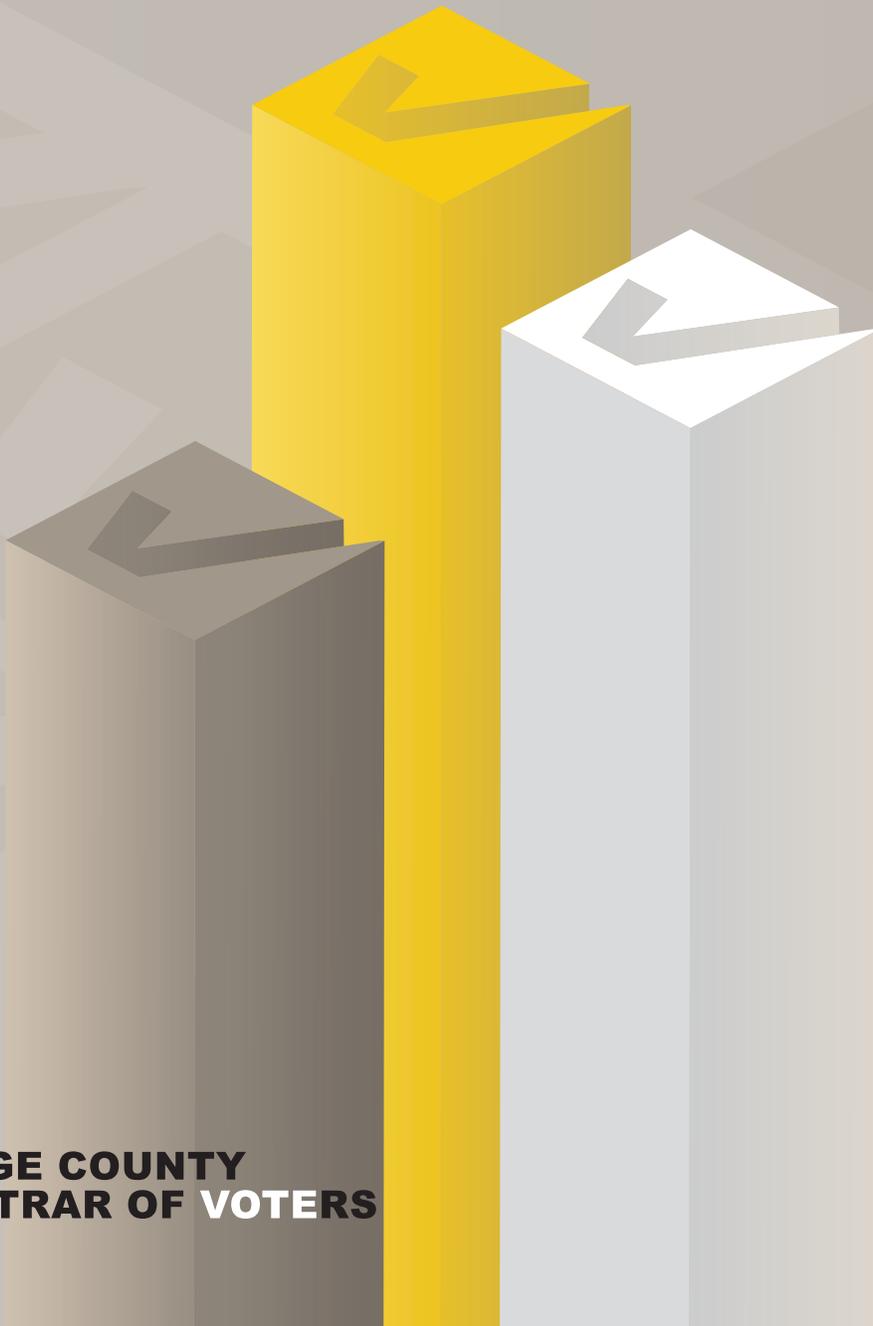# ORANGE COUNTY, CA NOVEMBER 2020 ELECTION: VOTER AND SERVICE LEVEL DATA

A RECAP OF THE PRESIDENTIAL GENERAL ELECTION

ORANGE COUNTY REGISTRAR OF VOTERS

VOTE CENTERS

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CONTENTS

EXECUTIVE SUMMARY

The November 3, 2020 Presidential General Election was both a unique and historic election as the COVID-19 pandemic presented unprecedented challenges for election administration nationwide. As the fifth largest voting jurisdiction in the United States, Orange County requires extensive planning and coordination between internal departments and external partners in preparation for elections.

My office remained committed to administering secure and transparent elections while successfully maintaining public health guidelines from the Centers for Disease Control and Prevention (CDC) and state and local health officials. At the time of the election, there were approximately 1.7 million registered voters who received a Voter Information Guide and an official ballot through the mail. In Orange County, a total of 1,546,570 ballots were cast for an 87.3% turnout in the November 3, 2020 Presidential General Election.

I have made it a priority to ensure that we analyze voter behavior and survey data to enhance our services, resources, and planning for future elections. By understanding how voters voted, what was successful, and what could be improved, we can implement data-driven solutions to improve the voter experience and likelihood of another successful election.

Voter data from each major election allows our office to assess the success of certain solutions and whether a challenge we face is an ongoing issue or an issue that is unique to a specific election. In 2020, we provided voters with a new way to vote under the Voter's Choice Act (VCA). The changes not only brought more opportunities for voters to access the ballot box, but also enhanced the voter experience.

In addition to data from voter behavior, the November 2020 Post-Election Report comprises data of seven surveys, which include:

- Candidate Filing Survey
- Vote Center Customer Service Representative Survey
- Voter Phone Bank Survey
- Election Support Lead Survey
- Vote Center Facility Survey
- Vote Center Employee Training Survey
- Vote Center Supervisor Survey

From the candidate's experience filing their nomination papers to the facility's experience hosting a Vote Center, the range of the surveys allows us to identify specifically what can be improved and what is already being done well.

Through our ability to evaluate our performance and services through data and surveys, we continue to strive for excellence in providing the highest quality services to the public, implementing innovative practices to increase the efficiency of election operations, and ensuring that the voting experience is positive for all Orange County voters.

Neal Kelley
Registrar of Voters

VOTER DATA TRENDS

Overall Turnout

Prior to Election Day, voters were urged to take full advantage of voting early and voting safely at home. Orange County voters expressed their confidence in election administration by participating in record numbers in this election. Despite a series of unprecedented events, the November 3, 2020 Presidential General Election recorded the highest turnout for a presidential election since 1964. The 1,546,570 Orange County voters who participated in this election represented a 24.8% increase over the 1,239,405 voters who participated in the 2016 Presidential General Election.

"The November 3, 2020 Presidential General Election recorded the highest turnout for a presidential election since 1964."
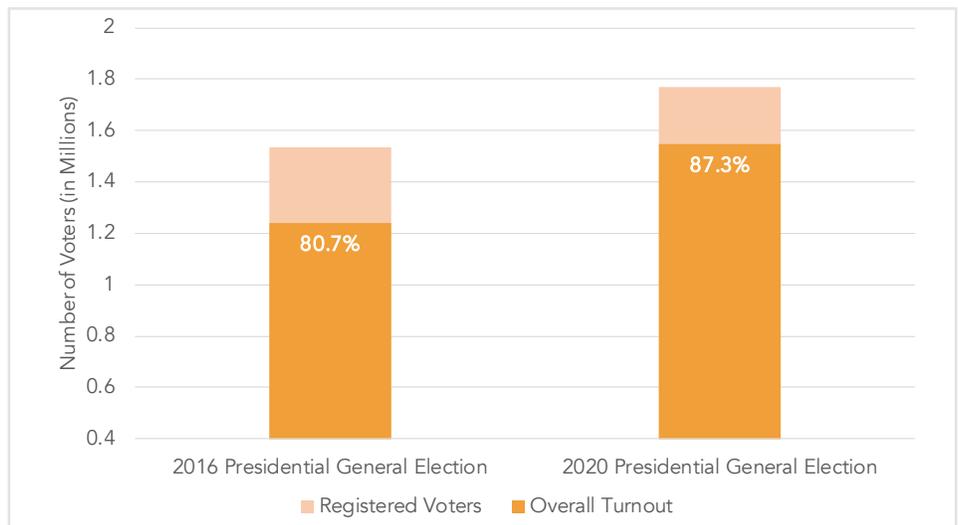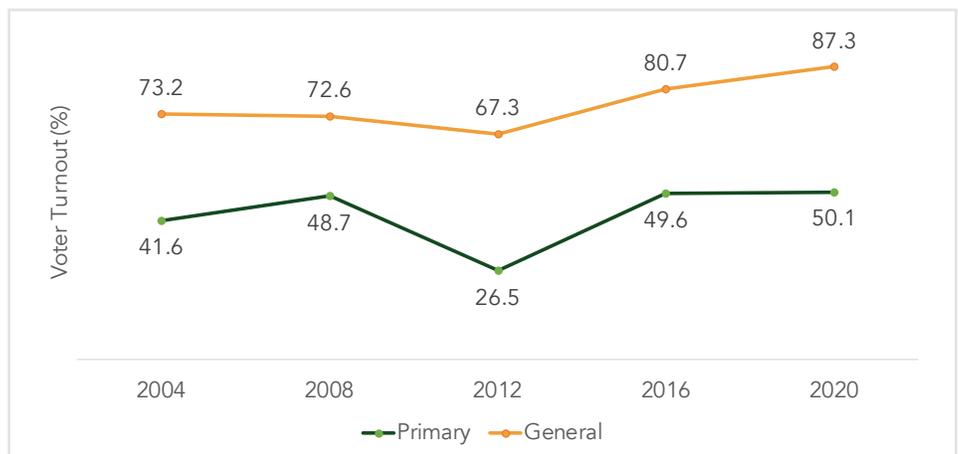
Chart 1. Overall Turnout

Chart 2. Historical Turnout Trends

The voting experience for many voters is no longer waiting to vote in-person on Election Day. Instead, most voters opt to vote from the convenience of their homes and cast their official ballots through the mail. All registered voters receive an official ballot in the mail nearly a month before the election and they can return their ballot without needing to affix additional postage, at a ballot drop box location, or at any Vote Center. The higher than average turnout in the two most recent elections can be attributed to the increasingly convenient and secure voting options voters have through the Vote Center model.

The 2020 Presidential General Election had a record number of 1,771,537 registered voters. There were 137,571 more registered voters in this election than the presidential primary held in March 2020. To accurately determine voter turnout, it is important to maintain an accurate voter list. The Orange County Registrar of Voters regularly updates the voter rolls, for example, by removing voters who have moved or passed away. Our office also utilizes several approaches to sustain a quality list maintenance program, including:

1. Updates through the Department of Motor Vehicles (DMV)
2. National Change of Address (NCOA)
3. Secretary of State updates
4. Secure third-party data

Additionally, the implementation of VoteCal, a statewide voter registration database, helps maintain more accurate voter registration rolls for every county in California. Ongoing outreach efforts and programs also help eligible voters register for upcoming elections. During the COVID-19 pandemic, the Orange County Registrar of Voters continued to engage safely with voters through virtual meetings and speaking engagements with language minority communities, local colleges, and accessibility groups.

In additional to voter turnout, voter registration data by generation shows several shifts that hold significant implications for Orange County. In the past four years, the electorate has grown by 15% (235,570 voters) and participation increased across voters of all ages, ethnicities, and socioeconomic backgrounds. The convenience and security of this election allowed more voters to access the ballot box than ever before.

"The Orange County Registrar of Voters regularly updates the voter rolls and utilizes several approaches to sustain a quality list maintenance program."

Chart 3. Voter Registration by Generation
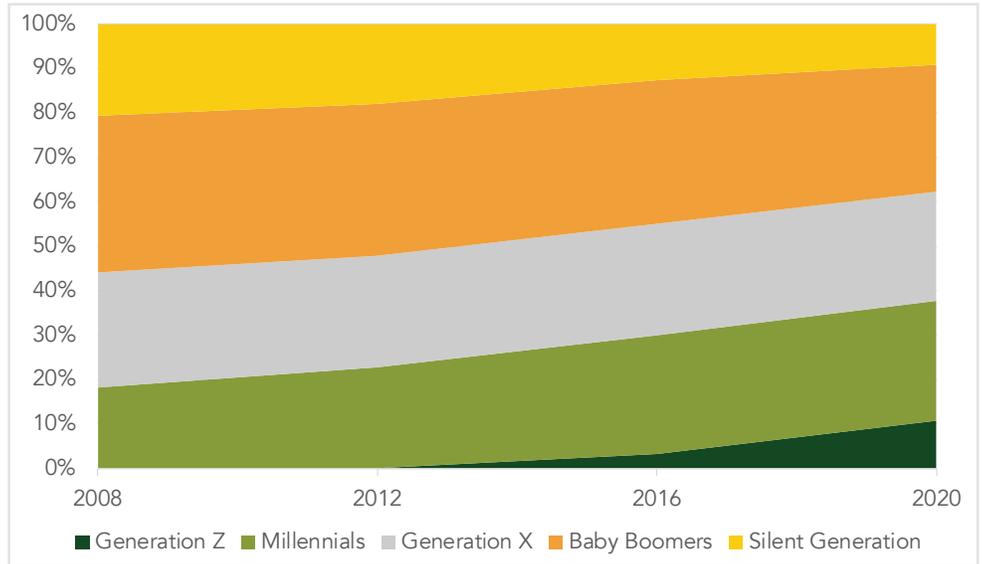
As Generation Z becomes of voting age, their share of voter turnout will continue to grow. In the 2020 Presidential General Election, turnout for Generation Z (144,424) and the Silent Generation (149,104) were comparable. Baby Boomers continue to take the largest share in turnout by generation (30.5%), followed by Generation X (25.3%) and Millennials (24.9%).

The generational makeup of the electorate is impacting the general consensus of what voters expect and demand in a positive voting experience. The Orange County Registrar of Voters believe a positive voting experience is likely to encourage voters to vote again in the future and continues to work to improve processes and meet the demands of voters.

