.
- Adrian: Homework for long term: We are the largest voting district in the country that has no Election board. One elected official is responsible for more votes by 5-fold to the next elected official. Maybe it's time for an Election Board or for a diffusion of decision making as in other counties. Is it appropriate for the County Recorder to hold all the responsibility for 2.2 million votes in the United States? Allows for more people to make a decision, but individuals will hide behind the group.
 - John B.: Counter-Narrative will be too much bureaucracy, what's the cost? There will be pushback.
 - Adrian: Just something to think about. What will it look like if this was something we pursued?
 - Sheila: Transparency is key and is missing from the political system. By bringing in other people into the decision making provides input from the community and creates an opportunity for a voice for people.
 - Mark: Our populous is spread out. Unique problems arise.
 - Adrian: LA County's Election Board is the referee. Adrian is the referee and the administrator for elections in Maricopa County. It's an idea worth exploring and it's important to him.
- **Summary and Next Steps**
 - Set up meetings with other county recorders across the state
 - Briefing by Tom Collins
 - Set up time for Adrian with Eric Spencer
 - Ask Mark to set up time to talk to the LA County Recorder — he will be there 2nd week in January
 - Still need questions and job descriptions for the Elections Director
 - Asking Pima County for their election director job description

- o Think about the possibility of an elections board
- o John: Contacted Judge Janet Barton from Superior Court. Have a lot of interest in the Election disputes and how they are handled. Expects to have some ongoing communication with those judges. Proposed Adrian meets with the judges once he has a permanent Election Director.
 - Main problem is time, everything has to be accelerated for Elections.
- o Asked John L for industry people that will be able to provide input in transition discussions.
- o Split up meetings between Recorder and Elections.
- o Updated contact list
- o Send all communication to Mike’s County email

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:55 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|---|------------------|--------------|
| Get Pima County’s Election Director Description | Cynthia/Mike | Next Meeting |
| Identify Title/Real Estate industry players to include in conversations | John L | Next Meeting |
| Meet with LA County Recorder | Mark/Adrian/Mike | |
| Interview questions and Job Descriptions for Elections Director | Whole Team | Next Meeting |

7. NEXT MEETING

1/5/2016

New location: Recorder’s Office

FONTES TRANSITION TEAM MEETING

MINUTES

MEETING DATE: 1/5/2017

MEETING LOCATION:

MCTEC, 510 S 3RD AVE

RECORDED BY: KAREN LOSCHIAVO

Key Points:

- Hold up of early ballots can be solved with an increase in volume of Citizen Boards to verify signatures. 45 teams of 2 people of separate political parties per board can verify 50,000 ballots a day. Current barrier is not enough space, but that is being looked in to.
- E-Poll Books need to increase storage capacity for voter database to prevent long lines
- Elections Director position details to be worked out next meeting.

1. ATTENDANCE

| Name | Title | Present |
|----------------------------|--------------------------|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| The Hon. Andy Kunasek | Co-Chair | No |
| The Hon. John A. Buttrick | | Yes |
| Karen Loschiavo | | Yes |
| Mr. Mark Robert Gordon | | Yes |
| Ms. Cynthia Ford | | Yes |
| Ms. Felecia Rotellini, Esq | Co-Chair | Yes |
| The Hon. Terry Goddard | | Yes |
| Mr. Rey Valenzuela | | Yes |
| Mr. John Stewart | | Yes |
| Ms. Keely Varvel | | Yes |
| Mr. Matt Morales | | Yes |

2. MEETING LOCATION

MCTEC, 510 S 3rd Ave

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- Agenda Review**

□ Opening Remarks and Introductions

- Rey Valenzuela, Interim Elections Director
- John Stewart, with Elections been with the department for 30 years
- Matt Morales, Director of Intergovernmental Relations
 - Point of contact for all levels of government throughout Maricopa County
 - Met with Governor's general counsel this afternoon
- Since last meeting
 - Officially been sworn in
 - Meeting with Rey about the fixes that can be made that won't take a lot of resources as well as the more difficult fixes.
 - **Problem:** Citizen boards have to verify all the ballots after signatures are verified. The back-up with counting early ballots is not in signature verification, it is with the citizen boards. There is only physical capacity in MCTEC for 45 boards, but counting off-site creates security and cost problems. Looking for more space on-site to get more of the citizen boards verifying the ballots. Large space off of the warehouse and in the back of the warehouse that will be vacated and will hopefully be opened up for Elections' use. Opening more space and training more citizen boards may mean all early ballots are counted by Election Day and have an actual early vote count to provide. All the PEVL votes turned in on Election Day can then be counted much quicker. Physical space is a big limitation and is an easy fix.
 - **Problem:** Training for the citizen boards would need to be increased. Outreach team will be able to help recruit.
 - Terry: Was Helen counting as they came in?
 - Rey: All the ballots were tabulated. We can process 200,000 signatures in a day. Citizen boards can process 50,000 a day. In paper-roster environment, there's no way to know if an individual has already voted. 62,000 early voters in 2016 general didn't have to vote provisional because of E-Poll Books.
 - **Problem:** Sending data to E-Poll Books and having updated information to prevent people voting twice. With E-Poll Books there were 400,000 to process, with citizen boards it still takes 8 days to process. Statute requires they sit down and verify ballots with citizens.
 - Adrian: When green ballot arrives, it goes to Runbeck to verify sig electronically. All that happens in-house but the physical ballots are still at Runbeck until they are verified. Once they arrive at Elections Dept., citizen boards go through and verify signatures.
 - 45 boards are only 90 people. Transporting ballots creates issues with transportation and security.
 - Increasing capacity of citizen boards by securing the space and recruiting citizens.

- Cynthia: how are citizens selected and where do they come from? What are the security protocol?
- Rey: Boards are supposed to be 3 people of different parties. Secretary of State allows exception of 2 people, as long as they are of different parties. In last 28 years, no one has come from the political parties. Except in the last year, Democratic Party provided a couple. Looking to do a better job communicating the needs for volunteers. Majority are Independents and retirees from Elections Dept.
- Rey: These are different than poll workers. Day 1, Recorder comes in votes and Election begins. Mail ballots don't come back until Monday of that week. first class mail is now 3 to 5 days. When mailed on Wednesday, it can come as late as Tuesday. Monday is when signature verification begins and citizen boards should be in place by that Monday. By Sunday prior to the election, early ballots are done. One election day, resources are limited.
- **Problem:** Long lines. E-Poll Books began use in 2014. Supposed to check if an individual has already voted, then check them in. The system should recognize automatically that the person has voted. It doesn't work because the Voter Roll is larger than what the E-Poll Book is designed for. On Presidential Preference Election day, the office realized that long lines were a problem but chose not to deploy the E-Poll Books and staff. Decision made by leadership, not by staff. Loss of confidence in system. The idea was on Presidential Preference Election, there would be larger sites with larger allocation of E-Poll Books. Another problem was independents were not informed they could not vote in Presidential Preference Election which made lines long.
- **Solution:** Working with Procurement and MCAO. Business and technology problem that needs to be fixed. With more memory, the E-Poll Books won't need to "warm up" in the morning which created long lines in November.
- **Problem:** MVD, when people change their address. If they don't check the box for a party. It defaults to "No Party Preference."
- Rey: Individual Voters who would come in and thought they were Ds or Rs were Independents because they didn't check the right box. Was only the case up to 4 or 5 years ago. All the people that registered in 2012 and left it blank are Independents by error. All the people that went to vote on the Presidential Preference Election would know now.
- **Problem:** Dearth of communication from Recorder's office to educate voters about the Presidential Preference Election and who was eligible to vote. Training, communication and capacity were left out because of budget constraints.
- Cynthia: How do you switch parties and when?
- 29 day Rule. — 29 days prior to an election. Treated as a new registration.
- John S.: In our system, the book isn't closed at 29 days because there are so many people.

□ **Elections Director**

- Adrian: Idea of doing a national search for an elections director has been publicized. However, there is a lot of talent in Arizona. Unique nature of election law, history. Will pay close attention to people in the state. This team will help pick the best person for the job.
- Felecia: A national search will give a lot of insights and ideas and will learn things along the way. Part of Adrian's due diligence.
- Not yet ready to flush out specifics for criteria.

