

Agency Strategic Plan

State Board of Elections (132)

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Biennium: 2010-12 ▾

Mission and Vision

Mission Statement

The State Board of Elections' (SBE) mission is to promote and ensure uniformity, legality, fairness, accuracy, purity and, integrity of the vote in all elections in the Commonwealth.

Vision Statement

Integrity of the vote, that's our motto. Voting is the most fundamental freedom of Virginia citizens; it is the backbone of a free and democratic society. We envision SBE as the public's guardian of freedom within a democratic society. As good guardians, we protect and serve the integrity of the vote. SBE sets and upholds the standards and practices that provide voters with the highest level of confidence that elections in Virginia are fair, unbiased, orderly and secure. Integrity of the vote, electorate confidence and easy access to the electoral processes are key elements to ensuring that every eligible citizen has an opportunity to vote and, to have that vote counted.

Agency Values

Public Trust and Confidence

It is our duty to protect and promote public trust and confidence by our conduct of accurate and fair elections.

Equitable Access

It is our commitment to ensure uniform and equitable access to electoral processes

Customer Service Focus

We believe that providing friendly, timely and quality services to our customers adds value and confidence to electoral processes in Virginia

Integrity

We stand for the principle of striving to prove every vote truly counts and is counted, fully and accurately and properly.

Innovative Thinking

We have a genuine willingness to try new things to bring the best possible service to the Virginia electorate and stakeholders

Democratic elections

Elections are the central institution of democratic representative governments. Why? Because, in a democracy, the authority of the government derives solely from the consent of the governed. The principal mechanism for translating that consent into governmental authority is the holding of free and fair elections.

Executive Progress Report

Service Performance and Productivity

Summary of current service performance

The State Board of Elections (SBE) continued to make substantial progress in improving its service performance in administering elections and voter registration activities in Virginia.

In the November 2008 Presidential general election, Virginia was a battleground state for the first time since Lyndon B. Johnson carried the Commonwealth in 1964. Virginia was in both the national and international spotlight. A heightened interest in Virginia's election preparation augmented the need for a quick and accurate information campaign designed to keep state agencies, media outlets, and the general public primed for a historic election. The State Board of Elections developed a strategic communications plan to ensure the success and integrity of the election process and educate voters in order to ensure the election community and voters were ready for Election Day, November 4, 2008. The plan, known as the "Ensure the Vote Campaign", was a multi-level improvement of election processes through interaction with local election officials, state agencies, business partners, media outlets and, most especially, potential Virginia voters. The plan included initiatives for:

- Recruitment of an additional 10,000 officers of elections to serve as election officers for the most highly publicized election in Virginia's history, Election Day November 2008. The campaign resulted in an additional 12,000 officers working at precincts throughout the state on Election Day, bringing the total number of officers serving to over 30,000;
- Educating voters concerning how to register to vote, voting procedures, voting rights, and voting technology;
- Established a call center to respond to citizens questions regarding registration and election information;
- Addressing the anticipated high volume of media and voter interest.

As part of the plan, the State Board of Elections established a volunteer call center at the Richmond headquarters on September 17 and more than 695 volunteer days assisted the agency. The State Board of Elections responded to more than 250,000 phone calls between Election Day and September 17. The State Board of Elections' website (www.sbe.virginia.gov) received 20,045,480 hits in the month of October. Improving modes of public information distribution increased voter confidence in the overall election process.

As a result of the success of this campaign, the State Board of Elections was the recipient of the 2009 Virginia Public Relations Award for public service.

Since 2004, nearly 300 additional polling places were added or changed by localities to help alleviate potentially long lines that could occur in large voting precincts. The State Board of Elections also continued its relentless efforts to ensure that every existing and newly established polling place in Virginia meet or exceed the American with Disabilities Act (ADA) polling place accessibility standards and the Voting Assistance for Individuals with Disabilities requirements under the Help America Vote Act of 2002 (HAVA). During the last two years, SBE audited and reviewed every polling place in Virginia for compliance with polling place accessibility standards to ensure physical access to polling places by individuals with disabilities. Taking a step further, SBE implemented a project where by polling places in Virginia would be subject to audits and reviews on Election Day to determined the true effectiveness of the Voter Assistance for Individuals with Disabilities project. Almost 30% of Virginia's 2500 precincts have been reviewed and audited for accessibility standards and requirements on Election Day. By conducting accessibility audits on election day, SBE is expanding its efforts to making polling places, including the path of travel, entrances, exits, and voting area of each polling facility, accessible to individuals with disabilities, including the blind and visually impaired, in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters.

In 2008, Virginia recorded more than 5,000,000 registered voters, the most in its history and had a large voter turnout with 3,752,858 votes cast during the November 2008 general election. For over 400,000 Virginians, Election Day 2008 marked their first time to vote. The November 2008 election day provided unique challenges to SBE due to unprecedented public interest. To overcome these challenges, SBE expanded its communication channels to voters by establishing media teams to respond to voluminous media inquiries. Almost 97% of the General Registrars and local Electoral board members felt the SBE media team was helpful in reducing the volume of media and voter inquiries at the local voter registration offices. This allowed local voter registration offices to spend more time processing the huge volume of voter registration application before the registration deadline. Virginia Voter Registration Application forms and Absentee Ballot Application forms were reformatted to be more user-friendly. Polling place signs were also been redesigned with uniformity and clarity in mind. In addition, media interaction was augmented in order to ensure the broad distribution of vital public information announcements. More than 40 public announcements were released to increase voter awareness including rumor busters. Rumor busters were developed specifically to alert citizens of false information and clarify misunderstandings.

Absentee voting guidelines and eligibility requirements were made more accessible to registered voters and the State Board of Elections encouraged those who qualified as absentee voters to consider the option. By encouraging the use of absentee voting procedures, election officials further alleviated potential lines formed at polling places on November 4, 2008.

Voting systems security is a vital part of voter confidence. Therefore, SBE established uniformed voting systems security standards, policies and procedures to be followed by all Virginia counties and cities. During 2009, 80% of Virginia counties and cities had developed and submitted voting systems security plans that met the uniform standards established by SBE.

At the end of fiscal 2007, SBE implemented a new state-of-the-art statewide voter registration and election processing system known as the Virginia Election & Registration Information System (VERIS). After initial deployment, a large number of system bugs were discovered. During fiscal 2009, SBE implemented system builds and modifications that addressed the post implementation bugs and provided several enhancements to system functionality. VERIS provides a quick and easy way for Virginians to get their voter registration status, find their polling places (including driving directions), contact their local election officials and, check the status of their absentee ballot application 24 hours a day, on-line from convenience of their home or anywhere else they may be.

As an aid to promote voter confidence in the electoral process, SBE improved the availability and convenience for Virginia citizens to access campaign finance information relating to political campaigns in Virginia. The agency accomplished this by: 1) use of computers and internet technologies to deliver campaign finance disclosure information to Virginia's citizens, 2) converting voluminous paper reports filed with SBE to digital or electronic formatted documents and 3) making it easy and convenient for candidates and political committees to file their disclosure reports with SBE electronically. Reports filed electronically with SBE are instantly available over the internet to interested citizens. Current Virginia law mandates electronic filing for State wide candidates (Governor, Lieutenant Governor and Attorney General). General Assembly candidates may file paper reports or file electronic reports prescribed by SBE. In 2009 over 80% of the 140 general assembly candidates filed disclosure reports electronically with SBE. Additionally, SBE set out to assist local governments in providing campaign finance disclosure reports of local candidates to their local citizens. To aid the electorate in making informed decisions at the local level, SBE established, administers and maintains a statewide central repository of campaign finance disclosure data of local candidates' campaign finance activities. The data in the central repository is available for public consumption over the internet. As a result of these efforts, interested citizens can conveniently view, on-line, campaign finance disclosure reports for local candidates, general assembly candidates, as well as, candidates for statewide offices.

SBE continues its efforts to expand access to the electoral process for military and overseas citizens. SBE implemented a program which makes absentee voting more convenient by offering military and overseas citizens the option to receive their absentee ballot by electronically by email. Counties and cities which have established central absentee precincts (cancs) have the option to offer this

electronically by email. Counties and cities which have electronic ballot systems provided (paper) have the option to send and service to military personnel serving on active duty overseas, as well as, to overseas citizens. Now, 86 out of 134 (64%) counties and cities in Virginia provide absentee ballots to military and overseas citizens electronically by email. Military and overseas citizens who qualify under this program may take advantage of special procedures that allow them to apply for an absentee ballot by e-mail; receive their ballot by e-mail, and in some cases, return their voted ballot by either mail. During the November 2008 general election, a record 321,743 absentee ballots were cast, almost twice the number cast in the November 2004 general election.

- *Summary of current productivity*

The voter registration rate in Virginia increased to 85.25% of the state's voting age population during 2009. This increase was due in part to expanded availability of voter registration information, voter registration applications and on-line services made available to potential registrants on the State Board of Elections' (SBE) web site.

78% of Virginia's counties and cities have implemented a voting systems security plan that meets the standards and requirements established by SBE.

The voter participation rate for federal elections rose to 75% during the November 2008 general election for president and House of Representatives. The agency's "Ensure the Vote" campaign contributed to this expanded involvement in the electoral process by Virginia eligible voters.

As the cost of conducting elections steady rises, SBE constantly pursues efforts to keep these cost under control. In 2009, the agency rolled out an electronic poll book program that will enable counties and cities to use electronic poll books, instead of paper, to process voters and maintain voter records. This program will result in efficiencies in processing voters and long-term cost savings for both state and local governments.

In addition to election administration and maintaining a centralized voter registration system, SBE also administers the campaign finance disclosure laws in Virginia. As part of its services, the agency serves as a central repository of campaign finance disclosure reports for public consumption. The information in these reports helps Virginia to have a more informed electorate. Although electronic filing of the reports is not mandatory for all offices, 72% of our campaign finance filers file their reports electronically with SBE. The in-house developed campaign finance filing software, known as VaFiling software, has made significant contributions to the success of the electronic filing rate in Virginia.

During 2007, the State Board of Elections (SBE) completed full implementation of the standards and requirements of the federal mandate, Help America Vote Act of 2002 (HAVA). HAVA is a far-reaching federal mandate that set out to improve election administration by requiring states to:

- Acquire and deploy voting systems statewide which met the HAVA voting systems standards
- Develop and implement voter information programs
- Develop and implement a new centralized statewide voter registration system
- Educate voters concerning voting procedures, voting rights, and voting technology.
- Train election officials, poll workers, and election volunteers.
- Improve, acquire, lease, modify, or replace voting systems and technology and methods for casting and counting votes.
- Improve the accessibility and quantity of polling places, including providing physical access for individuals with disabilities, providing nonvisual access for individuals with visual impairments, and providing assistance to Native Americans, Alaska Native citizens, and to individuals with limited proficiency in the English language.
- Establish toll-free telephone hotlines that voters may use to report possible voting fraud and voting rights violations, to obtain general election information, and to access detailed automated information on their own voter registration status, specific polling place locations, and other relevant information.
- Develop and implement voter grievance programs

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

Electronic Poll books

The Code of Virginia, §24.2-404, requires that SBE provide an alphabetical list of voters to be used as the poll books at each precinct in order to keep an accurate record of all registered voters within each precinct. The poll books also serve as safeguards and help to ensure an accurate record of those who have voted. In recent years, with cooperation with several Virginia local election offices, SBE conducted pilot programs which featured the use of electronic poll books. The overwhelming success of these pilot programs confirmed an increased level of uniformity, voter convenience and accuracy in the production, distribution and administration of electronic poll books data. Currently, the poll books are provided in the form of printed lists that must be processed at SBE before being shipped to localities, checked by the locality before distribution to each precinct on Election Day, marked by officer of election in the polling place as voters offer to vote, returned to the registrar and then shipped back to SBE after the election, where they are once again checked before being sent to a data entry vendor for keying voting credits for those who voted. They are then returned to SBE, checked for completeness and returned to the locality, where they will be compared to the printed list of those who voted. Only after this process is complete can the list of those who voted be made available for purchase by qualified buyers. This manual and paper-intensive process is an overwhelming impediment in realizing efficiency, accuracy and purity in the election process.

