



Strategic Plan

2024-2026

LOS ANGELES COUNTY
REGISTRAR-RECORDER/COUNTY CLERK












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Registrar-Recorder/County Clerk

About Us

The Registrar of Voters is responsible for registering voters, maintaining voter files, conducting federal, state, local, and special elections, and verifying initiative, referendum, and recall petitions. With approximately 5.7 million registered voters, it is the largest local voting jurisdiction in the United States.

The Recorder's Office is responsible for recording legal documents determining property ownership and maintaining files of birth, death, marriage, and real estate records for Los Angeles County. All office functions are conducted under the provisions of the State Constitution and State and County Codes. The recording operation services several Los Angeles County departments, such as the Assessor, Health Services, Public Social Services, and Regional Planning.

On January 15, 1991, the Board of Supervisors approved the transfer of the County Clerk title and functions — which did not relate to judicial actions, procedures, and records — to the Registrar-Recorder. Major functions transferred include marriage license issuance, the performance of civil marriage ceremonies, fictitious business name filings and indexing, qualification, and registration of notaries, and miscellaneous statutory issuance of oaths and filings.



Message From The Department Head

I am pleased to present the Registrar-Recorder/County Clerk's 2024-2026 Strategic Plan.

This plan represents our vision for preserving and protecting records, facilitating democracy, and promoting civic activity that represents the significance of the individuals who make up Los Angeles County. It represents the organization we strive to be and a road map for our priorities and accomplishments in the coming years.

This Department has dutifully served the residents of Los Angeles County by providing critical services through periods of uncertainty. Our people, innovation, systems, processes, and commitment to public service made this possible. The strategic plan is ambitious and will push the Department to be the future-ready organization Los Angeles County needs.

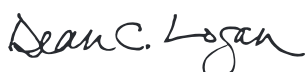
Our Recording and County Clerk functions are directly impacted by the economic conditions locally, statewide, and nationally. Maintaining quality and timely customer engagement and remaining fiscally accountable requires new approaches to collaboration, service delivery methods, and employee development.

The field of election administration is evolving more rapidly than ever. The demands on accessibility, equity, technology, information, and security have never been greater. These circumstances require the Department to continue to innovate and build on our voting systems and processes to ensure we can provide voting services in a fair, equitable, and transparent manner.

Customer service is paramount, and the services we provide are vital to the well-being and success of our residents. It is incumbent on us to continue improving our processes to make our services more resilient, efficient, and accessible.

I am grateful for the collaboration, engagement, and accountability demonstrated in the strategic planning process. Our ability to execute the strategic plan and accomplish our goals is made possible by our collective efforts and leadership from the Board of Supervisors. I am motivated by the challenge that lies ahead and confident in the team in place to lead the Department as we take on the opportunities and challenges of the years ahead.

Sincerely,



Dean C. Logan
Registrar-Recorder/County Clerk
Los Angeles County



Strategic Planning Process

Strategic Planning

The Los Angeles County Registrar-Recorder/County Clerk (RR/CC) serves all residents of Los Angeles County through election administration and vital record issuance and maintenance. The Department holds the responsibility to preserve and protect records, facilitate democracy, and promote civic activity across the county in a fair, accessible, and transparent manner. Whether an individual is getting married, having a child, buying property, or registering to vote, the RR/CC is there to serve throughout one's life.

The RR/CC works to innovate in its delivery of excellent service to the people of Los Angeles County. In this strategic planning process, the Department's vision statement was revised to describe the continuous and evolving responsibility of:

Preserving and protecting records, facilitating democracy, and promoting civic activity that represent the significance of the individuals who make up Los Angeles County; ensuring equitable, innovative, and timely access to services when and where they are needed.

A successful strategic plan hinges on unifying the Department in both evaluation and planning. This process fostered a shared mental model of the organization's present context and culture. The resulting strategic plan unites stakeholders in both its development and outcomes, and provides a comprehensive plan for the immediate future.

Environmental Scan

Employee involvement was a top priority for Department leaders throughout this strategic planning process. In October 2023, TurningWest consultants facilitated confidential interviews with 45 staff members across the Department to gather candid feedback and insights to inform the future direction of the organization.

The environmental scan in this strategic planning process involved collecting, analyzing, and interpreting data about the internal and external factors that affect the Department. The RR/CC developed its strategic plan by leveraging a comprehensive understanding of the current state of the internal and external environment, including strengths, weaknesses, opportunities, and threats, ensuring that the plan reflects the collective input and perspective of its employees. The findings of this discovery process provided the foundation for the Department to make informed decisions to align with the current internal and external environment.

Strategic Planning Process (Cont.)

Culture Survey

Organizational culture is the shared set of beliefs, values, norms, and attitudes that influence behavior in organizations. In December 2023, a Department-wide survey was conducted involving staff representatives from every level of the organization.

