

## Agency Strategic Plan

State Board of Elections (132)

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Biennium: 2008-10 ▾

## 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.*

- Customer Service Focus

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

- Innovative Thinking

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

## Executive Progress Report

**Service Performance and Productivity**

- *Summary of current service performance*

For the past two years, the agency has made substantial progress in improving the administration of elections in Virginia.

One of the major tasks completed mandated by HAVA was to "implement, in a uniform and nondiscriminatory manner, a single, uniform, official, centralized, interactive computerized statewide voter registration, maintained, and administered at the State level that contains the name and registration information of every legally registered voter in the State....". At the end of fiscal 2007, the agency deployed a brand new HAVA compliant statewide voter registration and election processing system. This new system, affectionately named the Virginia Election and Registration Information System (VERIS) made its successful debut in the June 2007 primary elections.

In 2005, there were approximately 90 counties and cities which used out-dated punchcard or lever voting equipment in 2,285 precincts. By the end of 2006, SBE partnered and assisted these local counties and cities governments to replace all of the punch card and lever voting systems within the State with new state-of-the-art voting systems that meets today's technology, operational, functionality and security standards. SBE's assistance in this project involved establishing statewide voting equipment vendor contracts, establishing security and accessibility standards, as well as, providing financial assistance and guidance to the 90 counties and cities in procuring new voting systems and voting systems technologies. Our efforts to improve voting systems technology throughout the state did not stop there. During 2007, SBE provided financial assistance and guidance to all of Virginia's counties and cities governments in improving, acquiring or replacing voting systems and voting system technology.

In the past year, SBE provided assistance and funding to local governments to improve the accessibility and quantity of polling places through out the state for individuals with disabilities. The agency's objective was to make all polling places, including the path of travel, entrances, exits, and voting areas 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. Our first step to accomplishing this objective was to identify and fix those polling places in Virginia which did not meet the Accessible Polling Place Standards as prescribed by the American with Disabilities Act (ADA). To implement this strategy, in fiscal year 2004, SBE began the task of conducting on-site audits and reviews of all polling places located throughout the State. 1,268 of the 2,294 or 55% of polling places throughout the State had been visited and on-site audits conducted to identify accessibility deficiencies. By the end of 2007, 100% of the polling places through out the state were rated as meeting ADA Polling Place Accessibility Standards.

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 2007 over 60% of the 140 general assembly candidates filed disclosure reports electronically with SBE. Additionally, the agency set out to assist local governments in providing campaign finance disclosure reports of local candidates to its citizens. At the end of 2007, SBE implemented 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 to work 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 (caps) have the option to offer this service to military personnel serving on active duty overseas, as well as, to overseas citizens. The agency set out to encourage and assist more counties and cities to establish central absentee precincts. SBE uses the number of county and cities participating in this pilot service as an indicator of success. 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.

- *Summary of current productivity*

During 2007, the State Board of Elections (SBE) completed full implementation of the standards and requirements of the federal mandate, Help America Vote Act (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*

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 current manual and paper-intensive process is an overwhelming impediment in realizing efficiency, accuracy and purity in the election process. Implementation of secure and uniform electronic poll books on a statewide basis would bring immediate and significant benefits to SBE, local election offices, Virginia's voters, candidates, political parties and other agency customers.

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.

With financial assistance from funds made available through the Help America Vote Act of 2002, SBE is ensuring that every polling place in the state is fully compliant with the accessibility standards of the Americans with Disabilities Act (ADA). Additionally, the agency is ensuring 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. Virginia was a recent 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 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 4.5 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 VPAT. 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 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 to increase its staffing levels and the skill sets of its staff.

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
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

**Customers**

Customer Group	Customers served annually	Potential customers annually
Agency Staff	38	38
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 voter registration outreach partner

**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

- **Factors Impacting Agency Products and/or Services:**

Before fiscal 2003, SBE activities and services were totally funded from the state's general fund. In fiscal 2004, SBE received non-general fund revenues in the form of one-time, non-recurring grants from the federal government to implement the standards and requirements prescribed by the Help America Vote Act of 2002 (HAVA). Implementation of the HAVA initiatives brought noticeable improvements to the election processes and the methods we use to serve our many customer needs, and the level and quality of services we provide to Virginia citizens. However, the HAVA grants are one-time grants that are expected to be exhausted during fiscal 2010. SBE is expected and mandated to continue maintaining the standards and requirements set out in HAVA even after the federal funds are exhausted. Maintaining the standards implemented as a result of HAVA will require additional funding from the State general fund in the future.

