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Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

Kevin Donahue
Interim City Administrator

Board of Elections FY2020

Agency	Board of Elections	**Agency Code**	DL0	**Fiscal Year**	2020

Mission

The Board's mission is to enfranchise eligible residents, conduct elections, and assure the integrity of the electoral process.

Summary of Services

- The operation of the District's voter registration system
- Administration of the ballot access process for candidates and measures
- The delivery of comprehensive public, media, and voter information services
- Maintenance of technical systems to support voting and ballot tabulation
- The planning and implementation of each District of Columbia election
- The performance of legal counsel, rulemaking, and adjudication functions

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Successfully conducted all-mail election in the Ward Two Special Election	DCBOE was able to ascertain what equipment, programs, and procedures were in place and necessary to execute an all-mail ballot election.	Each voter in Ward Two received their ballot and was able to submit to BOE by mail or opt to vote in person at a Ward-based Vote Center.
The Board deployed Ballot on Demand at each Vote Center during the June 2020 Primary Election.	This accomplishment greatly increased voter convenience.	For the first time, voters were able to vote pre-printed ballots at any Vote Center in the District, regardless of their residence.
The Board processed over 92,000 absentee ballot requests and counted 81,696 ballots (or 88.8% of ballots) transmitted. Well over 60% of votes were cast by mail in the Primary Election. In previous elections, DCBOE had processed no more than 30,000 mail ballots. The Board accomplished this without a mail house vendor.	The processing of over 92,000 absentee ballot requests in-house was a tremendous logistical undertaking that required additional temporary staff and shifts working around the clock. We had to administer the program in-house because we were unable to procure a vetted mail house vendor in the time allotted.	The majority of voters who cast ballots in the June 2020 Primary Election did so by mail and were thus able to vote in as safe a manner as possible in a pandemic environment.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Increase the percentage of District of Columbia residents registered to vote. (1 Measure)												
Number of District of Columbia residents who are registered to vote each month	Annually	New in 2018	3144	3179	3000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	3283	Met	
3 - Increase accessibility, public awareness, and knowledge of the electoral process (1 Measure)												
Percent of polling places that are operationally accessible in FY 2018 elections	Annually	New in 2018	100%	100%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
4 - Leverage technology to improve the efficiency of Board operations (1 Measure)												
Number of voters who register or update their voter registration information electronically through the Board's mobile registration application	Annually	New in 2018	9461	15,703	12,000	Annual Measure	Annual Measure	Annual Measure	Annual Measure	24,500	Met	
5 - Recruit and train poll workers adequately to fulfill duties and provide excellent customer service to voters (5 Measures)												
Percent of polling places open on time on Election Day	Annually	New in 2018	94.3%	97.9%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of voting equipment open on time on Election Day	Annually	New in 2018	84.3%	97.1%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of special ballots processed correctly in elections held in FY2018	Annually	New in 2018	97.4%	94.9%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	99.5%	Nearly Met	23 of 4988 special ballot envelopes were not signed by the voter, and in each such instance the Special Ballot Clerk did not catch the omission.
Percent of poll workers who complete and submit required post-election documentation in FY2018	Annually	New in 2018	95.7%	96.4%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent of precincts that successfully electronically transmit election results to Board headquarters on election night in FY2018	Annually	New in 2018	89.3%	93%	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0%	Unmet	Results were not transmitted from Vote Centers for the June 2020 Primary Election. Instead, media containing the election results were transported to DCBOE HQ and manually uploaded to produce election results reports.

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
2 - Processing voter registration information received (6 Measures)							
Number of voter registration applications and updates submitted online	9461	13,361	3397	6971	25,360	12,924	48,652
Number of deceased voters removed from the voter registry	2585	4493	608	574	1835	1097	4114
Number of duplicate voters removed from the voter registry	2591	5933	472	227	627	697	2023
Number of non-resident voters removed from the voter registry	3657	13,559	2297	524	222	7968	11,011
Number of incarcerated voters removed from the voter registry	630	585	69	37	82	60	248
Number of voter registration records with legacy birth dates (12/31/1800) corrected	2191	79	242	8	15	20	285

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
2 - Maintain an accurate and up-to-date voter registry. (1 Activity)			
VOTER SERVICES	Processing voter registration information received	Updating voter registry based upon information from voters and other sources	Daily Service
3 - Increase accessibility, public awareness, and knowledge of the electoral process (2 Activities)			
COMMUNICATION	Voter Education and Outreach Program	Enhancing the effectiveness and inclusiveness of our public messaging.	Key Project
ELECTION OPERATIONS	Feasibility Study	Exploring ways to enhance the election administration process while simultaneously implementing cost-saving measures	Key Project
4 - Leverage technology to improve the efficiency of Board operations (3 Activities)			
INFO TECH	Enhancement of IT Infrastructure	Undertaking comprehensive program to ensure the currency and security of our IT infrastructure so as to protect the security and integrity of voter registration and other data.	Key Project
INFO TECH	Records Conversion	Conservation of Space and Data	Key Project

Operations Header	Operations Title	Operations Description	Type of Operations
ELECTION OPERATIONS	Procurement	Procurement of equipment that will introduce efficiencies into the Board's election administration program	Key Project

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Feasibility Study (3 Strategic initiatives)				
Increase number of voting precincts to accommodate larger electorate	The Board plans to create additional precincts by splitting some of those that currently contain, or are projected to contain, significant numbers of registered voters, thereby providing for more effective and efficient service to voters on Election Day.	Complete	DCBOE added another precinct, #144, to address growth in precinct #83	
Increase Number of Early Voting Centers	The Board will increase the number of Early Voting Centers so that there are two in each of the District's eight wards.	Complete	N/A	
Post-Election Audit Feasibility Analysis	The Board will research the various types of post-election risk-limiting audit to determine whether that method of auditing will introduce efficiencies and other benefits into the Board's operations	0-24%	This study has been put on hold until FY 2021.	
Procurement (3 Strategic initiatives)				
Procurement of Early Voting Equipment	The Board will implement a Ballot-on-Demand solution at each Early Voting Center (EVC) that will allow voters to cast pre-printed ballots at all EVCs, as opposed to solely at the One Judiciary Square EVC.	Complete	The Board deployed Ballot on Demand at each Vote Center during the June 2020 Primary Election.	
Automated Petition Processing	The Board will utilize petition management software that will streamline the petition verification process by providing automated counting and verification while providing full auditability.	50-74%	The Board has procured the software, but due to implementation issues, its full functionality has yet to be utilized. We expect to use it more fully in the next election cycle.	
Accessible Absentee Voting	The Board plans to provide a fully-accessible online absentee ballot marking system that will allow voters with visual impairments to vote in secrecy and mail their ballots to the Board.	Complete	The Board deployed OmniBallot, a fully-accessible online absentee ballot marking system, during the June 2020 Primary. Originally intended for use solely by voters with disabilities, DCBOE opened up the use of OmniBallot to voters who timely requested but did not receive absentee ballots.	