

ORANGE COUNTY REGISTRAR OF
VOTERS

2007 BUSINESS PLAN

March 20, 2007



Neal Kelley, Orange County Registrar of Voters

1300 Building C | South Grand Avenue | Santa Ana CA 92705 | 714.567.7600



NEAL KELLEY
Registrar of Voters

Mailing Address:
P.O. Box 11298
Santa Ana, California 92711

REGISTRAR OF VOTERS
1300 South Grand Avenue, Bldg. C
Santa Ana, California 92705
(714) 567-7600
TDD (714) 567-7608
FAX (714) 567-7627
www.ocvote.com

March 2007

Attached is the Registrar of Voters 2007 Business Plan. In the plan we lay out the successes over the past fiscal year and outline a strategy to meet our 2007-2008 fiscal year goals.

Fiscal Year 2006 - 2007 was an exciting time for the Registrar of Voters. Our successes include:

- The Voter Verifiable Paper Audit Trail (VVPAT) was successfully implemented beginning with the June 6, 2006 Primary Election.
- Launched a new website receiving praise from political campaigns, government agencies, voters and media.
- As part of the Registrar of Voters/City Clerk Partnership, completed a series of town hall meetings reaching the entire county. The town halls were held to encourage citizens to register to vote, educate them on the use of the voting system including the VVPAT and educate voters about the Federal and State laws that govern elections.
- Created a documentary that will be used to educate voters, community organizations, and other interested groups on the complex process of conducting elections.

Success in this historic round of elections would have been impossible without dedicated, experienced people to run them. The Registrar of Voters staff includes 50 full time staff, numerous Elections Aides, and thousands of volunteers representing the broad spectrum of Orange County's population.

We look forward to 2007 as we prepare to launch new products and services in the absentee voting area designed to provide better customer service for our clients. We believe that the changes we are making will give voters even greater confidence in their Registrar of Voters Department.

We are proud of our accomplishments over the past couple of years and look forward to the challenges of exceeding expectations once again.

Neal Kelley

Registrar of Voters

Table of Contents

| | |
|-------------------------|---------|
| Executive Summary | Page 1 |
| Vision, Mission & Goals | Page 3 |
| Operational Plan | Page 6 |
| Appendices | Page 10 |

Executive Summary

Executive Summary

The Registrar of Voters department provides election services for the County of Orange that include the registration of voters, maintaining and supplying election historical data, and conducting elections in the county from the local district to Federal levels. The majority of the department's functions are defined and mandated by both State and Federal law and County Ordinance. We currently have the fifth largest number of registered voters in the United States.

The Registrar of Voters provides overall direction and management of the department working closely with the five units in the department.

Administrative Services: Provides human resources, purchasing and budget support as well as various other services.

Candidate and Voter Services: Handles candidate filing, campaign contribution filing and voter registration processing. Also has a role in ballot creation, sample ballot creation and alternative voting operations such as absentee and early voting.

Election Services: Conducts poll worker recruitment and training as well as polling place recruitment. The poll worker recruitment programs include the County Poll Worker Program and the nationally recognized Student Poll Worker Program. Conducts precinct and polling place mapping function.

Information and Technology: Our Information and Technology unit provides general IT support as well as warehouse functions, data entry, and files (which handles voter registration and petition processing).

Communications and Community Outreach: Provides communications and media relations functions for the department. Conducts and participates in outreach events. Recruits bilingual poll workers and provides translation services in Chinese, Korean, Spanish and Vietnamese as is required by Federal law.

The Registrar of Voters department is dedicated to providing professional and customer service oriented election services. We take pride in the fact that our methods of delivering election services have become the standard for counties throughout the United States. We take our mission of ensuring the integrity of elections in a uniform, consistent and accessible manner seriously.

In the past year the department conducted the 35th State Senate District Special Primary Election, the June 6, 2006 Primary Election and the November 7, 2006 General Election. Recently we conducted an historic round of elections. This includes eight elections since March of 2005 with an unprecedented five in eight months from October 2005 to April 2006.

We successfully conducted our first election using the Accessible Voter Verifiable Paper Audit Trail (VVPAT) in the June 6, 2006 Primary Election. The VVPAT is a printer that allows voters to verify their votes on paper against the votes seen on the electronic voting system. In addition to our normal preparations for an election, we retrofit and tested 9,000 voting booths and VVPATs prior to their use in June. The launch of the VVPAT included the creation of a marketing logo used on such items as educational posters and a voter education and outreach campaign that reached all segments of Orange County's population, an estimated 150,000 individuals. Enhancements were made to the VVPAT and implemented for the November 7, 2006 General Election.

