



2012

Balanced Scorecard Report

Orange County Registrar of Voters



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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 prides itself on being a leader in the international and national elections community. We work to continually innovate and create new and better ways to serve the public. We value creativity, originality, initiative, and have a strong dedication to customer service.

To help us continuously improve and ensure we are constantly delivering high-quality service, we worked with an outside consultant in 2009 to develop a performance management device known as a balanced scorecard. The balanced scorecard is a strategic tool widely used by businesses and organizations to identify key areas related to the businesses' overall strategy and to track their performance in these areas. As part of this strategic management initiative, the Registrar of Voters worked to articulate its mission statement clearly, define key strategic areas needed for delivering on its mission, and set target goals on specific performance measures.

The critical strategic areas measured in the Registrar of Voters' 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 voting process through community outreach and ensuring the voter registration database is as current as possible.

We identified performance measures and targets within these critical functions. Our community outreach services are designed to increase voter registrations and help obtain volunteers



needed for managing the voting process, so we set goals on the number of community events we attend and the number of contacts with the community we make at those events. Our ability to maintain a current voter registration database is comprised of two sub-functions: Registration Processing (how quickly and accurately we can add new registrations to our database) and Voter Data Assessment and Review (how quickly and accurately we update our database to match voter changes). For assessing performance on registration processing, we developed scorecard metrics on the number of registered voters added and the number of corrections made to voter registrations entered into the database. We set goals for Voter Data Assessment on our rates of processing re-registrations and death records of deceased voters.

Voting

The Registrar of Voters seeks to provide the best election management services to voters – exceeding the performance of comparable jurisdictions. This election management includes providing accurate, high-quality materials to voters so they can make informed decisions. To make sure the voters of Orange County receive error-free ballots, our office has instituted a quality assurance program in which both ballots and election information provided to voters, such as the Sample Ballot pamphlets, go through an extensive review prior to being presented to voters.

The department's mission also includes ensuring that all voters have equal access to the voting process. Voting accessibility includes a trained and motivated volunteer force, which the department strives to provide at every election to all voters. The department surveys its poll workers extensively to assess the quality of service voters receive.

We developed balanced scorecard metrics for monitoring our success on providing error-free ballots and sample ballots and on receiving high satisfaction scores from poll workers on surveys.

Results

The Registrar of Voters strives to protect the integrity of votes and maintain a transparent, accurate, and fair process. This includes confirming an accurate vote count through canvassing and certifying each election in an efficient and timely manner.

Our office decided to measure performance in Tabulation, Canvassing, and Oversight. For Tabulation, we designed our balanced scorecard to track the number of days we take to certify each election. Our Canvassing and Oversight performance assessment involves the number of

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eligible ballots at each election.

By holding ourselves accountable and continuously seeking improvement on areas critical to the mission of the department, the Registrar of Voters can continue to be a leader in the elections community and offer excellent service to the voters of Orange County.

A handwritten signature in black ink, appearing to read "Neal Kelley".

Neal Kelley
Registrar of Voters



Background

Overview of the Balanced Scorecard

The balanced scorecard is a strategic planning and performance management tool that organizations use to track and manage the execution of strategic goals. It helps align business activities to the organization's vision and strategies and provides feedback on the overall direction of the organization. First created in 1987 by Art Schneiderman, an independent process-management consultant, the balanced scorecard concept was more widely introduced by Drs. Robert Kaplan and David Norton in a Harvard Business Review Article in 1992. Since then, the concept has become highly influential in business management and is frequently used by businesses and organizations of all sizes and industries.

The scorecard helps translate a strategic plan into day-to-day activities and provides feedback around internal processes and external outcomes so managers can continuously improve performance. Implementing a balanced scorecard not only forces organizations to build and communicate strategy, it also helps organizations prioritize projects and measure what actually matters when it comes to assessing performance.

The balanced scorecard approach involves setting targets for a small number of financial and non-financial measures and then regularly reviewing how current performance compares to these targets. This helps to alert managers to areas where performance is not meeting expectations so they can focus attention on improving in these areas that directly relate to overall strategy. Originally, the balanced scorecard was designed in a four-box model, where the organization established performance measures within four sectors:

- Financial – this includes the organization's financial objectives
- Customer – this includes customer-focused objectives such as customer satisfaction, market share, and product and service measures
- Internal Business Processes – this includes internal operational goals and the processes that are needed to deliver on customer goals
- Learning and Growth – this includes employee training, corporate cultural attitudes around learning and self-growth, and communication and technology tools in place for sharing knowledge.

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Over time, the balanced scorecard model has evolved into a strategy map, which involves creating a map of interlinked objectives that help outline what an organization wants to accomplish (financial and customer goals) and how it plans to accomplish it (internal business process and learning and growth goals). The strategy map helps to create a cohesive, integrated strategy that links the four scorecard segments and demonstrates how meeting the goals in one segment can only be accomplished by meeting the goals in another segment.

Applying the Model to the Public Sector

The balanced scorecard approach was initially designed to be a performance management tool for the private sector, but eventually non-profit and governmental organizations adopted the concept as well. However, because the model was oriented around the needs of private-sector companies, where profit is closely related to strategic success, government agencies employing the balanced scorecard have had to adapt the model to make it fit their purposes. Whereas private sector businesses exist in order to make a profit, government agencies exist to accomplish a mission. The primary objective of most government organizations is to deliver services that relate to their mission and to their customers, the taxpayers. The efficient and effective use of finances is still critical in the public sector, but customer satisfaction is the primary strategic focus.

Since strategy maps need to represent the strategy of the organization, government agencies have had to adjust their balanced scorecards to reflect the fact that the focus is on meeting the needs of customers in order to accomplish the mission. Public sector balanced scorecards place the mission at the top of the model and then create a strategy map based around who the organization serves and how their needs can best be met. Unlike private sector balanced scorecards, where all of the measures on the scorecard lead to an improved bottom line, public organization balanced scorecards all include measures that indicate how well the agency is delivering on its mission of serving its customers.



