



Orange County Registrar of Voters

2012 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. 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.

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|---|---|------------------------|----------------------------------|----------------------|------------------------|----------------------|---|
| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| 60 days prior to each regularly scheduled countywide election/8 | 33 | 8 | NA | 8 | 3-7 | 0-2 | <p>The Registrar of Voters has created an extensive marketing plan for 2012 that will ensure the balanced scorecard goals are exceeded. The Department will create multiple events designed to increase awareness of both the Presidential Primary and General Elections.</p> <p>The Department will create and attend events that cover the multiple communities of Orange County.</p> |

Voter Registration



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|---|---|------------------------|----------------------------------|----------------------|------------------------|----------------------|---|
| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| 60 days prior to regularly scheduled countywide elections/10% | 16.8% | 10% | NA | 10%+ | 5–9% | 0–4% | <p>The Registrar of Voters has created an extensive marketing plan for 2012 that will ensure the balanced scorecard goals are exceeded. The Department will create multiple events designed to increase awareness of both the Primary and General Elections.</p> <p>Staff will be provided with the tools to effectively attract event attendees and will be trained on how to communicate with the public.</p> |

Voter Registration



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Monthly/.24% | 0.38% | 0.25% | 0.29% (as of Feb 2012) | 0.25% | 0.12–0.24% | 0–0.11% | <p>The Registrar of Voters has maintained registration processing despite a heavy workload for a non-regularly scheduled election year (2011) and with minimal resources.</p> <p>The Registrar of Voters continues to provide the opportunity to register to vote; however, the decision to register lies with the eligible citizen.</p> |

Voter Registration



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Monthly/0.22% | 0.41% | 0.25% | 0.17% (as of Feb 2012) | 0.25% | 0.12–0.24% | 0–0.11% | <p>The Registrar of Voters continues to provide opportunities for voters to re-register when needed.</p> <p>There were no regularly scheduled elections in the first half of this fiscal year.</p> <p>The Department expects an increase in re-registrations prior to the Presidential Primary Election.</p> <p>The Registrar of Voters continues to provide the opportunity to register to vote; however the decision to register lies with the eligible citizen.</p> |

Voter Registration



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|---|---|------------------------|----------------------------------|----------------------------------|------------------------|----------------------|---|
| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Monthly/0.06% | 0.06% | 0.06% | 0.08% (as of Feb 2012) | 0.06% | 0.03–0.05% | 0–0.02% | <p>The Registrar of Voters is looking for new and innovative ways, including additional data sources, in order to identify and remove as many deceased voters as possible.</p> <p>As a percentage of registered voters, the Department believes the numbers will be consistent from year to year.</p> |

Voter Registration



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Monthly/3% | 3.15% | 3.50% | 3.0% (est.) | 3.50% | 3.5–10% | 10%+ | <p>The Department is within the target range. It is expected that the Registrar of Voters will be excelling at the end of the fiscal year.</p> <p>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.</p> |



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.

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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Each election/100% | 100% | 100% | NA | 100% | 90–99% | 80–89% | <p>The Registrar of Voters provided error-free ballots for the four elections conducted in fiscal year 2010/2011.</p> <p>The Department employs an extensive proofing process for all ballot styles in all required languages (English, Chinese, Korean, Spanish and Vietnamese).</p> <p>The proofing process will continue in fiscal year 2011/2012 with the roughly 80 ballot styles expected for the June Presidential Primary Election.</p> |



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Each election/100% | 100% | 100% | NA | 100% | 90–99% | 80–89% | <p>The Registrar of Voters provided error-free sample ballot pamphlets for the four elections conducted in fiscal year 2010/2011.</p> <p>The Department employs an extensive proofing process for all sample ballot pamphlet styles in all required languages (English, Chinese, Korean, Spanish and Vietnamese).</p> <p>The proofing process will continue in fiscal year 2011/2012 with the sample ballot pamphlets for the June Presidential Primary Election.</p> |



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Each election/90% | 99% | 90% | NA | 90–100% | 80–89% | 70–79% | <p>The Registrar of Voters conducts an extensive survey program for products and services.</p> <p>Results for Poll Worker satisfaction have consistently been in the “Excel” range.</p> <p>Customer service will continue to be enhanced to ensure proper satisfaction levels of the Department’s volunteers.</p> |



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.

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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Each election/85% | 99% | 99% | NA | 99% | 90–98% | 80–89% | <p>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.</p> <p>The 1% 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).</p> |

Election Results



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| 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. | | | | | | |
| Frequency of Measurement/ Baseline | FY 10-11 Results | FY 11-12 Target | FY 11-12 Results | Excel (Green) | Target (Yellow) | Concern (Red) | How Are We Doing |
| Each election/1 million ballots in 28 days | All elections certified within the timeframe | All elections certified within the timeframe | NA | All elections certified within the timeframe | Some elections certified within the timeframe | No elections certified within the timeframe | <p>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.</p> <p>This measurement reflects the Department's average ballots tallied by day during the canvass process.</p> |