Elections Department Business Plan

Fiscal Years: 2010 and 2011

(10/1/09 through 9/30/11)

January 11, 2010

Approved by:

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BUSINESS PLAN REPORT

DEPARTMENT PURPOSE/MISSION

The mission of the Elections Department is to ensure that elections are free, fair, accurate, convenient, transparent, and accessible to all voters throughout Miami-Dade County.

The Elections Department, under the direction of the Supervisor of Elections, administers, prepares, conducts and tabulates in a correct, uniform and impartial manner all federal, state, county and municipal elections in accordance with Florida Statutes. The Department also provides election services and assistance to municipalities, School Districts, Special Taxing Districts, Community Council Districts, and Community Development Districts of Miami-Dade County.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

I. The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Ensure that elections are free, fair, accurate convenient and accessible to all eligible voters (ES-10)
- Enhance community access to reliable information regarding services and Miami-Dade County government issues (ES-2)
- Capitalize on technology to improve services, increase efficiency and provide greater information access and exchange (ES-4)
- Continuously improving government (ES 9-5)
- Planned necessary resources to meet current and future operating and capital needs (ES 8-2)
- Motivated, dedicated workforce team aligned with organizational priorities (ES 5-3)

II. Department-related Strategic Plan Outcomes, Departmental Objectives, and Programs & Initiatives:

- **Educated Voters (ES 10-1)**
  - Continue to conduct Elections outreach events (ongoing)
  - Enhance training curriculum for poll workers via poll worker feedback
    - Conduct poll worker focus groups and surveys after each countywide election

- **Opportunities for every registered voter to conveniently cast a vote (Priority Outcome ES 10-2)**
  - Early Voting at convenient locations (ongoing)
  - Timely mailing and processing of Absentee Ballot requests (ongoing)
  - Maintain ADA compliance at all polling places (ongoing)
  - Maintain an accurate Voter Registration System
    - Continue to process increased volume of felon files (increased volume expected throughout FY2009-10)
    - Complete National Change of Address requirements (Expected completion in FY2009-10)
    - Begin preparations for local and congressional redistricting (Beginning in 2011)

- **Votes counted and reported accurately and quickly (ES 10-3)**
  - Ensure timely coding of ballots for countywide, municipal and special elections
  - Ensure timely tabulation of all election results (ongoing)

- **Respond timely to requests for information from the community (ES-2)**
  - Continue to efficiently process statistical requests for voter information
    - Implement an automated process for public service requests (Initiative – beginning in FY2009-10)
  - Implement downloadable voter information card (Initiative – expected completion in FY2010-11)
  - Streamline the financial disclosure process (Initiative – began in FY2009-10)
  - Improve the public records storage and retention process, to improve record retrieval and response times to the public (Initiative – began in FY2009-10)

- **County processes improved through information technology (ES 4-6)**
  - Expand the capital asset management system to include smaller inventory items necessary for an election (Initiative – beginning in FY2009-10)
  - Continue departmental implementation of EDMS (Initiative – ongoing)
    - Implement automated EDMS procedure for voter correspondence (Initiative – began in FY2009-10)
  - Implement a voter-specific online sample ballot (Initiative – expected implementation in FY2009-10)

- **Motivated, dedicated workforce team aligned with organizational priorities (ES 5-3)**
  - Develop Election Department staff skills via cross-training (ongoing)
  - Continue to provide internal and external professional development training opportunities for all staff (ongoing)
  - Continue participation in the County's mentorship and succession planning program (Initiative – tracked on ASE)

- **Continue to meet budget targets (ES 8-2)**
  - Conduct monthly budget reviews with Office of Strategic Business Management (Began in FY2009-10)
  - Maximize use of base dollars by increasing efficiencies in standard operations, such as:
    - Adjust equipment allocation deployed to the polling places
    - Analyze ballot print orders to minimize the recurring ballot printing costs
    - Introduce an automated solution to track employee work hours
    - Seek cost savings opportunities by evaluating outgoing and incoming mail processes
    - Pursue automation of signature verification solutions for absentee ballot processing
    - Develop direct deposit options for poll worker pay, in conjunction with ETSD and Finance
    - Seek ways to reduce costs associated with production of the sample ballot, including an online sample ballot option
    - Implement an in-house ballot on demand solution in an effort to seek independence from outside vendors and contractual obligations
    - Seek more cost-effective means of adhering to legal advertisement requirements
    - Continue to introduce technologies to reduce dependency on temporary employees