On February 6, 2007 we will conduct the First District Vacancy Supervisorial Election. This election involves one-fifth of the counties electorate (approximately 300,000 registered voters). Our goal is to conduct another successful election without major incident. This includes the recruitment of an adequate number of poll workers including bilingual, running the polling places properly and responding to any issues in an appropriate and timely manner and providing results as quickly as possible.

The department successfully launched its new website prior to the November 7, 2006 General Election. Secretary of State Bruce McPherson assisted in our launch at a press conference at the University of California, Irvine. The website is like no other and even provides interested parties the opportunity to sign up for Registrar of Voters news feeds and automatic election result updates. We have received many compliments from the media, elections participants and voters.

In the coming year the department looks to enhance its services to keep in line with our vision of striving for excellence in everything we do while exceeding the expectations of our clients. Specifically our goal is to be responsive to the needs of Orange County citizens and elections participants by enhancing our Absentee Voting (Vote by Mail) system. To do this we will implement a "Track and Trace" system to allow better tracking of the delivery status of absentee ballots. We also plan to double the scanning capacity of absentee ballots for future elections. This is extremely important as a growing number of Orange County Voters opts to vote with an absentee ballot. Currently one-third of our registered voters choose this method of voting.

Track and Trace has been approved in the Fiscal Year 2006-2007 budget and ongoing costs associated with the system will be shared with jurisdictions that consolidate their elections with the county's. Costs for increased scanning output will also be shared with consolidating jurisdictions.

Vision, Mission and Goals

Vision Statement

Our vision is the impetus for everything we do. Our vision is to consistently exceed the expectations of Orange County citizens, government, community organizations and the news media in every aspect of our operations. We strive for excellence in overall election management services and in our role as custodians of registered voter records.

Mission

“To ensure the integrity of elections in a uniform, consistent, and accessible manner.”

Each member of our team shares both accountability and a sense of ownership in the quality of services we provide the citizens of Orange County.

Our mission is driven by values identified and exercised by the Registrar of Voters team, and further shapes our undertakings for the future.

The citizens of Orange County are at the center of everything we do. Toward this end we seek to exceed community expectations while being guided by nine essential values:

- *Integrity*
- *Accuracy*
- *Access for all Orange County citizens to the elections process*
- *Transparency of the elections process*
- *Voter engagement through outreach*
- *Responsiveness to the needs of Orange County citizens and election participants*
- *Administration of all federal, state and local election laws in a uniform, consistent and accessible manner*
- *Innovative application of appropriate technology*
- *Cost effectiveness*

We will continue providing a high level of products and services in all areas based on our above stated mission, vision, and values. However, the Registrar of Voters has created a new specific **Goal** for accomplishment in the coming year:

- **Goal: To be responsive to the needs of Orange County citizens and elections participants by enhancing our Absentee Voting (Vote by Mail) system.**

Absentee voting (Vote by Mail) is an increasingly popular method of voting in the State of California and particularly in Orange County. The Orange County Registrar of Voters has been at the forefront of technology usage in providing services to absentee voters. Such services include our ballot inserting and sorting systems. In addition we utilize scanning technology prior to Election Day and daily vote tally updates until the election is certified in order to better serve our clients.

To remain at the cutting edge of providing service to our customers we are going to further enhance our absentee voting system by working with vendors and staff to provide:

- ✓ A “Track and Trace” service allowing voters to determine where their absentee ballot is as it makes its way through the postal system network.
- ✓ Work closely with the United States Postal Service to solve delivery service issues.
- ✓ Decrease the number of second ballot requests.
- ✓ Double absentee ballot scanning capacity by increasing scanner capacity.
- ✓ Revamp warehouse procedures for absentee ballot processing.