Figure 1. Voter Participation in Orange County

Legend

🟧	0 - 29 %
🟨	30 - 49 %
🟨	50 - 69 %
🟩	>= 70 %
⬜	No Registered Voters
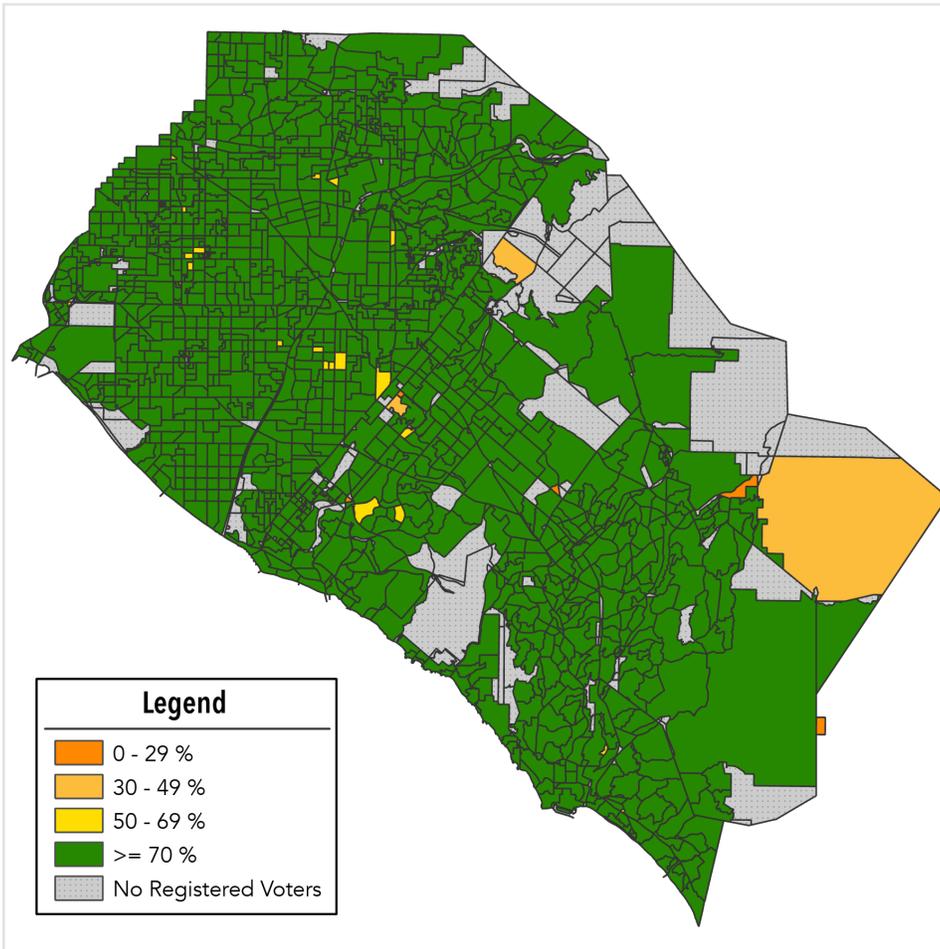
This map of Orange County displays voter participation by precinct with varying rates of voter turnout in the November 3, 2020 Presidential General Election. Most precincts showed very high turnout (greater than or equal to 70%), which is consistent with the county's high overall turnout of 87.3% in this election.

The Orange County Registrar of Voters' office has been at the forefront of providing innovative language assistance to voters, so as many eligible voters as possible can request voting materials that is accessible for them. Voters have the option to request their voting material in another language and more than 100,000 voters requested another language in 2020, with Vietnamese, Spanish, Korean, and Chinese being the most requested languages.

Overall, the top four requested languages continue to grow proportionally with one another. Information on voters' registered language is not only useful for knowing how many translated materials

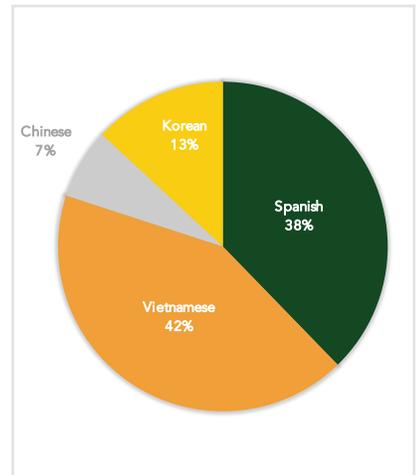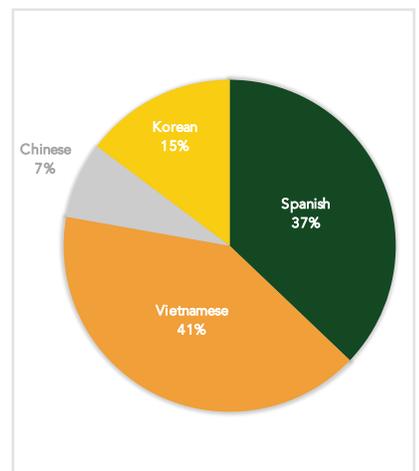*Chart 4. Registered Language in 2016*

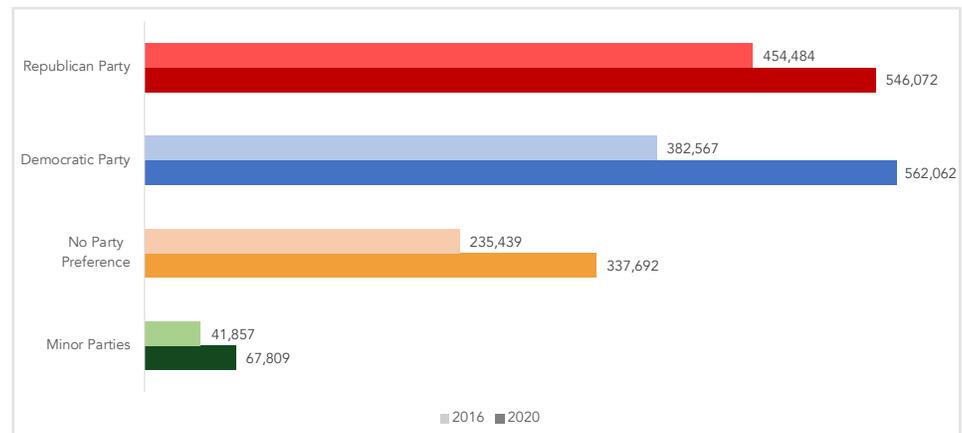*Chart 5. Registered Language in 2020*

to produce for voters, but also for recruiting and assigning bilingual Customer Service Representatives at Vote Centers to provide language assistance near language minority communities.

Political Parties

Voters can select a preferred political affiliation on their registration forms. In Orange County, active registration numbers show 656,305 registered Democrats, 615,303 registered Republicans, and 89,198 voters have chosen other party designations (such as American Independent, Libertarian, Green, Peace and Freedom, and others). Orange County has a growing population of voters who do not indicate a political party preference. Currently, there are approximately 441,606 No Party Preference (NPP) voters across the county.

In the November 3, 2020 Presidential General Election, voter turnout increased across all parties compared to 2016. The number of registered Democrats and No Party Preference voters have grown the most since 2016, by 46.9% and 43.4% respectively.

Chart 6. Voter Turnout by Party

Party	2016	2020
Republican Party	454,484	546,072
Democratic Party	382,567	562,062
No Party Preference	235,439	337,692
Minor Parties	41,857	67,809

Regardless of political party, more voters are choosing to take advantage of the convenience, safety, and security of vote-by-mail ballots. The next chart compares the number of official ballots cast by mail to the number of ballots cast in-person by party. In 2016, the share of voting by mail was similar across all political parties, at approximately 65%. As more voters elected to vote at home this election, the share of voting by mail increased by nearly 10-20% with some variation by political party in 2020.

"More voters are choosing to take advantage of the convenience, safety, and security of vote-by-mail ballots."
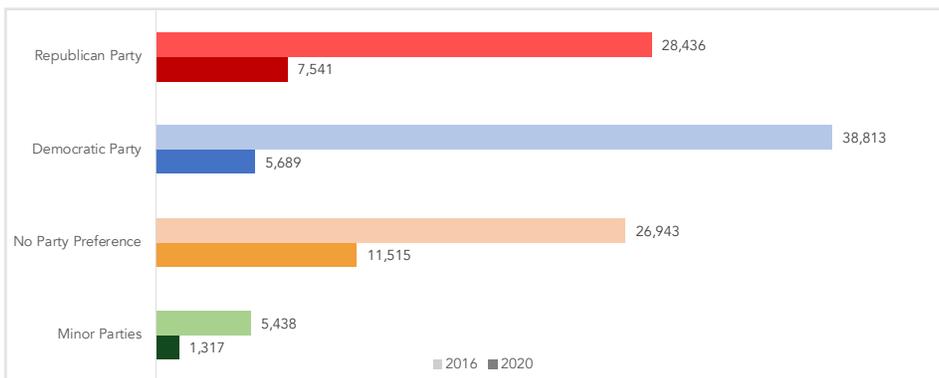
Chart 7. Vote By Mail vs. Vote Center Participation

	Vote-By-Mail	Vote Center
Republican Party (2016)	294,151	160,333
Republican Party (2020)	409,713	136,359
Democratic Party (2016)	248,259	134,308
Democratic Party (2020)	501,639	60,423
No Party Preference (2016)	149,225	86,214
No Party Preference (2020)	287,317	50,375
Minor Parties (2016)	26,413	15,444
Minor Parties (2020)	55,265	12,544
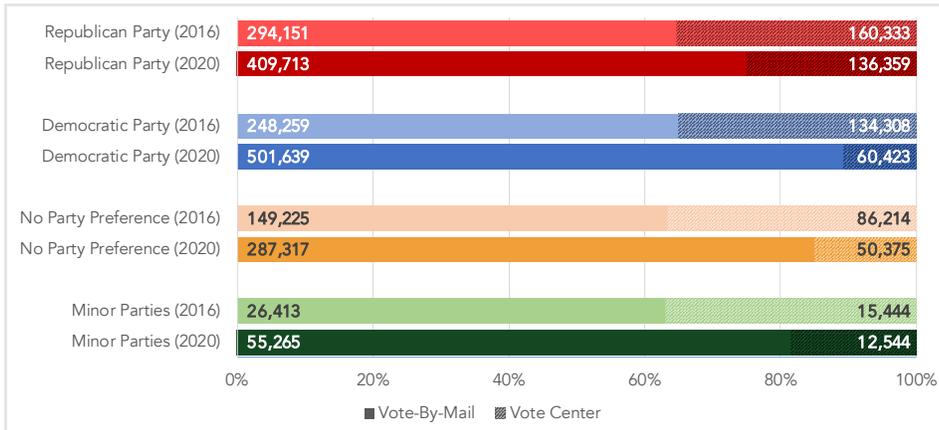
The Orange County Registrar of Voters remained committed to providing safe and secure voting opportunities to voters who chose or needed to vote in-person at a Vote Center. For the voters who opted to vote in-person, the multi-day voting period, extended voting hours, and thorough health and safety protocols reassured them that voting in-person was still a safe and reliable alternative to voting at home.

The transition to Vote Centers significantly improved the voting experience for many voters. Vote Centers are a full-service voting experience; voters can vote at any location, register to vote, and update their voter registration information. The secure electronic pollbook can look up any registered voter in Orange County at any Vote Center and issue the voter's ballot on demand. This not only reduced long wait times, but also significantly reduced the number of provisional ballots issued to voters. As shown in the graph, the total number of provisional ballots cast in the 2020 Presidential General Election (26,062) is roughly a quarter of the number of provisional ballots cast in the 2016 Presidential General Election (99,630).

Chart 8. Provisional Ballots by Party

	2016	2020
Republican Party	28,436	7,541
Democratic Party	38,813	5,689
No Party Preference	26,943	11,515
Minor Parties	5,438	1,317

Voting Methodology

Vote-By-Mail (VBM)

The Orange County Registrar of Voters embarked on an aggressive voter education campaign on various platforms to remind voters to vote early, vote safely from home using their official ballot, and to be aware of their voting options. Voter behavior in Orange County has shown that voters have increasingly requested more convenient, secure, and safe options to participate in elections. Since the 2012 Presidential General Election, the percentage of voters voting by mail has consistently exceeded the number of voters voting in-person. For example, of all ballots cast in Orange County for the 2016 Presidential General Election, 56% were returned by mail. In 2020, the number of vote-by-mail ballots returned in the presidential general elections increased from 695,050 in 2016 to 1,285,629.

"Since the 2012 Presidential General Election, the percentage of voters voting by mail has consistently exceeded the number of voters voting at a polling place."

Chart 9. Voter Behavior in Presidential Elections
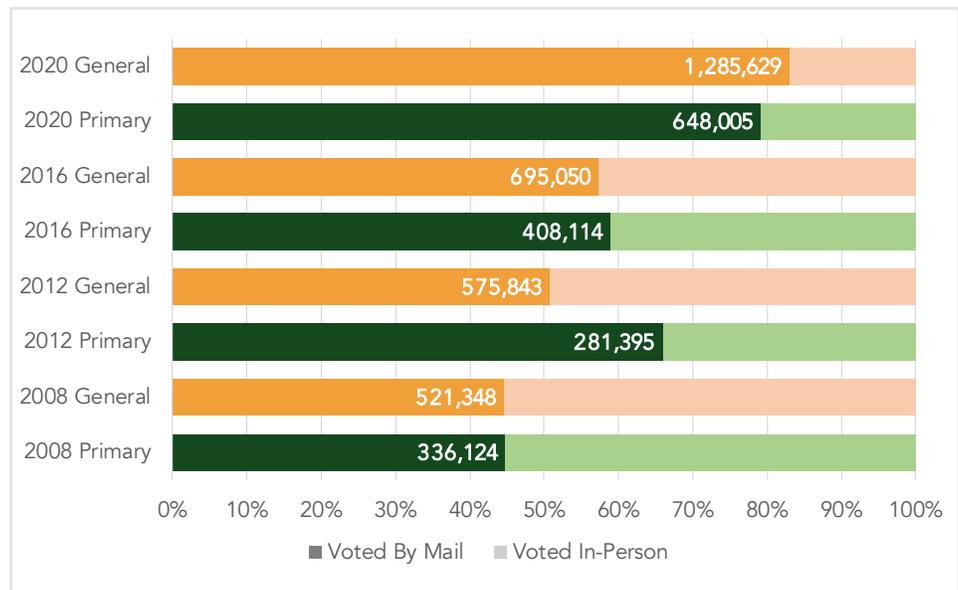
With the evolving coronavirus pandemic, voters who traditionally voted in-person may have opted to vote by mail for the November 3, 2020 Presidential General Election. To infer how Orange County voters may vote in a non-pandemic voting environment, the March 3, 2020 Presidential Primary Election can be a possible indicator.

Early voting for the 2020 Presidential Primary Election began in February, and the election concluded before the state enacted its first stay-at-home order. This was also the first election in which every registered voter in Orange County received an official ballot in the mail

nearly a month before Election Day. The March 3, 2020 Presidential Primary Election concluded with the highest turnout for a presidential primary election since 2000 with nearly 80% of voters casting their ballot by mail.

This trend continued in the November 3, 2020 Presidential General Election, and 83% of voters who participated cast the official ballot they received through the mail, while only 17% cast their vote in-person at one of the 168 Vote Centers in the county.

Chart 10. Vote-By-Mail Turnout in 2020 Elections
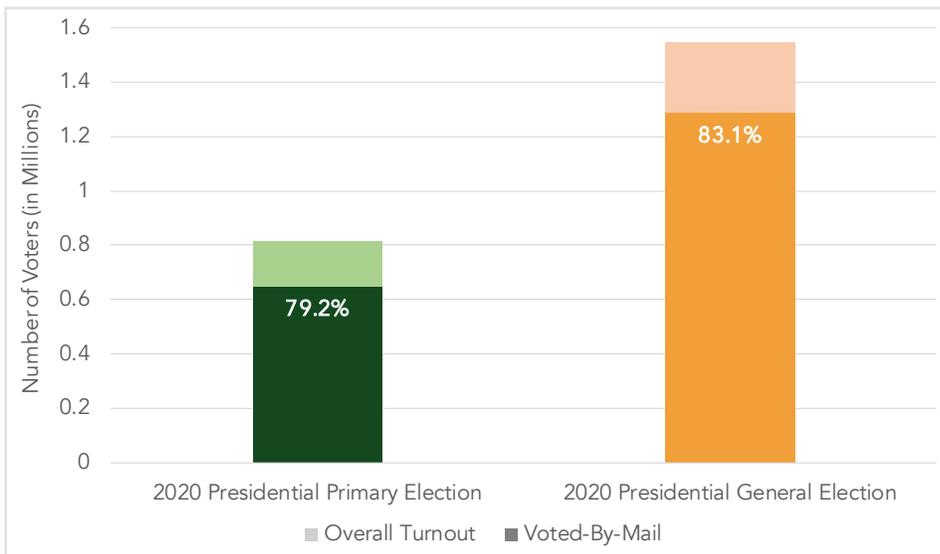
Understandably, the most recent Presidential General Election was a unique election as it was conducted during an unprecedented pandemic. There may have been a number of voters who may have preferred to vote in-person but opted to return their ballot through the mail instead. To provide the best voting experience to voters who historically voted in-person, the Orange County Registrar of Voters provided information across multiple platforms to increase awareness of various voting options.