- **Maintain Excellent Customer Service (ES 9-5)**
  - Implement recommendations of Sterling Challenge examiners (Initiative - ongoing)
  - Continue to survey customers to solicit customer feedback (Ongoing survey to municipal clerks with results tracking on ASE)
  - Implement an automated database to track responses to customer feedback (Initiative – expected completion in FY2010-11)

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2009-10 and FY 2010-11 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

Significant *factors critical to the Department's successful implementation* of the business plan:

- Approval of the personnel actions necessary to implement the revised departmental table of organization approved in FY2009-10
- Implement initiatives to improve employee morale, in light of the countywide budget reductions and personnel layoffs; in FY2009-10 the Elections Department's budget was reduced by 9 positions
- Continue to monitor state and federal legislation to minimize impacts to Miami-Dade County Elections, including more autonomy to conduct Early Voting at facilities that are easier for voters to access
- Successful implementation of an asset management system for election-related equipment and ballot accountability
- Continued efforts to consolidate municipal elections, to provide increased fiscal and operational efficiencies

INTERNAL SUPPORT REQUIREMENTS

1. Maintain an appropriate level of support from General Services Administration (GSA) for the timely and accurate printing of all ballots; continue to work with both GSA and the Office of Strategic Business Management to reduce the cost-per-page to print ballots

2. Maintain an appropriate level of support from the Library Department for their facilities to continue using as Early Voting sites as needed, as long as the state continues to restrict the types of facilities in which Early Voting can take place

3. Maintain an appropriate level of support from ETSD to ensure that the Elections technology infrastructure is kept within a secured environment, minimizing downtime for voters and ensuring data integrity. In light of the budget reduction to remove the Service Level Agreement with ETSD, the department's turnaround time for internal IT support may be increased; extensive cross-training has been conducted to ensure that permanent staff can support basic infrastructure necessary to conduct elections and protect data.

4. Work closely with the Human Resources Department to provide the information they need to review the Elections Department's requests for personnel actions related to the newly approved Table of Organization.

SUSTAINABILITY

In 2009, the Elections Department began tracking a number of sustainability measures, and has implemented a department-wide campaign to increase employee awareness. An initiative was developed in ASE and the following measures are specifically being tracked across the department.

1. Reduce fuel usage. The department purchases all fuel through GSA, and has begun monitoring the amount of fuel purchased each month, as well as encouraging employees to drive together.

2. Increase recycling of paper products. Each employee has a recycling bin at their desk, and a contract is in place for the pickup and measuring of recycling bins each week.

3. Reduce electricity consumption. Since the Elections building is managed by GSA, and there is another department sharing the facility, the department can only monitor what levels of electricity are being used and encourage employees to be aware of their behaviors that impact electricity consumption.

3 to 5 YEAR OUTLOOK

The state has mandated that all iVotronic voting machines be eliminated by 2012, which will require that the County procure a new voting system for disabled voters at a cost of approximately $7 million. Since there is only one system certified by the State Division of Elections for procurement at this time, the department has worked with the Florida State Association of Supervisors of Election in order to delay the mandatory deadline and provide more options for the disabled voting community. The department will continue to monitor this process and advocate for equipment that has the highest levels of integrity and functionality for the disabled voters of Miami-Dade County.

With the beginning of the Census process in 2010, the Elections Department has already begun preparing for statewide and local redistricting. Staff has been in communication with the state for software training and necessary preparations. The director has recently responded to the Board of County Commissioners (BCC) regarding the department's role in the County's commission redistricting, in that the BCC owns the process and the department only provides voter data. It is expected that the Elections Department will begin to receive data files from the state in the spring of 2011. The licenses necessary to operate the redistricting software are in the process of being procured.

During 2009, the Department underwent the application process for the Florida Sterling Challenge. The Sterling feedback report will continue to be used in odd-numbered years as an effective means to identify departmental strengths and challenges.

Analysis of existing business practices continues to be a priority for the department. Reviews are underway to identify election procedures that can be streamlined. Several procedures have been modified and consolidated, such as the elimination of pre-election equipment distribution to County employees. Cost containment for elections will continue to be a focus for the Department over the next 3 to 5 years.

Attachment 1
DEPARTMENTAL PROFILE

Department Description

The Elections Department, under the direction of the Supervisor of Elections, administers, prepares, conducts and tabulates in a correct, uniform and impartial manner all federal, state, county and municipal elections in accordance with Florida Statutes. The Department also provides election services and assistance to municipalities, School Districts, Special Taxing Districts, Community Council Districts, and Community Development Districts of Miami-Dade County.

