



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 1/21/2025

**= Mandatory, information must be provided*

Click or tap the boxes to enter text. If not applicable, indicate "N/A".

***Title:**

2024 General Election After Action Report

***Introduction/Background:**

The General Election was conducted on November 5, 2024 by the Pima County Elections Department. The election consisted of federal, state and local contests. The election was completed and canvassed by the Board of Supervisors on November 21, 2024.

***Discussion:**

The Elections Department has compiled an after action report detailing department activities and an analysis of staffing, training, equipment and election costs.

***Conclusion:**

Information provided in the report will provide transparency to the Board and help the Elections Department evaluate and improve upon processes and procedures for future elections.

***Recommendation:**

The Elections Department recommends the Board of Supervisors accept the 2024 General Election After Action Report.

***Fiscal Impact:**

None.

***Board of Supervisor District:**

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☒ All

Department: Elections

Telephone: 724-6830

Contact: Vanessa Figueroa

Telephone: 724-6891

Department Director Signature: _____

Date: _____

12/16/24

Deputy County Administrator Signature: _____

Date: _____

County Administrator Signature: _____

Date: _____

1/3/2025



General Election

AFTER-ACTION

Report 2024



Table of Contents

Election Summary	2
Statistics	3
Major Election Expenses	3
Early Ballot Processing	4
Provisional Ballot Processing	6
Voter Education and Outreach	7
Election Details	14
Election Preparation	14
Election Programming and Ballot Design	14
Polling Places and Receiving Station Logistics	15
Poll Worker Recruitment	15
Election Boards Recruitment	17
Troubleshooters/Rovers	17
Vote Center Supply Preparation, Packing, and Equipment Delivery	18
AIM/Ready Board	18
Equipment Preparation and Testing	18
Training	19
Pre-Election Day Processes	20
Early Ballot Processing	20
Tabulation	22
Special Ballot Requests	22
Public Call Center	22
Security Planning	23
Contingency Planning	23
Monday Night Set up	23
Election Day	24
Vote Centers	24
Call Centers	24
Election Response	25
Closing the Polls	26
Polling Place Paperwork	26
Post Election Day	27
Provisional Ballot Processing	27
Hand Count Audit	27
Poll worker Payroll	28
Canvass	28
Recount	28
Lessons Learned	29
Future Concerns	29
Accomplishments	29

Election Summary

The November 5 General Election was the safest and most secure election conducted since implementing vote centers. The Department spent the past two years obtaining additional equipment and learning everything possible about the equipment in preparation for the General Election. In addition, we took into consideration questions and concerns from the public and made changes where necessary. We learned and established best practices that we were able to share with poll workers to ensure their success on Election Day. We provided comprehensive training to poll workers and enhanced the training provided to troubleshooters.

The Department saw fewer problems at vote centers on Election Day, even with the challenge of managing a two-card ballot and a larger turnout. Poll workers also met challenges with Monday night set up and lines at 7 p.m. on Election Day. They all rose to the challenge and did what was necessary to make the Election a success.

The Elections Department shares some facilities with the Recorder's office. The Recorder conducts emergency voting the Monday before the Election. Emergency sites normally close at 3 p.m. and the Recorder's staff breaks down and leaves the location by 5 p.m. Some emergency locations had lines at 5 p.m., pushing back their end time until around 7 p.m. The delay created a problem since it normally takes about two hours to set up and test the voting equipment. It is critical that vote centers have time to download any voter updates that have occurred since the ePollbooks were programmed and delivered. The late end time also delays the file update from the Recorder to the ePollbooks. The poll workers waited to set up, but they were very upset because they were required to arrive at their polling place no later than 5 a.m. on Election Day.

The poll workers also faced the challenge of managing a two-card ballot. Reconciling at the end of the night is not difficult if all voters turn in both cards and there are no federal only voters. The poll workers can simply divide the number of cards by two and compare it to the total number of voters checked in at the vote center to determine if the ballot count is correct. However, the poll workers were reconciling federal only ballots, which are one-sided, as well as scenarios where the voter decided not to vote the second card, or they abandoned the second card in the voting booth. Most of the vote centers did a good job reporting the ballot count. However, counting double the ballots, as well as early and provisional ballots, increased the time required to close out the vote center. The increased time spent closing the polls also resulted in later arrival times at the receiving stations.

Furthermore, many of the poll workers worked a minimum of 19 hours on Election Day. The average day ranges from 14 to 15 hours during an election. The poll workers made many personal sacrifices to ensure voters would have a positive voting experience on Election Day.

Early ballot processing was successful due to the dedication of the people working on the early board. The early board had to learn new processes because of the two-card ballot. In addition, the duplication boards had to duplicate four pages instead of two. The early board was initially scheduled to work 8-hour days. However, due to the complexity of the process, the volume of ballots received from the Recorder, and the attrition of board workers, the hours changed to 7 a.m. to 6 p.m. The management and record-keeping of the affidavit envelopes and cards was vital to our success. The accuracy of the number of cards sent to tabulation was very important. The tabulation results must match the number of cards received from the early board. If the cards do not match, it results in a hand count of the cards. Having to hand count ballots and send them back to the early board slows down the process. The tabulation team had to send ballots back a few times, but overall, the early board did a great job.

The Elections Department acknowledges the Pima County departments that played a role in the success of the Election. We worked closely with many Pima County departments in order to run a successful election. Elections do not happen in a vacuum, and it takes the entire Pima County team to make it work. The Department also acknowledges and thanks all the law enforcement partners for their cooperation and support.

In addition, we also worked closely with the political parties from the beginning of logic and accuracy testing through the end of the Election. All parties were cooperative and flexible throughout the Election.

The Elections Department was forced to change the observer policy in the tabulation room during the Election due to new observers choosing not to abide by the rules. Observers can no longer bring bags or cellular telephones into the tabulation room. The policy changes are important for the safety of the staff and the integrity of the process. The Elections Department will also restrict staff from having cellular telephones in the tabulation room in future elections.

The Pima County Elections Department staff conducted a safe, secure, and fair election.

Statistics

Major Election Expenses

Election Expenses

Category	2018	2020	2022	2024
Overtime	138,713	77,608	81,321	173,549
Temporary Regular	173,765	216,308	194,512	339,743
*Election Day Personnel	415,991	395,534	404,800	402,890
Hotel Rentals Poll worker Classes	14,566	8,682	12,519	10,884
Daniels Moving – Trucks and Movers	18,340	17,014	30,000	39,370
Ballots	386,484	395,534	812,219	313,953
Polling Place Rent	40,685	41,793	45,086	36,820
Security	-	-	-	23,823
*Supplies (printer ink)	0	0	0	53,760
Total Cost	1,188,544	1,152,473	1,580,457	1,394,792

