

Strategic Plan  
(2012-2014 Version 1)

Department of Elections (132)  
Agency Plan

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.

Information Technology

**Current Operational IT Investments**

SBE's primary business area is providing electoral services to the citizens of the Commonwealth, which involves all activities related to registering citizens whom are eligible to vote and conducting federal, state and local elections in Virginia.

The business functions of SBE are supported by two main IT programs, a statewide voter registration and election processing system and a campaign finance disclosure system. SBE utilizes VITA to provide its IT infrastructure, server, and desktop computing environments for these two main IT programs as well as for its other support applications used for agency operations and communications. As of March 2010, SBE is fully transformed and VITA is now managing 28 servers, personal computers, network printers and network copiers for SBE.

The statewide voter registration system, also known as the Virginia Elections and Registration Information System (VERIS) is the agency's most critical application. VERIS is a customized off-the-shelf application used to maintain the official list of all registered voters in the Commonwealth as mandated by state and federal law. VERIS has key interfaces with Department of Motor Vehicles, State Police, and the Department of Health. VERIS is used by local election officials throughout the Commonwealth to maintain voter registration records and to record election-related information.

SBE currently manages contracts for the following IT services:

- VERIS application development and support services
- VERIS database and reporting services
- VERIS business analysis services

SBE staff provides tier one and tier two support services for VERIS and other support services applications used by SBE.

**Factors Impacting the Current Agency IT**

Budget cuts, scarce resources and increasing public demand will require SBE to produce new and more efficient service delivery mechanisms. Increasing security issues and the cost of technical services provided by VITA and other external technology resources are factors that also impact the agency's IT environment. The IT environment is further stressed by lack of sufficient number of IT staff that is required to support comprehensive statewide systems such as VERIS.

To address these factors, the agency will take advantage of the opportunities that exists because of the popularity of Internet technologies to deliver high demand services to Virginia citizens, our clients, customers and constituents. Developing online services, such as online voter registration, online absentee ballot applications and online change of address, using business intelligence applications, social networking and Extensible Markup Language (XML) based data delivery promises to increase public access and convenience, as well as, increase efficiencies in delivery of these services.

In addition, changes in federal and state laws relating to absentee voting and notices to registered voters requires SBE to incorporate email technologies and other forms of electronic communications into its business processes.

All of these factors contribute to the need to redesign and reinvent business processes and the information technology infrastructure and applications that support them.

**Proposed IT Solutions**

Although the anticipated change to SBE's IT will have a positive impact on our agency's customers, the changes do not alter the functions of the lines of business or business services documented in SBE's Enterprise Business Architecture.

SBE is currently working with VITA to completely re-architect its entire server environment to provide for industry standard development, test, training and production environments. At the same time, SBE will reduce its number of overall servers by approximately 8 servers, virtualize all remaining non-database servers and will increase the capacity for processing and storage of all of its servers.

Anticipated changes that will increase efficiencies in delivery of services include:

- Transformation of technical management of VERIS from vendor based support to in-house resources
- Development of interactive online web applications that allows citizens to apply to register to vote, submit absentee ballot applications and change their voter registration information.
- Development of improved online tools for use by the state's general registrars for the managing of elections and registrations.
- Setup data sharing with other states to improve voter list maintenance activities.
- Develop of new campaign finance reporting and management tools using VITA shared service offerings.
- Better coordinate the exchange of information and data between the Department of Motor Vehicles and SBE to possibly include electronic in-person voter registration

and electronic change of address services.

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

#### Financial Overview

The State Board of Elections is supported by two major funding sources: State general funds are used to support state mandated activities and services and a federal grant administered by the U.S. Election Assistance Commission (EAC) is used to implement the federal Help America Vote Act of 2002 (HAVA) requirements. 65% of the agency's general fund budget is used to provide financial assistance to local governments for general registrars and local electoral boards salaries. 73% (or \$2.2 million) of the remaining 35% of the general fund budget supports costs associated with maintaining a computerized statewide voter registration system.

The HAVA grant also requires a specific level of state spending ("continuity of effort") towards implementing and maintaining HAVA requirements.

SBE has drawn down all available HAVA funds from the federal government and SBE is not aware that Congress has any plans in the foreseeable future to appropriate additional funding for federal mandates.

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	8,387,754	4,091,250	8,387,754	4,091,250
Changes to Base	48,439	502,010	48,439	502,010
<b>Total</b>	<b>8,436,193</b>	<b>4,593,260</b>	<b>8,436,193</b>	<b>4,593,260</b>

#### Agency Goals

- Ensure integrity of the Vote

##### Goal Summary and Alignment

Engage and inform citizens to ensure SBE serves their interests.

##### Long Term Goal

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

Societal Indicator: Voter Registration and Turnout

##### Objectives for this Agency Goal

###### Objective

Number of counties and cities updating their Voting Systems Security Plan annually

###### Description

Ensure that results achieved by meeting goals in Service Area Objective #1 are maintained by ensuring that all localities update their Voting Systems Security Plan annually.

###### Objective Strategies

No Strategies for this Objective

###### Objective

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

###### Description

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

###### Objective Strategies

- Conduct annual preparedness assessment to identify deficiencies and to devise solutions to address those areas of needed improvement.
- Develop comprehensive training programs for agency staff.
- Develop comprehensive training programs for agency staff.
- Ensure that all supervisors are properly trained in proper application of state personnel policies.
- Ensure that staff performance issues are addressed and documented as they occur.
- Ensure that staff performance issues are addressed and documented as they occur.

- 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.
- Require that at least twice a year, safety issues are reviewed and communicated to assure a safe and healthy workplace.
- Require that at least twice a year, safety issues are reviewed and communicated to assure a safe and healthy workplace.

**Objective**

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

*Description*

Elections for State offices (Governor, Gen Assembly, Attorney General, etc) are held in odd numbered calendar years. Therefore, data for this measure will be reported every other year in even number state fiscal years. Original source data derives from Virginia Election and Registration Information System (VERIS). Detailed turnout statistics are available at [www.SBE.virginia.gov](http://www.SBE.virginia.gov).

*Objective Strategies*

- By the November 2011 general election, increase the four year average voter participation rate in state general elections by 5%.
- Elections for State offices (Governor, Gen Assembly, Attorney General, etc) are held in odd numbered calendar years. Therefore, data for this measure will be reported every other year in even number state fiscal years. Original source data derives from Virginia Election and Registration Information System (VERIS). Detailed turnout statistics are available at [www.SBE.virginia.gov](http://www.SBE.virginia.gov).
- State general elections are held in odd numbered years. Therefore, this measure is reported in every odd year.

*Measures*

- Voter participation rate in general elections for State and local offices.

