

Orange County Registrar of Voters



Our Seven Year Journey

The path we've traveled in order to produce consistent, quality elections

About this report:

As we enter a new phase of service to the voters of Orange County, we thought it appropriate to reflect on our operations that have marked the past seven years of growth at the Orange County Registrar of Voters. On each page we offer a pictorial timeline that charts key events along this journey. The backdrop for this report is the dedication and commitment to improving our operations on a daily basis.

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2011 marks a seven year milestone for the Orange County Registrar of Voters' operations – a moment in time to highlight our journey to achieving a high-level of quality for all of the elections we conduct. We call this a "journey" because it has taken time to evolve – creating an organization committed to constant improvement has been a passion for us.

This theme is shared among the incredible group of individuals who work in Orange County, California on a daily basis as committed election employees.

We believe we are a much stronger, more focused organization than we were in 2004. We have made significant operational improvements, including strengthening our operations team and making important changes to the way we respond to challenges while conducting elections. Producing quality elections is, of course, fundamental to our goal of conducting fair and accurate elections for the citizens of Orange County.

Key to our success has been the Orange County Board of Supervisors and the County Executive Office. Their leadership and guidance have been instrumental in ensuring our continued improvement. This report outlines our accomplishments and

encapsulates the long, tireless efforts of all who are involved in making Orange County elections a leader throughout the country.

We continue to remain advocates for change. To accelerate automation and efficiencies, we have sought solutions to

technological challenges in order to bring innovation into elections. These technical advancements have not come easy nor have they come overnight. Our biggest challenge is in many ways our own reputation. Continuing to grow, improve and live up to the standards we've set will remain in the forefront of our operations.

We will continue to earn the respect of the national and international election community. Recently we have been recognized by the National Association of Election Officials, the National Association of Counties, the California State Association of Counties and the National Association of Clerks, Recorders and Election Officials. Beyond this I want voters to see that their election department is truly more than the "sum of the parts." The strength of the Orange County Registrar of Voters is in the "totality." It is the ability to deliver consistently high quality elections no matter the size or time of year.

We have broken new ground along our seven year journey – such as:

- Improved poll worker management – such as innovative communication, training and relationship management
- Ballot production and mailing operations brought in-house and streamlined with improved efficiencies, which include zero error rates on ballots, shortened windows of production to voter delivery and processed returns
- Complete overhaul of outside communications with stakeholders,



Neal Kelley
Registrar of Voters

- voters, and media, which includes redesigned website, communication pieces, marketing programs and services
- Internal purchasing, contract and budget management system allowing real time tracking of purchase orders, inventory tracking and contract implementation
 - New Election Day and Election Night operations, including response teams, telephone operations, field units, tracking software, automated conveyor systems for sorting, database controls for voting equipment, inventory tracking and more. All of this has realized hundreds of thousands of dollars in taxpayer savings since 2004

We are aware that most citizens' interactions with our department are brief – they want an election experience that is simple and uncomplicated. This involves detailed and complex planning to execute in Orange County, which is the fifth largest voting jurisdiction in the country – with more registered voters than 21 states.

Over our next "seven year journey" we plan to press our advantage in the essential themes that will shape our success for decades: infrastructure technology, new approaches to automation, strong local government relationships, digital connections, and creating value from origination. We love the leadership position we are building, and it is already delivering for the voters of Orange County.

Thanks to the outstanding efforts of our dedicated employees and volunteers, we have built a great deal of positive momentum as we move forward in the new decade. While we certainly will face many challenges in the coming years, we believe our disciplined election management strategy combined with our approach to constant improvement position us well for the future.

We are grateful to the citizens of Orange County for their support. Our best days are ahead.



Neal Kelley
Orange County Registrar of Voters



2005
Poll Worker Training Video
designed and shot in-house for
the first time.

Poll Worker Management

Poll Worker PASS

Management of thousands of poll workers is a complex affair. We needed to address a number of issues in this area, such as inefficient mailings, gaps in communication and delivery of updated data to our volunteers. Following the 2008 General Election, we developed a unique solution to these operational issues – the Orange County Registrar of Voters Poll Worker PASS.

Our office recruits, services and trains more than 10,000 volunteers for many elections. For decades volunteers received confirmation of their assignment to a polling place and election training via the U.S. mail. In many cases changes to volunteer information created multiple, costly mailings. As a result of this process we would send an average of 30,000 individual pieces of mail over a five week period.

PASS Fast Facts

- Conceived in early 2009
- Implemented in June 2010
- Saves \$20,000 in large elections
- 24/7 access
- Poll site information
- List of fellow volunteers
- Training schedule
- Maps to poll sites and training
- Allows progress tracking
- Print out PASS card, certificates

The Poll Worker PASS consists of a single mailed piece listing the volunteer's polling place assignment, training schedule, contact information of fellow board members, election supply distribution information, and election laws. Included in the welcome packet is a wallet-sized card with the volunteer's identification number. Once a volunteer accesses their account online they are able to view real time information, which can be accessed through a secure online account that has a web based interface much like online banking.

The Poll Worker PASS program has streamlined the process of managing volunteers and provides them immediate access to their election information, 24 hours a day, seven days a week. In reducing the number of mailings sent to poll workers the department has reduced the cost of each countywide election by \$20,000. We have been able to reduce our mailings to between 6,000 and 10,000 single pieces with the Poll Worker PASS program.

The program has been widely received by poll workers and gained national recognition by winning the National Association of Election Officials' "Democracy Award" for outstanding election management practice. The award is considered the pinnacle of recognition in election management.



Our unique Poll Worker PASS program was awarded one of the election industry's highest achievements.

Poll Worker Phone Bank

Responding to the need for proper communication and customer service for volunteers, we created a poll worker customer service phone bank between the February Presidential Primary Election and June Statewide Primary Election in 2008.

The poll worker customer service phone bank is staffed with dozens of customer



Poll Worker Training Manual

Our Poll Worker Operations Manual undergoes complete overhaul.



2007
Our Poll Worker Operations Manual undergoes complete overhaul.

2008
Poll Worker Customer Service Agents added to handle poll worker questions.



2010
Online training for poll workers is launched.

service agents. Housed centrally in our offices, the customer service agents have direct access to our volunteer database and are trained to answer all volunteer related questions, which include polling place assignment and training class scheduling. They have constant communication with our recruitment teams.

Election volunteers also have the option of utilizing our unique poll worker chat feature over the Internet. Through our chat service volunteers can communicate with a customer service agent via instant messaging.



Our online training program for poll workers was designed and built in-house - saving thousands of tax dollars.

Prior to the installation of our customer service phone bank a handful of individuals were responsible for recruiting up to 10,000 volunteers, placing each volunteer in a training class and communicating with them leading up to Election Day. The call volume from poll workers often became unmanageable, resulting in unintentional delays for our poll workers.

Poll Worker Training

Prior to the arrival of the new voting system in 2004 the responsibility of training volunteers rested with the employees that were assigned to recruiting. As discussed previously, these individuals did not have enough time to recruit and provide the customer service necessary to manage these volunteers. Conducting 250 training classes further diminished their ability to provide a quality experience for the volunteers. This was merely due to the volume of participants, not the service provided. The introduction of the new voting system presented the opportunity to relieve recruitment staff of the training responsibility and provided a fresh approach to our training program.

Starting with the 2004 elections, temporary employees were hired and trained to conduct the required election training classes. The duties for creating the curriculum and conducting the classes for the March 2004 Primary Election (the initial launch of the electronic voting system) was divided. We developed and implemented polling place policies and procedures and worked in tandem with our voting system vendor to create technical training curriculum. The bifurcated trainings were not connected at the critical points of providing proper ballots (precinct and party) to the voters. This resulted in voters receiving the wrong ballot on Election Day.

Issues with March 2004 training:

1. Split classes for policy and procedures versus operational and technical components.
2. There was no communication with poll workers on changes once they were trained.
3. Inadequate use of the Judges Booth Controller (JBC). The JBC is the component of the voting system that houses the electronic ballots and provides the access codes used by voters to access their ballots.
4. Confusion among volunteers on choice of precinct and party affiliation.

As a result, our employees took a larger role in the development and implementation of poll worker training for the November 2004 election cycle. A training video was produced, lesson plans were enhanced, new training operations were established and the election was conducted without major incident. Despite this we felt there was still room to improve the process.



