



STRATEGIC PLAN

Fiscal Years: 2015-2020



Los Angeles County
Registrar-Recorder/County Clerk

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MESSAGE FROM THE DEPARTMENT HEAD

I am pleased to present the Registrar-Recorder/County Clerk's 2015-2020 Strategic Plan.

The only certainty that the future brings is that our next five years will include unpredictable conditions and unexpected challenges. While we have boldly set a trajectory that carries us to new heights of innovation and service, it is important to remember that our ambition must be equally measured with prudence. Our strategic plan provides the necessary balance that will ensure the success of our initiatives.

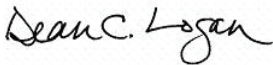
Voter participation has dropped to historic lows, so we must bring our voting systems into the 21st century. In establishing an open and transparent process for development, we have moved expeditiously, and now stand at the precipice of implementing a groundbreaking voting system that fully accommodates the needs of our electorate while also inspiring trust and confidence in the democratic process.

Declining revenues also pose a challenge, one that must be met with both ingenuity and fiscal responsibility. Realizing this plan's objectives will make us a leaner, more efficient machine that will optimize both available technology and human capital without compromising levels of accessibility or our ongoing commitment to improved service.

Although we have introduced many improvements to the Department in the past few years, we have much more to accomplish. The goals we have set represent a critical leap forward in the delivery and expediency of the services we render to the County of Los Angeles.

My hope is that you too will become inspired by the direction we have set for ourselves. I have every confidence in the talents assembled here at the Registrar-Recorder/County Clerk and am eager to work together with you all as we strive to reach new levels of effectiveness and efficiency.

Sincerely,



DEAN C. LOGAN

Registrar-Recorder/County Clerk
Los Angeles County



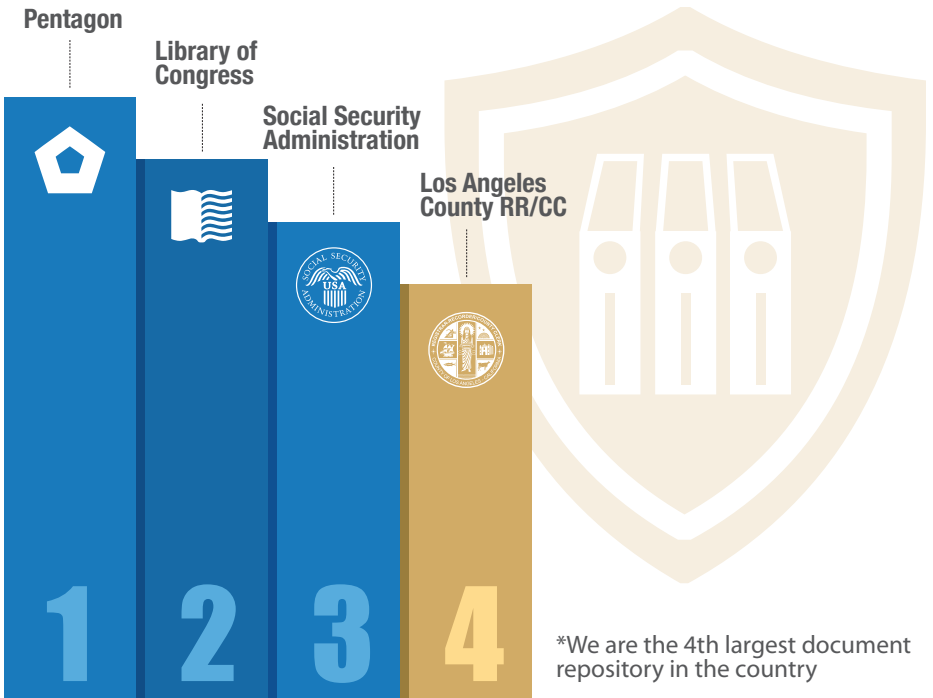
WHO WE ARE

Once three distinct entities, the Los Angeles Registrar of Voters first merged with the County Recorder in 1968 and then later absorbed the County Clerk in 1991 in an effort to consolidate services and produce a more efficient government. As one unified institution, the Registrar-Recorder/County Clerk proudly serves Los Angeles County by providing a wealth of services to our residents. Not only do we administer elections for the single largest and most complex electorate in the country, we