Table 1: Connecting the Absentee Voting enhancements to principles that shape our mission

| Applicable department principles | Absentee Enhancements benefits for Orange County Citizens | Absentee Enhancements benefits for Registrar of Voters |
|--|--|---|
| Access for citizens to the elections process | Yes | Yes |
| Transparency of the elections process | Yes | Yes |
| Voter engagement through outreach | | |
| Responsiveness to community needs | Yes | Yes |
| Innovative use of appropriate technology | Yes | Yes |

Primary Outcome Indicator for Goal

Table 3: Outcome Indicators for Goal: Enhancing Absentee Voting Process.

| Outcome Indicator | FY 05-06 Results * | FY06-07 Plan | FY 06-07 Anticipated Results * | FY 07-08 Plan * | How are we doing? |
|---|--|--|---|---|--|
| <p>What: Be responsive to the needs of Orange County Voters and elections participants, specifically in regards to absentee voting.</p> <p>Why: In order that voters are not disenfranchised or believe that they have been.</p> <p>Ensure a faster vote tally.</p> | <p>We have been proactive in absentee ballot processing including having the ability to tell voters when their ballot was mailed.</p> <p>Identified need for further tracking down to the mail carrier zone for voter confidence and voting accessibility.</p> <p>Identified need for greater absentee ballot scanning capacity.</p> | <p>Acquire the tools necessary to implement enhanced absentee ballot processing.</p> <p>Test new absentee ballot processes while in election mode.</p> | <p>Test of absentee ballot tracking will accommodate our customer service needs.</p> <p>Complete plan for new absentee ballot processing methods.</p> | <p>Have system ready for debut in 2008 Presidential Election cycle.</p> <p>Debut system.</p> <p>Advertise to the community.</p> | <p>Initial research and development has begun and we are on target for testing during the February 6, 2007 First District Vacancy Supervisorial Election and launch in 2008.</p> |

Operational Plan

- **Operational Plan for Goal: To be responsive to the needs of Orange County citizens and elections participants by enhancing our Absentee Voting (Vote by Mail) system.**

We will implement a “Track and Trace” service that will help us work with voters to better understand the disposition of their ballot in the mailing process so that we may ensure they are not disenfranchised. This program will give voters additional confidence in the Registrar of Voters office ability to conduct elections.

Track and Trace will be an integration of systems between the United States Postal Service and the Registrar of Voters that allows us to work together to monitor the various stages of delivery of an absentee ballot. Here are some features that are provided with this service:

- The ability for the Registrar of Voters to generate PLANET® Codes which enable the United States Postal Service to track outbound absentee ballots.
- Unique mail piece identifier generator, consisting of PLANET® Code and Delivery Point Barcode, allowing tracking of individual mail pieces
- Customizable online views (future integration with the Registrar of Voters website)
- Extensive coding application options, allowing implementation at nearly any point in our production process – from ballot composition to sortation.

Implementation of Track and Trace will be a highly technical and complicated process. We must integrate various software applications while maintaining the integrity and security of our voter registration database. All absentee ballots (approximately 500,000 for a countywide election) must be coded properly so they can be tracked through the mail system for specific voters. We will work closely with various vendors to accomplish this task. Specifics on how we will deploy Track and Trace must be decided. Staff will have to be trained on its use and we will need to embark on a voter education and outreach campaign to make them aware of this new service.

In order to increase our productivity in absentee ballot tallying, the Registrar of Voters will institute a program of increasing scanning capacity. This has become necessary as the number of absentee ballots and the number of pages for ballots continues to increase. Hundreds of thousands of electronic votes can be tabulated in a matter of hours, while it takes days to tabulate paper ballots. Voters and elections participants have a need and a right to know results in a quick time period. The Orange County Registrar of Voters over the past couple of years has become a leader in the industry in reporting results and we hope to enhance and continue that.

Future plans include increasing the capacity of our outbound absentee mailing process ensuring that the entire absentee ballot processing from mailing, tracking and tallying is updated and enhanced providing greater overall service to our clients.

Clients

The Registrar of Voters provides services to four very diverse groups. They are Orange County citizens, election/campaign organizations, government organizations and the news media. The primary client group affected by this goal is the citizenry of Orange County. However, involving all of our client groups is required to effectively meet this goal.

Of the county's approximately 3,000,000 citizens, 2,000,000 are eligible voters. Currently, about 1,500,000 are registered to vote. Approximately one-third of the 1.5 million registered voters in Orange County chose the absentee voting option over early voting and voting in their polling place. The percentage of voters voting by mail has steadily increased over the last few years and for some contests they are the primary method of voting. Absentee voters are often specifically targeted by campaigns.