Training Enhancements

- Training manual revised - Feb 2008
- Poll Worker Practice - 2008
- Training Video
 - Started - Nov 2004
 - Redesign in-house - 2005
 - Online - 2008
 - Award winning - 2010
- Online Training
 - First implemented - May 2009
 - Upgraded - June & November 2010

Training would continue to improve between 2004 and 2007, but the entire program was overhauled for the 2008 Presidential Election cycle. The training class content was reorganized and images were added to simplify the presentation of the material. The training manual underwent a cover-to-cover redesign, becoming the professional manual that is currently in use. It is comprehensive and provides procedures in a step-by-step format.

The training video was overhauled and shot by professionals associated with the Food Network and the Oprah Winfrey program. The creative elements and content was established in-house. The finished product has become an award-winning presentation and is included with the manual. At the 2010 Savvy Awards, the Orange County Poll Worker Training DVD received an Award of Excellence for the thorough and interesting approach taken to presenting training curriculum.

As with many services provided at the Orange County Registrar of Voters, our poll workers are surveyed each election regarding

their training experience. (Surveys are covered in the External Communications section of this report.) Poll workers are encouraged to leave comments and suggestions. One of the most requested training options was the ability to complete training at home. In 2009 we developed an online training program targeted towards experienced volunteers. Each participant received a poll worker training manual and DVD once they signed up for online training. The volunteers were asked to take an online test, or complete a hard copy version if they preferred.

Our online training program was expanded in 2010. Instead of taking an open book test our volunteers were provided with an online tutorial that includes slides and video, which is accompanied by tests to gauge their understanding of the information. Approximately 2,000 volunteers completed online training for the November 2010 election reducing the number of training classes by 80 – saving thousands of dollars in the process.



Our poll worker practice sessions were created to offer additional hands-on training prior to Election Day.

Poll Worker Practice Sessions

Poll Worker Practice sessions allows our volunteers to review how to issue ballots, process provisional voters, set-up equipment and troubleshoot potential obstacles on Election Day. The idea has become popular and was listed as a best practice by the California Bureau of State Audits in their 2008 report on statewide poll worker training.

After the issues of the March 2004 Primary Election we began to offer volunteers additional hands-on instruction with the electronic voting systems. Our volunteers were provided with an open invitation to speak directly with trainers about our voting



2010 Representing a first in the country our Poll Worker PASS program is introduced.

2008 Poll Worker Practice sessions allow volunteers more hands-on experience.

2010 We partner with former Food Network crews to re-shoot award-winning training video.

system. The goal was to provide the volunteer confidence through familiarity with the system. In early 2008 the first "Poll Worker Practice" sessions were held in Orange County. Initially very few volunteers took advantage of the extra practice time.

The extra service needed to be provided, but the way the idea was packaged and sold had to change since few volunteers were participating. After refocusing our efforts on communicating this new service attendance began to increase. These early sessions ranged from five to eight hours in length.

Trainers were stationed at various locations – each specializing in a single topic.



Our unique MyBallot Student Election Program has energized students about elections in Orange County.

Poll Worker Practice sessions continue today. Communication about these sessions is delivered to our poll workers through our Poll Worker PASS program. The practice sessions are also covered in our popular electronic poll worker newsletters. These sessions are open to any poll worker who would like to improve his or her skills at a casual pace.

For the November 2010 Statewide Election hundreds of poll workers attended the 14 Poll Worker Practice sessions offered.

MyBallot Student Election Program

In 1996 the California State Legislature amended the Elections Code, which allows high school students to serve as poll workers on Election Day. This special accommodation gives students hands-on experience with the voting process.

Prior to 2008 Orange County's Student Poll Worker Program consisted of applications that were mailed to Orange County high schools.

Coordinators at the high schools would then conduct the student recruitment. In 2008 we developed a one-of-a-kind high school student election education program, which we called "MyBallot" that transformed student poll worker recruitment.

The MyBallot program consists of multiple components. The first component takes place in the classroom where students are provided lessons on the history of voting and how elections are conducted in Orange County. In the second phase of the program the students visit our office and create a ballot for one of their school elections using the same system used for County ballots. The department sends members to the high school to assist the students in conducting their own election (Homecoming, Associated Student Body etc.) using the same voting system used by their parents. Finally, the students' experience is rounded-out by volunteering to work at a polling place on Election Day.

High school students throughout Orange County have discovered firsthand how the American electoral process works. Student volunteers have been a welcome addition to Orange County elections because of their enthusiasm and technical knowledge. These students are the County's poll workers of now and the future. Today, they make up one-third of our entire volunteer pool. The students are replacing the older population (average age of 72 years) of volunteers that are retiring out of the system.



2008
Ballot proofing re-tooled to focus on quality control.

Innovation

Ballot Printing and Mailing Automation

Ballot Generation

We realize most people looking at their ballot likely think that it is a simple process to format – simply add names and places to vote. In reality, creating a ballot is a complicated and time consuming process that must be done to precise legal standards. Producing ballots must be viewed as a zero failure mission.

Contest titles, candidate names and ballot designations cannot be placed using traditional publishing software. There are usually 400 ballot types - translated into five languages - requiring a complex ballot matrix to keep the 500 candidates and multiple measures tracked and on the proper ballot. Determining the ballot types needed requires moving data between the voter registration system and the ballot creation system.

Seven years ago the creation of ballots in Orange County was unorganized and in many cases completed entirely by memory. Today, the creation of ballots is done according to a project plan with specific steps, including checklists and milestones that must be completed prior to printing.

Until 2006 no more than two employees were tasked with proofreading ballots to ensure that the formatting, spelling, and contests were correct for each ballot type. In contrast today multiple teams have been established to review and approve every ballot type in each required language to ensure that all voters receive an error free ballot.

Ballot Printing

Our long-term strategy continues to be a move towards consolidation of all production operations in-house. This includes printing ballots, which like ballot creation requires operating to exacting standards. In the past we hired outside vendors to complete the ballot printing. As we gained experience with the new paper voting system that accompanied the addition of the new electronic voting system it was clear that the process needed to change.

We explored many options but settled on bringing this operation in-house to maintain strict controls over the operation, standards and quality. As a result we now produce all ballots in-house and as a result have saved thousands of dollars and increased the overall quality.



We are the only California county to print our ballots in-house - controlling costs, quality control and timelines.

Sample Ballot Redesign

Design plays a primary role in the communication of complex ideas to the general public. Concepts related to the electoral process such as precincts, districts, party candidates and ballot types are the foundation of the voting experience for each voter. Nevertheless, these items on their own are far too complex to be explained in their entirety. As a result the design of voting materials must effectively condense these complicated ideas into approachable, clear instructions that the voters can easily understand.

The official ballot and sample ballot are the most critical voting materials voters receive. Time and energy must be invested to ensure that these designs present information with a high level of clarity.



2007 Ballot printing brought in-house improving quality control and delivery schedules.



2008 Sample Ballot redesigned to simplify material for voters.



2009 Translation tracking system developed in-house.

In 2003, the Registrar of Voters purchased the Hart InterCivic electronic voting system, replacing the Datavote punch-card system. This transition necessitated that both the vote-by-mail and polling place instructions provided in the sample ballot change accordingly. At the time internal pages of the sample ballot lacked continuity and were written with multiple fonts making it difficult to read.



Our advanced mailing operations allow us to meet critical deadlines and operate much more efficiently than before.

The front cover changed slightly from 2003 to 2007 and would go through a wholesale change for the 2008 Presidential Election. Still being used today, the front cover was simplified and made easier to read and has been copied by other California counties.

The plan for the sample ballot redesign in 2008 was to update design, improve consistency and streamline content. The upgrade was completed in-house, saving money and allowing further updates to be easily implemented. In the process, we worked closely with our printer and the United States Postal Service to ensure a press-ready product with a design that conformed to mailing regulations. These measures have saved time and money, and voters enjoy the benefit of receiving an easy to read sample ballot in a timely manner.

in many ways. The possibility for voters to receive an incorrect ballot or to not receive a ballot was high. Quality control did not exist and there was no way for us to confirm that a voter's specific ballot was mailed.

At the suggestion of the new electronic voting system vendor, the Registrar of Voters at the time agreed to purchase a ballot inserting machine. This machine reduced the number of staff needed to prepare vote-by-mail ballots for mailing from 25 to 3. This was only a start towards our goal of full automation.