- **Anticipated Changes in Products or Services:**

[Nothing entered]

**Finance**

- **Financial Overview:**

Currently, the agency has 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 (HAVA) mandates. 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 2010.

- **Financial Breakdown:**

	FY 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$10,669,656	\$0	\$10,669,656	\$0
Change To Base	\$614,728	\$0	\$612,912	\$0
<b>Agency Total</b>	<b>\$11,284,384</b>	<b>\$0</b>	<b>\$11,282,568</b>	<b>\$0</b>

*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	7/1/2005	
Total Authorized Position level	38	
Vacant Positions	-5	
<b>Current Employment Level</b>	<b>33.0</b>	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	29	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	8	
Contract Employees	1	
<b>Total Human Resource Level</b>	<b>42.0</b>	<i>= Current Employment Level + Wage and Contract Employees</i>

- **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 manage or supervise 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 two years, three 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 2010 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**

- *Current Operational IT Investments:*

SBE contracts with the Virginia Information Technology Agencies (VITA) to administer and maintain its information technology infrastructure, which includes network servers, personal computers, network printers and scanning devices. Apart from the VITA supported network infrastructure, SBE also maintains a centralized statewide voter registration system currently referred to as the Virginia Election and Registration Information System (VERIS). VERIS is a comprehensive voter registration and election processing system, which operates on a client-server platform supported by as many as twenty-six high-powered servers residing at the VITA computer center. The system is accessible through high-speed internet connections by local election officials located throughout the state.

VERIS is one of the agency's most critical applications in meeting the agency's mission. In addition to VITA support of the hardware and communication infrastructure,

- *Factors Impacting the Current IT:*

Changes in the service levels provided by VITA may have impact on the agency's information technology infrastructure and capabilities.

SBE is also integrating its service level applications to increase productivity, efficiency and communications across service areas. This integration reduces duplication of data and effort and fosters uniformity in the service areas output.

- *Proposed IT Solutions:*

Contractual arrangements with DGS to support software, maintenance and helpdesk services relating to VERIS is expected to end by the end of 2008. SBE would need to bring these support services in-house. To do so, the agency would need to recruit, hire and train a sufficient number of information technology professionals to ensure the continued support of VERIS.

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$559,261	\$418,347	\$567,649	\$424,622
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
<b>Estimated VITA Infrastructure</b>	\$559,261	\$418,347	\$567,649	\$424,622
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$0	\$0	\$0	\$0
Other Application Costs	\$0	\$0	\$0	\$0
<b>Agency IT Current Services</b>	\$559,261	\$418,347	\$567,649	\$424,622

*Comments:*

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$500,000	\$0	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
<b>Total Proposed IT Investments</b>	\$500,000	\$0	\$0	\$0

- *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$559,261	\$418,347	\$567,649	\$424,622
Proposed IT Investments	\$500,000	\$0	\$0	\$0
<b>Total</b>	\$1,059,261	\$418,347	\$567,649	\$424,622

[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**

We will strengthen the culture of preparedness across state agencies, their employees and customers.

**Goal Summary and Alignment**

As directed by the Governor, our agency include emergency preparedness planning, training and promotion as a core component of our mission. We affirm our responsibility to actively plan, train, and act in the interest of the protection of the citizens of the Commonwealth and its infrastructure.

**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 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)**

3/11/2014 11:30 am

Biennium: 2008-10

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 issueing 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	268	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



Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
Base Budget	\$557,001	\$0	\$557,001	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$557,001	\$0	\$557,001	\$0
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**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	6
Vacant Positions	0

<b>Current Employment Level</b>	<b>6.0</b>	
Non-Classified (Filled)		breakout of Current Employment Level
Full-Time Classified (Filled)	6	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>6.0</b>	= Current Employment Level + Wage and Contract Employees

• **Factors Impacting HR**

During fiscal 2007, this service area experienced the retirement of a key staffer with over 30 years of experience in candidate processing and certification activities. The manager, with over 32 years of service, of this service area is also quickly approaching retirement date. It is anticipated that the agency will have difficulty recruiting qualified individuals to replace retirees.