In 2009, SBE began to take additional steps to further modernize the election process in Virginia and, at the same time, overcome the inherent impediments and costs associated with paper poll books. SBE established the Government Furnished Equipment (GFE) Electronic Pollbook (EPB) project that provided a lower cost option for EPBs vs full vendor solutions. SBE solicited for EPB applications that would be viable solutions on refurbished laptops. The contractor provided software and services coupled with low cost laptops provide an EPB system at about a third of the cost of typical vendor solutions.

One of SBE's goals is to migrate to using EPBs in all localities and though many localities were interested in using the systems, most could not afford vendor solutions. Twenty three localities used the GFE EPB systems during the November 4th election with great success.

Electronic poll books will greatly improve efficiency at the polls and minimize the time it takes for a Virginian to cast a vote. It will also minimize the cost of elections if EPBs replace paper poll books. Implementation of secure and uniform electronic poll books on a statewide basis promises immediate and significant benefits to Virginia state government, local governments, local election offices, Virginia's voters, candidates, political parties and other agency customers.

- **Improved Voting Systems Technology, Security and User Experience**

The State Board of Elections, General Registrars and local Electoral Boards worked intensely on improving security plans statewide. Their efforts led to vast improvements from past elections where about 50 plans were submitted (with zero reviewed by SBE) to having 115 submitted, 106 of those reviewed, and 67 meeting the recommended requirements to receive SBE's endorsement.

SBE also developed tools to simplify the process of creating plans, encouraged localities to the complete the task, and offered tools to facilitate SBE reviews. SBE partnered with the Virginia Association of Chiefs of Police to improve the review process; the Association also grants its endorsement for plans that meet the recommended requirements. These security plans will increase public confidence in the election process and continue to ensure the integrity of elections in Virginia.

SBE established a new contract for voting system certification to meet requirements of the state program. These services are being used to assist SBE in updating the state's certification program and to ensure compliance with federal guidelines. No voting system can be used in Virginia until it has successfully completed federal and state certification. These contracts are yet another measure taken by SBE to ensure the integrity of elections in Virginia.

SBE also established initiatives to educate the public on voting systems technology and make voting equipment more voter friendly. For example, voters now have the option to review the voted ballot before officially casting it. Officers of Election are present in the polling place to inform the voting public on equipment capabilities.

- **Increased Convenience for Electronic filing of Campaign Finance Disclosure data**

Virginia law mandates that SBE provide for the preparation, production, and transmittal by computer or electronic means the reports of campaign contributions and expenditures. In meeting this legal obligation, SBE initially developed and distributed a computer-based campaign finance disclosure application to interested candidates and political committees to foster and promote electronic filing of the disclosure reports. To promote efficiency and timeliness in this service, SBE began expansion of this initiative by developing a web application that allows candidates to file and report their contributions and expenditures directly on-line using SBE's website. This increased convenience for filers' promises to reduce the paper and provide Virginia citizens with quick and convenient access to campaign finance information.

- **Improved Polling Place Accessibility**

SBE is also ensuring that every polling place in the state is fully compliant with the accessibility standards of the Americans with Disabilities Act (ADA) and the Voting Assistance for Individuals with Disabilities requirements under the Help America Vote Act of 2002 (HAVA). Additionally, the agency has ensured that every polling place is equipped with at least one state-of-the-art voting system that will allow individuals with disabilities, including the blind and visually impaired, to vote in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters.

- *Summary of Virginia's Ranking*

The electoral processes and activities in Virginia continue to be recognized among the best in the country.

As a result of the efforts and success of the "Ensure the Vote" initiatives set into place by SBE for the November 2008 presidential election, the agency received the 2009 Silver Medallion Virginia Public Relations Award for Public Service from the Virginia Public Relations Society.

In past years, the SBE was a recipient of top rankings of the "Digital Sunlight" award for excellence in campaign finance disclosure services. Digital Sunlight is a project of the California Voter Foundation, a nonprofit, nonpartisan 501(c)3 organization advancing new technologies to improve democracy.

Virginia was also a recipient of the 2002 Grace Hopper Government Technology Leadership Award. This award recognized Virginia for "being one of the most convenient states in America to be a voter, where citizens can obtain real-time poll results on election day, locate their official polling place and check the status of their registration or absentee ballot online through the state's Elections and

Voter Services Web site".

SBE has also received high praises and recognition from national media and press for its election night reporting of election results.

• *Summary of Customer Trends and Coverage*

SBE serves a variety of customer groups and each customer group expects fast, convenient, courteous and quality service delivery. The customer groups range from all of Virginia citizens to 5 million registered voters to 134 county and city voter registrars who partner with SBE to provide voter registration and election services to local county and city voters and candidates. Every customer group has come to expect easy and convenient access to personalized voter registration services and information, as well as, personalized election related information and documents. This expectation has been fostered and promoted with the acceptance and use of personal computer technology as the vehicle to convenient access to SBE's service offerings. More and more, communications and exchanges of information between SBE and its customers are occurring instantaneously on-line from their living rooms or their local offices. Our customers expect that the services provided by SBE be available to them 24-7 by way of technology and the internet.

The following is an overview of SBE's customer needs and expectations:

- Accessibility for people with disabilities or who speak other languages
- Automation – speed, efficiency, accuracy, accountability, information, seamless links with other agencies
- Communication and education – public wants to know that their voice has been heard
- Communication on legal changes in the electoral process, procedures and practices
- Confidence in the integrity of the vote and the voting process - transparency
- Convenience of access to voting, registration and participation in the electoral processes
- Voter Education and information distribution
- Expanded access and communication channels to the electoral processes
- Flexible, simplified, less cumbersome processes (within bounds)
- Multi-lingual publications
- Quick and easy access to SBE's services (website and community partnerships)
- Clear, concise and understandable process – clear and concise information pertaining to voter registration, voting, voting rights and voter responsibilities, and the candidates and issues that appear on their ballot
- Order and shorter wait times at the polls on election day
- Quick response to their needs and quick resolution to any problems they encounter while trying to vote
- Accurate, secure, reliable and easy to use voting systems

Virginia continues to experience a constant growth in the diversity of its electorate. As a result, many Virginia jurisdictions will become "covered jurisdictions" under the language minority provisions of the Voting Rights Act. Covered jurisdictions are determined by the Census Bureau after each census based upon a formula set out in the Voting Rights Act. Sections 203 and 4(f)(4) of the Voting Rights Act require that when a covered state of political subdivision provides registration or voting notices, forms, instructions, assistance, or other materials of information relating to the electoral process, including ballots, it shall provide them in the language of the applicable minority group as well as in the English language. The requirements of the law are straightforward. For "covered jurisdictions", all election information that is available in English must also be available in the minority language so that all citizens will have an effective opportunity to register, learn the details of the elections, and cast a free and effective ballot. Covered language minorities are limited to American Indians, Asian Americans, Alaskan Natives, and Spanish-heritage citizens - the groups that Congress found to have faced barriers in the political process. A jurisdiction is covered under Section 203 where the number of United States citizens of voting age is a single language group within the jurisdiction:

Is more than 10,000, or
Is more than five percent of all voting age citizens, or
On an Indian reservation, exceeds five percent of all reservation residents; and
The illiteracy rate of the group is higher than the national illiteracy rate.

Future Direction, Expectations, and Priorities

• *Summary of Future Direction and Expectations*

SBE continually improves its web site to provide Virginians with information about the electoral process and to provide support and guidance to county and city election officials in carrying out their electoral duties. SBE's task to ensure that all local election officials are adequately trained will require the deployment of innovative, effective and convenient techniques to deliver quality and uniform training on a statewide basis. A viable option will be development of a standard statewide, one-stop, on-line training portal for local county and city election officials and poll workers. SBE's web will be the major vehicle use in providing a one-stop shop to voters, potential voters and candidates seeking to participate in Virginia's voter registration and election processes.

As the Virginia electorate becomes more reliant on their personal computers to conduct their electoral activities, SBE will be expected to provide real-time, on-line access to all its service offerings to include customized and personalized voter information, voting information and other information relating to elections (polling place location, polling place accessibility characteristics, candidates, registrar information, county and city electoral board information, etc). Currently, the vast majority of communications from SBE and county and city election officials to registered and potential voters occur by way of paper notices, letters and telephone calls. It is anticipated, in the future, voter notices and other information will more efficiently be transmitted using email, internet technologies and automated telecommunications technologies.

Currently, many voter registration actions require a signature in order to begin processing of a requested action. Future processing of certain voter registration actions, such as change of address, could easily and quickly be accomplished electronically with electronic or digital signatures and scanned images via secured internet transactions or verifiable email transmissions. Armed with the ability and the legal authorization to accept voter registration requests and changes from citizens using these technologies, SBE will be able to process voter requests more effectively, efficiently and faster.

The agency's internal operations will be more reliant on seamless technological integration and exchange of information with other state agencies that partner with us in delivery of voter registration services. SBE anticipates developing the capability to cross check and validate voter information against DMV, Social Security and other systems seamlessly during the data entry and record maintenance activities. When driving record or vital statistics are updated, that info should be used to seamlessly update and validate voter registration information also.

The highly publicized election debacle in Florida during the November 2000 federal election has caused increased attention and scrutiny in the application of electoral practices through out the country. The public's concern that the mistakes of the past are not repeated may lead to additional federal mandates affecting the election processes across the country. The increased interest and scrutiny of the election arena has lead to a multitude of requests for information and data relating to the entire voting and election process. Satisfying this desire for statistics and information will require SBE to serve as a repository of data and information about voter registration, voting statistics, election statistics and other data relating to the electoral process.

• *Summary of Potential Impediments to Achievement*

Virginia law does not explicitly permit the use of electronic or digital signatures in voter registration and elections. Lack of a clear acceptance of electronic or digital signatures in the electoral practices for voter registration and other documents that, by law, require a signature, hinders efforts to efficiently provide more services on-line.

Security issues surrounding internet and telecommunications technologies also present potential obstacles in fostering an environment that is interactive and provides real-time processing of voter registration and other electoral requests from voters, potential voters and citizens seeking to become candidate for public office.