In 2009, the Department participated in the Florida Sterling Challenge process. One hundred percent of all Elections employees participated in the onsite interviews, and employees expressed great satisfaction at being involved in the process. The Feedback Report provided in the late fall indicated great strengths including the recent realignment and streamlining of departmental functions; cross-training of employees; evaluation of organizational performance; visionary leadership and communication of expectations; confidentiality of data, information, and knowledge; rigorous inspection and testing of work products at multiple levels; and a focus on results and agility. The Feedback Report also contained three overall recommendations for improvement. These findings are valuable and will be incorporated into the operations of the Department wherever possible, including: a process for tracking the department's response to voter feedback, using more comparative data in our business reviews, creating linkages in our strategic planning processes throughout the year, and implementing a survey tool to assess employee satisfaction.

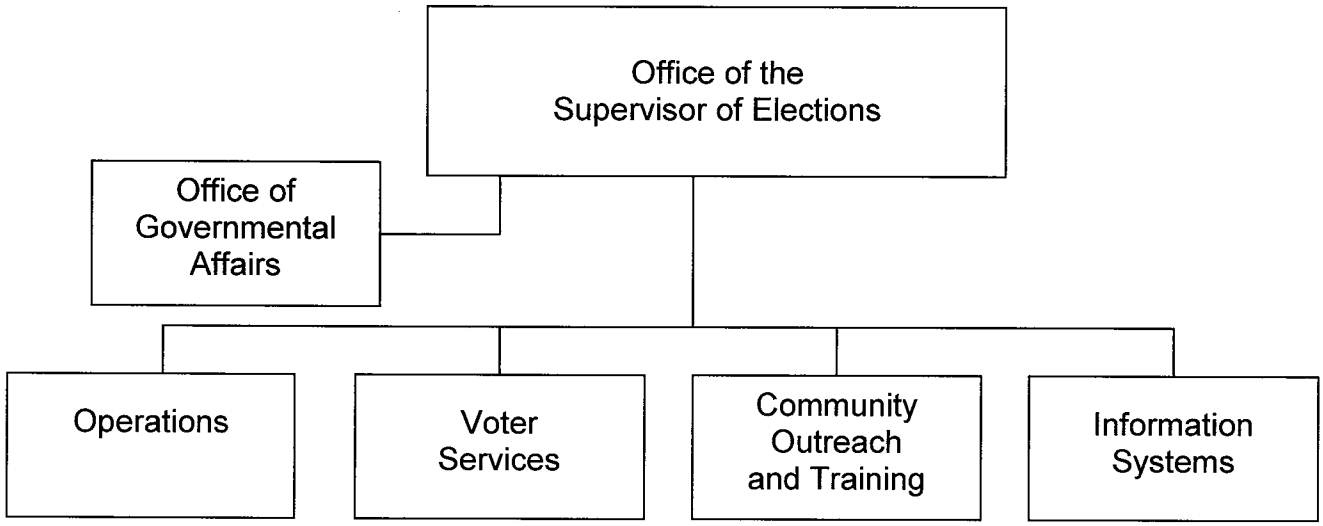
In order to expand our reach to Miami-Dade County's future voters, the Department sought a competitive grant from the federal Election Assistance Commission to conduct mock election programs at public high schools across the county. The grant was awarded in the fall of 2009, and the department is working together with Miami Dade Public Schools to begin programming in 2010. The grant period is from October 1, 2009 through September 30, 2011 and provides $55,000 in support for implementation of the program. The Department will conduct mock elections as if it were an actual precinct, with students serving as poll workers and oversight from teachers and Elections staff. Informational brochures will be provided to almost 100,000 public high students and instructional videos will be posted on Miami-Dade County's YouTube, MySpace, Facebook, and Twitter accounts.

In 2009, the Elections Department also focused on employee and leadership development at all levels. In collaboration with the Human Resources Department, a series of six professional development courses were held during the spring, and were made available to employees at every level. Virtually all permanent employees attended these four hour courses, and provided valuable feedback about how the information will improve their productivity and work environment. The department will continue to focus on employee development, a more formal approach to succession planning, and employee mentorship in the immediate future.

Given new legislative requirements and election equipment, a budgetary and operational review process was conducted that resulted in a new Table of Organization for implementation in FY2009-2010 that was approved by the County Manager. This new

configuration streamlines the Department's structure by realigning the previous six operational divisions into four divisions based on the department's areas of functional responsibilities. The new organizational structure will not only help lessen the fiscal challenges that will face the department in future years, but it will also result in performance improvement, better customer service, and increased accountability among senior management. The following Table of Organization and subsequent bullets summarize the improved functions across the department.