• **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 2010, 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

**Link to State Strategy**

- nothing linked

**Objective Measures**

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

Measure Class: Agency Key Measure Type: Outcome Measure Frequency: Quarterly Preferred Trend: Up

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: 54 Date: 6/30/2010

Measure Target Description: We will increase the number of counties/cities with an approved Voting System Security Plan from 0 of 134 to 54 of 134 counties/cities by the end of FY2009 and, 121 of 134 by the end of FY2010.

Data Source and Calculation: Total number of counties and cities that have developed and submitted Voting Systems Security Plan which conforms to SBE's Voting Systems Security Standards. 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)

3/11/2014 11:30 am

Biennium: 2008-10

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 4.5 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	4,500,000	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:*

Use of current and emerging technologies has positively impacted the delivery of services in this service area. In the past, output in the form of statistical reports and voter lists were produced and distributed in paper-form. With the use of modern technology, much of the output of data is created and distributed to end-users in electronic formats.

The Help America Vote Act of 2002 (HAVA) mandated additional requirements and standards to be used in maintaining a statewide, computerized database of all registered voters in Virginia. HAVA mandated that Virginia 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 and assigns a unique identifier to each legally registered voter in the State, and includes the following:

(i) The computerized list shall serve as the single system for storing and managing the official list of registered voters throughout the State.

(ii) The computerized list contains the name and registration information of every legally registered voter in the State.

(iii) Under the computerized list, a unique identifier is assigned to each legally registered voter in the State.

(iv) The computerized list shall be coordinated with other agency databases within the State.

(v) Any election official in the State, including any local election official, may obtain immediate electronic access to the information contained in the computerized list.

(vi) All voter registration information obtained by any local election official in the State shall be electronically entered into the computerized list on an expedited basis at the time the information is provided to the local official.

(vii) The computerized list shall serve as the official voter registration list for the conduct of all elections for Federal office in the State.

- *Anticipated Changes to the Products and/or Services*

Increase demand for voter registration statistics and information by federal agencies, media and politically active organizations will place additional demands on the system and require additional system functionality.

- *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 for this activity in the first two years of operations. During fiscal year 2009 and 2010, the





**Human Resources**

• *Human Resources Overview*

This service area non-IT operations is currently supported by three full-time salaried employees. Information technology support is currently provided through a Memorandum of Agreement between the State Board of Elections (SBE) and the Virginia Department of General Services (DGS).

It is anticipated that, during fiscal 2010, the agency will transition the information technology support activities from DGS to SBE salaried employees. Therefore, the agency will be challenged 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	3	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>3.0</b>	
Non-Classified (Filled)		} breakout of Current Employment Level
Full-Time Classified (Filled)	3	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees	9	
<b>Total Human Resource Level</b>	<b>12.0</b>	= 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*

The information technology support provided under the memorandum of agreement with the Virginia Department of General Services consists of technology support provided by eight information technology staff. It is anticipated that, during fiscal 2010, the agency will transition the information technology support activities from DGS to SBE salaried employees. Therefore, the agency 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-users

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Statewide voter registration system end-user satisfaction rate

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

Measure Baseline Value: Date:

Measure Baseline Description: not yet established

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

Measure Target Description: by end of 2009, 50% of endusers rate service as satisfactory or better. By end of 2010, 60% of end-users rating service as satisfactory or better.

Data Source and Calculation: Agency maintained survey database of results of enduser 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.

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Service Area Strategic Plan

State Board of Elections (132)

3/11/2014 11:30 am

Biennium: 2008-10

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:  
A major factor impacting the uniformity of public disclosure in Virginia is the lack of a legal mandate that require all candidates and committees that file with SBE, to file their reports with SBE in an electronic format. Currently, only candidates for statewide offices (Governor, Lt. Gov. and attorney general) are required by law to file electronically. Candidates for the General Assembly and political committees have the option to file either electronically or on paper. Though the number of general assembly candidates and political committees that file their reports electronically is increasing, to make the information available to the public in a timely manner, there exist a need to have all disclosure reports filed in a prescribed electronic format. SBE is expected, and does provide access to disclosure reports through the internet, regardless of the media (paper or electronic) used to initially file the report. SBE contracts with private sources to provide data entry services for reports that it receive in paper format. The keying of data from paper reports is costly and negatively impacts efficiency in the disclosure services area.  
  