Development of the Registrar of Voters' Balanced Scorecard

Mission and Strategy Map

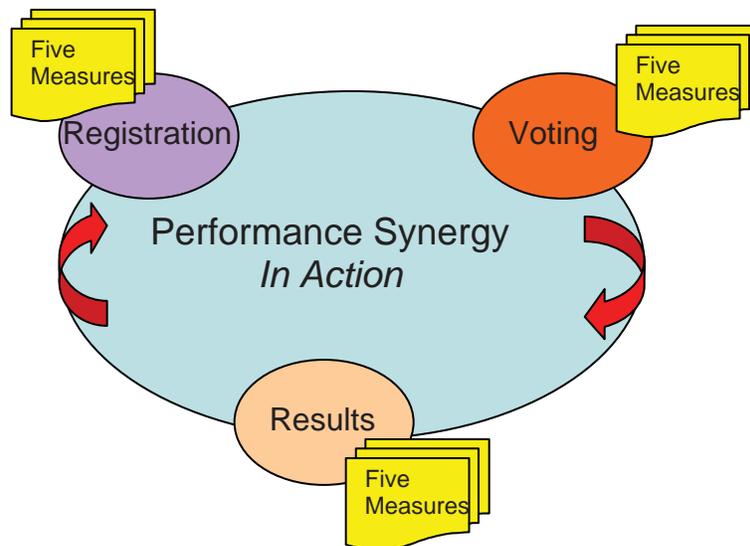
In 2009, the Registrar of Voters developed its own mission-driven balanced scorecard. The department began the process by clarifying and re-shaping its mission statement, ultimately producing a new mission statement:

“To provide election management services for the citizens of Orange County, to ensure equal access to the election process, protect the integrity of votes, and maintain a transparent, accurate, and fair process.”

The Registrar of Voters then used this new mission statement as a guide for developing the department's strategy map. Our office produced a strategy map with three sectors that were identified as critical service areas for delivering on customer needs related to the mission statement:

- Registration
- Voting
- Results

The following graphic shows the Registrar of Voters' strategy map:





Critical Service Areas and Desired Results

Each sector on the Registrar of Voters’ strategy map was further divided into several mission critical services, and a desired result statement was developed for each. The desired result statements incorporate several core competencies outlined in Kaplan and Norton’s balanced scorecard approach (particularly those around customers and internal processes) but provide them in a context that is relevant to the Registrar of Voters’ mission.

The following table outlines the department’s mission critical services and desired result statement within each key service area:

Service Area	Mission Critical Service	Desired Result Statement
Registration	Community Outreach	To provide community outreach services to the citizens of Orange County in order to increase voter registrations and ensure that the Registrar of Voters has the necessary volunteers to manage the voting process
	Registration Processing	To consistently manage the Orange County voter registration process, in order to ensure the integrity and accuracy of voter data
	Voter Data Assessment and Review	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
Voting	Multi-faceted Balloting	To provide a variety of ways in which Orange County voters may cast their ballot in order to increase voter turnout and decrease voting process logistics
	Ballot Creation and Proofing	To create and proof Orange County ballots to ensure that voters benefit from an error-free and user-friendly voting process
	Polling Place Accessibility and Management	To provide Orange County voters consistent and convenient access to well-managed polling places

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Results	Ballot Security	To provide multiple layers of ballot security and oversight that will ensure the integrity and accuracy of the Orange County voting process
	Tabulation	To maintain a rigorous tabulation process that ensures an efficient and accurate count for every vote cast in Orange County
	Canvassing and Oversight	To reconcile all votes cast in Orange county against voter eligibility in order to ensure that every eligible vote gets counted
	Reporting and Posting	To post election results as they are tabulated in order to keep all relevant stakeholders informed and confident in the integrity of the tabulation process

After developing the strategy map and identifying critical service areas, our office then conducted three focus groups of staff members to help identify the measures that should be included as part of the balanced scorecard for each of these areas. The focus group facilitations resulted in a number of possible output, outcome, and financial measures for each mission critical service.

The department's leadership team then reviewed the proposed measures. The measures the team selected were chosen with three questions in mind:

- Which measures best assess performance against the desired result/outcome?
- Which measures provide data to assist in making informed decisions?
- Which measures best tell the performance story?

The team also used the County's strategic initiatives to help select the scorecard measures, so that the Registrar of Voters' scorecard would align with the overall mission of the County. The County's three strategic initiatives are:

1. Protecting our community
2. Promoting a healthy community
3. Building for the future of our community

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Our scorecard focuses on the third initiative, as “building for the future of our community” is the area that election administration most contributes to on a consistent basis.

In order to allow for a smoother implementation of the performance-based management initiative, no more than three or four performance measures were selected for each service area. Not every mission critical service has a performance measure selected. As the balanced scorecard initiative becomes institutionalized over time, the management team will re-visit these areas and consider additional performance measures to track important services.

After selecting the balanced scorecard measures, the leadership team, comprised of mid and upper management levels, developed baseline targets for each measure that took both the current state and desired state into consideration. Targets were set based on business needs and performance goals, and were designed to be realistic and achievable yet still challenging. A discussion of each measure, including the target set for each, is included in the following sections.

The Registrar of Voters also assigned an “owner” to each mission critical service area. The owners are all managers and are responsible for collecting data, reporting regularly on the progress of the measure, convening work groups to ask questions of the data, and making recommendations for performance improvement. The leadership team holds regular meetings to review performance diagnostics and to get a big-picture look at how the department is doing as a whole towards executing its mission.



Registration Scorecard Measures

The following section outlines the measures selected within each of the mission critical services in the Registration service area: Community Outreach Measures, Registration Processing, and Voter Data Assessment and Review.

Community Outreach Measures

The Registrar of Voters developed two measures for evaluating the execution of its Community Outreach services:

- Total number of voter education and volunteer recruitment/registration events
- Total number of contacts made with the public that could possibly lead to election volunteers

Balanced scorecard tracking on these Community Outreach service measures is collected monthly but calculated from 60 days prior to regularly scheduled countywide elections. This is the time period that outreach becomes most critical.