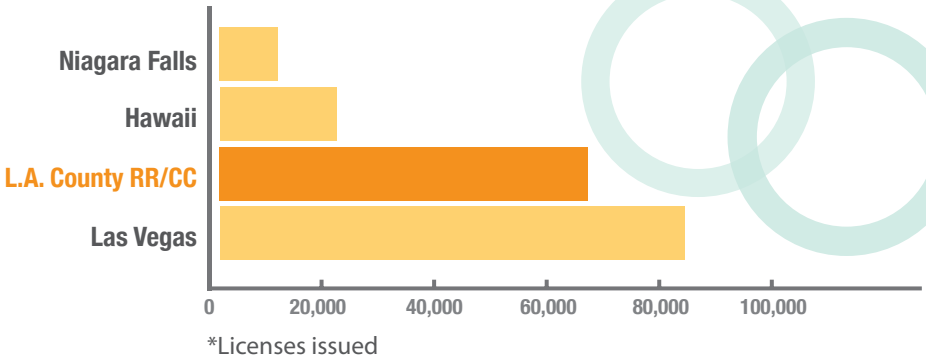
also issue and maintain more vital and real property records than most federal and state agencies. Anyone from the County who needs a birth, death or marriage record, wants to register their business or record a legal document, or wishes to vote in an upcoming election is a customer of our Department. Each function of our organization performs a critical role for our community: a challenge and a responsibility we undertake with fairness, accessibility and transparency.

BY THE NUMBERS

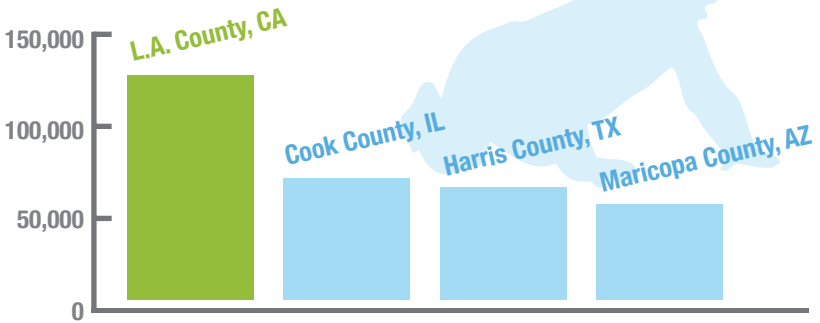
SAFEGUARDING YOUR OFFICIAL RECORDS



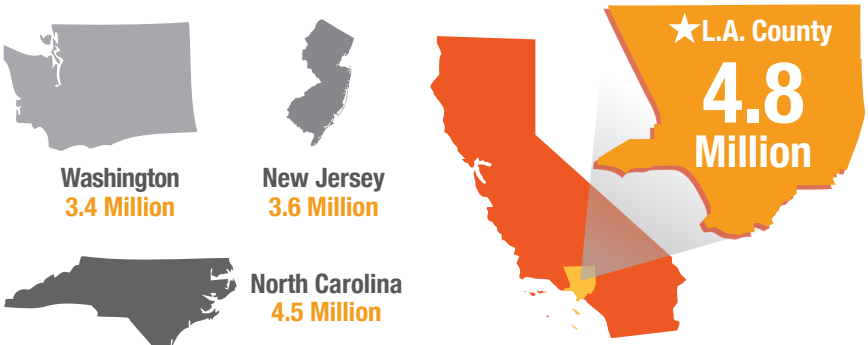
HELPING YOU TIE THE KNOT



REGISTERING MORE BABIES THAN ANY OTHER COUNTY



SERVING MORE VOTERS THAN 42 STATES



OUR MISSION, VISION AND VALUES



LOS ANGELES COUNTY REGISTRAR-RECORDER/COUNTY CLERK

MISSION

Serving Los Angeles County by providing essential records management and election services in a fair, accessible and transparent manner.

VISION

Offering many vital services to its residents and acting as an employer for nearly one thousand full-time employees, the Registrar-Recorder/County Clerk seeks to fulfill its mission by offering quality service and efficient results while providing its employees with a safe and prosperous work environment.

VALUES

Fairness

We will treat each and every customer in a respectful and friendly manner, and we will offer them the best service possible.

Accessibility

We strive to be available to the public and to meet their inquiries with accurate and courteous responses.

Transparency

We offer access to information about our processes and actively pursue community and stakeholder involvement in our key decisions.

LINKAGE - L.A. COUNTY GOALS TO RR/CC GOALS

The current and future health of any strategic plan relies on an organization's ability to effectively support its mission and values. In expanding on the three goal areas set for all County agencies, the Department has identified four themes to drive the development of all strategic objectives going forward.