□ **Elections Policy**

- The Secretary of State's office has floated a proposal for significant changes to elections law in Arizona. No election manual issued for the 2016 election year, although law changes were made over the 2 years. Changes made during 2016 Election Day wouldn't be in the manual for 2016.
- Removing detailed administration of elections from the Secretary of State's office.
- Most egregious change: Removing the name of the Executives from a PAC or organization that publish their opinions in the Secretary of State's office voter guide.
- Another change: Removing the Secretary of State's seal from received petition.
- Another change: Secretary of State can determine, on their own, the description that goes on the ballot and on top of a petition.
- Another change: Lobbyists no longer have to register under oath once a quarter. Lobbyists can't be held accountable for gifts any longer if they aren't technically under oath.
- Adrian: There's no statutory language attached to these legislative proposals.
- Created a committee at the office to flesh out what the philosophical feel on each other these pieces because there is no specific language to work with.
 - Matt is looking at the statutory framework for each piece.
 - Calling together everyone who have been on board for a while to give technical expertise whether these ideas make sense.
- Need to look how to improve communications.
 - What tools and venues should we be using to make sure people know?

□ **Summary, Next Steps**

- By the time we get to next Thursday, we have a solid set of information to get to the transition team regarding job descriptions.
- Next meeting focus on the elections director application process, get the county HR present to make presentation about what the process looks like.
- Solicited Advice for Adrian:

- Felecia: Don't believe your own press. It's your own values that measure who you are. Nothing else matters.
 - Rey: Everybody's voice is heard through their vote.
 - John Stewart: The staff has been here a long time, they forget that people aren't as informed as they are.
 - Mark: Learn. Always learn. Take advantage of your colleagues around the country. There's so much change for an institution that has been in place for so long, give the public optimistic insight into what it is that you are doing. But temper expectations. It's going to take a few election cycles to get all your goals implemented.
 - Mike: Your ability and eagerness to listen and to incorporate it into your own vision. Don't stop. Your vision of openness and transparency is valuable. Keep doing that. You will still need to maintain a work-life balance. This is the people's office, you are a steward. Your primary responsibility is to your wife and children.
 - Matt: The legislature is the thunder dome of egos. Do not let them get the upper hand. They're our friends, but you walk in there representing more voices than they do. Put you
 - Karen: Get some rest.
 - Cynthia: Keep your sense of humor. Stay open-minded. Everyone counts.
 - Terry: Listen to the talent in your office. Most office holders get absorbed by the office. Keep outsiders perspective. The whole election system is in trouble. People don't trust election systems. Your obligation is to reinforce the credibility of the system. Open system available for the public to watch the whole process may improve public perception.
 - Keely: Focus. We can't solve every problem right away. Pace yourself. What are the biggest band for the buck and what can we deliver on? Play to your strengths when it comes to staff, media and general public. Be the spokesperson for democracy.
 - John B: Meet one-on-one with people who work for you and you can hear their sincere concerns. Think outside the box. Communicate the integrity of the system as often as possible.
- Mike and Karen: Invite everyone to the event on the January 19th.
 - MCC Chancellor has an office of civic engagement run by Lawrence Robinson. Matt should communicate with the community college chancellor about outreach. Bring Francisco.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:50 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|---|-------------|----------|
| Invite Team to Event on the 19 th | Karen | 1/12 |
| Compile job descriptions and interview questions for Elections Director | Karen | 1/12 |

7. NEXT MEETING

1/19/2016

510 S 3rd Ave

FONTES TRANSITION TEAM MEETING 4 MINUTES - RECORDING

MEETING DATE: 1/12/2017

MEETING LOCATION:

MCTEC, 510 S 3RD AVE

RECORDED BY: KAREN LOSCHIAVO

Key Points:

- Schedule a Recorder's Summit for February 16, 2017 to discuss ideas with the community stakeholders

1. ATTENDANCE

| Name | Title | Present |
|-------------------|--|---------|
| Mike Schiller | Transition Team Leader/Chief of Staff | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| Keely Varvel | Chief Deputy Recorder | Yes |
| Matt Morales | Director of Intergovernmental Relations | Yes |
| LeeAnn Wade | Administrative Manager-Recording | Yes |
| Karen Loschiavo | | Yes |
| Dr. Sheila Harris | | No |
| John Lotardo | | Yes |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

Opening Remarks and Introductions

- Adrian: Looking for the best ways to build relationships with Community organizations.
 - Example: Assessor wants to explore the idea of adding a form to process assessor payments to Recording Kiosks.
 - Lee: Recorder IT and Assessor IT staff already have that in progress.
 - Adrian: How else can we help people as we open more kiosks?
 - Example: Lag times.
 - Mike: When a document gets processed, the Assessor works exactly 7 days behind the Recorder. There's 30-day window for the Recorder. The Assessor follows that 7 days later. Title Co. (outside contractor) is 10 days behind that.
 - Lee: They get the record the day after is recorded.
 - Adrian: There is some kind of verification that goes on that happens 30 days after the filing.
 - Lee: Who can I talk to about that?
 - Mike: I will send it.
 - Adrian: Some part of the processing infrastructure that I didn't have enough information about why the delay occurs. Their question was: the developer should be able to do more, more quickly if the Recorder can get the information to them faster. But I'm not sure.
 - Lee: It could be Maps.
 - Mike: That's it. The map data. They need that to assess the property. If there's any time saving that can be made, that is something the Assessor is interested in.
 - John L: It impacts our mutual clients (builders, developers). We work with the builders to put plats together and get them recorder. So yes, the rush to get those done. I've not heard of a problem from the builder's side that they are running onto delays. I have to reach out to my builder's division to ask. We are coming out of the recession, for many years it was slow. Now we are starting to tick up. It could be a new pressure as they are recording more plats.

- Mike: Once they start a process, they want to speed it up because time is money and until everything is approved by the Assessor, they can't start.
- John L: They are probably under a lot of pressure.
- Adrian: It may not be a bad idea for us on the inside of the office to do a round table with the developers and contractors who are part of the process. In my mind, if we can have a couple hours of conversation back of forth we can understand better what they are asking for. Cut out the middle people.
- John L: Some peripherally involved stakeholders: Homebuilder's Association, HBACA. That's how you could reach that segment of the industry. I can help reach out to them.
- Keely: I know their lobbyist.
- Adrian: Let them know our directors and supervisors are interested in what they have to say. We (Recorder's Office) have industries that rely on us.
- John L: Now is a good time, the market is improving. Especially residential. To get ahead of it now is a good idea.
- Lee: PRIA organized a "prep group" and in the counties, you would organize a meeting of all the stakeholders. The turnout was good, but the interactions at the meetings weren't there.
- John L: I think the mission and the goal need to be redefined to engage the audience. The past expectation wasn't as clear as it could be. It's a great idea, but goals need to be set as to what we want from that group.
- Lee: the last one was in 2009, 2010. A group of 100 people.
- Keely: a smaller group is better.
- Adrian: We could have what they did at the League of Women Voters events. Broke up into smaller groups off 10 to 15 people that focused on a couple questions. Then reconvened in the larger group and each smaller group presented the top 3 concerns. It was a couple hour exercise, but it was a great to learn.
- Adrian: Karen, Get the notes from that LWV event.*
- Adrian: Get people from the industry to gather to talk directly to us in the same way. A great conversation starter. Do a follow up 45 days later, or so. If there are 100 people, that would be ideal. Doing that soon would give us a good assessment from the end use perspective.
- John L: Easier with small group to get to the key points you want to get to.
- Adrian: Good to do it at a time when we can have the recording staff available to be there.
- John L: They can moderate the groups.
- Adrian: There's a lot of interaction in the office with the people we serve.

- John L: It will help with relationships, building relationships with the clients. Win-win as long as you pick the right types of questions to engage the groups. There are a lot of pending questions right now.
- Lee: We have over 1,000 account customers who are currently stakeholders. We can email and survey them.
- Keely: Let's plan something. Kathren can help.
- Mike: It will be good for Francisco's group to interact with the community. They can moderate groups.
- Adrian: We can do it in the morning and be done by 11. Charge \$20 for coffee and snacks. Be respectful of everyone's time. Want to make sure we reach out to all sectors.
- John L: Middle of the month is a good time.
- Mike: Should we move our meetings?
- John L: At this point, don't make any changes.
- Mike: We will if you think it's a good idea.
- Keely: Mid-February?
- John L: It will sell better early in the morning, middle of the week, middle of the month.
- All: Thursday, February 16th.
- Keely: Invite by next week to get it on calendars 3 weeks out.
- Adrian: We can put a program together pretty quick. What I'm looking at is
 - 1. Doing a welcome.
 - 2. John L opening the event.
 - 3. Set ground rules (pre-register so we can get snacks, \$15 registration, maybe)
 - 4. Break out with questions then reconvene
- Mike: Charging is tricky.
- Keely: Could we find a sponsor?
- Adrian: Do we have a fund for education or awareness?
- Lee: Not sure how much petty cash there is.
- Keely: I would rather figure out a way to pay for it.
- John: The first event you have shouldn't charge. You'll want it to be as friendly as possible. It's good to do it earlier in the legislative session.
- Adrian: Phoenix Relator's Association sponsorship? About \$300, \$400?
- Adrian: Want the message to be "We want you to come in and talk to us, and feel constructive."
- Adrian: Still know very little about Recorder's side. Until we get smarter about what's going on, we're going to need to figure out good ways to make the best use

of everybody's time when they come here to have these transition meetings. We'll get started on planning. As these meetings go on, get more topical in the subject matter to utilize everyone's time even better. This is an education into what is already happening. So much is driven by statute so there's not a whole lot of creativity and uncertainty.