Total Number of Voter Education and Volunteer Recruitment/Registration Events

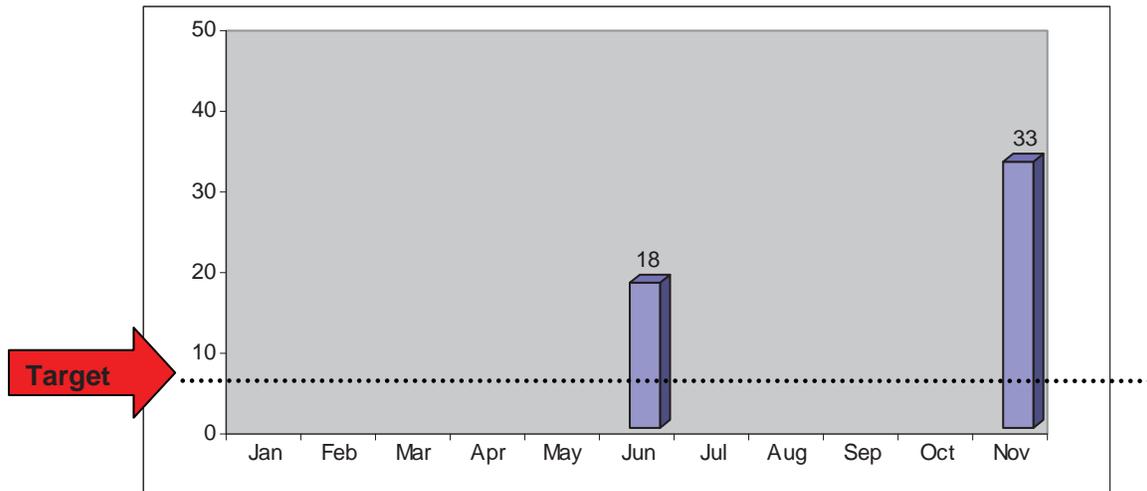
The Registrar of Voters' office is in constant contact with the community in order to register citizens to vote, educate voters, and recruit volunteers. In order to help us assess how often we are engaging with the community, we developed a measure that tracks the number of events in which the department participates.

The performance target for this measure is eight events per 60-day period before a regularly scheduled countywide election. We set this as our target after looking at the number of events we have conducted in the past prior to major elections. Eight events is a challenging goal, given the demands on our resources before an election, but we feel it is an achievable target given how many events we have been able to be involved with in the past.

The chart on the following page features data from 2010 and illustrates how the department records its progress on this measure:



Example: Number of Voter Education and Volunteer Recruitment/Registration Events*



For this metric, our performance is only based out of the 60 days prior to a countywide election. This chart shows that we were well above our targeted eight events in the 60-day periods before the June and November 2010 elections.

Total Number of Contacts at Outreach Events

Our office wants to communicate with as many voters and volunteers as possible and as effectively as possible. Tracking the number of voter education and volunteer events, as described above, can help us determine how frequently we are communicating with voters. To help us determine the effectiveness of the events we are involved in, we developed an additional performance measure that records the number of contacts we make at events.

Impressions are defined as the number of people attending an event (that are likely to see our displays) at which the Registrar of Voters has a booth or street team. Contacts are defined as the number of people engaged by Registrar of Voters event staff, either at a booth or through a targeted street team. Our staff records both impressions and contacts made at all events in order to assess our effectiveness at outreach events.

Not everyone attending an event will be exposed to our booth or street team (either by not

*Chart features data from 2010, which is the most recent election year data available.

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encountering our team or by walking past our team without noticing) and it is impossible to know how many people at an event actually saw our booth or team. However, in the absence of another way of knowing exactly how many impressions we made at an event, event attendance seems to be the best indicator of how many people potentially were exposed to our presence at an event.

Using impressions as a sole performance management metric would be misleading because it would not measure whether the impression made was a meaningful one. Impressions indicate how many people were exposed to the Registrar of Voters' booth or street team, but they do not indicate how many people were actually influenced by our staff at the event. To this end, we added a dimension to this metric on how many contacts the staff makes at each event, which provides a better gauge of how many people we are effectively reaching and communicating with.

It would be incomplete and inaccurate to set a target number of contacts for each event, as this would encourage participation in larger events that offer greater opportunity to engage with more people and discourage participation in smaller community events. It is important that the Registrar of Voters' office participate in a variety of events, both large and small, to make sure we reach diverse communities. For example, an ethnically-themed street fair might have smaller attendance than a large-scale event like a sporting event or concert, but it is a key way for us to effectively engage with a minority population and recruit much-needed bilingual poll workers.

To address our need to attend a variety of community events, our metric for measuring the number of contacts made at outreach events is based upon the number of contacts made as a proportion of total estimated attendees at the event. We compile how many individuals our staff engaged with during the event and then we divide that number by the number of people we estimate to have attended the event, and this provides us with a performance metric that helps us understand our outreach event effectiveness. For instance, if we interact with 500 people at an event, and we estimate attendance at the event to be 900, then our performance at this outreach event would be $500 / 900$, or 55.6%.

Our target ratio of contacts to event attendees is 10%. While ideally our ratio would be 100%, and although our staff works to interact with as many individuals as we can at events, we recognize that it is not realistic to expect our staff to engage with every person at the event. We set our target at 10% to allow for people who never come near or see our booth or team, for some people who avoid making contact with our team, or for some people we are unable to

