

Quality and Productivity Commission
34th Annual Productivity and Quality Awards Program
“Leading with Excellence”

2021 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

NAME OF PROJECT: DEAN C. LOGAN – VOTING SOLUTIONS FOR ALL PEOPLE

DATE OF IMPLEMENTATION/ADOPTION: FEBRUARY 2020

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE COVID-19 IMPACT AWARD ONLY. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

PROJECT STATUS: Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 In 2009, the Registrar-Recorder/County Clerk (RR/CC) Dean C. Logan embarked on an
 2 unprecedented effort to modernize the voting system in the nation’s largest and most
 3 complex voting jurisdiction, Los Angeles County. This journey was not always smooth
 4 as there was no model to follow, regulations and policies were not conducive to the
 5 effort, and funding wasn’t readily available. Historically, voting systems are developed to
 6 satisfy regulatory requirements and the needs of elections administrators; however,
 7 Logan had a different vision that focused on the voters of Los Angeles County. Through
 8 the next decade Logan lead the RR/CC on a mission that would improve the voting
 9 experience for all voters from all walks of life, co-author legislation to expand voting
 10 options, certify the first publicly owned voting system in the United States, and
 11 successfully implement the County’s new system, Voting Solutions for All People
 12 (VSAP) in time for the 2020 presidential election cycle.
 13
 14
 15

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Registrar-Recorder/County Clerk 12400 Imperial Hwy, Norwalk, CA 90650	TELEPHONE NUMBER (800) 815-2666
PROGRAM MANAGER’S NAME Monica Flores	TELEPHONE NUMBER (562) 462-2697
PRODUCTIVITY MANAGER’S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME)</small> Alexander Ogunji	TELEPHONE NUMBER (562) 462-2755
DEPARTMENT HEAD’S NAME AND SIGNATURE Dean Logan	TELEPHONE NUMBER (562) 462-2716

****ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE****

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

Since 2008, the Los Angeles County Registrar-Recorder/County Clerk (RR/CC) Dean C. Logan has been administering and conducting elections for the largest electoral jurisdiction in the United States. Within this time frame Logan has overseen four presidential election cycles – dozens of state and local elections – and has seen Los Angeles County grow from 4 million registered voters to over 5.8 million.

Since 2008, a lot has changed: enhancements in technology, accessibility of mobile devices, social media, methods of communication, culture, and lifestyles. However, one thing that had not changed with the modern world was the way people in Los Angeles County vote. Since the 1960s voters in Los Angeles County have had the same voting experience, and since then this way of voting and conducting elections had proven sufficient – until recently. The previous InkAVote system used to vote in Los Angeles County needed an overhaul to ensure quality and accessibility for the growing diverse public, and to meet new regulatory standards in California.

In 2009, Logan embarked on an unprecedented effort to modernize the voting system in Los Angeles County. This journey was not always smooth as there was no model to follow, regulations and policies were not conducive to the effort, and funding wasn't readily available. Historically, voting systems are developed to satisfy regulatory requirements and the needs of elections administrators; however, Logan had a different vision that focused on voters and meeting their needs and lifestyles in a modern world.

Logan and his team went to work by establishing a set of principles that would steer the project from inception to implementation. Then came the establishment of two critical advisory committees that comprised of experts in a range of fields from elections administration, accessibility, technology, cybersecurity, philanthropy, and community. This was critical to Logan's vision as he recognized the development of a voting system should not be dependent on a single department in line with regulations, rather it should comprise of a collaborative approach with recognized experts to ensure the blueprint remained true to the mission of designing a model focused on our diverse community.

Although it was imperative to design a voting system that met the needs of modern living and lifestyles – it was only one piece of a larger puzzle. Since the 18th Century voting had taken place on a Tuesday which was responsive to an agrarian lifestyle where travel took place by horse and buggy. The notion of limiting our electorate to a single day while affixing voters to a single physical voting location based on geographic boundaries is no longer practical. In the 21st Century, residents are mobile, connected, and live in a society where access and options is a necessity.

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Logan recognized this and rather than molding a voting system around the (then) current restrictions, he and the RR/CC worked on crafting new legislation that could better serve Los Angeles County and California voters by granting more days to vote and removing restrictions or barriers that could prevent a voter from casting their ballot – thus introducing the California Voter’s Choice Act. Logan played a critical role in the publishing and backing of this piece of legislation and it was paramount to enable the full benefits of Los Angeles County’s new voting system, Voting Solutions for All People (VSAP). The California Voter’s Choice Act went on to pass and the path was paved to continue the VSAP mission.

Elections administrators, community organizations, academics, and stakeholders across the nation began to take notice of the VSAP project. There has never been a voting system built on public opinion and real local feedback. Likewise, there has never been a voting jurisdiction to attempt to build their own voting system from the ground up. A project like this is too monumental for local jurisdictions to take on. Logan and the RR/CC are doing something that has never been done before and it was receiving attention. Los Angeles County was entering the spotlight and Logan was featured in various national outlets such as *Bloomberg Business*, *Fast Company*, *WIRED*, *Government Technology*, and *CBS This Morning* – to name a few. In 2017 Logan and the VSAP project were awarded as a finalist in the Harvard Roy and Lila Ash Award for Public Engagement in Government. Many eyes were on Los Angeles County and were waiting to see what would happen next.

After a decade of meticulous project management, public research and design, legislative reform, manufacturing, and State certification the VSAP experience was ready to be implemented in time for the 2020 presidential election cycle. The implementation of this project was a success as voters throughout the County were able to cast their ballot in a customized fashion that met their needs. Logan’s vision was now a reality. Voters across the county had 11 days to vote instead of one, they could visit any voting location within the County instead of one, new digital and technological resources were available to read, prepare, and mark their ballot, language assistance is available in up to 13 languages, accessibility features are now available so voters with disabilities no longer need to vote on separate devices, but on the same device as everyone. A shift has taken place and although lessons were learned – which is to be expected of a project this large – the public now has a system that is built to their needs and has the agility for future enhancements and growth as new technology and policy comes into place in years to come.

In the wake of the November 2020 General Election voters were asked in a survey what their experience was like with the new voting system: 94% said they had an overall positive or neutral experience, 88% had a positive or neutral experience using the new Ballot Marking Device, 70% said they will take advantage of the new 10-day early voting period, and 93% had a positive or neutral experience at the new Vote Center.

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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

Dean Logan’s efforts are aligned with the County’s Strategic Plan Goal 3. He demonstrated leadership, innovation and made decisions that were beneficial to the County and its voters.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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