- John L: But how your office handles things, helps makes your stakeholders lives easier because of changes that arise.
- John L: As an ambassador with the recorder's office, integrity is important. The real issue, does this keep our relationship with the County Recorder where we want it? Regardless of if it's legal or not. I've always been aggressive about how we treat data because integrity is important. If you can't trust us with data, who can you trust?
- Adrian: That's a good topic for some of the community discussions: Data sharing and integrity of the system overall. At some point we will get to the point where we have so many users that have the capacity to bring data to us, we have to maintain integrity of that data. Don't want anyone to lose confidence in the system itself because of bad information.
- John: We are the gatekeepers of that system.
- Adrian: This is the only system, there are no other options.
- *Mike: Get Karen new people to attend meetings.*
- Mike: Whenever someone other than one of the verified partners records a document, they have to do it in-person or through the kiosk. If we understand correctly, we have automated the document handling process about as much as possible.
- John L: you have done one of the most significant improvements around the country.
- Mike: Explore the next level of automation.
- Adrian: Who is doing it at the level, John?
- John L: You are dabbling with the e-documents.
- Lee: Level 3 recording — piece of paper was never produced. No paper involved.
- John L: You've done a few of those. There are multiple levels of electronic. Image of a signature. Signed electronically. That has been dabbled with for 10 to 15 years. It has not caught on because of the complexity, it's cumbersome to get someone to set up to do that. What you want to be doing is figure out the viability of making it easier and attractive to your customers and stakeholders.
- Lee: at conference they are talking about e-notary. Every single state, the notary ruler says you have to be in person.
- John: Next level is e-recording, is virtually signing. Video messaging for virtual notary. Only valid in Virginia. We have to figure out what makes the most sense for us. I've talked about this all over the country, I'm not sure where we are at. We are a county which is primed to do exploratory stuff.
- Lee: It's hard to bring electronics up to level 3.

- Mike: It's not just a matter of the County and the participants. The courts too.
- John L: My paralegal was set up as an e-notary, but it never took off in my company. So there's a big push for this technology; we should see what makes sense and what we could sell. Don't waste time and effort.
- Lee: a trusted submitter can record electronically. All kiosks and account customers. In the past we would spend days trying to determine an original signature. Finally, last year, the customer is agreeing that what they send is an e-signature. The MOU that is signed by the customer is an original signature.
- John L: I don't mind you pushing the envelope. I will tell you, every step that we've done in developing technology, especially in Maricopa County, we've pushed the envelope. The lights have stayed on. I was on the kiosk committee and there was pushback, every new technology will push the envelope. I'll embrace change.
- Mike: we just have to make sure every document is secure. There has to be an ability to verify all parties are legitimate.
- John L: Crime is crime, it's just in a different format. Look in to what that would look like, but it's a great topic for the summit.
- Adrian: We could get someone to come and talk about these verification questions. Have someone talk about internal processes. 10 minutes about each section to get everyone's heads in the same space. Then break up and then get back in the same group. This will help us learn more from our customers. So we're not just kicking around the office asking "hey how are things working?"
- John: This is a great opportunity to figure how we should be interacting and what we should be doing.
- Mike: Last piece, Title companies have legislation that they support. We would like to work with the legislative groups to see where the overlaps are. Matt will be working with the legislature and all the cities and jurisdictions with whom we interact.
- Adrian: That's a good thing. We can make that happen. Thank you for helping.
- John: I can check with the key associations to make there are no other big conflicts before we make an announcement. Give me a day or two to find out.
- John: Earlier the better, February is better than March.
- Mike: Thank you John for your guidance, it's valuable.
- Adrian: I have a feeling this Recording transition will last past March. We can stretch it out to once a month because this ship is moving slowly and we have to be extra careful.
- Mike: What's the speed of business in the title industry, are these things that we need to keep moving hard and fast or are these things that we can take our time on?
- John L: The legislative related items we need to be on track in understanding what everyone is looking for. That's a higher priority.
- Mike: working group independent of the transition.

- o John L: other issues are a number of conversations, it happens over the course of a year or more.
- o Mike: fewer meetings over a longer time frame, then?
- o Adrian: yes. If we are speaking about technical issues, we should get people from different industries. We shouldn't rush and be more prudent.
- o John L: change title of transition to "Advisory board" or something like that for the long term.
- o Mike: institutionalize it. The board would meet more regularly in the beginning. And as new ideas come up.
- o Adrian: Take suggestions at the Summit in February. What's the recipe for success?
- o John L: That may dovetail about your idea of having an advisory board.
- o Adrian: it makes sense. I work for you (John L). Make things easier, cheaper and more efficient. I'm happy to do that
- o *Mike: Add Francisco to Recorder transition meetings. Community team to fix community relations with a small group of people.*

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:18 pm

5. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|---|-------------|--------------|
| Get League of Women Voter's Event Notes | Karen | ASAP |
| Identify Title/Real Estate industry players to include in conversations | John | Next Meeting |
| Add Francisco to Recorder Transition Group Meetings | Karen | Next Meeting |
| Work on Planning a Summit for the 16 th | All | Next Meeting |

6.

7. NEXT MEETING

1/26/2016

510 S 3rd Ave

FONTES TRANSITION TEAM MEETING

MINUTES

MEETING DATE: 1/19/2017

MEETING LOCATION:

MCTEC

RECORDED BY: KAREN LOSCHIAVO

Key Points:

- Design 5 community meetings to get input from the community about the Elections Director hiring process.

ATTENDANCE

| Name | Title | Present |
|----------------------------|--------------------------|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| The Hon. Andy Kunasek | Co-Chair | No |
| The Hon. John A. Buttrick | | Yes |
| Karen Loschiavo | | Yes |
| Mr. Mark Robert Gordon | | Yes |
| Ms. Cynthia Ford | | Yes |
| Ms. Felecia Rotellini, Esq | Co-Chair | No |
| The Hon. Terry Goddard | | Yes |
| Keely Varvel | Chief Deputy Recorder | Yes |
| Rey Valenzuela | | Yes |
| John Stewart | | Yes |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- Agenda Review - Mike
- Opening Remarks
 - Adrian: Rey Valenzuela was appointed as Interim Elections Director; swearing-in ceremony was yesterday.
 - New considerations: redistribution of precincts within the county. New map shows how long people waited in line to check in after the polls closed on General Election Day, how many voters are Election Day voters per precinct versus Early Voters. It also shows areas where more than 10% of early voters dropped off their ballots on Election Day. Have good sets of data. How we move forward with that is the question for the group, next time. It's important that we get around the valley enough to engage the public in this discussion. We have to be intelligent about how we present the data and focus on a Supervisory District model. No one knows what supervisor district they live in, so when we talk to people about their precincts it will be in the context of their supervisory district. If anyone has any questions, good.
 - The budget presentation went well. We have opened the discussion regarding EAC certification for the current Dominion system. Lot of questions from the Chairman of the Board and made a strong staff-addition case for Elections.
 - Now, focus on the Elections Director hiring process.
- Elections Director Process
 - Mike: First thing is we have a lot of divergent views over what the Elections Director should be and do. Rey has been here a long time, so has John S. They could both provide insight into what is looked for as someone who works in the Elections. What are the key attributes?
 - Adrian: Want to hear from both Mike and John before the HR representative presents to this meeting, then they will leave.
 - Mapping Services will not be in the Elections Department. Voter Registration will not be in Elections Department. Our restructuring puts Elections Department into a much more efficient setting. Taking the Recorder functions out of Elections. It's a narrow set of Responsibilities. Can you each give us a description of what an Elections Director should do?
 - Rey: Formerly, Ms. Osborne was the purveyor of all things there was very little in the weeds needed from the Elections Director. Supervisors and assistant directors did all that. In the current model, Keely is serving the role of what the former Elections Director did. With that in place the current Elections Director and director of Recording would, if Elections is focused in MCTEC, have a purview and be more in the weeds to make sure all the integral pieces are functioning together. GIS, for example, is the beginning of an election. They start the process of beginning the election setup, then it's handed over to John Stewart and Jasper. Multiple stages that touch all departments. Someone who can orchestrate each of those pieces. Setup to tabulating orchestration. It's a new structure