The Voter's Choice Act (VCA) established detailed criteria for counties to provide voters multiple options to cast their ballot in any given election. Introduced for the first time in 2020, ballot drop boxes proved to be the most popular return method (46%) for voters in Orange County. This was followed by returns through the mail (37%) or dropping off at Vote Centers (16%). In the 2016 Presidential General Election, voters returned their ballot by mail (78%), at a polling place (20%), or over the counter at our office in Santa Ana (2%).
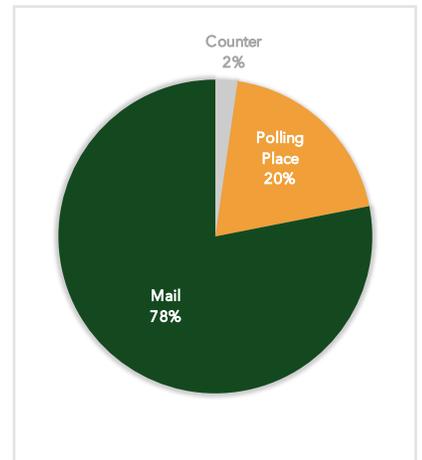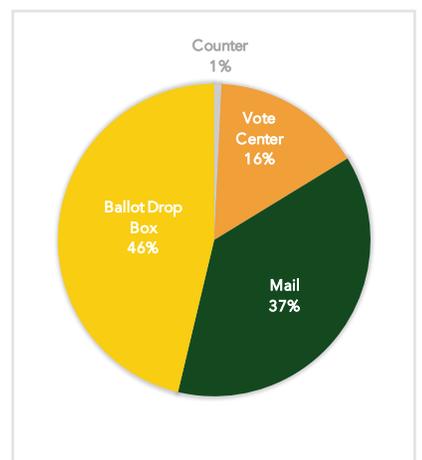
Chart 11. Vote-By-Mail Return Method in 2016

*Chart 12. Vote-By-Mail Return Method in 2020*

For the November 3, 2020 Presidential General Election, 116 ballot drop boxes were strategically placed throughout the county based on several considerations, including proximity to language minority groups, communities with historically low vote-by-mail usage, traffic patterns, and geographically isolated populations. Ballot drop box sites provide voters with an additional option to cast their official ballot securely, safely, and conveniently. Returning a ballot by mail also remained a popular option for many voters because it does not require the voter to pay postage or engage in direct contact with others, which was especially important during a pandemic.

Remote Accessible Vote-By-Mail (RAVBM)

In response to the coronavirus pandemic, Assembly Bill 860 was passed to permit any voter to cast their ballots through a Remote Accessible Vote-By-Mail (RAVBM) system. While this system was available prior to this election, it was limited to voters with disabilities, overseas voters, and military voters. As such, RAVBM was a new voting option to many voters, so clear and concise language was messaged to voters in the Voter Information Guide (VIG), on our website, on the RAVBM portal, and on our social media platforms. Additionally, RAVBM debut in 2020 so there is no comparison to the 2016 general election.

The chart below reflects the change in RAVBM usage between the primary and general elections of 2020. In March, only 323 voters registered to use the RAVBM system. In November, voters were encouraged to use the RAVBM system if they were impacted by the pandemic. 6,104 voters registered in the RAVBM system and 1,992 voters used RAVBM. The increase in registration and use can be attributed to three main factors – higher voter participation in general elections, open availability of RAVBM, and COVID-19 health concerns.

Chart 13. Utilization of RAVBM in 2020
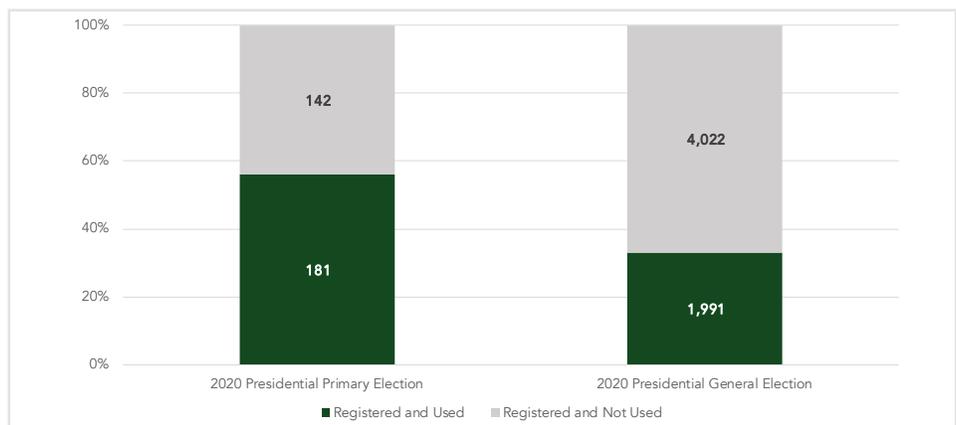
While the share of voters who used RAVBM remains small (only 0.12%), RAVBM is a critical system that provides a reliable method of voting for those who may benefit from its use.

Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA)

Additionally, the Orange County Registrar of Voters complies with the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), which allows citizens serving in the military and civilians who live overseas to participate in elections. The Orange County Registrar of Voters allows three methods of ballot delivery for UOCAVA voters:

1. Delivery through the mail and email
2. Secure online voting portal
3. Facsimile (fax)

Consistent with voter trends for non-UOCAVA voters, voter turnout and interest are noticeably higher for the 2020 Presidential General Election and may explain the discrepancy in the return rate between 2016 and 2020.

Chart 14. UOCAVA Turnout
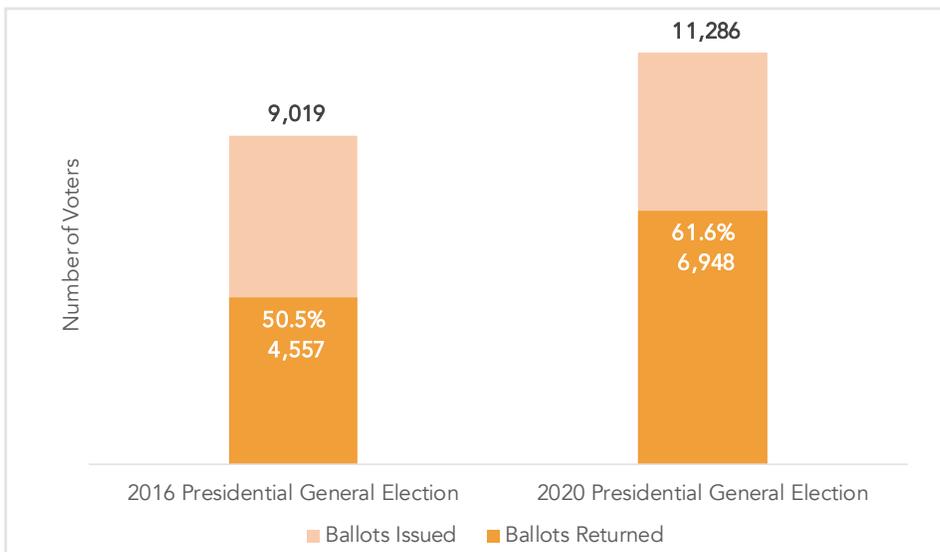
Voting Behavior by Voter Type

In this election, more than 275,103 voters cast a ballot for the first time, a 51.7% increase compared to the Presidential General Election in 2016. The increase in first-time voter turnout can be attributed to the utilization of same-day registration, or conditional voter registration (CVR), early voting, and vote-by-mail voting. The transition to Vote

"There was a significant change in the voting behavior of historical polling place voters."

Centers also better prepared the staff who assisted the voters. In previous elections, many first-time voters voted provisionally, but highly trained employees at Vote Centers could assist voters more efficiently and reduce the unnecessary use of provisional ballots.

Chart 15. Voting Behavior of First Time Voters
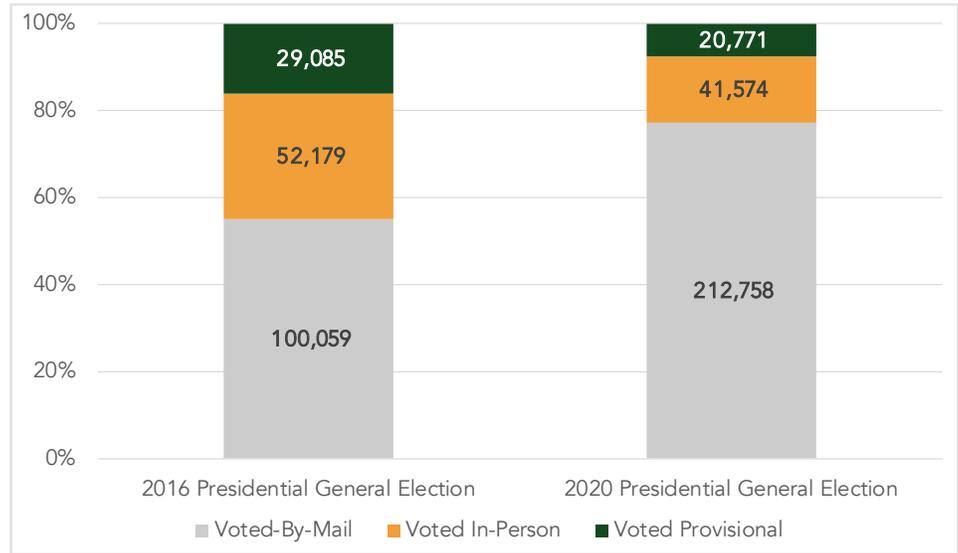
Chart 16. Voting Behavior of Permanent Absentee Voters
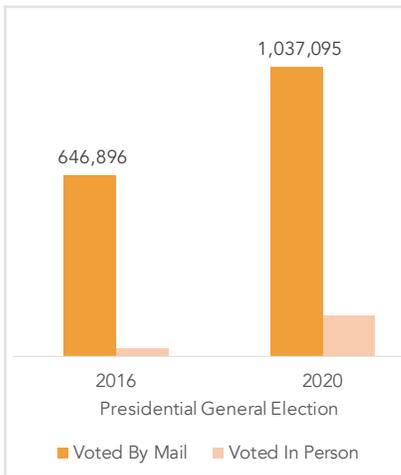
Voters who were previously registered as Permanent Absentee Voter (PAV) voted by mail consistently in 2020. The VCA had little impact on voters who were already accustomed to receiving their ballot by mail and voting, so there was no significant change in the voting behavior of these voters. Prior to 2020, a voter who did not request to become a permanent absentee voter would visit a polling place to cast a ballot in the election. Notably, there was a significant change in voting behavior for historical polling place voters, or non-permanent absentee voters, as 64.5% chose to return their ballot by mail in 2020.

Chart 17. Voting Behavior of Polling Place Voters
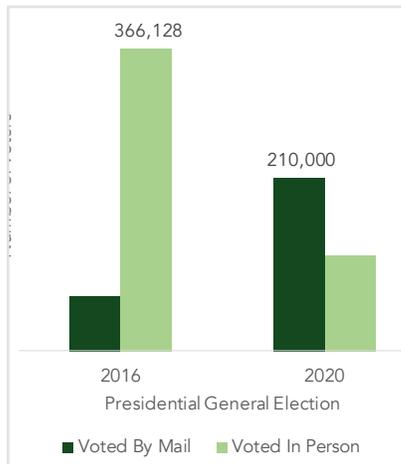
Chart 18. Voting Behavior by Voter Type
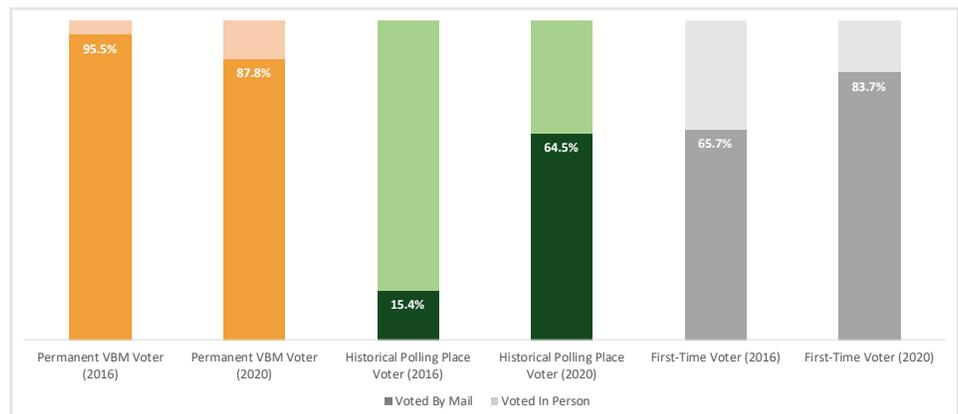
SURVEY TYPES

The **Candidate Filing Survey** was provided to candidates who completed filing in our office or online. The survey was used to assess the levels of organization and efficiency, as well as the courteousness and professionalism extended to candidates by staff. Results from this survey were not only used to help ensure that a high level of customer service was provided to candidates filing for the election, but also to identify means of streamlining the intensive filing process.

The **Voter Phone Bank Survey** was offered to members of the public who called the Public Phone Bank. Callers were automatically transferred to the survey at the conclusion of an interaction with a Customer Service Agent. The survey solicited feedback on the agent's ability to answer the caller's question, as well as rating the quality of service provided by the agent and the Registrar of Voters' office. This data was evaluated daily in order to resolve any issues that may arise regarding the level of customer service received by the general public.

The **Vote Center Employee Training Survey** was emailed to Customer Service Representatives after they attended an in-person training class. This survey sought to measure training through the identification of trends and similar statements. The survey asked Customer Service Representatives about the effectiveness of both the online and in-person training components, as well as specific training materials, including the distance learning tools and Vote Center Handbook. This survey was used to ensure that training objectives were being met and training was adequate to run Vote Centers operations as smoothly and efficiently as possible.

The **Vote Center Customer Service Representative Survey** asked Customer Service Representatives (CSR) to assess the various components of their experience. The survey was emailed to Customer Service Representatives shortly after Election Day and requested their input on communication with the Registrar of Voters' office, issues encountered at their Vote Center, and their overall experience of serving throughout the voting period. This survey is used to assess the efficiency and organization of the Vote Center set up and breakdown process, as well as the overall quality of their experience working at a Vote Center.

The **Election Support Lead Survey** asked Customer Service Representative Leads to rate their training and experience serving in the election. The CSR Lead position was introduced for the first time in this election to provide onsite leadership throughout the voting period. The results from this survey will be used to improve the training for Leads in future elections and help ensure they are equipped with the necessary tools to succeed in their position.

The **Vote Center Supervisor Survey** was distributed to the Supervisors to rate their experiences leading up to and on Election Day. Supervisors served an essential function as they were liaisons between the Registrar of Voters and the various Vote Centers, aided in troubleshooting, and provided leadership to Customer Service Representatives as issues arose in the field. Responses provided were useful in assessing the overall efficiency of Vote Center operations.

The **Vote Center Facility Survey** measured the satisfaction of Vote Center hosts with their level of communication with the Registrar of Voters and Customer Service Representatives, as well as their overall experience serving in the election. Additionally, this survey also asked hosts about their experience receiving a portable storage container to store voting equipment and election supplies. This survey was emailed to each Vote Center host after the election, and it was a good indicator of the likelihood of the willingness of the Vote Center host to serve in future elections.