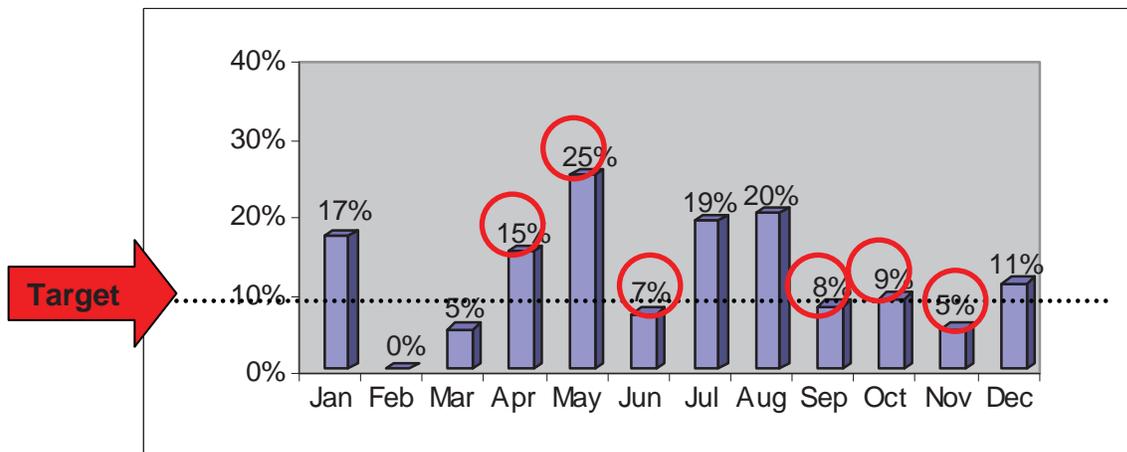
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engage with because we are working with other voters at the time they walk by our booth. We also looked at our contact rate at previous events, and set a high, yet achievable target based on our historical contact rate.

Performance on this metric will be recorded monthly but calculated using data from the 60 days before an election, as shown in the sample chart below:

Example: Number of Contacts at Outreach Events*



The Registrar of Voters' performance will be assessed using the 60-day period before each election (circled in red). The sample data in this chart shows that the department surpassed its goal of contacting 10% of attendees at events before a June election, but that it did not reach its target prior to a November election.

Registration Processing

The Registrar of Voters developed two measures for determining performance on Registration Processing:

- Registered voters added (new registrations)
- Voter registration processing errors

*Chart shows sample, not actual, data on this metric.

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Registered Voters Added

A critical function of the Registrar of Voters is to ensure that all voter registrations are processed quickly and accurately. Our office seeks to continuously reconcile existing voter information with changes in the voter disposition, and adding new voter registrations to the database is a key part of that process.

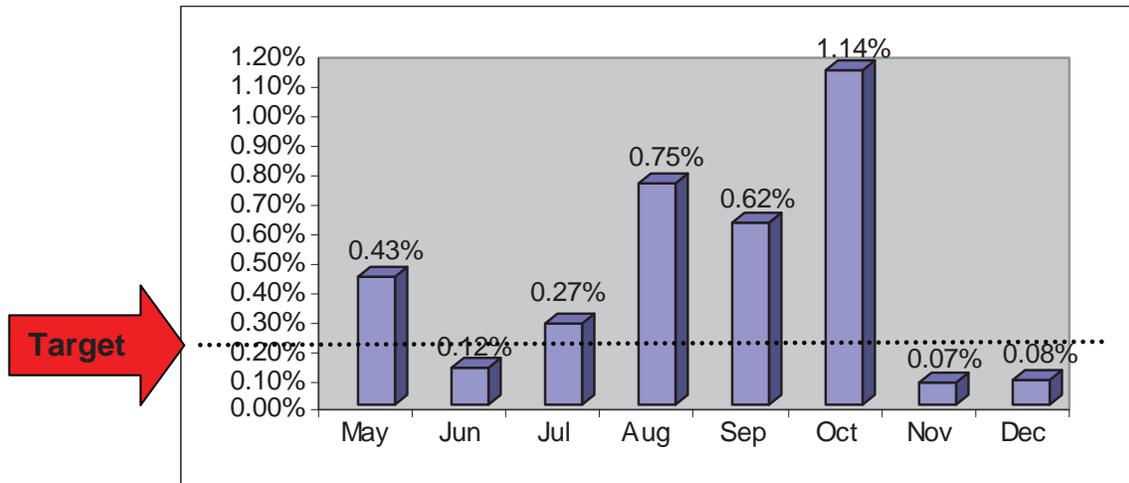
The number of Orange County citizens choosing to register to vote is beyond our department's control (though our outreach efforts do provide increased opportunities and awareness for voter registration). Our office, however, is accountable for processing any and all new voter registrations, and it is important that we monitor our performance in this area. We designed a balanced scorecard metric that shows the percentage of new registrations added to our voter database as compared to total registered voters. This helps indicate how we are doing at processing registration forms without basing the metric on something we are not able to control (such as the total number of registrations received).

Our target for the number of new registrations added to the database as a percentage of total registered voters is 0.25%. To set this target, we reviewed our historical average and chose a percentage that seemed reasonable based on what we have been able to process in this past.

The chart on the following page illustrates how performance for this measure is tracked over the course of a year. The data shown is actual data from 2010.



Example: Registered Voters Added*



The 2010 data in this chart shows that the number of registrations added as a percentage of total registered voters was above our target of 0.25% in months leading up to the June and November elections. Fewer registrations were added in June, November, and December due to fewer voters registering after the elections.

Voter Registration Processing Errors

As part of the Registrar of Voters' initiative to have the most up-to-date voter file possible, our office developed a balanced scorecard metric to help us track the number of voter registration items that our office corrects as a percentage of the voter registrations our office entered. The data from this metric helps us identify areas in registration processing to improve. These problem areas frequently are a result of external factors, such as the quality of writing on forms filled out during registration drives, and are not necessarily reflective of the Registrar of Voters' performance. All of the errors we identify are corrected, and most errors do not affect the eligibility of the voter.