Voters have the right and a need to know the disposition of their absentee ballot. If for any reason they have not received it they rely on the Registrar of Voters office to provide them guidance on options for voting. They often do not have time to simply wait for their ballot to arrive in the mail.

Our clients have a desire for a speedy tally process and a need to know the results as soon as possible. Depending on the un-official results on Election Day campaigns may have to continue to pay staff and attorneys until the process is complete. Any delay in the absentee ballot tally process, which can take days after Election Day, can cost them anxiety and money.

Challenges

The Registrar of Voters office has the privilege of collaborating with many different agencies and groups in order to conduct elections.

Final coordination must be completed with our vendor for use of the Track and Trace system prior to its initial use in 2007. We will need to continue to work with the Postal Service to prevent mailing issues and resolve any that may arise.

We will need to train staff, most especially phone bank operators, on the use of the Track and Trace system. This will not present too much of a challenge since staff already deals with complex software programs in assisting voters. Our desire is to have this service available online for voters as well so there would need to be an educational program developed promoting the availability and use of the system.

The challenge with increasing scanning capacity for tallying absentee votes is space. This is not a major issue, but space in the warehouse is tight as many of the canvassing processes takes place in the warehouse where the scanners would be located. Other aspects of warehouse operations in processing ballots will have to be addressed, including operations for delivery, receipt, tallying and storing. We must also keep in mind that each election is dynamic as far as the number of people voting, the number of absentee ballots being requested and cast, and the number of pages that make up a ballot.

Resources

Our current staff will be able to accommodate our customer service needs for this goal.

The original installation and maintenance fees for Track and Trace were provided for in the department's Fiscal-Year 2006-2007 Budget. Charges for maintenance and subscriptions for service in additional years will be budgeted and recouped, in part, from jurisdictions that contract with us to conduct their elections.

We will expand scanning capacity as needed for various elections and those charges will also be billed to jurisdictions as part of the ballot processing functions. By expanding capacity as needed we avoid the cost of maintenance and updating.

Strategies to Accomplish Goal

Meeting the goal of being responsive to the needs of Orange County citizens and elections participants by enhancing our Absentee Voting (Vote by Mail) system will require coordination with our vendors and additional customer service training for our staff.

1. Absentee Ballot Tracking

Vendors

We have already begun to explore the process of implementing the system. Integration of multiple vendor systems including the United States Postal Service codes and our voter database will be challenging.

Staff

All staff will receive training on the availability and use of Track and Trace as everyone in the department has the opportunity to answer voter questions. Specifically, a segment will be added to training for the public phone bank to explain Track and Trace.

Media/Outreach

It will be important for the voters to know that we will have this new service in place. With that in mind we will work closely with the media to ensure that our voters are educated about this new service. The media has been very helpful to us over the past few years in helping us educate the public about elections services and we believe that we can continue this partnership.

We will talk about the new service at all outreach events and provide education materials about absentee voting.

2. Absentee Processing

Vendors

We will work closely with our vendors to ensure that the scanners are available and in place when needed and ensure that they are available for any service that may be required during usage.

Staff

Registrar of Voters staff is well versed on how to scan absentee ballots. The entire department will be briefed on our absentee processing plan for the 2008 elections including the timing and placement of the scanners and the need to coordinate space needs in the warehouse.

Outcome Indicator

The overall goal is to provide greater customer service for our clients in the absentee area. Our success will be determined by how well the Track and Trace system works and whether it gives our clients greater confidence in the voting process. A decrease in the number of second absentee ballot requests being made by voters should also give us confidence that the enhanced system is successful.

All of our clients have a right and a need to know results in the timeliest manner possible. Increased scanning capacity should allow us to complete the tallying process sooner. We can measure our success versus that of other counties as well as look at how soon we complete our canvass versus the statutory deadline to complete.