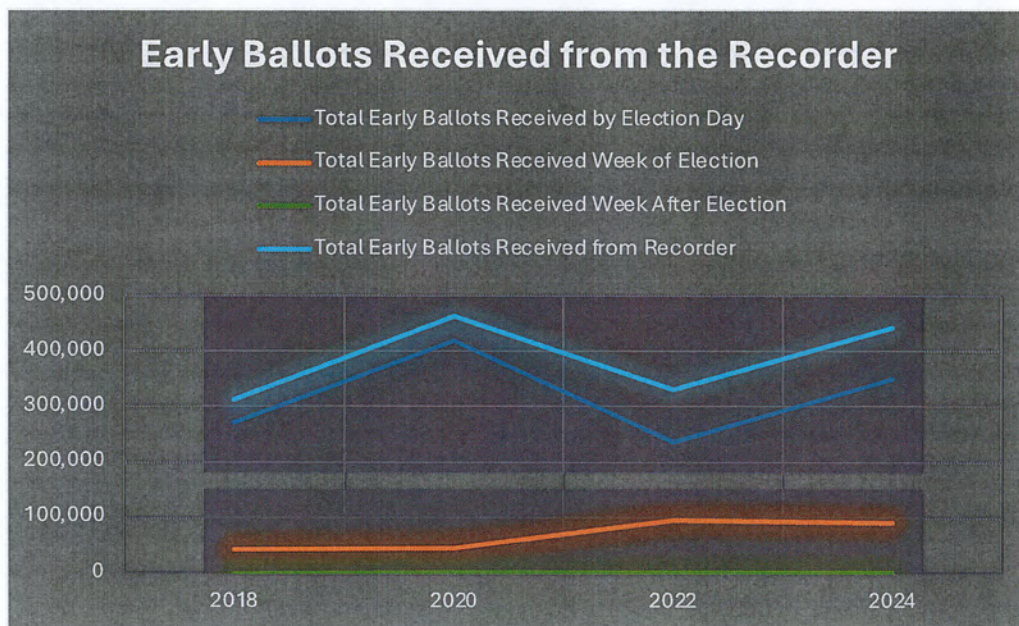
*Election Day personnel includes mileage and holiday pay.

*Printer supplies were ordered but not used during the Election. The supplies will be used in future elections.

Early Ballot Processing

Early Ballots Received from the Recorder

Election Date	Total Early Ballots Received by Election Day	Total Early Ballots Received Week of Election	Total Early Ballots Received Week After Election	Total Early Ballots Received from Recorder
2018	270,168	41,949	314	312,431
2020	419,847	42,859	389	463,095
2022	236,026	94,312	968	331,306
2024	350,384	91,199	826	442,409

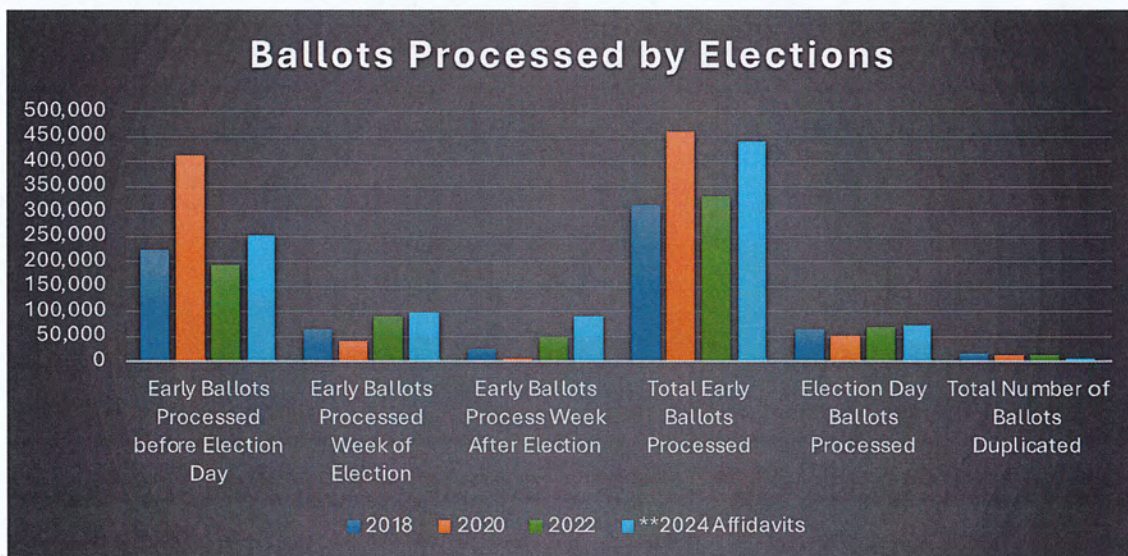


Ballots Processed by Elections

Election Date	Early Ballots Processed before Election Day	Early Ballots Processed Week of Election	Early Ballots Process Week After Election	Total Early Ballots Processed	Election Day Ballots Processed	Total Number of Ballots Duplicated	Total Ballots Cast
2018	224,175	63,602	24,623	312,400	64,731	15,850	393,352
2020	413,064	41,569	5,144	459,777	50,323	14,266	526,319
2022	191,863	90,890	48,551	331,304	70,421	13,308	403,556
*2024 Affidavits	255,088	98,153	89,168	442,409	72,633	6,137	518,466
**2024 Cards	502,611	193,631	174,746	870,988			

*Affidavits represent a ballot received from a voter. Affidavits provide an estimation of the number of ballots processed.

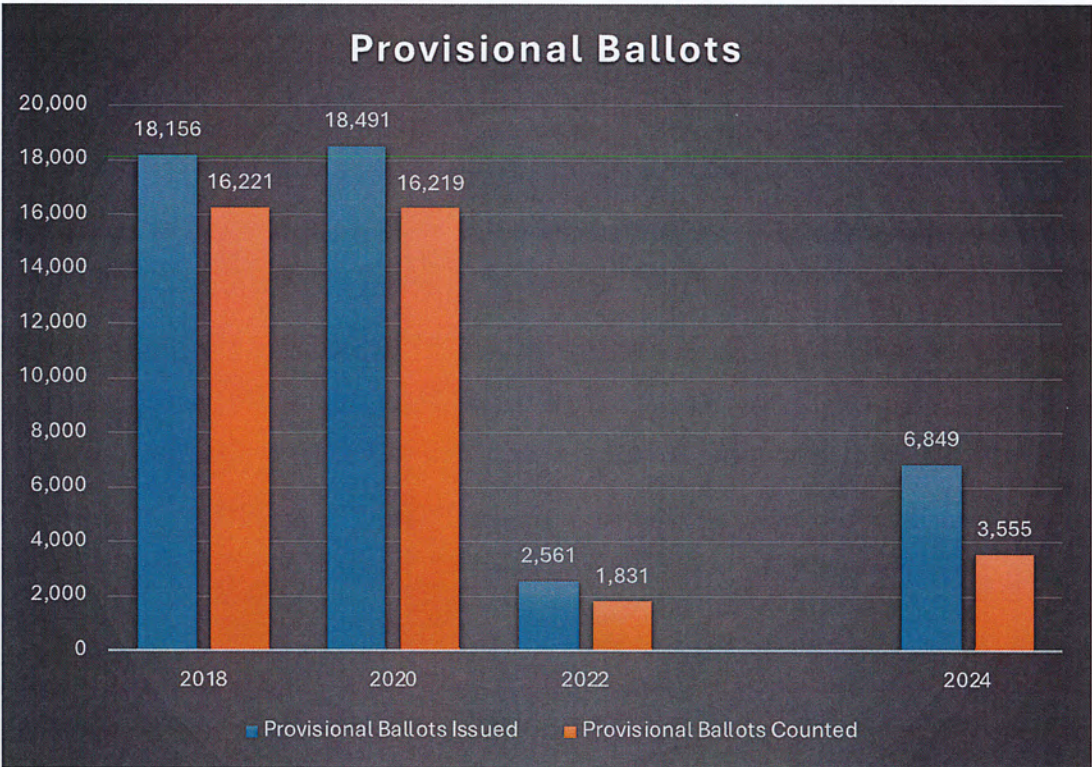
**Cards represent the number of cards processed by the early board and tabulated.