- and the needs are different. Someone who would be a “boots on the ground” in overseeing each division to make sure the pieces are flowing.
- Adrian: You mentioned a couple of things that won't be in the Chief Recorder's purview, but mine. For example, overseeing the litigation. I won't be shy to make sure that stuff happens. The way the setup is going to be established is we will have people, I think who will fall under Compliance.
 - Keely: There are three things we are juggling. One is Federal Compliance, an Internal Audit Function and then overseeing the Litigation. That will be under me.
 - Adrian: I misspoke. John, I will guess you're in agreement with Rey's assessment?
 - John: Rey and I have talked about this. It will be different than what it was. More being with the people working and communicating between the divisions to bring it all together.
 - Keely: A more hands-on role, then.
 - Rey: A lot of people have spoken to this, but for someone that we have to work they need to have the AZ election experience as far as the Secretary of State issues and statutory requirements. I genuinely believe whoever we are going to be working for and under has to have that ability. I think we need someone who will keep the train going from the engine to the caboose.
 - Adrian: Were you and John here when we obtained the original Dominion System?
 - John: Yes. In 1995. Through the years, Business Records Corp divested, ES&S got it. By 1999 or 2000, they merged with AIS. When they merged the Elections Director GOVT said you have to pick one of the two systems to sell. The 1995 system became legacy. Then went to ES&S. Then Sequoia. Then Sequoia was taken over by Dominion.
 - Adrian: it's like the red headed step child of voting systems. One of the key requirements is knowledge of procurement of elections equipment. Thank you both, if you could both leave the room.
- Elections Director HR Process
 - Keely V.: Kathren has been collecting Elections Director positions from various sources and she has that to share. We will email it to the people on the phone.
 - Kathren: First contact was to Pima County. They provided Elections Director and Deputy Elections Director positions. In addition, Sarasota, Florida has theirs online. State of Maryland has theirs online as well. I spoke to the Brennan Center and they were excited to hear from us. She recommended specifically, for job duties, having someone who is customer service based who can speak to people at the counter and in the media. There will be focus on PR as well. Knowing the state statute. And then someone who knows the electronics or has someone who reports to them who can literally take apart a voting machine and put it back together. Specific to Maricopa County she encouraged someone who focuses on anti-discrimination and can respond to it in a thoughtful manner. Someone who is imaginative and creative and can balance their experience with their staff. Waiting to hear back from LA County, Pew and looking to speak to similar sized counties.
 - Keely V: Harris and Cook County.
 - Adrian: Welcome the other Keely. Where we are at right now is this is our transition team and what we want to do is make sure that we are as knowledgeable as possible so when we get to presenting HR with everything, we will know your expectations.
 - Introductions of everyone on the team.
 - Keely F: Sharing examples of what we have done in the past as far as executive level recruitment. There are specs. for similar positions for LA County, Orange County, King County. We have the ability to see the job descriptions being utilized by any of the other government agencies using the same system we use. Also have a copy of the form of the

- current job description. Also has executive recruitment brochures. Currently recruiting for the STAR Center Director.
- Also have a valuable tool: a proposed executive recruitment plan which breaks down the steps from start to finish. Poses the questions of what you'll want to think about right up front before developing a job posting. Then it gives you things to think about in terms of who will be the panel that will consider these applicants and what criteria will you use. #1 what are the minimum qualifications and it will be mapped to market range title within the county. #2 what are the preferred requirements for an ideal candidate. Once you get past the posting threshold, once we actually have resumes to screen, you'll look at what is your criteria to do interviews and what steps will you want to follow for that process. It helps to think about that upfront. Then there's what are your interview questions and who will pull those together. Looking at staggering the questions. Assuming you're looking at last 2 in-person interviews. You can also do phone screening to narrow down the list of applicants. I'm hard-pressed to guess what you'll get as far as how many applicants.
 - Adrian: I won't be surprised if we get at least 3 dozen.
 - Mike: But once they realize it's not the job Karen Osborne had they may change their mind.
 - Adrian: Being the Elections Director in Maricopa County carries a lot of weight, regardless if it's a different position. It's a big deal so we'll get a lot of interest.
 - Keely F.: If you've done some changes it'll be something to pay attention to in the posting and brochure. It helps whether they opt-in. I've been in central HR for about 4 years. On a large scale we're receiving 140,000 applications a year county-wide. Our problem is garnering quality candidates, not quantity. That's what we can help you with: screening. So when you get a referral list from us, it's a solid list to start with.
 - Kathren: Everyone I've spoken with knew we had a change in administration. I got recommendations for candidates over the phone.
 - Keely F: You may receive applications from over-qualified individuals.
 - I welcome the opportunity to work on job descriptions. We'll help as much as you want us to. I'll be your main point of contact. When recruitments rise to this level, we pay extra attention to these, it is bumped up to my level or Andy's level. He's in jury duty now. That's a high-level overview. If you need more specific information I can answer any questions.
 - Keely V: The text of the brochure, do we provide it or do you do it?
 - Keely F: We need some of it from you. We approach the brochures as giving an overview of the county and then your specific office and then the job description. We start with the job description, so it carries over into the brochure. We do the brochure if you provide the necessary information. If you have a budget for advertising for this specific advertisements are a good resource for applications.
 - Keely V: Does the county have a standard way of conducting interview to include community stakeholders?
 - Keely F: It's at your discretion of who is on the interview panel and when. You want to make sure anyone who have serve in that capacity that they get brought in in advance for orientation of the process. We have a structured way that we do them. Make sure you are giving all applicants the same consideration and asking them the same questions.
 - Adrian: Who facilitates that? I want to have at least 1 opportunity for community stakeholders (AZAN and the Political Parties and others) to have bite at our top folks. How does that work?
 - Keely V: What would you recommend for this?

- Keely F: Our recommendation would be to do it in a structured format. Bring people in. If you want to make it more of a conversation, you can, but ensure that you're affording each candidate the same opportunity to answer the same questions.
- Keely V: We can wait until the end?
- Mike: We could do it like a town hall format. The stakeholders are brought in. 10 or 15 people ask each candidate the same questions.
- Keely F: As long as the candidates aren't all present at the same time. That way you are assured each person is getting the same opportunity.
- Mike: That gives the community groups to hear and see the individuals.
- John B: That's a similar format to Superior Court format for appointments. Each individual candidate comes in separately and is asked the same questions.
- Keely F: The questions are not in isolation. You need them to commit to what is the acceptable answer for that person to then be moved on to the next step. You have to be able to evaluate each person against the expected answers.
- Adrian: A good way to do this is to go to the stakeholders and tell them we want them at the table and decide on the questions and answers. I like the candidates coming in front of a board. I'm excited about the timeline Keely F provided. This needs to be done for our process and published widely. It's an answer to the questions I get all the time. Keely F, you can help us now with figuring out how long each step will take? I want to have this person on board before the end of June. I'm thinking in May.
- Keely F: It's longer than your average recruitment. It's a matter of thinking through how detailed you want your process to be. Really think about what are those steps you want to take and then we can start attaching time frames. In most recruitments we refer you a list of qualified candidates then we can narrow down the list for you. Then you would have a first step to figure out who is going to move on and what are they moving on to. What do those steps look like for you? Then you can start putting together a time frame.
- Keely V: I understand your point you want to have an idea of what you are looking for in an answer. But with different stakeholders they will have different expectations. Then we can have them debrief with us privately. There has to be flexibility.
- Adrian: That's where we have to be clear from the beginning I have the ultimate decision. We are involving others in the process in order for me to make a better decision. We maintain that expectation throughout the entire process. I'm getting the benefit of a lot of voices so I don't miss anything.
- Keely F: An alternative option to a panel is to work with you to develop the questions that would be asked by you during an interview process. Maybe there's a way to solicit the qualities and questions they expect to help you formulate your own questions taking those into account.
- Adrian: I like the idea of us being the filter through which the interview is conducted. We can ask what people are looking for, going to each Supervisory district and ask what they are looking for. Take this out there.
- Cynthia: community input will restore trust and give us an opportunity to look at things from a perspective we may have not of considered.
- Mike: Holding it as a series of community meetings gives people input and then we can pick what is reflective of the patterns and themes. It will give people trust.
- Adrian: What's also important is being able to give an invitation and there will be thoughtful people who will make good points. If we just do stakeholders, yes they are interested and do good work but in my view this is such a high profile position, in spite of the fact that we are bringing it down on the management scale, I think we need to go out to the public.
- Cynthia: The problem is when people think of stakeholders, they don't think of the community. But the community is the largest stakeholders in this whole piece.

