

# Reporte Anual, 2017

## Registro del Condado, Adrian Fontes



## Carta del Encargado del Registro

Al Público:

Integridad, responsabilidad y honestidad son los pilares de una administración transparente enfocada en servir al público. Los dos derechos más fundamentales de nuestra sociedad libre – derecho de propiedad y el derecho al voto – son protegidos por el Registro del Condado de Maricopa. Es con estas cosas en mente que los invito a ustedes, ciudadanos del Condado de Maricopa, a compartir la información pública que hemos recopilado en este informe.

Fui elegido para servir al público, no a la clase política. Con este fin, gran parte de lo que se les presenta a ustedes en este informe puede no ser del agrado de aquellos que consideran la conservación del status quo como una alta prioridad. Aunque firmemente creo que fui enviado aquí por los votantes para corregir los problemas que han erosionado la fe en nuestros sistemas electorales, yo no ignoraré el importante y vital trabajo del Encargado del Registro fuera de las elecciones. Para ello, mi personal y yo hemos preparado este informe como una mirada inicial al trabajo al que fuimos enviados a hacer aquí.

En cuanto a mis creencias sobre el buen gobierno, estos son mis principios rectores:

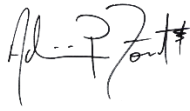
En primer lugar, es un gran honor y un privilegio servir al público. El servicio público es una búsqueda noble que aquellos estadounidenses que tengan la capacidad de servir, deberían intentar hacerlo por un tiempo. Mi deuda como un ciudadano de esta sociedad libre no estaría retribuida si yo no hubiera formado parte de nuestro sistema de gobierno. El derecho de propiedad privada y la preservación del acceso al voto nos protegen a nosotros y a nuestra forma de vida.

En segundo lugar, mientras que esta Oficina es permanente, yo no soy más que un ocupante temporal. Ésta y todas las oficinas del público le pertenecen al público, no a los políticos. Servimos a voluntad y a la orden de los votantes, y son los votantes a los que debemos responder. Nuestras preferencias personales y políticas pueden ocasionalmente empujar nuestras decisiones en una dirección u otra, pero debemos mantener el interés del público como nuestro motivador principal.

En tercer lugar, compartir información directa acerca de lo que hacemos y cómo tomamos nuestras decisiones es un acto de suma importancia. Mantener la luz del sol brillando en el trabajo del gobierno es la mejor manera de prevenir la corrupción y la influencia indebida de la función pública. Saber que usted tiene acceso completo a todo el conjunto de mi trabajo en esta Oficina nos mantendrá a mí y a mi personal enfocados en los tres pilares necesarios para el buen gobierno: integridad, responsabilidad y honestidad.

Este informe comienza con un Resumen Ejecutivo como un compendio con algunos puntos seleccionados destacados. Las varias secciones del informe, apoyadas por los documentos de los apéndices, son una inmersión más profunda en el trabajo que hemos realizado desde que el 1 de enero de 2017. Tenemos la intención de presentarles a ustedes un informe público cada seis meses, en marzo y septiembre.

Les agradezco su interés, y valoro la oportunidad de servirles en esta Oficina.



Adrian P. Fontes

Registro del Condado Maricopa

## Resumen Ejecutivo

Este documento informa sobre las actividades del Encargado del Registro del Condado de Maricopa y su equipo desde que asumió el cargo el 1 de enero de 2017. En general, el Encargado del Registro ha tomado medidas para restaurar la transparencia de la Oficina y restituir el cumplimiento de los Estatutos Revisados de Arizona y la Constitución otorgada por el Consejo de Supervisores y el Secretario del Consejo que transfirió la responsabilidad operativa del Departamento de Elecciones al Encargado del Registro, mientras que ellos continúan reteniendo responsabilidad legal.

En los primeros tres meses de estar en el puesto, el Encargado del Registro ha:

- Reorganizado la oficina en un Grupo de Operaciones y un Grupo de Apoyo
- Rediseñado el presupuesto para estar en cumplimiento con los estatutos
- Solicitado nueve posiciones nuevas, seis para Votación Temprana, dos para tabulación de boletas y una para Cumplimiento y Auditoría
- Trabajado con el Equipo de Transición – un grupo multi-partidario de individuos seleccionados a través del Condado de Maricopa – para apoyar la toma de posesión del cargo y guiar la búsqueda nacional para un nuevo Director de Elecciones
- Creado un nuevo Grupo de Comunicaciones formado de un Equipo de Relaciones con la Comunidad para llegar a la comunidad, y una división de Relaciones Intergubernamentales para trabajar con jurisdicciones y la legislatura
- Comenzado a analizar las Operaciones de Recopilación de Información de la Oficina para revelar los datos disponibles al público sobre nuestros servicios de recopilación de información
- Llevado a cabo una Cumbre del Encargado del Registro organizada por el Equipo de Relaciones con la Comunidad para presentar al nuevo Encargado del Registro a las compañías de títulos e hipotecas que sirven a los dueños de terrenos del Condado
- Revisado el proceso de tabulación de boletas de Votación Temprana para reducir el tiempo requerido para informar los resultados de la Votación Temprana
- Investigado los problemas con los ePollbooks usados por el Departamento de Elecciones y desarrollado una estrategia para solucionar los problemas
- Iniciado un esfuerzo para revisar los límites de recintos y las ubicaciones de los lugares de votación
- Descubierta miles de formularios de inscripciones de votantes que no se manejaron correctamente e iniciado una solución para el problema

- Incorporado a un esfuerzo continuo de todo el estado para actualizar el sistema de administración de la lista de inscripciones de votantes que mantiene el Secretario del Estado de Arizona
- Declarado que las Elecciones Jurisdiccionales de 2017 (escuelas, ciudades y pueblos) se llevarán a cabo exclusivamente por correo
- Participado en una serie de iniciativas que mejorarán el servicio proporcionado a los ciudadanos del Condado

Por favor encuentre una explicación detallada de nuestras actividades durante los últimos tres meses en las siguientes páginas y en los adjuntos que documentan nuestro trabajo.

## Estructura de Organización

Cuando él asumió el Puesto el 1 de enero de 2017, el Encargado del Registro encontró una estructura de organización que separaba a la Oficina del Registro en dos grupos distintos: los departamentos del "Registro" y de "Elecciones". Ellos se mantuvieron separados teniendo dos de todo: Recursos Humanos, Contabilidad y así sucesivamente. Esto significó que la organización no sólo competía contra sí misma por dinero, tiempo y atención de la administración, sino que estaba perdiendo dinero al duplicar esfuerzos para servir a los empleados y las funciones y operaciones de la Oficina.

Entre sus primeras tareas incluyó reorganizar la Oficina en dos nuevos grupos: Un Grupo de Operaciones encabezado por el Encargado Adjunto del Registro y un Grupo de Apoyo liderado por el Jefe de Personal.

Este enfoque, un modelo Director de Operaciones, se usa exclusivamente hoy en industrias y organizaciones como una forma para administrar en manera más eficiente la entrega de servicios a los clientes (los votantes y aquellos documentos recopilados) y para asignar recursos en apoyo de la entrega de dichos servicios.

El Grupo de Operaciones bajo nuestro Encargado Adjunto del Registro incluye el Departamento del Registro, el Departamento de Inscripción de Votantes, el Departamento de Elecciones, el Departamento de Aprendizaje y Desarrollo y un nuevo Departamento de Servicios de Mapas.

El Grupo de Apoyo bajo el Jefe de Personal incluye Relaciones con los Medios, un nuevo Equipo de Relaciones con la Comunidad, Relaciones Intergubernamentales, Servicios de Idiomas, Cumplimiento y Auditoría, Servicios de Tecnología y Servicios Administrativos. El equipo de servicios Administrativos incluye Finanzas y Presupuesto, Recursos Humanos, Contabilidad y Adquisiciones.

Vea el Organigrama Anterior y el Actualizado,

# Presupuesto

Para el Presupuesto del AF2018 (1 de julio de 2017 a 30 de junio de 2018), el Encargado del Registro del Condado Maricopa ha presentado una solicitud de \$ 11.8 millones. Ingresos recogidos de Jurisdicciones por el costo de llevar a cabo sus elecciones y de los ciudadanos y empresas que registran documentos compensan parcialmente el presupuesto. La Oficina calcula que los recibos de honorarios excederán los 10. 8 millones. El desglose del presupuesto total del AF2018 es:

El presupuesto refleja la reorganización de la Oficina del Encargado del Registro.

Para el AF2018, la Oficina está solicitando llenar nueve puestos de trabajo nuevos, ocho dentro del Departamento de Elecciones y uno en el grupo de Servicios de Apoyo. Las posiciones de Elecciones incluyen cinco posiciones nuevas en la División de Votación Temprana y tres en la División de Operaciones de Boletas. La nueva posición para el grupo de Servicios de Apoyo está en Cumplimiento y Auditoría.

El Departamento de Elecciones disminuyó en tamaño de 32 a las actuales 24 posiciones de tiempo completo desde 2009, cuando la Votación por Correo comenzó a afectar significativamente la votación en los lugares de votación. Con el dramático incremento en el Voto por Correo, que resultó del establecimiento de la Lista Permanente de Votación Temprana en 2007, la necesidad de aumentar la capacidad del Departamento para manejar la creciente carga de trabajo asociada con el Voto por Correo ha llegado a ser crítica.

Esto es particularmente importante ante el crecimiento dramático de inscripción de votantes que se espera durante los próximos cuatro años.