Another potential impediment to fostering increased convenience, speed and simplicity in the electoral process, is the possibility of a federal or state law that mandates the deployment of a Voter Verifiable Paper Audit Trail (VVPAT). Currently, neither federal nor State laws require verifiable paper audit trail voting systems. However, if such a law were to pass in Virginia, it would require either replacement or add-ons to every piece of voting equipment in the State. Virginia currently has no voting systems equipped with a VVPAT. Therefore, the cost of compliance, supplies and training of such a system would be tremendous for the local county and city governments, as well as, the State.

Other impediments to the agency involve inadequate funding to sustain the election administration improvements and standards imposed by the Help America Vote Act of 2002 (HAVA) once the funds for the federally funded initiative is exhausted. To sustain the progress and continue to provide supervision and guidance of the electoral processes throughout the state, SBE would need additional financial resources and increase its staffing levels.

Today, the integrity of our vote may be threatened or compromised by the choice of voting methods ... actually or seemingly. New technology can be wonderful BUT when it has demonstrated weaknesses that can be exploited, then the integrity of the vote is threatened. The State Board of Elections establishes high standards for our voting process, for ensuring its integrity and charging local county and city election officials to fulfill their duty to ensure that the voting process in Virginia is beyond reproach, fully, accurately, and completely reflecting the will of the voters.

SBE strives to ensure that voting is convenient and that every voter gets an opportunity to cast his/her vote without waiting in excessively long lines. Over the past few years, SBE has been piloting and exploring the use of electronic poll books. Each of the pilot programs were a huge success and showed the efficiencies that cannot be achieved from the use of the current paper formatted poll books. Notwithstanding the tremendous State and local cost savings, electronic poll books increase voter convenience and minimize the time a voter has to stay at the polls to cast a vote.

Among the other efforts that SBE has taken, or anticipates taking, in anticipation of an aging population is:

- Providing voter information in larger font sizes
- Increasing font sizes on printed forms that are used by voters and potential voters
- Work with non-profit organizations to increase the number of college and high school students who serve as poll workers on election day

Service Area List

Service Number	Title
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132 723 02	Electoral Uniformity, Legality, and Quality Assurance Services
132 723 04	Statewide Voter Registration System Services
132 723 09	Campaign Finance Disclosure Administration Services
132 723 10	Election Administration Services
132 723 11	Voter Services
132 723 12	Administrative Services
132 780 01	Financial Assistance for General Registrar Compensation
132 780 02	Financial Assistance for Local Electoral Board Compensation and Expenses

Agency Background Information

Statutory Authority

Virginia code, Title 24.2 - ELECTIONS, Chapter 1 General Provisions and Administration (24.2-100 thru 24.2-123) establishes the § 24.2-103. Powers and duties in general, establishes the duties and powers of SBE.

Public Law 107-252. Help America Vote Act of 2002

Customers

Customer Group	Customers served annually	Potential customers annually
Agency Staff	37	37
candidates for federal, state and local public office	2,500	5,000
county and city government officials	400	4,000
Courts	28	28
election workers and volunteers	4,000	4,000
Federal agencies (Dept of Justice, Election Assistance Commission)	3	3
General Public	4,500,000	7,500,000
High School and College students/faculty	1,000	5,000
Incumbent Office holders	3,500	3,500
Legislators	140	140
local county and city electoral board members	402	402
local county and city general registrars and their staff	268	268
media	75	100
Military and Overseas citizens	500,000	850,000
Other state agencies designated under the National Voter Registration Act (NVRA)	8	8
political committees	1,100	1,500
political parties	8	8
Private non profit and civic organizations that promote voter registration	20	50
registered voters	4,500,000	5,100,000
registered voters who are incapacitated or hospitalized	1,000	3,000
state agencies	10	220
Virginia citizens 18 years or older (Voting Age Populations)	4,500,000	5,051,517
Virginia citizens with Disabilities	300,000	800,000
Voting Equipment and polling devices Vendors	6	20

Anticipated Changes To Agency Customer Base

We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility for individuals with disabilities, an increase in this customer group is anticipated. As citizens desire to have a say so in democracy continues to increase, it is anticipated that the number of citizens registering vote will continue to significantly increase. This will result in an increase in the number of customers serve and an increase in the expectation of our customers.

We also anticipate increases in the number of organizations and groups who look to SBE to provide voter registration and election statistics.

An Analysis of Impact of Aging Population on Agency Services

Delivery of Service:

The State Board of Elections (SBE) anticipates an aging population increase will result in:

- Increase in absentee voting activities and associated expenses (printing, data entry, distribution costs)
- Increase in the number of elderly individuals serving as officer of elections and poll workers who work the polls on election day.
- Increase in training efforts directed towards officer of elections and poll workers associated expenses
- Longer lines at the polls and increase in time spent at the polls by in-person voters

The State Board of Elections (SBE) has increased its efforts to ensure optimum accessibility to polling places by aging and disabled individuals. SBE is providing funding to local county and cities through the Help America Vote Act and the Election Assistance For Individuals with Disabilities to ensure that these citizens are able to vote in fully accessible polling places, including the path of travel, entrances, exits, and voting areas of each polling facility. By ensuring that every polling place is fully accessible, we ensure that the elderly get an opportunity to vote in a manner that provides the same opportunity for access and participation (including privacy and independence) as for other voters.

SBE is also embarking on projects that will provide the aging population with information about the accessibility of polling places, including media ads and outreach programs to inform the individuals about the availability of accessible polling places. Local general registrars and electoral boards will receive training to promote the access and participation of the elderly, as well as, the special accommodations that may be needed.

Partners

Partner	Description
Federal Election Assistance Commission	provides funding and guidance to implement requirements of federal mandates pertaining to elections
Virginia Department Of Motor Vehicles	a major voter registration outreach partner
Virginia Electoral Board Association	provides assistance in disseminating communications to Virginia's local electoral board members
Virginia Registrars Association	provides expanded communication channels to Virginia local general registrars

Products and Services

- *Description of the Agency's Products and/or Services:*
 - Assistance and guidance to county and city election officials
 - Assistance and information to federal, state and local candidates on filing requirements
 - Provide voter lists to candidates, courts, and non profit organizations
 - Campaign finance disclosure services
 - Establishment of voting system technology and security standards
 - Provide election forms and materials to Virginia counties and cities
 - Candidate certification services
 - Ballot proofing and certification services
 - Certification of results of elections for federal and state offices
 - Ballot referendum services
 - Campaign finance disclosure compliance services
 - Campaign finance disclosure services
 - Campaign finance reporting software
 - Voter registration form development and distribution
 - Propose and drafting of legislation services
 - Voter registration procedure training services
 - Poll book creation and distribution services
- *External Innovation Agency Products and/or Services:*

- Factors impacting agency products and/or services.
Limited funding and resources are the main factors impacting agency products and services.
- Anticipated Changes in Products or Services:
[Nothing entered]

Finance

- Financial Overview:
The State Board of Elections is supported by two major funding sources, state general funds are used to support state mandated activities and services and, a federal grant from the U.S. Election Assistance Commission is used to implement the federal Help America Vote Act of 2002 (HAVA) requirements. 67% of the agency's general fund budget is used to provide financial assistance to local governments for general registrars and local electoral boards salaries. 30% (or \$1 million) of the remaining 33% of the general fund budget supports costs associated with maintaining a computerized statewide voter registration system. The HAVA grant requires a 5% state match and a specific level of state spending ("continuity of effort") towards implementing and maintaining HAVA mandates.

The HAVA funding are one-time grants and it is not anticipated that this funding source will be available after fiscal 2014.
- Financial Breakdown:

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$10,699,056	\$10,178,639	\$10,699,056	\$10,178,639
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$10,699,056	\$10,178,639	\$10,699,056	\$10,178,639

This financial summary is computed from information entered in the service area plans.

Human Resources

- Overview
SBE's workforce is composed of salaried, wage, and contract employees to deliver its services to its customers. It is anticipated that the agency will need to address staffing shortfalls as some of the key agency personnel with over 25 years experience are set to retire within the year.
- Human Resource Levels

Effective Date	9/1/2009	
Total Authorized Position level	37	
Vacant Positions	-5	
Current Employment Level	32.0	
Non-Classified (Filled)	0	
Full-Time Classified (Filled)	31	breakout of Current Employment Level
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	2	
Contract Employees	2	
Total Human Resource Level	36.0	= Current Employment Level + Wage and Contract Employees
- Factors Impacting HR
Approximately 30% of SBE's full-time classified workforce has 10 or more years of service at SBE. Three key staff with 25 to 30 years of service are scheduled to retire in the next couple of years. These key staff either manages or supervises major service areas.

SBE promotes innovative thinking and use of technology in bringing efficiency to the workplace. To recruit and retain highly competent workforce, SBE needs the resources to eliminate salary suppression and to have its best employees to remain with the agency. Resources are needed to align current staff salaries to make them comparable with other state agencies salary levels.
- Anticipated HR Changes
Over the next couple of years, key agency staff with 25 to 30 years of service are expected to retire. These key staff members currently are managers in their respective service areas. Funds will also need to be earmarked for severance costs. As this experienced workforce leaves state service, the agency will incur increased training costs for replacement staff.

Further, with the expectation of HAVA funds being exhausted by the end of fiscal year 2014 the services that are currently funded by HAVA need to be continued. They include continuation of the services for maintaining voting equipment standards for technology and security, absentee voting for military and overseas citizens and support of legality and practices. These services will require additional full time employees that would require full funding from the state's general fund.

Information Technology

- Narrative overview of the current state of IT in the agency:
SBE business area is to provide services to citizens. Our business area is Electoral Services which involves all activities related to registering citizens that are eligible to vote and conducting federal, state, and local elections in Virginia.

The business functions of SBE are supported by a computerized statewide voter registration and election processing system and, a campaign finance disclosure information system. SBE current IT investments consist of an infrastructure that includes a server farm consisting of twenty-eight network servers, personal computers, network printers and, network scanning devices. This infrastructure supports the agency's high-end relational database applications and web applications. The database applications consist of two highly critical applications, the computerized statewide voter registration and election information systems and the campaign finance disclosure administration applications. The infrastructure also supports a host of other applications that support agency operations and communications environment. The agency contracts with the Virginia Information Technology Agencies (VITA) to administer and maintain its information technology infrastructure. The computerized statewide voter registration and election information systems, also known as the Virginia Elections & Registration Information System (VERIS) is the agency's most critical application. VERIS is a customized off-the-shelf application used to maintain the official list of all registered voters in the Commonwealth as mandated by State and Federal law. The agency currently contracts with the VERIS software vendor for database administration and database reporting support services. VERIS has key interfaces with Department of Motor Vehicles, State Police and the Department of Social Services. These interfaces serve as key components of the agency's mandated list maintenance activities. As a computerized statewide system, VERIS is accessible, by high speed internet connections, to local election officials throughout the Commonwealth to maintain records and obtain immediate electronic access to the information contained in VERIS.