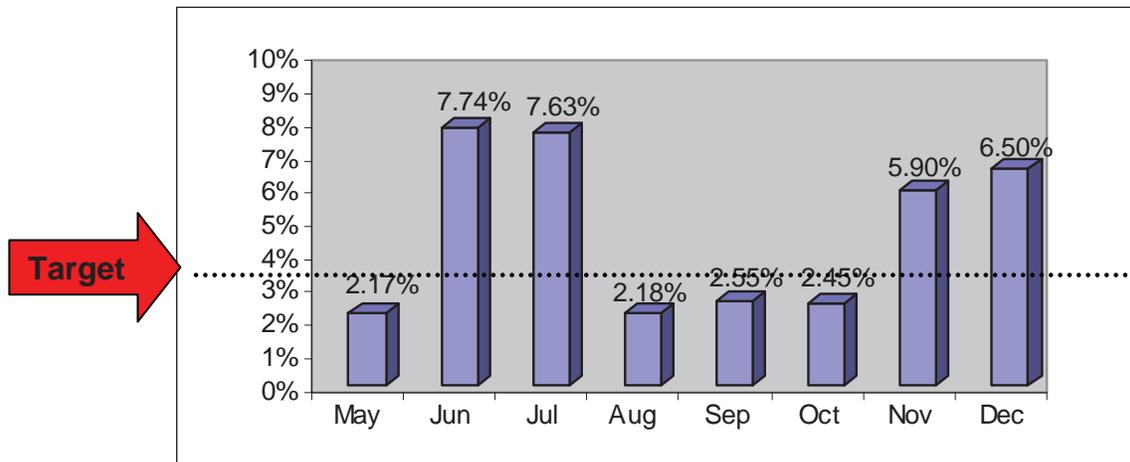
We set a target of 3.5 corrections per every 100 registrations entered. The target was derived from how we were performing in this area when we established this metric. Our goal is to achieve a registration processing error rate of 3.5% or lower.

*Chart features data from 2010, which is the most recent election year data available.



The chart below, featuring data from 2010, displays what the office's balanced scorecard tracking on this metric looks like:

Example: Registration Processing Errors*



Our balanced scorecard tracks registration errors processed each month as a percentage of registrations entered. In 2010, our registration processing error rate was on target (below 3.5%) in May, August, September, and October. The rate was higher in months with an election or immediately following an election, likely due to the department finding errors in registrations coming from voter registration drives in the months before elections.

Voter Data Assessment and Review

The Registrar of Voters uses two measures to track progress on Voter Data Assessment and Review:

- Death records of deceased voters processed
- Re-registrations (changes to registrations)

*Chart features data from 2010, which is the most recent election year data available.



Death Records of Deceased Voters Processed

The Registrar of Voters continuously seeks new and innovative ways, including using additional data sources, to identify and remove as many deceased voters from our voter database as

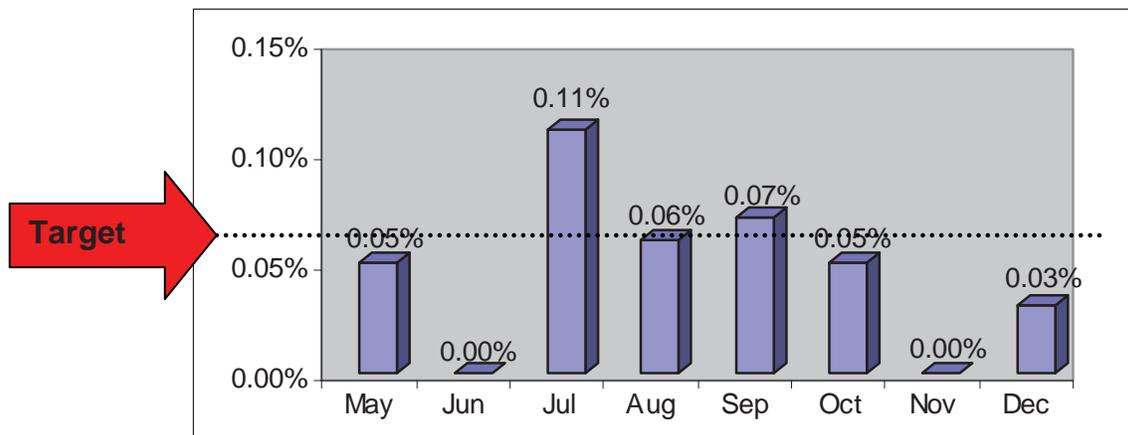
possible. Our goal is to match our voter data with as many death records as possible so that all of our data is up-to-date.

Our metric in this area displays the number of deceased voters removed from the database as a percentage of total registered voters.

We set a target of 0.06%, which reflects the rate at which we were processing records of deceased voters when we created our balanced scorecard. Our department believes this percentage will remain relatively consistent each year, though we will continue to explore new ways of identifying deceased voters.

The following chart provides an example of how assessment of this measure will look:

Example: Death Records Processed*



Our department met its goal of 0.06% or higher during the summer of 2010, but were under the target in the months around the June and November elections. This is due to staff resources being directed to higher priority election-related services in those months.

*Chart features data from 2010, which is the most recent election year data available.



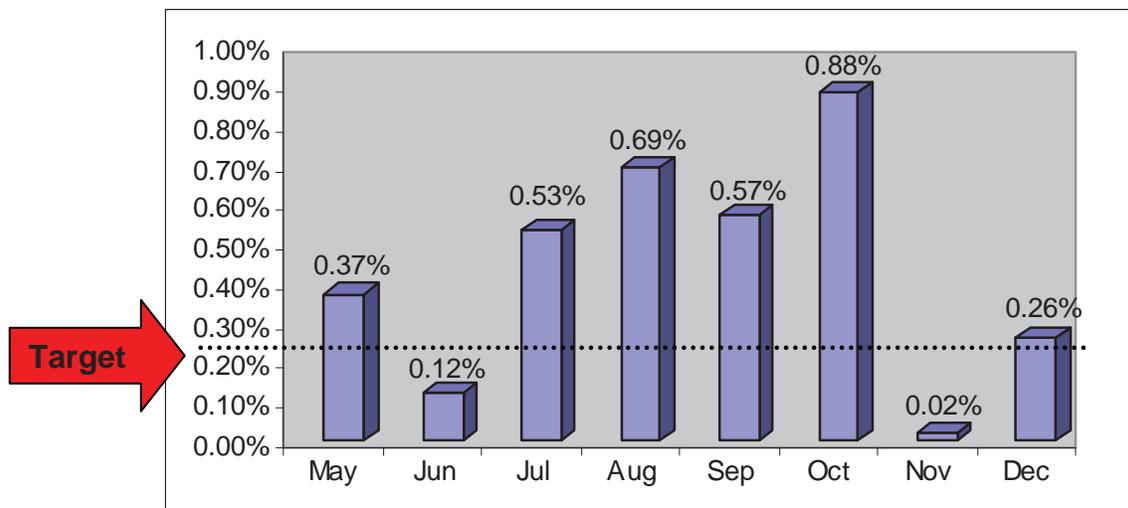
Re-Registrations

The Registrar of Voters is committed to maintaining accurate voter data files, which includes identifying re-registrations regularly and promptly. Identifying and removing re-registrations by the same voter helps us reduce the number of duplicate entries in our database. In 2012 our office began to use additional sources of secure data to track the movement of voters and update their registration data before they even contact our office.