The survey results reflected a positive organizational culture, particularly at the individual level, where staff exhibit high intrinsic motivation. The participant sample suggests that staff are proud to work in public service, see their jobs as significant, and find satisfaction in their roles. Common in large organizations, the organization-level analysis suggests areas of continued refinement with increased opportunities for leadership and professional development, reduction of departmental silos, and establishment of organization culture through clarity of the Department's values, mission, and vision.

Summary of Retreats and Meetings

This strategic planning process involved meetings with the Strategic Planning Task Force and retreats with all 45 managers from October 2023 to June 2024. The meetings and retreats built on the environmental scan findings to delineate strategic priorities, objectives, goals, and initiatives. Throughout these events, executives and managers engaged in various activities aimed at envisioning the Department's exciting future. As a result of this engagement, participants developed a shared mental model, fostering a unified understanding of the Department's operations, processes, and goals. This process aligned individual perspectives to create a unified approach to planning and decision-making.

The team dreamed big together to collaboratively establish four main focus areas to guide all operations. The final Strategic Priorities identified to direct the Department's time, energy, and resources for the next three years are:



1. Customer Experience,



2. Workforce Development,



3. Resource Optimization,



4. Technology Leadership.

Within each of these priorities, the RR/CC team co-created Objectives, reflecting the accomplishments necessary to execute on each Strategic Priority, and Goals, outlining the measurable outcomes for each Objective. Finally, Initiatives were established as specific projects and efforts required to accomplish the outlined goals.



Mission

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



Vision

Preserving and protecting records, facilitating democracy, and promoting civic activity that represent the significance of the individuals who make up Los Angeles County; ensuring equitable, innovative, and timely access to services when and where they are needed.



Values

Quality Service

We provide quality public services to improve the lives of the Los Angeles County community.

Transparency

We offer access to information about our processes and actively pursue community and stakeholder involvement in our key decisions.

Accessibility

We provide fair and easy access to services to meet the various needs of our diverse communities.

Fairness

We serve all customers equally and with respect.

Integrity

We hold ourselves to the highest standards of working in the interest of the public.

Communication

We strive to keep the dialogue open with the Los Angeles County community to receive feedback about how our services are working and how they can improve.

Teamwork

We provide the opportunity for all staff to collaborate in advancing the Department's mission and vision.

Innovation

We strive to continuously improve our services by discovering, assessing and applying new methods to our every day practices.

Definitions



Strategic Priority:

The Strategic Priorities are the foundational components of the Strategic Plan that establish the Department's direction. They identify where the Department's time, energy, and resources will be directed for the next three years. They reflect the Department's core values derived from our Departmental Mission and Vision.



Objective:

The Objectives of the Strategic Plan reflect at a high level what the Department must accomplish to execute on the Strategic Priorities. The objectives apply to all areas of the Department and reflect the organization we aspire to be. Through meeting our objectives, we demonstrate our commitment to the Strategic Priorities of the Department.



Goal:

The Goals represent how the Department will meet the objectives of the Strategic Plan. Goals are specific and expected to be completed within the three-year period of the Strategic Plan. While specific, Goals will likely require collaboration and coordination within the Department to accomplish. The Goals and their expected outcomes are measurable. Completion and tracking of Goals will depend on the execution of projects.



Initiative:

The Initiatives of the Strategic Plan are the specific projects and efforts that must be executed to reach our Goals. These initiatives will be critical in planning the work of our managers and their operations during the upcoming three-year period. Initiatives are directly connected to the Goals of the Strategic Plan and, by extension, are derived from the Strategic Priorities and Objectives. The execution of initiatives in their specified timeframe will provide a level of accountability to the Strategic Plan.

Overview Strategic Priorities



Customer Experience

We provide timely, relevant, and customer-driven service. We strive to design services using a human-centered approach, prioritizing the needs of the end user.



Workforce Development

We foster a safe, dynamic, and productive workplace. We encourage employee growth, development, and achievement while encouraging employees to maintain a healthy work-life balance.



Resource Optimization

We assign and distribute our human resources, facilities, and infrastructure to maximize service in an effective and responsible manner.



Technology Leadership

We seek innovative and modern technological solutions to ensure our service needs today and to anticipate service demands of the future. We leverage technology to enhance service delivery and to support our workforce.

Strategic Priority



Priority ONE Customer Experience

Objective 1.1

Increase Access to Departmental Services

Objective 1.2

Enhance and Modernize Technology

Objective 1.3

Enhance Customer Satisfaction

Goal 1.1

- i. Reduce barriers to voting.
- ii. Improve access to physical locations.
- iii. Enhance language access.
- iv. Expand digital access to services.
- v. Restore and digitalize records dating back to inception.

Goal 1.2

- i. Develop a comprehensive data management strategy that promotes transparency and operational efficiency.
- ii. Develop a comprehensive strategy to optimize record storage and retention.

Goal 1.3

- i. Evaluate and quantify customer feedback.
- ii. Leverage data analytics to improve and measure customer satisfaction.
- iii. Foster services in an enhanced, secure, and non-biased manner.