GOAL A: Customer Service

Promoting the transparency, accuracy and accessibility of information through quality customer service.



RR/CC GOALS

GOAL B: Operational Enhancement

Developing leading edge solutions that deliver accountable, effective and convenient election and records management services.



GOAL C: Fiscal Responsibility

Improving organizational efficiency by streamlining and updating business processes.



GOAL D: Staff Development

Creating professional development opportunities and a positive organizational culture that stimulates an engaged and knowledgeable workforce.

L.A. COUNTY GOALS

1 Operational Effectiveness/Fiscal Sustainability

2 Community Support and Responsiveness

3 Integrated Service Delivery

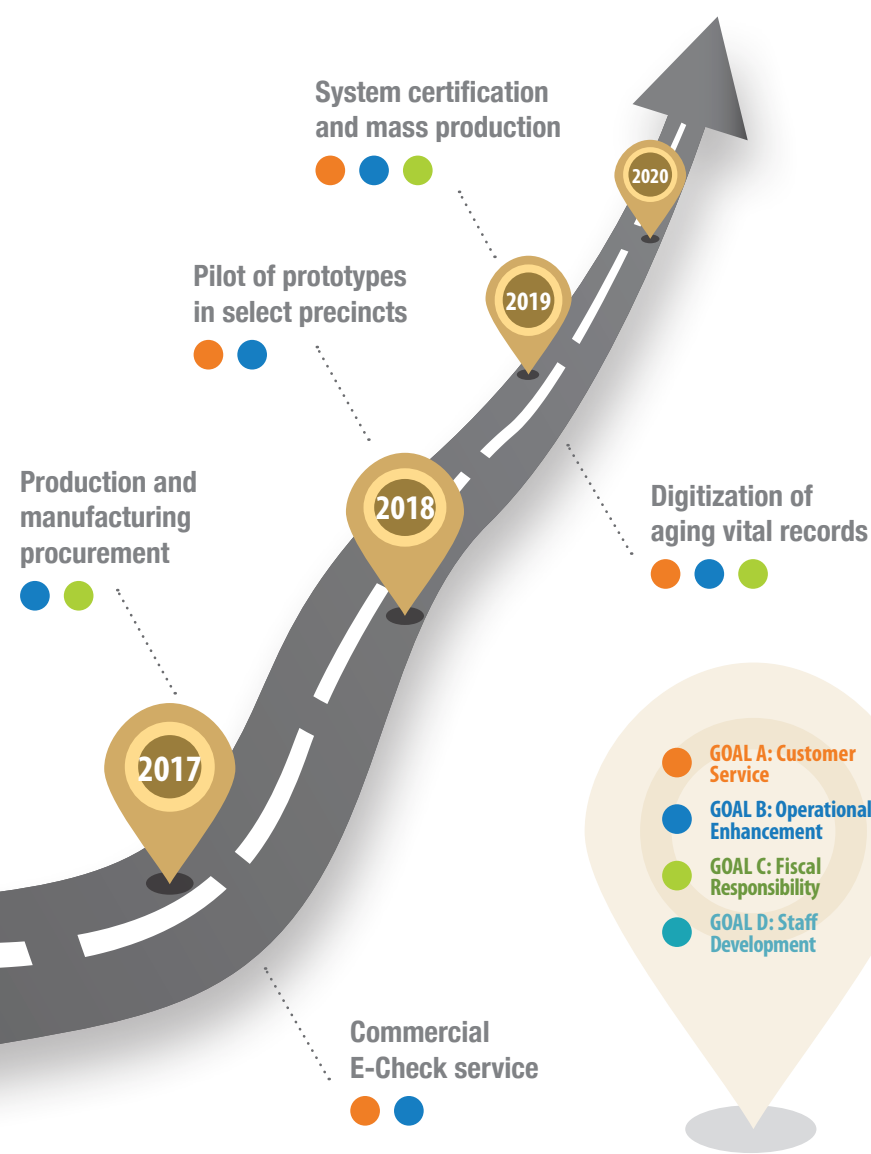
STRATEGIC OBJECTIVES

OBJECTIVE #1

Modernize L.A. County's Voting Systems

Develop a modernized voting system that harnesses the functionality of cutting edge technology to meet the constantly growing and evolving needs of the Los Angeles County electorate, while preserving the integrity and security of each individual's vote.