De acuerdo al Census Bureau (la Oficina del Censo), de los 4.2 millones de ciudadanos del Condado de Maricopa, el 78% - o más de 3 millones – son elegibles para votar. La inscripción está actualmente en 2.2 millones y el aumento está en alrededor del 10% anual. Con base a esto, el Condado de Maricopa debería estar cerca de la marca de 3 millones para el 2020 o antes. Con el 70% de los votantes inscritos en la lista PEVL, eso significa que vamos a ver un aumento en la participación de votación por correo de la actual ~1.5 mil a ~2.1 mil en 2020. Esto puede aumentar más rápido mientras organizaciones de terceros partidos continúan incrementando sus esfuerzos de inscripción, continuamos experimentando crecimiento de población superior al 4% anual, y continúan los esfuerzos para inscribir a más personas en la Lista PEVL para aumentar la participación por encima del 70% y más cerca del 80% ó 90%.

Atendiendo ahora las necesidades del departamento para satisfacer los requisitos de personal para la cambiante relación entre el Voto por Correo y el Voto en el Lugar de Votación y preparándonos ahora para modelar y optimizar, reduciremos los costos a largo plazo para el departamento y la Oficina en lo que avanzamos y experimentamos los incrementos esperados en el aumento de votantes.

Ver Documentos de Presupuesto del AF2018, Apéndice B

Departamento	Costo	Total
<b>Elecciones</b>		
Personal	\$1,989,428	
Costos de Elecciones	<u>\$4,503,997</u>	
Total de Elecciones		\$6,493,425
<b>Registro</b>		
Personal	\$4,166,445	
Materiales	<u>\$912,368</u>	
Total de Registro		\$5,078,813
<b>Tecnología*</b>		<u>\$4,391,689</u>
<b>Total</b>		\$15,964,927
*Los costos de tecnología se pagan de un recargo en las tarifas de registro.		

## Equipo de Transición

Para ello, el Encargado del Registro estableció un Equipo de Transición antes de asumir el Cargo el 1 de enero de 2017. Durante el curso de la transición, sin embargo, llegó a ser obvio que algunas personas del equipo tenían experiencia e intereses en lado de Elecciones o en el lado del Registro de la agencia.

El equipo entonces se dividió en dos, y el trabajo evolucionó rápidamente de la etapa de aprender a la de actuar.

El equipo de transición enfocado en el Departamento de Elecciones comenzó a circunscribir su trabajo en el proceso de selección de un nuevo Director de Elecciones. Al trabajar estrechamente con un grupo amplio y diverso de individuos se estableció un camino claro para la selección de un Director. Después de eso, trabajando directamente con Recursos Humanos del Condado de Maricopa, esta parte del equipo de transición

está llevando a cabo actualmente una búsqueda nacional para un Director de Elecciones, que el Encargado del Registro nombrará al finalizar el proceso.

El equipo del Registro ya logró mucho éxito en el trabajo hacia el seguimiento de clientes, abriendo nuevos caminos para recursos y participación y llevando a cabo la primera Cumbre del Encargado del Registro. Al observar directamente a los diversos sectores e individuos a los que la Oficina sirve, el equipo de transición de este lado de la agencia se adaptará en un comité de acogida para futuras actividades de la Cumbre y lazos mucho más cercanos lazos a los clientes de la oficina.

Ambos equipos, habiendo surgido de uno, son fundamentales para el avance continuo de la Oficina. Aquí, es importante reconocer a los que sirvieron en varias capacidades dentro de los equipos y agradecer desde al Encargado del Registro y hasta toda la Oficina por su voluntad de servir.

Ver Actas de Reuniones del Equipo de Transición, Apéndice C

## Comunicaciones

Los acontecimientos del 22 de marzo de 2016 de la Elección de Preferencia Presidencial demostraron un desajuste fundamental de cómo la Oficina del Encargado del Registro y el Departamento de Elecciones se comunicaban con los ciudadanos del Condado de Maricopa. Debido a la mala comunicación, miles de votantes se presentaron a emitir su voto en las elecciones primarias cerradas, sin saber que su condición de votantes independientes los excluía de participar en la elección de candidatos de partidos políticos para Presidente.

Además, la falta de comunicación entre la Oficina del Encargado del Registro y los ciudadanos también había llevado a que la gente perdiera la fe en sus elecciones y cuestionara su confianza en el sistema electoral, hasta en las máquinas que cuentan los votos.

Al asumir el Puesto, el Encargado del Registro presionó revisar las comunicaciones entre la Oficina y los ciudadanos del condado.

Esta revisión consta de tres dimensiones:

- La creación del Equipo de Relaciones con la Comunidad;
- La ampliación del uso de las redes sociales incluyendo Facebook y Twitter; y
- El desarrollo de relaciones de trabajo con otras agencias.

El Equipo de Relaciones con la Comunidad está diseñado para establecer conexiones con grupos de la comunidad de todo tamaño en todo el condado para compartir información importante directamente, en reuniones cara a cara, con la comunidad. Su trabajo impulsa los métodos de comunicación tradicional de difusión de información en línea y a través de los canales de los medios tradicionales, hablando con gente en escuelas, iglesias, centros comunitarios, en las reuniones de clubes de servicios, eventos empresariales y en otros lugares en donde las personas se congregan.

La Oficina del Encargado del Registro ha mejorado drásticamente su uso de las redes sociales. Frecuentes videos en Vivo en Facebook le dan acceso al público a las actividades diarias de la Oficina del Encargado del Registro del Condado. Los videos sin guión dan a espectadores un acceso directo a la Oficina, sus operaciones y sus procesos. Un beneficio adicional es que los espectadores pueden hacer preguntas y obtener respuestas de inmediato, eliminando las barreras burocráticas tradicionales de comunicación de los organismos gubernamentales. Desde el 3 de enero, el Encargado del Registro ha puesto 22 videos en vivo.

Para ampliar su capacidad para comunicarse con los ciudadanos del Condado, la Oficina se ha conectado con la Comisión de Elecciones Limpias (Clean Elections Commission). La Comisión se encarga de brindar información sobre las elecciones a los votantes en todo el estado y tiene los recursos y la investigación para desarrollar y apoyar estrategias de educación y alcance a los votantes. Al trabajar con la Comisión, la Oficina está compartiendo datos con la comisión de Elecciones Limpias para concentrar recursos y llegar al mayor número posible de votantes con información electoral importante.

## Equipo de Relaciones con la Comunidad

La innovación más significativa para la Oficina es la adición del Equipo de Relaciones con la Comunidad o CRT. El propósito fundamental de CRT es desarrollar conexiones con grupos de la comunidad de todos los tamaños para compartir información importante en todo el Condado. Su trabajo impulsa los métodos de comunicación tradicional de difusión de información en línea y a través de los canales de los medios tradicionales, realmente hablando con la gente en persona y poniendo una cara en la Oficina del Encargado del Registro.

Los miembros del equipo se seleccionan de acuerdo a un distrito de supervisión donde ellos enfocan sus esfuerzos. Cada miembro del personal se encarga de mejorar y ampliar las relaciones en cada distrito, asegurando que la Oficina construya redes con organizaciones religiosas, de negocios, ciudades, organizaciones comunitarias, clubes cívicos, asociaciones y muchos otros grupos. Estas amplias redes pueden utilizarse para compartir información electoral importante.

CRT está inscribiendo a votantes en todo el condado, así como reclutando voluntarios y trabajadores electorales.

El equipo también está aprendiendo las operaciones de la parte del Registro de la Oficina para establecer conexiones con los clientes actuales y futuros. Las compañías de títulos conforman una gran parte de los clientes recurrentes, y cultivar esas relaciones es clave para el buen funcionamiento de la Oficina del Encargado del Registro.

Personal Actual:

Francisco Heredia- Administrador de Relaciones con la Comunidad, (Distrito 5),  
fheredia@risc.maricopa.gov



Christine Dyster- Coordinadora de Relaciones con la Comunidad, Distrito 1,  
cdyster@risc.maricopa.gov

Peg Kragie- Coordinadora de Relaciones con la Comunidad, Distrito 2,  
pkragie@risc.maricopa.gov

Kenosha Skinner- Coordinador de Relaciones con la Comunidad, Distrito 4,  
kskinner@risc.maricopa.gov

Chatham Kitz- Coordinador de Relaciones con la Comunidad, Distrito 3,  
ckitz@risc.maricopa.gov

### **Actividades Destacadas del Equipo de Relaciones con la Comunidad del 1/17 al 3/24**

#### Iniciativas Adicionales

Kids Voting (Votación de Niños). Trabajando en coordinación con AZ Foundation for Legal Services and Education (la Fundación de Arizona para Servicios Legales y Educación) para aumentar la conciencia de Kids Voting en las aulas

Mesas redondas. Renovando las Reuniones de la Red de la Comunidad de la pasada administración y coordinando con grupos de interés específicos.

Actualmente el equipo está trabajando en la creación de las siguientes mesas redondas continuas con estos miembros de la comunidad: Secretarios Municipales, Grupos de Participación Cívica, Afro-americanos, latinos, asiáticos, nativos americanos, Interfaith, LGBTQ, Tecnología, Defensores de Personas con Discapacidades, y jóvenes.

## Recopilación de Información

Bajo la Constitución del Estado de Arizona y los Estatutos Revisados de Arizona (ARS), el Encargado del Registro del Condado es responsable de inscribir todos los documentos públicos en el Condado. Aparte de mantener la lista de votantes inscritos, la mayoría de los documentos registrados se relacionan con bienes raíces, sobre todo escrituras, gravámenes y documentos de bajas militares. Por ley, el Encargado del Registro cobra una pequeña cuota por cada documento registrado, lo que ayuda a pagar el costo de operaciones de la Oficina y a cubrir la inversión en tecnología que ayuda a mantener al Registro del Condado de Maricopa como el líder en tecnología de recopilación de documentos en la nación.

El Departamento del Registro tiene todos los documentos de títulos, incluyendo escrituras, gravámenes, mapas de planos y otros documentos, para todos los terrenos en el condado desde 1871.