Measure Class  Measure Type  Preferred Trend  Frequency

*Data Source and Calculation*

The voter participation rate will be an average of voter turnout for the last 4 most recent general elections for state and local offices. Voter turnout is defined as the percentage of eligible voters who cast a ballot in an election. The data source for the voter turnout data will be taken from the statewide voter registration and election processing systems (VERIS).

- Voter participation rate in federal elections held in Virginia

Measure Class  Measure Type  Preferred Trend  Frequency

*Data Source and Calculation*

The average voter participation rate will be the average of voter turnout for the past 4 most recent federal elections. Voter turnout is defined as the percentage of eligible voters who cast a ballot in an election. The data source for the voter turnout data will be taken from the statewide voter registration and election processing systems (VERIS).

**Objective**

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

*Description*

The voter participation rate will be an average of voter turnout for the last 4 most recent general elections for state (non-federal) offices. Voter turnout is defined as the percentage of eligible voters who cast a ballot in an election. The data source for the voter turnout data will be taken from the statewide voter registration and election processing systems.

*Objective Strategies*

- Elections for State offices (Governor, Gen Assembly, Attorney General, etc) are held in odd numbered calendar years. Therefore, data for this measure will be reported every other year in even number state fiscal years. Original source data derives from Virginia Election and Registration Information System (VERIS). Detailed turnout statistics are available at [www.SBE.virginia.gov](http://www.SBE.virginia.gov).

- 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.

*Long Term Goal*

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

*Societal Indicator:* Voter Registration and Turnout

*Objectives for this Agency Goal*

**Objective**

Ensure that all local counties and cities comply with state and federal laws related to access to voting

*Description*

Relates to goals in access to the polling place for individuals with disabilities; compliance with laws regarding services to voters with a limited proficiency in English and absentee ballot deadline compliance and other related efforts.

*Objective Strategies*

- online training for elected officials

**Objective**

Improve access to absentee voting for military and overseas citizens through voter education programs

*Description*

Improve access to absentee voting for military and overseas citizens through voter education programs.

Objective Strategies

Alignment to Agency Goals

- Improve and Broaden Customer Access to Services
- Foster and promote voter confidence
- Be best managed and most efficient agency in state government

Measures

- 100% compliance with federal and state laws regarding the timeline to send absentee ballots.

Measure Class

Agency Key Measure Type Outcome Preferred Trend Increase Frequency

Annually

*Objective Strategies*

- Develop online technologies for easier access to the ballot for military and overseas voters.
- Ensure compliance with state and federal laws regarding absentee voting.
- Increase the use of email transactions related to voting for overseas and military voters.
- Provide educational seminars for military and overseas citizens to enhance their understanding of absentee voting processes and timelines.
- Streamline processes for absentee voting
- Work with the military, Department of Defense, Virginia National Guard, and other appropriate entities to raise awareness among the enlisted regarding voting

**Objective**

Educating voters on changes to the elections process

*Description*

SBE will ensure the public is educated on changes to how elections are run in the Commonwealth. For example, redistricting has and will impact millions of in the Commonwealth. SBE is charged with ensuring voters are aware of how redistricting may have changed where they vote and who they vote for.

*Objective Strategies*  
*No Strategies for this Objective*

• 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.

*Long Term Goal*

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

*Societal Indicator:* Voter Registration and Turnout

• 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

*Long Term Goal*

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

*Societal Indicator:* Voter Registration and Turnout

*Objectives for this Agency Goal*

**Objective**

Increase efficiency and convenience in report disclosure processes

*Description*

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

*Objective Strategies*

- Develop new online portal for all committees to register and file their campaign finance reports.
- Develop new database to store campaign finance data in-house allowing for easier access to the records for staff as well as a more efficient means of
- Provide an online portal which will allow the public to view campaign finance reports or download data based on their specific needs.

**Objective**

Increase the percentage of candidates who file Candidate Qualification forms online

*Description*

This goal is associated with SBE's plans to introduce the option for candidates to file their qualification forms online.

*Objective Strategies*

- Develop and implement convenient online service for candidates to file required forms online with SBE.
- Create specialized web portals to service candidate needs and information requirements
- Develop a candidate web portal to meet the needs of political party chairmen.
- Include link to online candidate portals in all Candidate Information Bulletins distributed by SBE.
- Use public service announcements to highlight the ease and convenience of filing Candidate Qualification forms online at SBE's website
- Using web and internet technologies, distribute customized information to each candidate regarding the status of their filings.

**Objective**

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

*Description*

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

*Objective Strategies*

- Voter registrations as a percentage of population at or above voting age of 18 years or older. Although 194,377 new registrants were added to the voter rolls in 2008, the voting age population decreased by 23,656 over 2007 estimates. Original source data derives from Virginia Election and Registration Information System (VERIS), U.S. Census Statistics and other population data as it becomes available. Detailed registration statistics are available at [www.SBE.virginia.gov](http://www.SBE.virginia.gov).

**Objective**

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

*Description*

More Virginian's registered to vote

*Objective Strategies*

- Defined by eligible voter turn out

*Measures*

- Voter Registration Rate

Measure Class	Agency Key	Measure Type	Outcome	Preferred Trend	Increase	Frequency	Annually
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Data Source and Calculation

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

- Increase Efficiency, List Maintenance, 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. In addition, the Commonwealth's voter registration rolls should be regularly maintained and provide as accurate of a list of registered voters as possible.

*Long Term Goal*

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

*Societal Indicator:* Voter Registration and Turnout

*Objectives for this Agency Goal*

**Objective**

Operate and maintain an efficient and accurate statewide voter registration system

*Description*

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

*Objective Strategies*

- Enhance the an on-line comprehensive help desk application accessible by end-users throughout the Commonwealth

- Improve communications channels between end-users and service area operations
- 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
- Increase availability, quality and convenience of end-user training opportunities
- Increase availability, quality and convenience of end-user training opportunities
- Prioritize system modification request based on the assessed positive impact the change will have on the workload of the end-users

*Measures*

- Cost of Voter Support Services

Measure Class  Preferred Trend  Frequency

Data Source and Calculation

Cost associated with printing voting document as well as the shipping and handling costs to support voter support services. The methodology for this productivity measure is the total printing and shipping cost gleaned from object codes 1213, 1214 and 1215 divided by the total number of General Registrars Offices in Virginia (134).

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

*Goal Summary and Alignment*

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

*Long Term Goal*

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.

*Societal Indicator:* Emergency Preparedness

*Objectives for this Agency Goal*

**Objective**

Increase the number of local counties/cities having an approved Voting Systems Security Plans

*Description*

This plan is a key performance measure of the agency aligning to the mission by ensuring the integrity of the vote by increasing the number of counties/cities having a Voting Systems Security Plan that has been reviewed and approved by the State Board Of Elections.

*Objective Strategies*

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

**Objective**

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.