Another critical application operated and maintained by the State Board of Elections' is the Campaign Finance Disclosure Administration (CFDA) application. This application is used to catalog and disclosure campaign finance disclosure reports submitted to SBE by candidates and committees in complying with Virginia's campaign finance disclosure laws. The CFDA system supports the agency's efforts in administering Virginia's campaign finance disclosure laws and public disclosure of campaign finance data. It includes functionality that allows filers to submit disclosure reports electronically to SBE. The electronically submitted data is instantly made available over the internet for public inspection. Many filers are still filing their reports on paper. Therefore, the CFDA system includes functionality that allows SBE to manually key data from the paper reports into the CFDA system. In addition to VITA support of the hardware and communication infrastructure, SBE employs information services professionals and information technology contractors to provide software, database, reporting and helpdesk support for VERIS and the campaign finance disclosure administration applications.

Both VERIS and the CFDA require system changes/modifications to keep up with changing laws and demands. However, system changes/modifications to the agency's applications have been scaled back to include only the most critical needs. Due to system obsolescence, the campaign finance application will require a substantial redesign to meet expanding needs, requirements and expectations.
- Narrative description of the factors impacting agency IT:
Budget cuts, scarce resources and increasing public demand will require SBE to come up with new and more efficient service delivery mechanisms. Increasing security issues and the cost of technical services provided by VITA and other external technology resources are factors that also impact the agency's IT environment. The IT environment is further stressed by lack of sufficient number of IT staff that is required to support comprehensive statewide systems such as VERIS and CFDA.

To address these factors, the agency will take advantage of the opportunities that exists because of the popularity of internet technologies to deliver high demand services to Virginia citizens, our clients, customers and constituents. Developing on-line services, such as on-line voter registration and on-line change of address, using business intelligence applications and the national standard for data transfer, Extensible Markup Language (XML) promises to increase public access and convenience, as well as, increase efficiencies in delivery of these services.

Changes in federal and state laws relating to absentee voting and notices to registered voters requires SBE to incorporate email technologies and other forms of electronic communications into its business applications. All of these factors contribute to the need to redesign and reinvent business processes and the information technology infrastructure and applications that support them.
- Describe any anticipated or desired changes to agency IT:
Our Line of Business that will be effected by IT investments is "Electoral Services", 107 and the business function that will be effected is Elections (function 10).

SBE business functions, elections and voter registration, are currently supported by twenty-eight physical network servers. Twenty-four of the physical servers are dedicated to supporting the computerized statewide voter registration and election processing system. Virtualization of SBE Servers promises increased efficiencies in systems operations, maintenance and support activities. Server virtualization is the masking of server resources, including the number and identity of individual physical servers, processors, and operating systems, from server users. Server virtualization essentially divides one physical server into multiple isolated virtual environments. Thus reducing the number of physical servers currently required to support the agency's business functions and applications.

In addition to the computerized statewide voter registration system, as part of its elections business function, SBE maintains and supports a computerized Campaign Finance Disclosure Administration (CFDA) system to support its elections business functions. The current application used to administer Virginia's campaign finance disclosure laws and provide campaign finance data to the public is outdated and very costly to support and maintain. One of the most important resources voters need to make informed choices on Election Day is campaign finance data. Therefore, Virginia is committed to ensuring the public have timely access to reliable and accurate campaign finance disclosure data. Improving and modernizing the technology used for public disclosure of campaign finance data allows Virginia voters the opportunity to quickly and conveniently discover which interest groups are backing a particular candidate or proposition with money. Virginia's investment in campaign finance disclosure technology demonstrates a clear and continuing commitment toward greater public access to campaign disclosure data at the state level. Employing current and emerging technologies into campaign finance disclosure components of our business function ensures that SBE is able to deliver quality and timely electoral services to voters at more efficient costs.

To keep up with changing laws and expanded public demand for campaign finance disclosure data, SBE anticipates developing an in-house Campaign Finance Administration and Disclosure suite of applications and systems with the collaboration and support of external partners.

Other anticipated changes that will increase efficiencies in delivery of services includes:

- Development of in-house/partner Election Results Reporting Suite
- Transformation of technical management of VERIS from vendor based support to in-house resources
- Development of interactive on-line web applications that allows citizens to apply to register to vote and change their voter registration information on-line.

SBE is also integrating its service level applications to increase productivity, efficiency and communications across service areas and work units. This integration will reduce duplication of data and effort and fosters uniformity in the work units and service areas output. SBE uses its website as a vital component to provide voter information to Virginia citizens.

• **IT Current Services:**

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected FY2010 VITA Service Fees	\$317,445	\$828,899	\$317,445	\$828,899
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$317,445	\$828,899	\$317,445	\$828,899
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$165,000	\$0	\$165,000	\$0
Non-agency IT Staff	\$0	\$150,000	\$0	\$150,000
Other Application Costs	\$365,000	\$0	\$365,000	\$0
Agency IT Current Services	\$847,445	\$978,899	\$847,445	\$978,899

Comments:

[Nothing entered]

• **Proposed IT Investments**

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-major IT Projects From \$100,000 - \$1 Milliona Total Cost	\$195,000	\$0	\$0	\$0
Non-major IT Projects Below \$100,000 Total Cost	\$0	\$0	\$0	\$0
Major IT Procurements - Stand-alone	\$0	\$0	\$0	\$0
Non-major IT Procurements - Stand-alone	\$0	\$0	\$0	\$0
Total Proposed IT Investments	\$195,000	\$0	\$0	\$0

• **Projected Total IT Budget**

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Agency IT Current Services	\$847,445	\$978,899	\$847,445	\$978,899
Total Proposed IT Investments	\$195,000	\$0	\$0	\$0
Agency Projected Total IT Budget	\$1,042,445	\$978,899	\$847,445	\$978,899

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

• **Current State of Capital Investments:**

[Nothing entered]

• **Factors Impacting Capital Investments:**

[Nothing entered]

• **Capital Investments Alignment:**

[Nothing entered]

Agency Goals

Goal 1

Ensure integrity of the Vote

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

Goal 2

Improve and Broaden Customer Access to Services

Goal Summary and Alignment

In its efforts to foster fair and pure elections in Virginia, SBE strives to give Virginians unfettered access to agency services in all areas of the voter registration and electoral activities. Virginia citizens should have quick and convenient access to voter registration information, candidate information, campaign finance disclosure data and election information. This goal seeks to use current and emerging technology and media to expand access to the agency's service for Virginia citizens and registered voters

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

Goal 3

Increase Convenience and Effectiveness of Voter Registration Procedures

Goal Summary and Alignment

Registering to vote for Virginia citizens should be easy, convenient and expedient. SBE strives to engage, inform and build confidence in the voter registration process for all citizens.

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

Goal 4

Increase Use of Efficient Information Transfer Technologies

Goal Summary and Alignment

In today's technological environment, efficient and speedy exchange of information is a major factor in ensuring timely and accurate service

delivery in voter registration, candidate processing and, election related activities. SBE seeks to establish efficient and effective methods of exchanging information with our customers and Virginia voters. Accomplishment of this goal supports the agency's strategic to use technology to efficiently deliver service to Virginia citizens.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.

Goal 5

Improve Communication, Staff Development and Staff Education

Goal Summary and Alignment

By increasing and improving internal communications channels and staff development, SBE will be in a better position to ensure that the policies and guidance it delivers to local election officials are clear, concise, accurate and uniform. This aligns with the agency's efforts to ensure fairness, uniformity and purity in all election practices.

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.

Goal 6

Foster and promote voter confidence

Goal Summary and Alignment

Voter confidence in the purity, accuracy and fairness in the electoral practices and proceeding is a key element of maintaining efficient, free and pure elections. One of the key ways to foster voter confidence is to ensure that voters are provided with sufficient, timely, accurate and useful information relating to elections and voter registration. Additionally, voters must be given a mechanism and opportunities to voice their concerns regarding electoral practices and their voting rights.

Goal Alignment to Statewide Goals

- Engage and inform citizens to ensure we serve their interests.

Goal 7

Strengthen the culture of preparedness across state agencies, their employees and customers

Goal Summary and Alignment

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines and best practices promulgated by the Assistant to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds

Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Objectives

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Objective Strategies

- The agency Emergency Coordination Officer will stay in regular communication with the Office of Commonwealth Preparedness, the Virginia Department of Emergency Management, and other Commonwealth Preparedness Working Group agencies

Objective Measures

- Agency Preparedness Assessment Score

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: NA Date: 6/30/2008

Measure Baseline Description: 2008 Agency Preparedness Assessment Results (% out of 100)

Measure Target Value: 75 Date: 6/30/2011

Measure Target Description:

Data Source and Calculation: The Agency Preparedness Assessment is an all-hazards assessment tool that measures agencies' compliance with requirements and best practices. The assessment has components including Physical Security, Continuity of Operations, Information Security, Vital Records, Fire Safety, Human Resources, Risk Management and Internal Controls.

Goal 8

Be best managed and most efficient agency in State government

Goal Alignment to Statewide Goals

- Be recognized as the best-managed state in the nation.

Service Area Strategic Plan

State Board of Elections (132)

Biennium: 2010-12

4/29/2010 1:31 pm

Service Area 1 of 8

Electoral Uniformity, Legality, and Quality Assurance Services (132 723 02)

Description

This service area provides guidance and promotes uniformity in electoral proceedings by conducting research and providing procedural guidance to obtain uniformity in local election officials' practices and proceedings.

Activities include:

- Provide guidance, advice, and quality assurance to SBE staff, general registrars, electoral boards, citizens, and voters to ensure uniformity and legality in the administration and implementation of federal and state election laws.
- Coordinates and conducts training of local county and city electoral boards, general registrars and their election staff
- Establishes and implement standards for voting systems and voting systems technology and methods for casting and counting votes.
- Establishes voting systems security standards and ensures local governments meet the prescribed standards.
- Coordinates and conducts testing and certification of all voting systems used in Virginia.
- Develops and implements voter education programs to educate voters on voting procedures, voting rights and voting technology.
- Improving the accessibility and quantity of polling places in Virginia.
- Provide assistance in development of all forms and documents prescribed by State Board to ensure legality and compliance with federal and state election laws.
- Provide research services on federal election laws, Federal Election Assistance Commission guidance documents, historical State Board policies and practices, court cases surrounding elections, and Attorney General's opinions pertaining to the electoral practices.
- Catalog and maintain all official guidance documents and update with State Registrar of records.
- Complete and submit statistical analysis and reports to federal agencies on Virginia's implementation of federal mandates such as the National Voter Registration Act, the Help America Vote Act and, the Uniform Overseas Citizen Absentee Voting Act..
- Propose and draft legislation and provide information and advice to elected officials concerning legislation.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
This service areas assures the legality and purity of elections by issuing policy statements, developing Best Practices Guidelines and establishing statewide standards in election practices, voter registration, campaign finance and, voting systems technology.
- Describe the Statutory Authority of this Service
The Code of Virginia, Chapter 1, § 24.2-100 through § 24.2-103 establishes the responsibilities and powers of SBE. It mandates that SBE "supervise and coordinate the work of the county and city electoral boards and of the registrars to obtain uniformity in their practices and proceedings and legality and purity in all elections".