Priority TWO Workforce Development

Objective 2.1

Strengthen Workforce Satisfaction

Objective 2.2

Invest in Employee Development

Objective 2.3

Cultivate an Inclusive Work Environment

Goal 2.1

- i. Increase proactive communication and outreach to employees.
- ii. Implement policies and programs to increase employee satisfaction.

Goal 2.2

- i. Retain experienced and knowledgeable staff.
- ii. Facilitate career path options.
- iii. Increase training, mentorship, and leadership opportunities

Goal 2.3

- i. Foster greater communication across the organization.
- ii. Prioritize initiatives that foster diversity, equity, and inclusion.

Strategic Priority (Cont.)



Priority THREE Resource Optimization

Objective 3.1

Optimize Staffing Resources

Objective 3.2

Steward Public Resources for Sustainability

Goal 3.1

- i. Conduct a comprehensive, forward-looking organizational staffing analysis.
- ii. Prepare a future-ready workforce.
- iii. Ensure effective distribution of staffing resources.

Goal 3.2

- i. Maximize usage of facilities, equipment, and vehicles.
- ii. Strive for carbon neutrality through strategic investments in green initiatives.
- iii. Foster fiscal responsibility and prudent use of public resources.



Priority FOUR Technology Leadership

Objective 4.1

Leverage Modern Technologies for Innovation and Improvement

Objective 4.2

Leverage Data for Improved Decision Making

Objective 4.3

Advance Transformative and Innovative Initiatives

Goal 4.1

- i. Expand technical infrastructure to support digital services.
- ii. Advance ongoing development and enhancements to election systems.

Goal 4.2

- i. Establish a departmental data literacy program.
- ii. Formulate business intelligence and data warehouse strategy.

Goal 4.3

- i. Advance open-source initiatives.
- ii. Enhance open data strategy.
- iii. Develop and implement Artificial Intelligence drive solutions.
- iv. Sustain and maintain cybersecurity leadership to safeguard critical systems and data.

Initiatives



Priority ONE **Customer Experience**

1. Implementation of ADA Mitigation Verification Process (1.1.i and 1.1.ii)
2. Engage with Public Entities to Review Barriers and Implement Corrective Actions (1.1.i and 1.1.ii)
3. Implementation of a New Accessibility Survey System (1.1.i and 1.1.ii)
4. Assess the Accessibility of RR/CC Facilities and Develop a Sustainable Access Plan (1.1.i and 1.1.ii)
5. Engage an Accessibility Consultant (1.1.i and 1.1.ii)
6. Implement Electronic Ballot Curing (1.1.i and 1.1.iv)
7. Implement a Comprehensive Cost Accounting System (1.2.i)
8. Publish California Environmental Quality Act Compliance Data (1.1.iv and 1.2.i)
9. Full Digitization of Archives (1.1.v and 1.2.ii)
10. Removal of Discriminatory Language from Archives (1.3.iii)
11. Expand Preservation Archive to Include Vital Records (1.2.ii)
12. Expansion of Customer Sentiment Technology (1.3.i and 1.3.ii)
13. Expand the Department's Mobile Application Program (1.1.iv)
14. Modernize Election Management System and Infrastructure (1.2.i)
15. Enhancement of the Department's Language Accessibility Program (1.1.iii) and with respect.



Priority TWO **Workforce Development**

1. Measure employee satisfaction through a survey (2.1.i, 2.1.ii, and 2.3.ii)
2. Gather and assess data related to workplace policies (2.1.ii)
3. Establish staff development workshops and training (2.2.ii and 2.2.iii)
4. Implement customer service training program (2.2.iii)
5. Enhanced communication regarding departmental inclusion initiatives (2.3.i)

Initiatives (Cont.)



Priority THREE Resource Optimization

1. Conduct staff utilization study of permanent and temporary positions (2.1.ii)
2. Conduct needs assessment for departmental assets (3.2.i)
3. Implement vehicle and equipment replacement program (3.2.i)
4. Expand availability of charging stations at departmental facilities (3.2.i and 3.2.iii)



Priority FOUR Technology Leadership

1. Explore feasibility of a pilot for electronic certified copies solution. (4.1.i)
2. Continuous enhancement of VSAP systems and cybersecurity posture by incorporating latest technology and trends for operational efficiencies (4.1.ii and 4.3.iv)
3. Expand Data Literacy program across the Department (4.2.i, and 4.2.ii)
4. Implement Artificial Intelligence in data reporting (4.2.ii and 4.3.iii)
5. Leverage resilient and scalable cloud-based infrastructure (4.1.i and 4.1.ii)
6. Expand use of county's data portal by proactively publishing public data for constituents (4.3.1 and 4.3.ii)
7. Collaborate with regulatory agencies to establish license and regulatory framework for open source voting systems (4.3.i and 4.3.iv)





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