La primera transacción de escrituras se registró el 5 de mayo de 1871 transfiriendo por \$600 el título de la parcela donde se encuentra ahora City Scape en Phoenix, entre John Roach, el vendedor y William Ford y George Williams, los compradores. La Oficina

también registró marcas de ganado, con el índice del libro de marcas ofrecido en términos de nombre, marca y "forma".

El archivo de datos del Registro consta de 40,000 rollos de microfilm, 32 gabinetes de microfichas, 65,250 Tarjetas de Apertura (una tarjeta perforada con un microchip) y 6,556 libros. La Oficina también está apoyada por recopilación digital de todos los documentos que están almacenados en servidores tanto en la Oficina como en copias en "the cloud" (la nube).

Hoy, el 80% de los documentos que se registran son tramitados digitalmente, con sólo dos de cada diez tramitados en papel. La Oficina apoya a los propietarios de terrenos, promotores y residentes con sus necesidades de registro proporcionando dos Oficinas de registro, una en el centro de la ciudad de Phoenix y una en Mesa, así como a través de 11 quioscos situados alrededor del Condado. La ubicación de los quioscos, que no sólo apoyan el registro de documentos sino otros servicios del Condado, puede encontrarse en el sitio web del Registro ([recorder.maricopa.gov/recorder/kiosk.aspx](http://recorder.maricopa.gov/recorder/kiosk.aspx)).

Los datos que la Oficina recolecta sobre transacciones de terrenos y otras actividades proporcionan una vista crítica de la economía del Condado de Maricopa.

Por ejemplo, la representación gráfica del número total de registros manejados desde 1990 hasta el comienzo de este año revela claramente el colapso de la burbuja inmobiliaria en 2008, lo que sugiere que los datos de recopilación de documentos son un indicador económico orientador para el Condado. Ver el gráfico en la página siguiente.

## Cumbre de 2017 del Encargado del Registro

El jueves, 16 de febrero de 2017, la Oficina del Encargado del Registro del Condado de Maricopa celebró su primer evento para clientes de cuentas que utilizan servicios de registro proporcionados por la Oficina. La Cumbre de 2017 del Encargado del Registro trató de fomentar la relación entre el recién elegido Encargado del Registro del Condado Adrian Fontes y socios públicos y privados mediante discusión abierta, diálogo de grupos pequeños y participación directa con el personal del registro.

La planificación de la Cumbre del Registro comenzó poco después de la inauguración de la nueva administración y el evento fue identificado como una prioridad en jueves 12 de enero en la Reunión del Equipo de Transición.

A través de múltiples reuniones de planificación, el personal redujo los temas a cuatro áreas de interés para el evento de pequeños grupos de discusión: Cargos Previsibles de Registro, Índice de Otorgantes/Concesionarios, "Lights Out Recording" y Notario Electrónico. Notario Electrónico fue el tema más solicitado de los RSVPs.

La diseminación en preparación del evento estuvo a cargo de Relaciones Intergubernamentales, Relaciones con la Comunidad y personal del Departamento del Registro comunicándose con clientes de la Oficina del Encargado del Registro del Condado de Maricopa, funcionarios locales elegidos y líderes de la comunidad y partes interesadas del Condado de Maricopa para construir un evento con participación diversa y representativa. Se trataron de hacer más de 1,000 contactos electrónicos y telefónicos durante las tres semanas antes de la Cumbre.

Mensajes escritos y verbales para los huéspedes e invitados delinearon más las metas de la Cumbre: aumentar la participación de asistentes a la Cumbre, escuchar las preocupaciones de los sectores que registran documentos e identificar estrategias y políticas para fomentar la relación entre la Oficina del Encargado del Registro del Condado de Maricopa y la comunidad.

El formato de la Cumbre consistió de discusiones guiadas en grupos pequeños y grandes para aproximadamente 65 asistentes, con oportunidad de conversación abierta y preguntas en cada mesa de 8 a 10 participantes. El personal del Recopilación de Información y de Relaciones con la Comunidad estuvo a cargo de la moderación durante la conversación de la mañana mientras que el Encargado del Registro y John Lotardo, Consejo de Estado y Senior Underwriter para First American Title, guiaron el diálogo del grupo grande y los comentarios finales del evento de 2 horas.

Los participantes y el personal consideraron al evento beneficioso, según lo evidenciado por una respuesta abrumadoramente positiva de los participantes en la encuesta de seguimiento de la actividad, lo que alentó a un continuo compromiso con la comunicación abierta en la práctica de la Oficina del Encargado del Registro.

La Oficina del Encargado del Registro del Condado de Maricopa estará coordinando con asistentes de la Cumbre y partes interesadas adicionales un evento de seguimiento a los seis meses para revisar los pasos dados desde la reunión inicial. Además, un boletín de registro está siendo diseñado para distribución en mayo de 2017 y continuar llegando a asistentes individuales y clientes a cargo del Departamento de Relaciones con la Comunidad en una base continua.

Ver notas de la Cumbre y comentarios, Apéndice D

## Búsqueda y Nombramiento de Director de Elecciones

Karen Osborne fue la Directora de Elecciones del Condado de Maricopa por más de 20 años. El anuncio de su retiro a principios de 2016 creó una oportunidad para repensar el papel de Director de Elecciones dentro de la Oficina del Registro. El nuevo elegido Encargado del Registro asumió la tarea de seleccionar un nuevo Director de Elecciones como una de sus prioridades principales.

El Encargado del Registro recibió comentarios de la comunidad mientras él se estaba postulando para el Puesto que influyeron en su manera de pensar sobre cómo quería administrar el Departamento de Elecciones. Él sabía que necesitaba el tipo de persona adecuada como Director de Elecciones para proveer liderazgo en la aplicación de una revisión completa de los procesos y procedimientos electorales. También quería un Director de Elecciones que aportara ideas creativas e innovación al adoptar reformas y abordar los desafíos con los que se ha enfrentado el sistema de elecciones. Compromiso con la integridad y transparencia fueron también cualidades claves que buscó en este líder. Debido a que esta posición es tan importante para el éxito del sistema de elecciones del Condado, el Encargado del Registro no quiso precipitar el desarrollo del proceso de descripción o contratación del trabajo. Promovió a un empleado veterano del Departamento de Elecciones, Rey Valenzuela, para servir como el Director Interino del

Departamento de Elecciones para tener continuidad en el liderazgo mientras el Director del Registro le da la debida diligencia al proceso de contratación para la posición permanente.

Miembros del equipo de transición – un grupo de expertos y líderes experimentados del gobierno que el Encargado del Registro había reunido para que lo asesoraran durante la transición de candidato a oficial elegido – le dieron al Encargado del Registro la visión adicional y le ofrecieron ideas para las cualidades y capacidades (generales y específicas) que debe tener un Director de Elecciones. Se revisaron descripciones del puesto de otras jurisdicciones y se consultó a grupos de expertos en elecciones y a expertos alrededor de los Estados Unidos.

Mientras el Encargado del Registro consideraba el tipo de profesional necesario para el trabajo en el contexto de la organización más grande de su Oficina, el conjunto de habilidades necesarias se hizo más evidente – y más especializado. El tipo de persona que se destacará como Director de Elecciones del Condado de Maricopa es un profesional de elecciones que haya estado en las "trincheras" electorales y que haya sido parte de una operación grande y compleja. Hay muchas habilidades específicas y áreas de conocimiento que esta persona debe tener para ofrecer el liderazgo necesario a este equipo de personas que ejecutan los procesos electorales para una comunidad urbana grande. Director de Elecciones es un trabajo muy importante y los riesgos son altos – las elecciones se deben llevar a cabo con la máxima exactitud, integridad y transparencia para restaurar y mantener la confianza pública en nuestras instituciones electorales.

El Encargado del Registro emitió un anuncio de trabajo para la posición el 1 de marzo y comenzó a entrevistar a solicitantes la semana del 20 de marzo.

Esta posición se anunció y se compartió con las organizaciones electorales y gubernamentales nacionales en todo el país.

El proceso de selección del Director de Elecciones está en curso y el objetivo del Encargado del Registro es tener un Director de Elecciones permanente contratado a más tardar en mayo de 2017.

## Disminución del Tiempo de Tabulación de Boletas

En años anteriores, a menudo se ha tomado varios días o varias semanas para llevar a cabo el conteo de las boletas y finalizar los resultados de las elecciones. Esto es debido tanto al número de boletas provisionales emitidas en el Día de las Elecciones, así como al gran número de boletas tempranas que los votantes entregan en los lugares de votación en el Día de las Elecciones. Al asumir el Puesto, el Encargado del Registro trabajó con personal del Departamento de Elecciones para identificar estrategias para hacer el conteo de boletas más rápidamente y a la vez conservar la exactitud y transparencia del proceso del escrutinio de boletas.

El Encargado del Registro se enteró de que la principal barrera para hacer al conteo de boletas más rápido era la falta de espacio. Específicamente, había una cantidad limitada de espacio disponible en la Oficina del Registro o instalaciones para que más de 45

Consejos de Ciudadanos pudieran trabajar en un momento dado. Los Consejos de Ciudadanos se componen de 2 personas de diferentes partidos políticos que están encargadas de verificar y abrir las boletas tempranas para que éstas se puedan sacar de sus sobres y contar anónimamente – para trabajar. Además, estos equipos no estaban trabajando en turnos durante todo el día debido a la falta de personal de tiempo completo para supervisar a estos miembros temporales del consejo y, como consecuencia, el escrutinio se prolongaba.

Como resultado de estos hallazgos, el Encargado del Registro trabajó con las Oficinas de adquisiciones e instalaciones del Condado para obtener espacio libre adicional en la instalación de MCTEC del Departamento de Elecciones para que se puedan utilizar más Consejos de Ciudadanos. La Oficina del Encargado del Registro continúa trabajando con otros inquilinos de la bodega MCTEC para hacer arreglos para obtener más espacio disponible para el escrutinio de boletas después de las elecciones. Además, habrá Consejos de Ciudadanos trabajando en turnos durante todo el día en este espacio mayor para contar más boletas en un período de 24 horas.