- Keely V: I understand the need to rebuild trust. But I think the average person who isn't involved will turn it into a conversation about what the Elections system problems are. SO I would rather use our groups that have an active interest in Elections Director, then we use the community meetings to take the newly hired Elections Director so that person can hear what the issues are. I don't know if it will be value added.
- Mike: I like what you're saying but I think there's a way to bridge both of the ideas. You'll get a lot of people who are looking to vent. But it would be cathartic for the community because some people are so angry.
- Adrian: Let's do that anyway.
- Keely V: I would like the Elections Director to hear those meetings.
- John B: You have to do both to open the process and let people vent. It will be positive when they see the questions and see their concerns.
- Keely F: You can do some pre-work on developing questions you would expect to ask, then share those with the public. Then ask for feedback in that specific context.
- John B: If you limit it to stakeholders, you'll be criticized. It doesn't sound as if you are going out and getting information from the General public. You can't shut the public out of this.
- Keely F: You don't have to do this process. It's that simple. Or it's that complicated.
- Cynthia: In actuality, the community and stakeholders are not two separate entities. The community has to be considered a stakeholder.
- Adrian: The reality here is the community is the single most important stakeholder. I want to get out and be in the community at meetings as soon as possible to get this information out.
- Adrian: Let's set up 5 community meetings in each district to talk about elections issues and the elections director search process that way I can go listen to the community and hear what they've got to say and that will inform the questions and we can glean the themes and get good input from them. Step one, before 2/24/17. Then sit with the community groups like AZAN and ask for their input. After, if we decide to do a public roundtable we can do it later.
- Keely V: you can make the case that you had community involvement without having them on a panel.
- John B: The system, you end up at the end selecting 3 names. And all Governor's hate this system. It takes it out of the hands of the Executive to make the final decision.
- Keely F: Doing it up front you can look at it as soliciting information for when you make your decisions.
- Adrian: I will make it clear I am responsible for the decisions and can't hide behind anything.
- Keely F: We have the option of building supplemental questions, we can ask the applicants to answer some specific questions. Just at the application phase, what are a few questions we want them to answer then that informs your decision when you're given 202 or 30 applications. Supplemental questions can be developed from the information you gained from the meetings. Those are public, anyone can go see the job description. Makes it easier to judge the quality of an application.
- Adrian: Thank you Keely F. This is one of the more productive meetings we had, thanks to you. We will mail the hard copy packets to those who were not present unless they decide they would like to come pick them up. I'm hopeful we will be able to get more input. We will send over the minutes and the tasks about what's next. Combine Kathren's copies with the ones Keely provided. Keely to send electronic copies as well. Francisco and his folks to set up these meetings in Early February. Between 2/1 and 2/16.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:50 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|-----------------------------------|---------------------------------------|----------|
| Organize the 5 community meetings | Kathren/Karen/Community Outreach Team | 2/24 |

7. NEXT MEETING

2/2/17

FONTES TRANSITION TEAM MEETING MINUTES

MEETING DATE: 1/26/2017

MEETING LOCATION:

MCTEC

RECORDED BY: KAREN LOSCHIAVO

Key Points:

1. ATTENDANCE

| Name | Title | Present |
|-------------------|--|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| Keely Varvel | Chief Deputy Recorder | Yes |
| LeeAnn Wade | Administrative Manager - Recording | Yes |
| Kathren Coleman | Exec. Assistant to Chief Deputy Recorder | Yes |
| Karen Loschiavo | Exec. Assistant to Recorder | Yes |
| Dr. Sheila Harris | | Yes |
| John Lotardo | Land Title Association of AZ | Yes |
| Adam Wain | AZ Mortgage Lenders Association | Yes |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- **Introductions** – New Member Adam Wain of Mortgage Lenders Association
- **Recorder's Summit**
 - Date: No Conflicts for that date from groups that John has contacted.
 - Flyer: Will send out the final draft for sending out to stakeholder groups
 - Format: Make it clear it's an engaging roundtable discussion, not formal sitting and listening
 - Summary of what we do worked into the email for the second relationship groups
 - Time: 9 am to 11 am
 - RSVP Web Form: Add industry. Kathren, Karen and Community Outreach team can view.
 - Instead of comments have it say "your Suggested topics or questions"
 - Who receives invitation: All account customers
 - Topics of discussion: Current topics are topical and relevant
 - Make sure each term is described
 - Asking for topics in RSVP, we don't know what we will get.
 - We can finalize topics at next meeting when we have more feedback.
 - Most difficult topic: Grantor and Grantee index. Leave it, but not everyone needs to talk about it.
 - Fee issue: Question is "how do you think the fees should be determined?" and explain how are they determined currently. Current challenges with flat-fee. Will generate discussion.
 - What sorts of things can we change right away that are easy fixes?
 - Training for staff who facilitate discussions
 - Layout:
 - Plenary at the end where one person or facilitator from each table reports back top points. 20-minute introduction. 30 minutes at the end.
 - Each table has a scribe.
 - Who wraps up at the end? John can, but we will wait to decide to wait and see what comes up in 2 weeks. 10 deliverables to go home with.
 - Mr. Fontes will offer initial introduction and explain he is looking for feedback and structure. Introduce some of the initiatives that he is already working on.
 - Mr. Fontes floats the room. John can help recap what they are saying in industry language.
 - Is there a projector in the room to take notes as they are being reported out? Let's see how many RSVPS there are and decide.
 - People can vote on what they find to be the most important.
 - Email review afterwards – feedback survey and share the notes.
 - **Format to be finalized by next meeting.**

- Attendance: past meetings brought at least 100 people, plus new Recorder may bring people out of curiosity
- Mix of people at every table, assign them a place and as part of RSVP ask them what industry they are from.
- Check in: Make sure everyone checks in so you can have a mix of opinions
- Parking: Are there enough spaces? Encourage carpooling. John Bolinger can help locate the dirt lot that is used during Election season.
- Projected Cost: Depends on RSVP. Cookies and Water.
- Issue with the past meetings: No clear, communicated purpose. It's more than a meet and great.
- Use end survey to ask for future topics and feedback.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:15 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|---|-------------|----------|
| Finalize and send out invite | Lee/Kathren | 1/27 |
| Follow up phone call | Team | 2/1 |
| Decide projected costs for snacks/water | Lee | 2/1 |

7. NEXT MEETING

2/9/16

FONTES TRANSITION TEAM MEETING

MINUTES

MEETING DATE: 2/2/2017

MEETING LOCATION:

MCTEC

RECORDED BY: KAREN LOSCHIAVO

Key Points:

ATTENDANCE

| Name | Title | Present |
|----------------------------|------------------------------|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| The Hon. Andy Kunasek | Co-Chair | No |
| The Hon. John A. Buttrick | | Yes |
| Karen Loschiavo | Exec. Assistant to Recorder | Yes |
| Mr. Mark Robert Gordon | | Yes |
| Ms. Cynthia Ford | | No |
| Ms. Felecia Rotellini, Esq | Co-Chair | No |
| The Hon. Terry Goddard | | No |
| Keely Varvel | Chief Deputy Recorder | Yes |
| Rey Valenzuela | Elections Director | No |
| John Stewart | Assistant Elections Director | No |
| Gary Smith | | Yes |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- Agenda Review – Mr. Schiller
- Opening remarks – Mr. Fontes
 - Use this meeting as a working session to write job description.
 - Want to launch before the 24th of February
- Overview of Draft Elections Director Job Description
- Elections Director Guidance – Mr. Smith
 - Has been involved in selection of Elections Director in Georgia counties.
 - Reference Sarasota Florida Elections Director job description

Requirements:

- Someone who understands process of elections, not necessarily a lawyer.
- Minimum of 5 years' experience in Federal, State Local elections. At least one presidential or gubernatorial election.
- Certified Election and Registration Administrator.
- Registered voter in the State of Arizona.
- May not hold or be a candidate for any other public or political office. Including Precinct Committeemen. Cannot hold any office during tenure.
- Need people who have interfaced with the large elections in the country. Wide breadth of background experience.

Search and hiring process:

- Keep the public informed of the selection process.
- Mr. Morales asked for other certifications in the industry worth looking at.
- Mr. Smith responded the best training course is the Elections Center.
- Someone who may be an Elections Director already in a smaller jurisdiction.
- We are one of the largest counties, including LA County, Cook County, Harris County.