Provisional Ballot Processing

Provisional Ballots

Year	Issued	Counted
2018	18,156	16,221
2020	18,491	16,219
2022	2,561	1,831
2024	6,849	3,555



Voter Education and Outreach

Pima County General Election Voter Education Outreach Summary

Media Type	English & Spanish	Start Date	End Date	Aggregate Total (spots, ads, posts)	Reach	Impressions
Digital & social media*	English	9/10/24	11/13/24	26	52,894	1,623,863
Facebook (Organic)	English	9/10/24	11/05/24	80	87,598	91,980
TikTok (Organic)	English	9/26/24	11/06/24	10	5,097	
Digital	English	9/13/24	11/13/24	26	118,186	800,160
Outdoor	English	9/26/24	11/05/24	27		7,562,208
Web Ads	English	10/21/24	11/05/24			317,960
Television	English	10/01/24	11/05/24	440		
Radio	English	10/21/24	11/05/24	1,556		
Print	English	9/20/24	10/31/24	17		41,300
News Releases & Interviews	English	9/13/24	11/13/24	39		
*Paid media	English	10/07/24	11/05/24	2,066		9,227,371

Digital

Platform	Type	English & Spanish	Reach	Impressions
Green Valley News	Top 100 Websites	English & Spanish	-	2,619
iHeart Media	Online Streaming Platforms	English & Spanish	-	139,318
Telemundo	Video Streaming	English & Spanish	-	41,879
Tucson Local Media	Website Traffic	English	-	6,786
Google Keyword	Website and newsletters	English	-	62,034
Agility – web ads	Website Traffic	English	-	317,960
AudioGo – audio streaming	Digital ad	English	29,104	55,730
Comms – News Releases	Digital new statement	English	39,547	83,486
Comms – Media Alerts	Digital media notice	English	1,515	1,505
Comms – Newsletters	Digital	English	48,020	88,843

Radio

Platform	Start Date	End Date	English & Spanish	Audience	Spots
AZPM	10/28/2024	11/5/2024	English	Metro Tucson	40
KDRI – The Drive	10/21/2024	10/31/2024	English	Metro Tucson	85
KTGV – The Groove	10/21/2024	10/31/2024	English	Metro Tucson	83
KZLZ – La Poderosa	10/21/2024	10/31/2024	English	Metro Tucson	85
iHeart Media – KRQQ	10/21/2024	10/31/2024	English	Metro Tucson	54
KGTV – Familiar Favorites	10/21/2024	10/31/2024	English	Green Valley & Sahuarita	108
KPYT	10/21/2024	11/5/2024	English	Pascua Yaqui Community	105
KXCI	10/28/2024	10/31/2024	English	General Pima County	35
KZAO – Ajo	10/21/2024	10/31/2024	English & Spanish	Ajo	250
KCMT – La Caliente	10/21/2024	11/1/2024	Spanish	Metro Tucson	105
KCMT -HD2 – Éxito	10/21/2024	11/2/2024	Spanish	Metro Tucson	129
KFMA	10/21/2024	11/1/2024	English	Metro Tucson	121
KTKT – La Buena	10/21/2024	10/26/2024	English	Metro Tucson	70
KMXZ	10/28/2024	11/5/2024	English	Metro Tucson	141
KLPX	10/21/2024	11/5/2024	English	Metro Tucson	145

Print

Platform	Start Date	End Date	English & Spanish	Audience	Spots
Ajo Copper News	10/23/2024	10/30/2024	English	Ajo	2
Green Valley News	10/2/2024	10/30/2024	English	Green Valley & Sahuarita	6
Tucson Local Media	10/2/2024	10/30/2024	English	Metro Tucson	5
AZ Bilingual News	10/1/2024	10/31/2024	English & Spanish	Metro Tucson	2
Metro Water bill insert	9/20/2024	9/20/2024	English	Metro Tucson	1
Oro Valley bill insert	9/20/2024	9/20/2024	English	Oro Valley	1

Outreach Events

Outreach Events	In-Person (I) or Virtual (V)	Date	Participant(s)	Topic
OLLI-UA	I	9/19/24	Elections Director & Recorder	Presentation on the life cycle of a ballot. A guided tour of the Records Office and Elections Department Tabulation room.
LWV	I	9/21/24	Elections Deputy Director	Presentation of the life cycle of a ballot.
NAACP	I	9/23/24	Elections Director & Recorder	Presentation on Counting the Ballots in Pima County and election update. Provided information on the two-card ballot.
Pasqua Yaqui Vote Rally	I	9/28/24	Elections Director, Deputy Director, Elections Operations Manager, and Staff	Hosted a table during community outreach to educate the PYT on vote center locations and the two-card ballot.

Outreach Events	In-Person (I) or Virtual (V)	Date	Participant(s)	Topic
University of Arizona Iota Tan Chapter	I	10/2/24	Elections Director and Recorder	Presentation on Counting the Ballots in Pima County and election update. Provided information on the two-card ballot.
University of Arizona	I	10/02/24	Elections Director, Recorder, Elections Operations Manager, and Staff	Hosted a table on the campus mall. Distributed information about the vote center near campus. Provided palm card with a QR code providing walking and driving directions. The Recorder was present to answer questions about voter registrations.
Pima Community College - West	I	10/03/24	Elections Director, Elections Operations Manager, Administrative Services Manager and staff	Hosted a table during community outreach to educate voters on vote center locations and the two-card ballot.
SAAVI Services For the Blind	I	10/04/24	Elections Director, Deputy Director, Elections Operations Manager, and staff	Presented an overview of the voting processes. Held a mock election for students. Visually impaired participants were educated on the use of the ExpressVote.

Outreach Events	In-Person (I) or Virtual (V)	Date	Participant(s)	Topic
Three Points Festival	I	10/05/24	Elections Director, Deputy Director, Elections Operations Manager, and Staff	Hosted a table during community outreach to educate voters on vote center locations and the two-card ballot.
PACC Resource Fair	I	10/12/24	Deputy Director, Elections Operations Manager, and Staff	Hosted a table during community outreach to educate voters on vote center locations and the two-card ballot.
All Seasons Oro Valley Senior Group	I	10/14/24	Elections Director, Recorder, Deputy Director, Elections Operations Manager, and Staff	Presentation on Counting the Ballots in Pima County and election update. Demonstrated accessible voting equipment. Presented Vote Center locations and two-card ballot education to the retirement community.
AZPM Democracy 101 Town Hall	I	10/29/2024	Elections Director and Recorder	Provided information to voters and answered questions about the process.

Election Preparation

A.R.S. § 16-405 Preparation for Elections

The board of supervisors or other authority in charge of elections shall provide voting or marking devices, voting booths, ballots, early ballots as prescribed by § 16-545, ballot boxes, and other supplies as required.

Election Programming and Ballot Design

Immediately upon completion of the July 30 Primary Election, the Elections Department started programming for the November 5 General Election. The Board of Supervisors (BOS) canvassed the Primary on August 12. The Pima County Superior Court ordered a recount for the Town of Marana on August 15. The judge declared the results of the recount on August 21. Programming for the General Election began on August 22.

Programming begins by collecting all data relevant to the Election. Relevant data includes:

- Precinct and district data from the Recorder's Office
- Candidate information from candidate filing paperwork and from all participating jurisdictions
- Text for state and local propositions
- Spanish translation for all candidates and propositions

All information is entered into the Election Management System (EMS) to create the ballot. The gathering of information and entering the information into the EMS took approximately two weeks. The staff tried various methods to keep the ballot to a single card. Unfortunately, keeping to a single card was not possible without shrinking the font size, making the ballot more difficult to read. As a result, Pima County had a 19-inch four-page ballot.

Ballot proofing occurs in several stages in both English and Spanish. After several layers of proofing, ballot proofs were delivered to Runbeck on September 10. Once ballots are finalized, the staff must reformat them so that the Recorder can email and fax ballots to military and overseas voters. The reformatting requires reducing a 19-inch four-page ballot to an 8 ½ x 11-inch ballot. This process must take place for all ballot styles.