Table of Organization



Voter Services:

- Manages all aspects of absentee ballots, including the automation of mailing, receiving, and signature verification
- Maintains all records and registration status of eligible voters, and assembles precinct registers for all elections through the statewide Florida Voter Registration System, including the processing of felon files as received from the State of Florida
- Manages the front public service counter, providing direct services to voters, including the Voter Information Center which serves as the Elections Department's satellite office in the Stephen P. Clark Center Lobby

Information Systems:

- Manages all aspects of ballot programming, including ballot design and layout, ballot testing, creating election definition and programming of election media such as DS200 thumb drives, iVotronic flash cards, and Personal Electronic Ballots
- Conducts tabulation of all municipal, state, countywide and federal election results
- Retrieves audit data from the voting equipment units and secures the results
- Manages all information technology needs in the department and is responsible for the data integrity of all information held by the department
- Supports the processing and reporting of absentee ballots
- Performs statistical election data analysis
- Manages the Early Voting programming, staffing, and operations for all elections

Operations:

- Manages the preparation and deployment of voting equipment for all municipal and countywide elections, and aggressively tests and secures all ballot configurations
- Coordinates logistics for delivery and pickup of all elections equipment to 564 polling places countywide
- Manages the day-to-day warehouse operations and related activities, including records management, logistical coordination with other entities, asset management, capital inventory, and equipment maintenance
- Manages all human resource and personnel support functions in the department
- Coordinates all aspects of the Election Central call center during any municipal, countywide, state or federal election.
- Manages all fiscal matters for the department, including budget preparation and monitoring, procuring goods and services; preparing invoices for municipal elections; collecting and distributing revenues and applying for and monitoring grant disbursements

Community Outreach and Training:

- Responsible for the coordination of all poll workers and election support staff, including the recruitment, assignment, and training of all poll workers
- Processes, reviews, and audits all poll worker payroll post-election
- Conducts all voter education programs countywide, including equipment demonstrations, and speaking engagements
- Conducts all non-governmental elections, such as homeowner associations and civil service boards, at the request of outside entities

Government Affairs:

- Coordinates with local, state, and federal entities to monitor legislation that may impact the department
- Coordinates with municipal clerks and other outside entities
- Coordinates the ballot preparation process, ensuring that all qualified candidates are placed on the ballot in 3 languages in the order prescribed by the state, including the methodical proofreading of every ballot
- Coordinates campaign financing record-keeping, including County financial disclosure and outside employment forms
- Manages the department's Electronic Document Management System, including electronic record storage and precinct register scanning for voter history
- Manages post-election reconciliation processes, including the state-required manual audits after every election

Financial Summary

Cut and paste a copy obtained from your budget analyst

Capital Budget Summary

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Current Business Environment

The Elections Department serves more than 1,245,000 registered voters in Miami-Dade County, all of who are at least 18 years old and are United States citizens. The Department's key customers include voters, candidates, and potential voters in Miami-Dade County. Key stakeholders include Miami-Dade Board of County Commissioners, the County Manager and the Mayor, municipal governments, advocacy groups, political parties, political action committees, and voting equipment suppliers.

The Department's business environment is impacted by numerous advocacy groups. The Supervisor of Elections maintains open forms of communication with all groups, including but not limited to the Miami Dade Election Reform Coalition, the Florida Immigrant Advocacy Coalition, the American Civil Liberties Union, Election Protection, and various political parties.

In FY2009-10, the Department is preparing for two scheduled countywide elections:

- August 24, 2010 Primary Election. This is a statewide primary election. The ballot for this election includes the position of Governor, Lieutenant Governor, Attorney General, Chief Financial Officer, Commissioner of Agriculture, U.S. Senator, five federal congressional district representatives, and up to 22 State Senate and House seats. This ballot also includes County Commissioners of even numbered districts, as well as four School Board seats, and several local community council positions.
- November 2, 2010 General Election. This election serves as a "runoff" election for all of the positions on the August primary election. There are up to five proposed statewide constitutional amendments also expected to be on this ballot.

The qualifying period for these state offices ends on June 18, 2010. The Department also has up to 33 scheduled municipal elections, including the potential runoffs.

The State Division of Elections has been working to clear a large backlog of felon files, which has resulted in a substantial increase in the volume of files being processed by this department. For example, in December 2008 the Department received 327 files for the entire month whereas in December 2009 a total of 5,603 files were received and processed by staff. There are strict deadlines and procedures for processing each file, including but not limited to written notification by certified mail, legal advertisement, and updating of voter records. The Department is tracking the increased staffing, advertisement, and postage costs associated with the processing of these files. The state has advised staff that the volume of files will remain at an increased level throughout the year while they continue to reduce the backlog.