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 there exist a need to implement a statewide central campaign finance disclosure database to serve as a statewide repository of all (county, city and state) campaign finance disclosure reports filed in the state.
- Anticipated Changes to the Products and/or Services  
The public desire to know about the funding in campaigns regardless of whether the candidate is running for state or



Total				
Base Budget	\$261,203	\$0	\$261,203	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$261,203	\$0	\$261,203	\$0
Base Budget	\$261,203	\$0	\$261,203	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$261,203	\$0	\$261,203	\$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	
<b>Current Employment Level</b>	<b>4.0</b>	
Non-Classified (Filled)		breakout of Current Employment Level
Full-Time Classified (Filled)	4	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>4.0</b>	= 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

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Campaign finance disclosure electronic filing rate

Measure Class: Other Measure Type: Outcome Measure Frequency: Semi-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 2009, increase electronic filing rate to 80%. By end of 2010 increase electronic filing rate to 85%.

Data Source and Calculation: Number of candidates and committes filing disclosure reports electronically as a percentage of the total number of candidates and committee filings 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.

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Service Area Strategic Plan

State Board of Elections (132)

3/11/2014 11:30 am

Biennium: 2008-10

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 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 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:

The federal law, The Help America Vote Act of 2002 (HAVA), establishes additional requirements and standards of election administration for federal offices. HAVA put an increase burden on this service area to:

(1) Comply with the requirements of:

- a. voting systems standards and technology, including voting system accessibility standards
- b. Provisional voting and voting information requirements

(2) Train election officials, poll workers, and election volunteers.

(3) Improve the accessibility and quantity of polling, 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.

(4) Establish and maintaining 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.

• *Anticipated Changes to the Products and/or Services*

The reporting requirements of HAVA will impact the amount and types of information and data that this service will need to collect, maintain and report. Further, the implementation of HAVA requirements will significantly increase the types of services performed by this service area.

• *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 grants from the federal government to implement the standards and requirements prescribed in the HAVA. All HAVA requirements will be fully implemented by the end of fiscal 2006. Therefore, 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 2009		FY 2010		FY	FY	FY	FY	FY	FY	FY
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund	2009	2010	2009	2010	2009	2010	2010
Base Budget	\$590,415	\$0	\$590,415	\$0							
Change To Base	\$0	\$0	\$0	\$0							
Service Area Total	\$590,415	\$0	\$590,415	\$0							
Base Budget	\$590,415	\$0	\$590,415	\$0							
Change To Base	\$0	\$0	\$0	\$0							
Service Area Total	\$590,415	\$0	\$590,415	\$0							
Base Budget	\$590,415	\$0	\$590,415	\$0							
Change To Base	\$0	\$0	\$0	\$0							
Service Area Total	\$590,415	\$0	\$590,415	\$0							
Base Budget	\$590,415	\$0	\$590,415	\$0							
Change To Base	\$0	\$0	\$0	\$0							

Service Area Total	\$590,415	\$0	\$590,415	\$0
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**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. The funding of this workforce is exclusively state general funds.

• *Human Resource Levels*

Effective Date	7/1/2007	
Total Authorized Position level	5	
Vacant Positions	1	
<b>Current Employment Level</b>	<b>4.0</b>	
Non-Classified (Filled)		breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage	1	
Contract Employees		
<b>Total Human Resource Level</b>	<b>5.0</b>	= Current Employment Level + Wage and Contract Employees

• *Factors Impacting HR*

During 2007, a key member of the staff in this service area retired after over 30 years of service to SBE.

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.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percentage of candidates who file Candidate Qualification forms on-line.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: Currently, no candidates file their Candidate Qualification forms on-line. Forms are filed in paper format.

Measure Target Value:  Date:

Measure Target Description: By end of 2009, 5% of candidate qualification forms will be received on-line. By end of 2010, 10% of 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.