In preparation for the 2008 Presidential Election cycle, understanding that the number of voters choosing the mail option would continue to grow, we acquired an additional ballot inserter. Orange County was the first jurisdiction in the country to expand capacity by using two ballot inserters. We now have the capacity to insert up to 100,000 vote-by-mail ballots per day in a fully automated function.

We have eliminated the days of little or no quality control. Our mail operation employees verify the correct ballot is in the envelope and that the print quality of the ballot is the high standard required to present to the voter. These teams also participate in the process of scanning the ballots upon their return. In addition, we can view images of vote-by-mail envelopes mailed to verify for a specific voter that it has been sent. Voters can also view the status of their mailed ballots from our website.



Mailing, Sorting, and Extracting

Ballot Mailing

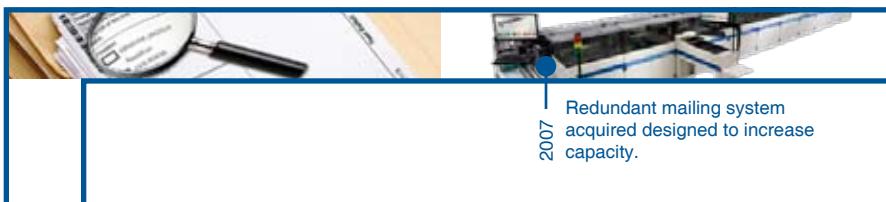
Until 2003 the process for inserting vote-by-mail ballots required the use of 25 permanent and temporary employees using manual lists of our vote-by-mail voters. The employees would determine what ballot type to pull and insert the ballot by hand.

The vote-by-mail process was inefficient

Ballot Sorting

Mail sorters allow us to prepare vote-by-mail ballots for mailing and sort them as a part of the tally process upon their return. These sorters capture images of ballot envelopes on their way to the post office to help us track which ballots have been mailed. They also capture images of envelopes when they are returned allowing us to verify signatures

Our ballot extractor technology allows us to save tens of thousands of dollars each election by eliminating a once manual, labor-intensive process.



2007 Redundant mailing system acquired designed to increase capacity.

electronically as opposed to a manual signature validation process. These sorters separate the envelopes with valid signatures from the invalid. We added capacity by purchasing an additional sorter in 2008 and this equipment has become an integral part of automating the vote-by-mail process.

Ballot Extracting

In 2010 the Registrar of Voters continued to move beyond the decades old practices of preparing vote-by-mail ballots for mailing and tallying with the acquisition of two ballot extracting devices. By utilizing technology to open and extract vote-by-mail ballots for the tally process we have reduced the number of people needed to prepare them for scanning by 44. The extractors reduce our costs for conducting an election by nearly \$186,000.

Voting Methods

We continue to offer several voting methods to voters in Orange County. For countywide elections we recruit approximately 1,200 polling places located throughout Orange County. Voting at poll sites has historically been the method of choice; however in the 2010 General Election more ballots were cast by mail (466,157) than at the polling place (432,048); a first for an Orange County General Election.

The Registrar of Voters has provided early voting with sites carefully situated in malls, city halls and John Wayne Airport roughly ten days prior to an election. We have also deployed a mobile voting unit that can be located at any satellite location. For example, this unit has been deployed during fires, electrical failures and once during a bomb threat, which redirected voters. A special early voting event, drive-thru voting, took place during the November 2008 Presidential Election.

garnering local, national and international media coverage.

Vote-by-Mail Instructions

The number of vote-by-mail voters (previously termed "Absentee" voters) in Orange County continues to grow. Between 2002 and 2010, the percentage of votes cast by vote-by-mail ballots increased from 28.8% to 51.9% - an increase of nearly 200%. With more voters choosing to vote-by-mail, the need to provide clear, concise instruction has never been more necessary.

Prior to the 2008 Presidential Election cycle, we created an easy-to-read voting instruction sheet. These instructions detailed how to vote a paper ballot, use the identification envelope and return or surrender a ballot. The top five reasons a vote-by-mail ballot may not be counted is included. In addition to this instruction sheet, a graphic of a ballot is attached with examples of marks to avoid and the corresponding reasons. These measures have had positive results for the voters. We have seen a significant decrease in the number of mistakes, which in the past have voided vote-by-mail ballots.



We redesigned complicated, cluttered instructions for voters into graphical, easy-to-understand communication that has cut voter errors in half.



2007
Vote-by-Mail instructions redesigned reducing voter errors.



2008
Mail sorting automation expanded allowing precinct-based sorts.



2010
Long-term strategy of automation continues with addition of ballot extractors.



2006 Website redesigned in-house
gaining national attention.

External Communication

Website

Websites are a necessary component in any communications and media plan. The information provided and the ease of use play a critical role in providing customer satisfaction. However, only recently have websites routinely exhibited standardized design and effective presentation of information. The evolution of the Orange County Registrar of Voters' website reflects this transition.

On October 20, 2006, we launched a newly-renovated website. This design reflected common

web practices, such as logo and search

bar placement, improved header continuity throughout the site, and standardized font styling and color. Completely translated language versions are available in Chinese, Korean, Spanish and Vietnamese, which complies with federal law regarding translated voting materials. The new site also uses styling and design principles conducive to screen readers and other tools intended for sight-impaired visitors.

This edition of the website is still in use, with some design enhancements such as the use of Flash animations and a nested quick-links menu. The implementation of a solid design has allowed for increased emphasis on content. This has expanded to include online portals for all Registrar of Voters customers; military and overseas voters, poll workers,

candidates, media and community groups.

There were 36,600 visits to our website on Election Day in November 2010. This is a 280% increase over the 13,000 visits for the 2002 Presidential Primary Election. We will be launching a new website, which will be operational prior to the Presidential Election cycle of 2012. The goal is to continuously improve the website and increase the number of interested parties that are obtaining information from the site.

Consolidation and Standardization

In 2006, we began to overhaul the design of communication material distributed to the public. This detailed campaign began with a series of



documents created to educate the public about voting,

- Los Angeles Times

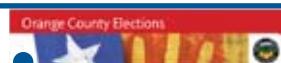
volunteering, a ballot life cycle and our MyBallot student program. This effort culminated in a consolidated brochure in 2008, which for the first time in the history of the office combined all of the programs and opportunities at the Registrar of Voters.

The communication material includes information on volunteering, hosting a polling place, our unique corporate sponsorship program, student poll worker programs, community outreach and voting methods. This high quality piece became the de facto standard in the office, providing a design template for future materials and a quotable resource for communicating a standard message to the media, voters and the general public.

We combined a series of complicated "flyers" into a single brochure, which provides targeted messages to our core audience.



2008 Website traffic hits all-time highs giving voters more information.



2008 Communication material consolidated and redesigned focusing on high quality.



2010 Targeted street teams seek volunteers using new marketing methods.

In preparation for the 2010 election season, the Registrar of Voters produced business-card-sized handouts for recruiting volunteers at outreach events, meetings and other interactions with the public. These handouts display graphics and taglines intended for a range of demographics in Orange County. Each design leads to a unique website address patterned to correspond with the handout and prompts the visitor to volunteer online. The handouts provide our employees with the ability to quickly share the message of volunteering and leave a lasting impression on those with whom they came in contact. Added value includes detailed demographic tracking of specific marketing cards – allowing us to refine our messaging.



Media Sources

Our broad mix and use of social networking sites has allowed us to connect with not just voters living in Orange County, but interested parties throughout the world.



The Registrar of Voters works to provide clear, straight-forward information to the public and maintain a high level of transparency in its operations. This has been achieved through a variety of methods, utilizing the Internet as the primary medium of communication. Our award winning "Stay Connected" web pages provide multiple options for receiving updates and notifications from our office such as:

- Electronic newsletters
- RSS feeds of specific notifications
- SMS newsfeeds and targeted messages
- Podcasts and videocasts
- Media press kits
- Webinars

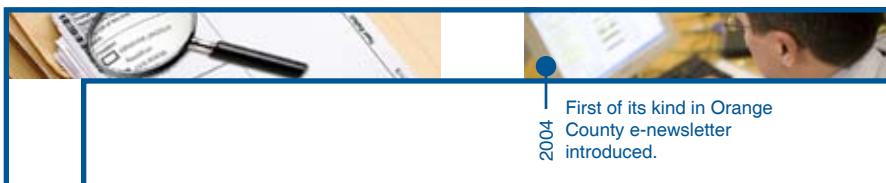
Social Networking and Media

The Registrar of Voters pioneered the use of the growing communications mediums Facebook and Twitter in the election industry. We created an online presence on popular social networking sites and utilize them frequently to provide updates on election information and communicate directly with our customers.