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
candidates for federal, state and local public office	candidates for federal, state and local public office	3,600	5,000
Courts	clerk of courts	200	200
county and city government officials	county and city government officials	272	500
election workers and volunteers	election workers and volunteers	1,100	3,000
Federal agencies (Dept of Justice, Election Assistance Commission)	Federal agencies (Dept of Justice, Fed Election Commission)	5	5
Incumbent Office holders	Incumbent Office holders	3,500	5,000
Legislators	Legislators	140	140
local county and city electoral board members	local county and city electoral board members	402	402
local county and city general registrars and their staff	local county and city general registrars and their staff	258	300
media	media	10	20
political parties	political parties	6	10

Anticipated Changes To Agency Customer Base

By federal law, one of the activities in this service area is educating voters on voting procedures, voting rights and voting technology. We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Therefore, the agency anticipates the need to diversify the forums used in its voter education programs geared towards assisting individuals with limited proficiency in the English language.

It is anticipated that the likely aging of Virginia's population will result in increase efforts to accommodate individuals with disabilities at the polling places and, an increase effort to educate local election workers on how best to promote the access and participation of individuals with disabilities at the polls on election day.

Partners

Partner	Description
Local county and city electoral boards	Local electoral boards are charged with implementing standards, policies and practices established by SBE in conducting elections at the local level
Local county and city general registrars	local general registrars are charged with implementing standards and policies established by SBE in their voter registration practices and processes.

Products and Services

- **Factors Impacting the Products and/or Services:**
[Nothing entered]
- **Anticipated Changes to the Products and/or Services**
[Nothing entered]
- **Listing of Products and/or Services**
 - Establish statewide standards for voting systems specifications, voting technology and, voting systems security
 - Perform statewide voting systems certification services for all voting systems used in Virginia elections
 - Establish statewide polling place accessibility standards
 - Educate voters on voting procedures, voting technology and voting rights
 - Coordinates and conduct training of local county/city electoral boards on the proper conduct of elections
 - Coordinate and conduct training of local general registrars on voter registration procedures and practices
 - Ensures individuals with disabilities has same access and opportunity for participation in the election process as does other voters
 - Provide research services on federal election laws, Federal Election Assistance Commission guidance documents, historical State Board policies and practices, court cases surrounding elections, and Attorney General's opinions pertaining to the electoral practices.
 - Propose and draft legislation and provide information and advise agency staff on matters concerning legislation

Finance

- **Financial Overview**
Until fiscal 2003, Election Administration Services were totally funded from the state's general fund. In fiscal 2004, SBE received grants from the federal government to implement the standards and requirements prescribed in the HAVA. After 2014, it is likely that the federal funds used to implement those requirements will be exhausted. If this is the case, SBE will most likely need additional funding from the State's general fund to maintain the improvements and the addition to services mandated by HAVA.
- **Financial Breakdown**

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$384,488	\$1,881,418	\$384,488	\$1,881,418
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$384,488	\$1,881,418	\$384,488	\$1,881,418

Human Resources

- **Human Resources Overview**
The agency relies on a team of salaried employees, wage employees, and temporary contract employees to deliver its products and services to its customers.
- **Human Resource Levels**

Effective Date	7/1/2007
Total Authorized Position level	7
Vacant Positions	0
Current Employment Level	7.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	7.0

= Current Employment Level + Wage and Contract Employees
- **Factors Impacting HR**
[Nothing entered]
- **Anticipated HR Changes**
Currently, this service area team is supported by a combination of federal funds from the Help America Vote Act (HAVA) and state general funds. After fiscal 2014, HAVA funds may no longer be available to support the activities conducted by this service area. In which case, the agency would seek additional funding from the state general fund to maintain this service area mandated activities.

Service Area Objectives

- We will increase the number of local counties/cities having an approved Voting Systems Security Plan
- **Alignment to Agency Goals**
 - Agency Goal: Foster and promote voter confidence
- **Objective Strategies**

- Combine and condense into a single document that is easy to follow, in a step by step format, the Voting Systems Security Policies, Voting Systems Security Guidelines and Voting Systems Security Best Practices documents that have been distributed to local electoral boards.
- Develop a review check list to be used by SBE to evaluate and rate Voting Systems Security plans submitted by localities
- Provide convenient and just-in-time training packages to local electoral boards about meeting voting systems security standards
- Develop on-line training training programs
- Send monthly notifications to local electoral board regarding the approval status of their voting systems security plans submitted to SBE
- Provide timely feedback to local electoral boards on deficiencies found in the submitted security plans
- Form working partnerships with organizations who have expert knowledge of security issues and challenges to provide assistance in systematic analysis and review of security plans submitted to SBE by local county and city electoral boards.

Objective Measures

- Number of counties/cities having a Voting Systems Security Plan that has been reviewed and approved by the State Board Of Elections.

Measure Class: Governor's Key Measure Type: Outcome Measure Frequency: Quarterly Preferred Trend: Up

Key Summary: We will increase the number of Virginia counties/cities having an approved voting system security plan from 0 as of 7/1/2006 to 134 by the year 2012.

Measure Baseline Value: 0 Date: 7/1/2006

Measure Baseline Description: At the beginning of FY2007, none of Virginia's 134 counties/cities had an SBE approved Voting System Security Plan.

Measure Target Value: 134 Date: 6/30/2012

Measure Target Description: We will increase the number of counties/cities with an approved Voting System Security Plan from 0 of 134 to 110 of 134 counties/cities by the end of FY2011 and, 134 of 134 by the end of FY2012.

Data Source and Calculation: Virginia has a total of 134 counties and cities. The methodology for this measure is the total number of counties and cities that have developed and submitted a Voting System Security Plan which conforms to SBE's Voting Systems Security Standards and Policies. The data to report progress will be derived from the agency's Locality Voting Systems Database.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 2 of 8

Statewide Voter Registration System Services (132 723 04)

Description

This service area provides for the continuing operation and maintenance of a computerized statewide voter registration system. The statewide system contains voter registration records for all 5 million voters registered in the Commonwealth. The State Board of Elections does not register voters or add voter registration records to the statewide system. Rather, we provide the centralized computer infrastructure for local county and city general registrars to enter and maintain voter registration records for their perspective county or city.

As part of its responsibility to operate and maintain this service, the State Board of Elections:

1. Requires the local counties and cities general registrars enter the names of all registered voters into the statewide voter registration system and, to change or correct registration records as necessary.
2. Provides voter registration cards for newly registered voters and for notices to registered voters about changes and corrections to their registration records and polling places.
3. Requires county and city general registrars to perform regular maintenance of the voter registration records to ensure the accuracy and integrity of the voter records. Maintenance activities include deleting of registered voters records of any voter who (i) is deceased, (ii) is no longer qualified to vote in the county or city where he is registered due to relocation of his/her residence, (iii) has been convicted of a felony, (iv) has been adjudicated incapacitated, or (v) is otherwise no longer qualified to vote as may be provided by law.
4. Retains on the system for four years a separate record for registered voters whose names have been deleted, with the reason for deletion. A separate record for information received regarding deaths, felony convictions, and adjudications of incapacity pursuant to §§ 24.2-408 through 24.2-410 is retain on the system permanently.
5. Provides to each general registrar, at least 10 days prior to a general or primary election and three days prior to a special election, an alphabetical list of all registered voters in each precinct or portion of a precinct in which the election is being held in the county, city, or town. These precinct lists are the official lists of qualified voters and constitute the poll books.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
Voter registration is the promenade to voting for all citizens. This service area is critical to the agency's mission. By having a centralized database of all voter registration records in the state, this service area assists in ensuring uniformity and integrity in the voter registration processes. During an election season, this activity provides the poll books and other precinct lists to ensure that all properly registered voters have the opportunity to vote in their respective precinct and district.
- Describe the Statutory Authority of this Service
Virginia code, § 24.2-404, Duties of State Board, mandates that "the State Board shall provide for the continuing operation and maintenance of a central record-keeping system, the Virginia Voter Registration System of all voters registered in the Commonwealth." Additionally, the Help America Vote Act of 2002 (HAVA) mandates that "each State, acting through the chief State election official, shall implement, in a uniform and nondiscriminatory manner, a single, uniform, official, centralized, interactive computerized statewide voter registration list defined, maintained, and administered at the State level that contains the name and registration information of every legally registered voter in the State.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Courts	Courts used registered voters lists for jury duty selection	28	28
candidates for federal, state and local public office	Federal, state and local candidates using the registered voters list for campaigning purposes	2,500	5,000
Incumbent Office holders	Incumbent Office holders use the registered voters list to contact their constituents	2,500	2,500
Legislators	Legislators use the registered voters list to contact their constituents	140	140
local county and city general registrars and their staff	local county and city general registrars and their staff	268	300
Other state agencies designated under the National Voter Registration Act (NVRA)	Other state agencies designated under the National Voter Registration	8	8
political parties	political parties providing statistics derived from the lists of registered voters to their party candidates	7	10
Private non profit and civic organizations that promote voter registration	Private non profit and civic organizations that promote voter registration	20	100
registered voters	registered voters	5,000,000	5,051,517

Anticipated Changes To Agency Customer Base

As Virginia's population increases, we anticipate similar increases in the number of registered voters and the number of citizens applying for voter registration.

We also anticipate that the demand for data and statistics derived from the statewide voter registration system will significantly increase. The system will be asked to do more and to interact seamlessly with other federal and state systems. Additionally, to provide a more convenient electoral experience for the registered voters, the system will need to be capable of integrating with the agency's election processing systems that provide information about elections, polling places and candidates.

Partners

Partner	Description
Department of Motor Vehicles	under the National Voter Registration Act, DMV offers its customers the opportunity to apply to register to vote at its customer service centers
Department of Social Services (DSS)	DSS assists with list maintenance by providing information on deaths and adjudicated mental incompetent citizens
State Police	Provides lists of convicted felons to assist with maintenance of registration records

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - Registered Voters Lists
 - Production of voter registration cards for current and newly registered voters
 - Notification services to registered voters on the system of changes and corrections in their registration records and polling places
 - Election rosters
 - Military and overseas citizens absentee voting services
 - lists of precincts and polling places
 - Reports of election results by precinct
 - Absentee voting statistics
 - List of Those Who Voted
 - Maintain Absentee Voting data for in-state absentee voters

Finance

- *Financial Overview*
Prior to 2007, the cost to operate and maintain the centralized voter registration system was funded exclusively with state general funds. In 2007, to meet the mandates of the Help America Vote Act (HAVA), the State Board Of Elections deployed a new statewide voter registration system to meet not only state requirements but, also the requirements of the federally mandated Help America Vote Act. In fiscal 2004, SBE received grants from the federal government to implement the standards and requirements of a centralized voter registration system prescribed in HAVA. Therefore, SBE used HAVA funds to design and develop the new statewide voter registration system that is fully HAVA compliant.

Due to the complexity of the new system, operation and maintenance cost are expected to significantly increase over fiscal year 2007 costs. During fiscal year 2010 and 2011, the increased operations and maintenance costs of the system will be funded with federal HAVA funds. The portion of state general funds used to cover operation and maintenance costs will be at the same level of funding as in fiscal year 2000. Therefore, the cost of this service for fiscal year 2010 and fiscal year 2011 will be shared between federal HAVA funds and state general funds. The funding received under HAVA for this activity is a one-time grant and is expected to be exhausted after fiscal year 2014. Therefore, State's general funds will be used to fund the on-going maintenance and support cost of the statewide voter registration system after 2014.

- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$1,149,272	\$1,434,395	\$1,149,272	\$1,434,395
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$1,149,272	\$1,434,395	\$1,149,272	\$1,434,395

Human Resources

- *Human Resources Overview*
This service area operations is currently supported by 5 full-time salaried employees funded by general funds and 1 salaried position supported by non-general funds provided under HAVA.

During fiscal 2010, the agency will transition functions relating to database administration and business analyst internally using staff IT augmentation contracts. This will reduce the challenges to recruit and fund information technology staff with skill sets compatible with core service area mission.

- *Human Resource Levels*

Effective Date	7/1/2007
Total Authorized Position level	6
Vacant Positions	1
Current Employment Level	5.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	2
Total Human Resource Level	7.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

- *Factors Impacting HR*
Due to the high degree of technology used in this service area, the agency does not currently have available sufficient information technology staff with the prerequisite skill sets to fully support the technology used in the statewide voter registration system. We anticipate that this will result in higher starting salaries and the development of new retention strategies.
- *Anticipated HR Changes*
As the agency transition the information technology support activities to SBE salaried employees, SBE will be challenged to recruit and fund additional information technology staff with skill sets compatible with core service area mission.

Service Area Objectives

- Operate and maintain an efficient and accurate statewide voter registration system

Objective Description

maintain an accurate and efficient statewide voter registration database containing the names, addresses and polling place of every registered voter in the Commonwealth

Alignment to Agency Goals

- Agency Goal: Increase Convenience and Effectiveness of Voter Registration Procedures

Objective Strategies

- Improve communications channels between end-users and service area operations
- Increase availability, quality and convenience of end-user training opportunities
- Improve efficiency and transparency of change control workflow to allow end-user to submit request for system enhancements
- Improve timeliness and accuracy of responses to end-user request for assistance
- Enhance the an on-line comprehensive help desk application accessible by end-users through out the state
- Prioritize system modification request based on the assessed positive impact the change will have on the workload of the end user

Objective Measures

- Statewide voter registration system end-user satisfaction rate

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Down

Measure Baseline Value: Date: 10/15/2009

Measure Baseline Description: not yet established

Measure Target Value: 60 Date: 6/30/2010

Measure Target Description: by end of 2011, 50% of endusers rate service as satisfactory or better. By end of 2012, 60% of end-users rating service as satisfactory or better.

Data Source and Calculation: Agency maintained survey database of results of end-user responses and comments. Calculated as the ratio of the total number of survey responses received during the quarter as a factor to the number of survey responses received with an over-all rating of satisfactory or above.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 3 of 8

Campaign Finance Disclosure Administration Services (132 723 09)

Description

This service area administers the campaign finance disclosure and reporting laws in Virginia. It provides information to the public of the source and use of money in political campaigns. Public disclosure activities are supported by the training of political campaign organizations in the proper application of Virginia campaign finance laws and, the proper reporting of campaign finance activities and transactions.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission*
This service area directly aligns with SBE's mission to ensure fairness and purity in elections procedures, practices and proceedings. By keeping the public informed of the money in campaigns, the public can be reasonably confident in the purity of the process.
- Describe the Statutory Authority of this Service*
The Code of Virginia Title 24.2, Chapter 9 establishes campaign finance disclosure requirements and the responsibilities and powers of SBE

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
candidates for federal, state and local public office	candidates for federal, state and local public office	2,500	1,000
Legislators	Legislators who are required to file campaign finance disclosure reports	140	140
local county and city electoral board members	local county and city electoral board members	402	402
local county and city general registrars and their staff	local county and city general registrars and their staff	268	268
media	media	25	100
political committees	political committees	60	100
political parties	political parties	5	10

Anticipated Changes To Agency Customer Base

We anticipate an increase in the number of customers, both filers and consumers of the information, due to the increased awareness and interest in money in politics and the increased in the number of citizens desiring to run for public office.

Uniformity in campaign finance disclosure administration suffers from the fact that the vast majority of county and city election boards do not accept electronic filings of disclosure reports. Consequently, campaign finance disclosure data of candidates for municipal offices are not conveniently accessible by the citizens. To overcome this impediment, in fiscal 2008 the agency developed and implemented a statewide central campaign finance disclosure repository database that allows candidates for local county and city offices to file their disclosure reports electronically with the State Board Of Elections.

Partners

Partner	Description
Virginia Public Access Project (VPA)	VPAP provide consulting services and training and support services to candidates desiring to file their disclosure reports electronically with the State Board of Elections

Products and Services

- Factors Impacting the Products and/or Services:*
[Nothing entered]
- Anticipated Changes to the Products and/or Services*
[Nothing entered]
- Listing of Products and/or Services*
 - Campaign finance disclosure compliance services - identify candidates and political committees who are required by law to file financial disclosure reports and review filed reports for completeness
 - Filing requirements assistance services - provide support to filers in the accurate and timely filing of disclosure reports. Also assist filers in defining the requirements and content of the reports.
 - Filing software services - provide filing software (known as VAFiling) and approve standards for the preparation and transmittal by electronic means of the reports of contributions and expenditures from 3rd party software vendors software.
 - Public disclosure services - publish filed reports to web for public consumption
 - Public information services - provide general information to the public about disclosure activities
 - Disclosure Training Services - provide training to county and city election officials on how to administer the campaign finance laws for local county/city candidates
 - Compliance Training Services - provide training to candidates and political committee treasurers in disclosure and reporting requirements

Finance

- Financial Overview*
Campaign finance disclosure services are totally funded from the state's general fund. All financial disclosure reports filed with SBE by General Assembly candidates, candidates for statewide offices (Governor, Lt. Governor, Attorney General), and political committees are timely published to the internet for public consumption. SBE maintains a computer based campaign finance disclosure database to assist in this effort. We also designed, developed and distributed campaign finance disclosure tool known as VAFiling software as a tool to promote electronic filing by our clients. The cost incurred in this service area supports campaign finance disclosure, compliance and enforcement activities.

- Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$251,160	\$0	\$251,160	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$251,160	\$0	\$251,160	\$0

Human Resources

- Human Resources Overview*

Campaign Finance Disclosure Administration services is supported by four full-time salaried employees funded exclusively with state general funds. During peak filing periods, the additional workload is supported by a temporary contract worker.

• **Human Resource Levels**

Effective Date	7/1/2007
Total Authorized Position level	4
Vacant Positions	0
Current Employment Level	4.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	4
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	4.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

• **Factors Impacting HR**

Three of the four employees that work in this service area are clerical staff. This service area clerical staff have a combined work experience of more than 50 years in campaign finance disclosure administration. The agency risk losing this vast knowledge and experience in disclosure, compliance and enforcement activities through employee turnover.

• **Anticipated HR Changes**

[Nothing entered]

Service Area Objectives

- Increase efficiency and convenience in report disclosure processes

Objective Description

Provide timely and reliable information to the public about the source and use of money in political campaigns

Alignment to Agency Goals

- Agency Goal: Foster and promote voter confidence

Objective Strategies

- Create electronic Statement of Organization form which can be submitted electronically to SBE.
- Provide for the electronic submission of all campaign finance documents/forms for candidates for House of Delegates, State Senate, and Statewide office
- Providing established electronic databases for committees available for them when they register with SBE
- Use website to specifically acknowledge committees who have filed electronically for the filing period

Objective Measures

- Campaign finance disclosure electronic filing rate

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: 45 Date: 6/30/2005

Measure Baseline Description: In fiscal 2005, 45% of registered committees who file with SBE file their reports electronically

Measure Target Value: 85 Date: 6/30/2010

Measure Target Description: By end of 2011, increase electronic filing rate to 80%. By end of 2012 increase electronic filing rate to 85%.

Data Source and Calculation: Candidates and committees file campaign finance disclosure reports with the State Board of Elections either electronically or on paper. The electronic filing rate will be determined by the number of candidates and committees filing disclosure reports electronically as a percentage of the total number of candidates and committee filings on paper and electronically during the period. The source of this data is the agency's campaign finance manager database application used to collect and publish campaign finance disclosure reports filed with SBE.

Service Area Strategic Plan

State Board of Elections (132)

Biennium: 2010-12

4/29/2010 1:31 pm

Service Area 4 of 8

Election Administration Services (132 723 10)

Description

This service area implements and administers procedures and practices that provide uniform and legal applications of election practices and candidate certification procedures and other activities related to elections.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

- This service area
 - provides instructions and guidance to local county and city election officials in the certification of candidates and the conduct of all elections.
 - certifies the results of elections
 - develops and prescribes forms and documents to be used in all election practices and proceedings
 - ensures that all ballots are printed and used in accordance with law

This service area directly aligns with SBE's mission to ensure uniformity in elections procedures, practices and proceedings.

- Describe the Statutory Authority of this Service

The Code of Virginia, Chapter 1, § 24.2-100 through § 24.2-103 establishes the responsibilities and powers of SBE. It mandates that SBE "supervise and coordinate the work of the county and city electoral boards and of the registrars to obtain uniformity in their practices and proceedings and legality and purity in all elections".

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
candidates for federal, state and local public office	candidates for federal, state and local public office	3,600	5,000
Courts	clerk of courts	200	200
county and city government officials	county and city government officials	272	500
election workers and volunteers	election workers and volunteers	1,100	3,000
Federal agencies (Dept of Justice, Election Assistance Commission)	Federal agencies (Dept of Justice, Fed Election Commission)	5	5
Incumbent Office holders	Incumbent Office holders	3,500	5,000
Legislators	Legislators	140	140
local county and city electoral board members	local county and city electoral board members	402	402
local county and city general registrars and their staff	local county and city general registrars and their staff	268	300
media	media	10	20
political parties	political parties	6	10

Anticipated Changes To Agency Customer Base

We anticipate future increases in the number of federal citizens with limited connections to the Federal government. Additionally, as DDC continues

we anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SOC continues to improve accessibility to the electoral processes for individuals with disabilities, an increase in this customer group is anticipated. We also anticipate material increases in the number of qualified candidates seeking office.

Partners

Partner	Description
Local county and city electoral boards	At the direction of SBE, local electoral boards conducts elections at the local level
Political Party	political party chairmans submits the names of candidates running for office for their particular party.
Secretary of the Commonwealth (SOC)	SOC provides SBE with statement of economic interest forms filed by candidates for office

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - Election Procedure Guidance - Assistance and guidance to county and city election officials on electoral procedures and practices
 - Candidate Filing Services - Assistance and information to federal, state and local candidates on filing requirements
 - Provide election forms and other materials used by local Virginia counties and cities in the conduct of the election
 - Candidate Information Services - maintain and manage election calendars, candidate bulletins, candidate forms for qualifications and ballot access requirements
 - Candidate Certification Services - Ensure that only qualified candidates are on the ballot in the correct manner and correct order
 - Ballot certification services - proof and ensure legality and purity of every ballot style use in state.
 - Election Results Certification Services - Certify results of elections for federal and state offices
 - Ballot referendum services

Finance

- *Financial Overview*
Until fiscal 2003, Election Administration Services were totally funded from the state's general fund. In fiscal 2004, SBE received a one-time grant from the federal government to implement the standards and requirements prescribed in the HAVA. Due to the one-time nature of the HAVA grant, it is likely that the federal funds used to implement those requirements will eventually become exhausted. If this is the case, SBE will need additional funding from the State's general fund to maintain the improvements and the addition to services mandated by HAVA.
- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$397,930	\$6,561,529	\$397,930	\$6,561,529
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$397,930	\$6,561,529	\$397,930	\$6,561,529

Human Resources

- *Human Resources Overview*
This services in this service area are provided by combination of fulltime salaried employees, a part-time wage employee and two seasonal temporary contract employees.
- *Human Resource Levels*

Effective Date	7/1/2009
Total Authorized Position level	5
Vacant Positions	1
Current Employment Level	4.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	1
Contract Employees	
Total Human Resource Level	5.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees
- *Factors Impacting HR*
Due to statewide budget shortfalls, funding for a key position in this service area was removed from the agency's budget.
- *Anticipated HR Changes*
The manager, with over 32 years of service, of this service area is quickly approaching retirement date. It is anticipated that the agency will have difficulty recruiting qualified individuals to replace retirees. As this service area faces retirements of key personnel, additional resources will have to be invested in recruitment activities. As a new and less experienced work force is recruited, there will be increased costs for salaries and training incoming staff.