*Description*

*Objective Strategies*

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

- Be best managed and most efficient agency in state government

*Goal Summary and Alignment*

To be recognized and respected as one of the most efficient state government agencies

*Long Term Goal*

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

*Societal Indicator:* Voter Registration and Turnout

- Be best managed and most efficient agency in state government

*Goal Summary and Alignment*

To be recognized and respected as one of the most efficient state government agencies

*Long Term Goal*

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

*Societal Indicator:* Government Operations

*Objectives for this Agency Goal*

**Objective**

Provide direct and sufficient financial support to local counties and cities for costs of general registrar compensation

*Description*

SBE is charged with distributing the salaries to both the general registrars and electoral board members in the Commonwealth. Based on statistics including the most recent population data and number of towns in each locality, SBE allocates the salaries accordingly. This objective is meant to distribute these salaries as quickly as possible once the reimbursement requests are made from the localities.

*Objective Strategies*

- Percentage of counties and cities who receive State Financial Assistance for General Registrars salaries within 30 days of submission of the reimbursement requests
- Be best managed and most efficient agency in state government
- Improve and Broaden Customer Access to Services

**Objective**

Provide timely financial assistance to local governments for local electoral board compensation

*Description*

provide timely financial assistance to local governments for local electoral board compensation

*Objective Strategies*

- Develop an on-line grant application process to allow electronic submission of grant requests by counties and cities' finance departments.

*Programs and Service Areas for Agency*

- 72302: Electoral Uniformity, Legality, and Quality Assurance Services
- 72304: Statewide Voter Registration System Services
- 72309: Campaign Finance Disclosure Administration Services
- 72310: Election Administration Services
- 72311: Voter Services
- 72312: Administrative Services
- 78001: Financial Assistance for General Registrar Compensation



Customers

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Local county and city general registrars, Electoral Board Members and other local government officia	1,470	8,670	Increase
Candidates	Candidates for federal, state and local public office	2,500	5,000	Increase
Organization	Political committees	1,200	1,725	Increase
Volunteer	Election workers and volunteers	4,000	4,000	Stable
State Agency(s),	State agencies	10	220	Increase
Federal Agency	Federal agencies (Dept. of Justice, Election Assistance Commission and Federal Voting Assistance Pro	3	3	Stable
Taxpayer	Military and Overseas citizens	500,000	850,000	Increase
Voter	General Public	4,500,000	7,500,000	Increase

Key Risk Factors

The State Board of Elections' (SBE) main impediment to achieving its goals relate to the impact of continued budget cuts and the uncertainty surrounding the future funding of election administration from the federal, state, and local levels. SBE's general fund budget has been slashed by approximately 33% since Fiscal Year 2007. Concurrently, the costs of complying with state and federal mandates for elections have risen, labor expenses for items including fringe benefits have increased, and fees from other state agencies for services such as VITA have been raised significantly. While spending has been cut, Virginia continues to rely on and spend its remaining federal HAVA grant funds which are scheduled to be extinguished within five to seven years. These funds account for approximately 60% of the agency's operating budget. These long term cuts that happened at the federal, state, and local levels have resulted in certain stress fractures and cracks in the infrastructure of the electoral system, some of which were on display during the November 2012 General Election. The uncertainty and unpredictability regarding future funding levels at all levels of government make long-term strategic planning difficult and speculative.

In light of continued budget cuts, SBE has been especially aggressive in pursuing additional funding streams. First, in August of 2011, SBE drew down the last remaining HAVA dollars available from the federal government (\$6,970,000) which fully tapped that funding stream. Second, in late 2011, SBE was awarded a \$1,800,000 dollar grant from the Federal Voting Assistance Program (FVAP) to fund research and IT projects aimed at easing the voting process for overseas and military voters. SBE also recently received a \$30,000 grant from the Virginia Board for People with Disabilities (VBPD) for projects to increase knowledge of voting accessibility for people with disabilities and the aging community and to improve and expand the participation of individuals with disabilities in civic and community activities. SBE also recently submitted a grant application for a second grant with FVAP that, if approved, will allow for additional resources for military and overseas voting initiatives.

At some point in the near future, additional funding is needed to ensure SBE can perform its statutorily mandated objectives. While SBE has been aggressive in pursuing additional funding through grant opportunities, these awards typically go to specialized areas and with strings attached. These special grants cannot replace a long-term general fund stream of revenue that can be relied on from one budget to the next. Ideally, that time for additional funding will come sooner rather than later so that the agency can conserve its remaining federal HAVA dollars for longer-term and special projects that benefit the localities. Simply put, SBE will be in serious danger of not being able to comply with state and federal mandates to administer elections if additional state funding is not provided by the time the HAVA funds begin to dry up. It is also important that consideration be made to provide this funding prior to the next presidential election in 2016.

Products and Services

- Maintenance and improvements to the Virginia Election and Registration Information System (VERIS), Virginia's electronic statewide voter registration and election system used by SBE and all localities to administer the voter registration and election processes in Virginia
- Development and maintenance of Virginia's online voter registration system
- Assistance and policy guidance to county and city election officials
- Training to local election officials
- Assistance and information to federal, state and local candidates on filing and campaign finance requirements
- Provide voter lists to candidates, courts, and nonprofit organizations
- Establishment and supervision of voting system technology and security standards
- Testing, certification, and approval of new voting equipment systems
- Provide election forms and materials to Virginia registrar offices
- Candidate certification services
- Ballot proofing and certification services
- Certification of results of elections for federal and state offices
- Ballot referendum services

- Campaign finance disclosure and compliance services
- Campaign finance reporting software
- Proposal, assistance and drafting of legislation
- Voter registration form development and distribution
- Voter registration procedure training services to other state agencies and to private citizens and groups involved in voter registration activities
- Electronic pollbook training and creation services
- Administration of grants to local election offices for hardware including new electronic pollbooks, new voting equipment, and other items
- Administration of salary reimbursements for salaries owed by the Commonwealth to general registrars and local electoral boards
- Administration of reimbursements for presidential primary expenses incurred by localities
- Administration of voter registration list maintenance programs, including multistate agreements to share voter registration data
- Voter education and outreach public relations programs

#### Trends

##### Rankings & Customer Trends

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's citizens eligible to vote to the 5.25 million registered voters and the 133 county and city general registrars who partner with SBE to provide voter registration and election services to local county and city voters and candidates. Every customer group rightfully expects 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 technology as the vehicle to convenient access to SBE's service offerings. Increasingly, communications and exchanges of information between SBE and its customers are occurring instantaneously online from their homes or offices. Our customers expect that the services provided by SBE to be available to them 24-7 by way of technology and the internet. SBE staff is dedicated to quickly, efficiently and accurately responding to the customers.