Although the number of voters re-registering is not a reflection of the Registrar of Voters' performance, using the number of re-registering voters as a percentage of total registered voters can help measure how we are doing at processing re-registrations. We set a target of 0.25% of our registrations that we process to be identified as re-registrations. This target was set based on a review of our historical performance.

The following chart displays data on this metric from 2010 and demonstrates how we graphically track our performance on re-registrations:

Example: Re-Registrations*



The data in this chart shows that re-registration processing spiked in the months preceding the November 2010 election but dropped in November. This decrease was due to voters not changing their registrations at the same rate (which our office has no control over).

*Chart features data from 2010, which is the most recent election year data available.



Voting Scorecard Measures

The following outlines the measures selected within each of the mission critical services in the Voting service area: Ballot Creation and Proofing Measures and Polling Place Accessibility and Management Measures.

Ballot Creation and Proofing Measures

The Registrar of Voters developed two measures for assessing performance on Ballot Creation and Proofing:

- Error-free ballots
- Error-free sample ballot pamphlets

Error-Free Ballots by Election

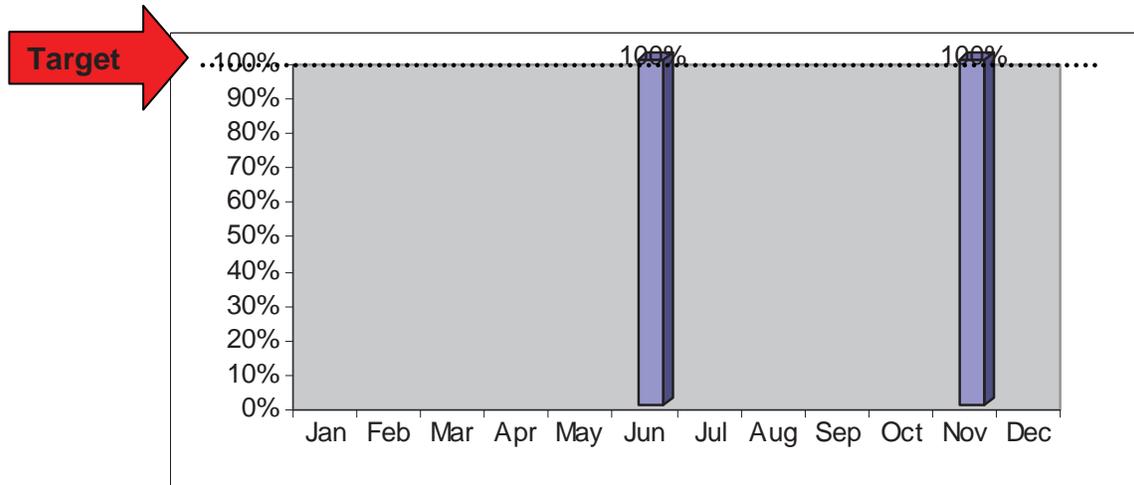
The Registrar of Voters creates thousands of ballot styles with large amounts of content each election. We confirm the accuracy of each ballot, which is a monumental task and requires rigorous proofing procedures. Our proofing process has been enhanced extensively since 2005. This is an extremely important service we provide to voters, and we developed a metric in this area to help us continue to employ proper proofing procedures and prevent any errors on ballots.

The metric for this shows the percentage of ballots produced for each election that are error-free. Our target is 100% error-free ballots, meaning that no errors were made on any of the ballot styles. This target was based on our performance in the two elections conducted in fiscal year 2010/2011. Our proofing process for all ballot styles in all ballot languages helped us provide error-free ballots for both elections. Our goal is to replicate this success in future elections and to continue to refine our proofing process so that we always provide error-free ballots.

The graph on the following page, featuring data from 2010, represents the balanced scorecard tracking for error-free ballots:



Example: Error-Free Ballots*



Since performance on this metric is based on whether an error-free ballot was produced at an election, months that do not have elections will not have any data. Here, in 2010, the department hit its target of 100% in both the June and November elections.

Error-Free Sample Ballot Pamphlets

The Registrar of Voters also uses an extensive process for ensuring sample ballots in elections are completely accurate and correct. Voters depend on our office to provide them with accurate sample ballots that help them make informed decisions on Election Day, and we strive to deliver error-free sample ballots to all voters in the County.

Since the previous metric helps us track accuracy on final ballots, we developed an additional metric to help us assess our proofing performance on sample ballots as well: the percentage of error free, accurate sample ballots as a percentage of the total number of ballot styles.

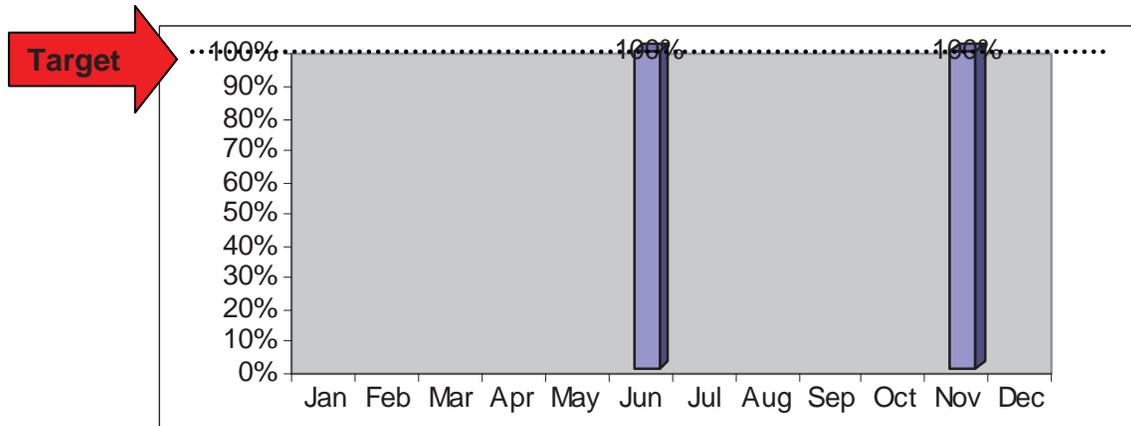
Again, since accuracy is critical, our target is 100% error-free sample ballots. This is our error rate on materials before they go to the voter. We were able to provide error-free sample ballot pamphlets for the two elections conducted in fiscal year 2010/2011, and we are confident we can continue to be successful in this moving forward.