CANDIDATE FILING SURVEY

Overview

First introduced in June 2012 Election, the Candidate Filing Survey was developed to assess the service provided by the Registrar of Voter's office to candidates filing for office. On May 5, 2020, the California Secretary of State's office issued an advisory which allowed elections officials to issue candidate filing documents via mail, email, or a website for this election as a result of COVID-19. To provide a safe and convenient option for candidates filing for office, the Orange County Registrar of Voters was the first in California to launch a full-service online candidate filing portal. Candidates who chose to complete the entire process online would complete the final steps through a video conferencing service with the Registrar of Voters office to execute a Declaration of Candidacy. Prior to the conclusion of the candidate filing process, each candidate received a survey and provided feedback regarding their experience during the candidate filing process.

In-Person Candidate Filing Survey Questions:

- The process was organized and efficient.
- Waiting time was efficiently managed.
- Staff was courteous, knowledgeable, and professional.
- I was given adequate information to complete each step in the process.

Online Candidate Filing Survey Questions:

- The process was organized and efficient.
- Staff responded to my emails in a reasonable time.
- Staff was courteous, knowledgeable, and professional.
- I was given adequate information to complete each step in the process.

The Registrar of Voters' office strives to provide an outstanding level of customer service to all candidates running for office, whether they are running for a high-profile office such as Congressional Representative, or a local office such as Member of the Orange County Board of Education. With numerous contests on the ballot, the Registrar of Voters' office assisted many candidates in navigating the filing process, with the goal of making the process easier to understand and less time consuming. Additional steps were taken to ensure that any

candidate who chose to file in-person would be safe throughout the process. For example, the Registrar of Voters' office operated under expanded hours to provide more opportunities for candidates to make appointments to complete the filing process and placed signs and floor markers to maintain physical distance. In order to evaluate the level of service provided, the Candidate Filing Survey solicited input regarding the efficiency of the process, professionalism of staff, and overall quality of service provided by the Registrar of Voters.

In the November 3, 2020 Presidential General Election, the Registrar of Voters' office received 169 surveys; 75 candidates opted for the in-person survey and 94 candidates completed the online survey.

Survey Results: Overall Experience

In order to ascertain the overall level of satisfaction experienced by candidates in the candidate filing process, the survey inquired about organization and efficiency of the process, staff courteousness, knowledge, and professionalism, the level of information provided, and wait time. The Registrar of Voters' office received 75 in-person surveys.

"100% of respondents strongly agree or agree that in-person wait time was efficiently managed."

As shown below, ratings given by candidates who completed the in-person survey were high, as all candidates (100%) strongly agree or agree that the in-person wait time was efficiently managed. Various enhancements to the candidate filing process are possible reasons for the overwhelmingly positive response from candidates. For example, the online candidate filing portal not only reduced the number of candidates filing in-person, but also provided appointment options which resulted in shorter wait times. Additionally, candidates who filed in-person were given a buzzer when they arrived at our office and they were alerted the candidate when our staff was ready to assist them. As long as the candidate remained onsite, they could choose to wait in their vehicle or an isolated area until they were called. This prevented overcrowding in the front lobby and maintained a safe environment.

Table 1. In-Person Wait Time

	The process was organized and efficient.
Strongly Agree/Agree	75
No opinion	0
Disagree/Strongly Disagree	0

In addition to collecting in-person candidate filing surveys, the Registrar of Voters collects surveys from candidates who chose to complete their candidate filing online. The Registrar of Voters received 94 online surveys.

Most candidates rated their experience highly positive with the online candidate filing process and agreed that they received timely responses. Although two respondents reported either disagreeing or strongly disagreeing that staff responded to emails in a reasonable time, there is an opportunity for improvement in understanding why a significant portion of respondents reported having "no opinion" so we can improve our service to candidates that choose to file online in future elections. It could also mean that the online candidate filing process is straight forward and the candidates that file online do not have any questions regarding the process.

"The online filing process was a little confusing, but the woman who helped me via zoom was so knowledgeable & patient!"

Table 2. Online Email Response Time

	Staff responded to my emails in a reasonable time.
Strongly Agree/Agree	83
No opinion	9
Disagree/Strongly Disagree	2

Overall Quality of Service

In both the in-person and online Candidate Filing Surveys, the Registrar of Voters provides opportunities for respondents to provide ratings on whether the process was organized and efficient, whether staff was courteous, knowledgeable, and professional, and whether candidates were given adequate information to complete each step in the process.

Survey results showed that candidates were very satisfied overall with the quality of the candidate filing process as nearly every respondent indicated with an "agree" or "strongly agree" response. The high ratings reflect the intentional focus and preparation of staff for candidates to have a positive experience with the Registrar of Voters.

Chart 19. Quality of Online & In-Person Service

Chart 19 legend: ■ Strongly Agree/Agree ■ No Opinion ■ Disagree/Strongly Disagree

- The process was organized and efficient. — 98.21%, 0.60%, 1.19%
- Staff was courteous, knowledgeable, and professional. — 99.41%, 0.59%
- I was given adequate information to complete each step in the process. — 98.21%, 1.79%

Chart 20. Overall Quality of Service

Overall Quality of ROV Service — 98.82%, 1.18%

Legend: ■ Excellent / Good ■ No Opinion ■ Fair / Poor

Table 3. Overall ROV Service

	Overall quality of ROV service
Excellent/Good	167
No opinion	0
Fair/Poor	2

A candidate may have multiple contacts during the candidate filing process with the Registrar of Voters. It is a priority to provide excellent customer service regardless of whether the candidate filed online or in-person at the Registrar of Voters' office in Santa Ana.

Results from this portion of the survey from both candidates who filed online and in-person indicate a very high level of satisfaction in the overall service provided by Registrar of Voters staff. The survey scores show that nearly every respondent considered the service provided to be "very good" or "excellent," and the Registrar of Voters will continue to look at opportunities on how service can be improved even further upon in future elections.
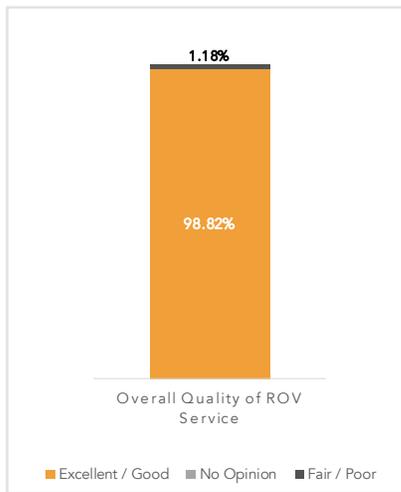
VOTER PHONE BANK SURVEY

Overview

The Orange County Registrar of Voters hired and trained Customer Service Agents to provide continuous phone coverage for the public at large contacting the office for assistance during the voting period. In compliance with Section 203 of the Voting Rights Act, voter support through the Public Phone Bank was available in Spanish, Chinese, Korean, and Vietnamese, in addition to English.

At the conclusion of each call, the agents transferred callers to a telephone survey regarding the level of service provided. Survey results were monitored daily to immediately identify and rectify issues experienced by callers. Additionally, survey results were reported to and analyzed by the Election Operations Planning Team on a weekly basis to ensure the highest levels of customer service was provided to the public.

A total of 4,373 callers responded to the telephone survey regarding the service received when calling the phone bank, which asked callers to respond to the following statements:

1. Rate the overall quality of service of interaction with Customer Service Agent.
2. Rate how well the Customer Service Agent answered all my questions.
3. Rate the overall quality of service of Registrar of Voters.

Callers rated each statement using a five-point scale: 5 is excellent; 4 is very good; 3 is good; 2 is fair; and 1 is poor. The goal set by the Registrar of Voters was to achieve a score of 4.5 (or 90%) or higher. Overall, for each question, Customer Service Agents earned an overall average rating of 4.93.

Compared to March 2020, the call volume for this election saw a 159% increase. Of the 75,682 calls made to the Phone Bank in the six weeks leading up to Election Day, 52,492 or 69% were serviced.

"Compared to March 2020, the call volume for this election saw a 159% increase."

Chart 21. Call Volume & Total Serviced Calls

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Cumulative Calls	5,050	13,813	27,545	45,620	62,552	75,682
Cumulative Serviced Calls	4,818	12,800	21,953	32,442	43,107	52,492

☐ Cumulative Calls ☐ Cumulative Serviced Calls
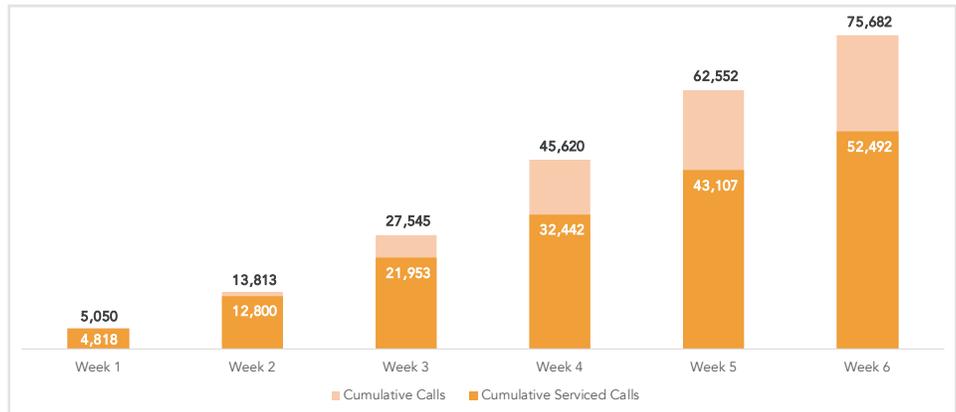
Survey Results: Quality of Service

For the first question, callers were asked to rate the level of service provided by the Customer Service Agent they spoke with on a scale of one to five, with the score of five representing "excellent" and a score of one representing "poor". On average, respondents rated their Customer Service Agent with a score of 4.94 for Question 1.

For Question 2, which asked to rate whether the Customer Service Agent answered all the callers' questions, respondents rated Customer Service Agents with a score of 4.96. Overall, the overwhelming percentage of those who reported receiving answers to their question(s) indicated that the level of competency demonstrated by the agents remained extremely high.

The final question asked the Public Phone Bank callers to rate the overall quality of service provided by the Registrar of Voters, used the scale of one to five employed in the previous question. The average score to the final question is 4.90, which reflects the high quality of service translating into a very positive overall experience for callers.

"A score of 4.96 indicates the level of competency demonstrated by the phone bank agent remained extremely high."

Chart 22. Overall Ratings

| 4.94 | 4.96 | 4.90 |
| Please rate the quality of service you received from the agent. | Please rate how well your agent answered all your questions. | Please rate your overall experience with the Registrar of Voters office. |
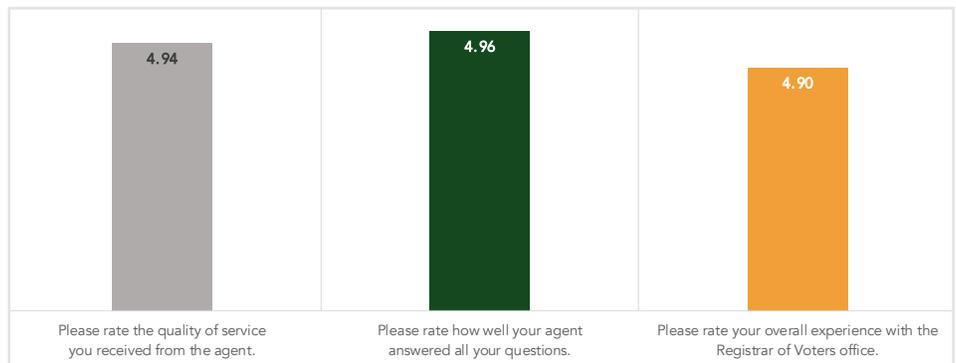
Chart 23. Weekly Survey Ratings
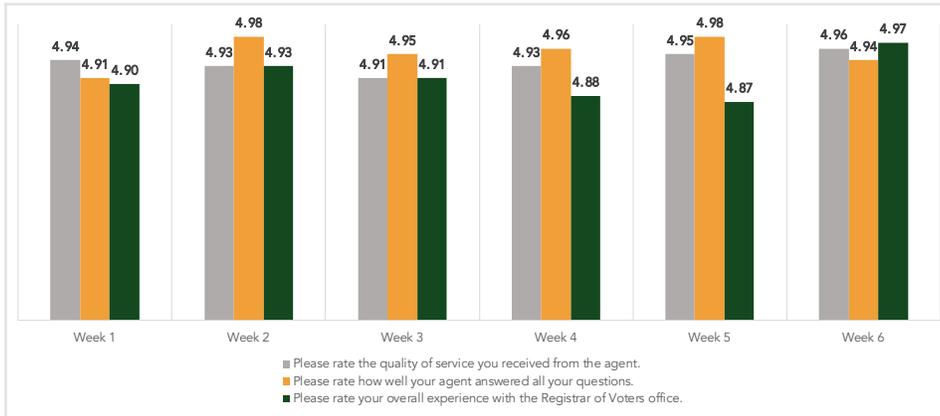
Table 4. Cumulative Survey Count

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Cumulative Survey Count	1,076	2,438	3,069	3,725	4,186	4,373

On a couple occasions, respondents called back asking to resubmit their responses because they reversed the scale and selected 1 believing that it was the highest score, as opposed to the lowest.

VOTE CENTER EMPLOYEE TRAINING SURVEY

Overview

All Customer Service Representatives were required to complete a two-part training that included a distance learning tool that was accessed from home followed by a hands-on training class at the Registrar of Voters' office in Santa Ana. Compared to March 2020, training was reduced from 3-days of in-person classes to a combination of 2-days of interactive online learning and 1-day of hands-on skill training for November 2020. This change not only created an enhanced learning experience, but also ensured safety for our staff. After completing training, all Customer Service Representatives were invited to complete the Training Survey. The survey solicited feedback on multiple aspects of training, including both online and in-person components, and the quality of the overall program.

The survey included the following questions:

1. Please rate each area of training:
   - Online Training
   - Hands-On Practice
   - Vote Center Setup and Breakdown
   - Voter Processing and ePollbooks
   - COVID-19 Modifications
   - Vote Center Customer Service
2. Please indicate your level of agreement with the statements regarding online training:

   - I was able to successfully navigate the training content on my own.
   - The knowledge checks and quizzes helped test my understanding of Vote Center operations.
   - I feel confident in my understanding of the training content through the online platform.
   - The online training modules were well organized.
   - Training modules clearly cover how to operate Vote Centers and assist voters.

3. Please indicate your level of agreement with the statements regarding hands-on practice:

    - Trainers were well-prepared.
    - Trainers were able to answer all my questions.
    - Trainers were easy to understand.
    - Trainers kept class on track.
    - Trainers made sure that class participation and hands-on practice were encouraged.

4. Please rate each area of training:

    - ePollbook Practice
    - Vote Center Setup and Breakdown Practice
    - Vote Center Lab Practice
    - Chain of Custody Practice

5. Please identify any difficulties you encountered while completing the online training.

6. Please identify any difficulties you encountered during hands-on practice.

7. Did you receive the Vote Center Handbook?

8. Please indicate your level of agreement with the statements regarding the Vote Center Handbook:

    - Vote Center Handbook is well organized.
    - Vote Center Handbook is easy to understand.
    - Vote Center Handbook clearly communicates procedures.
    - Vote Center Handbook adequately covers training materials.
    - Vote Center Handbook clearly communicates information and protocols related to COVID-19.
    - I feel confident in using the Vote Center Handbook to answer questions.