SBE partners with other state agencies including the Department of Motor Vehicles, Department of Social Services, Department of Health (Vital Statistics), Virginia State Police and other agencies involved in the voter registration or list maintenance process to enhance the voter registration experience for Virginia voters. Virginia also works with the Veterans Affairs and Homeland Security Secretariat in educating and promoting awareness of military voting issues. Virginia increasingly works with other states, counties, and cities to share voter registration and voter history information to aid in keeping Virginia's voter registration rolls up to date.

Trend Name	Trend Area
Voter Registration Rate	Increase
Locality Security Plans	Increase

#### Performance Highlights: Service Performance & Productivity Initiatives

In spite of annual budget cuts, the State Board of Elections (SBE) continues to make substantial progress in improving its service performance in administering elections and voter registration activities in Virginia. The agency has been recognized several times recently for its progress in utilizing technology to improve the voter registration process, increase voter education and improve efficiencies in the elections process. Some of the honors, accolades, and distinctions over the past several few years include:

- Winner, Annual Governor's Technology Awards IT as Efficiency Driver—Government to Citizen, for Online Voter Registration; Microsoft Dynamics 2013 Customer Excellence Award Winner in Government Administration: SBE was part of the Commonwealth's team that was recognized by Microsoft for its implementation of the Microsoft Dynamics shared service platform in March of 2013. Specifically, SBE had implemented the new campaign finance reporting solution and a locality contact management solution based on the Microsoft Dynamics platform.
- SBE was named a finalist for the 2012 Governor's Technology Award program in the IT as Efficiency Driver – Government to Citizen category for the new campaign finance reporting application, COMET.
- SBE received an award from Google in July 2013 acknowledging our contribution to the Voting Information Project and for improving the efficiency and effectiveness of elections through open data.
- Virginia was one of seven pioneering states to launch groundbreaking multi-state voter registration data sharing initiative: Electronic Registration Information Center (ERIC).
- Enactment of agency-drafted and Governor-sponsored bill requiring training of groups involved in voter registration drives.
- Meeting performance measure of all 133 localities having Voting Systems Security Plan approved and reviewed by agency.
- Launch of new and improved State Board of Elections website.

A long-term goal of SBE was attained in 2013 when Virginia enacted Online Voter Registration. Virginia was approximately the twelfth state to implement this important reform and successfully launched the system in the summer of 2013. Online Voter Registration adds integrity to the registration process, saves as much as 80 cents per application processed, and improves the accuracy of the voter rolls. This voter-friendly reform is an important step in modernizing Virginia's antiquated voter registration process and was recently recognized as a winner in the Governor's Technology Award program.

Another important item to note is Virginia's compliance with federal and state laws for mailing absentee ballots for overseas and military voters. Virginia had been under a consent decree with the Department of Justice (DOJ) to comply with the federal MOVE Act that mandates ballots be mailed to overseas and military voters 45 or more days before a federal election. Due to Virginia's compliance with the laws over the course of several elections, Virginia is no longer under that consent decree.

SBE's success in obtaining grant awards, including the \$1.8 million dollar FVAP grant and grant from the Virginia Board for People with Disabilities are also notable achievements.

## Management Discussion & Analysis

### Future Direction, Expectations, and Priorities

Leading up to the enactment of the FY2012-2014 Budget, the State Board of Elections set forth an ambitious and specific set of goals to continue to improve the administration of elections in the Commonwealth, the agency's customer service efforts, and the internal management and operations of the agency. SBE has achieved many of its goals set out in the beginning of the FY2012-2014 biennium including:

- The launch of a new agency website that aims to better educate and inform Virginia voters about the voting process;
- Major improvements to the voting process for overseas and military voters, including the online ballot delivery system for these voters;
- The enactment and implementation of online voter registration;
- Upgrades to Virginia's computerized statewide voter registration system (VERIS);
- The launch of important multistate voter registration data sharing agreements aimed at improving the accuracy and integrity of Virginia's voter rolls;
- Design and launch of an online officer of election training portal aimed at educating Virginia's thousands of officers of election;
- Enactment of legislation and implementation of online and in-person training requirements for third-party voter registration drive groups; and
- Launch of COMET, a new online application for political candidates and committees to file campaign finance reports

Looking ahead, SBE is focusing on improvements to the three critical components of the voting process: the voter registration system, the voter check-in process, and voting on voting equipment. In addition, SBE looks forward to working with the General Assembly on recommendations to improve the absentee voting process.

Virginia has come a long way in recent years in modernizing its voter registration processes, however, additional steps are needed to enhance the integrity of the voter rolls, improve the accuracy of the records, identify unregistered but eligible voters, fix outdated and inaccurate records, and increase efficiencies in the system that would result in cost savings to SBE and the local general registrar offices. First, SBE will continue to increase the resources devoted to voter registration list maintenance programs, including participation in multi-state data-sharing agreements aimed at identifying voters who have moved from Virginia and into the state. Second, SBE will work to enhance VERIS, Virginia's statewide voter registration system the general registrars use to administer the voter registration and elections in Virginia. Priorities related to VERIS include enhancing the system to monitor for fraudulent registration and voting activity, improving the interface between VERIS and election officials, giving registrars access to improved data and metrics to better plan for Election Day, improving voter history and voter registration lists for candidates and political parties, and improve absentee voting functions by auditing turnaround of absentee ballot requests. Third, SBE and DMV will continue to partner to develop a process to electronically transfer voter registration data from registration transactions completed at DMV Customer Service Centers. These transactions account for approximately 50% of all registration transactions and the current paper-based system is costly, inefficient, and results in lost applications, delays in processing applications, and other problems. Finally, SBE will work to increase its public outreach on the availability of the new online voter registration portal to dramatically increase the number of registration transactions completed online. These steps are all in furtherance of the Commonwealth's Enterprise Strategic Priority 20 ("Improve operations to ensure delivery of government services in the most efficient and effective manner.") A specific strategy to achieve this priority is to "enhance the voter registration process." (20.14)

Second, SBE will work to improve the voter check-in process by continuing to develop and enhance the electronic pollbook (EPB) program launched by the agency in 2008. EPBs are laptops or tablet devices with special software used at polling places to verify voter eligibility at the check-in table. While the launch of the EPB program was successful, as the program matures, SBE needs to make certain adjustments and reallocate resources to maximize the potential of the program. EPBs can be utilized to enhance the security of the check-in process, improve the accuracy of voter history data, and provide data that can aid election officials in processing voters more quickly to avoid long lines and congestion at the polling place. SBE will develop programs and allocate resource to meet these goals while tailoring the program to Virginia's specific laws and needs. In addition, when possible, SBE will help fund locality purchases of EPB hardware including tablets, laptops, and bar code scanners.