Facebook is a networking site that allows people and organizations to stay connected by maintaining a group of contacts ("friends") and allowing us to periodically check up on the current status of the members of their network. To date, we have a network of nearly 2,000 individuals and groups who can view outreach events, photos and status updates.

Twitter is an online networking service intended for rapidly disseminating information about an individual or organization to the general public. Anyone with Internet access can view Registrar of Voters status updates as they are recorded. Election Day information found on our Twitter site has often been used by the media as an information source for stories.

In addition to these networking tools, the Registrar of Voters has created a YouTube channel, which houses video clips detailing our election operations. Nearly 120 videos are available on our YouTube channel.



First of its kind in Orange County e-newsletter introduced.
2004

Outreach

The community outreach unit of the Registrar of Voters has expanded its reach and modified its approach to the community groups over the last seven years. The unit was created to meet the language requirement under the Voting Rights Act, but is engaged with the entire Orange County community.

The outreach unit assisted with the campaign to introduce the new electronic voting system in 2004. In November 2004 we expanded our outreach activities and began the process of becoming partners with community groups.

For years the department met with the various community groups in separate meetings. In 2010, in an effort to bring all invested partners together, the Community Election Working Group (CEW) was established. The Community Election Working Group, discussed in greater detail at the end of this section, has been well received by the community.

Over the past few years the community outreach program has been expanded to encompass a wide variety of events and venues. In addition to events such as the Orange County Fair and UCI Orientation Week, the Registrar of Voters has a presence at job fairs, surfing tournaments and LiveNation concerts.

In 2010 we added an internship program designed to increase our ability to staff events. This is particularly important during critical election operation periods. Our interns attend events, conduct targeted street-team marketing and reach out to people at various locations throughout the county.

The Registrar of Voters pioneered the use of mobile voting by using a 50-foot truck and

trailer wrapped with an eye-catching graphic. Interactive displays allow event attendees the opportunity to test their knowledge on election quizzes, while learning about the power and importance of voting. Our mobile unit is fully equipped to provide mobile voting at any location. This mobile voting concept has been copied by jurisdictions across the country.

With the expansion of our outreach program, enhanced tracking mechanisms have been put in place to monitor the number of contacts, impressions and volunteer leads we attain at each event.

Corporate Sponsorship Program



The corporate sponsorship program was developed by us in 2005 with the intent of inviting companies with local representation to partner with our office as an active participant in the electoral process.

Businesses have the opportunity to host a poll site in their facility or contribute volunteers to local polling places. Our professional partners benefit from marketing rights, category exclusivity and the use of designated County of Orange images, as well as visibility and exposure on our website and with the media.

Wells Fargo became the first corporate sponsor in 2008 followed by Sprint in 2010. The Corporate Sponsorship program received national attention as a featured story on Fox News. The program was also covered by the Southern California news market. The media attention garnered millions of dollars worth of positive attention for the sponsors, which translated into communicating our need for volunteers.

Sprint is just the latest major corporate sponsor to join our stable of business partners - enabling us to reach a broad market of employees who just might decide to volunteer as a poll worker.



2005 Corporate sponsorship program created to build partnerships with business community.



2006 Library of How-To Handbooks introduced helping the public navigate elections.



2008 Facebook and other social networking sites added to our communication mix.

Library of Handbooks

The Registrar of Voters has produced several handbooks on procedures pertaining to the electoral process to provide open and consistent information to the public. The handbooks are available to the public at no charge through our office or on our website. The library includes handbooks on candidate filing procedures, the countywide initiative process, procedures for recalling local officials, submitting ballot arguments and election observer guidelines.

Prior to the introduction of our handbooks the public would receive copies of the pertinent statutes with no explanation. California election law can be difficult to read and understand. Our handbooks explain the processes

in language
that anyone
can easily
understand.

Orange County's new Election Academy covers everything about elections - best of all it's free. How many times can you say that?



Lauded by participants, our Election Academy offers detailed insight into one of the busiest and more complex election operations in the country.

these additions.

While our survey results show high levels of service we focus our attention on any dips in service. These detailed surveys have resulted in many enhancements to the elections process including polling place procedures, poll worker training, customer service and more.

Transparency in the Community

Transparency is crucial to gaining and maintaining the public's trust. As discussed previously we have developed extensive communications and outreach programs. Quality organizations often create programs that set themselves apart and ensure that their

- KCBS, Channel 2

Extensive Research Using Survey Data

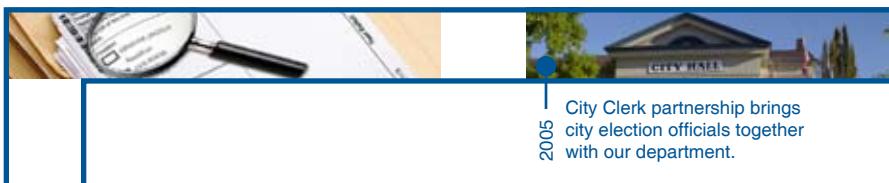
We believe that in order to constantly improve we must ensure that we are performing at a high level. This can only be accomplished through the utilization of data. We established an extensive survey program and produced our first survey results report in 2009.

Our first survey report followed the May 19, 2009 Special Election. Subsequent reports utilize comparative data allowing us to draw meaningful conclusions. Our office was never engaged in the use of survey data prior to

stakeholders have opportunities to learn about important services, policies and procedures. Here are some examples of unique programs established by the Orange County Registrar of Voters:

Election Academy

In the fall of 2010 we launched the Orange County Registrar of Voters Election Academy. This unique election program is designed to provide unique insight into what it takes to process candidates, build ballots and count votes. In addition it allows interested citizens the opportunity to experience first-hand all of the elements that go into running a transparent election operation.



City Clerk partnership brings city election officials together with our department.

Webinars

In 2010 we began to provide webinars, a web-based presentation that is transmitted over the Internet, on various election related topics. Subjects covered in the webinars include election legislation, ballot security, provisional voting, campaign filing, community engagement, and more. All webinars are open to the public and are offered at no cost.

City Clerk Partnership

The Registrar of Voters' City Clerk Partnership was established to increase communication and understanding between our office and our city partners. We conduct elections for all 34 cities in Orange County. As a result it is important that consistent policies and procedures are followed when conducting these consolidated elections.

Our office meets regularly with the city clerks as a group and individually. We established a City Clerk Partnership website where cities can obtain election information, including facts and figures specific to their jurisdiction.

The relationship has resulted in improvements in candidate filing, cost estimates, poll site recruitment and more.

Community Election Working Group

Input from the community is vital to an open and transparent process. The CEW Group serves this purpose. It brings together groups with diverse backgrounds who are committed to making sure elections are open and accessible. Established in 2010, the CEW Group provides a consistent communications vehicle.

Our members advise the Registrar of Voters on the election process and provide a forum to communicate back to their community

on important election topics. Public confidence is strengthened in the election process by creating long-term relationships with our community partners.



Our Community Election Working Group (CEW) combines dozens of diverse community members - each a strong advocate for elections - into a single advisory group to our operations.



Reports, Awards and Surveys

Reports

Transparency in government often comes from the reports and audits that review an organization's execution of their mission. The nature of elections calls for constant review and our operations have been reviewed by various agencies.

The Orange County Grand Jury, for example, has worked closely with the Registrar of Voters on a variety of reports.

Before our seven year journey began - in 2003 - the Grand Jury presented an honest report about the department's need to improve the customer service telephone bank. The report led to internal improvements and the phone bank, which in turn has led to positive survey results.



While we do not rest on our laurels, we are proud of the recognition we've received from our peers and the industry.

Reports can also reassure the public that government operations are being performed appropriately. The California Bureau of State Audits conducted an audit of poll worker training in the State of California and nearly all of the best practices listed came from Orange County.

Awards and Commendations

• 2009 - 2010

- National Association of Election Officials "Democracy" Award Outstanding Practice of 2010 for *Poll Worker PASS*.
- National Association of Counties Achievement Award *Corporate Sponsorship Program*.
- California State Association of Counties Merit Award *Corporate Sponsorship Program*.
- City-County Communications and Marketing Association Award of Excellence for *Poll Worker Training Video*.
- National Association of Counties Achievement Award *Online Voter Information Program*.
- Digital Government Achievement Award (*Honorable Mention*).

