Orange County Registrar of Voters

2013 Business Plan Update

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Executive Summary

The Registrar of Voters Department provides election services for the County of Orange that include the registration of voters, conducting elections in the County from the local district to federal levels, and maintaining the list of registered voters. The majority of the Department's functions are defined and mandated by state law, federal law and County ordinance. We currently have the fifth largest number of registered voters in the United States - serving more voters than 21 states.

The Registrar of Voters provides overall direction and management of the Department, working closely with the five units in the department.

The critical strategies implemented and measured throughout the Balanced Scorecard fall into the following categories:

Voter Registration

The Registrar of Voters maintains the voter registration database for the County of Orange. There are currently over 1.6 million registered voters in the County (1.4 million active; 1.6 million including inactive). Over 300,000 voter registration forms are processed during years with regularly scheduled statewide elections. Critical functions of the Department include ensuring equal access to the elections process through community outreach and ensuring the voter registration database is as current as possible.

Voting

The Registrar of Voters has instituted a quality assurance program to ensure that the voters of Orange County receive error free ballots. Election information provided to voters, such as the Sample Ballot Pamphlets, also go through an extensive review prior to being presented to voters. Voting accessibility begins with a trained and motivated volunteer force. The Department employs an extensive survey program to ensure quality service is provided.

Election Results

The Registrar of Voters' mission includes protecting the integrity of votes and maintaining a transparent, accurate and fair process. This includes ensuring an accurate vote count that is canvassed and certified in an efficient manner and within a time frame that is in line with meeting the needs of our stakeholders.

The Registrar of Voters is dedicated to providing professional and customer centered election services. We take pride in the fact that our methods of delivering election services have become the standard for counties throughout the United States. We take our mission of ensuring the integrity of elections in a uniform, consistent and accessible manner seriously.

In the past calendar year the Department conducted two successful elections. This is exemplified in the positive results of the surveys we conducted and in the following balanced scorecard updates.

Voter Registration

In an effort to provide outstanding cost-effective election services to the County of Orange, the Registrar of Voters intends to ensure voters have the opportunity to volunteer to work the elections and register to vote. The Department is also committed to having the most accurate voter database possible.

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Community Outreach

Performance Measure:	Total number of voter education and volunteer recruitment/registration events.
What:	The number of events in which our office participates, calculated from 60 days prior to a regularly scheduled countywide election.
Why:	To provide community outreach services to the citizens of Orange County in order to provide opportunities to register to vote, and ensure that the Registrar of Voters has the necessary volunteers to manage the voting process.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 8 Target: 3–7 Concern: 0–2	20 *	Increase number of events for Presidential General election	29	Maintain high number of events for Statewide Primary election in June 2014	The Registrar of Voters created an extensive marketing plan for 2012 that ensured the balanced scorecard goals were exceeded. The Department will continue to create multiple events designed to increase awareness of the Department's services. The Department will create and attend events that cover the multiple communities of Orange County.

Frequency of Measurement/ Baseline	60 days prior to each regularly scheduled countywide election / 8 * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	**Mission Critical Service:**	Community Outreach

Performance Measure:	The number of contacts made with the public that could possibly lead to election volunteers.
What:	The number of average contacts made at outreach events as a percentage of estimated attendees.
Why:	To offer community outreach services to the citizens of Orange County in order to provide opportunities to register to vote, and ensure that the Registrar of Voters has the necessary volunteers to manage the voting process.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How we are doing?
Excel: 10%+ Target: 5–9% Concern: 0–4%	17%+ *	Hold more speaking engagement events,	39%	Continue speaking engagement events during election cycle	The Registrar of Voters created an extensive marketing plan for 2012 that ensured the balanced scorecard goals were exceeded. The Department will continue to create multiple events designed to increase awareness of the Department's services. Staff will be provided with the tools to effectively attract event attendees and will be trained on how to communicate with the public.

Frequency of Measurement/ Baseline	60 days prior to regularly scheduled countywide elections / 10% * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Voter Data Assessment and Review

Performance Measure:	Registrations added (new registrations).
What:	Percentage of new registrations added to the database as compared to total registered voters.
Why:	To provide on-going review and assessment services of the Orange County voter database in order to continuously reconcile existing voter information with changes in voter disposition.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 0.25% Target: 0.12–0.24% Concern: 0–0.11%	0.29% (as of Feb 2012)	Maintain current services	1.06% (as of Mar 2013)	Maintain current services	The Registrar of Voters has maintained registration processing despite a heavy workload for the Presidential Election cycle of 2012, including the transition to online voter registration. The Registrar of Voters continues to provide the opportunity to register to vote; however, the decision to register lies with the eligible citizen.