Service Area Objectives

- Increase convenience to candidates to file required candidate forms
 - Objective Description**
Allow candidates to file the required Candidate Qualification forms on-line.
 - Alignment to Agency Goals**
 - Agency Goal: Improve and Broaden Customer Access to Services
 - Objective Strategies**
 - Develop and implement convenient on-line service for candidates to file required forms on-line with SBE.
 - Create specialized web portals to service candidate needs and information requirements
 - Include link to on-line candidate portals in all Candidate Information bulletins distributed by SBE.
 - Provide on-line training modules to assist candidates in navigating and completing the on-line forms
 - Use public service announcements to highlight the ease and convenience of filing Candidate Qualification forms on-line at our website.
 - Develop candidate web portal to meet needs of political party chairmen.
 - Using web and internet technologies, distribute customized information to each candidate regarding the status of their filings.
 - Objective Measures**
 - Percentage of candidates who file Candidate Qualification forms on-line.

Measure Class:	Other	Measure Type:	Outcome	Measure Frequency:	Annual	Preferred Trend:	Up
Measure Baseline Value:	0	Date:	7/1/2009				
Measure Baseline Description: Currently, no candidates file their Candidate Qualification forms on-line. Forms are filed in paper format.							
Measure Target Value:	10	Date:	7/1/2012				
Measure Target Description: By end of 2012, 10% of candidate qualification forms will be received on-line. By end of 2012, 20% of candidate qualification forms will be received on-line.							

2012, 2013 or candidate qualification forms will be received on-line.

Data Source and Calculation: Candidate certification database will be used to determine the percentage of candidates who file candidate qualification forms on-line as a percentage of total candidate filings on-line and paper submissions.

- Cost per 1,000 voters for producing election poll books for general elections

Measure Class: Productivity Measure Frequency: Annual Preferred Trend: Down
Frequency Comment: For November general elections only

Measure Baseline Value: 21.21 Date: 1/1/2008

Measure Baseline Description: During 2008, poll book production, distribution and processing cost per thousand registered voters was \$21.21

Measure Target Value: 19.09 Date: 6/30/2012

Measure Target Description: By the end of 2012, reduce election poll book production, distribution and processing costs by 5% to \$19.09 or less per thousand voters

Data Source and Calculation: Total cost to produce, distribute and process poll book data for a general election divided by the total number of registered voters statewide as of close of books for the general election.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 5 of 8

Voter Services (132 723 11)

Description

This service area provides voter registration, absentee voting and voter education services to Virginia citizens. It also provides guidance and support to local county and city election officials in delivering services to voters at the local level.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission*
This service area aligns with the agency mission by ensuring uniformity and purity and fairness in the voter registration processes. Uniformity is ensured by fostering uniform procedures and practices employed in the voter registration and absentee voting processes through out Virginia.
- Describe the Statutory Authority of this Service*
Virginia code, Title 24.2 – Elections, § 24.2-400 through § 24.2-447, Voter Registration, establishes voter registration procedures and the duties of SBE. The National Voter Registration Act (NVRA) also establishes voter registration practices to be carried out by SBE and Code of Virginia, § 24.2-404.1 designates SBElections as state coordinator for the administration of the National Voter Registration Act. The Help America Vote Act of 2002 requires SBE to provide voter education on voting procedures, voting rights and voting technology.

Virginia Code, § 24.2-413. Accessible registration locations establishes the requirement for registration locations to be accessible as required by the provisions of the Virginians with Disabilities Act (§ 51.5-1 et seq.), the Voting Accessibility for the Elderly and Handicapped Act (42 U.S.C. § 1973ee et seq.), and the Americans with Disabilities Act relating to public services (42 U.S.C. § 12131 et seq.). It also prescribes that the State Board provide instructions to the Department of Motor Vehicles, state-designated voter registration agencies, local electoral boards and general registrars to assist them in complying with the requirements of the Acts.

Code of Virginia, § 24.2-706 establishes the responsibilities and duties of SBE in the absentee voting process. Section 102 of the Uniformed and Overseas Citizens Absentee Voting Act and HAVA sec. 702 requires a single state office to be designated to provide information on registration and absentee ballots for all voters in the state.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Federal agencies (Dept of Justice, Election Assistance Commission)	Federal agencies (Dept of Justice, Fed Election Commission)	4	4
High School and College students/faculty	High School students/faculty	1,500	3,000
local county and city general registrars and their staff	local county and city general registrars and their staff	402	402
media	media	10	20
Military and Overseas citizens	Military and Overseas citizens	10,000	100,000
Other state agencies designated under the National Voter Registration Act (NVRA)	Other state agencies designated under the National Voter Registration	8	8
Private non profit and civic organizations that promote voter registration	Private non profit and civic organizations that promote voter registration	20	50
registered voters	registered voters	4,500,000	4,500,000
registered voters who are incapacitated or hospitalized	registered voters who are incapacitated or hospitalized	200	2,000

Anticipated Changes To Agency Customer Base

We anticipate future increases in the number of Virginia citizens with limited proficiency in the English language. Additionally, as SBE continues to improve accessibility to the electoral processes for individuals with disabilities, an increase in this customer group is anticipated. We also anticipate an increase in the number of military and overseas citizens who uses our services relating to absentee voting and mail-in registration.

Changes are anticipated in the following customer base

Increase in the number of registered voters

Increase in the number of in-state citizens requesting to vote by absentee ballot

increase in number of military and overseas citizens requesting to vote by absentee ballot

increase in number of organizations desiring to conduct voter registration drives

increase in number of voters who are limited in communicatin in the english language

Partners

Partner	Description
Local county/city general registrars	local general registrars register voters and maintain the voter records for their respective county/city
Virginia Department of Motor Vehicles (DMV)	As mandated by the federal National Voter Registration Act, commonly called Motor Voter Act, DMV processes and submit voter registration applications to SBE that are received at DMV offices from its customers.

Products and Services

- Factors Impacting the Products and/or Services:*
[Nothing entered]
- Anticipated Changes to the Products and/or Services*
[Nothing entered]
- Listing of Products and/or Services*
 - Voter registration services
 - Voter registration list maintenance services
 - Voter registration training services to various other state agencies designated under the National Voter Registration Act.
 - Voter registration forms
 - Voter cards
 - Absentee voting services for military and overseas citizens
 - Absentee voting services for in-state citizens
 - Absentee voting forms
 - Training of local election officials on absentee voting

Training in voter election services on desktop voting

- Voter Registration Drive Services
- Election Officials Voter registration training Services
- Emergency absentee voting services for military and overseas citizens
- Voter information and voter education Services

Finance

Financial Overview

This service area is partly funded by the state's general fund and partly funded by the federal mandate, Help America Vote Act (HAVA) grant. After the HAVA grants are exhausted, the standards and requirements imposed by HAVA and other federal law will need to be continued. The continuation of the services will not be possible without additional funding from the State after the HAVA grant is exhausted.

Financial Breakdown

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$373,810	\$301,297	\$373,810	\$301,297
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$373,810	\$301,297	\$373,810	\$301,297

Human Resources

Human Resources Overview

This service area workforce is composed of a voter services manager, a voter registration service coordinator, an absentee voting services coordinator and 2 voter information distribution clerks.

Human Resource Levels

Effective Date	7/1/2009
Total Authorized Position level	6
Vacant Positions	1
Current Employment Level	5.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	5.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

Factors Impacting HR

[Nothing entered]

Anticipated HR Changes

[Nothing entered]

Service Area Objectives

- Ensure that the results of an election accurately reflects the will of the majority of the people

Objective Description

Voting is one of the most fundamental rights in a democratic society. In order to promote the exercise of this right, as required by the National Voter Registration Act (NVRA), Virginia has designated, as voter registration agencies, all offices in the state that provide state-funded programs primarily engaged in providing services to persons with disabilities. This objective seeks to increase voter turnout in State general elections, protect the integrity of the electoral process by ensuring that accurate and current voter registration rolls are maintained, and to enhance the participation of eligible citizens as voters in elections

Alignment to Agency Goals

- Agency Goal: Improve and Broaden Customer Access to Services
- Agency Goal: Ensure integrity of the Vote

Objective Strategies

- Provide certain "fail-safe" voting procedures to ensure that an individual's right to vote prevails when an individual moves within a community before election day.
- Use web, email and mass media technology to keep voters informed of upcoming election events.
- Require voter registration file maintenance procedures that, in a uniform and nondiscriminatory manner, identify and remove the names of only those individuals who are no longer available to vote.
- Create and publish sample ballot information detailing a list of all candidates and ballot issues that the voter can expect to see on his/her ballots in the next election.
- Create outreach programs geared towards Virginia businesses to educate their employees on the importance of voting.

Objective Measures

- Voter participation rate in general elections for State (non-federal) offices.

Measure Class: Governor's Key Measure Type: Output Measure Frequency: Annual Preferred Trend: Up
Key Summary: We will increase the voter participation in state general elections by 5% by 2012.

Frequency Comment: State general elections are held in odd numbered years. Therefore, this measure is reported in every odd year.

Measure Baseline Value: 39.6 Date: 11/7/2007

Measure Baseline Description: The average voter participation rate for the past four state general elections was 39.6%.

Measure Target Value: 44.5 Date: 11/7/2011

Measure Target Description: By the November 2011 general election, increase the four year average voter participation rate in state general elections by 5%.

Data Source and Calculation: The voter participation rate will be an average of voter turnout for the last 4 most recent general elections for state (non-federal) offices. The data source for the voter turnout data will be taken from the statewide voter registration and election processing systems.

- Voter participation rate in federal elections held in Virginia.

Measure Class: Governor's Key Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up
Key Summary: We will increase the average voter participation rate for federal elections held in Virginia from 58% in Fiscal 2006 to 63% by 2012.

Frequency Comment: Federal general elections are held in even numbered years. Therefore, this measure is reported in every even year.

Measure Baseline Value: 58 Date: 11/4/2006

Measure Baseline Description: The past 4 most recent federal general elections had an average voter participation rate of 57.98%.