• 2007 - 2008

- "2008 General Election Report." OC Grand Jury. "*excellent service to the public.*"
- "Grand Jury Casts Vote of Confidence." OC Grand Jury. "*citizens of Orange County should have the utmost confidence.*"
- "California State Auditor - Report 2008-106." CA Bureau of State Audits. *Poll Worker Practice* as best practice.

• 2004 - 2006

- "2006 Review of Absentee Voting." OC Grand Jury (report released in 2007). "*impressed with the ROV and the professional and hardworking staff.*"
- "November 2, 2004, General Election." OC Grand Jury. "*high praise for a job well done.*"



OC Grand Jury reviews vote-by-mail operations and highlights department professionalism.
2007

Suggestions Implemented

As noted above the Registrar of Voters customer service phone bank needed substantial improvements in 2003. In 2004 the phone bank would begin a lengthy overhaul. Issues addressed included technical, space, personnel, training and management. While this overhaul was a beginning much more was needed.

Since 2004 more attention has been focused on our telephone operations. To measure our effectiveness we established a survey measurement program in 2009. Voters who interact with our operators have been asked to fill out a brief survey about their experience with our office. Nearly 2,000 surveys were completed by voters during the 2010 General Election cycle and 98% responded that they received an answer to their question.

A turnaround in our operations began to emerge following the 2004 elections. In 2007 and 2008 the Grand Jury commended the Registrar of Voters with the reports "Grand Jury Casts Vote of Confidence In OC Election Process" and "The Absentee Ballot Process: Does Your Vote Count?" respectively.

The Grand Jury's recommendation from their report released in 2009 was that "The Registrar of Voters is urged to maintain the positive efforts acknowledged in the report and pursue his established strategies to continue to exact outstanding performance from his organization and deliver excellent service to the public."

Detailed Review of Grand Jury Reports

February 24, 2005 "Election Nov 2, 2004"

In 2004 the Orange County Grand Jury monitored the November General Election,

focusing on the electronic voting system that had been used for the first time in the March Primary Election.

According to the report "After completing this study, the grand jury was satisfied the necessary improvements were made" from lessons learned during the March 2004 Primary Election.

Grand Jury recommendations focused on four areas including Poll Worker Training, Early Voting, Election Day and the Vote Count. They also provided some specific recommendations relating to communicating with voters.

Many recommendations suggested we continue successful practices and provided some insight as to how we might enhance the process.

May 24, 2007 "The Absentee Ballot Process: Does Your Vote Count?"

With the number of Orange County voters choosing to vote by mail increasing, the Grand Jury decided to review absentee voting procedures, including safeguards to protect these votes.

A detailed review of Orange County's vote-by-mail process is provided in the report. The dichotomy of the increasing use of technology, while still needing to rely on heavy pools of labor, was recognized.

Recognition was given to our hard working employees and the professionalism they exhibited in handling a complex vote-by-mail process. Recommendations in the report centered on the need for us to continue to prepare for the increase in demand in voting by mail, acquiring additional equipment when needed and reviewing procedures and educating the public.



The Grand Jury plays a critical role as an oversight body interested in the improvement of County government - they have recognized our improvements along our journey.



2008 OC Grand Jury reviews Presidential Election and points out excellent service.



2010 California State Association of Counties recognizes innovative corporate sponsorship program.



2010 National Association of Election Officials awards us one of the industry's highest honors

January 23, 2008 "Grand Jury Casts Vote Of Confidence In Orange County Election Process"

In the wake of electronic voting issues around the country and the top-to-bottom review of electronic voting systems in California the Grand Jury cited a concern in the privacy, security and accuracy of the vote as the basis for their review. At the time of the report all electronic voting systems in California had been decertified by the Secretary of State.

To receive recertification we needed to meet 36 stringent requirements. The Grand Jury completed a thorough review of how we met these requirements. Voting system physical security, training of employees and volunteers, contingency planning and our innovations are discussed for meeting the requirements and further enhancing voter confidence. Hart InterCivic's eSlate, the electronic voting system used by Orange County, was the only electronic voting system to be recertified by the state.

The Grand Jury concluded that the voters of Orange County should have confidence in the voting system and their votes will be counted as "the Registrar of Voters actively protects their fundamental democratic principle – the right to vote".

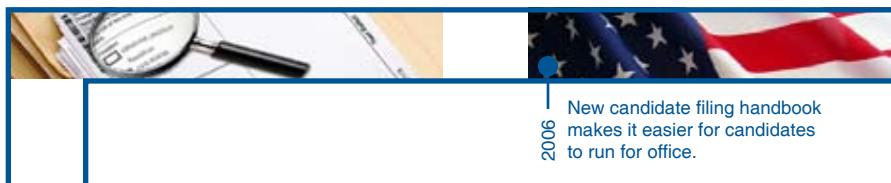
May 28, 2009 "2008 General Election Report"

Given the high voter turnout expected for the November 2008 Presidential General Election the Grand Jury wished to review how lessons learned from the 2004 Presidential Election were applied.

Areas reviewed and detailed in the report include volunteer training, department employees, ballot counting and election

security. Findings in the report reflect that we had record turnout in the polling places and vote-by-mail voting and that we were "well prepared to handle the voter turnout and handled it well". Contingencies were addressed and our vote tally center was secure. Grand Jury members were present for our election debriefing and they found the meeting appropriate for improving processes.

We were urged to maintain the positive efforts and pursue established strategies to continue our outstanding performance and deliver excellent service to the public.



2008
New candidate filing handbook makes it easier for candidates to run for office.

Confidence

Quality Control

The Americans with Disabilities Act, Help America Vote Act and California Elections Code require election departments to ensure polling places are accessible to all voters, including those with disabilities.

Polling places must be checked for accessibility according to exacting standards from the Department of Justice and California Secretary of State. Surveys of polling places are conducted by trained Registrar of Voters employees.

In 2007 we received grant disability funding through the Help America Vote Act. The funds were used to purchase kits for checking accessibility that include slope measurement tools, cameras and door pressure gauges. We also acquired polling place modification equipment such as cones, ramps, signage, doorstops, threshold mats, tables and chairs.

In 2010, as a part of our commitment in meeting all ADA requirements, we hosted new ADA guidelines training, which were conducted by the Secretary of State and the Department of Rehabilitation.

Number of Surveys Completed

Year	Surveys Completed
2007	95
2008	93
2009	197
2010	421

With approximately 1,400 active poll sites in our database, almost 60% have been assessed or reassessed since 2007. Surveying sites will remain an ongoing process for our office as experienced sites are renovated and new sites are recruited.

Candidate Filing Process

Candidate Filing

- **Candidate Handbook and Forms**
 - Online access to forms and handbook
 - Online campaign disclosure filing
 - Checklists for complete process
 - Credit card payment available
 - Elections-specific procedural manuals
- **Candidate Filing Education**
 - Webinar for City Clerks
 - Webinar on online campaign disclosure filing
 - Fair Political Practices Commission Workshops
 - Mini Summer Institute

Over the last seven years the Registrar of Voters has worked diligently to ensure that the process of filing to run for office is streamlined. In the past, candidates and campaigns received a list of California election laws with little or no explanation. In contrast our newly developed Candidate Handbooks are step-by-step guides that include lists of what needs to be done and how to do it.



Ensuring accessibility for all Orange County voters, we have focused on making certain that every poll site is ADA accessible.

Our employees are trained prior to every election on the policies and procedures for filing for office. We utilize checklists for candidate filing to ensure all steps are completed. All candidate filing forms have been revised for ease of use by the candidates and Registrar of Voters' employees.

We have also created an informational campaign for candidates and campaigns that includes printed pieces, webinars, workshops, Election Academy classes and more.



Additional attention focused on making poll sites more accessible.



2008 Quality control of ballot scanning enhanced.



2008 Translation proofing of language webpages improves language outreach.

English and Language Ballot Proofing

As discussed before, proofing ballot and sample ballot content prior to 2006 consisted of no more than two individuals reviewing documents for appropriate spelling, content and format. Today multiple teams translate material and proofread every ballot, which includes sample ballot documents, prior to printing and mailing.

Once the English version of a document is approved it is placed in an electronic database for tracking purposes. This database tracking system was created internally. It can be accessed by Registrar of Voters employees and our translation vendor.