9. Please indicate your level of agreement with the statements listed below regarding your overall training experience:

    - The objectives of the online training were clearly defined.
    - The objectives of the hands-on training were clearly defined.
    - The training was well organized.
    - I understand the information and protocols related to COVID-19.
    - I feel well trained to work in Vote Centers.

10. Please rate the overall quality of Registrar of Voters' service.

Survey Results: Training Experience

Survey respondents were asked to rate the different areas of training, which includes online training, in-person training, set up and breakdown practice, ePollbook practice, daily responsibilities, and COVID-19 modifications. While all area received positive responses, the area that could be improved the most was online training.

Chart 24. Ratings of Each Training Area
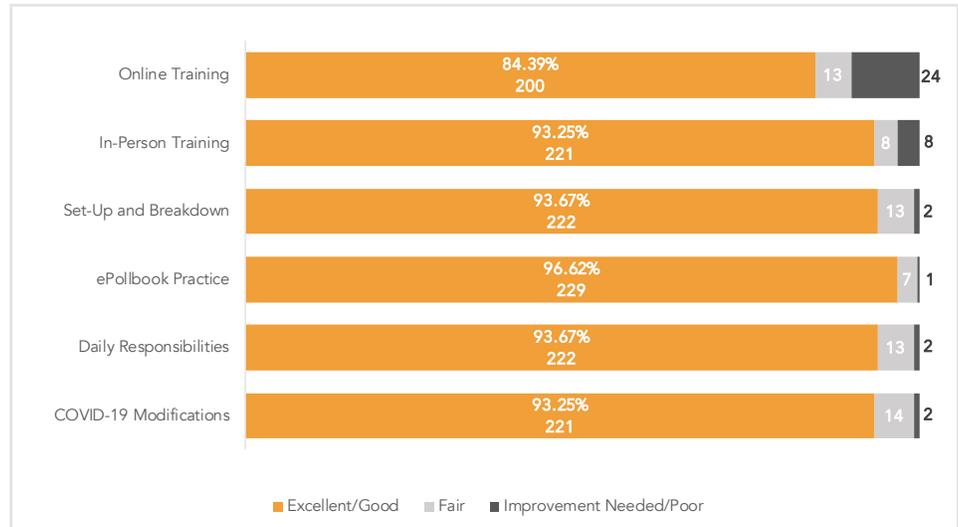
"The training was very extensive and overwhelming, but it was needed for the job. I felt ready and prepared."

Unlike many other online training programs, the interactive online training program for Vote Center Customer Service Representatives had defined success criteria that all staff were required to fulfill prior to attending an in-person training class and working at a Vote Center. Based on comments, some Customer Service Representatives expressed some quiz questions were more challenging than expected. Others commented that the online training did not display properly on a mobile device (such as a tablet or smartphone). The training was designed to work best on desktop computers or laptops, but steps are being taken to improve the user experience and compatibility across all devices.

A key component of the training experience for Customer Service Representatives involves the quality of in-person trainers. Customer Service Representatives were asked to rate their trainer on whether they were well-prepared, able to answer their questions, easy to understand, kept the class on track, and made sure class participation and hands-on practice were encouraged.

Chart 25. Quality of In-Person Trainers
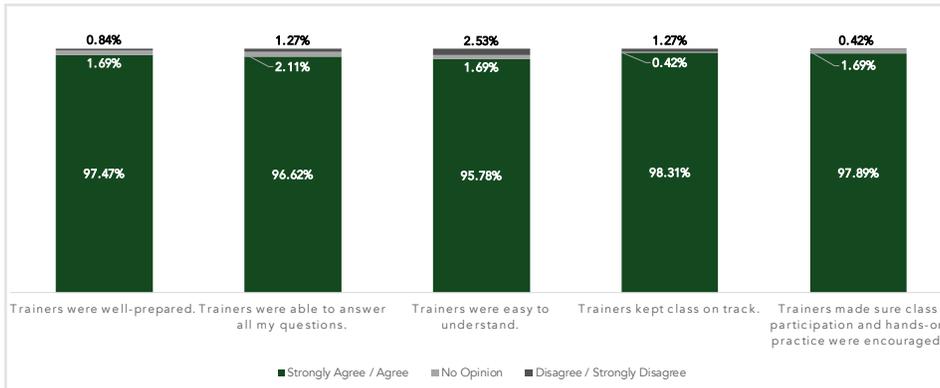
Across these five categories, Customer Service Representatives overwhelmingly responded positively that the trainers were able to succeed in these areas. Of the five areas, the area with the most room for improvement was whether trainers were easy to un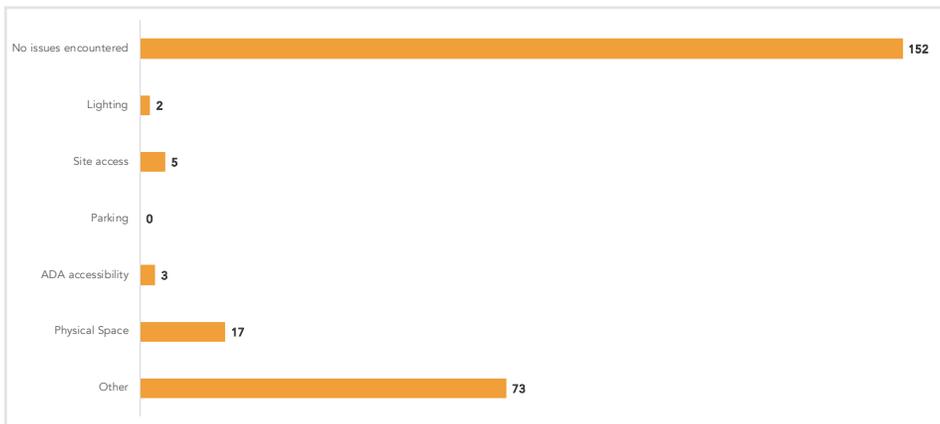derstand. The feedback received indicated that the hands-on training environment was loud at times, and it made it difficult to hear the trainer during class. To address this concern immediately, additional speakers and microphones were provided to the trainers.

Chart 26. Difficulties Encountered at Training Facility

Survey respondents were also asked what difficulties, if any, were encountered at their training facility. A majority of respondents indicated that they did not encounter any issues at their training facility (152 respondents). In reviewing comments where respondents indicated "other" (73), 49.3% of these respondents indicated an issue with the temperature at the training facility and 35.6% reported that the noise level was an issue. Regarding the issue with the temperature, messaging can be enhanced for future training cycles to encourage Customer Service Representatives to wear layers as the temperature

"Hands on training was very helpful and organized, even due to the social distancing requirements."
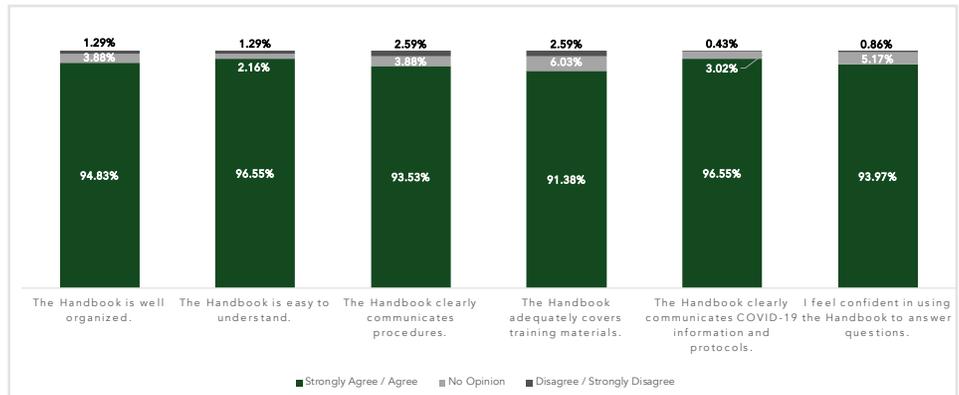
"I appreciate the effort that goes into this program so we can efficiently serve voters. I feel very prepared to perform my duties."

will vary throughout the day. A majority of our training classes took place between September and October. In preparation for potential heat waves in the fall, future planning will consider acquiring additional air conditioning units to keep moderate temperatures in the training area.

In response to the COVID-19 pandemic, the in-person training was held in the main office warehouse. Barriers are minimal in the warehouse which allows for outdoor airflow within the training area. While the warehouse proved to be a safer and physically distanced learning environment, the number of classes running simultaneously could easily become a distraction due to the noise levels. Planning can be done in the future to increase the distance between the classes in order to minimize noise distractions from other classes.

Once hired, every Customer Service Representative received a Vote Center Handbook to reference during their training. The Vote Center Handbook was developed to serve as a supporting material during training, as a reference guide after training, and as a resource at the Vote Center. Customer Service Representatives were asked to rate the Vote Center Handbook on whether it was well organized, easy to understand, clearly communicates procedures, adequately covers training materials, clearly communicates COVID-19 information, and if they felt confident using it to answer questions.

Chart 27. Quality of Vote Center Handbook

	The Handbook is well organized.	The Handbook is easy to understand.	The Handbook clearly communicates procedures.	The Handbook adequately covers training materials.	The Handbook clearly communicates COVID-19 information and protocols.	I feel confident in using the Handbook to answer questions.
Disagree / Strongly Disagree	1.29%	1.29%	2.59%	2.59%	0.43%	0.86%
No Opinion	3.88%	2.16%	3.88%	6.03%	3.02%	5.17%
Strongly Agree / Agree	94.83%	96.55%	93.53%	91.38%	96.55%	93.97%

■ Strongly Agree / Agree ■ No Opinion ■ Disagree / Strongly Disagree
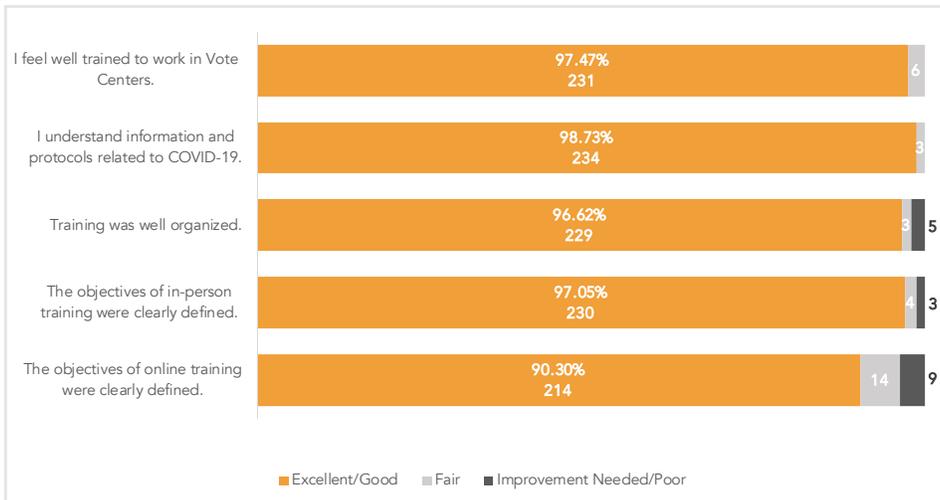
In general, respondents rated all five areas highly. The area with the most room for improvement is whether the Handbook adequately covered training materials. The Vote Center Handbook is a printed guide designed to give Customer Service Representatives instruction on how to perform daily tasks, process voters, and set up and breakdown a Vote Center. As a result, some training topics are

covered in more detail in the online and in-person components of the training program. 14 survey respondents may have selected "no opinion" because the Vote Center Handbook does not contain an overview of the training itself, but rather covers the various duties and responsibilities when working at a Vote Center.

Chart 28. Overall Training Experience

	Excellent/Good	Fair	Improvement Needed/Poor
I feel well trained to work in Vote Centers.	97.47% 231		6
I understand information and protocols related to COVID-19.	98.73% 234		3
Training was well organized.	96.62% 229	3	5
The objectives of in-person training were clearly defined.	97.05% 230	4	3
The objectives of online training were clearly defined.	90.30% 214	14	9

In evaluating their overall training experience, Customer Service Representatives generally agreed that the objectives of the training were clearly defined, the training was well organized, and that they felt well trained for Vote Centers. All areas received ratings over 90%, but the area with the most room for improvement was the objectives of the online training.

Many of the comments for this specific area indicate that the Customer Service Representatives would have liked a program that was easier to complete. The learning management system (LMS) tracks the learning progress of each Customer Service Representative, but connection errors or remaining idle within a module could cause issues that would prevent the progress from saving automatically. Training staff also noticed that some Customer Service Representatives would accidentally reset, rather than continue, their progress within the online training.

In the future, the online training will begin with an overview of the entire learning program with the objectives presented clearly. This will include a tutorial of how to navigate the website, how to complete a course, and how to retake a quiz.

"The training for the General election has been very well done... I learned more from the hybrid approach of two days online training and one day of hands on training."

VOTE CENTER CUSTOMER SERVICE REPRESENTATIVE SURVEY

Overview

Following the November 3, 2020 Presidential General Election, Customer Service Representatives were asked to complete a short survey. The survey solicited feedback on the following topics: experience working for the Registrar of Voters, likelihood of future service, and quality of service provided by the Registrar of Voters.

Data collected from the Customer Service Representative Survey informed the Registrar of Voters' office of the effectiveness and value of services provided to Customer Service Representatives, as well as assisted in the identification of methods to improve elections operations. Survey responses indicating highly rated aspects of the Customer Service Representative experience were based on questions that included the following:

1. Are you a former poll worker?
2. How did you hear about the job opportunities at the Registrar of Voters?
3. Did you participate in the scheduled set up of your Vote Center prior to opening day?
4. Please rate us in each of the following areas while working in this election:
   - Hiring and Onboarding
   - Vote Center PASS (pass.ocvote.com)
   - Health & Safety Measures
   - Support from Vote Center Supervisor
   - Support from the Vote Center Help Desk
   - Overall experience working in this election
5. Did you participate in the scheduled breakdown of your Vote Center after Election Day?
6. How likely is it that you would work in a future election?
7. Please rate the overall quality of Registrar of Voters' service.

Survey Results: Vote Center Experience

The Orange County Registrar of Voters took a proactive approach to recruitment in order to reach potential candidates earlier in the process. Due to the COVID-19 pandemic, recruiting staff with previous election experience was a challenge for this election. As evidenced in the chart, approximately two-thirds of survey respondents indicated that they were not former poll workers. Poll workers who were used to one long Election Day under the polling place model may have been unavailable to commit to the entire voting period. Additionally, the elderly and immunocompromised are an at-risk population and may have wanted or needed to avoid serving in this election. This population is large and includes the most experienced election workers, so recruitment efforts were expanded to attract new workers.

