TABLE OF CONTENTS

P2  | Message From the Department Head

P3  | Who We Are

P5  | Our Mission, Vision and Values

P6  | Linkage - L.A. County Goals to RR/CC Goals

P7  | Strategic Objectives

  P7-8  Objectives 1-2
  P9-10 Objectives 3-4
  P11-12 Objectives 5-6
  P13-14 Objectives 7-8
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

*We are the 4th largest document repository in the country
HELPING YOU TIE THE KNOT

Niagara Falls
Hawaii
L.A. County RR/CC
Las Vegas

*Licenses issued

REGISTERING MORE BABIES THAN ANY OTHER COUNTY

L.A. County, CA
Cook County, IL
Harris County, TX
Maricopa County, AZ

SERVING MORE VOTERS THAN 42 STATES

Washington
New Jersey
North Carolina

L.A. County

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

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.

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.
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.

**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.
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
- Voter file integration with the new VoteCal statewide system

2015
2016
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.

Finalized plan to alleviate capacity issues projected for 2018
Reconfigured operations for expanded Statewide conditional voter registration
Implementation of new procedures and tracking to increase ballot accountability

Integration with features of new voting system to expedite election results
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.

- Enhanced temporary employee recruitment process
- Election worker engagement portal
- Data-driven election staff recruitment
- Upgraded campaign finance reporting system
- 2015
- 2016

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

- Expanded online customer appointment system
- Mobile applications for Department services
- Redesigned public spaces with increased customer support and informative signage
- Optimization of polling place openings and functionality

2015-2020 Strategic Plan
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.

- 2015: Data-driven performance management
- 2016: Expanded succession planning program, New capital and non-capital asset management system, Upgraded election billing system, 2nd Emerging Leaders 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.