Outcome Indicator Reporting

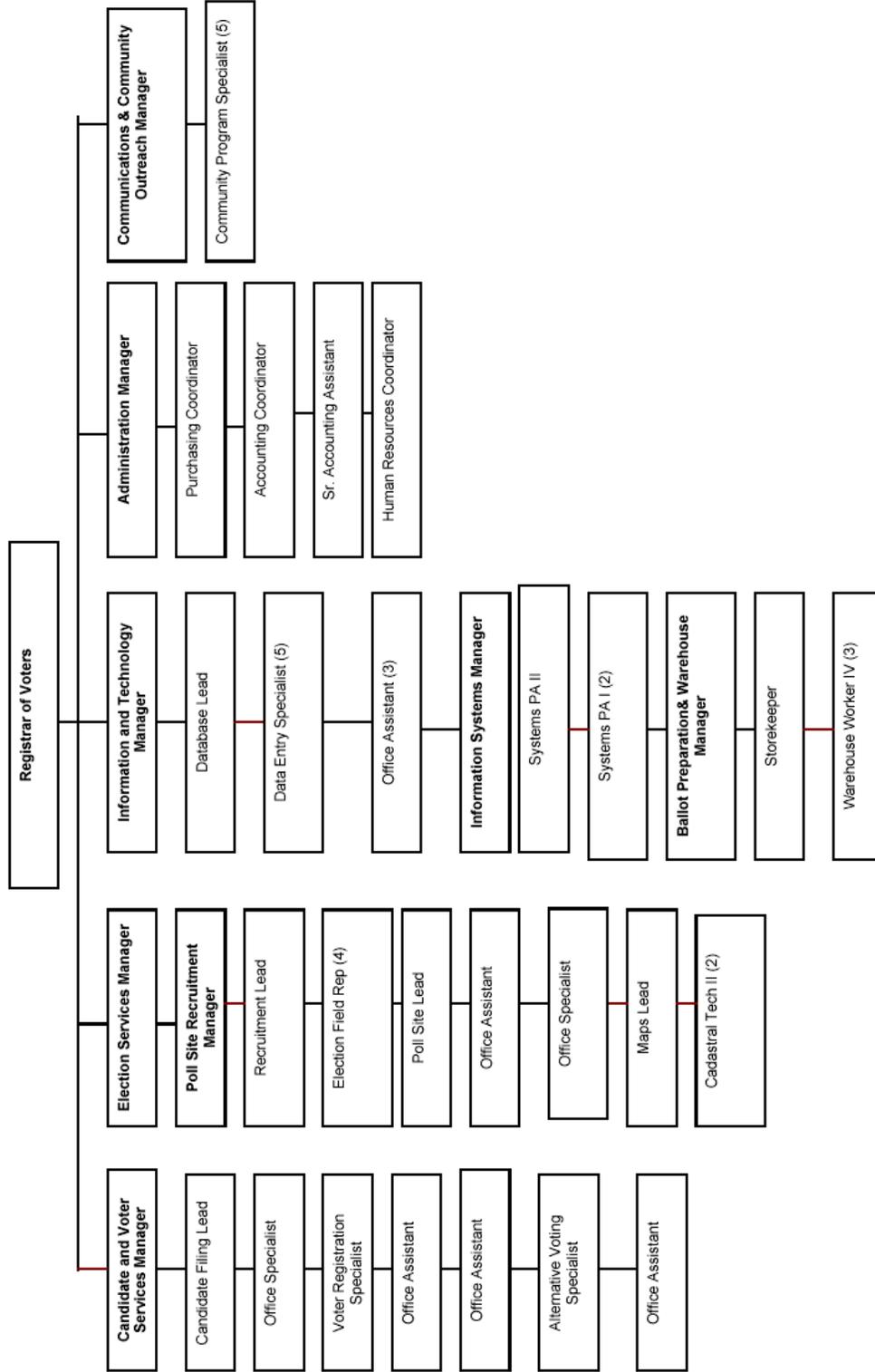
Table 2: Outcome Indicator Reporting for Enhancement of Absentee Ballot Processing.