The Voter Information Center (VIC), which is the Department's satellite office at the Stephen P. Clark Center, is moving to a nearby location. Currently, the VIC is located in a stand-alone office within the lobby area. Staff is working with General Services Administration to finalize plans to partition a separate area of the lobby that will serve as a new space for offices. All of the same services will continue to be offered there.

Looking ahead to the next presidential election in 2012, it is anticipated that the 3-1-1 Answer Center may be moving out of the Elections Department headquarters building in Doral by that time. With the increased staffing necessary for an election of that magnitude, there remain concerns about limited space for staff and equipment.

Elections
Business Plan Reports

Run Date: 1/14/2010
Show Comments

Customer Perspective

Objective Name	Owner(s)
Increase the number of registered voters in Miami-Dade County	Lester Sola

All eligible voters in Miami-Dade County should have the opportunity to take advantage of their right to vote. The Elections Outreach Team engages residents across the community to promote the importance of registering to vote.

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
New Voter Registrations	Yamile Gomez Michael Johnson Robert Vinock

Number of new voter registrations received for processing by the Elections Department.

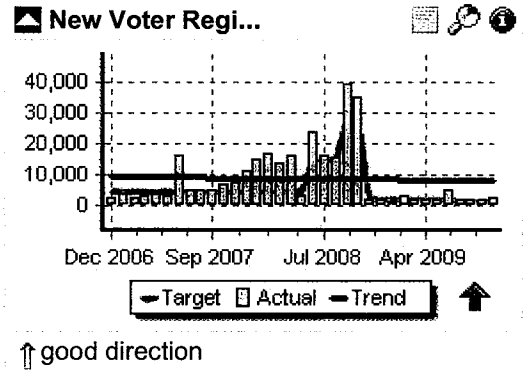
Performance

Ind	Actual	Target	Variance	Date
▲	1,524	1,500	24	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



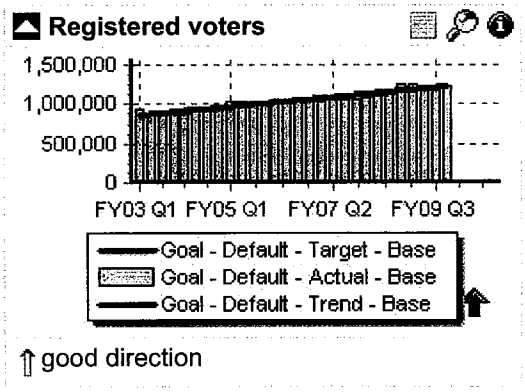
⇧good direction

Measure	Owner(s)
Registered voters	Yamile Gomez Michael Johnson Robert Vinock

This measure represents the number of registered voters in Miami-Dade County.

Performance

Ind	Actual	Target	Variance	Date
▲	1,231,481	1,200,000	31,481	FY09 Q4



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Objective Name	Owner(s)
Satisfied Customers - Elections	Michael Johnson Ivy Korman

Supports ES1-4

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Enable County departments and their service partners to deliver quality customer service

Parent Objectives

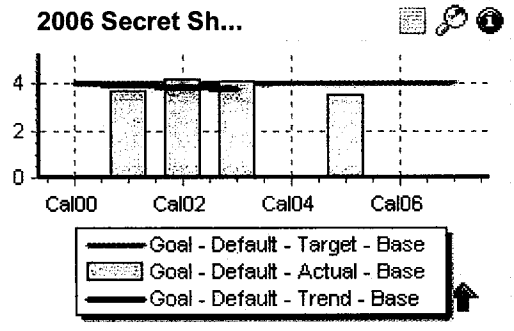
(ES1.4) Satisfied customers

Measure	Owner(s)
2006 Secret Shopper Score (Elections)	Carolina Lopez Lester Sola

This measures the satisfaction of secret shoppers with the department's services at its points of contact with the public. The goal of 4.0 on a 1.0 - 5.0 scale, 5.0 being best, is based on the 4 out of 5 goal stated in the Miami-Dade County Strategic Plan under Enabling Strategies (ES1).