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Service Area Strategic Plan

State Board of Elections (132)

3/11/2014 11:30 am

Biennium: 2008-10

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

- Increased 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:*

As Virginia population increases, there is an increase demand for voter services and increased demand for information relating to voter registration and absentee voting.

The passing of the Help America Vote Act requires increase efforts of voter education, voter information and absentee voting services.

The National Voter Registration Act (NVRA) has required increased record keeping and reporting requirements for various categories of voter registration. Additionally, the Act has increased the agency's obligation to ensure that designated social services agencies and DMV staff are adequately trained to provide citizens the opportunity to register or change their voter registration information.

• *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
- 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*

During 2004 to 2008, 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 2009		FY 2010		FY	FY	FY	FY	FY	FY
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund	2009	2010	2009	2010	2009	2010
Base Budget	\$610,065	\$0	\$610,065	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$610,065	\$0	\$610,065	\$0						
Base Budget	\$610,065	\$0	\$610,065	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$610,065	\$0	\$610,065	\$0						
Base Budget	\$610,065	\$0	\$610,065	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$610,065	\$0	\$610,065	\$0						
Base Budget	\$610,065	\$0	\$610,065	\$0						



Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$610,065	\$0	\$610,065	\$0

**Human Resources**

- *Human Resources Overview*

[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>0.0</b>	
Non-Classified (Filled)		breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>0.0</b>	= 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.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- We will increase voter participation in state general elections

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

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

Measure Baseline Value:  Date:

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

Measure Target Description: By the end of 2010, increase the four year average voter participation rate in state general elections by 5%.

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

- We will support a 5% increase in the average voter participation rate for federal general elections in Virginia

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

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

Measure Baseline Value:  Date:

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

Measure Target Value:  Date:

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 an average of voter turnout for the last 4 most recent federal elections.. The datasource 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 fillable version of the voter registraton 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

#### Link to State Strategy

- nothing linked

#### Objective Measures

- We will increase voter registration in state general elections

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: The current voter registration rate (number of registered voters divided by total voting age population) is 89.6%

Measure Target Value:  Date:

Measure Target Description: We will increase the voter registration rate to 80% by end of 2009 and, 82.5% by end of 2010

Data Source and Calculation: Data for this measue 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, which ever is latest.





Service Area Strategic Plan

State Board of Elections (132)

3/11/2014 11:30 am

Biennium: 2008-10

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:  
This service area provides direct support to the agency's other functional activities and services. As the demand for increased availability of services and information in other service areas increase, the demand for additional administrative support will increase.
- 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. The improvements in the administration of elections implemented as a result of HAVA are 100% funded by HAVA during 2004 through 2006.

• *Financial Breakdown*

	FY 2009		FY 2010		FY 2009	FY 2010	FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$841,255	\$0	\$841,255	\$0				
Change To Base	\$99,638	\$0	\$97,822	\$0				
<b>Service Area Total</b>	<b>\$940,893</b>	<b>\$0</b>	<b>\$939,077</b>	<b>\$0</b>				
Base Budget	\$841,255	\$0	\$841,255	\$0				
Change To Base	\$99,638	\$0	\$97,822	\$0				
<b>Service Area Total</b>	<b>\$940,893</b>	<b>\$0</b>	<b>\$939,077</b>	<b>\$0</b>				
Base Budget	\$841,255	\$0	\$841,255	\$0				
Change To Base	\$99,638	\$0	\$97,822	\$0				
<b>Service Area Total</b>	<b>\$940,893</b>	<b>\$0</b>	<b>\$939,077</b>	<b>\$0</b>				

**Human Resources**

• *Human Resources Overview*

[Nothing entered]

• *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>0.0</b>	} breakout of Current Employment Level
Non-Classified (Filled)		
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>0.0</b>	= 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

**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.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percent of Governor's Management scorecard categories marked as meets expectations for the agency

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: The 2007 score of the agency

Measure Target Value:  Date:

Measure Target Description: maintain 100% performance rating for 2009 and 2010

Data Source and Calculation: Percentage of categories that the State Board of Elections is graded as meets expectations to the total number of categories listed on the Governor's Management Scorecard

- 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: We will 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.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Agency Continuity of Operations Plan (COOP) Assessment Score.