Third, SBE plans on addressing Virginia's voting equipment needs. Virginia is in need of an upgrade to the voting equipment used in its polling places. Much of the equipment was purchased nearly a decade ago or more and is beginning to wear down or become obsolete. Most of the voting machines in use in Virginia are Direct Recording Electronic (DRE) machines. Starting several years ago, the General Assembly took steps to ban the purchase of additional DREs due to concerns regarding their security and auditability. Cash-strapped localities have been forced to make repairs to the aging DREs while cannibalizing existing inventory to keep enough machines running. Most localities cannot afford a wholesale replacement of DREs with the purchase of digital scan machines, the equipment that will eventually replace the DRE fleet. Moreover, there are statutory requirements based on population per precinct that sets the minimum number of DREs per polling place. Some localities are in danger of not having enough working DREs to satisfy this statutory requirement. In short, SBE seeks to move forward with a plan to administer a statewide replacement of aging voting equipment with more efficient, reliable, and secure digital scan voting equipment.

SBE will also continue to develop and enhance existing initiatives in the training and voter education areas, its efforts related to military and overseas voting, and other initiatives.

**72302: Electoral Uniformity, Legality, and Quality Assurance Services**

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. The department is responsible for analyzing the legal requirements for elections in Virginia and developing strategies to monitor compliance with those requirements, providing training for election officials and agency staff, developing voter education programs and developing and executing communication strategies for the agency.

Activities include:

- Provide guidance, advice, and reference materials to SBE staff, SBE Board, general registrars, electoral boards, citizens, and voters to ensure uniformity and legality in the administration and implementation of federal and state election laws.
  - Develop and draft proposed legislation and regulations to accomplish agency objectives.
  - Identify and provide analysis of proposed federal and state legislation and regulations, ensuring the timely and proper implementation of enacted legislation and regulations.
  - Provides guidance, advice and support to SBE staff, SBE Board, general registrars, electoral boards, citizens and voters and ensures compliance with state and federal laws related to polling place accessibility.
  - Coordinate with Attorney General's office to assure compliance with federal and state laws (e.g. Voting Rights Act requirements.)
  - Provide research support to Courts, Office of Attorney General, Division of Legislative Services and other agencies 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, maintain and update at least annually all official guidance documents and publications, update records accessible through the Registrar of Regulations and the Library of 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.
  - Coordinates and conducts training of local county and city electoral boards, general registrars, and their election staff
  - Develops and implements voter education programs to educate voters on voting procedures, voting rights and voting technology.
  - Establishes and implements 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.
  - Responds to inquiries from the media, strives to ensure the accuracy of information presented to citizens.
  - Prepares media releases to present relevant information to the general public and election officials.
- Improves the accessibility and quantity of polling places in Virginia.

Mission Alignment and Authority

This service area assures the legality and purity of elections by issuing policy statements, developing Best Practices Guidelines and establishing statewide standards in election practices, voter registration, campaign finance and, voting systems technology and training for election officials. This service area also provides state mandated training of election officials.

Customers for this Service Area

*Anticipated Changes to Customers Base*

With growing access to information and legal challenges, the need for decrement and interpretation has grown, prompting more requests for clarification of legal requirements and challenges to law.

Changes in legal requirements and the every growing scrutiny of election laws and practices require well informed and educated election officials.

Virginia is a growing state. The number of voters in the Commonwealth will likely increase as long as the population does.

We also anticipate future increases in the number of Virginia citizens with limited proficiency in the English language Therefore, the agency anticipates the need to diversify the forums used in its' voter education programs geared towards assisting individuals with limited proficiency in the English language.

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

*Current Customer Base*

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	268	300	Increase
Local or Regional Government Authorities	local county and city electoral board members	402	402	Stable
Candidates	candidates for federal, state and local public office	3,600	5,000	Increase
Voter	political parties	6	10	Increase
Local or Regional Government Authorities	county and city government officials	272	500	Increase
Resident	media	10	20	Increase
Volunteer	election workers and volunteers	1,100	3,000	Increase
Candidates	Incumbent Office holders	3,500	5,000	Increase

General Assembly	Legislators	140	140	Stable
Federal Agency	Federal agencies (Dept of Justice, Fed Election Commission)	5	5	Stable
Voter	Persons eligible and registered to vote.	5,000,000	6,147,347	Increase
State Agency(s),	SBE employees	31	37	Increase
Local or Regional Government Authorities	clerk of courts	200	200	Stable

#### Partners for this Service Area

Partner	Description
Department of Justice	Provides guidance and enforcement of state and federal laws and regulations.
Department of Planning and Budget	Assists with assessing the fiscal impact of legislation.
Federal Voting Assistance Program	Provides information to overseas and military voters related to registration and casting ballots.
Local county and city electoral boards	Local electoral boards are charged with implementing standards, policies and practices established by SBE in conducting elections at the local level
Local county and city general registrars	local general registrars are charged with implementing standards and policies established by SBE in their voter registration practices and processes.
Office of Executive Secretary	Administrative office for courts.
Office of the Attorney General	Provides guidance and interpretation of state and federal laws and regulations.

#### Products and Services

##### Factors Impacting the Products and/or Services

Our efforts to obtain and retain qualified staff with the level of knowledge and skill needed.

Reduction or elimination of grant funding programs that support human resources for this service area.

Reduction or elimination of grant funding programs available to assist localities in compliance with state and federal laws (e.g. ADA - access to polling places and VRA - multi-lingual election related forms and instructions).

##### Anticipated Changes to the Products and/or Services

Increased need for funding available to localities to ensure their compliance with federal and state laws. Increased need to train election officials.

##### Listing of Products and / or Services

Establish statewide standards for voting systems specifications, voting technology and, voting systems security

Perform statewide voting systems certification services for all voting systems used in Virginia elections

Establish statewide polling place accessibility standards

Educate voters on voting procedures, voting technology and voting rights

Coordinates and conduct training of local county/city electoral boards on the proper conduct of elections

Coordinate and conduct training of local general registrars on voter registration procedures and practices

Ensures individuals with disabilities has same access and opportunity for participation in the election process as does other voters

Provide research services on federal election laws, Federal Election Assistance Commission guidance documents, historical State Board policies and practices, court cases surrounding elections , and Attorney General's opinions pertaining to the electoral practices.

Propose and draft legislation and provide information and advise agency staff on matters concerning legislation

Ensure compliance with federal laws (e.g. preclearance) and court order requirements.

Ensure individuals with limited proficiency in English have the same access and opportunity for participation in the election process as other voters do.

Maintain statewide polling place accessibility standards.

#### Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	363,408	1,198,840	363,408	1,198,840
Changes to Base	0	0	0	0
<b>Total</b>	<b>363,408</b>	<b>1,198,840</b>	<b>363,408</b>	<b>1,198,840</b>

#### Objectives for this Service Area

*Objectives for this Service Area*

**Objective**

Ensure that all local counties and cities complied with state and federal laws related to access to voting.