Con la implementación de estos cambios, la Oficina del Encargado del Registro del Condado de Maricopa cree que puede tener todas las boletas contadas y los resultados no oficiales de las elecciones reportados dentro de un período de 72 horas luego del cierre de los lugares de votación en el Día de la Elección.

El Encargado del Registro también planea dar informes públicos más frecuentes a través de los medios de comunicación y en el sitio web del Encargado del Registro del Condado y en las cuentas de las redes sociales sobre la situación del conteo de boletas para aportar transparencia al proceso y permitir que los candidatos que están en espera de los resultados de las elecciones tengan información más actualizada sobre el estado del resultado de sus elecciones.

## ePollbooks

Durante el transcurso de 2016, el Encargado del Registro del Condado Maricopa y el Departamento de Elecciones llevaron a cabo cinco elecciones. Desde el principio, el personal alertó al liderazgo que una pieza del equipo, el sistema de ePollbook, no estaba cumpliendo con las expectativas. El ePollbook es un sistema de tablet previsto para ser un reemplazo de las listas de papel de los votantes en los lugares de votación que se actualiza en tiempo real. Se trató de hacer correcciones en la primavera y el verano durante varias elecciones, pero sin resultado. El sistema continuó fallando durante cada una de las elecciones de 2016, incluso durante las Elecciones Generales de noviembre de 2016.

Al asumir el cargo en enero, el Encargado del Registro solicitó recibir entrenamiento sobre cada pieza de equipo en la Oficina, para familiarizarse con su rendimiento y capacidades. Cuando comenzó su entrenamiento en el sistema de ePollbook se identificaron inmediatamente las fallas en su rendimiento. Se le informó entonces al

Encargado del Registro sobre cómo, en varias ocasiones en el año 2016, las fallas del sistema resultaron en doble votación en 260 casos.

Alarmado por este grave problema con un componente crítico del sistema electoral, el Encargado del Registro tomó acción. Entendiendo que los votantes mismos no eran culpables, y que, si este sistema hubiera trabajado no hubiera habido votación doble, el Encargado del Registro volvió al sistema en sí y a su adquisición. Para mayor claridad, podemos asumir que el votante que envía su boleta por correo tarde habría comprobado en línea para ver si ésta se había recibido. Al no verla aparecer en línea, el votante entonces habría tenido razón para emitir otro voto en su lugar de votación. El sistema como estaba, tendría y quizás permitió el cómputo de las dos boletas de los mismos votantes aproximadamente 200 veces en total durante las elecciones de 2016.

Se informó al Fiscal del Condado que debería ser necesaria una investigación, y se le pidió a la Oficina de Auditoría Interna del Condado de Maricopa que comenzara a hacer una auditoría/investigación del proceso de adquisición y las demás circunstancias alrededor de este fallo del sistema.

Resultados preliminares casi completos no indican problemas significativos en el proceso de adquisición para el sistema de ePollbook. Además, ninguna justificación puede encontrarse para la remisión de cualquiera de los votantes involucrados para más investigación o enjuiciamiento. A partir de la escritura de este informe, las circunstancias alrededor del sistema ePollbook se mueven en varias direcciones diferentes:

Primero – el sistema actual está bajo revisión de continuidad de utilidad. Una opción es invitar a condados más pequeños en Arizona o alrededor de la Nación a comprar el hardware actual del Condado de Maricopa para su uso. El sistema tal como está, fue diseñado para una lista de votantes más pequeña y no incurriría en los mismos problemas de votos dobles que tuvo el Condado de Maricopa. Dada la capacidad y la utilidad que el sistema podría proporcionar y las necesidades en las jurisdicciones más pequeñas, esta opción le puede permitir a la Oficina del Encargado del Registro vender el sistema sin incurrir en pérdidas significativas.

Segundo – El departamento de Tecnología de Información de la Oficina del Encargado del Registro ha iniciado un esfuerzo importante para proporcionar una solución interna a esta situación. Con ese fin, el Encargado del Registro ha designado que las elecciones jurisdiccionales del otoño de 2017 de esta Oficina serán de Votos solamente Por Correo. Esto elimina la necesidad de ePollbooks en 2017 y permitirá tiempo suficiente para completar todo el trabajo necesario para desarrollar y probar un sistema fuerte para la Elección General del Otoño de 2018.

Tercero – La Auditoría Interna del Condado, hasta la fecha de este informe, está casi completa. No obstante, parece no haber ninguna razón para más investigación o

referencia para tomar medidas legales. Sin embargo, se mantendrán medidas cautelares si esta situación particular cambiara dentro de los próximos meses. En este momento, el Encargado del Registro no anticipa ninguna nueva acción importante con base a las decisiones de la administración anterior.

Cuarto – La auditoría de boletas regulares, distinta de la auditoría interna antes mencionada, había sido suspendida en espera de los resultados de la investigación del ePollbook. Esta auditoría de boletas se ha reanudado y tiene el potencial de revelar aún más resultados. Si estos resultados fueran significativos, se informaría a las autoridades, pero no se prevé este tipo de acción.

Esta circunstancia es de gran preocupación, pero no refleja al actual personal de la Oficina. Administradores y directivos que ya no están en la Oficina tomaron las decisiones críticas con respecto a estos sistemas.

El Encargado del Registro, en un esfuerzo por establecer transparencia y responsabilidad, está consciente de que la mención de estas circunstancias puede plantear más preguntas de las que se pueden responder en esta etapa. Sin embargo, el interés público en estos asuntos supera el potencial de incomodidad que pueda sentir la Oficina. Continua franqueza sobre el proceso y rendición de cuentas a los votantes son las responsabilidades principales que ha enfatizado el Encargado del Registro.

Conforme se desarrolle información más definitiva y soluciones dentro de la Oficina, ellas se compartirán con el público.

Ver documentos ePollbook, Apéndice E

## Evaluación de Recintos y Lugares de Votación

Una preocupación importante mencionada por el público ha sido las largas filas y los tiempos de espera excesivos en algunos lugares de votación. Tradicionalmente, el número y la ubicación de los lugares de votación han estado cuidadosamente alineados con el número y los límites a menudo arbitrarios de los recintos. La población ha crecido tanto en algunos recintos en los últimos años que 10 - 12 veces más electores son asignados a un lugar de votación en un área en comparación con otra área. Este es un factor que causa largas filas y una excesiva carga de trabajo con la que se enfrentan los ciudadanos trabajadores electorales al intentar procesar esos grandes números de votantes en el Día de las Elecciones.

Además, la ley estatal requiere que se informen los resultados electorales por recinto electoral. Con frecuencia, los votantes no entienden por qué su vecindario se divide en 2 o más recintos. Y a veces las líneas de recintos cortan a través de otras líneas

jurisdiccionales de distritos escolares o de gobiernos municipales, lo que dificulta determinar los resultados de las elecciones por límites gubernamentales que tienen más "sentido común" para los votantes que como lo hacen las actuales, aparentemente arbitrarias líneas de recintos.

En la investigación de formas para atender a ambas preocupaciones, la Oficina del Encargado del Registro del Condado de Maricopa está llevando a cabo un proyecto conjunto con Arizona State University Decision Theater para evaluar y, en caso necesario, rediseñar el mapa de recintos del condado y los lugares de votación. También se está considerando en este proceso el impacto de la votación temprana en la utilización de los lugares de votación y del personal. Se investigarán mejores prácticas en la administración de las elecciones utilizadas por otras áreas urbanas grandes y la capacidad de la instalación de ASU para integrar software de mapeo con otros componentes de datos claves del proyecto de manera integral creará la capacidad para tomar decisiones de política basadas en datos.

Ajustar algunas líneas de recintos y potencialmente el número y la ubicación de las instalaciones de lugares de votación podría producir muchos retos logísticos y cuestiones de acceso de votantes. La limitada capacidad de la tecnología actual utilizada por el Departamento de Elecciones juega un papel así como lo hace la necesidad de reclutar y entrenar a miles de ciudadanos trabajadores para trabajar en lugares de votación. También es fundamental la capacidad para mover eficientemente miles de libras de equipo y suministros en todo el valle mientras se usan sabiamente los dólares de los contribuyentes de impuestos. Hay muchas partes móviles, pero también muchas oportunidades para hacer la experiencia del Día de las Elecciones más eficiente y atractiva para los votantes.

A través del proyecto de colaboración entre la Oficina del Encargado del Registro y ASU, el Encargado del Registro presentará una evaluación detallada al Consejo de Supervisores sobre el número óptimo y la ubicación de los límites de los recintos electorales. El Encargado del Registro solicitará las opiniones del Consejo durante el proceso y, por último, proporcionará los límites de recintos electorales para la aprobación del Consejo a más tardar el 1 de diciembre de 2017. Dentro de ese marco de los límites de recintos, el Encargado del Registro y ASU continuarán con el proceso de colaboración para evaluar un número conveniente y las ubicaciones de los lugares de votación.

## Procesamiento y Archivo de Formularios de Inscripción de Votantes

Al revisar el procedimiento de la Oficina para el procesamiento de solicitudes de inscripción de votantes, se descubrió que había una discrepancia en la forma en que el personal del Registro del Condado de Maricopa procesaba los formularios de inscripción de votantes del estado y los formularios de inscripción "solamente Federal".

Los formularios solamente Federales se crearon como consecuencia de una demanda judicial en contra de la ley de la Proposición 200 de Arizona que requiere prueba de



ciudadanía estadounidense como requisito previo para la votación. Inscripción bajo la forma Federal permite que los arizonenses se inscriban para votar sin mostrar prueba de ciudadanía pero esa persona está entonces limitada a participar solamente en las elecciones federales (Presidenciales y Legislativas).