Prior to mail ballots being sent out, the Recorder was notified that a number of voters had been incorrectly placed in the wrong school district. Upon review, it was determined that four voters would need a new ballot style that contained all races they were eligible to vote. Elections staff worked to create a new ballot style for these voters prior to ballots being mailed; the ballot style was created in time and those voters did receive the correct ballot.

In addition to proofing the ballot, the election staff had to perform multiple tests to verify the reporting process for the two-card ballot. The staff ran reports from the tabulator and the EMS. In previous elections, only the ballot count was necessary for reconciling and reporting. In a two-card election, the card and the ballot counts are needed.

The staff also tests the accessible voting equipment to ensure the touchscreen and audio are functioning properly. The staff must proof both Spanish and English versions of the ballots, both print and audio.

The Military and Overseas Voter Empowerment Act (MOVE) requires the Recorder to issue military and overseas ballots forty-five days before federal elections. Early voting started on October 9 for the General Election. The programming of tabulators and accessible voting equipment must be completed before the start of early voting.

The equipment must also go through logic and accuracy testing (L&A) before early voting begins. Pima County conducts a minimum of three L&A tests before elections for federal office. The office conducts an in-house test to ensure the equipment will read the ballots correctly and produce the expected result. The test also includes the electronic adjudication of ballots and the aggregation of the changes into the results. The in-house test includes ballots printed from the Recorder's ballot on demand (BOD) printers, the Elections Department BOD printers as well as preprinted and accessible ballots. The staff also conducts a Hash Validation test on all tabulators and workstations used during the Election. The Information Technology Department oversees the Hash testing.

The political parties participate in the second L&A test. The political party L&A test is not a statutory requirement. It is strictly at the discretion of the Elections Department. The Secretary of State (SOS) conducts the third L&A test whenever there are federal and state offices on the ballot. The SOS orders the test ballots from the printing vendor and hand marks the ballots. The SOS does not inform the County of which precincts they will test. The County must pass the SOS L&A test before using the equipment in the Election. The County passed the SOS L&A test on October 7. The certification documents are included in the canvass. Once the L&A testing is complete, the County must submit a copy of the programmed Election to the SOS.

Polling Places and Receiving Station Logistics

The Elections Department begins securing polling places for elections beginning in December and January depending on the election cycle. The Elections Department signs a contract with each facility annually. The staff must conduct accessibility surveys of the facility each election year. It is also important to visit sites before each Election to ensure there have not been changes that may affect accessibility or the voting experience. The Elections Department was able to maintain and utilize the same vote centers approved by the BOS for the July Primary. Pima County operated 126 vote centers during the November 5 General Election. The Elections Department maintained the majority of vote centers established in 2022 to provide consistency for the voters. The Elections Department will have an opportunity to evaluate each vote center in the coming year to determine their continued use.

In addition to polling places the Department also secures locations to receive ballots and supplies on Election Day. We secured and staffed 10 receiving stations on Election Day. The Department also secured 32 Sheriff's deputies to transport ballots and election equipment from the more remote locations.

Poll Worker Recruitment

Pima County has been fortunate to have more than enough individuals interested in being a poll worker. The change from precinct-based voting to vote centers has contributed to the reduction in the need for volunteers. The Department has worked hard to accommodate individuals who are not a part of the two major political parties while maintaining parity between Democrats and Republicans.

For the November 5, 2024, General Election, the Elections Department operated 126 vote centers throughout Pima County. Interested workers could apply through the Elections Department website. There were no issues with recruiting poll workers. As of Election Day, there were over 2,000 pending applications from poll workers, and all positions had been filled. Poll workers were assigned based on the size of the vote center and anticipated turnout. Every vote center was assigned an Inspector, Marshal, and a minimum of two Judges; every location was also assigned an Equipment Specialist and Clerks. The number of clerks assigned varied. Twenty-six student poll workers were assigned as Clerks and worked at a vote center on Election Day. At each vote center, the Inspector and Marshal were members of different political parties, and the two Judges were as well. The total number of poll workers who worked at each vote center ranged from seven to eighteen.

In addition to the workers scheduled, the Elections Department also scheduled at least two standby workers at each location. These workers attended a training class in preparation for work and were able to fill in if a poll worker was unable to work. We assigned nearly all of the standby workers by Election Day. A total of 1,355 workers worked at the vote centers on Election Day. In addition to poll workers, the Department also hired 80 Troubleshooters, 7 Rovers, 94 Election Night Board Workers, and 79 Receiving Station Workers.

Election Day Workers

Job Type	Total Number
Poll Worker – Inspector	126
Poll Worker – Marshal	126
Poll Worker – Judge	275
Poll Worker – Clerk	702
Poll Worker – Equipment Specialist	126
Poll Worker – All	1,355
Troubleshooter	73
Tech Troubleshooter	7
Rover	7
Election Night Board – Central Receiving	37
Election Night Board – Provisional/Early	27
Election Night Board – Inspection	30
Receiving Station Board	79
Total Election Day Workers	1,615

Election Boards Recruitment

The Elections Department began recruiting early board workers before the Presidential Preference Election. Many of the board workers return each Election. The same was true for the November 5 General Election. The staff also interviewed and hired many new board workers, ensuring a parity of Democratic and Republican workers. The hiring process for board workers is not ideal once we start processing ballots. The hiring process can take up to two weeks from certification to start. The Department will look for ways to streamline the process to enable the office to staff up quickly if necessary. The Department hired and trained 56 board workers for the General Election. We started to lose workers a couple of weeks into the Election, creating a situation where we began to fall behind in processing ballots. The ideal situation is to stay no more than one day behind in processing ballots received from the Recorder's office. It is acceptable to be more than one day behind when we receive ballots at 4 p.m. or later.

Beginning October 24, the boards began to fall more than two days behind in processing ballots. The boards were still making good progress, processing in excess of 20,000 ballots per day. The Recorder's office turned over between 15,000 and 27,000 ballots daily through October 24, totaling 131,965 ballots. The boards processed 91,023 ballots between October 16 and October 24. Beginning October 25, the batch sizes began to increase to between 31,000 to 62,000 ballots per day. We tried to adjust the teams, but it became more difficult when we continued to lose board workers. Board workers work in bipartisan teams, and losing one board worker eliminates the entire team. In order to prevent losing the remaining board workers of the opposite party, the staff assigned workers to jobs that one person could do. Some of the board workers returned that were out sick but some never returned.

I consider the situation to be critical when we are more than three days behind for more than two days. We were at a point leading up to the Election where it was difficult to keep up. The early board was four days behind when they stopped processing ballots on Election Day. I contacted the County Administrator and the HR director on October 24. The HR director sent out an email to county employees asking for individuals willing to spend at least two weeks in the elections department. Employees volunteered from several departments. However, we were unable to create bipartisan teams because we had more volunteers from one party. We did get some great workers from the Communications, Assessors, Finance, Library, and other departments.

The early board lost several Republican workers, reducing the board by at least six teams. The state GOP provided workers to complete four teams to ensure a timely completion of the Election.

The remaining early board workers worked tirelessly to ensure all ballots were processed by November 17. The boards worked until 1 a.m., the last day we processed ballots. The boards were scheduled to get off at 6 p.m. They continued to work without being asked until all the ballots were processed, duplicated, and adjudicated. Many of the early board workers are older retired individuals. Pima County is fortunate to have such dedicated individuals working in elections.

Troubleshooters/Rovers

The Department begins the process of recruiting troubleshooters and rovers approximately five weeks before the Election. Many troubleshooters and rovers are County employees or long-time workers who return for each Election. However, it is often necessary to recruit new workers for individuals who decide not to work anymore. The Department works with the Communications Department to send an email to all County employees asking for assistance. The selected individuals receive a notification with information on training. All troubleshooters and rovers are required to attend at least one training.