OBJECTIVE #2

Enhance Recorder/County-Clerk Services

Develop new systems in order to expand existing capabilities, ensure the integrity, and prioritize the cost-efficiency of the operations of the Recorder/County-Clerk, while delivering quality and timely customer service.

STRATEGIC OBJECTIVES

OBJECTIVE #3

Update Our Infrastructure

Analyze and redesign the operational framework of the Department's infrastructure to optimize performance capabilities and effectively anticipate and address future capacity challenges before they become critical.

Space utilization analysis for Department operational areas



Centralization of all Department call-centers



Consolidation of critical election systems on a single, versatile platform

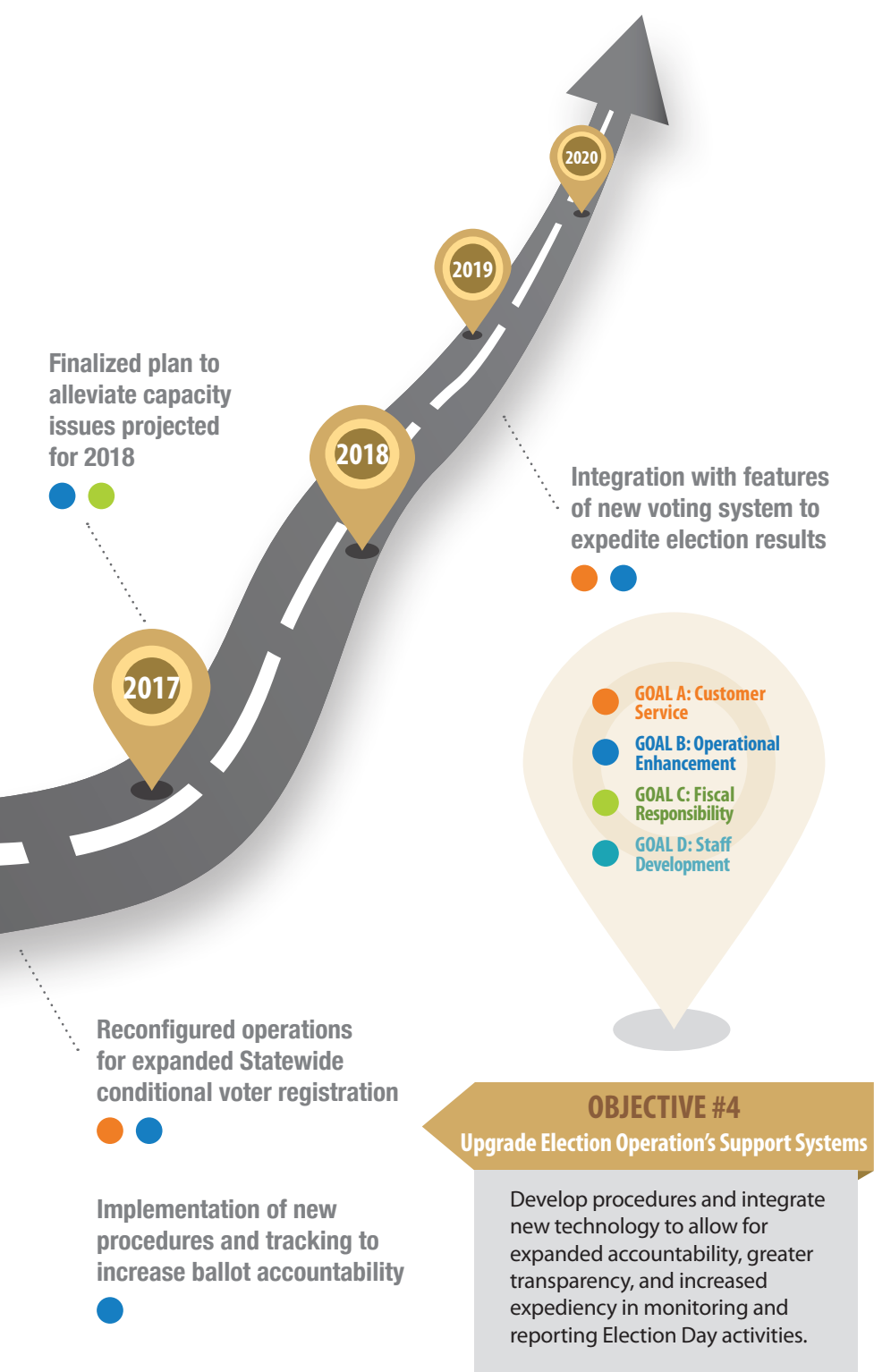


2015

2016

Voter file integration with the new VoteCal statewide system





Finalized plan to alleviate capacity issues projected for 2018

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2017

2018

2019

2020

Integration with features of new voting system to expedite election results

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- GOAL A: Customer Service
- GOAL B: Operational Enhancement
- GOAL C: Fiscal Responsibility
- GOAL D: Staff Development