La discrepancia surge en cómo se procesan los dos tipos de formularios. Específicamente, bajo el procedimiento anterior de la Oficina, cuando un formulario de inscripción de votante del estado se recibía sin estar acompañado de una prueba de ciudadanía, la inscripción era rechazada, y se enviaba una carta al solicitante notificándole a él o ella que el formulario había sido rechazado por carecer de prueba satisfactoria de la ciudadanía. El formulario de papel de inscripción de los solicitantes se almacenaba (indefinidamente) en una caja para ser añadido a la lista de votantes inscritos.

El solicitante tenía que completar un formulario de inscripción de votante totalmente nuevo junto con una prueba de ciudadanía satisfactoria.

Cuando se recibía un formulario solamente Federal, el Secretario del Estado comprobaba la situación de ciudadanía del solicitante para revisar si coincidía con el Nombre del solicitante, últimos 4 números del Seguro Social o si coincidía con los datos disponibles del Motor Vehicle Department (Departamento de Vehículos Motorizados, cuyas siglas en inglés son MVD). Si la condición de ciudadanía del solicitante se verificaba, la inscripción solamente Federal del solicitante recibía estado legal para votar también en las elecciones del estado.

La diferencia en cómo estas dos formas se procesaban planteó preocupaciones con respecto a igual protección (14ª Enmienda) para el Registro.

¿Por qué un grupo de solicitantes de inscripción de votantes se debería beneficiar de la búsqueda del personal sobre información de ciudadanía para permitirle mayores derechos de voto, pero no otro grupo?

Bajo una nueva política y procedimiento, todos los datos disponibles en los formularios de inscripción de votantes se presentarán al Secretario del Estado para verificar el estado de ciudadanía de la persona inscrita. Como resultado, todos los datos en el formulario de solicitud de inscripción de votantes del estado se pondrán en la base de datos de votantes para asegurar un registro electrónico de ese formulario para fines de archivo. Con base en los resultados del proceso de verificación del Secretario del Estado, o la prueba de documentos de ciudadanía proporcionada por el solicitante, a los solicitantes que se verifican como ciudadanos estadounidenses, y que son de otra forma elegibles para votar, se les permitirá votar en todas las elecciones federales y estatales.

Hay decenas de miles de formularios de papel que se han almacenado en cajas en la Oficina del Encargado del Registro del Condado de Maricopa en espera de prueba de ciudadanía. La Oficina participa actualmente en la investigación, validación de pruebas de ciudadanía del MVD (si están disponibles) y archivando electrónicamente todos los formularios recibidos en los últimos 5 años.

# Actualización del Sistema de Inscripción de Votantes de Todo el Estado

Al asumir el Puesto, el Encargado del Registro empezó a trabajar en un proyecto junto con otros Encargados de Registros de Condados elegidos y la Oficina del Secretario del Estado de Arizona para actualizar o sustituir el sistema de inscripción de votantes de todo el estado.

La ley federal “Help America Vote Act” (“Ayuda a que los Estados Unidos Vote”) aprobada en 2002, requiere que cada estado desarrolle algún tipo de lista centralizada de votantes inscritos. Sin embargo, la ley del Estado de Arizona designa a los encargados de registro como administradores oficiales de los datos de inscripción de votantes de los residentes de sus respectivos condados. Como resultado, los Condados de Maricopa y Pima tienen sus propias bases de datos de inscripción de votantes y se conectan con un sistema en todo el estado llamado “Power Profile” (“Perfil de Potencia”) que sirve a los otros 13 condados más pequeños y que se encuentra instalado a nivel estatal mediante un acuerdo con el Secretario del Estado.

Todos los 15 condados contribuyen al costo de mantenimiento anual del sistema pero, bajo la administración pasada, la Oficina del Encargado del Registro del Condado de Maricopa acordó contribuir con una parte desproporcionadamente alta del costo de mantenimiento teniendo en cuenta que no somos los usuarios principales del sistema.

El contrato con el proveedor que mantiene el sistema Power Profile expira este año. Los encargados de los registros de los condados están trabajando actualmente investigando opciones para saber cómo mantener a un sistema que atiende las necesidades de los condados más pequeños mientras permite que los condados más grandes mantengan sus propias bases de datos con capacidades de enlace con todo el estado.

Aunque otras opciones viables pueden estar disponibles y se deben considerar, el Secretario del Estado ha avanzado con el desarrollo de una Solicitud de Propuestas para solicitar un nuevo contratista de sistema de registro de votantes en todo el estado. En la actualidad, sin embargo, no hay fondos para pagar por este sistema.

El Secretario del Estado ha dado informes contradictorios sobre sus intenciones durante este proceso, indicando en muchos foros públicos que es su objetivo obligar a que las bases de datos del registro de votantes de los Condados Maricopa y Pima sean parte del sistema estatal que se encuentra albergado en y es administrado por el Secretario del Estado.

El Encargado del Registro cree firmemente que la base de datos del registro de votantes de Maricopa debe continuar alojada dentro de la Oficina Encargado del Registro del Condado. Millones de dólares en dinero de los contribuyentes de impuestos del condado se ha invertido por años en este sistema y mantener la integridad de los datos es de suma importancia.

No son sólo las preocupaciones de seguridad de la protección de los datos personales de más de 2 millones de residentes del condado un problema, sino que la Oficina del Encargado del Registro del Condado de Maricopa también necesita con frecuencia responder a litigios de alto perfil, preguntas de los medios y otros escrutinios públicos sobre documentos y los procesos y procedimientos asociados con el mantenimiento de la base de datos del archivo de votantes.

Después de presenciar el tropiezo del Secretario del Estado en otras iniciativas de base tecnológica en los últimos años, el Encargado del Registro no cree que entregar la administración de la base de datos del registro de votantes al Secretario del Estado sea beneficioso para el condado ya que ellos pueden no tener la capacidad técnica para administrarla adecuadamente. El Encargado del Registro toma su obligación bajo la ley estatal, para mantener los documentos del registro de votantes, seriamente y no le cederá esa responsabilidad a otra entidad gubernamental.

El Encargado del Registro continuará trabajando en colaboración con el Secretario del Estado y los otros encargados de registros de los condados para compartir el acceso a los datos como requiere la ley federal de una manera que sea para beneficio de los residentes del Condado de Maricopa. Además, él trabajará para asegurar que los residentes de la Condado de Maricopa no carguen con un costo indebido al avanzar hacia adelante mientras se discuten opciones de actualización y reemplazo del sistema.

## Elecciones de Votación Por Correo

Las elecciones cuestan dinero y llevar a cabo dos elecciones diferentes al mismo tiempo duplica el costo de las elecciones.

La introducción de la Votación Temprana en 1997 y la Lista Permanente para Votación Temprana (cuyas siglas en inglés son PEVL) en 2007 ha cambiado dramáticamente la forma en que votan los ciudadanos del Condado de Maricopa.

A partir de enero de 2016, casi siete de cada diez (69%) de los 2.2 millones de votantes inscritos en el Condado se inscribieron para votar por correo y en la Elección General de noviembre de 2016, ocho de cada diez (80%) de los votantes votaron por correo. Sin embargo, el Condado de Maricopa sigue gastando millones de dólares encontrando, contratando, empleando personal, configurando, desmontando, equipando y proporcionando materiales y boletas para 724 lugares de votación individuales para recintos electorales en todo el Condado.

Además del costo de funcionamiento de los Lugares de Votación de las elecciones, que el Departamento de Elecciones tuvo cinco veces en el año 2016, el equipo utilizado en los lugares de votación está envejeciendo y no puede ofrecer lo que se necesita para verificar adecuadamente a las personas para votar o tabular sus votos.

En los últimos años, la Oficina del Encargado del Registro del Condado de Maricopa ha estado en conversaciones con el Consejo de Supervisores del Condado sobre el costo del equipo nuevo que se necesitará para reemplazar el equipo que está envejeciendo, lo cual podría ser tan alto como \$30 millones de dólares.

La mejor solución para reducir el costo de las elecciones es llevar a cabo elecciones completamente por correo y mover a los últimos dos de cada diez de los votantes inscritos que no lo están a la Lista Permanente para Votación Temprana, eliminando la necesidad de 724 lugares de votación electoral.

Para implementar con éxito la Votación por Correo, la Oficina del Encargado del Registro del Condado necesitaría entre 100 y 200 Centros de Votación Temprana alrededor del condado correctamente equipados y con el personal adecuado para que las personas que no quieren enviar sus votos por correo puedan dejarlos en cualquier momento durante el período de Votación Temprana de 27 días de los estatutos de Arizona, para imprimir

papeletas de reemplazo a solicitud para aquellos votantes que las pierden, dañan o que de otra forma invalidan sus boletas por correo y permitir que aquellos a los que les gusta aparecer en las urnas en el día de las elecciones continúen haciéndolo.

Para probar la idea, este otoño el Condado de Maricopa llevará a cabo las elecciones jurisdiccionales de los distritos escolares, distritos de bomberos, distritos especiales y ciudades y pueblos en todo el condado, con hasta 1.6 millones de votantes potenciales votando. Estas elecciones se realizarán por correo para ilustrar los beneficios del proceso.

#### Beneficios de Elecciones de Votación por Correo

Ahorro de costos. \$2 millones en costos de elecciones para los distritos Escolares del Condado y casi \$1.5 millones para las Ciudades y los Pueblos

Mejor calidad de votación. Ciudadanos que votan por correo tienden mucho más a votar en todas las páginas de una boleta, incluyendo las elecciones de jueces, consejos escolares, proposiciones y otros asuntos en la boleta.

Participación de votantes. Votar se convierte en una oportunidad para involucrar a toda la familia, especialmente a los niños, en el proceso de elecciones mostrándoles cómo votar y cómo investigar los asuntos y candidatos en la boleta electoral.