Local experience:

- Mr. Smith said it is important but it may be hard to find someone who has worked AZ elections.
- There is a difference between someone who has worked for the Secretary of State's office and running elections.
- Need to know how to respond to potential problems during an election.
- Mr. Fontes thanked Mr. Smith and invites his feedback down the road when we're farther into the process.
- Mr. Smith invited a call back once the team has worked through this some more.
- **Elections Director – Discussion**
 - Ms. Varvel pointed out management is a lot of the position.
 - Mr. Gordon suggested asking the LA County Recorder and the recorders in the largest metro areas for advice. Or assistants or deputies might be looking to be coming into Maricopa County as a step up.

Other qualities and recruitment:

- Mr. Gordon recommends contacting people at Yale, Pew, LA County and the other big counties. Get their names and recommendations quickly. The current process we are proposing is going to take 6 months.
 - Ms. Varvel wanted to make sure the job description is written, regardless.
 - Ms. Varvel wants to hold the community meetings after an Elections Director is chosen so they can hear the concerns of the public.
 - Mr. Buttrick suggested not formatting them as input on the Elections Director.
 - Mr. Fontes “Public Catharsis Tour” – letting people to know what we are doing, talk about elections process, and concerns of the voters. Bill it as “voting concerns” separate from upcoming meet and greets.
 - Mr. Schiller wants to have one meeting per supervisory district to let public vent and ask questions.
- **Community Meetings**
 - Invite Mr. Gates to the 2/16 meeting
 - The other 4 are in the process of planning already.
 - **Next Steps**
 - Mr. Schiller will clarify with HR what the process of appointing someone is.
 - The County Recorder’s office will be notified in June of the next set of elections.
 - Thanks to Cynthia for organizing the call with Mr. Smith.
 - Ms. Coleman said we can have the job description by Monday.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:30 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|--|-------------|--------------|
| Community Outreach team to set up the 5 meetings | Francisco | Indefinitely |
| Finalize job description | Kathren | 2/6/17 |

7. NEXT MEETING

Postponed until further notice.

FONTES TRANSITION TEAM MEETING MINUTES

MEETING DATE: 2/9/2017

MEETING LOCATION:

MCTEC

RECORDED BY: KAREN LOSCHIAVO

Key Points: Wrapping up the planning for the Recorder's Summit.

1. ATTENDANCE

| Name | Title | Present |
|-------------------|--|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| Keely Varvel | Chief Deputy Recorder | Yes |
| LeeAnn Wade | Administrative Manager - Recording | Yes |
| Kathren Coleman | Exec. Assistant to Chief Deputy Recorder | Yes |
| Karen Loschiavo | Exec. Assistant to Recorder | Yes |
| Dr. Sheila Harris | | No |
| John Lotardo | Land Title Association of AZ | Yes |
| Adam Wain | AZ Mortgage Lenders Association | No |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- **Recorder's Summit**

- **RSVPs:** Community Relations Team will call and confirm with current list of RSVPs and let them know it's about recording, not elections related.
- Reiterate purpose and structure of the Summit. Not a Q&A. Remind them of the format.
- Everyone will get an email the directions and map.
- Ms. Coleman will call the attendees that wish to discuss elections.
- Mr. Morales will call the Clerks.
- **Setup:** Big Room
- Ten sets of tables of ten attendees each
- Facilities is taking care of physical set up
- Make sure there is diversity between the tables. Give each name tag a table number.
- **Parking:** Ms. Coleman will make sure we are allowed to use the overflow parking.
- **Schedule:** Run through Tick Tock
- **Layout of breakout session:** Spokesperson from each group speaks to the whole group after the tables have brainstormed and written on a large sticky note and decided on their top two problems and solutions
- John wraps up before Recorder wraps up
- **Upcoming preparations:** Ms. Wade will train the employees staffing the summit on 2/13
- **Topics for discussion:** Use the questions as "starter" questions that open the discussion up to not limit anyone
- Short or summarized topics for discussion
- Facilitator doesn't dictate conversation, just moves conversation along. No one person dominating conversation.
- Show the facilitators the topics that have come in.
- Prepare facilitators about E-Notary and have them read about the topics if they don't already understand them.
- Everyone should leave feeling they are in the know about recording.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:10 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|---------------------------------|--------------------|---------------|
| Training for facilitators | Lee | 2/13 and 2/14 |
| Name tags to have table numbers | Kathren | 2/16 |
| Call RSVPs to confirm | CRT, Kathren, Matt | 2/12 |

7. NEXT MEETING

2/23/16

FONTES TRANSITION TEAM MEETING MINUTES

MEETING DATE: 2/23/2017

MEETING LOCATION:

MCTEC

RECORDED BY: KAREN LOSCHIAVO

Key Points: Debrief about the Recorder's Summit and begin planning for next one.

1. ATTENDANCE

| Name | Title | Present |
|-------------------|--|---------|
| Mike Schiller | Transition Team Leader | Yes |
| Adrian Fontes | Maricopa County Recorder | Yes |
| Keely Varvel | Chief Deputy Recorder | No |
| LeeAnn Wade | Administrative Manager - Recording | Yes |
| Kathren Coleman | Exec. Assistant to Chief Deputy Recorder | Yes |
| Karen Loschiavo | Exec. Assistant to Recorder | Yes |
| Dr. Sheila Harris | | Yes |
| John Lotardo | Land Title Association of AZ | Yes |
| Adam Wain | AZ Mortgage Lenders Association | No |

2. MEETING LOCATION

MCTEC

3. MEETING START

Meeting Schedule Start: 3:00 pm

Meeting Actual Start: 3:15 pm

Meeting Scribe: Karen Loschiavo

4. AGENDA

- **Recorder's Summit Review**
 - Run through notes from last week – staff notes from the Recorder's Summit
 - 60 attendees, 30 RSVPs didn't show, 12 people who didn't RSVP showed up
 - Survey will go out to attendees tonight along with meeting minutes to be sent to all the account customers on top of the attendees
 - Ms. Wade: The notes will be cleaned up and sent out as an Executive Summary
 - They will be grouped by issue
 - Ms. Coleman: Survey is basic general feedback about the format and the topics and expectations
 - Mr. Fontes: Next time invite the Assessor and Treasurer and someone within the Secretary of State's office regarding e-notary
 - Mr. Lotardo: People are excited about the Recorder being an ambassador to the Treasurer and Assessor's office to opening similar events
 - Mr. Fontes: Collaborate with Mr. Lotardo 90 days in the future the next one on a newsletter about the progress from the last one and setting expectations for the next event. Keep the conversation going?
 - Mr. Lotardo: A lot of the associations are very active and thought it was a great idea and built good momentum.
 - A lot of conventions take place in July and August
 - All: Work on a timeline
 - Survey - 2/23
 - Executive Summary - 3/1
 - Let people know to expect a short newsletter "status report" from Mr. Fontes and Mr. Lotardo
 - Newsletter - Mid May
 - Get others to comment on the topics in the newsletter
 - Include people who attended
 - Save the date and teaser for the next event
- **Summary and Next Steps**
 - Instead of having the transition team, planning to phase it out over the next week and create an advisory board.
 - Mr. Lotardo will help plan vision for the advisory board for Recording. Ms. Harris is also interested in participating in the advisory board.

5. MEETING END

Meeting Schedule End: 4:30 pm

Meeting Actual End: 4:00 pm

6. POST MEETING ACTION ITEMS

| Action | Assigned To | Deadline |
|------------------------------|---------------------------------------|----------|
| Survey for participants | Ms. Coleman | 2/23 |
| Executive Summary | Ms. Coleman | 3/3 |
| Newsletter and Save the Date | Whole Team | 5/? |
| Discuss Advisory Board | Mr. Fontes, Mr. Schiller, Mr. Lotardo | 3/2 |

7. NEXT MEETING

Postponed until further notice.

Appendix D - Recorder's Summit



Recorder & Elections

Memo

To: Recording Customers

From: Maricopa County Recording Office

Date: March 16, 2017

RE: Recorder Summit Discussion Questions & Comments with Staff Responses

Notes from Recorder Summit 2017 (February 16, 2017)

Below are some of the notes the table facilitators took during the roundtable discussions. The Maricopa County Recorder's office has provided feedback on comments or questions that were raised. Please review and feel free to contact us if there needs to be any clarification on any topic.

QUESTION = Any reason we don't have a state centralized recording system? Recording in smaller Counties are difficult as they have to work with third party vendor.