*Description*

Relates to goals in access to the polling place for individuals with disabilities; compliance with laws regarding services to voters with a limited proficiency in English; online training for election officials; absentee ballot deadline compliance and other related efforts.

*Objective Strategies*

No Strategies for this Objective

*Alignment to Agency Goals*

No Agency Goals for this Objective

*Measures*

- Increase the number of newly established polling places equipped with voting equipment that meets the state and federal requirements for accessibility.

Measure Class  Measure Type  Preferred Trend  Frequency

Data Source and Calculation

Virginia had established 150 polling places in 2011 equipped with voting equipment that meets the state and federal requirements for accessibility. The methodology of this measure is the total number of newly established polling places in Virginia which meet the state and federal requirements for accessibility for individuals with disabilities. All new polling places in Virginia are required to meet state and federal accessibility requirements. The data to report progress will be derived from the agency's voter registration system (VERIS), Virginia Election and Registration Information System.

**Objective**

Number of counties/cities updating their Voting Systems Security Plan annually.

*Description*

Ensure that results achieved by meeting goals in Service Area Objective #1 are maintained by ensuring that all localities update their Voting Systems Security Plan annually.

*Objective Strategies*

No Strategies for this Objective

*Alignment to Agency Goals*

No Agency Goals for this Objective

**Objective**

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

*Description*

This plan is a key performance measure of the agency.

*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 checklist to be used by SBE to evaluate and rate Voting Systems Security plans submitted by localities
- Develop online training programs
- Form working partnerships with organizations who have expert knowledge of security issues and challenges to provide assistance in systematic analysis and review of security plans submitted to SBE by local county and city electoral boards.
- Provide convenient and just-in-time training packages to local electoral boards about meeting voting systems security standards
- Provide timely feedback to local electoral boards on deficiencies found in the submitted security plans.
- Send monthly notifications to local electoral boards regarding the approval status of their voting systems security plans submitted to SBE.

*Alignment to Agency Goals*

No Agency Goals for this Objective

*Measures*

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

Measure Class  Measure Type  Preferred Trend  Frequency

Data Source and Calculation

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

**72304: Statewide Voter Registration System Services**

**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 five million plus 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 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.

**Mission Alignment and Authority**

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.

**Customers for this Service Area**

**Anticipated Changes to Customers Base**

As Virginia's population increases, we anticipate similar increases in the number of registered voters and the number of citizens applying to register to vote.

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.

**Current Customer Base**

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	268	300	Increase
Federal Agency	Federal, state and local candidates using the registered voters list for campaigning purposes	2,500	5,000	Increase
Voter	registered voters	5,000,000	6,000,000	Increase
Taxpayer	political parties providing statistics derived from the lists of registered voters to their party ca	7	10	Increase
Candidates	Incumbent Office holders use the registered voters list to contact their constituents	2,500	2,500	Stable
General Assembly	Legislators use the registered voters list to contact their constituents	140	140	Stable
State Agency(s),	Other state agencies designated under the National Voter Registration Act	8	8	Stable
Non-Profit Agency (Boards/Foundation),	Private nonprofit and civic organizations that promote voter registration	20	100	Increase
Local or Regional Government Authorities	Courts used registered voters lists for jury duty selection	28	28	Stable

**Partners for this Service Area**

Partner	Description
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Department of Health	The Bureau of Vital Statistics provides information to SBE on deaths of citizens.
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
United States Postal Service	USPS provides address validation data and National Change of Address data to assist with list maintenance activities.

Products and Services

**Factors Impacting the Products and/or Services**

As in other service areas, the uncertainty of future funding is a serious concern. This service area largely exists because of a federal mandate (HAVA). This mandate will likely continue long after funding from the federal government has been exhausted. The Commonwealth has come to rely upon VERIS for election administration and without proper funding to improve and maintain the system serious problems will occur.

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

Construction of a portal that interacts with this system to enable citizens to interact with the local registrar more easily and accurately.

Improved list maintenance activities, including the sharing of data between Virginia and other states to ensure the integrity and accuracy of the voter registration list in Virginia.

A complete re-architecture of the underlying server environment to improve the operational integrity of the databases and applications that host the voter registration list.

Addition of a reporting tool to provide more accurate statistics on military and overseas voters.

**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

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	681,896	1,563,105	681,896	1,563,105
Changes to Base	0	0	0	0
<b>Total</b>	681,896	1,563,105	681,896	1,563,105

Objectives for this Service Area

*Objectives for this Service Area*

**Objective**

Operate and maintain an efficient and accurate statewide voter registration system

*Description*

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

*Objective Strategies*

- Enhance the an on-line comprehensive help desk application accessible by end-users throughout the Commonwealth
- Improve communications channels between end-users and service area operations
- 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
- Increase availability, quality and convenience of end-user training opportunities
- Prioritize system modification request based on the assessed positive impact the change will have on the workload of the end-users



*Alignment to Agency Goals*

*No Agency Goals for this Objective*

*Measures*

- Statewide voter registration system end-user satisfaction rate

Measure Class  Measure Type  Preferred Trend  Frequency

Data Source and Calculation

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

**72309: Campaign Finance Disclosure Administration Services**

**Description**

This service area administers the campaign finance disclosure 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.

**Mission Alignment and Authority**

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.

**Customers for this Service Area**

**Anticipated Changes to Customers Base**

An increased awareness and interest in money in politics and the increase 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. Initially, a little over 50 local candidates took advantage of filing electronically. However, that number has grown to nearly 300. We anticipate this number to increase dramatically for the next four year election cycle, especially after the new campaign finance reporting system is released in early 2012, making filing electronically easier and more convenient.

**Current Customer Base**

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	268	268	Stable
Local or Regional Government Authorities	local county and city electoral board members	402	402	Stable
Federal Agency	candidates for federal, state and local public office	2,500	1,000	Decrease
Voter	political parties	80	100	Increase
Voter	political committees	60	100	Increase
Consumer	media	25	100	Increase
General Assembly	Legislators who are required to file campaign finance disclosure reports	140	140	Stable

**Partners for this Service Area**

Partner	Description
Virginia Public Access Project (VPAP)	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**

Currently, the division's staff provides Tier 1 and some Tier 2 desktop support to electronic filers. The current electronic filing system is severely outdated and is expected to be replaced in early 2012.

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

SBE is currently working with VITA to build a new campaign finance filing system and management tool. The system is based on the Microsoft Dynamics CRM shared service offering by VITA. The projected go-live date is third quarter of fiscal year 2012.

**Listing of Products and / or Services**

Filing requirements assistance services - provide support to filers in the accurate and timely filing of disclosure reports. Also assist filers in defining the requirements and content of the reports.

Filing software services - provide filing software (known as VAFiling) and approve standards for the preparation and transmittal by electronic means of the reports of contributions and expenditures from 3rd party software vendors software.