## Iniciativas de la Oficina

Como parte de la renovación de la Oficina del Encargado del Registro del Condado de Maricopa, la Oficina ha puesto en marcha una serie de iniciativas para servir mejor a los votantes y a los dueños de terrenos del Condado. Las iniciativas incluyen:

### **Inscripción de Votantes**

Con una población total de más de 4.2 millones de personas, de las cuales la Oficina del Censo calcula que el 78% son mayores de 18 años, el Condado Maricopa debería tener a más de 3.2 millones de votantes inscritos en lugar de los 2.2 millones que tiene hoy. Por eso, la Oficina está lanzando una iniciativa para aumentar la Inscripción de Votantes en el condado a por lo menos 3 millones de votantes inscritos para el 2020. En apoyo de esta iniciativa, la Oficina está en las primeras etapas de desarrollo de un programa de entrenamiento de Secretarios Adjuntos para que grupos comunitarios y organizaciones que sirven como voluntarios inscribiendo votantes estén bien entrenados.

### **Reconstrucción de la Infraestructura Cívica de Elecciones**

Llevar a cabo elecciones en todo un Condado o aún elecciones de jurisdicciones locales requiere la participación de miles de miembros de la comunidad. Estas personas sirven en lugares de votación, en consejos de ciudadanos para Votación Temprana, en consejos de Conteo Manual, consejos de boletas provisionales, en el Consejo Electoral Especial y en Consejos de Votación de Emergencia al servicio de personas con discapacidades, aquellos que necesitan asistencia especial para completar una boleta o aquellos que se encuentran en un hospital en el día de las elecciones. Ellos conducen camiones para instalar y desmontar los lugares de votación y ayudan con otras tareas para llevar a cabo la elección. El nuevo equipo de Relaciones con la Comunidad se encarga de los esfuerzos de extensión a través del Condado para familiarizar a los ciudadanos sobre las oportunidades para servir a su comunidad durante las elecciones y para ayudar a encontrar nuevos lugares

para hospedar Centros de Recolección de Boletas de Votación Temprana, Centros para Reemplazo de Boletas de Votación Temprana y para encontrar nuevos lugares para servir como Lugares de Votación en el Día de las Elecciones.

### **Educación de Votantes**

Para mejorar el conocimiento de los ciudadanos respecto a sus derechos de voto y obligaciones y para aumentar la participación de los ciudadanos con su gobierno al tratar de servirlos en la celebración de sus elecciones, la Oficina está lanzando una iniciativa para educar a los votantes. Está tratando de rediseñar el sitio web durante el próximo año para simplificar la inscripción para votar, participar en las elecciones tanto como candidatos y como votantes y para encontrar información sobre las elecciones y los recursos de las elecciones. La Oficina también está creando nuevos documentos y folletos sobre cómo participar mejor en el proceso electoral y sobre los beneficios de ser un votante inscrito. Para evitar la desastrosa experiencia de la Elección de Preferencia Presidencial de 2016, la Oficina también está expandiendo sus esfuerzos en los medios de comunicación social para comunicarles a los votantes información sobre las elecciones y el recién creado Equipo de Relaciones con la Comunidad está hablando con grupos y organizaciones en todo el Condado cada día para ayudar a votantes actuales y votantes potenciales a obtener más información sobre sus elecciones.

### **Mapas**

La Oficina del Encargado del Registro del Condado de Maricopa tiene fuertes y modernas capacidades de mapeo GIS y a profesionales capacitados trabajando en análisis espacial y aplicaciones, no solamente para la Oficina del Encargado del Registro sino también para otros servicios y programas del condado.

Estos servicios de mapas se utilizan ampliamente en la planificación de elecciones y la Oficina del Encargado del Registro es también el depósito de varias transacciones de bienes raíces que llevan a la muestra de mapas.

Hacer más fácilmente disponibles estos recursos y servicios y conocimientos de GIS que la Oficina del Encargado del Registro puede suministrar a los residentes del Condado de Maricopa es una prioridad del Encargado del Registro.

El Encargado del Registro está llevando a cabo una iniciativa para mejorar los datos públicos disponibles en nuestro catálogo de GIS y permitir que sean utilizados por el público tanto por medio de acceso en línea, como a través de mapas impresos. Esta iniciativa pondrá a disposición la información que la Oficina puede presentar en forma espacial a los clientes que pueden utilizar estos mapas con propósitos cívicos, para desarrollo de bienes raíces y otros propósitos de planificación comercial.

# Apéndices

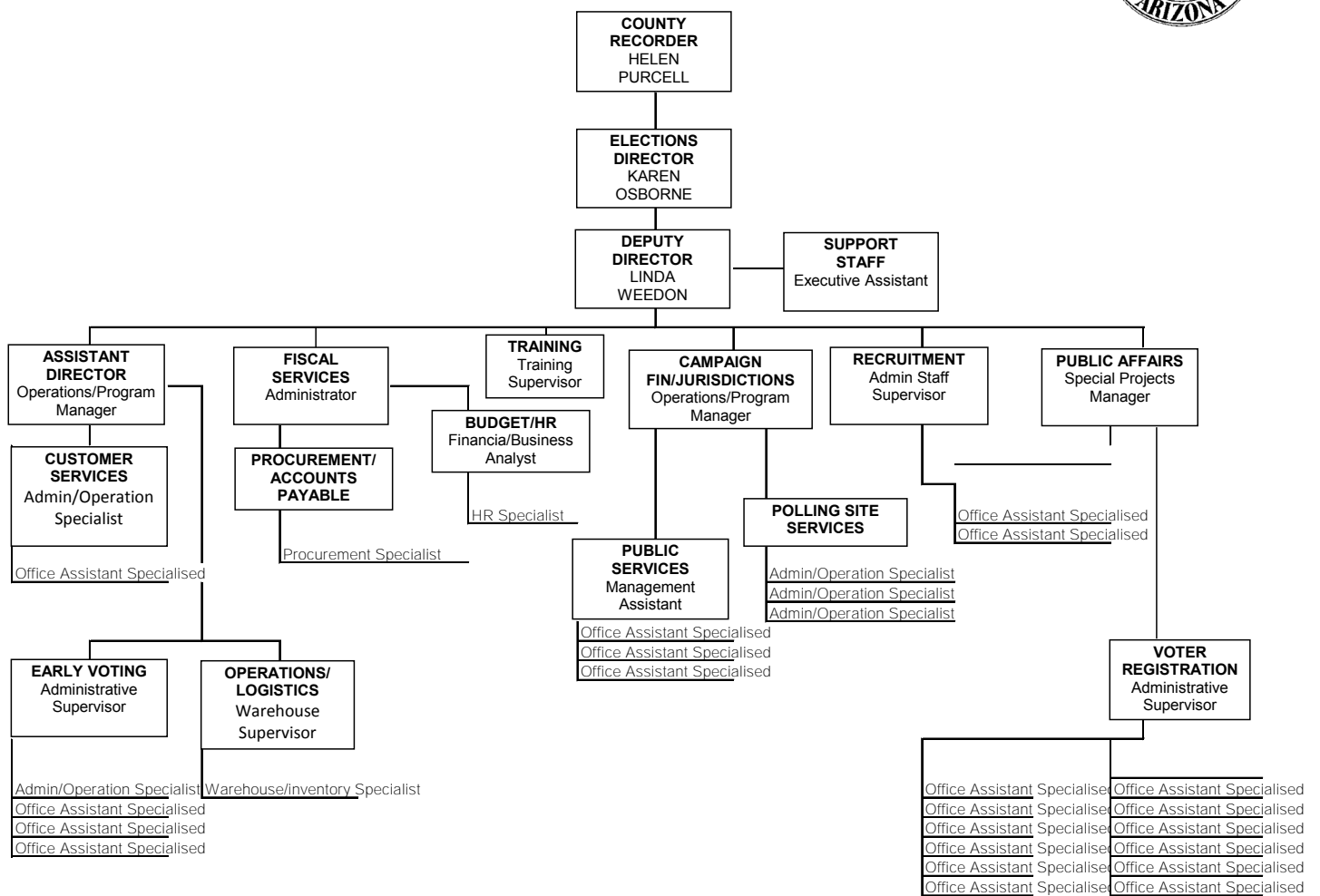
Los siguientes documentos en la sección del apéndice no están traducidos, porque son documentos originales. Si desea traducirlos, por favor comuníquese con nuestra oficina.