A = There are numerous challenges using a vendor's recording program. There are costs associated with that. Maricopa would be willing to create a recording portal for the smaller counties to use if they wanted to participate in one. We will raise this idea with the other Recorders at a future Arizona Association of Counties meeting.

COMMENT = Watermark is an issue on the website. It covers the recording information.

A = At first this was included on the web image to eliminate tax payer fears of showing "official" images on internet. By statute we must charge \$1.00 per page for the official record (11-475.3). So it was decided to keep the "unofficial" image out there for all to use. Some counties do not display the public record and charge for a customer to view the official public record. Unfortunately, this allows for disparity within our own state.

Q= Education on what instruments are being filed. How Recorder can help county to be careful on validation of liens and other documents?

A = Though some people may find it frustrating, by law, it is not the role of the Recorder to validate any document content. Per ARS 11-480, the role of the Recorder is to make a document that is required by law to be recorded a public record.

C = Lights-out recording has pros and cons.

A = This process is for level 3 documents only. There is a third party submitter that sends releases to us as level 3. It is our opinion these document types only can be recorded without the review of a Recorder employee. This would be tested first before going live and only for the document type of releases.

C = Regarding additional recording fees.

A = In 2015 the Recorder's Office was asked to standardize fees on three document types - deeds, deeds of trust and releases that relate to Residential 1-4 transactions. All of Arizona's County Recorders decided as a group to include ALL Deeds, ALL Deeds of Trust (DOT) and ALL Releases. We did not address all statutory line items that attach a fee to these documents so, unfortunately, it is still not a predictable fee. The Arizona County Recorders Association supports the creation of a predictable fee and we are working with the legislature to gain support for the idea. We will likely have a bill next year to create the predictable fee. This fee would be derived from the average recording fee, on average across the counties, annually. Current recommendation is to make the predictive fee for filing all documents \$25.00 each.

C = Recorder does not accept blank checks or not to exceed checks.

A = A legal opinion rendered more than 15 years ago stated that the Recorder's office should not be in the position of taking on the liability associated with our employees filling in a check amount. We have multiple mechanisms in place to give/quote fees. Issuing refund checks is labor intensive as is rejections. If a predictable fee is established this uncertainly would all be eliminated.

C = I would like to see more use of e-notary - using Simplifile and DocuSign.

A = Our stakeholders have been wanting for this for years. The only drawback is that the Secretary of State (SOS) still requires being in the "PHYSICAL presence" for the notary and signor. There will be further meetings on this process as the Secretary of State's office looks for a new vendor to be the certificate authority for e-notary in Arizona. They have agreed to speak to this audience at a later date.

C = Cover page already being used in IDAHO to create instant index.

A = This cover page would allow for specific information to be placed in specific areas on the cover page. We would use full text retrieval to index the specific fields on the cover page to immediately populate searchable fields. This will bring us to real time indexing so the grantor or grantee can locate the document by name after a document is recorded.

C = Deed should be predictable fee based on pages.

A = Other than deeds, deeds of trust and releases, all documents still incur a fee of \$1.00 per page over five per ARS 11-475.A.1

C = Fees are different for public vs government.

A = Fees are set for government offices by statute 11-475.2

C = Recorder's office recognition system is outdated.

A = This office is not sure what is meant by a "recognition" system. If you are an account customer, you have specific login for access to our systems. Unfortunately, no name was left with this comment – please contact the Recorder's office to get more information.

C = Recorder should accept clarification copy for rejections for font size.

A = This is set in statute and it is not changed since 1991 (11-480.4). The font size per statute is 10 point. However, to make it easier for the entity doing a recording, it has always been our policy that if the font size is as small as 6 point, but very crystal clear, we do accept the document. Our archival media is on microfilm and that is the reason for the point size limit. To create microfilm, the image is shrunk down 27 times. Since we are statutorily obligated to copy from film, we have to make sure the image will reproduce. It has always been an office policy not to accept clarification pages because that meant that we willingly accepted an image or a page that was NOT reproducible. This is an office policy, not driven by statute and open for discussion.

C = It was felt the index is better than LA County (10 weeks).

A = Our office still wants INSTANT indexing. This can be accomplished by attaching a cover page. However, this would have to be a legislative change.

Q = Who will be liable for lights out recording?

A = The Recorder can use technology to determine if the document meets the requirements set in ARS 11-480. The person entering the information into the template would be liable if there is incorrect information contained in the document. Because our state law directs the Recorder to merely record the document and does not direct us to validate the accuracy of the document, the Recorder does not check for the correctness of the letter content now.

Q = Is there a system to recognize what is missing in lights out?

A = If we were able to move forward with lights out recording, we would be tested before going live and we would make sure the document meets the requirements of ARS 11-480.

Q = Relating to E-notary, how do we know if it is performed illegally?

A = What should the recorder look for? Right now we make sure the notary uses their stamp but more and more states are not requiring this. The important thing is that our staff are trained to know what to look for. Currently we do not check to see if the notary has performed the acknowledgment correctly.

C = File forms: tiff vs PDF. Customers want PDF.

A = This is a size issue. We allow an e-recording customer to submit to us in PDF or Tiff. And we use a tiff converter to save our documents this way. Compressed Tiff images take up less space than PDF images.

Q = Can a customer pay daily fee instead of using a draw down account?

A = There should be no one from our office preventing this from happening. Is the question more related to why you are not able to see the fees the next day after you recorded? Please contact our office for more information about how to address this issue.

C = Currently, fees are inconsistent.

- Solutions fee for designated categories
 - o This would cloud the water
- Fees set by page
 - o That is currently how we do assess fees EXCEPT for Deed, DOT and Releases.
- Reconcile payment daily
 - o There is nothing to stop a customer from paying daily.

C = Index being passed to customer makes more labor intensive for customer.

A = We are not sure how to proceed to make the index any quicker than 2-3 weeks out. This idea is being suggested at industry conferences. There are a few states that have already legislated for this cover page. This is only being suggested.

C = Cover page not acceptable for some customers.

A = The group at this table wanted the information on the back page. I don't think the Recorder minds where this information resides as long as it is in the same identical place each time.

C = Would be nice to be able to record after 5:00pm.

A = There were other comments brought up to stop recording at 4:30. Currently per ARS 11-413 we are required to be open 40 hours a week. Previous Recorders have determined the 40 hours set from 8-5 Monday thru Friday.

C = Security for e-notary is issue.

A = I agree. We will wait to hear more about this at our next session.

Q = Can technology make performing notary more secure?

A = Yes

C = Skype is suggested.

A = All the Recorder is concerned about is what new look this will create? Will there be identifying information on the document, a picture ID...what?

Q = How does the Recorder verify a wet signature?

A = Our staff takes signature verification classes put on by the Secretary of State's office for the election staff. Our years of training tells us to look for paper fibers, draw a wet finger across print and look for the shine of wet ink. Sometimes documents with questionable signatures are recorded but we have a mechanism in place to make a comment in our system about the document such as "Document tested for original signature. Believe customer statement that it was original". We do this because the law requires the signature to be original per ARS 11-480.3. A customer recording with us electronically has signed an MOU with us stating they are sending an ORIGINAL signature document.

Q = How does the Recorder prevent fraud?

A = We do our due diligence. We report strange documents and customers to the FBI Mortgage Fraud Task Group. We have been subpoenaed for film from our front counter and kiosks. We turn over notaries to the Secretary of State office for Attorney General Investigation on a notary that notarized a sovereign citizen document.

Q = Original must be scanned- should always be the original and not a scanned image. What is the penalty for recording a copy?

A = The penalty would be decided in a court of law. An e-recording customer has signed an MOU with our office. In this agreement they have stated they will send us the original signed document.

C = Recorder/legislature should come up with specific standards for re-recording.

A = There is no statute on how a re-recording should look. But the system we use was put in place long ago. It is driven by what the title industry needs to insure the transaction. This mechanism is used to correct simple mistakes on a legal description or spelling of a name. It is required that a customer submit either the ORIGINAL or a CERTIFIED copy for this process. Again, this process is driven by the title industry.

Q = Assessor and Treasurer offices need to conduct a meeting with each other so that they are also on the same page.

A = Recorder Fontes has already been meeting with these offices and they are participating as attendees at the Summit. We look forward to collaboration with and speakers from those offices at the next summit.

C = Regarding Grantor and Grantee index

Needs to be more specific and consistent.

- Legislate for cover sheet.

Create a plat index to search by section, township and range

- We already have this search but it is not on our site for customers to use. This is being worked on as we speak and the website will be updated with this search type.

C = Should be a flat fee so that there is no guess work.

A = Currently in 11-480 there are fees for extra indexing categories, extra recording numbers, postage and ADOR fees.