Performance

Ind	Actual	Target	Variance	Date
☐	3.5	4.0	(0.5)	Cal05



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

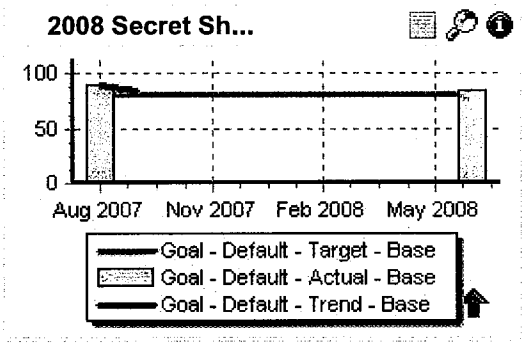
Ind	Name	Actual	Target	Date
☑	Voters Satisfied with Voting Experience	72.10 %	75.00 %	FY06

Measure	Owner(s)
2008 Secret Shopper Score (Elections)	Carolina Lopez Tara Smith

As part of the County's Secret Shopper Program, the Government Information Center directed a two month study of the Elections Department's customer service delivery. A total of 50 telephone and 25 in-person shops were conducted during August and September 2007. The Final Report was provided to the Elections Department in December 2008.

Performance

Ind	Actual	Target	Variance	Date
	85	80	5	Jun 2008



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Telephone Customer Experience	84	80	Jun 2008
	Face-to-Face Customer Experience	87	80	Jun 2008

Objective Name	Owner(s)
Provide Excellent Customer Service to Municipal Clerks	Ivy Korman Carolina Lopez Christina White

Municipal Clerks are an extremely important customer base for the Elections Department since we conduct their elections. In order to measure their satisfaction with the services provided, a survey is distributed at the conclusion of each election. The goal is to receive feedback and implement valid suggestions to enhance overall satisfaction with the Department.

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Number of Municipal Clerk Satisfaction Surveys Sent	Vanessa Innocent Ivy Korman Carolina Lopez Zeida Reyes Christina White

This measure represents the number of satisfaction surveys that were sent to municipal clerks once their election was concluded.

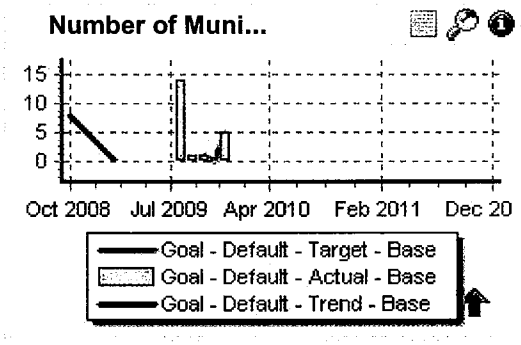
Performance

Ind	Actual	Target	Variance	Date
▲	5	5	0	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of Municipal Clerk Satisfaction Surveys Received	Ivy Korman Christina White

This measure identifies the number of Municipal Satisfaction Surveys completed and returned to the Miami-Dade Elections Department.

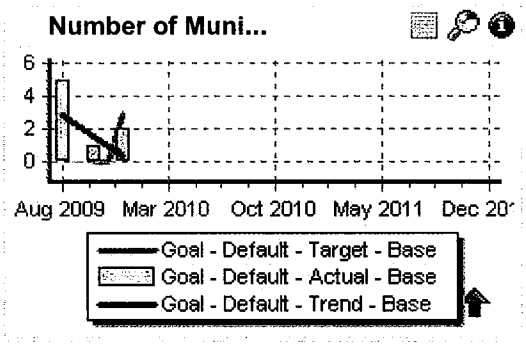
Performance

Ind	Actual	Target	Variance	Date
☐	2	3	(1)	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Customer Satisfaction with Governmental Affairs	Ivy Korman Carolina Lopez Christina White

The portion of the Municipal Clerk Satisfaction Survey that relates to the Office of Governmental Affairs deals with promptness and accuracy of services. Typical services include Canvassing Board scheduling, ballot preparation, legal notice guidance and other election logisitics. The goal is to provide excellent customer service from planning to the conclusion of the election.

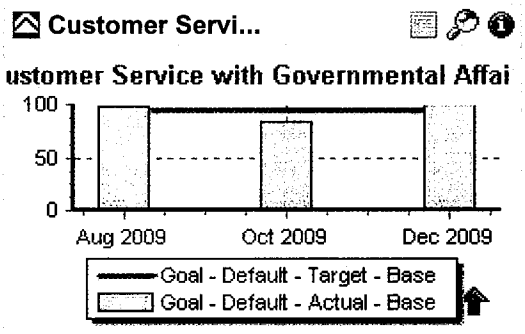
Performance

Ind	Actual	Target	Variance	Date
⛰	100 %	95 %	5 %	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



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Measure **Owner(s)**

Customer Satisfaction with Voter Services — Ivy Korman Carolina Lopez Christina White