Troubleshooters and rovers are assigned to routes consisting of multiple vote centers. They are equipped with additional supplies and an intermediate knowledge of how to assist with equipment problems, such as reconnecting an ePollbook to a printer.

The Department also recruits county employees with IT knowledge to serve as tech troubleshooters on Election Day. The Information Technology Department worked closely with Elections to ensure adequate coverage of tech troubleshooters on Election Day. In addition to recruiting troubleshooters and rovers, the Department also recruits receiving board workers. The receiving board workers are bipartisan teams who work at the 10 receiving stations throughout the County to receive ballots and other supplies. The receiving board works alongside the troubleshooters and rovers after the polls close.

Vote Center Supply Preparation, Packing, and Equipment Delivery

The Department hired eight intermittent employees to assist with the packing of supplies for vote centers, training setup and breakdown, and equipment delivery and pickup. Two intermittent employees left before the Election. However, we were able to utilize one early board worker to assist in the warehouse when necessary.

It takes approximately five weeks to prepare and pack the supplies for vote centers. In addition to packing supplies, the intermittent employees also delivered the supplies and equipment for the poll worker training classes. The teams also arranged the room and set up the voting equipment used for hands-on practice in the class.

Vote center supply and equipment delivery begins a week before the Election. The locked and sealed security cages and voting booths are loaded onto 26-foot trucks and delivered according to preassigned routes. The Department contracts with Daniel's moving company to drive the trucks and provide an assistant. One intermittent employee accompanies the equipment to the polling place and obtains a signature on the chain of custody form from the individual receiving the cage and supplies.

AIM/Ready Board

During the General Election, the Elections Department utilized the AIM (Asset Inventory Management) and Ready Board applications to generate seal numbers, create trackable barcodes for election supplies, and then use the application to track supply deliveries to vote centers. At each location, the application allows the operator to update AIM that a supply cage has been delivered. Geofencing is used to ensure that the correct cage is dropped off at the correct location. This allows an additional check that all supplies are delivered to the correct location. Once a supply cage has been dropped off and scanned in, it updates the status of the delivery in the program and allows the Elections Department to track the cage's location and status in real time.

Equipment Preparation and Testing

The Department deployed 465 ePollbooks, 288 printers, and 271 ExpressVotes to the 126 vote centers. Each ePollbook, printer, and ExpressVote was tested before being deployed. The ePollbooks and printers are tested as a unit along with the cradlepoint.

Testing of the equipment is done in phases. The preliminary testing of the ePollbooks, BOD printers, ExpressVotes, and cradlepoints takes eight people two weeks to perform. The staff changed the settings on all printers to ensure they recognized the ballot PDFs and would print them correctly.

Each Election is unique and requires changes to the ePollbook workflow. The staff tests the voter check-in process at various stages to ensure the correct voter flags are displayed and that only eligible registered voters are issued a regular ballot. All other voters must be directed to vote a provisional ballot based on the flags in the voter's record in the file provided by the Recorder.

It is important to note that early ballot processing and tabulation begins three weeks before the Election and before all ePollbooks and printers are tested and deployed.

The staff also programs ePollbooks, BOD printers, and ExpressVotes for use in the training classes. The training ePollbooks go through the same process with the exception of the ballot. The ballot does not contain real candidates, and we create voters to check in with the same flags and workflow as real voters.

The staff also assigns the seals for the equipment, ballot boxes, and security cages. The staff enters the assigned seals in AIM to create a seal log for each voter center.

Training

The Elections Department conducted over 40 in-person training classes prior to Election Day. Inspectors, Marshals, Judges, Equipment Specialists, and all new poll workers were required to take a training class. Inspectors and Marshals were provided a training class that focused on the specifics of their jobs and emphasized areas like conflict resolution and teamwork. All poll worker classes include a section for interactive use of the voting equipment. Likewise, Equipment Specialists were required to take an equipment-focused training class that addressed all of the electronic vote center equipment in detail and covered how to address any challenges they encountered. Online training was also available; a total of 342 poll workers chose to take advantage of the online training class. In addition to the regular online training class, an additional voluntary online class was provided that focused on Teamwork Development, Conflict Resolution, and Managing Teams. The Department also offered a class in addition to the regular training classes that focused on actual Election Day scenarios. This "Interactive Vote Center Simulation" class gave poll workers the opportunity to role play as poll workers and practice various scenarios they could encounter on Election Day. Troubleshooters and rovers were required to attend a training class as well. The Department held two in-person classes for troubleshooters and rovers that covered their responsibilities and equipment troubleshooting.

The interactive class was very successful in preparing poll workers for Election Day. Many poll workers suggested that it should be the primary class.

Poll Worker Training Breakdown – Classes Held

Class Type	Number of Classes Held
Online – Poll Worker Training	N/A
Online – Additional Resources	N/A
Regular Poll Worker	20
Inspector/Marshal	10
Interactive Simulation	8
Equipment Specialist	6
Troubleshooter/Rover	2

Poll Worker Training Breakdown – Workers Attending Training

Class Type	Number of Classes Held
Online Training – Poll Worker Training Class	342
Online Training – Additional Resources*	122*
In-Person (Regular)	372
In-Person (Inspector/Marshal)	246
In-Person (Equipment Specialist)	127
In-Person (Interactive Simulation)	122
Troubleshooter	100
Total Training Attendance	1,309

*The Additional Resources Online Module was not a required course and did not factor into the total number of workers trained.

Pre-Election Day Processes

Early Ballot Processing

The 2024 General Election was the first Election in Pima County that required a two-card ballot. The Elections Department evaluated internal procedures and modified ballot processing to account for both cards. Staff created new processing logs to keep track of all affidavits and cards. Prior to beginning work boards were provided hands-on training on ballot processing and how to reconcile card counts.

Ballots for the general Election were transferred to the Elections Department by the Recorder's office in the same manner as single-card elections. Once the signature was verified, early ballot affidavits were turned over to Elections in batches of mail trays. Early ballot processing boards were tasked with opening the affidavits and preparing the cards for tabulation.

All processing boards handling ballots were comprised of two members of different political parties. Each batch went through highlighting, opening, and processing stations. The boards extracted the cards from the affidavits during the processing station. During processing, the cards were separated to track the number of affidavits received with both cards and the number received with only a single card returned. The boards visually inspected the cards for anything that would physically prevent them from running through a tabulation machine (DS850). Ballots that were torn, damaged, or a scan of a military ballot were sent for duplication. At the end of processing each batch, cards were hand-counted to verify that the total number of affidavits matched the total received from the Recorder's office. Boards verified their hand count against the total card count on the processing logs before ballots were bagged and sealed for tabulation.

After a batch was completely processed, an affidavit reviewer performed a final check through the processed affidavits. The reviewer would scan through the processed affidavits to verify that all affidavits were empty and ensure no cards were missed during processing.

Many ballots also require duplication for various reasons. Large print, braille, and military and overseas ballots always require duplication. However, braille ballots go through a different process to prepare them for duplication. Two permanent staff members transport the braille ballots and the blank ballot produced from the BOD printer to the Arizona School for the Deaf and Blind for translation and duplication. One person reads the braille ballot while another person marks the BOD ballot. The staff returns the braille and BOD ballot to the office. The duplicated ballot is returned to the original duplication batch for tabulation.

There were 56 intermittent employees assigned to early ballot processing at the start of the Election. The Department recruited additional board members and increased staffing by 36% from the Primary. Early ballot processing began on October 14 and ran through November 16. The two-card ballot did lead to increased processing time. Boards typically worked 11-hour shifts from 7 a.m. to 6 p.m., Monday – Saturday. The Department saw a decrease in board members throughout the processing cycle for several reasons. The challenge of retaining staff led to the recruitment of County workers and political party volunteers to supplement the teams that left their assignments early.