*Chart features data from 2010, which is the most recent election year data available.



An example of how the department will record its performance on error-free sample ballots is included in the chart below, which shows actual data from 2010.

Example: Error-Free Sample Ballot Pamphlets*



Again, this chart shows that months in which there are no elections will have no data recorded for this scorecard measure. In 2010, we delivered 100% error-free sample ballots in both elections.

Polling Place Accessibility and Management Measures

The Registrar of Voters identified one key performance measurement area for Polling Place Accessibility and Management: Poll Worker Satisfaction.

Poll Worker Satisfaction

The Registrar of Voters aims to provide the highest level of customer service possible to all of its customers. This includes voters, non-registered citizens, candidates, and poll workers. Our balanced scorecard measurement focuses on poll worker satisfaction as a way to measure the quality of our customer service. Poll workers play a critical role in election administration and act as representatives of the Registrar of Voters at polling places throughout the County on Election Day. By providing excellent customer service to poll workers, we are helping to ensure poll workers have all of the resources, training, and guidance they need to effectively perform their duties at polling places. Poll workers also are a way for the Registrar of Voters' office to

*Chart features data from 2010, which is the most recent election year data available.

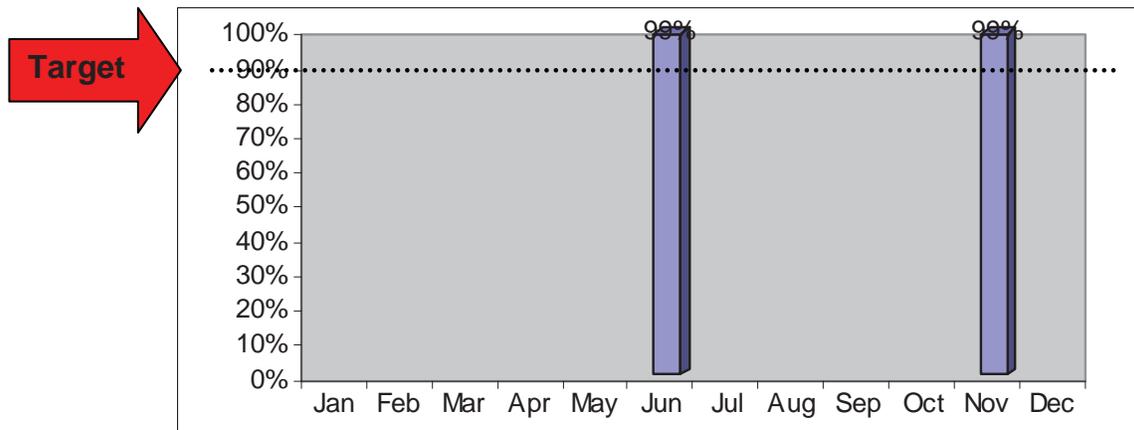


provide excellent customer service to Orange County voters. Satisfied, well-informed poll workers make the Election Day experience better for voters and also are more likely to volunteer to serve in another election.

We survey poll workers after each election and ask questions on their experience and satisfaction with both the Registrar of Voters and various components of their training and Election Day experience. The metric chosen for assessing the quality of the service we provide to poll workers is based on the percentage of poll workers surveyed who stated the overall quality of the Registrar of Voters' service was excellent, very good, or good.

Our target is very high: we aim for 90% or higher satisfaction among poll workers. This sets a high standard for customer satisfaction that we feel is achievable based on past results and will lead to retention of these volunteer workers.

Example: Poll Worker Satisfaction*



On this scorecard graph with data from 2010, the Registrar of Voters surpassed its target of 90% or higher satisfaction among poll workers at both the June and November elections.

*Chart features data from 2010, which is the most recent election year data available.



Results Scorecard Measures

The following outlines the measures selected within each of the mission critical services in the Results service area.

Tabulation Measures

The Registrar of Voters identified one key performance measurement area for Tabulation: Days until Certification.

Days until Certification

After each election, the Registrar of Voters is required to ensure that all votes have been counted and to certify the election. Our office strives to certify the election in a timely manner and produce final results that are complete and accurate. Additionally, California law requires our department to certify every election within 28 days after the election.