Our vendor and outreach units work together to ensure that appropriate translations are made. When a document is generated it is placed in our tracking system and messages are sent advising the appropriate employees and our translation vendor. An update is sent every time the status changes on a document.

The database is critical to ensuring that translated sample ballots and vote-by-mail ballots are mailed on time. The translation tracking database and enhanced proofing process has resulted in error free ballots in every election conducted in Orange County since November of 2005.



We must comply with federal law and our commitment to the Voting Rights Act is evident in our outreach, translation and compliance above and beyond statutory requirements.

county's registered voters a vote-by-mail ballot. We received 521,348 vote-by-mail ballots for the November 2008 Presidential Election. That is the highest number of vote-by-mail ballots returned in an Orange County election to date. In 2010, for the first time in an Orange County General Election, the number of vote-by-mail ballots received exceeded the number of polling place ballots at 52%.

Quality control in the scanning process has evolved since the new vote-by-mail system was first used in 2003. Batches of vote-by-mail ballots are double-checked in a detailed quality control process. The quality of scans is reviewed and corrections are made to ensure a 100% accurate scan. As a result we now have better organization and additional controls. Employees that resolve ballots (review ballots to ensure votes qualify) are now certified to look for marks made by voters that qualify and disqualify votes.

Ballot Pulling

Prior to the scanning of ballots they are reviewed by hand to look for anomalies that may make them susceptible to rejection by our scanners. Issues that must be looked for include marks in the bar codes, identifying marks, damaged or cut ballots and ballots filled out with pencils. Ballots rejected by the scanners that were not found during the pulling process may be rescanned or duplicated depending on their condition. In the past we would pull rejected ballots after a batch of ballots was scanned. Pulling the ballots after scanning is tedious and more time consuming. With this important change in the process we have saved time and resources.

Ballot Scanning, Ballot Pulling

Ballot Scanning

Ballot scanning is increasingly important as the number of vote-by-mail voters increases. Currently, our office mails nearly 40% of the

Legislation Tracking

Elections are conducted in accordance with thousands of federal, state and local



laws and regulations. California election law covers nearly 22,000 sections. It is important for elections officials to participate in policy making decisions that effect the operation of elections.

Our office plays an active role in shaping election law and remains a leader in the election industry. Registrar of Voters Neal Kelley has been appointed (or elected) to positions that include the U.S. Election Assistance Commission Board of Advisors, the National Association of Counties and the California Association of Clerks and Elections Officials.

Due to the importance of changes in election law we created an electronic legislative database to track legislation. Unlike anything being used by other election jurisdictions, this database allows us to provide electronic updates to the legislation being tracked. The Registrar of Voters can easily search and review legislation using mobile devices.

Election Day Security

Protecting the integrity of the votes is an integral component of our mission and critical to ensuring confidence in the electoral process. There are several security measures that are standard for conducting elections based on federal or state law. In addition to these measures we also employ the following:

Orange County Sheriff's Department

The Orange County Sheriff's Department plays a critical role in Election Night security. Sheriff's deputies transport the ballots from collection centers. Deputies assist the Registrar of Voters in tracking which precincts have been returned throughout the evening of an election. Deputies are also deployed in

and around our facilities on Election Night.

Election night badge system

Elections in Orange County are completely transparent. Our doors are open during elections for any citizen that wishes to view the ballot counting process. Although all areas remain visible there are specific areas and rooms that cannot be entered to ensure ballot integrity and security.

Every visitor to our office is tracked and must display a uniquely issued security badge. Each badge has a letter code that is easily seen by security personnel and our employees. Access to an area depends on the level of security and how these visitors are classified.

Fingerprint system for tally room

All ballots are counted in a dedicated, secure room. The tally room is completely visible to the public with windows making up two of the four walls. Given the sensitive nature of tallying votes access to the tally room is limited to a small number of employees with specific ballot counting tasks. In addition to badge control these employees are identified with fingerprint technology.



Our election security system is robust and protects against potential threats such as tampering, fraud and malicious behavior.

Cameras

The Registrar of Voters office is monitored by various internal and external cameras to ensure that activities in and around the building are recorded.

Additional cameras are added for transparency purposes during the election. Video from vote-by-mail preparation, vote returns on election night and the tally room are offered on our website.



2007 Tracking of election legislation improved - increasing our involvement in election policy.

2008 New election night security system improves ballot security.

2009 Fingerprint technology employed to protect ballot integrity.



2007
Multiple poll site signs
combined into a single
consolidated poster.

Election Day and Night Operations

Supplies

There are approximately 50 items in the election supply boxes that are provided to each of our polling places (which can exceed 1,200 sites). All of these supply boxes are returned to our office on Election Night.

Each supply has been analyzed for necessity, functionality and design. Many polling place supplies have been redesigned to increase their effectiveness for volunteers and voters. For example, in 2007 we combined

14 required poll site signs into a single poster. The redesign

reduced the number of items that needed to be sorted, inventoried and ordered. The volunteers have a lighter supply box and have saved time on Election Morning. The consolidated poster is also more effective since voters' eyes are drawn to a single piece. Like many improvements in our office this aspect of our operation has been copied by multiple jurisdictions.

These supply boxes used to be placed on pallets and set aside upon return on Election Night. A crew of employees would take days (sometimes weeks) separating and inventorying the returned supplies. In 2010 we implemented a moving conveyor belt system to streamline supply return. A process that in the past would take ten employees weeks to

GPS helps Orange County polls run smoothly.

- Orange County Register

are completed before opening the polls.

The Judges Booth Controller (JBC) is the unit that houses the electronic ballots. Stickers are applied to the JBC that guides volunteers through selection of precincts and party affiliation. The voting booth stickers prompt poll workers to ensure that all power and data connections are secure.

The electronic systems must be set up in a specific way for them to function properly. These stickers have helped to prevent polling places from being opened late and making unintentional errors.



Much like flight control prompts used by the military and major airlines - we utilize this same approach to direct our poll workers during critical phases - reducing errors in the process.

complete has been reduced to a single night. This new addition to our operations resembles a package delivery system or recycling operation. Never before used in election operations this new supply process saves time and money.

Instructional stickers for JBC and eSlate Voting Booths

Various tasks must be completed by poll workers between 6:00 a.m. and 7:00 a.m. on Election Morning. Critical steps can be missed by the most experienced volunteers. We provide procedural cards, operation manuals, frequently asked question guides and a technical support phone bank to assist.

We now deploy our electronic voting system components with static cling instructional stickers that prompt poll workers to ensure certain critical steps



If this screen is black, verify that:

Directional stickers added to equipment to reduce errors.

2007



Supply box redesigned to improve poll site setup.

2008



Roster printing process overhauled drastically reducing lead times.

2010

Combined Roster-Index

The Combined Roster-Index (roster) contains the list of voters assigned to each polling place. It is the document that voters sign prior to obtaining a ballot.

Ballot accounting

Once the polling places are closed the poll workers must



Our nationally recognized and first-of-its-kind Rapid Deployment Teams are first responders to critical Election Day incidents.

account for all of the ballots used throughout the day. This is a vital function, which ensures the integrity of the vote. This accounting is done on the front of the roster cover. Confusion during this process can delay the vote tally on Election Night. In 2008 we redesigned the front cover of our rosters. It was streamlined to make the process easier to understand, which has improved the delivery of ballots to our office.

Signature Line

An additional 2008 enhancement of the roster was printing the signature line upside down. This allows voters to see where to sign without a poll worker having to pick up the roster and turn it towards the voter. The change decreases the chance that a voter will sign on the wrong line. The enhancement makes the voting process faster, and can help decrease the potential for lines.

Bar Codes

For decades these rosters were tracked by hand when they were returned to our office on Election Night. The rosters now include a unique bar code. As the rosters are received they are scanned and tracked. We now have increased confidence in the data due to the automated process.

Rapid Deployment Teams / Election Day Coordinators / Dispatch Communications

Conducting successful elections in Orange County requires high levels of support that is available to our volunteers. The support includes people with specialized training in

both polling place procedures and equipment repair. The

introduction of electronic voting increased the need for these specialized teams of troubleshooters and Orange County continues to enhance this process. Creation of these new teams began in 2005 and has grown into one of the most widely duplicated programs in the election industry.