Public disclosure services – publish filed reports to web for public consumption

Public information services – provide general information to the public about disclosure activities

Disclosure Training Services - provide training to county and city election officials on how to administer the campaign finance laws for local county/city candidates

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	241,903	0	241,903	0
Changes to Base	0	0	0	0
<b>Total</b>	241,903	0	241,903	0

Objectives for this Service Area

**72310: Election Administration Services**

**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.

**Mission Alignment and Authority**

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
- administers SBE's electronic poll book efforts.

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

**Customers for this Service Area**

**Anticipated Changes to Customers 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.

**Current Customer Base**

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	268	300	Increase
Local or Regional Government Authorities	local county and city electoral board members	402	402	Stable
Candidates	candidates for federal, state and local public office	3,600	5,000	Increase
Voter	political parties	80	100	Increase
Local or Regional Government Authorities	county and city government officials	272	500	Increase
Consumer	media	10	20	Increase
Volunteer	election workers and volunteers	1,100	3,000	Increase
Candidates	Incumbent Office holders	3,500	5,000	Increase
General Assembly	Legislators	140	140	Stable
Federal Agency	Federal agencies (Dept of Justice, Fed Election Commission)	5	5	Stable
Local or Regional Government Authorities	clerk of courts	200	200	Stable

**Partners for this Service Area**

Partner	Description
Clerks of the House of Delegates and State Senate	Clerks provides SBE with Statement of Economic interest forms filed by candidates for office.
Local county and city electoral boards	At the direction of SBE, local electoral boards conducts elections at the local level
Political Party	political party chairmen submit the names of candidates running for office for their particular party.

**Products and Services**

**Factors Impacting the Products and/or Services**

A 27% cut in the agency's budget in the past three years has had a great impact on this service area seeing the removal of an FTE position and two part-time positions to assist with ballot processing. The staff resources have been greatly strained and many services provided to the agency's customers have been reduced or discontinued.

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

SBE will continue to reduce or discontinue services that are provided, but not required under the law such as ballot proofing. We are also seeking out how to make the processes required by law more efficient, reducing paper and cross-training of staff from across the agency to assist during peak periods.

**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

#### Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	348,162	1,134,412	348,162	1,134,412
Changes to Base	0	0	0	0
<b>Total</b>	<b>348,162</b>	<b>1,134,412</b>	<b>348,162</b>	<b>1,134,412</b>

#### Objectives for this Service Area

##### Objectives for this Service Area

###### Objective

Increase the percentage of candidates who file Candidate Qualification forms online.

###### Description

This goal is associated with SBE's plans to introduce the option for candidates to file their qualification forms online.

###### Objective Strategies

- Create specialized web portals to service candidate needs and information requirements.
- Develop a candidate web portal to meet the needs of political party chairmen.
- Develop and implement convenient online service for candidates to file required forms online with SBE.
- Include link to online candidate portals in all Candidate Information Bulletins distributed by SBE.
- Use public service announcements to highlight the ease and convenience of filing Candidate Qualification forms online at SBE's website.
- Using web and internet technologies, distribute customized information to each candidate regarding the status of their filings.

###### Alignment to Agency Goals

No Agency Goals for this Objective

###### Measures

- Increase the percentage of candidates who file Candidate Qualification forms online.

Measure Class  Measure Type  Preferred Trend  Frequency

###### Data Source and Calculation

Candidate certification database will be used to determine the percentage of candidates who file qualification forms online as a percentage of total candidate filings online and paper submission. Online qualification forms are not available to date due to staffing and monetary constraints.

**72311: Voter Services**

**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.

**Activities Include:**

- Monitor localities to assure readiness for absentee voting and election day response to emergencies and crises.
- Provides guidance, advice and support to SBE staff, SBE Board, general registrars, electoral boards, citizens and voters and ensures compliance with state and federal laws related to absentee voting.

**Mission Alignment and Authority**

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 throughout Virginia.

**Customers for this Service Area**

*Anticipated Changes to Customers Base*

Virginia has an active military population that is expected to expand along with the general population. This customer base has special requirements related to the challenge of time and distance to the polling place. We anticipate additional Federal and State laws and regulations that will continue to make voting more accessible to military citizens, their families and overseas citizens, thus securing their right to vote absentee or at their polling place. Further, legislation adopted by the General Assembly in 2011 requires SBE to provide registration applications to agents licensed by the Department of Game and Inland Fisheries to sell hunting and fishing licenses. The population in Virginia continues to grow which has a direct effect on the number of registered voters in the state.

Changes are anticipated in the following customer base:

- Increase in the number of registered voters
- Increase in number of organizations desiring to conduct voter registration drives
- 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 state designated agencies required to provide or make available voter registration applications

*Current Customer Base*

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	402	402	Stable
Consumer	media	10	20	Increase
State Agency(s),	Specifically here, the Department of Game and Inland Fisheries (DGIF)	8	8	Stable
Student	High School students/faculty	1,500	3,000	Increase
Federal Agency	Federal agencies (Dept of Justice, Fed Election Commission)	4	4	Stable
Voter	Virginia citizens with disabilities.	300,000	800,000	Increase
Voter	persons eligible and registered to vote.	5,000,000	6,000,000	Increase
State Agency(s),	Other state agencies designated under the National Voter Registration	8	8	Stable
Non-Profit Agency (Boards/Foundations),	Private nonprofit and civic organizations that promote voter registration	20	50	Increase
Voter	Military and Overseas citizens	10,000	100,000	Increase
Voter	registered voters who are incapacitated or hospitalized	200	2,000	Stable

**Partners for this Service Area**

Partner	Description
Board for People with Disabilities	Assists with communication to the disabled population and assists SBE in ascertaining the needs of the disabled community.
Federal Voting Assistance Program	Provides information for overseas and military voters.
Local county/city electoral board members	local electoral boards are responsible for access to the polling place and absentee voting for their respective county/city
Local county/city general registrars	local general registrars register voters and maintain the voter records for their respective county/city

Products and Services

**Factors Impacting the Products and/or Services**

Our efforts to obtain and retain qualified staff with the level of knowledge and skill needed.

- Reduction or elimination of grant funding programs that support human resources for this service area.
- Reduction or elimination of grant funding programs available to assist localities in compliance with state and federal laws related to absentee voting
- Reduction or elimination of grant funding programs available to assist localities in compliance with state and federal laws related to provide multi-lingual election related forms and instructions.

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

Increased need for funding available to localities to ensure their compliance with federal and state laws, including costs associated with redistricting.

- Increased need to train election officials
- Increased number of groups conducting voter registration drives
- Increased number of state agencies required to provide or make available voter registration applications
- Increased public expectation for voter services to be performed electronically.