| Performance Measure | FY 04-05 Results * | FY 05-06 Plan | FY 05-06 Actual or Anticipated Results * | FY 06-07 Plan * | How are we doing? |
|--|--------------------|---|--|---|---|
| <p>What: Increase Capacity for tracking absentee ballots.</p> <p>Why: Provide enhanced tracking of ballots for voters thereby increasing their confidence in the voting process.</p> | N/A | Acquire the tools necessary to implement enhanced absentee ballot tracking. | Acquire the tools necessary to implement enhanced absentee ballot tracking. | <p>Have system ready for debut in 2008 Presidential Election cycle.</p> <p>Debut system.</p> <p>Advertise to the community.</p> | Initial research and development has begun and we are on target for testing during the February 6, 2007 First District Vacancy Supervisorial Election and launch in 2008. |
| <p>What: Increase capacity to scan (tally) absentee ballots.</p> <p>Why: Provide faster election results.</p> | N/A | Increase scanner capacity for the November 7, 2006 General Election. | Increase capacity for scanning ballots providing faster election results. | Lock in increased capacity for 2008 Presidential Election cycle. | <p>Orange County was one of the first counties in the state to complete its ballot counting for the November 7, 2006 General Election.</p> <p>We completed our tallying and canvass a week prior to the statutory deadline.</p> |
| <p>What: Decrease the percentage of second ballot requests.</p> <p>Why: Eliminate extra ballots being mailed and/or voters being inconvenienced.</p> | Not Measured | N/A | There were 5,837 voters that requested a second ballot and voted at an early voting location, polling place or by an additionally printed absentee ballot. | Decrease the number of second ballot requests by voters. | Initial research and development has begun and we are on target for testing during the February 6, 2007 First District Vacancy Supervisorial Election and launch in 2008. |

APPENDICES

- A. Organizational Chart
- B. Management Team
- C. Labor Management Committee
- D. Business Plan Team
- E. Accomplishments
- F. Client Data

A. Organizational Chart



B. Management Team

Neal Kelley, Registrar of Voters: As the chief elections official, establishes and maintains election services throughout the County of Orange, ensuring that eligible Orange County citizens have access to voter registration and voting. Influences local, state and federal legislation, regulation and funding for election services on behalf of the County. Provides a model for innovation in election services that positions the County of Orange as a leader in setting the standard for excellence. Maintains departmental communication with the CEO and Board offices to ensure a flow of accurate information. At the direction of the Board of Supervisors, advocates positions with State and Federal legislators.

Suzanne Slupsky, Elections Services Manager: Responsible for core functions of the Registrar of Voters, ensuring the achievement of the department's mission through resource management, staffing and establishing standards which meet the requirements of applicable laws and regulations and County policies. Specifically, she is in charge of poll worker and polling place recruitment and precinct mapping. She provides overall direction in polling place operations.

Kay Cotton, Candidate and Voter Services Manager: Responsible for core functions of the Registrar of Voters, ensuring the achievement of the department's mission through resource management, staffing and establishing standards which meet the requirements of applicable laws and regulations and County policies. Specifically, she is in charge of all candidate and voter services.

Grady Howe, Information and Technology Manager: The Information and Technology Manager is responsible for all technology associated with office and elections management. Identifies technological solutions to problems, finds cost effective sources, ensures maintenance and updating of all software and hardware. Supervises database management functions, network functions, telecommunications, warehouse and voting equipment maintenance.

Kate Gold, Administrative Manager: Oversees agency-wide budget and finance, human resources and purchasing functions. Provides leadership and vision related to these areas in the business planning process.

Brett Rowley, Director of Communications and Community Outreach: Oversees Registrar of Voters' media visibility and public relations efforts, website and publications; develops and implements strategies to improve media profile, online presence and publications quality. Oversees community outreach efforts, translation services and bilingual poll worker recruitment. Analyzes, drafts and tracks elections legislation at the state and federal levels for the department and county.

Brenda Erlinger, Poll Staffing Manager: Oversees poll worker recruitment including student and county poll worker programs. She supervises polling place recruitment. She reports to the Elections Services Manager.

Michael Lundquist, Ballot Creation Manager: Responsible for the creation of all ballots and sample ballots necessary for every election. He reports to the Candidate and Voter Services Manager.

C. Labor Management Committee

Working with the Orange County Employee's Association (OCEA), the Registrar of Voters reshaped its Labor Management Committee (LMC) in 2006. The number of members has been increased giving greater representation to both management and staff. The LMC will meet monthly with an OCEA member and the Registrar of Voters Human Resources manager. The LMC has been set up in the mold of the Registrar of Voters successful Transition Oversight Committee (TOC) that was organized exclusively for oversight of the implementation of the department's reorganization.

The LMC will continue an example of positive outcomes from the TOC. For example, the Registrar of Voters University, established to provide education to Registrar of Voters staff on various topics related to elections and everyday work processes, will be continued. Instructors are recruited for the various classes that will be open to all employees. Classes will include lectures on how to use Microsoft excel, the California legislative process and much more.