Election Day Coordinators

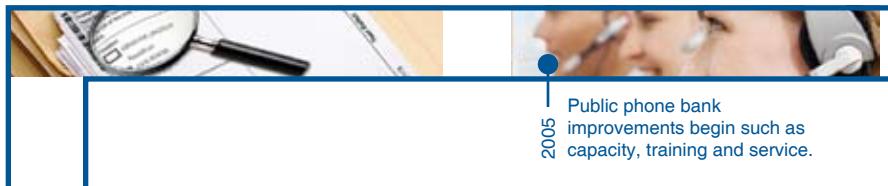
Coordinators are assigned a number of polling places to provide backup support and to monitor election law compliance and procedures. Coordinators play a vital role in Election Day communications, general troubleshooting and polling place supply replenishment. We typically deploy nearly 350 coordinators for a countywide election. Volunteers are only allowed to be promoted to coordinator if they have served as polling place Inspectors for at least one election.

Rapid Deployment Teams

If an issue cannot be solved by a coordinator or the technical support customer service line, a Rapid Deployment Team (RDT) member is dispatched to assist a polling place. After the initial launch of the electronic voting system in March of 2004 it was determined that additional support was needed at polling places. Our office needed a specialized unit with a higher level of skills to solve technical

Orange County tech savvy Registrar of
Voters swats insect threat to voters.

- OC Weekly



2005 Public phone bank improvements begin such as capacity, training and service.

issues. The RDT teams were established in 2005 and are assigned (and responsible for) to a pre-determined area of the county. They arrive at polling places and are able to quickly assess an issue and solve the problem. The RDT teams are provided with additional equipment to use if necessary and are dispatched via our radio dispatch system.

to assist the poll worker the call is escalated to an additional level known as Tier II. Tier II is staffed with operators who have more technical knowledge and experience in dealing with polling place issues. If Tier II is unable to assist the poll site a coordinator or an RDT unit is dispatched to the polling place.



Public Phone Bank

The Registrar of Voters public phone bank opens weeks prior to Election Day. Our phone bank handles up to 9,000 calls on a busy Election Day. We have made several improvements to the public phone bank since 2004.

911 Style Communications

To coordinate the efforts of our Election Day support teams we developed a 911 style communication system. Poll workers can access a technical support telephone line, which they can call for assistance.

Our dispatch teams log each call into a tracking database. If the operator is unable

We have upgraded incoming phone lines to handle increased call volumes. This has reduced the wait time for voters calling into our office. We have also improved our interactive voice response messaging system. Utilizing portable space, this entire phone bank operation is situated in a single location. The number of phone bank operators has also increased to match call volumes. Each operator is monitored using



2005 Rapid deployment teams created as first responders to technical issues.



2006 911-style communication system developed to respond to Election Day issues.



2008 Live election results webpages improve public access.

extensive survey tools, which are used to gauge overall voter satisfaction.

Election Results

Election results are the culmination of our entire operation. Since 2006 our live election results web pages have revolutionized the election industry by transforming a once closed system into an open and transparent process. The results page offers a wide selection of customized reports, live video feeds, supply box tracking and detailed mapping.



Providing quick, easy-to-access election results is a cornerstone of our focus on quality.

Live results posted every 30 minutes

Beginning in 2006 we began to offer live election results every 30 minutes on Election Night. This occurs until all polling place votes are tallied. This service remains unique to Orange County.

Daily updates at 5:00 p.m. during canvass

Our office has 28 days under California law to conduct the official canvass of votes and certify each election. During that period Orange County is the only county to provide election results updates at 5:00 p.m. daily until all of the votes are tallied.

What is Left to Count?

A critical piece of information for the public, campaigns and the media is how many ballots are left to count after Election Day. In 2006 we began to count vote-by-mail ballots, paper ballots voted in the polling places and provisional ballots left at the end of Election Night. In 2007 we added a tracking page to our website that updates these totals on a daily basis. The numbers are updated nightly after our 5:00 p.m. vote total updates until the results are official.

Our Next Seven Years

On the next several pages we highlight the top improvements made in our department over the past seven years. These changes have strengthened our operations and provided us with a solid foundation for the next seven years.

We are excited about the future because we have one of the best weapons in the election business — our outstanding employees. Our dedicated team is passionate about our mission to produce fair and accurate elections with a high level of quality. During this seven year journey they have demonstrated that they genuinely care about elections, the communities we serve, and our stakeholders. Their dedication, work ethic, creativity, and passion will help ensure our success for years to come. We will always remain focused on constant, quality improvement. We've taken a different approach to election management and it continues to pay off for the citizens of Orange County.



Top Improvements

In the last seven years

Following each election we debrief in detail - pouring over data and operational issues from each election. We implement changes directly from these debriefs - which is a new process for the department

1. Productive Election Debriefs



2. Poll Worker Customer Service Team



3. Improved Bilingual Recruitment

4. MyBallot Student Program

5. Student Poll Worker Tracking



Wells Fargo Bank led the way as our first corporate sponsor in a unique partnership developed to increase awareness of poll site and poll worker needs. This program is in its infancy and will continue to expand as our poll worker needs expand



6. Corporate Sponsorship

7. Effective Direct Mailings

8. Quality Assurance Program

9. Better Poll Worker Tracking

10. Election Training Manual Improved



Creating in-house training DVDs, manuals, graphics and specialized communication pieces has saved the department and tax payers thousands of dollars in just a few short years. Our in-house production is now self sufficient



Prior to creating a single poster our poll sites were like all other counties - cluttered with dozens of signs and posters filled with required information. We combined all of these into one large consolidated posters. One of our poll workers summed up the creation by noting, "this is the best thing I have seen in years"

ROV University is our in-house training program created to enhance skills and build on institutional knowledge. Since its inception in 2005 we have trained 250 students, developed 68 unique classes and used 23 instructors



11. ROV University

12. In-House Video Production

13. Training Website

14. Training Department Established

15. Poll Worker Practice Events

16. Coordinator Tracking

17. Collection Center Tracking

18. Combined Poll Site Poster

19. Improved Poll Site Maps

Poll worker practice events have been one of our most popular additions to the poll worker training suite. Hands-on learning labs allow poll workers to interact directly with trainers and improves confidence among those who attend



Packing our supply boxes has improved so much that we now have built in extra time to prepare boxes for poll workers - reducing human error and improving efficiency. In addition it has allowed us to offer earlier pick up of supplies to poll workers making the process of volunteering much more convenient

Directional stickers have solved several critical issues - these notices to poll workers cause the poll workers to stop and read the instructions before making key decisions on issuing ballots to voters. It has essentially stopped the problem of incorrect precinct numbers being selected



20. Directional Stickers

21. Election Day Supply Orders Improved

22. Supply Packout More Organized

23. Custom Designed

Poll Worker Pins



We are the only county in the state to design and create our own poll worker pins - which are designed to recognize the efforts of poll workers. Designing and producing in-house has cut our cost in half and provides a unique souvenir for our volunteers not found in any other jurisdiction

ROVER purchasing stands for Registrar of Voters Enterprise Resource system. This program and its business procedures was designed entirely in-house to track purchases and assure contract limitations are not exceeded. Other agencies and jurisdictions now benchmark off of our in-house creation

24. Roster Index Upgrade

25. ROVER Purchasing System





ORANGE COUNTY REGISTRAR OF VOTERS

7 Years

Improvements

In the last seven years



In just one case we saved \$300,000 by eliminating batteries in our voting booths after thorough testing

26. Saving Money For Taxpayers



27. New Voting Booth Design

28. Wrapped Graphic Outreach Trailer



29. Enhanced Tracking of Events

Our outreach programs now go beyond traditional events and offer exposure at venues such as Angel Stadium, Hurley U.S. Open of Surfing and Verizon Wireless Amphitheater

30. Creative Outreach Programs

31. Rapid Deployment Teams



Our Rapid Deployment Teams (RDTs) were developed as critical responders to poll sites. Unlike traditional field supervisors our RDT teams are the paramedic squads of the election industry. Each team member can respond to sites within minutes and solve a myriad of issues



Our LIVE election results website revolutionized the election industry by transforming a once closed system into an open and transparent process - offering a wide selection of customized reports, live video feeds, supply box tracking and detailed mapping

Troubleshooting teams were developed to problem solve critical issues on Election Night such as JBC (Judges Booth Controllers) not turned on in time, broken seals or scanning issues