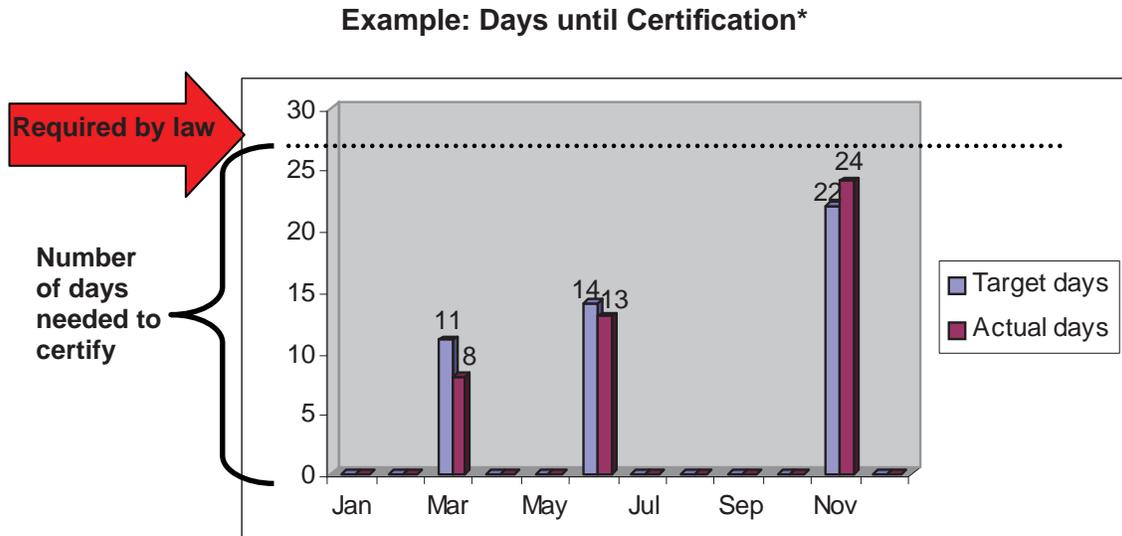
Our balanced scorecard measure on certification is designed to help us make sure we not only certify every election within 28 days, but that we certify all elections as quickly as possible, given the number of ballots cast. With a population of 1.6 million registered voters in the County, based on historical voter turnout, the office needs to be able to certify approximately one million ballots in the 28 day period, or about 36,000 ballots per day. Because the number of ballots cast varies widely between elections (e.g., a special election in a specific city has substantially fewer ballots than a statewide general election), our target number of days to certify each election will be different for each election but will be based on a rate of 36,000 ballots per day.

This performance metric uses the number of ballots cast in an election and divides that number by 36,000 ballots per day to determine the target number of days until certification for that election. For instance, if 383,000 ballots were cast for a specific election, our target number of days to certify that election would be $383,000/36,000$, or 10.6 days. We would consider our performance to be successful if we certified that election in 11 days or fewer. While a timely certification is important, it is equally critical that each certification be done efficiently and with a high degree of quality. Our time to certify continues to improve, which has been the case since 2005.



The Registrar of Voters has consistently certified elections within the required 28-day timeframe, and our target is to continue to certify all elections as quickly as possible.

The following graph depicts how the office will record performance on this metric:



This graph of sample data shows that the target for each election is different. In this example, three elections were conducted during the year. The office certified within its target number of days in the March and June elections but was two days past its target of 22 days in November. All three elections were still certified within the required 28 days.

Canvassing and Oversight Measures

The Registrar of Voters developed one measure for assessing performance on Canvassing and Oversight: the Number of Eligible Ballots Cast.

Number of Eligible Ballots Cast

Part of the Registrar of Voters' mission of providing a transparent, accurate, and fair process involves ensuring that all eligible votes are verified and counted and that all ineligible votes are not counted. Ballots are not counted if the voter was not eligible to vote, such as a provisional

*Chart shows sample, not actual, data on this metric.

Balanced Scorecard Report



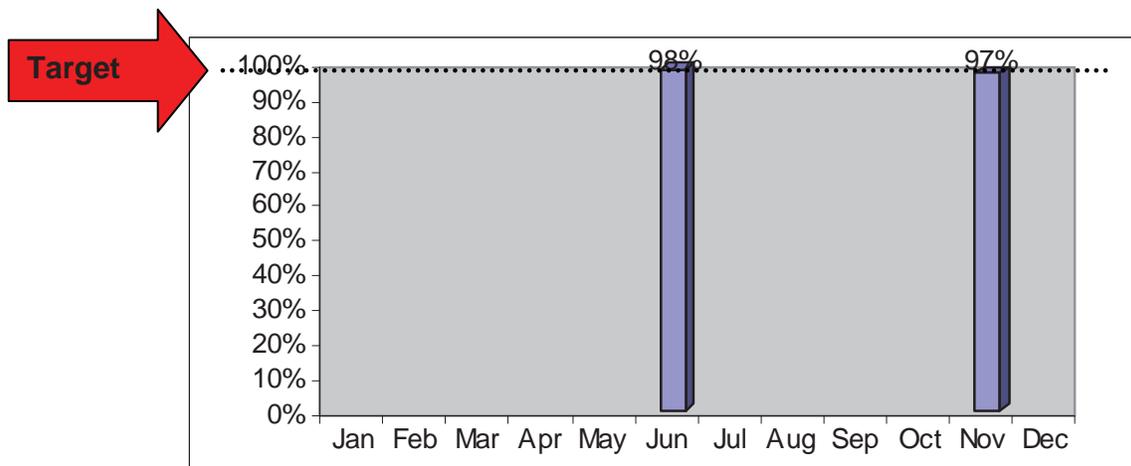
voter who was not registered at the time of the election. All eligible ballots are counted every election, using a meticulous review process that confirms an accurate tally of votes is completed.

We developed a balanced scorecard metric based on the total number of ballots cast that were determined to be eligible as a percentage of total ballots returned to our office. Our target for this is 99%, as we want to be sure that every eligible vote is counted but want to still allow for some ballots that cannot be counted (e.g., vote-by-mail ballots returned after the statutory deadline, ballots cast by ineligible voters, etc.).

The Registrar of Voters works to reduce the number of ineligible ballots as much as possible. Some ineligible ballots stem from voters who were not registered to vote or did not sign the provisional ballot envelope containing their ballot on Election Day. Our office makes every effort to contact voters who don't sign the ballot to try to increase ballot eligibility.

Our scorecard tracking on this measure will resemble the chart below, which includes data from 2010:

Example: Number of Eligible Ballots*



Like other ballot-related metrics, the balanced scorecard measurement on the number of eligible ballots is only reported during election times (in this case, June and November). Our 2010 data in this chart shows we were very close to our target of 99% in June and November.

*Chart features data from 2010, which is the most recent election year data available.



Conclusion

The Registrar of Voters has integrated the balanced scorecard into its business plan for 2012. Each of the scorecard measures included in this report will be tracked and recorded monthly (or as frequently as applicable) by a designated individual on the department's management team. Then the entire management team will meet quarterly to review the department's performance on each scorecard metric, address any areas of concern, and develop strategies and plans for continuing to excel in all targeted areas.