In order that the LMC be more visible to staff, the LMC will be permanently featured in the department's monthly internal newsletter. Updates on meetings, agendas, projects and issues will be given regularly.

D. Business Plan Team

Neal Kelley, Registrar of Voters
Brett Rowley, Director of Communications and Community Outreach
Kate Gold, Administration Manager

E. Accomplishments

- Successful launch of the Accessible Voter Verifiable Paper Audit Trail (AVVPAT).
- A revamping of the 2005 reorganization was implemented. Changes made to our Warehouse and Community Outreach reporting has resulted in a more streamlined and effective structure. Employee satisfaction and morale has been increased.
- Successfully conducted the November 7, 2006 General Election. Media reports included success stories and comments from partisans regarding our skill and professionalism in conducting the election.
- We launched a new website in response to client requests. The new website proved to be extremely successful receiving praise from political campaigns, government agencies, voters and the media.
- The Website was launched at an event at the University of California, Irvine. California Secretary of State, Bruce McPherson spoke at the ceremony and various news outlets were present to cover the story.
- We have achieved new levels of community cooperation through our Citizen's Advisory Committee. The cooperation of these community and business leaders has brought new visibility and interest to the voting process in Orange County.

- Completed our joint Registrar of Voters/City Clerk Town Hall meetings that reached the entire county. Together we provided voter education to the public regarding all voting processes and included education on State and Federal Election law.
- A potential total of approximately \$5,300,000 from a combination of state and federal funding sources that could be allocated to the County of Orange in 2006-2007 as reimbursement for a variety of expenses.
- Recoup of \$12 million for the Accessible Voter Verifiable Paper Audit Trail is well on its way to completion. (Phase I of a two-step process has been completed in FY 2006-07)

F. Client Data

By state mandate and County organization, the Registrar of Voters is the primary election service provider and sole voter registration custodian for the citizens of Orange County. Various federal, state and local statutes, acts, policies and procedures govern the Department's functions. These include many un-funded federal and state mandates.

Listed below are some of the functions involved in conducting major elections.

1. Receiving and processing approximately 250,000 registration transactions per year.
2. Filing nomination documents for approximately 350 candidates for each major election. Accepting/rejecting ballot designations. Providing guidance to all candidates regarding qualifications and acceptable campaign practices/campaign disclosure. Accepting/rejecting ballot arguments and rebuttals for County measures. Coordinating with 34 cities for election consolidation.
3. Typesetting and proofreading up to 450 Statements of Qualifications and providing for translations of same. Providing camera-ready copy in English, Spanish, Vietnamese, Chinese and Korean for sample ballot pamphlets and official ballots, including transliteration of names for character-based languages.
4. Recruiting over 7,000 precinct officers and over 1,750 polling places. Organizing delivery of voting equipment to polling sites and distribution of supplies and equipment to precinct Inspectors.
5. Coordinating printing and delivery of sample ballot pamphlets, official and absentee ballots during a 30-day time period. Preparation of mailing file and printing mailing addresses onto sample ballot pamphlets for approximately 1.3 million voters in a 19-day time frame. Mailing approximately 70,000 Spanish, Vietnamese, Korean and Chinese sample ballot pamphlets during the same time period.
6. Issuing absentee ballots to approximately 500,000 voters. All signatures on voted ballots are verified.
7. Programming all vote tallying software, testing and depositing programs with Secretary of State by several days prior to Election day.
8. Monitoring all polling place operations on Election Day and operating the vote tally center and 23 collection centers on election night.
9. Hand tallying votes in 1% of the precincts immediately after the election in order to verify accuracy of machine count. Conduct official canvass/audit

of election operations and printing multi-volume statement of votes cast book.

The Registrar of Voters is a General Fund department. There is partial state reimbursement for the mandates of voter registration, absentee voting and permanent absentee voter file maintenance under SB 90. The primary revenue source for the Department is reimbursement by cities, school districts and special districts for the conduct of their elections. The remainder of the Department's revenue is generated from candidates, campaigns, individuals and the news media for a variety of products and services.

The revenue of the Department varies greatly over a two-year cycle. In the even numbered years, the Primary Election is held in June (4th quarter). Revenue from the Primary Election will be received in November (2nd quarter of the following fiscal year). The general election is held in November (2nd quarter) with revenue being received in February (3rd quarter). Understanding this important two-year revenue cycle is critical to responsible budgeting and administrative planning for the Department.