Ballot board teams employment throughout the Election

Party Affiliation	Board Member Staffing in Primary	Board Member Staffing for General	Board Member Staffing by 11/5/2024	Board Member Staffing by 11/16/2024
Democrat	17	27	24	11
Republicans	15	26	20	10
Libertarian	0	1	1	0
Green	0	1	1	0
Unaffiliated	9	1	1	1
Total	41	56	47	22

Total Number of Days Worked	Number of Board Members
Less than 10	7
Between 11-20	10
Between 21-29	29
All 30	10

Board Member Assignments	Number of Boards	Number of Members
Supervisor	2	3
Adjudication	7	14
Duplication	3	6
Opening	1	2
Processing	15	30
Reviewer	N/A	1

Reasons for Leaving Assignment Early	Number of Board Members
Health issues / got sick	8
Personal commitments or obligations	23
Did not have work / bi-partisan partner	3
Completed all 30 days of processing	22

The number of provisional ballots cast has decreased significantly with the implementation of vote centers. However, provisional ballots are the last ballots received from the Recorder's office.

The Elections Department received the first batch of provisional ballots on November 13 and the last three batches on November 15. November 15 was statutorily the last day the Recorder's office could turn over ballots to the Elections Department.

The Recorder's office turned over 6,849 provisional ballots to the Elections Department, of which 3,553 were verified. A verified provisional ballot indicates the Recorder's office has verified the voter's eligibility and their ballot is ready for tabulation. The Elections Department duplicated 689 provisional ballots for various reasons. Some of the ballots required duplication because the poll worker issued the incorrect ballot style to the voter. The ballot style is determined by precinct. The voters who were issued the incorrect ballot style were changing their address on Election Day. The correct ballot style ensures that the votes cast are credited to the correct precinct. A.R.S. § 16-135 allows a voter to change their address at the polling place on Election Day. The voter must vote a provisional ballot and have identification containing the new address. The voters were issued the ballot for their current address, or they were issued a ballot for the vote center. Issuing a ballot corresponding to the polling place would be correct if we had precinct-based voting.

Other ballots required duplication because voters did not provide proof of citizenship to the Recorder by 7 a.m. on Election Day. These voters are only entitled to vote a federal only ballot. Voters were allowed to vote a full ballot if requested. This ballot would be counted if they provided the Recorder's office with documentation.

Duplicating ballots is a time-consuming, manual process that requires physically duplicating the votes on the original ballot onto another ballot. The process of duplication requires at least two bipartisan teams. The first team marks a new ballot, and the second team verifies that the duplicated information is correct. A third bipartisan team verifies that all duplicated ballots are accounted for.

The time to process provisional ballots has not decreased, and therefore, results are not reported faster.

The number of early ballots received the week of the Election and the week after the Election has significantly increased. Receiving a large number of ballots at once creates a bottleneck, especially if any ballots require duplication. The Elections Department received 2,380 ballots that required duplication after the Election. The three largest batches were received on November 8 and November 10, totaling 1,189 ballots.

The Elections Department had 56 early board workers. The boards processed an average of 15,927 affidavits per day, which equates to approximately 31,854 cards per day.

The Elections Department will work with poll workers to determine why voters were issued the incorrect ballot. The Elections Department will provide targeted training to prevent the error from happening again.

The Elections Department can also increase the number of boards available to process and duplicate ballots during general elections when the flu and other viruses affect staffing.

However, space dictates the number of boards working at one time. The preferred solution is to add a second shift to prevent burnout and reduce attrition. Adding a second shift will require shifting permanent staff schedules and adding two additional board supervisors to ensure adequate coverage.

It would be helpful if we reduced the number of ballots received the week of the Election. Ballots received during election week and the week following create a bottleneck.

Tabulation

The Tech team began tabulating early ballots on October 21. A bipartisan team of observers is present in the tabulation and adjudication rooms during early ballot processing. The bipartisan observers are responsible for selecting the early ballot audit batches that will be counted during the hand count audit.

The tabulation team receives sealed bags of ballots from the early board containing the batch numbers that correspond to the Recorder's batches.

Special Ballot Requests

The Elections Department also provides large print and braille ballots for voters. The Department produced 51 large print ballots and 8 braille ballots. Large print ballots are printed on 17x38 inch paper in the office. However, braille ballots are produced by the Arizona School for the Deaf and Blind. Each braille ballot required 68 pages or 34 cards. The cards are bound into a book to complete the ballot. All large print and braille ballots must be duplicated.

Public Call Center

The public call center began operating after Labor Day. Five intermittent employees staffed the call center.

The public call center answered an average of 56 calls per day for the month of September, an average of 187 calls per day for October, and an average of 216 calls for the first 7 days of November. Calls spiked on September 16 and 17 in response to the MVD database oversight issue. Another spike occurred on September 21. September 30 through Election Day, the call volume remained above 100 calls per day. The average call volume for the office is less than 50 calls per day.

Security Planning

The Elections Department hired security guards to monitor access to the building during the Election. The security guards were stationed in the public viewing hallway and operated the magnetometer. The public viewing hallway is located in the central counting center, allowing citizens to view ballot processing and tabulation.

The Elections Department also worked with Emergency Management to ensure communication between jurisdictions. The director coordinated a meeting with Elections, the Recorder's office, the County Security Manager, and law enforcement from each jurisdiction. The meeting resulted in an emergency contact list that the Department used during the Election. We coordinated with the Sheriff's Department in an adjoining jurisdiction regarding a car parked within the 75-foot prohibited limit of a vote center. The Sheriff's Department was able to locate the owner and have them move the car. The Department also used the list to address other issues that occurred outside of normal working hours. The meeting was beneficial and will be added as an ongoing item on the Department's election preparation list.

The Elections Department received a bomb threat on Election Day. The bomb threat did not cause any disruption to ballot processing due to the quick action of ITD security and the Pima County Security Manager. They took control of the situation along with the Tucson Police Department, which allowed the elections staff to focus on ensuring the vote centers had the support they needed.

Contingency Planning

The elections department worked with facilities to lease a generator to ensure that there would not be any disruption to ballot processing.

Monday Night Set up

The Elections Department utilizes an application called Election Response to track Election Day problems, log phone calls, and dispatch troubleshooters. Election Response is also used during Monday night setup. All vote centers are required to set up and test the equipment on the Monday prior to Election Day. During Monday night set up, the Elections Support line is available for any questions the poll workers have while setting up. If there are any issues with the equipment or any additional supplies are needed, the Elections Department is able to correct the problem or deliver additional supplies either Monday night or prepare them for delivery first thing on Election Day. For the November General Election, several of the Vote Centers that also serve as Emergency Voting locations were unable to begin set up until several hours later than anticipated due to high turnout and long lines for Emergency Voting. Poll Workers were very patient during this long process of waiting to set up and then waiting to confirm with the Elections Department that all equipment was ready for Election Day.

Utilizing the same facility for early voting and Election Day voting does present challenges when trying to deliver voting equipment and setting up and testing equipment on Monday night. Many facilities do not have additional space to store Election Day voting equipment and supplies, requiring the equipment and supplies to be stored in the same room where early voting is occurring. Delivery of equipment can interfere with early voting if they have lines or voters in the room. It can also require delivery teams to modify their schedule which does not have much flexibility.

The Recorder has been very cooperative in allowing equipment delivery during early voting. However, the crossover has created confusion for the facilities and, as stated above, delays in preparing for Election Day. Poll workers must be at the polling place at 5 a.m., and having to work late to set up a vote center can be challenging.