Frequency of Measurement/ Baseline	Monthly / 0.24%

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Voter Data Assessment and Review

Performance Measure:	Re-registrations (changed registrations).
What:	The number of voters that re-registered as a percentage of the total registered voters.
Why:	To provide on-going review and assessment services of the Orange County voter database in order to continuously reconcile existing voter information with changes in voter disposition.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 0.25% Target: 0.12–0.24% Concern: 0–0.11%	0.17% (as of Feb 2012)	Maintain current services	0.58% (as of Mar 2013)	Maintain current services	The Registrar of Voters continues to provide opportunities for voters to re-register when needed. The Department handled an expected increase in re-registrations prior to the Presidential General Election in November 2012. The Registrar of Voters continues to provide the opportunity to register to vote; however the decision to register lies with the eligible citizen.

Frequency of Measurement/ Baseline	Monthly / 0.22%

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Voter Data Assessment and Review

Performance Measure:	Death records processed of deceased voters.
What:	Death records processed as a percentage of total registered voters.
Why:	To provide on-going review and assessment services of the Orange County voter database in order to continuously reconcile existing voter information with changes in voter disposition.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 0.06% Target: 0.03–0.05% Concern: 0–0.02%	0.08% (as of Feb 2012)	Maintain current services	0.08% (as of Mar 2013)	Maintain current services	The Registrar of Voters is always looking for new and innovative ways of identifying deceased voters, including additional data sources, in order to remove as many deceased voters as possible.

As a percentage of registered voters, the Department believes the numbers will be consistent from year to year. |

Frequency of Measurement/ Baseline	Monthly / 0.06%

Department:	Registrar of Voters	Service Area:	Voter Registration
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Registration Processing

Performance Measure:	Total number of voter registration processing errors.
What:	Total number of registration processing errors as a percentage of the total registrations processed.
Why:	This data helps our office identify common problem areas with registrations. This is often a result of external factors, such as the quality of registration drives, and does not necessarily reflect the performance of the office. All of the errors identified are corrected, and most errors do not affect the eligibility of the voter.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 3.5% Target: 3.5–10% Concern: 10%+	3.0% (est.)	Continue processing voter registrations according to high standards	6.0% (est.)	Continue processing voter registrations according to high standards	The transition to Statewide online voter registration has introduced many processing situations that require correction. Many of these problems originate from the online application process and are being addressed by the State. The increased number of errors in this fiscal year is a reflection of these problems, as well as the increased volume of registrations during a Presidential Election cycle. Multiple factors must be considered when evaluating this measurement. Many of the registrations have been collected by third parties and frequently have indecipherable handwriting. The additional scrutiny of registrations by the Department may bring scorecard numbers down, but ultimately increase the accuracy of the voter registration database.

Frequency of Measurement/ Baseline	Monthly / 3%

Voting

A critical function of the Registrar of Voters is to provide error free ballots and sample ballot pamphlets. The Department is committed to ensuring that candidates, measures, initiatives and propositions are presented to the voters in the manner intended and as is required by law.

Department:	Registrar of Voters.	Service Area:	Voting
Countywide Strategic Initiative:	Building for the Future of Orange County	**Mission Critical Service:**	Ballot Creation

Performance Measure:	Error-free ballots for each election.
What:	This metric shows whether or not an error free ballot was produced for each election.
Why:	To create and proof Orange County ballots to ensure that voters benefit from an error-free and user-friendly voting process.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 100% Target: 90–99% Concern: 80–89%	100% *	Maintain current proofing proces	100%	Maintain current proofing proces	The Registrar of Voters provided error-free ballots for the 2012 Presidential General Election. The Department employs an extensive proofing process for all ballot styles in all required languages (English, Chinese, Korean, Spanish and Vietnamese).