C = Should be the same across the state for each recorder.

A = Arizona Association of Counties has a Standardization Committee chaired by Leslie Hoffman of Yavapai County. This needs to be revisited and the Maricopa Recorder's office will recommend that the Standardization Committee be reconstituted to discuss these issues.

C = Need a more standardized format for rejections.

A = We have always wanted to create the rejection reasons to associate with statute but, to date, this has not been done. Would this be helpful?

C = Recording staff need to review documents very thoroughly the first time so that they don't get kicked back multiple times by different employees.

A = This is something we always strive for but we are not perfect at. The frustration is understandable. But sometimes the industry needs to be more careful on their documents too. There are examples of our staff rejecting something and when it comes back there is something else wrong that wasn't on the document image previously. We need to continue to work with industry to do educate them on what causes rejections and we will continue to work on and train staff better to be consistent.

C = Flat Fee (LOVED this idea!)

-benefit: no guessing the price, charge customer the correct fee the first time rather than receiving notification of price change weeks later

-concern: why increase price for the convenience of Recorder, consider the cost recovery of each document—how many hands touched it and the manpower it takes to record document, how would the flat fee be determined, different flat fees for certain types of documents

These issues have been debated by the industry and recorders around the country and the consensus is that a flat across-the-board fee is best. It creates predictability for the customer and ease of administration for the recorder. The amount to charge is the big issue and there are different ways to determine what is fair. We have not had a fee increase in many years and the cost to the recorder to process documents has gone up in some ways while efficiencies have reduced the overall cost in other ways. Rural counties, that do not process as many documents as Maricopa County does, do not benefit from the large volume and economies of scale that we have so their costs are different than ours. The state Recorders Association has determined that \$25 a document is fair but we are still working through these issues. Some believe that the individual customer that records once in their lifetime will be only slightly impacted if a document that used to cost \$10 and is now \$25. But determining a fair fee for the customer that doesn't create a windfall for the recorder's office is important and something we continue to work on.

C = Please include price on the recording label.

A = We used to state the page number and the fee. This is not a bad thing. If all documents, however, were the same price (a predictable fee), this would not be necessary. Our office will review this issue and make sure there is enough space in the recordation label area to include this information.

C = Consistency on recording/reviewing documents and charges (rejections).

A = This is an issue that only impacts our account customers. Currently there are fees that can attach/detach up to 3 weeks after a document is recorded. How can our customer bill their customer when this happens? Should the customer even be liable and forced to pay for the fee if the mistake was made by our office? We are discussing these issues internally and we will address this concern in more depth at future summit.

-Maricopa County has the best customer service 😊

-Maricopa County one of cheaper counties to record in 😊 We should all be the same in Arizona.

C = Would like the Recorder try to work with the State (Vital Statistics Office) to see if the death certificate form can be changed to be more legible and easier to scan.

A = Our office has asked many times for the vital records office to create a document that indicates a death without the personal identifying information on it. There is no statutory requirement for recording death certificates though people often do so to sever various types of tenancy. It is common practice to record an ORIGINAL or a CERTIFIED copy of a death certificate. Because of the personal identifying information, we do not display these documents on our web site and if you need a copy you must complete a public records request. The vital records office does not consider a death certificate a public record so they indicate it should not be recorded in a public records office.

C = Please add more information about redactions on our website.

A = A redaction is only in place for five years. The Recorder is required by law to notify the redacted party 6 months prior to unredacting their records. This allows for the person to maintain the security of their address. This law, however, was not thought through very well. When the redacted party wants to simply "renew" their court order, they have to start from scratch like they did the first time. Our office will give these people easy-to-follow instructions and links to the Superior court form as well as to contact information for the presiding court judge office to make this process easier. It is a great idea to put instructions on our web site. The Recorders office will also talk with other county recorders about a potential legislative change that would allow the redaction to continue longer or with a more simplified process.

C = Please enable the system to tell a customer how many documents are waiting and what place their document is in the queue.

A = This is a good idea and we will work toward this. It would eliminate some of the emails to the recorder's office during heavy traffic days. Look for updates at the next Summit.

Appendix E - ePollbook Documents

Summary of ePollbook issues written by the Assistant Elections Director at the request of the Recorder.

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ePollbook Data Issues

Open:

- The election number is not included in the export file unless a Robis technician manually sets it.
 - This is problematic when an election day contains multiple election numbers.
 - One past workaround involved creating separate export files which then required modifications to the import process.
- Incomplete front-end validation on some input fields.
 - VoterID should be restricted to only numbers 5-7 digits in length.
 - Provisional ballots may contain various items for VoterID (DLN, a barcode value scanned from license, the words "Drivers License").
 - The provisional affidavit number should be restricted to only nine digit numbers starting with '8'.
 - If there's a value it always starts with '8' but may not be nine digits
- Data entry errors allowed by software.
 - Voters can be checked in multiple times without having to cancel the previous check in.
 - The same provisional ID can be used for multiple voters or the same voter multiple times.
- Some voters have been allowed to vote a precinct ballot despite having had an early ballot already accepted.
 - Uploading the EV-GS update file to each ePollbook fails at times and there's no report on which ones failed.
- Some early ballots have been accepted during post-election processing despite the voter having voted at the polls.
 - Not all check-ins are successfully uploaded live on election day so they have to be uploaded manually from memory cards.
- The Enter Date is inaccurate on some devices.
 - It's checked and set during election preparation but on rare occasion can be missed.

Resolved:

- The first 6-8 import files were all of a different format (columns reordered or added).
 - This has been stable for the past year.
- The HistoryID had continued incrementing from election to election until November 2015 when it reset to 1.
 - We changed to use RecordGUID instead of HistoryID as an identifier.
- The ePollbook software was upgraded to SQL Server 2014 which can't be restored to 2012, the version we run.
 - The software was rolled back for the next election.
- Various minor issues with data formatting early on; quickly resolved.

ePollbook BTC Room Issues

- The turnaround time on getting the poll book database back from Robis after MCED has sent the voter roster files. initially the time frame was to be only hours (2 – 3), MCED would provide voter roster files at close of early voting (approximately 5PM Friday before election) Robis would return the database files that night so that MCED staff can copy the files to the 1,700 compact flash cards. This timeframe was never met. MCED has been sending the voter roster files earlier and earlier to ensure getting working database files from Robis in the time necessary for MCED to test database and units. This means that the voter roster files are less accurate and the live update on Monday before Election Day and on Election Day is crucial.
- The live update of early voting history and the live update of voter changes (address, name, etc.), this live update has never successfully completed for an election. The updates were tested on a small number of units successfully by MCED. MCED was put in a position to use this live update because of pushing back the timeframe for producing the voter roster files.
- The complex and time consuming process of updating the Windows operating system and security upgrades and the Robis software. This process has been worked on over the past couple of years to be streamlined by Robis, but it is still an onerous task when it is done on 1,800 units. If a step is missed on a unit, it does not function on Election Day.
- The loading of the poll book database. If the database loading is interrupted in anyway, the database is corrupt and the poll book is unusable. Because of this MCED pre-loaded all of the poll books for the 2016 General Election...with a database created weeks before Election Day.
- The poll books used with the MiFi connection were to update voting history throughout Election Day, and at the end of the day all records should have been updated on the server. This would release MCED from having to read all 1,800 data cards to retrieve voting history. This has been unreliable and MCED has to retrieve and upload all data cards to ensure voting history. MCED was told that reading the cards was not necessary and should only be done in a backup situation.

Robis Notes:

Lines of communication are always open and Robis is readily available. When any language, wording, or basic logic changes are needed, they are always quick to respond. However, when any request requires longer development time (which is understandable when changing core behaviors or hardware interactions of the application), they seem to over-promise and under-deliver. When we give them a week to generate election files, we do so with the hope that they will turn them around as quickly as they (reasonably) can while still having time to resolve any major issues that come up. Unfortunately, it seems more like they consider the time frame we give them an assurance that we don't need the files until that time is expired and wait until the last minute. Invariably, they find issues after they have made first delivery, sometimes leading to several deliveries that all have issues to be corrected and little to no time for us to do our own thorough testing of the files.

It seems to me like some of the more deeply rooted issues that arise with the epollbooks are related to the IT/Development side of Robis, not so much the side that we interact with directly. When we suggest the use of sharing files via our VPN instead of their FTP site to see if that would increase transfer speeds,

they never even tested it. The tablets are good enough hardware-wise for what we need, but are overburdened with the design and implementation of Robis' application. An application built to work within the given limitations (something I do not believe to be unreasonable) would prove to have far greater reliability and stability, even on the equipment that we have now.

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