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: 2007 COOP Assessment Results (% out of 100)

Measure Target Value:  Date:

Measure Target Description: Minimum of 75% or, if at 75%, increase the average by 5% each year

Data Source and Calculation: The COOP Assessment Review is a 24-component assessment tool that helps measure the viability of a COOP plan.

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Service Area Strategic Plan

State Board of Elections (132)

3/11/2014 11:30 am

Biennium: 2008-10

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 their staff	Local county and city general registrars	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:  
The extent of Financial assistance for general registrar salaries is dependent upon the amount of funds appropriated to SBE for this purpose. The salaries of general registrars is mostly based on the population of the county or city in which they service. As population estimates increases, the amount of authorized salary of the affected general registrar increases. The amount budgeted for reimbursing local county and city governments is based on population estimates published at the time that the salaries are established. Population increases often occur after the budget is set and therefore, the amount appropriated to SBE for the reimbursements may be inadequate.
- Anticipated Changes to the Products and/or Services  
Currently, approximately 18 counties and cities have general registrars who work only 3 days per week from January through July of each year. All registrars, state-wide, work 5 days per week during the months of August through December each year. It is anticipated that changes to population and laws will require that all registrars work 5 days per week year round. This change, if it happens, will require additional funding to reimbursement the local governments for the additional work time.
- 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 2009		FY 2010		FY 2009	FY 2010
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$5,507,808	\$0	\$5,507,808	\$0		
Change To Base	\$422,101	\$0	\$422,101	\$0		
Service Area Total	\$5,929,909	\$0	\$5,929,909	\$0		
Base Budget	\$5,507,808	\$0	\$5,507,808	\$0		
Change To Base	\$422,101	\$0	\$422,101	\$0		

Service Area Total	\$5,929,909	\$0	\$5,929,909	\$0
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**Human Resources**

- *Human Resources Overview*  
[Nothing entered]

- *Human Resource Levels*

Effective Date		
Total Authorized Position level	0	
Vacant Positions	0	
<b>Current Employment Level</b>	<b>0.0</b>	
Non-Classified (Filled)		} breakout of Current Employment Level
Full-Time Classified (Filled)		
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage		
Contract Employees		
<b>Total Human Resource Level</b>	<b>0.0</b>	= 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

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percentage of counties and cities who receive reimbursements within 30 days of submission of reimbursement requests

Measure Class:  Measure Type:  Measure Frequency:  Preferred Trend:

Measure Baseline Value:  Date:

Measure Baseline Description: During 2007, 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:  Date:

Measure Target Description: Complete 95% of reimbursement requests within 30 days of receipt of request by end of 2009 and complete 98% or more of reimbursement requests within 30 days of receipt of request by end of 2010.

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)

3/11/2014 11:30 am

Biennium: 2008-10

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:  
The extent of financial assistance for local county and city electoral board salaries and mileage is dependent upon the amount of funds appropriated to SBE for this purpose. The salaries of local electoral board is based on the population estimates and the number of towns (if applicable) for which the electoral board conduct elections. A county or city's population estimate may change after the budget for this activity has been set. When this occurs, the amount appropriated in SBE's budget is normally not sufficient to ensure 100% reimbursement to counties and cities for this cost.
- 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 2009		FY 2010	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$1,195,448	\$0	\$1,195,448	\$0
Change To Base	\$82,790	\$0	\$82,790	\$0
Service Area Total	\$1,278,238	\$0	\$1,278,238	\$0

Human Resources

- Human Resources Overview  
[Nothing entered]

• *Human Resource Levels*

Effective Date	
Total Authorized Position level	0
Vacant Positions	0
<b>Current Employment Level</b>	<b>0.0</b>
Non-Classified (Filled)	} breakout of Current Employment Level
Full-Time Classified (Filled)	
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	
Contract Employees	
<b>Total Human Resource Level</b>	<b>0.0</b> = 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.

**Link to State Strategy**

- nothing linked

**Objective Measures**

- Percent of reimbursements made to counties and cities within 30 days of receipt of request

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

Measure Baseline Value: 80 Date: 6/30/2007

Measure Baseline Description: During 2007, 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: 95 Date: 6/30/2010

Measure Target Description: 95% in 2009 and, 98% in 2010

Data Source and Calculation: agency accounting records detailing date of receipt and payment to local county and city governments