



MEMORANDUM

Date: March 12, 2026

To: The Honorable Chair and Members
Pima County Board of Supervisors

From: Jan Lesner 
County Administrator

Re: **Plans to Improve Ballot Proofing and Call Center Functioning**

Attached please find a Memorandum from Elections Director Constance Hargrove on her proposal to improve ballot proofing and call center functioning.

Highlights of Director Hargrove's plans for improvement are as follows:

- Use vetted county employees to support elections as ballot proofers and election-day call center workers.
- Ballot proofers: review 1,500–3,500 ballot styles; work up to five 8-hour weekday shifts; receive \$300/day plus additional \$50 training stipend; require exempt grade 11 or higher employees; recruit at least 20 staff in teams of two.
- Call center workers: cover second shift (1:00 PM–8:30 PM) on election day when tech staff shift to ballot processing; receive \$150 plus additional \$50 training stipend; need roughly 7 employees.
- Both roles require Human Resources coordination, screening, and appointing-authority approval; call center workers must take a pre-approved vacation day.

If you have questions or would like additional information, please do not hesitate to contact me or Director Hargrove.

JKL/dym

Attachment

c: Carmine DeBonis, Jr., Deputy County Administrator
Steve Holmes, Deputy County Administrator
Chad Kasmar, Deputy County Administrator
Constance Hargrove, Director, Elections Department

Date: March 12, 2026

To: Jan Leshner
County Administrator

From: Constance L. Hargrove
Elections Director



Re: Plans to Improve Ballot Proofing and Call Center Functioning

I am presenting two proposals that will improve ballot accuracy and our customer service to voting centers on Election Day for your approval. I worked with the Human Resources Director on the plans and the implementation. The Human Resources Department established the rates and guidelines to follow regarding recruitment and pay.

Ballot Proofing Plan

The first proposal involves ballot proofing. The office has encountered challenges in the past when proofing ballots on a compressed timeframe. The primary problem is inadequate staffing. I can hire temporary employees, but I may not receive the caliber of workers needed to ensure accuracy. Therefore, I am proposing using County employees as second-tier ballot proofers. These employees will assist with proofing anywhere from 1,500 to 3,500 different ballot styles per election. Adding an additional layer of proofing using well-vetted County employees will assist in ensuring ballot accuracy.

My department will provide the schedule for each Election and train all participants. Employees will work an 8-hour shift up to five (5) days, on a regular Monday through Friday work schedule. Employees will be temporarily assigned to the Elections Department for those five (5) days and receive their normal pay from their assigned County Department, as well as an additional \$300 per day stipend paid from the Election's budget. They will be required to participate in a training held on a Saturday and paid \$50 for their attendance.

Human Resources recommends utilizing County employees in Grade 11 or higher, who are in exempt positions, to be qualified as candidates for ballot proofing. I will recruit at least 20 employees to ensure we maintain a full complement throughout the proofing process. I will only use five (5) teams of two (2) employees unless we have a shortened proofing window that requires more people. I will work closely with Human Resources to recruit and screen the County pool of workers and will require each employee's Appointing Authority approval prior to selection/participation.

Call Center Workers

The second proposal is the use of County employees as call center workers on Election Day only. The Election Department staffs a split call center each Election. We staff the technical call center with intermittent Tech team members. These workers transition midday to prepare to count ballots, leaving a shortage of operators to take calls. The County employees will fill that void by working the second shift, from 1:00 p.m. to 8:30 p.m. The stipend is lower due to the difference in job complexity, with employees who are selected to work the call center receiving a \$150 stipend for the shift and \$50 to attend training. I forecast that we will need roughly 7 County employees to staff the call center on those

Re: Ballot Proofing and Call Center Workers

Date March 12, 2026

Page 2

dates. Call center workers who participate must also take a pre-approved vacation day to be absent from their Department on Election Day.