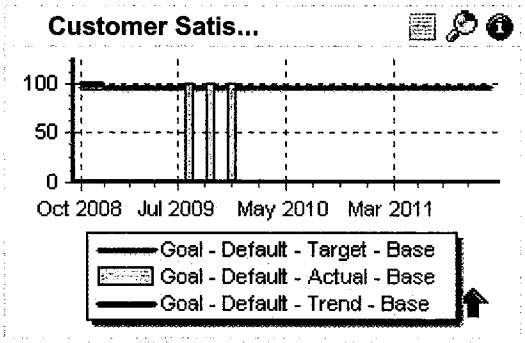
Performance

Ind	Actual	Target	Variance	Date
	100 %	95 %	5 %	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Customer Satisfaction with Operations — Ivy Korman Carolina Lopez Christina White

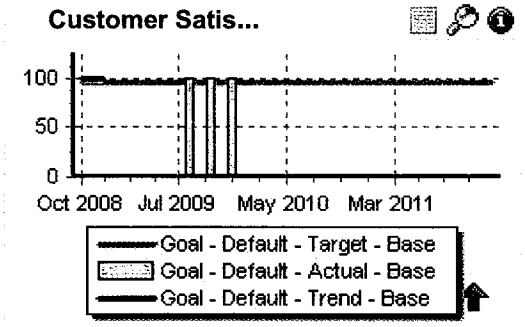
Performance

Ind	Actual	Target	Variance	Date
	100 %	95 %	5 %	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Customer Satisfaction with Outreach and Training — Ivy Korman Carolina Lopez Christina White

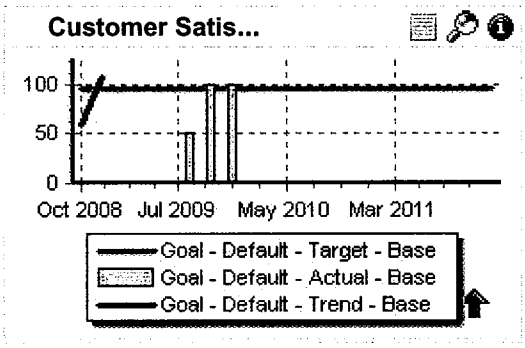
Performance

Ind	Actual	Target	Variance	Date
	100 %	95 %	5 %	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Customer Satisfaction with Information Systems — Ivy Korman Carolina Lopez Christina White

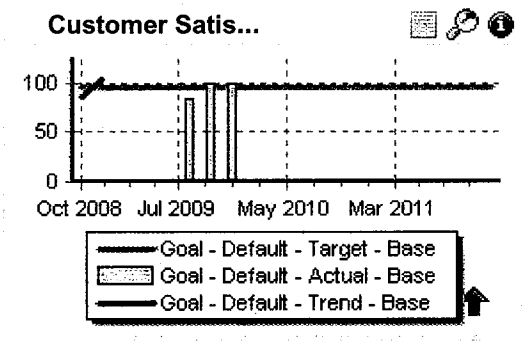
Performance

Ind	Actual	Target	Variance	Date
	100 %	95 %	5 %	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

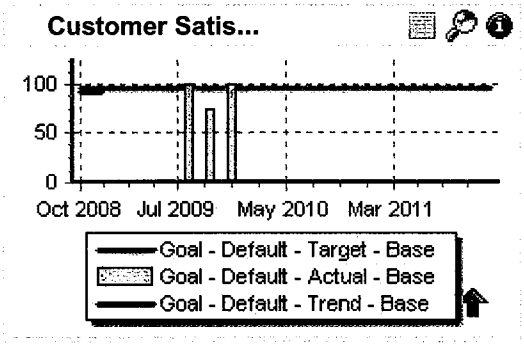
Ind	Name	Actual	Target	Date



Measure	Owner(s)
Customer Satisfaction with Elections Department Overall	Ivy Korman Carolina Lopez Christina White

Performance

Ind	Actual	Target	Variance	Date
	100 %	95 %	5 %	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Objective Name	Owner(s)
Expand access to the Elections Department thru the Voter Information Center	Michelle Giles Rosy Pastrana

Our goal is to expand access to the Elections Department thru the Voter Information Center (VIC). The VIC is a one-stop shop established as a convenient location for the community to access voter registration, campaign, absentee ballot , and other election related information, and purchase district maps.