Reconfigured operations for expanded Statewide conditional voter registration

-
-

Implementation of new procedures and tracking to increase ballot accountability

-

OBJECTIVE #4
Upgrade Election Operation's Support Systems

Develop procedures and integrate new technology to allow for expanded accountability, greater transparency, and increased expediency in monitoring and reporting Election Day activities.

STRATEGIC OBJECTIVES

OBJECTIVE #5

Revamp Election Day Recruitment

Enhance recruitment procedures and apparatus to ensure that the full complement of required Election Day volunteers and temporary employees are fully trained, appropriately evaluated, efficiently mobilized, and expeditiously compensated for their service.

- GOAL A: Customer Service
- GOAL B: Operational Enhancement
- GOAL C: Fiscal Responsibility
- GOAL D: Staff Development

Enhanced temporary employee recruitment process



Election worker engagement portal



Data-driven election staff recruitment

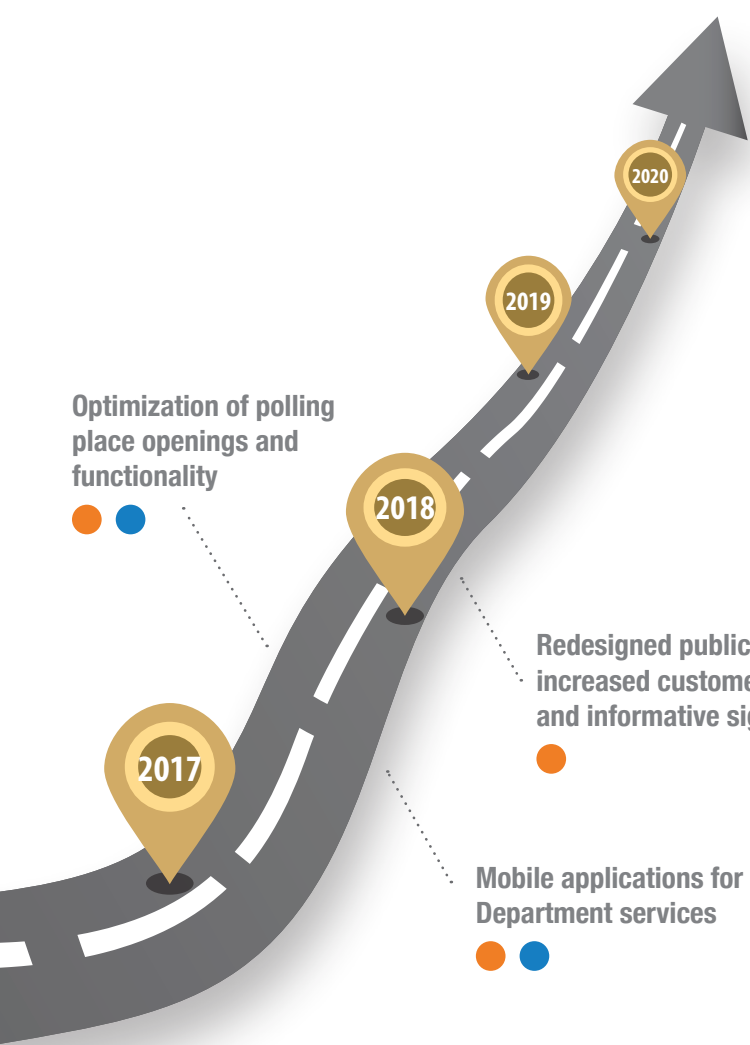


2015

2016

Upgraded campaign finance reporting system





Optimization of polling place openings and functionality



2017

Expanded online customer appointment system



2018

2019

Redesigned public spaces with increased customer support and informative signage



Mobile applications for Department services



2020

OBJECTIVE #6

Improve the Customer Experience

Create a customer experience that offers expanded options and increased convenience through a service-centered redesign of public areas and the development of direct-to-customer delivery systems.