Chart 29. Are you a former poll worker?
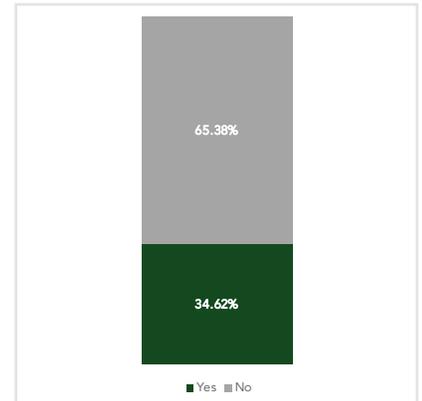
Chart 30. How did you hear about the job opportunities?
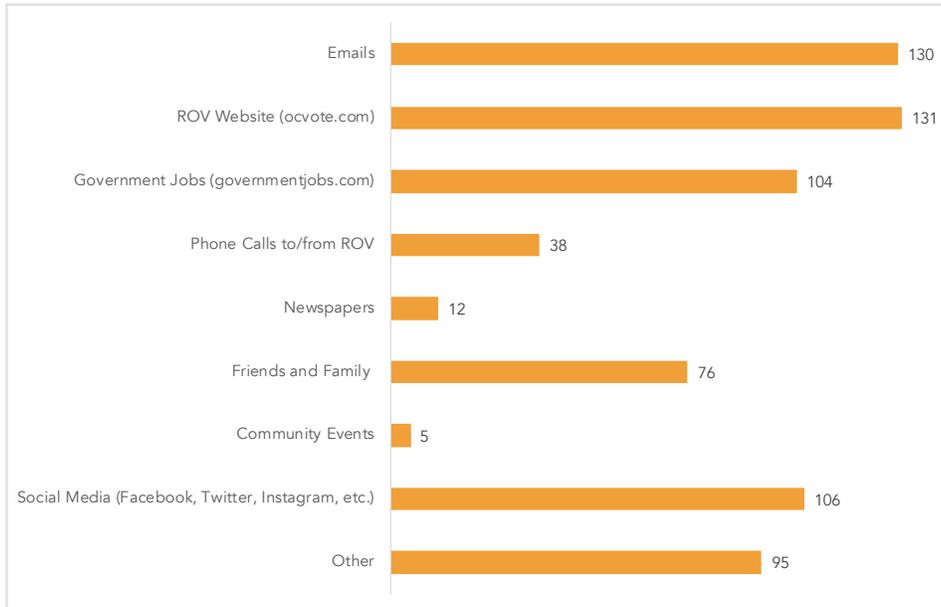
The Orange County Registrar of Voters embarked on an aggressive campaign to recruit 1,000+ Customer Service Representatives for the November 3, 2020 Presidential General Election through social media, email campaigns, phone calls, etc. Orange County Registrar of Voters' website (131) and email (130) proved to be the most effective method of informing individuals about job opportunities that would go on to serve as Customer Service Representatives, followed by social media (106) and governmentjobs.com (104).

Chart 31. Did you participate in the Vote Center set up?

7.69%

92.31%

■ Yes ■ No
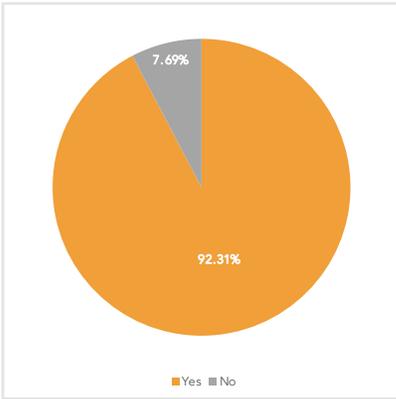
Following their training, Customer Service Representatives received their Vote Center assignment which included a specific date and time for their Vote Center set-up day. This provided an opportunity for Customer Service Representatives to meet their coworkers, meet their Vote Center Supervisor, and go over their Site Binder together. The set-up typically took place one or two days before the Vote Center was set to open to the public.
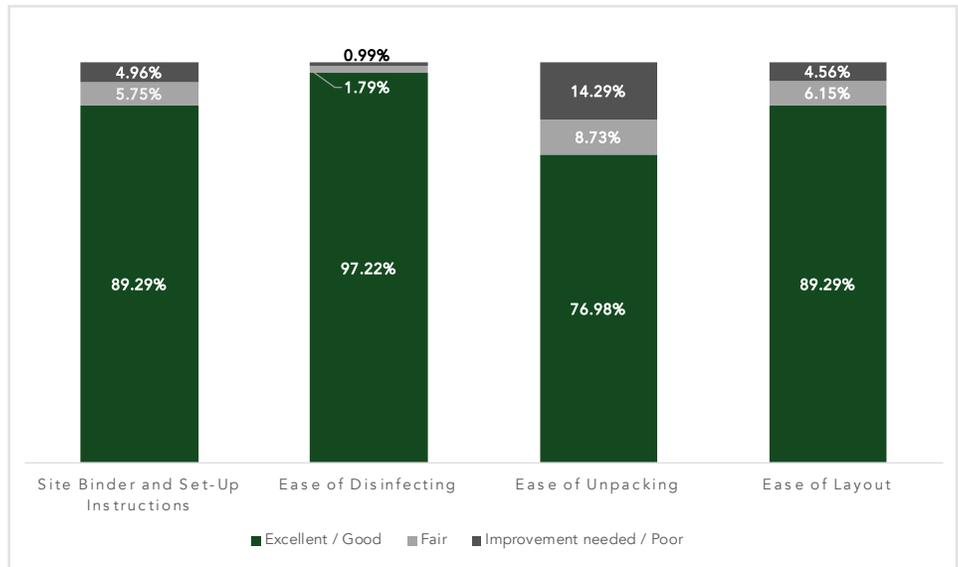
Survey responses indicate a high number of Customer Service Representatives participated in their scheduled set-up, which is critical to have Vote Centers prepared and ready to open on time on the first day of the voting period. This was very different from past polling place set-ups which normally only took an hour during the morning of Election Day.

Chart 32. Vote Center Set-Up Experience

	Site Binder and Set-Up Instructions	Ease of Disinfecting	Ease of Unpacking	Ease of Layout
Improvement needed / Poor	4.96%	0.99%	14.29%	4.56%
Fair	5.75%	1.79%	8.73%	6.15%
Excellent / Good	89.29%	97.22%	76.98%	89.29%

■ Excellent / Good ■ Fair ■ Improvement needed / Poor

Customer Service Representatives who attended their scheduled set-up were asked to rate the Site Binder and set-up instructions, ease of disinfecting, ease of unpacking, and ease of the Vote Center layout. Of the four, the area with most room for opportunity was the ease of unpacking. In the survey, several Customer Service Representatives explained that it was difficult to unpack the equipment from the portable storage container (PODS) at their Vote Center because the door was jammed. During the delivery process, the equipment had shifted and prevented a smooth release and roll-up of the door.

The storage container provided a convenient and secure storage space, but detailed instructions are being developed to address this

issue in order to create an easier unpacking experience for Customer Service Representatives in future elections. Additional steps are also being taken to streamline content in the Site Binder and improve the overall set-up experience for Customer Service Representatives. Training will be improved to give clear guidance on how to properly read the room diagram in order to measure, arrange, and layout the equipment in the voting room.

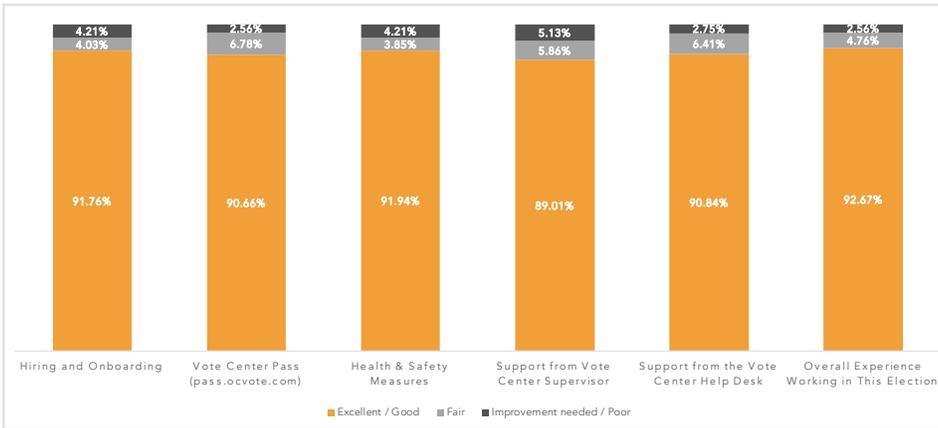*Chart 33. Experience Working This Election*

Table 5. Experience Working This Election

	Hiring and Onboarding	Vote Center Pass	Health & Safety Measures	Support from Vote Center Supervisor	Support from the Vote Center Help Desk	Overall experience working in this election
Strongly Agree/ Agree	501	495	502	486	496	506
Fair	22	37	21	32	35	26
Disagree/ Strongly Disagree	23	14	23	28	15	14

Overall, a large majority of survey respondents indicated that they had an "excellent" or "good" experience working in this election. Survey questions ranged from their initial experience with the Orange County Registrar of Voters during the hiring and onboarding process, utilizing the online portal (Vote Center Pass) to access their Vote Center and set-up assignments, support from their Vote Center Supervisor and Vote Center Help Desk, and overall experience working in the election.

Of the five areas, the area that has the most room for improvement is the support from the Vote Center Supervisors as 5.13% of respondents rated as "improvement needed" or "poor". Vote Center Supervisors

"I feel that the ROV did a wonderful job this election considering the pandemic; I found most voters were pleased with the processes incorporated."

assisted multiple Vote Centers within a designated area throughout the voting period. Some Customer Service Representatives may have anticipated the Supervisors presence for extended periods of time, as opposed to the periodic visits they made throughout the day.

In order to improve support from Vote Center Supervisors, future supervisor trainings will discuss common issues and resolutions. Supervisor expectations and responsibilities will be explained to all Vote Center staff so that Customer Service Representatives know what to expect and Supervisors understand how to best assist the staff onsite.

After Election Night, all Customer Service Representatives returned to their Vote Center on the following day to breakdown equipment, repack supplies, and disinfect the Vote Center facility. This provided an opportunity for Customer Service Representatives to rest and return refreshed for their final responsibility in the election.

Chart 34. Did you participate in the Vote Center breakdown?

Survey responses indicate a high number of Customer Service Representatives participated in their scheduled breakdown, which is critical to have all voting equipment secured and returned following the voting period. This was a major change since the March 3, 2020 Presidential Primary which required breakdown to occur on Election Night, immediately after the polls are closed and ballots were returned.

"It was helpful to have the day after to breakdown the Vote Center."
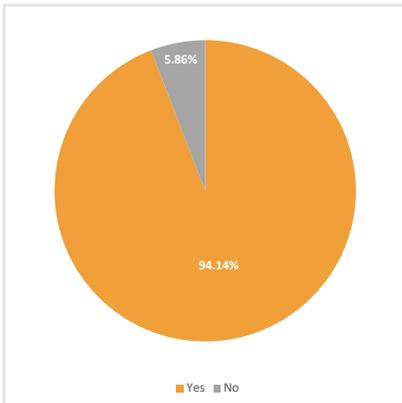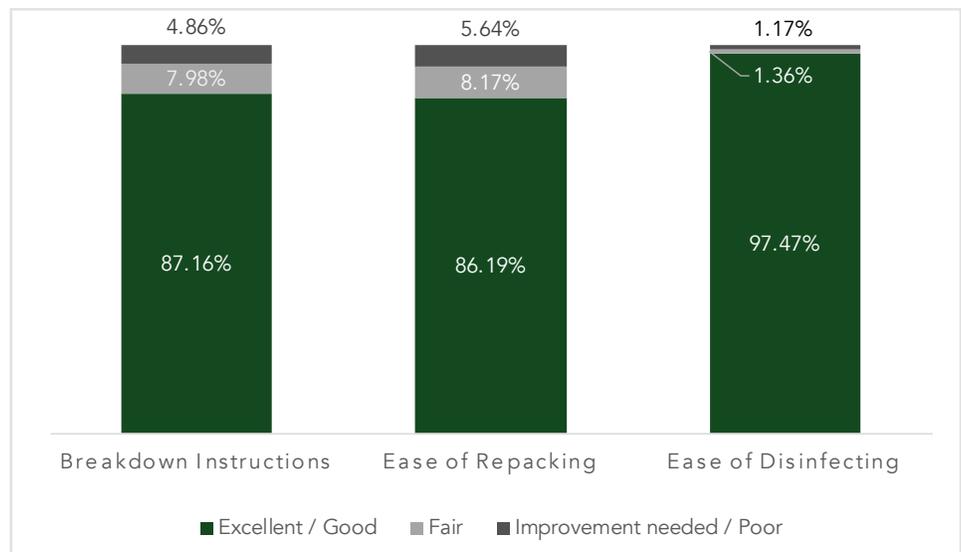
Chart 35. Vote Center Breakdown Experience

Customer Service Representatives who attended their scheduled breakdown were asked to rate the breakdown instructions, ease of repacking, and ease of disinfecting. Based on their responses, the

breakdown instructions and ease of repacking have the most room for improvement. The storage container must be repacked the same way it was delivered for all the equipment and supplies to fit. During the hands-on training, Customer Service Representatives were reminded to take note of the arrangement prior to unloading so that they can refer back to their notes. As an additional resource, these instructions can be improved and included in the Vote Center Handbook and Site Binder and given to both Leads and Supervisors in future elections.

Overall, all equipment was returned in exceptional condition following the election. Equipment was properly secured and supplies were carefully organized. While it may have been challenging to fit all the equipment and supplies the same way it arrived, the Customer Service Representatives understood the task and completed it accurately.

The Orange County Registrar of Voters believes that experienced Customer Service Representatives will provide a better voting experience for voters. Although the November 3, 2020 Presidential General Election was unlike any other election, Customer Service Representative retention will nonetheless be critical to the success of future elections. More than 80% of survey respondents indicated that they would be either "very likely" or "likely" to work again in a future election.

In reviewing survey comments, several patterns were identified as to why some Customer Service Representatives were reluctant to affirmatively answer that they would be willing to work again. These patterns included the long hours for multiple days and the uncertainty of the coronavirus pandemic. Considering that this was the first election for a large number of Customer Service Representatives, it is a promising sign to see that a majority would like to return for another election. The Orange County Registrar of Voters will review opportunities to improve operations to increase retention of Customer Service Representatives.

Overall Quality of Service

96.34% of survey respondents indicate that the service they received from the Orange County Registrar of Voters to be "excellent" or "good". This is important to maintain at a high level and to continue improving upon so that high customer service can be experienced by Customer Service Representatives and then relayed to voters at Vote Centers.

Chart 36. Working in Future Elections

Legend: ■ Very Likely/Likely ■ Undecided ■ Unlikely/Very Unlikely

Values: 81.50%, 12.64%, 5.86%
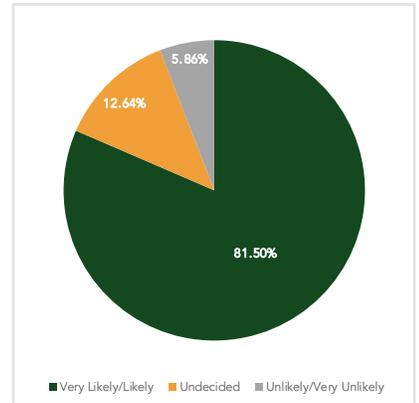
Chart 37. Overall Quality of Service

2.75%
0.92%
96.34%

Overall Quality of ROV Service

Legend: ■ Excellent / Good ■ Fair ■ Improvement Needed / Poor
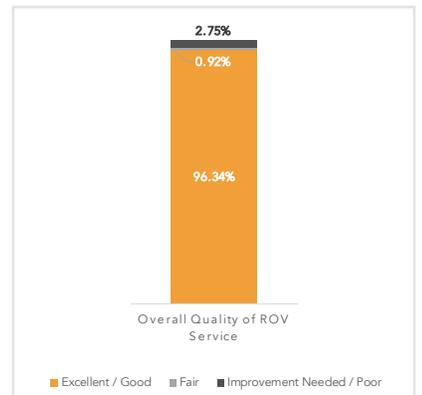
Table 6. Overall ROV Service

	Overall Quality of ROV Service
Excellent/Good	526
Fair	5
Improvement Needed/Poor Unlikely	15

ELECTION SUPPORT LEAD SURVEY

Overview

Customer Service Representative Leads play an important role in providing election support at their assigned Vote Centers. The Lead role was introduced for the first time in this election to provide consistent onsite support at each Vote Center throughout the day. Leads were required to attend an additional day of training to learn how to best assist their respective Vote Centers.