**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

Provide research services on federal election laws, regulations, Federal Election Assistance Commission guidance documents, historical State Board policies and practices, court cases surrounding elections , and Attorney General's opinions pertaining to the absentee voting practices.

Propose and draft legislation and regulations, provide information and advise agency staff on matters concerning absentee voting legislation

Ensure compliance with federal laws (e.g. preclearance) and court order requirements (e.g. consent decrees) regarding absentee voting

Educate voters on absentee voting procedures, absentee voting technology and absentee voting rights

Coordinates and conduct training of local county/city electoral boards on the proper conduct of absentee voting

Coordinate and conduct training of local general registrars on absentee voting procedures and practices

Ensure that Virginia continues to meet Federal and State requirements related to absentee voting.

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	465,443	194,893	465,443	194,893
Changes to Base	0	0	0	0
<b>Total</b>	<b>465,443</b>	<b>194,893</b>	<b>465,443</b>	<b>194,893</b>

Objectives for this Service Area

*Objectives for this Service Area*

**Objective**

Improve access to absentee voting for military and overseas citizens through voter education programs.

*Description*

Improve access to absentee voting for military and overseas citizens through voter education programs.

*Objective Strategies*

- Develop online technologies for easier access to the ballot for military and overseas voters.
- Ensure compliance with state and federal laws regarding absentee voting.
- Increase the use of email transactions related to voting for overseas and military voters.
- Provide educational seminars for military and overseas citizens to enhance their understanding of absentee voting processes and timelines.
- Streamline processes for absentee voting
- Work with the military, Department of Defense, Virginia National Guard, and other appropriate entities to raise awareness among the enlisted regarding voting opportunities.

*Alignment to Agency Goals*

No Agency Goals for this Objective

*Measures*

- Achieve 100% compliance with federal and state laws regarding the timeline to send absentee ballots.

Measure Class  Measure Type  Preferred Trend  Frequency

Data Source and Calculation

This number will be the number of localities meeting the applicable absentee ballot deadlines against 134, the total number of Virginia localities. Data for this measure will be derived from the statewide voter registration databases and from surveys completed by local election officials.



**72312: Administrative Services**

Description

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

Mission Alignment and Authority

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.

Customers for this Service Area

*Anticipated Changes to Customers Base*

*Current Customer Base*

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city general registrars and their staff	402	402	Stable
Local or Regional Government Authorities	local county and city electoral board members	402	402	Stable
Voter	registered voters	5,000,000	6,000,000	Increase
Local or Regional Government Authorities	county and city government officials	272	272	Stable
Voter	media	10	30	Increase
Volunteer	election workers and volunteers	2,500	3,000	Increase
State Agency(s),	state agencies	10	20	Increase
General Assembly	Legislators	140	140	Stable
Federal Agency	Federal agencies (Dept of Justice, Fed Election Commission)	4	10	Increase
Consumer	General Public	6,500,000	6,500,000	Stable
State Agency(s),	Agency Staff	31	37	Increase

Partners for this Service Area

Partner	Description
Federal Voting Assistance Program (FVAP)	Federal agency that is charged with assisting overseas and military voters.
U.S. Election Assistance Commission	Federal agency charged with administering the grant requirements of the Help America Vote Act (HAVA).
Virginia Electoral Board Association (VEBA)	Agency senior management works with leadership of VEBA to ensure cooperation between SBE and electoral boards in all 134 localities.
Voter Registrars' Association of Virginia (VRAV)	Agency senior management works with leadership of VEBA to ensure cooperation between SBE and general registrars in all 134 localities.

Products and Services

**Factors Impacting the Products and/or Services**

This service area is responsible for managing SBE's grant programs. The grant issues discussed throughout this plan, particularly the eventual exhaustion of HAVA funds without any additional Congressional appropriations in the near future, will require skilled handling of the agency's financial planning.

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

**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

Grants management

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	684,620	0	684,620	0
Changes to Base	0	0	0	0
<b>Total</b>	<b>684,620</b>	<b>0</b>	<b>684,620</b>	<b>0</b>

Objectives for this Service Area

Objectives for this Service Area

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

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

- Objective Strategies*
- Conduct annual preparedness assessment to identify deficiencies and to devise solutions to address those areas of needed improvement.
  - Develop comprehensive training programs for agency staff.
  - Ensure that all supervisors are properly trained in proper application of state personnel policies.
  - Ensure that staff performance issues are addressed and documented as they occur.
  - 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.
  - Require that at least twice a year, safety issues are reviewed and communicated to assure a safe and healthy workplace.

*Alignment to Agency Goals*  
No Agency Goals for this Objective

*Measures*

- Percent of reimbursements made to counties and cities within 30 days of receipt of request  
Measure Class  Measure Type  Preferred Trend  Frequency

Data Source and Calculation  
Agency Accounting records detailing date of receipt of reimbursement application and date of payment made to local county and city government.

**78001: Financial Assistance for General Registrar Compensation**

Description

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

Mission Alignment and Authority

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.

Customers for this Service Area

*Anticipated Changes to Customers Base*

There is the potential for a reversion of a city into a town in at least one Virginia locality. This could result in one or more less locality existing in the Commonwealth.

*Current Customer Base*

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	Local county and city general registrars	134	134	Stable
Local or Regional Government Authorities	county and city government officials	134	134	Stable

Partners for this Service Area

Partner	Description
No partners currently entered in plan	

Products and Services

**Factors Impacting the Products and/or Services**

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

**Listing of Products and / or Services**

Direct Financial assistance to local governing bodies

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	4,583,582	0	4,583,582	0
Changes to Base	0	0	0	0
<b>Total</b>	<b>4,583,582</b>	<b>0</b>	<b>4,583,582</b>	<b>0</b>

Objectives for this Service Area

**78002: Financial Assistance for Local Electoral Board Compensation and Expenses**

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

Mission Alignment and Authority

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

Customers for this Service Area

*Anticipated Changes to Customers Base*

There is the potential for a reversion of a city into a town in at least one Virginia locality. This could result in one or more less locality existing in the Commonwealth.

*Current Customer Base*

Pre-Defined Customer Group	User Specified Customer Group	Customers Served Annually	Potential Annual Customers	Projected Trend in # of Customers
Local or Regional Government Authorities	local county and city electoral board members	402	402	Stable
Local or Regional Government Authorities	county and city government officials	134	134	Stable

Partners for this Service Area

Partner	Description
No partners currently entered in plan	

Products and Services

**Factors Impacting the Products and/or Services**

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

**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

Financial Overview

Budget Component	2013 GF	2013 NGF	2014 GF	2014 NGF
Base	1,018,740	0	1,018,740	0
Changes to Base	0	0	0	0
<b>Total</b>	<b>1,018,740</b>	<b>0</b>	<b>1,018,740</b>	<b>0</b>

Objectives for this Service Area