Frequency of Measurement/ Baseline	Each election / 100% * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Department:	Registrar of Voters	Service Area:	Voting
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Ballot Creation

Performance Measure:	Error free sample ballot pamphlets for each election.
What:	This metric shows the percentage of error free, accurate sample ballot pamphlets based on the number of ballot styles.
Why:	To create and proof Orange County sample ballot pamphlets to ensure that voters benefit from an error-free and user-friendly voting process.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 100% Target: 90–99% Concern: 80–89%	100% *	Maintain current proofing process	100%	Maintain current proofing process	The Registrar of Voters provided error-free ballots for the 2012 Presidential General Election. The Department employs an extensive proofing process for all ballot styles in all required languages (English, Chinese, Korean, Spanish and Vietnamese).

Frequency of Measurement/ Baseline	Each election / 100% * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Department:	Registrar of Voters	Service Area:	Voting
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Poll Site Accessibility and Management

Performance Measure:	Satisfaction of poll workers.
What:	This provides the percentage of Poll Workers surveyed who stated the Registrar of Voters overall quality of service was excellent, very good or good.
Why:	To provide Orange County voters consistent and convenient access to well-managed poll sites.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 90-100% Target: 80–89% Concern: 70–79%	97% *	Continue to collect and incorporate poll worker feedback	98%	Continue to collect and incorporate poll worker feedback	The Registrar of Voters conducts an extensive survey program for products and services. Results for Poll Worker satisfaction have consistently been in the "Excel" range. Customer service will continue to be enhanced to ensure proper satisfaction levels of the Department's volunteers.

Frequency of Measurement/ Baseline	Each election / 90% * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Election Results

The Registrar of Voters works diligently to protect the integrity of the votes. The Department's mission, in part, is to provide an accurate and fair elections process. To that end, the Registrar of Voters ensures that all eligible votes cast are counted in an efficient manner.

Department:	Registrar of Voters	Service Area:	Voting
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Election Canvass and Oversight

Performance Measure:	The number of eligible ballots.
What:	The total number of ballots cast that were determined to be eligible as a percentage of total ballots returned to the office.
Why:	To reconcile all votes cast in Orange County against voter eligibility in order to ensure that every eligible vote is counted.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: 99% Target: 90–98% Concern: 80–89%	98% *	Continue to verify eligibility of votes cast	98%	Continue to verify eligibility of votes cast	The Registrar of Voters ensures that all eligible ballots cast are counted. A meticulous process of review is undertaken to ensure that an accurate tally of votes is completed. The percentage of ballots not counted includes ballots such as vote-by-mail ballots returned after the statutory deadline and ballots cast by ineligible voters (provisional ballots).

Frequency of Measurement/ Baseline	Each election / 85% * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Department:	Registrar of Voters	Service Area:	Voting
Countywide Strategic Initiative:	Building for the Future of Orange County	Mission Critical Service:	Vote Tabulation

Performance Measure:	The number of days it takes to certify an election.
What:	The election is certified within the pre-determined time frame; which is based on the number of ballots cast.
Why:	To maintain a rigorous tabulation process that ensures an efficient and accurate count for every vote cast in Orange County.

Metric	FY 11–12 Results	FY 12–13 Plan	FY 12–13 Anticipated Results	FY 13–14 Plan	How are we doing?
Excel: less than 24 days Target: 25–28 days Concern: more than 28 days	10 days	Maintain and enhance current certification process	14 days	Maintain and enhance current certification process	The Registrar of Voters is consistently exceeding the goal for days taken to certify an election. The Department understands the need for accurate elections certified as timely as possible. This measurement reflects the Department's average ballots tallied by day during the canvass process.

Frequency of Measurement/ Baseline	Each election / 1 million ballots in 28 days * The data used for FY 11–12 did not appear in the 2011 Business Plan update due to the Presidential Primary Election occuring after the publication of the update.

Orange County Registrar of Voters
2013 Balanced Scorecard Summary

	Trend	Performance Results for 2013		
		Excel Level	Target Level	Concern Level
Service Area: Voter Registration				
Total number of voter education and volunteer recruitment/registration events.	⬇		🔺	
The number of contacts made with the public that could possibly lead to election volunteers.	⬆	🟢		
Registrations added (new registrations).	⬇		🔺	
Re-registrations (changed registrations).	⬇			🔶
Death records processed of deceased voters.	⬆	🟢		
Total number of voter registration processing errors.	↔		🔺	
Service Area: Voting				
Error-free ballots for each election.	↔	🟢		
Error-free sample ballot pamphlets for each election.	↔	🟢		
Satisfaction of poll workers.	↔	🟢		
The number of eligible ballots.	↔	🟢		
The number of days it takes to certify an election.	↔	🟢		