Most Leads were experienced election workers and previously worked at a Vote Center during the March 3, 2020 Presidential Primary Election. Leads are responsible for managing all activities within their assigned Vote Center and ensuring all Customer Service Representatives arrived on time and submitted their timecards daily. They are also the primary onsite support staff to answer voter or observer questions. Leads are trained to follow the chain of command by escalating major issues to their Vote Center Supervisor or Registrar of Voters' office. All Leads were provided a survey which included the following questions:

1. Did you work at a Vote Center in the March 2020 Presidential Primary Election?
2. Rate the following statements:
   - "I understood the expectation for Leads."
   - "I understood the communication best practices for working with my team at the Vote Center."
   - "I understood my daily responsibilities at the Vote Center."
   - "I understood how to verify and submit payroll times on the ePollbook."
   - "I understood how to assist Customer Service Representatives process voters."
   - "I understood the opening day and election night procedures."
3. What wasn't covered in training but could be beneficial for Leads in the field?
4. Please identify any difficulties you encountered at your Vote Center.

5. Would you consider working as a Lead for the Registrar of Voters in the future?

The feedback received from the Leads was extremely useful in understanding how to better improve the training, role, and responsibilities of this position in future elections.

Survey Results: Training and Vote Center Experience

In the survey, Leads rated the level of training they received prior to being deployed in the field in addition to their experience working at a Vote Center. Respondents were given the rating options of strongly agree, agree, no opinion, disagree, or strongly disagree and were asked to explain further if appropriate. All Leads completed the same training as all Vote Center Customer Service Representatives and received additional training specific to Leads. Consequently, survey comments and assessments from staff will be analyzed to better understand what can be done to better support the Vote Center and provide them a better experience in the future.

Leads handle most issues that arise in the field, so it was critical to recruit Leads who have an in-depth understanding of Vote Center operations. Nearly two-thirds of survey respondents indicate they had worked at a Vote Center in the March 3, 2020 Presidential Primary Election. With the Voter's Choice Act (VCA), there were several significant changes from the previous polling place model that Leads were required to understand and ensure compliance to as they worked at their Vote Center. While this election was the first election for most Customer Service Representatives, many Leads were returners and already experienced election workers who possessed a fundamental understanding of Vote Center operations in Orange County.

Chart 38. Did you work at a Vote Center in March 2020?

35.19%

64.81%

■ Yes ■ No

Chart 39. CSR Lead Training

I understood the expectations for Leads. — 98.15% / 53 — 1

I understood the communication best practices for working with my team at the Vote Center. — 98.15% / 53 — 1

I understood my daily responsibilities at the Vote Center. — 94.44% / 51 — 2 — 1

I understood how to verify and submit payroll times on the ePollbook — 87.04% / 47 — 2 — 5

I understood how to assist CSRs to process voters. — 92.59% / 50 — 2 — 2

I understood the Opening Day and Election Night procedures. — 92.59% / 50 — 1 — 3

■ Excellent/Good ■ Fair ■ Improvement Needed/Poor
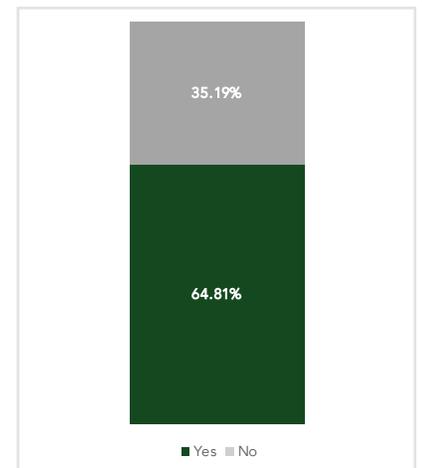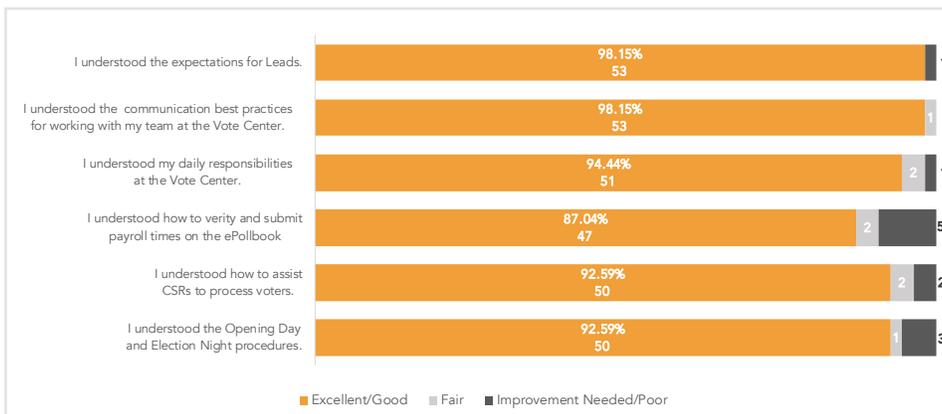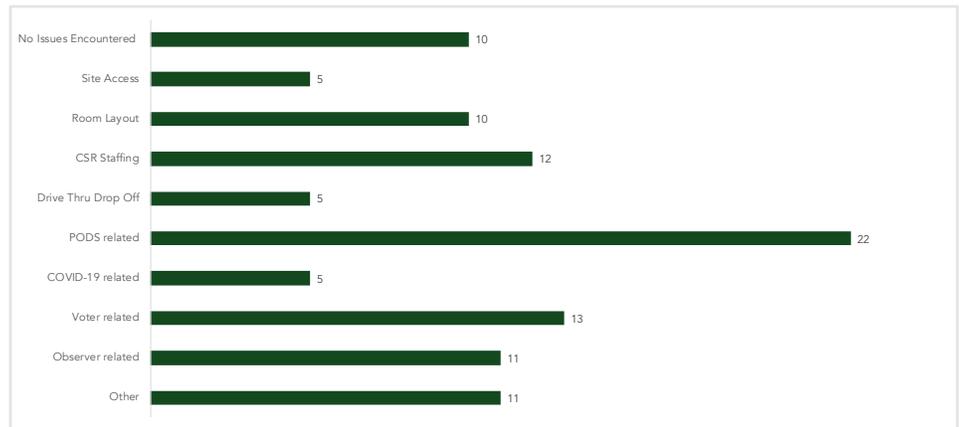
To prepare for their role, Leads attended a supplemental training, which detailed the daily responsibilities and reiterated key Vote Center processes. The survey asked Leads to rate the training on six topics which included expectations, communication, daily responsibilities, payroll, assisting staff, and understanding procedures.

"I'm very glad that I had the additional training."

Although the results indicate that Leads overall felt they understood the training in all areas, the area with the most room for improvement is the payroll training. All Customer Service Representatives completed a daily paper timesheet that was given to the Leads to record the hours electronically. In the comments, some Leads explained that it was challenging to verify and submit the hours because the system did not provide an option to rectify an error. As a result, Leads would document the mistake, inform their Supervisor, and return the paper timesheet to have the mistake corrected internally. Steps are being taken to both improve and explore other potential methods of accurately capturing and reporting this information.

Chart 40. Difficulties Encountered at Vote Center

Category	Value
No Issues Encountered	10
Site Access	5
Room Layout	10
CSR Staffing	12
Drive Thru Drop Off	5
PODS related	22
COVID-19 related	5
Voter related	13
Observer related	11
Other	11

Customer Service Representative Leads were also asked to provide information on any difficulties they encountered at their Vote Center. Upon reviewing the comments, many Leads indicated issues with unlocking and unloading the storage container (22). During delivery, the equipment inside shifted and jammed the roll-up door. In most instances, the door could be opened within a few minutes after gently lifting the door while pushing the equipment away from the door. A few other locations required additional assistance from the rapid deployment team due to the placement in the parking lot or amount of equipment inside. Despite some initial troubleshooting, all storage containers were opened, and every Vote Center was set-up prior to the first day of early voting. To avoid this issue in the future, truck

drivers and delivery vendors will be reminded on the proper tipping process to ensure the equipment and supplies will shift away from the roll-up door. Additional training can be given to the Customer Service Representative with specific instructions on how to release the catching mechanism on the door for a smoother set-up.

Other difficulties included those related to staffing, voters, and election observers. One of the responsibilities of the Customer Service Representative Lead is to organize a daily break and lunch schedule for the staff at their site. During breaks, Vote Centers had to operate with less staff and would occasionally pose a challenge for some busier Vote Center locations. Leads were also the first to be called upon to answer any voter or observer questions, and some Leads expressed that they would have appreciated more training on how to handle challenging voters or observers. Training will be improved to address these topics and better prepare Leads for potential situations that may occur at their Vote Center.

More than 90% of survey respondents indicated they would be willing to consider working as a Lead again in future elections, which is a reflection on the positive experience they had in the November 3, 2020 Presidential General Election. Interestingly, the two respondents who indicated they would not return as a Lead explained that it was not because of a poor experience at the Vote Center. One respondent expressed that they would like to serve in a different role at the Registrar of Voters while the other respondent explained that they would likely not have the opportunity to work at a Vote Center in the future due to a change in their employment status. Experienced Leads will improve the experience of Customer Service Representatives and voters alike and retention of high-performing Leads is a goal of the Orange County Registrar of Voters.

"I thought the system worked very well. I enjoyed the experience and look forward to the next election."

Chart 41. Working in Future Elections

3.70% 3.70%

92.59%

■ Very Likely/Likely ■ Undecided ■ Unlikely/Very Unlikely
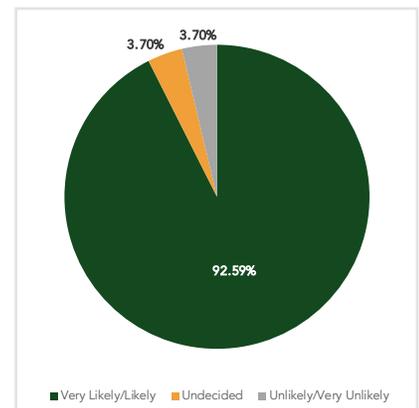
VOTE CENTER SUPERVISOR SURVEY

Overview

Vote Center Supervisors play a vital role in Vote Center communications, general troubleshooting and Vote Center supply replenishment. Each supervisor is assigned six to seven Vote Centers to provide continual backup support and ensure compliance of procedures.

Supervisors were are responsible for alerting the office of any major issues that may arise from Vote Centers during set-up, daily operations, and closing, as well as assisting Customer Service Representatives resolve problems. Following the election, all Supervisors were asked to complete a survey with the following questions:

1. Rate the following statements:
   - "The online and in-person CSR training program adequately prepared CSRs to understand the responsibilities of the CSR role."
   - "The online and in-person CSR training program adequately prepared CSRs to understand and complete procedures related to COVID-19."
   - "The online and in-person CSR training program equipped CSRs with the necessary tools and knowledge to adequately and efficiently process voters using the ePollbook."
   - "The online and in-person CSR training program equipped CSRs with necessary tools and knowledge to adequately and independently complete the daily opening and closing procedures at their respective Vote Center."
   - "The CSR Lead training adequately prepared Leads for their role."
   - "The Supervisor specific training prepared me to effectively carry out all of my required duties and responsibilities."
   - "The equipment and supplies provided were beneficial to Supervisors."

2. What wasn't covered in training but could be beneficial for Supervisors in the field?
3. What method did you prefer to receive important updates from the Registrar of Voters?
4. What problem(s) did you experience at a Vote Center that you were not prepared to resolve?
5. Would you consider working as a Supervisor for the Registrar of Voters in the future?
6. Do you have any other feedback that can help Supervisors be successful in their role?

The feedback received from these Supervisors was extremely valuable to Registrar of Voters, because they had a critical role in ensuring Vote Centers were a success.

Survey Results: Communication, Training and Overall Experience

Supervisors were provided the opportunity to rate the Registrar of Voters on the level of training and preparation they received prior to being deployed in the field. Respondents were given the rating options of strongly agree, agree, no opinion, disagree, or strongly disagree. Supervisors also completed the same training as the Customer Service Representatives, which included 2-days of online training and 1-day of hands-on training. Supervisors also completed an additional week of training specific to their role and responsibilities. Consequently, survey comments and assessments from staff will be analyzed to better understand what can be done to better support Supervisors and provide them a better experience in the future.

"The CSR training, as well as the supervisor training, for this election has been the most comprehensive and detailed training I have ever gone through at ROV within the past 16 years."
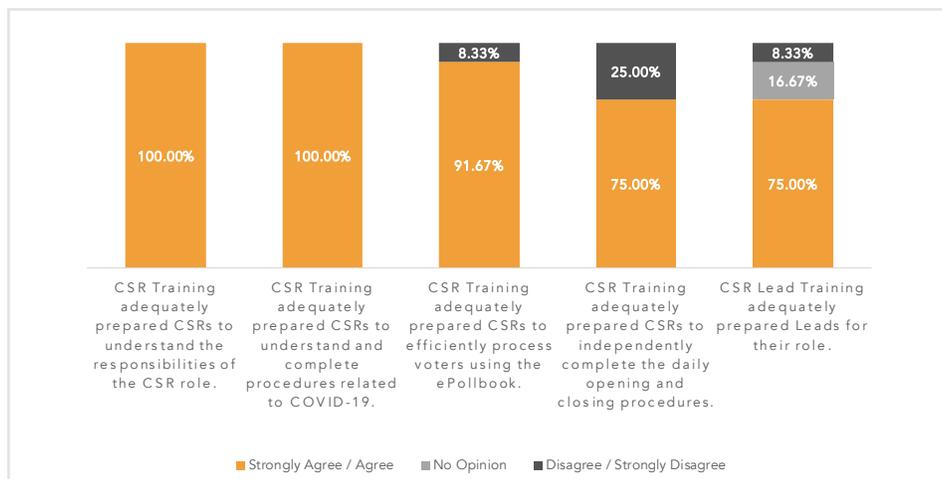
Chart 42. Views on CSR Training

		8.33%	25.00%	8.33%
				16.67%
100.00%	100.00%	91.67%	75.00%	75.00%
CSR Training adequately prepared CSRs to understand the responsibilities of the CSR role.	CSR Training adequately prepared CSRs to understand and complete procedures related to COVID-19.	CSR Training adequately prepared CSRs to efficiently process voters using the ePollbook.	CSR Training adequately prepared CSRs to independently complete the daily opening and closing procedures.	CSR Lead Training adequately prepared Leads for their role.

■ Strongly Agree / Agree   ■ No Opinion   ■ Disagree / Strongly Disagree

Table 7. Views on CSR Training

	CSR Training adequately prepared CSRs to understand the responsibilities of the CSR role.	CSR Training adequately prepared CSRs to understand and complete procedures related to COVID-19.	CSR Training adequately prepared CSRs to efficiently process voters using the ePollbook.	CSR Training adequately prepared CSRs to independently complete the daily opening and closing procedures.	CSR Lead Training adequately prepared Leads for their role.
Strongly Agree/ Agree	12	12	11	9	9
Fair	0	0	0	0	2
Disagree/ Strongly Disagree	0	0	1	3	1

As Supervisors were whom Customer Service Representatives would contact first for many matters, Supervisors are well positioned to speak whether the training program adequately prepared the Customer Service Representatives to work in a Vote Center. Supervisors were asked to respond whether the training prepared the Customer Service Representatives to understand their responsibilities, understand COVID-19 procedures, process voters using the ePollbook, independently complete the daily opening and closing procedures, and whether Leads were adequately prepared for their role at their Vote Center.