Now copied by several counties in the state we pioneered the use of live video feeds of our Election Night process - providing a more transparent view of our counting procedures



We are the only county in the state to print our ballots entirely in-house. Using the County's reprographics department has enabled us to maintain control and quality over the printing process - reducing costs, print times and improving our delivery of ballots

26. Saving Money For Taxpayers

27. New Voting Booth Design

28. Wrapped Graphic Outreach Trailer

29. Enhanced Tracking of Events



30. Creative Outreach Programs

31. Rapid Deployment Teams

32. Emergency Style Communication

33. Enhanced Election Day Cell Phones

34. Expansion of Technical Support

35. Poll Site Line Management

36. Early Voting Booth Set Up Program Improved

37. LIVE Election Results

38. Live Poll Site Monitoring

39. Security Improved

40. Election Night Troubleshooting Team

41. Barcodes on Supply Boxes



42. Streaming Video of Election Night



43. Better Ballot Creation Process

44. Ballot Translation Tracking

45. In-House Ballot Printing

46. Redesigned Sample Ballot

47. More Organized Ballot Assembly

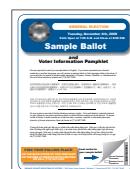
48. Improved Mail Workflow

49. Quality Control Process for Ballot Scanning

50. Sorting to Precinct Level



A complete overhaul of our ballot creation process provided a much more organized process allowing the smooth transition of translation and assembly into a highly manageable effort - which has all but eliminated ballot error



After decades of the same design our newly re-designed sample ballot (now designed in-house) simplified and standardized the look and feel - allowing voters to easily navigate each page, reducing questions and costs (by combining all party ballots into one pamphlet)

With the most sophisticated ballot mailing system in the country we are able to sort incoming ballots down to the precinct level - reducing costs for post election audits or recounts and improving efficiencies in tabulation



ORANGE COUNTY REGISTRAR OF VOTERS

Top Improvements

In the last seven years

A new training program is provided to any individual with the responsibility to manage and resolve ballot markings - this keeps communication consistent, allows for uniform ballot resolving and conforms with the latest case law information

We've led the way in the State with online applications - including an online feature which has allowed voters to apply for a permanent or one-time vote-by-mail ballot without having to mail in an application



We created a one-of-a-kind drive-thru voting program which captured the world's attention - from the United Kingdom to Australia, Asia, Russia and beyond. Voters from around Orange County were able to drive up and vote without ever leaving their cars - a unique Southern California event

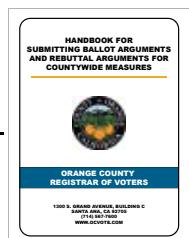
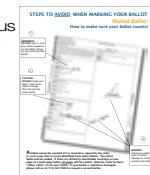


Because legislation and regulation are so important to us we worked on a new method to track both using a new real time database that manages daily changes by the legislature - keeping us up-to-the-minute with the latest changes and developments



- 51. Certified Ballot Resolvers
- 52. Redesign of Ballot Envelopes
- 53. Revised Ballot Instructions
- 54. Improved 60-day Ballot
- 55. Online Vote-by-Mail Application
- 56. Training and Tracking of Vote-by-Mail Boards
- 57. Library of Public Handbooks
- 58. Library of Internet Manuals
- 59. Creation of New Forms
- 60. Allowing Credit Card Payment
- 61. Computer Access on Front Counter
- 62. Drive-Thru Voting
- 63. Quicker Vote-by-Mail Processing
- 64. Real Time Affidavit Processing
- 65. Improved Accuracy of Voters List
- 66. Quality Petition Review
- 67. Web Based Mapping Solution
- 68. Warehouse Adapted to Major Change
- 69. Improved Communication with Post Office
- 70. Transition Oversight Committee
- 71. Improved Extra Help Recruitment
- 72. New Employee Orientation
- 73. Exit Procedures Established
- 74. Tracking of Legislation Streamlined
- 75. Improved E-Minus Calendar

Following several elections with extraneous markings on ballots we produced a custom designed instruction page with graphics for voters - which reduced markings which would lead to ballots being disqualified



Our library of public handbooks continues to grow and includes detailed instructions on recalls, initiatives and referendums, ballot arguments, bilingual poll workers and election observer guidelines



Our Transition Oversight Committee created a new relationship between every member of the department - this hands on approach to managing change allowed every member of the department to have a voice in how teams were developed and the department transformed itself



Top Improvements

In the last seven years

Learning the ins-and-outs of elections has never been easier with our unique Orange County Election Academy. Interested members of the community - including candidates, elected officials and members of the public - enter this 12 week program and are immersed instantly in the complexities of election management. Graduation brings a new found understanding of how elections work.



Using venues such as Angel Stadium and the Orange County Fairgrounds to distribute our election supplies to our poll workers is a welcome change. Many of our poll workers prefer to pick up their supplies earlier than the Saturday before an election - allowing them to review their materials and supplies a few days before Election Day.



Our warehouse team has been trained in voting booth repairs. This has made us self-sufficient from our voting system vendor and has improved timely delivery of equipment - saving money in the process. We now stock critical parts and maintain the system to make sure it is election ready at all times.



Poll workers can now click to chat with one of our poll worker customer service representatives at anytime. This instant service gives poll workers access to detailed information as they prepare to work an election.

Many of our programs, services and improvements have been highlighted in global media coverage - across the United States, throughout Europe, Asia and beyond - positive media exposure has increased confidence in our department and has brought positive attention to Orange County.

76. Health and Safety Improvements

77. Poll Worker Pass Program

Our poll worker PASS program was designed to improve several procedures, enhance service and save money. Poll workers receive a single mailing with a customized card that they use throughout the election - tracking training, supply distribution, payroll and Election Day.



78. Consolidated Systems

— 79. Election Academy

80. Community Election Working Group

81. Improved Provisional Envelopes



82. New Supply Box Packing

— 83. Bulk Supply Box Delivery

84. Document Management System

85. Real Time Operation Management

— 86. In-House Voting Booth Repairs

87. Inspector Education

88. National Boards and Commissions

89. Election Night Emergency Procedures

90. Multi Agency Partnerships

91. Increased Pay For Poll Workers

— 92. Online Chat Help For Poll Workers

93. Vote-by-Mail Tracking

94. City Clerk Partnership

95. Political Disclosure Forms on Lobby Kiosks

96. In-House Graphics

97. Fleet Management Tracking

98. Interactive Voter Display

— 99. Worldwide Media Coverage

100. Online Candidate Filing



We have improved our relationships with other County agencies - making our partnerships much more effective. One example is our relationship with the Orange County Sheriffs Department - we rely on their participation on major election nights.



We have led the State in enhancing relationships with our most valuable election partners - local city clerks. Our City Clerk Partnership was formed to improve communication, relationships and enhance service. We have developed an interactive website for them, produced useful handbooks and host collaborative meetings. Our city clerks also serve on our CEW advisory group.





Top Improvements

In the last seven years

- 101. Customer Service Quality Monitoring
- 102. New Professional Training Video



Our ballot extraction technology allows us to save tens of thousands of dollars each election by eliminating a once manual, labor intensive process.

- 103. Moving Conveyor Supply Sorting
- 104. Live Interactive Video Events
- 105. Interactive Online Training
- 106. Automatic Ballot Extractor Operations
- 107. Military and Overseas Online Portal



A first in U.S. elections we use moving conveyors - similar to those used in freight sorting facilities - to sort all election supplies on Election Night. This reduces labor costs and shortens the time needed to certify election results.



Targeting events around Orange County we use highly visible "street teams" to recruit poll workers for each election.



We've begun to develop and use operational checklists to reduce oversights and strengthen our critical election operation management.

- 109. Enhanced Stay Connected Online Features
- 110. Interactive Press Kits
- 111. Street Team Outreach
- 112. Paperless Options for Voters
- 113. Electronic Campaign Finance Options
- 114. Extensive Stakeholder Surveys
- 115. Expanded Warehouse Operations
- 116. Crew Resource Management Training
- 116. Operational Checklist Deployment
- 117. Balanced Scorecard Data Collection
- 118. To be continued...



Our military and overseas voter web portal allows these voters to check their registration, register to vote, secure their email address and download, print and vote their specific ballots.



We took CRM training, required by the Federal Aviation Administration for flight crews, and modified it to fit our operations. CRM focuses on communication, leadership and situational awareness. We partnered with Southwest Airlines to bring this unique style of training to the world of elections.

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