602-506-2825

# Appendix A - Organizational Design

Former Organizational Chart - Elections

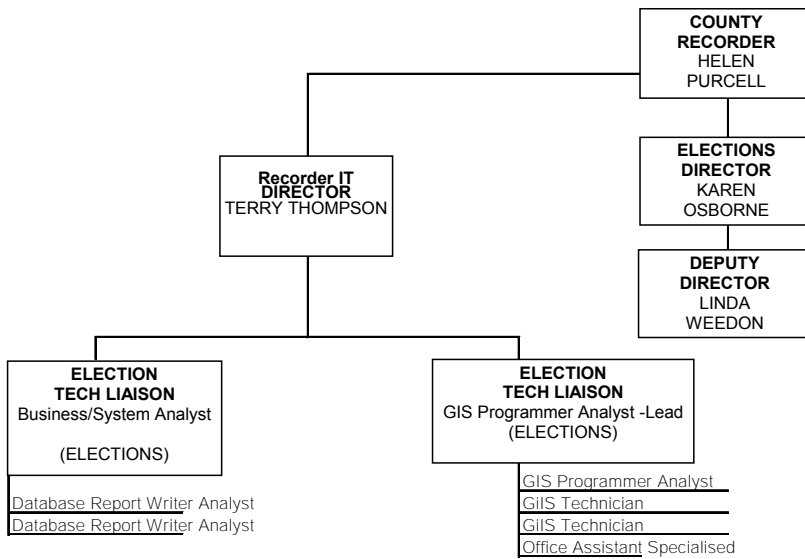
## MARICOPA COUNTY ELECTIONS DEPARTMENT ORGANIZATION CHART



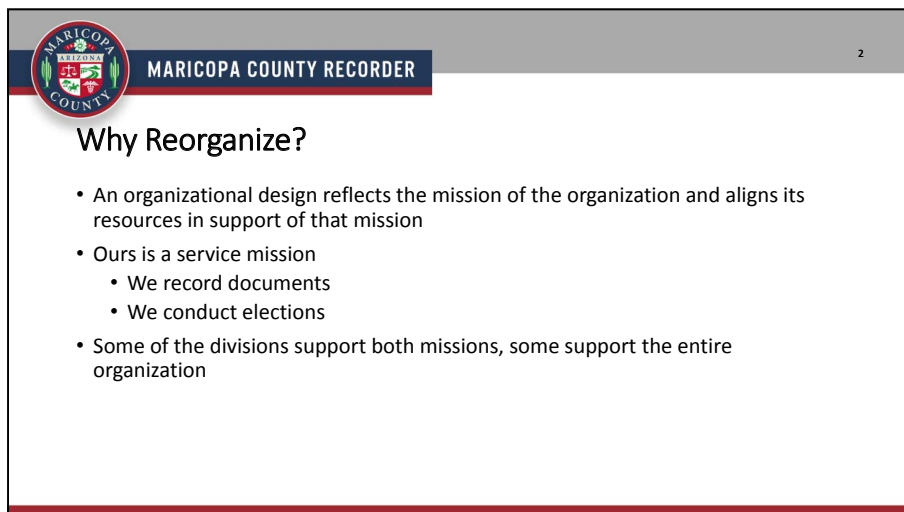
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**MARICOPA COUNTY  
ELECTIONS DEPARTMENT  
ORGANIZATION CHART**

PAGE TWO-



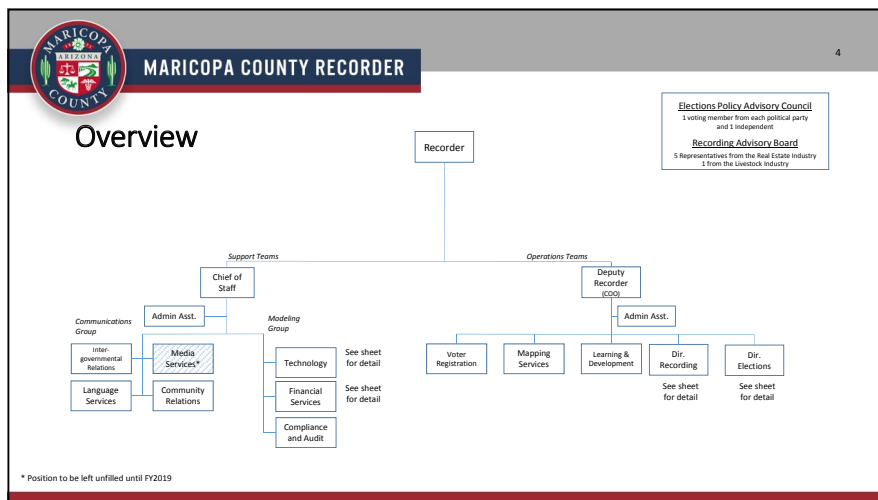


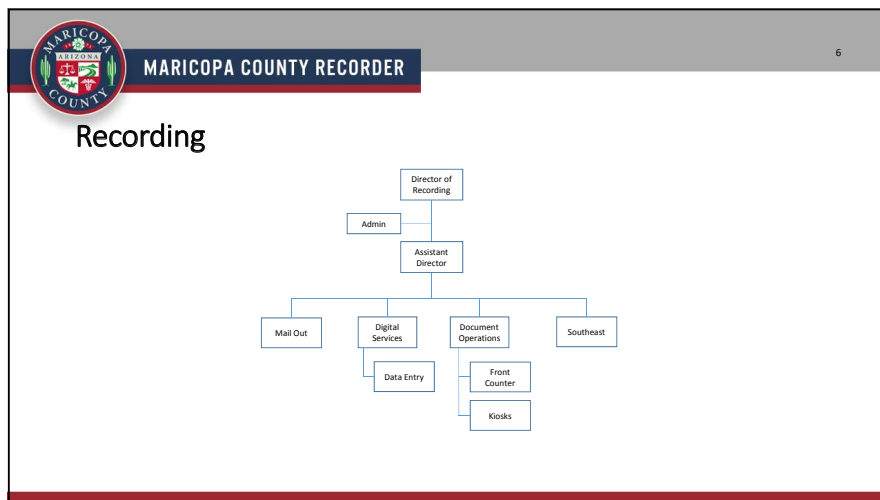
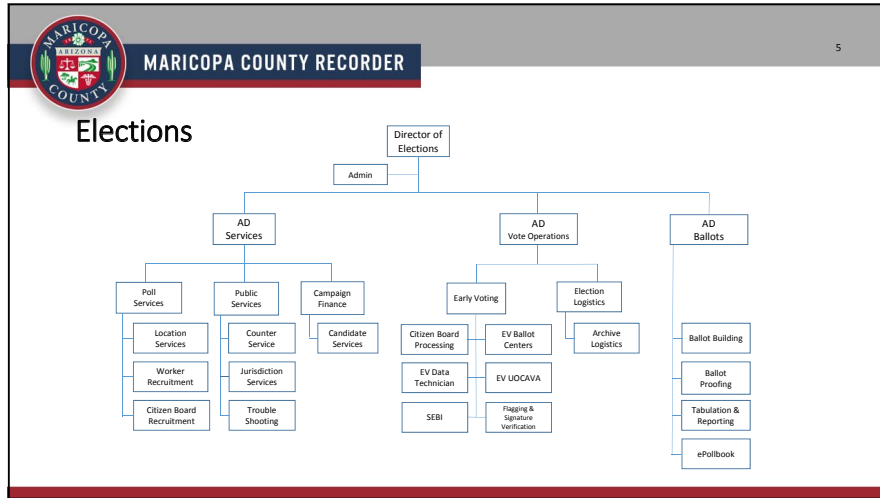


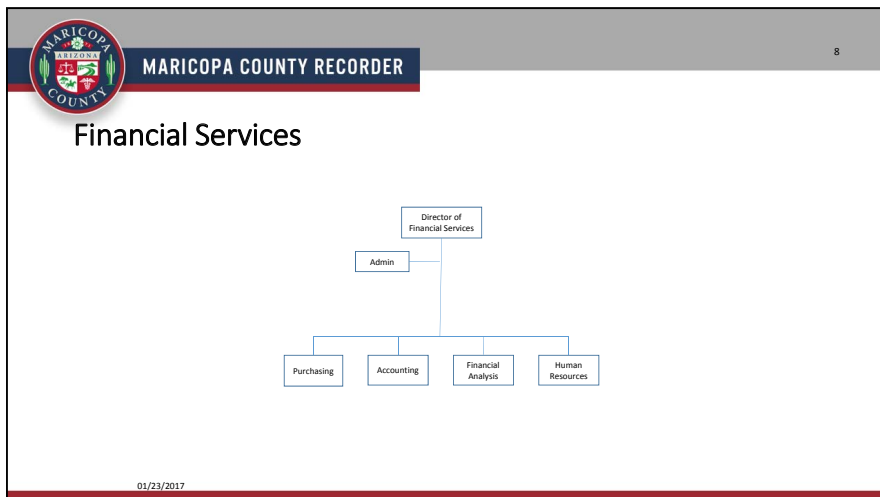
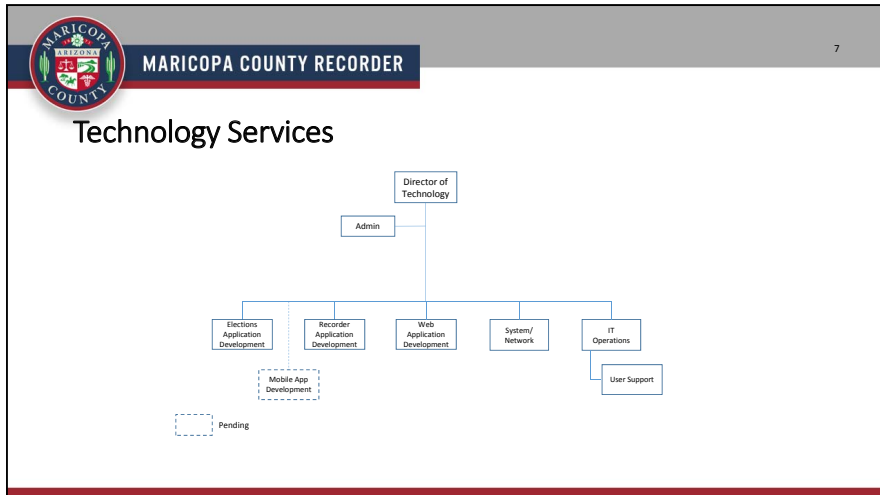
**MARICOPA COUNTY RECORDER**