While all respondents agreed that the training adequately prepared Customer Service Representatives to understand their role and COVID-19 procedures, three Supervisors indicated that they did not believe the training prepared Customer Service Representatives to independently complete the daily opening and closing procedures. The daily opening and closing procedures can be complex, as they require multiple steps and written documents in order to properly track and secure ballots and voting equipment. Opportunities for improvement include spending more time on this particular piece during training and creating sample documents Customer Service Representatives to reference before and during the voting period. Supervisors did not take the supplemental training that was designed for Leads, which may be the reason why two respondents shared "no opinion" regarding the CSR Lead Training.

"More review of leading opening and closing procedures would be helpful in Lead Training."

Chart 43. Supervisor Training & Supplies
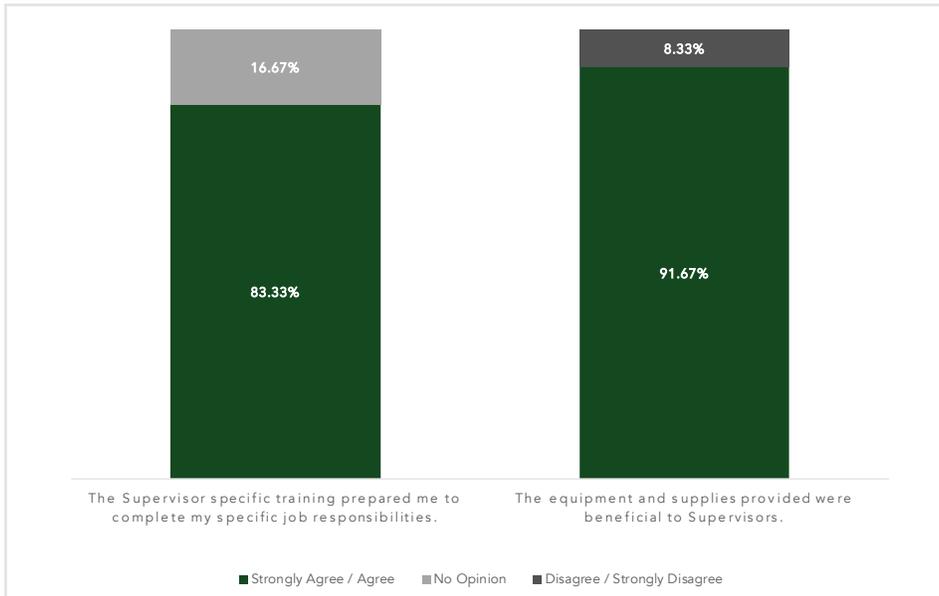
To prepare for their role, Supervisors went through enhanced training and were provided additional equipment and supplies to support their field operations. The survey asked Supervisors to rate these preparations and results indicate that Supervisors overall felt the equipment and supplies were beneficial (91.67%). The responses indicate that the training can be improved as 16.67% expressed no opinion to this statement. Opportunities will be explored to make the Supervisor training more practical for their on the field work.

Supervisors would come to the Orange County Registrar of Voters' office early in the morning to replenish supplies before heading out into the field and would not come back to the office until much later in the evening. As a result, it was critical to determine what was the best way to transmit information and maintain communication.

Survey results indicate the Supervisors had a slight preference for text communication (42%), but also strongly preferred email communication (41%) and virtual meetings (17%). No Supervisors indicated that they preferred written updates.

This is particularly helpful to incorporate in future elections as there may be last minute changes and communications that need to be relayed to Supervisors immediately so the information can be transferred to Customer Service Representatives at Vote Centers.
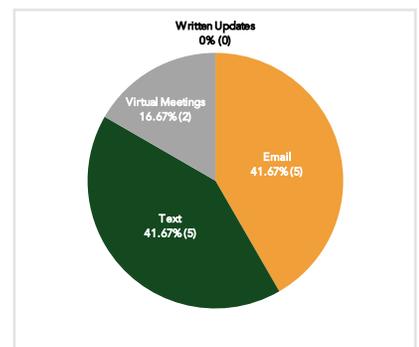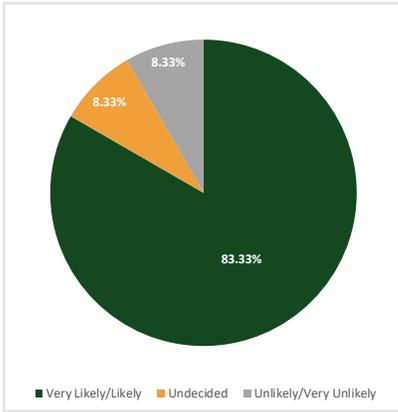
Chart 44. Preferred Contact Method

Chart 45. Working in Future Elections

Legend: ■ Very Likely/Likely ■ Undecided ■ Unlikely/Very Unlikely

Pie chart values: 83.33%, 8.33%, 8.33%

83.33% of survey respondents indicated they would be willing to consider working as a Supervisor again in future elections, which is a reflection on the positive experience they had in the November 3, 2020 Presidential General Election. Only one respondent indicated that they would not like to return as a Supervisor but explained that this is because they wish to serve the election in a different capacity. Experienced Supervisors will improve the experience of Customer Service Representatives and voters alike and retention of high-performing Supervisors is a goal of the Orange County Registrar of Voters.

VOTE CENTER FACILITY SURVEY

Overview

Following each election, Vote Centers hosts are surveyed to rate the hosts' experiences with various aspects of serving as a Vote Center.

Each Vote Center host was asked to answer a series of questions on the survey. The survey solicited feedback regarding the hosts' overall experience and motivation for serving in this election, the ease of receiving and storing the voting equipment, level of satisfaction of the storage container delivery vendor and the Registrar of Voters' office respectively, in addition to the following questions:

1. Please choose what best describes your facility.
2. Please rate the degree to which you agree or disagree with the following statements:
   - "I was adequately informed of the daily Vote Center operating hours."
   - "As a Vote Center facility, accepting delivery and storing the PODS was easy and convenient."
   - "As a Vote Center facility, the set-up and tear-down of the voting room was easy and convenient."
   - "While serving as a Vote Center facility, I felt supported by the Registrar of Voters office staff and knew who to reach out to with any questions that I may have had about hosting a Vote Center at our facility."
   - "All Registrar of Voters Customer Service Representatives assigned to work at our Vote Center, during the voting period, were courteous when interacting with our staff members and respectful of our facility."
3. Overall, how would you rate your interaction with the Registrar of Voters' office?
4. Overall, how convenient was it for your facility to host a Vote Center?
5. Did members of the community visit your facility before or after the voting period for the purpose of dropping off a ballot or voting in-person?
6. Are there any other rooms at your facility (or under your approval) that could serve as a Vote Center and/or provide additional space for future elections?

7. What information would have been helpful to have prior to being a Vote Center host?
8. What suggestions do you have to improve the Vote Center host experience?

Survey Results: Overall Experience

Chart 46. Overall Interaction with ROV

It is important that Vote Center hosts have good experiences in their interactions with staff from the Orange County Registrar of Voters and with Customer Service Representatives who worked at that specific Vote Center. Vote Center hosts rated their interaction with the Orange Registrar of Voters to be very high with 96.55% indicating their interaction being "excellent" or "good".

To ensure that Vote Center hosts had good experiences, Vote Center hosts were asked to rate several statements regarding being informed of daily operating hours, the convenience of accepting the storage container, the convenience of set-up and tear-down, whether they felt supported by the Orange County Registrar of Voters staff, and their interactions with the assigned Customer Service Representatives.
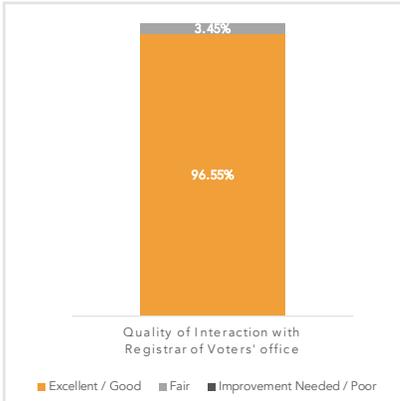
Table 8. Ratings of Following Statements

	I was adequately informed of the daily Vote Center operating hours.	Accepting delivery and storing the PODS was easy and convenient.	Set-up and tear-down of the voting room was easy and convenient.	I felt supported by the Registrar of Voters office staff and knew who to reach out to with any questions.	All Customer Service Representatives assigned to work at our Vote Center were courteous with our staff members and respectful of our facility.
Strongly Agree/ Agree	29	28	28	27	29
Fair	0	1	1	1	0
Disagree/Strongly Disagree	0	0	0	1	0

"The CSRs at our facility were ALL amazing!! I don't think I've ever worked with a more friendly, happy, eager to help group of people."
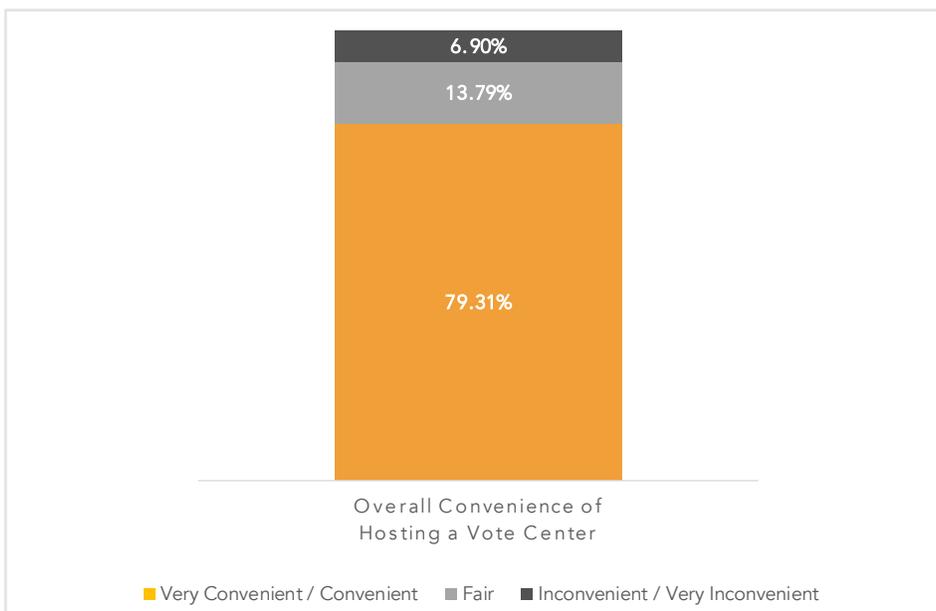
Across the five areas, the most need for improvement would be the support provided by our office. In review of the comments, the respondent who selected "disagree/strongly disagree" indicated that they would have appreciated a separate support line to ask and receive answers related to COVID-19. Our office was prepared to address COVID-19 related issues according to guidelines established by the CDC, state and local health officials, but there were occasional instances when a call back was required because of a unique situation.

Chart 47. Helpful Information Prior to Hosting in the Future
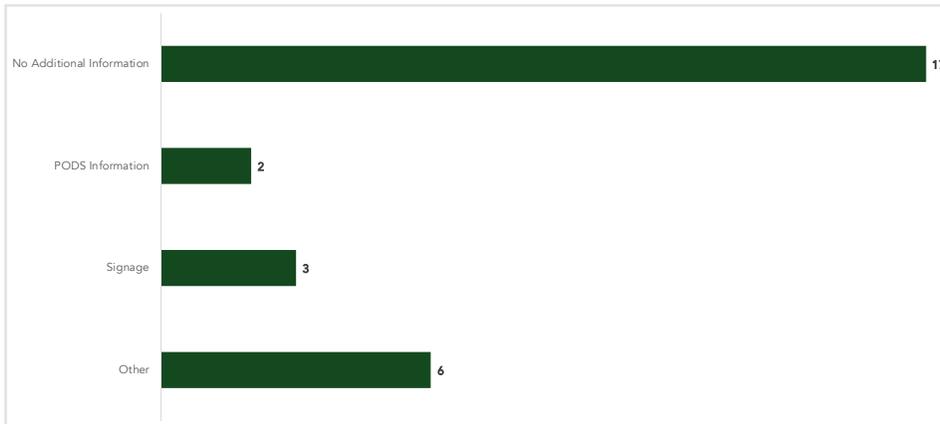
While majority of Vote Center hosts indicated satisfaction with information provided prior to hosting a Vote Center, some hosts indicated that they would have appreciated more information regarding the storage container they received and the signs that would be put up inside and outside the Vote Center. Many respondents with "other" requests indicated that a document with frequently asked questions and answers would have been helpful. Voters are encouraged to call the Registrar of Voters' office with any questions, but some voters may accidentally call the Vote Center facility instead. For future elections, messaging to voters can be clarified and general information for Vote Center hosts will be provided in order to address voter questions quickly and accurately.

Chart 48. Overall Convenience

As the Registrar of Voters' office was the first and primary point of contact for Vote Center hosts, it was critical that the customer service provided met the high standards set by the office. A goal of the Orange County Registrar of Voters was to make serving as a Vote Center host as convenient as possible. When asked about the overall convenience for a facility to host a Vote Center, nearly 80% of respondents indicated either "very convenient" or "convenient".

The score indicates there is room for improvement in communicating Vote Center days and hours of operation to voters. Vote Centers were operated for the first time in 2020, and some voters were not familiar with when, where, and how they could vote. Vote Center hosts mentioned that there were several voters who visited the facility before the Vote Centers were open to drop off their completed vote-by-mail ballot. The hosts had to explain to the voters that the Vote Centers are scheduled to open later in the month, and to drop off their ballot at an official drop box or mail their ballot if they wanted to return it early. Ongoing efforts are being made to make the Vote Center experience more convenient for both voters and hosts.

"We had many people come with a ballot to drop-off. We would inform them of the nearest drop box and gave them directions."

CONCLUSION

The November 3, 2020 Presidential General Election was a historic election for many reasons. Based on what was known and what was projected, our office proactively sought to position Orange County elections in response to the public health challenges. Months of preparation and planning allowed the safe administration of the election while maintaining services in a manner that is aligned with transparency and integrity.

While voter behavior and preferences change with time and with each election, our office is dedicated to our mission of providing the highest quality of election services to voters in Orange County. With the transition to the Vote Center model, voters enjoyed more convenient options to vote safely and securely, which was evident in the high turnout.

Survey results from this election were positive in all seven areas measured, with feedback being received from a wide range of participants, including, but not limited to, Candidates, Customer Service Representatives, Supervisors, and Vote Center hosts.

Areas that showed positive ratings or gain in ratings were:

- High scores for Customer Service Representatives' overall experience being "excellent" and the likelihood that they will serve in future elections
- High scores for overall satisfaction with training and being prepared to support both Customer Service Representatives and voters at Vote Centers
- Consistently high level of customer service provided by the Registrar of Voters' staff across the board

Responses that require additional attention from the Department are:

- Ongoing innovation that continues to improve online training for Customer Service Representatives, so they feel well prepared to process voters at Vote Centers
- Ongoing innovation that continues to improve the overall experience of Candidates, Customer Service Representatives, and Vote Center Hosts
- Improvements in delivery and unloading of storage containers at Vote Center locations

We will continue to work and to improve services on all levels and will address issues that have surfaced through survey results in preparation for future elections.

Since the transition to the new voting system brought much change, the Orange County Registrar of Voters is committed analyzing voter behavior and surveys data to track the implementation of procedures, training, and quality of service to better understand how to continue improving our processes and services.