Measure Target Value: 63 Date: 6/30/2012

Measure Target Description: We will increase the average voter participation rate for federal elections to 62% by end of 2010.

Data Source and Calculation: The average voter participation rate will be the average of voter turnout for the past 4 most recent federal elections. The data source for the voter turnout data will be taken from the statewide voter registration and election processing systems.

- Increase the number of eligible citizens who register to vote in elections

Objective Description

Improve access and convenience of the voter registration processes in Virginia

Alignment to Agency Goals

- Agency Goal: Increase Convenience and Effectiveness of Voter Registration Procedures
- Agency Goal: Foster and promote voter confidence
- Agency Goal: Ensure integrity of the Vote

Objective Strategies

- promote, support and partner with apolitical efforts to educate voters on the importance of registering to vote.
- explore methods of increasing the use of technology to increase citizen participation in the voter registration activities
- promote and encourage volunteering at the polls and other election day activities
- Assist local general registrars in conducting voter information and voter education campaigns
- support high school voter registration activities at the local level
- Provide an on-line fileable version of the voter registration application.
- Use public service announcements and registration campaigns to increase public interest in electoral process
- Expand the opportunities whereby eligible citizens may apply to register to vote
- Protect the privacy of voter lists and of protected voters

Objective Measures

- Voter registration rate in Virginia

Measure Class: Governor's Key Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up
Key Summary: We will increase the voter registration rate in Virginia by 5% by end of 2011 and by 3% by 2012.

Measure Baseline Value: 80.55 Date: 7/1/2008

Measure Baseline Description: In fiscal 2007, the voter registration rate (number of registered voters divided by total voting age population) was 78.6%.

Measure Target Value: 88.5 Date: 6/30/2012

Measure Target Description: We will increase the voter registration rate to 89.5% by end of 2012

Data Source and Calculation: Data for this measure will be derived from the statewide voter registration databases. The voter registration rate will be calculated as the total number of registered voters divided by Virginia's total voting age population estimates from the state or U.S census data, whichever is latest.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 6 of 8

Administrative Services (132 723 12)

Description

This service area provides communication, information, and administrative support services to all of the agency's service areas.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
This service area directly aligns with SBE's mission by ensuring that functional service areas that deliver direct services have the resources needed to accomplish the agency's mission of uniformity, legality, fairness, accuracy and purity in elections procedures, practices and proceedings
- Describe the Statutory Authority of this Service
The Code of Virginia, Title 2.2, Administration of Government establishes the general powers of departments and authority of agency directors.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Agency Staff	Agency Staff	38	38
county and city government officials	county and city government officials	272	272
election workers and volunteers	election workers and volunteers	2,500	3,000
Federal agencies (Dept of Justice, Election Assistance Commission)	Federal agencies (Dept of Justice, Fed Election Commission)	4	10
General Public	General Public	6,500,000	6,500,000
Legislators	Legislators	140	140
local county and city electoral board members	local county and city electoral board members	402	402
local county and city general registrars and their staff	local county and city general registrars and their staff	402	402
media	media	10	30
registered voters	registered voters	4,500,000	4,500,000
state agencies	state agencies	10	20

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- Factors Impacting the Products and/or Services:
[Nothing entered]
- Anticipated Changes to the Products and/or Services
[Nothing entered]
- Listing of Products and/or Services
 - Computer hardware, software and desktop support services
 - Personnel resource and development
 - Payroll Services
 - Budgeting, Accounting and fiscal services
 - Computer Applications development services
 - Communications and information services
 - Agency administration services
 - Procurement services
 - Constituency services
 - Shipping, mailing and distribution services

Finance

- Financial Overview
Until 2004 this services area was 100% funded by the state's general fund. However, the 2002 Help America Vote Act placed

additional demands on this service area to improve the overall administration of elections in Virginia.

Financial Breakdown

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$749,722	\$0	\$749,722	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$749,722	\$0	\$749,722	\$0

Human Resources

Human Resources Overview

This service area workforce consists of three gubernatorial appointees (Secretary, Deputy Secretary and Policy Analyst) and 5 other staff that provide administrative support services to the agency's service areas, as well as, local election officials.

Human Resource Levels

Effective Date	7/1/2009
Total Authorized Position level	8
Vacant Positions	null
Current Employment Level	8.0
Non-Classified (Filled)	3
Full-Time Classified (Filled)	5
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	8.0

breakout of Current Employment Level

= Current Employment Level + Wage and Contract Employees

Factors Impacting HR

[Nothing entered]

Anticipated HR Changes

[Nothing entered]

Service Area Objectives

- To ensure that agency resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements

Objective Description

This objective serve as a common gauge of agency operations in critical management and compliance categories

Alignment to Agency Goals

- Agency Goal: Be best managed and most efficient agency in State government

Objective Strategies

- Ensure that all supervisors are properly trained in proper application of State personnel policies.
- Include Small, Women-owned And Minority Businesses (SWAM) in all procurement solicitations
- Require all agency employees complete the prescribed Terrorism and Security Awareness Orientation courses.
- Conduct annual preparedness assessment to identify deficiencies and to devise solutions to address those areas of needed improvement.
- Ensure that staff performance issues are addressed and documented as they occur.
- Require that at least twice a year, safety issues are reviewed and communicated to assure a safe and healthy workplace.
- Develop comprehensive training programs for agency staff

Objective Measures

- Percent of administrative measures marked as "meets expectations" (green indicator) for the agency

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Maintain

Measure Baseline Value: 100 Date: 6/30/2009

Measure Baseline Description: The 2009 score of the agency

Measure Target Value: 100 Date: 6/30/2012

Measure Target Description: maintain 100% performance rating for 2011 and 2012

Data Source and Calculation: Percentage of categories that the State Board of Elections is graded as meets expectations to the total number of administrative measure categories

- We will be prepared to act in the interest of the citizens of the Commonwealth and its infrastructure during emergency situations by actively planning and training both as an agency and as individuals.

Alignment to Agency Goals

- Agency Goal: Strengthen the culture of preparedness across state agencies, their employees and customers

Objective Strategies

- The agency Emergency Coordination Officer will stay in continuous communication with the Office of Commonwealth Preparedness and the Virginia Department of Emergency Management.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 7 of 8

Financial Assistance for General Registrar Compensation (132 780 01)

Description

This service area provides direct financial assistance to all Virginia counties and cities governments for local general registrars compensation

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission
By providing financial assistance to local governments, this service area aligns with the agency mission by ensuring the uniform and purity and fairness in the voter registration processes by providing direct supervision of county and city election officials and helps to defray the costs of administering elections on the local level.
- Describe the Statutory Authority of this Service
Statutory authority for this activity is contained in the Appropriations Act. The Act mandates SBE to set the salary of general registrars annually and it provides for the reimbursement of local general registrar salaries by SBE.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
county and city government officials	county and city government officials	134	272
local county and city electoral board members	local county and city electoral board members	402	402
local county and city general registrars and	local county and city general registrars	134	134

their staff

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - Direct Financial assistance to local governing bodies

Finance

- *Financial Overview*
This service is 100% funded by the state's general fund.
- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$6,081,901	\$0	\$6,081,901	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$6,081,901	\$0	\$6,081,901	\$0

Human Resources

- *Human Resources Overview*
[Nothing entered]
- *Human Resource Levels*

Effective Date	
Total Authorized Position level	null
Vacant Positions	null
Current Employment Level	0.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees
- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- Provide direct and sufficient financial support to local counties and cities for costs of general registrar compensation
- Objective Measures**
- Percentage of counties and cities who receive State Financial Assistance for General Registrars salaries within 30 days of submission of the reimbursement requests
- Measure Class: Other Measure Type: Output Measure Frequency: Annual Preferred Trend: Up
Frequency Comment: Financial Assistance for general registrar compensation is paid annually.
- Measure Baseline Value: 80 Date: 6/30/2008
Measure Baseline Description: During 2008, 80% of the reimbursement applications for general registrars compensation received from local governments are paid within 30 days of receipt of request
- Measure Target Value: 98 Date: 6/30/2012
Measure Target Description: Complete processing of 98% of reimbursement requests within 30 days of receipt of request by end of 2012
- Data Source and Calculation: Agency Accounting records and journals detailing date of receipt and payment of reimbursement requests.

Service Area Strategic Plan

State Board of Elections (132)

4/29/2010 1:31 pm

Biennium: 2010-12

Service Area 8 of 8

Financial Assistance for Local Electoral Board Compensation and Expenses (132 780 02)

Description

This service area provides direct financial assistance, in the form of reimbursements, to counties and cities for local electoral board compensation and mileage expenses

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
By providing direct financial assistance to local county and city governments to defray election administration costs, this service area aligns with the agency mission by ensuring the uniform and purity and fairness in the voter registration processes by providing direct supervision of county and city election officials
- *Describe the Statutory Authority of this Service*
Statutory Authority for this activity is contained in the state's Appropriation Act. The Act mandates SBE to set the salaries of local county and city electoral board members and, provides for the reimbursement of those salaries out of SBE's appropriations.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
county and city government officials	county and city government officials	134	272
local county and city electoral board members	local county and city electoral board members	134	134
local county and city general registrars and their staff	local county and city general registrars and their staff	134	134

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

Partner	Description
[None entered]	

Products and Services

- *Factors Impacting the Products and/or Services:*
[Nothing entered]
- *Anticipated Changes to the Products and/or Services*
[Nothing entered]
- *Listing of Products and/or Services*
 - Direct financial assistance to local county and city governments for cost of local electoral board salaries and mileage
 - Compute and set authorized salaries of county and city electoral board members
 - Communicate authorized salary information to local county and city government fiscal and payroll offices

Finance

- *Financial Overview*
Local county electoral board salaries and mileage is funded 100% from the state's general fund.
- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$1,310,773	\$0	\$1,310,773	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$1,310,773	\$0	\$1,310,773	\$0

Human Resources

- *Human Resources Overview*
[Nothing entered]
- *Human Resource Levels*

Effective Date	
Total Authorized Position level	null
Vacant Positions	null
Current Employment Level	0.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
Total Human Resource Level	0.0 = Current Employment Level + Wage and Contract Employees
- *Factors Impacting HR*
[Nothing entered]
- *Anticipated HR Changes*
[Nothing entered]

Service Area Objectives

- provide timely financial assistance to local governments for local electoral board compensation and mileage payments
- Alignment to Agency Goals**
- Agency Goal: Be best managed and most efficient agency in State government
- Objective Strategies**
- Develop an on-line grant application process to allow electronic submission of grant requests by counties and cities' finance departments.
- Objective Measures**
- Percent of reimbursements made to counties and cities within 30 days of receipt of request from the county or city.

Measure Class:	Other	Measure Type:	Outcome	Measure Frequency:	Annual	Preferred Trend:	Up				
Measure Baseline Value:	80	Date:	6/30/2008								
Measure Baseline Description: During 2008, 80% of reimbursement applications for local electoral board salaries submitted by county and city governments were reimbursed within 30 days of receipt of request											
Measure Target Value:	98	Date:	6/30/2012								
Measure Target Description: 98% in 2011 and, 98% in 2012											
Data Source and Calculation: Agency accounting records detailing date of receipt of reimbursement application and date payment made to local county and city governments.											