Election Day

Vote Centers

Since 2022, the Elections Department has utilized electronic pollbooks, or ePollbooks, to check in voters at vote centers. Over the past few elections, poll workers have become more familiar with how the ePollbooks operate. For the November 5 election, 465 ePollbooks were deployed to the vote centers. Each location received between two and seven ePollbooks, depending on the size and anticipated turnout. Each vote center also received a minimum of two ballot printers. Due to the projected high number of provisional ballots during a Presidential Election, several vote centers were provided with additional ePollbooks to be used to process Provisional voters. These vote centers were also provided with a third printer to facilitate faster check-in times and alleviate wait times at the vote centers. The Elections Department encountered very few issues with ePollbooks or checking in voters. Some vote centers did report issues with the printers during testing on Monday night and the morning of the Election. The problem was essentially attempting to print test ballots using the wrong paper size setting, and poll workers were instructed on how to remedy the problem.

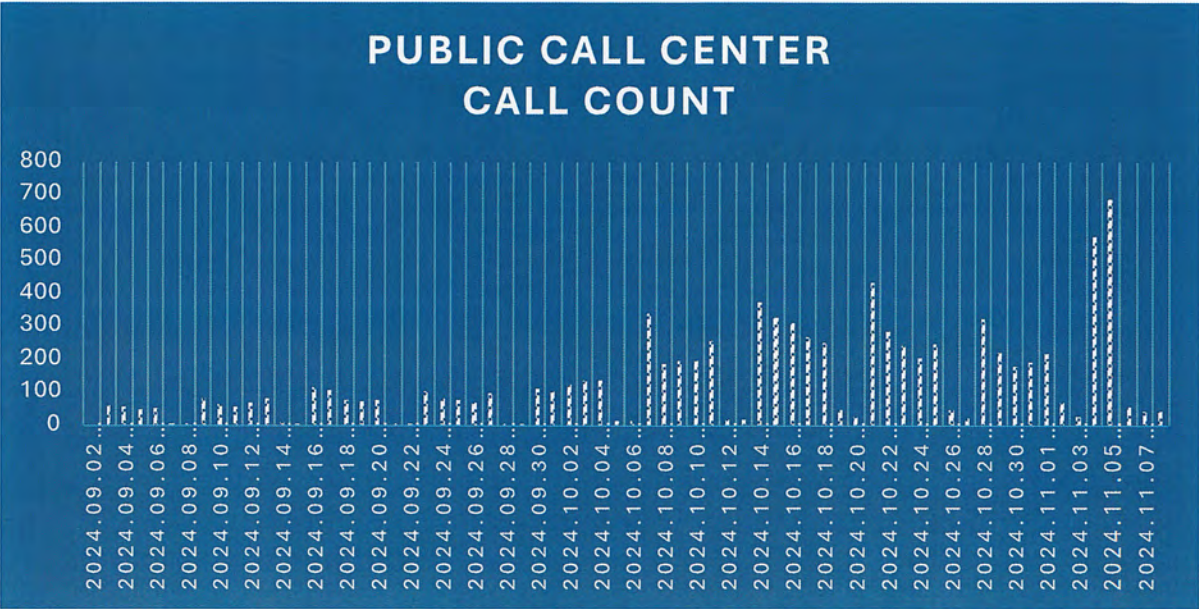
The Department also utilized the messaging feature of the ePollbooks to send messages throughout Election Day, reminding poll workers to measure wait times. Wait times were recorded at the vote centers and uploaded directly to a link on pima.vote, which allowed voters the opportunity to see anticipated wait times at vote centers throughout the County. While the wait time feature had been used during the Primary, few vote centers had needed to use it due to relatively low turnout. For the General Election, many, though not all, vote centers used the wait time feature. It will continue to be something we emphasize in training going forward.

Call Centers

The Department facilitates an internal call center on Election Day to support polling places and to respond to inquiries from the public. The call center is separated into three different areas of operation. There were 7 phones assigned for public inquiries, 5 phones assigned for poll worker procedural support, 5 phones assigned for poll worker equipment support, and an additional 5 phones that received rollover phone calls from the procedural support line. Operators were available from 5 a.m. to approximately 8 p.m. All calls and inquiries were logged into Election Response using an online ticketing system to track the nature of the calls and dispatch troubleshooting staff as needed. There was additional support staff in the call center to help answer questions, monitor equipment connectivity, dispatch troubleshooters, and review ticket assignments. There were approximately 30 election employees answering phones or providing Election Day support for the call center.

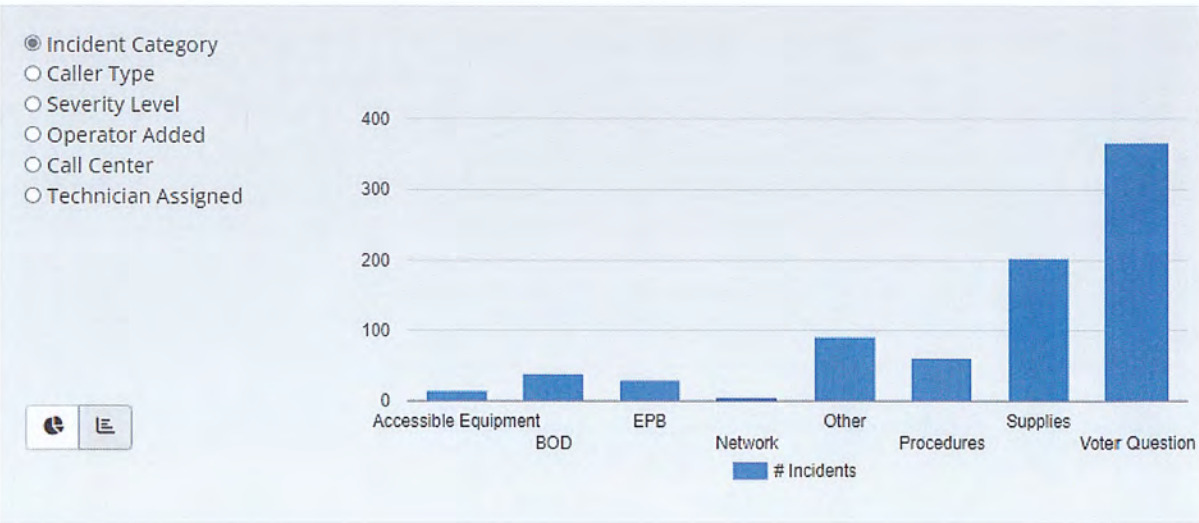
There were over 800 calls logged into Election Response on Election Day. Most calls were public inquiries looking for vote center locations. Calls that filtered through our poll worker support consisted of supply requests, procedural questions, and equipment functionality. A more detailed breakdown of the number and type of calls is detailed in the Election Response portion of the report.

The Public Call Center received 9,135 calls between Labor Day and November 8. The call center received 577 on November 4 and 689 calls on November 5. The election support call center received 2,065 calls on Election Day. The procedural support line received 1,617 calls, and the equipment support line received 448.



Election Response

The Elections Department utilized Election Response, an online ticketing and dispatching system, to log phone calls and dispatch troubleshooters on Election Day. All vote centers are provided with the Elections Support phone number to call the Elections Department, as well as an additional equipment-specific support number for any technology issues they encounter. The Elections Department logged over 800 incidents on Election Day. Of these, the majority were voter questions-the most common question was from voters trying to find their nearest vote center. Many other phone calls concerned procedural issues. Two hundred and five phone calls were received from poll workers requesting additional supplies; the most common supplies requested were additional pens and "I Voted" stickers. Troubleshooters delivered these supplies. The Department received 33 phone calls concerning the ePollbooks, 44 regarding the BOD printers, 17 concerning the ExpressVote accessible ballot marking device, and 4 Cradlepoint/Network issues. The majority of issues were handled over the phone by call center support staff. In a few instances, additional ePollbooks, printers, and voting booths were delivered to a vote center.