STRATEGIC OBJECTIVES

OBJECTIVE #7

Enhance Communication Platforms

Strengthen the Department's internal communication and reporting structure to expand access to information, reduce bulky approval processes, and improve overall business productivity.

Data-driven performance management



New capital and non-capital asset management system



Upgraded election billing system



2015

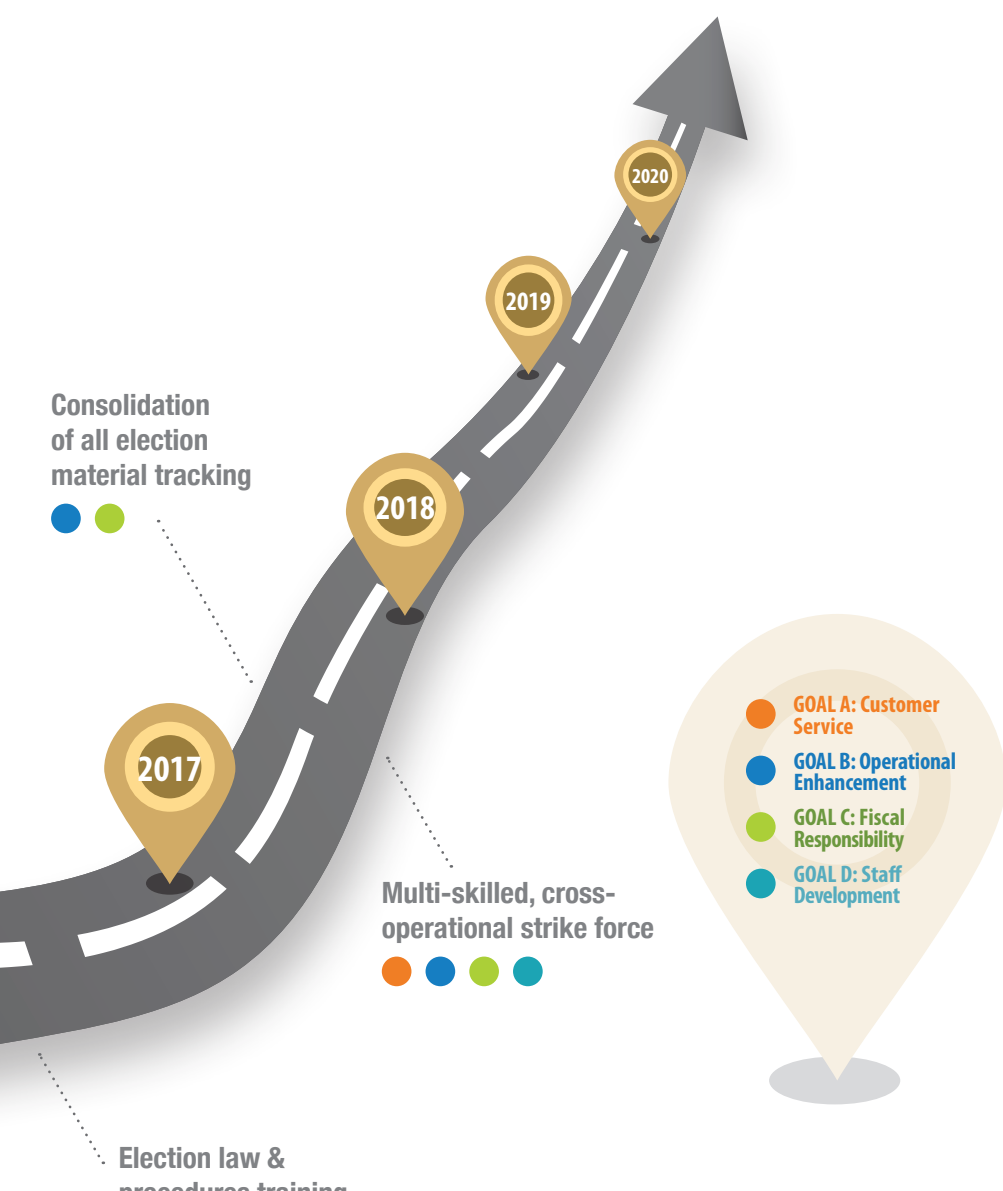
2016

2nd Emerging Leaders program



Expanded succession planning program





OBJECTIVE #8
Inspire Our Workforce

Promote an organizational culture of self-improvement by providing opportunities for employees to acquire valuable skills and experience to improve their performance and career-advancement prospects.



2015-2020 STRATEGIC PLAN

LAvote.net