### 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

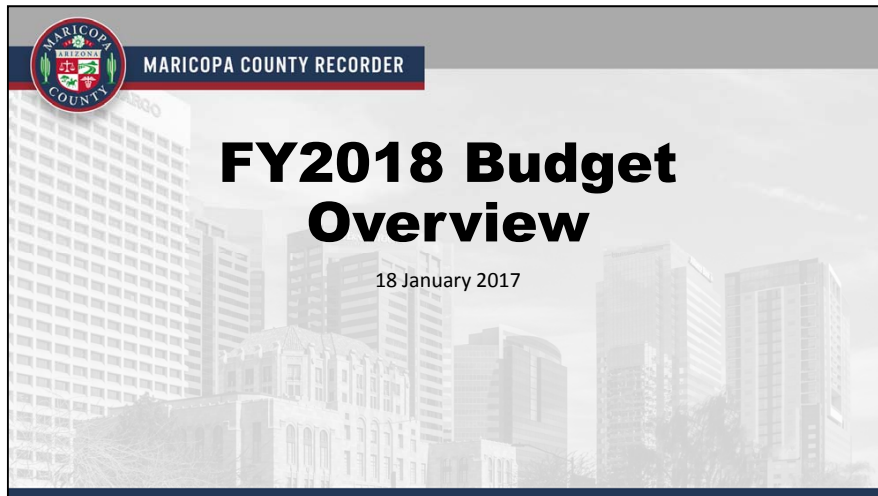




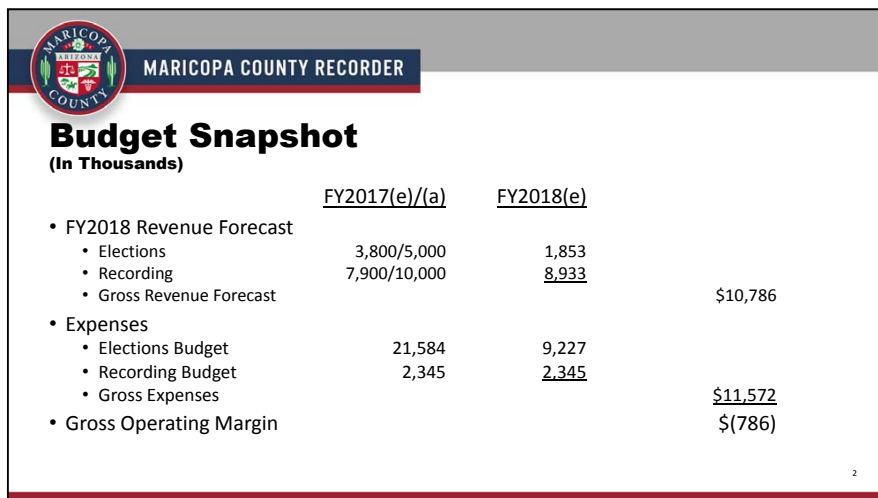


# Appendix B - Budget

3/22/2017




The slide features the Maricopa County Recorder logo in the top left corner. The title "FY2018 Budget Overview" is centered in a large, bold font. Below the title, the date "18 January 2017" is displayed. The background is a grayscale image of a city skyline with several skyscrapers.



The table is titled "Budget Snapshot (In Thousands)" and is presented in a structured layout. It compares FY2017(e)/(a) and FY2018(e) data for revenue and expenses. The FY2018(e) values are underlined. The Gross Operating Margin is shown as a negative value.

	<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)




**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

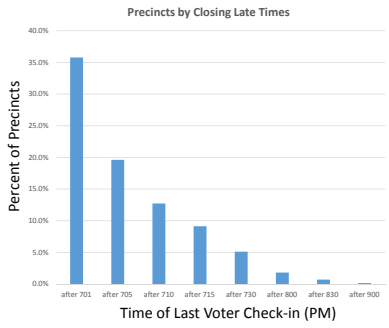
**Short-Term Initiatives**

## 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).

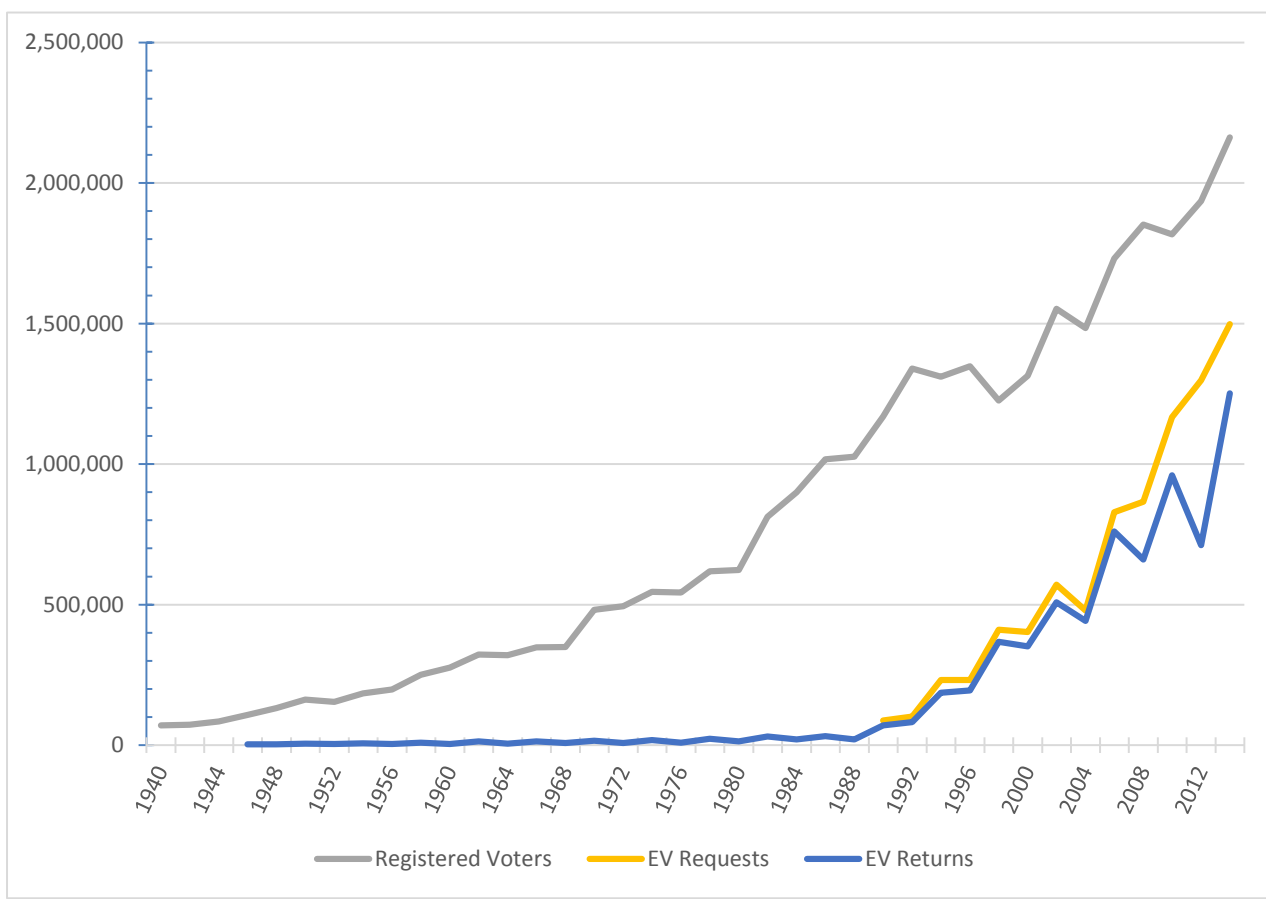
**Table 2: Elections Department Overtime Hours**

<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**

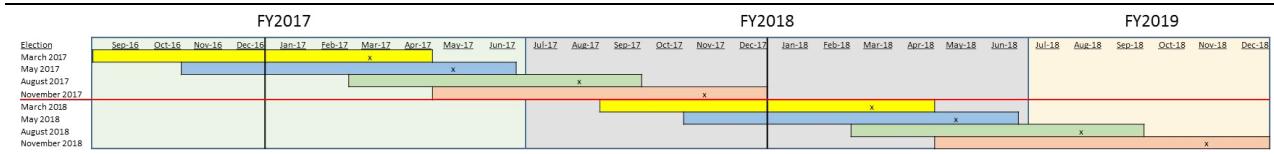
<u>Month</u>	<u>Type of Election</u>
March	Jurisdictional
March	Presidential Preference Election (Presidential Election Years Only)
May	Jurisdictional
August	Primary
November	General

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:

Brian Hushek  
Candice Copple  
Cristina Arzaga-Williams  
Idamarie Flaherty  
Laura Etter  
Page Gonzalez  
Scott Isham

cc:

Deyan Bunjevic  
Keely Varvel  
Ken Stahli  
Rey Valenzuela

# Appendix C - Transition Team Meeting Minutes

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## **FONTES TRANSITION TEAM MEETING MINUTES**

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**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.
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- 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**
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- 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

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# FONTES TRANSITION TEAM MEETING

## MINUTES

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**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

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# FONTES TRANSITION TEAM MEETING

## MINUTES

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**MEETING DATE:** 1/5/2017

**MEETING LOCATION:**

MCTEC, 510 S 3<sup>RD</sup> 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 3<sup>rd</sup> 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.

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□ **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 <sup>th</sup>	Karen	1/12
Compile job descriptions and interview questions for Elections Director	Karen	1/12

## 7. NEXT MEETING

1/19/2016

510 S 3<sup>rd</sup> Ave

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# FONTES TRANSITION TEAM MEETING 4

## MINUTES - RECORDING

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**MEETING DATE:** 1/12/2017

**MEETING LOCATION:**

MCTEC, 510 S 3<sup>RD</sup> 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 <sup>th</sup>	All	Next Meeting

**6.**

**7. NEXT MEETING**

1/26/2016

510 S 3<sup>rd</sup> Ave



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# FONTES TRANSITION TEAM MEETING

## MINUTES

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**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

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# FONTES TRANSITION TEAM MEETING MINUTES

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**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

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# FONTES TRANSITION TEAM MEETING

## MINUTES

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**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 24<sup>th</sup> 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.

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# FONTES TRANSITION TEAM MEETING

## MINUTES

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**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

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## 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

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## 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



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# FONTES TRANSITION TEAM MEETING MINUTES

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**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

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To: Recording Customers

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From: Maricopa County Recording Office

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Date: March 16, 2017

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RE: Recorder Summit Discussion Questions & Comments with Staff Responses

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### **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.

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## 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,



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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.