Closing the Polls

Polling Place Paperwork

The poll workers must complete reconciliation and change of custody documents before leaving the polling place. Closing the polls and completing the paperwork took longer due to the two-card ballots. Ellie Town Flowing Wells Community Center had the highest turnout (1,541), and Beautiful Savior Lutheran Church had the next highest turnout (1,413). Both vote centers checked in over 100 voters per hour on Election Day. Ellie Town processed 47 voters after 7 p.m., while Beautiful Savior checked in their last voter before 7 p.m.

The polling places must count all ballots before leaving. Ellie Town had to count 3,082 cards, 168 provisional ballots and 291 early ballots. Beautiful Savior had to count 2,826 cards, 100 provisional ballots, and 652 early ballots. The vote centers worked very hard to provide an accurate accounting of the ballots. However, counting double the number of cards was difficult. Beautiful Savior recounted the ballots three times before they were satisfied that three of the second cards were not in the ballot box. The voter likely left their second card in the voting booth, creating a scenario where the poll workers had to spoil a ballot that was abandoned. The vote center operated very well, considering the volume of voters processed.

Some poll workers worked extremely long hours on Election Day, as well as the night before during Monday night set up. Some inspectors and marshals did not end their day until midnight. Overall, the poll workers understood how to complete the paperwork and did so accurately. Some poll workers did not understand how to account for each card as well as federal only ballots. The paperwork was harder to understand and reconcile due to their lack of understanding. However, most recorded the number of voters checked in correctly, allowing the boards to reconcile with the ballot count.

Post Election Day

The Elections staff left the office at around 4 a.m. Election Day after posting the last results that were run at 3:12 a.m. We produced the first Election Day results at 11:12 p.m. During the Primary Election the first Election Day results were posted around 9 p.m. The staff tabulated 32,299 of the 72,831 ballots cast on Election Day before leaving. Once polls have closed, most vote centers deliver their ballots and supplies to one of the ten receiving stations in the County. These receiving stations serve between 5 and 11 vote centers. From the receiving stations, the ballots and supplies are then transported to the Elections Department. Fourteen vote centers arrived between 9 p.m. and 10 p.m. Thirty-six vote centers arrived between 10 p.m. and 11 p.m. Thirty-eight arrived between 11 p.m. and midnight. The remaining 39 vote centers arrived between midnight and 1:18 a.m. Due to the arrival time of vote centers, it was not feasible for the counting team to finish tabulating all vote center ballots before leaving the office at approximately 4 a.m. The team returned at 7 a.m. to continue tabulating ballots. Reconciling the two-card ballot and counting the early ballots increased the time it takes to close the polling place.

Provisional Ballot Processing

The Recorder's Office turned over the first set of provisional ballots on November 13. The first batch contained 485 verified ballots, of which 92 required duplication. We received the second batch of 689 verified ballots on November 15, of which 164 required duplication. The final batches of provisionals were received on November 15. The batches contained 2,329 verified ballots, of which 433 required duplication. All provisional ballots were processed, duplicated, and sent to count on November 16. The early board worked until 1 a.m. to finish processing the ballots. The counting board wrapped up everything after 3 a.m. November 17.

Hand Count Audit

On Saturday, November 9, the Elections Department conducted the statutorily required hand count audit of ballots. The Democratic, Green, and Republican parties chose to participate and provided a total of 61 workers to participate in the audit. The Department also hired 10 Auditors, most of whom are county workers, to assist with the hand count.

Job Type	Total Number
Auditors	10
Hand Count Workers (Democratic)	29
Hand Count Workers (Green)	10
Hand Count Workers (Republican)	22
Hand Count Workers (All)	61

Poll worker Payroll

The Elections Department employed over 1,600 workers to conduct the Election. These workers were paid approximately two weeks after Election Day. Workers were paid according to the fee schedule established by the Board of Supervisors. The total cost of Election Day and Hand Count Audit payroll was approximately \$426,360.00.

Election worker pay has improved immensely over the past few elections. The current Election saw the fewest errors and challenges since 2022.

Job Type	Pay
Poll Worker – Election Day	\$319,425
Poll Worker – Training	\$29,525
Troubleshooter/Rover – Election Day	\$38,500
Troubleshooter/Rover – Training	\$2,075
Election Night Board	\$17,520
Receiving Station Board	\$11,960
Hand Count Audit	\$7,355
Total Pay	\$426,360

Canvass

The Elections Staff conducted the post L&A test on November 17 and started preparing the canvass documents. The Elections Department received the final reports from the Recorder's office on November 19 after 5 p.m. The canvass document was transmitted to the Clerk of the Board on November 20. The BOS canvassed the Election on November 21 at 9 a.m. during a virtual meeting. The BOS approved the canvass and certified the Election. The Elections Staff hand-delivered the approved canvass to the SOS on November 21.

Recount

The BOS held a second meeting at 10 a.m. to petition the court to conduct a recount of the Sheriff's race, which was within the statutory limits of an automatic recount. The judge ordered the recount on November 21, and the Elections Department started counting ballots on November 22. The Department finished tabulating all ballots on November 27. The judge read the results on December 6 in open court and declared Chris Nanos the winner.

Lessons Learned

- Vote Centers – Facilities must be large enough to accommodate the largest election in the election cycle. Having the ability to increase the number of check-in stations and voting booths to accommodate turnout is important to minimize wait times.
- Early Ballot Processing – Increase the number of teams available to process ballots by adding a second shift. The early board can process 20,000 to 30,000 ballots per day when fully staffed. However, the current staffing cannot process the increased number of ballots received during the November election. The second shift is necessary because we do not have the space to add more boards on one shift. The second shift is not necessary for smaller elections until the week of the election. The number of ballots received during the week of the election and the following week has increased in the last two years. It may be necessary to increase boards the week of the election and the following week to accommodate the increased ballots.
- Ballot Duplication – Duplicating ballots can create processing delays, especially with a 19-inch ballot. All military and overseas ballots must be duplicated. The Department will explore programs to help expedite the process.
- Receiving Stations – Vote centers return their ballots to an assigned receiving station on Election Day. Some receiving stations receive ballots and supplies from up to ten vote centers, requiring them to wait for all vote centers to arrive before transporting ballots to central receiving. Some vote centers take longer to reconcile and close than others, creating a delay in counting Election Day ballots. Reducing the number of vote centers assigned to a receiving station or establishing a protocol where ballots are transported at a specific time can expedite the processing of Election Day ballots.

Future Concerns

- The early ballot process will change on Election Day, beginning with the 2026 election cycle. Each polling place must add a check-in station for voters turning in early ballots. The process will require additional poll workers and ePollbooks to accommodate the process. Poll workers will require training on the new process as well as education for the voters.
- New legislation will also require early voting to end at 7 p.m. the Monday before the election. The 7 p.m. end time will create a problem with the facilities the Elections Department shares with the Recorder. We currently require poll workers to set up and test the voting equipment Monday night. The setup time also allows the vote center to ensure all files are updated before the polls open.

Accomplishments

- Improved training
- Streamlined and expedited poll worker payroll
- Fully implemented all Tenex modules
- Reduced the amount of printer problems encountered on Election Day
- Implemented electronic adjudication, reducing the number of ballots requiring duplication, thereby expediting the counting of ballots.
- The creation of Pima.vote as a location to obtain trusted election information.
- Educating voters about the two-card ballot and the importance of returning both cards.



Board of Supervisors

Adelita S. Grijalva, *Chair*, District 5

Rex Scott, *Vice Chair*, District 1

Dr. Matt Heinz, District 2

Dr. Sylvia M. Lee, District 3

Steve Christy, District 4

Pima County Administrator

Jan Leshner