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

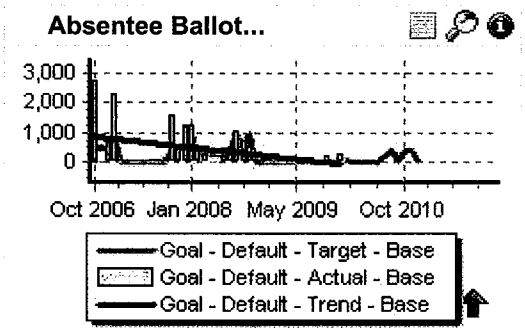
Parent Objectives

Measure **Owner(s)**

Absentee Ballots requests received and processed - VIC — Michelle Giles Vanessa Innocent Rosy Pastrana

Performance

Ind	Actual	Target	Variance	Date
▲	255	100	155	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

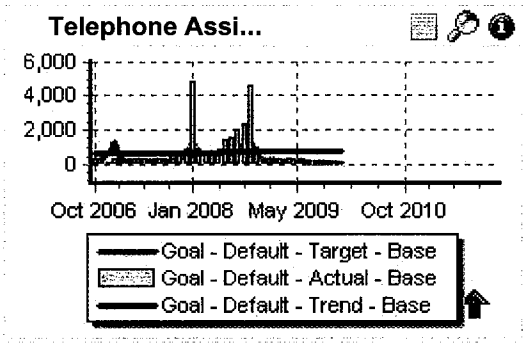
Measure **Owner(s)**

Telephone Assistance at the VIC — Michelle Giles Carolina Lopez Rosy Pastrana

Customers requesting information regarding Voter Registration, Absentee Ballots and election related information.

Performance

Ind	Actual	Target	Variance	Date
▲	118	25	93	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

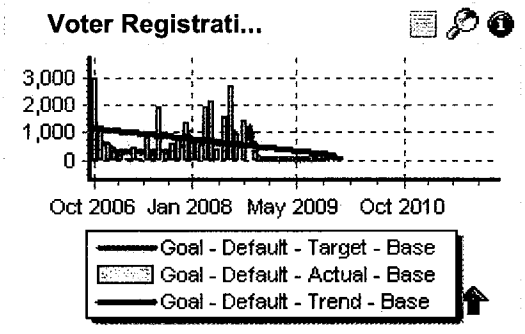
Ind Name Actual Target Date

Measure **Owner(s)**

Voter Registrations Processed - VIC — Michelle Giles Rosy Pastrana

Performance

Ind	Actual	Target	Variance	Date
▲	137	25	112	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind Name Actual Target Date

Measure	Owner(s)
Walk in Customers served - VIC	Michelle Giles Rosy Pastrana

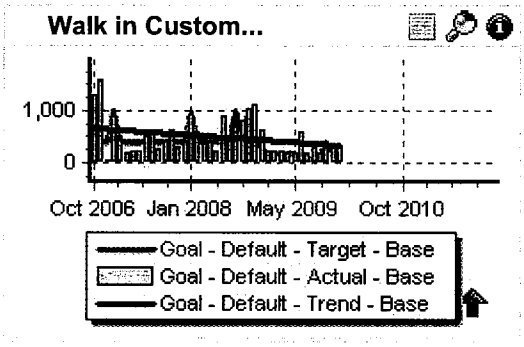
Performance

Ind	Actual	Target	Variance	Date
▲	346	100	246	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Objective Name	Owner(s)
Opportunities for every registered voter to conveniently cast a vote - Elections	

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Ensure that elections are open, error free, convenient and accessible to all eligible voters

Parent Objectives

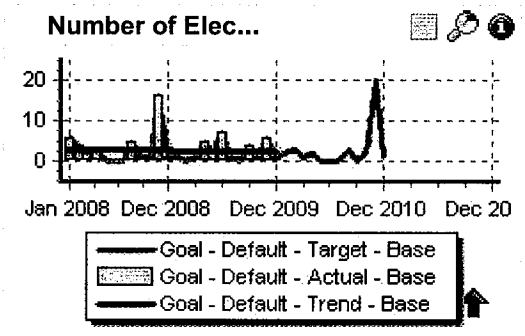
(ES10.2) Opportunities for every registered voter to conveniently cast a vote (priority outcome)

Measure	Owner(s)
Number of Elections Held	Yamile Gomez Carolina Lopez

Monthly total of Elections held within Miami Dade County including but not limited to municipal, county, primary, general, special, run-off, mail ballot, and special taxing district elections.

Performance

Ind	Actual	Target	Variance	Date
▲	1	1	0	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Measure	Owner(s)
Percent of Voters who voted on Election Day for all Elections	Yamile Gomez Michael Johnson Robert Vinock

The percentage of Voters who voted on Election Day for all elections conducted during the month.

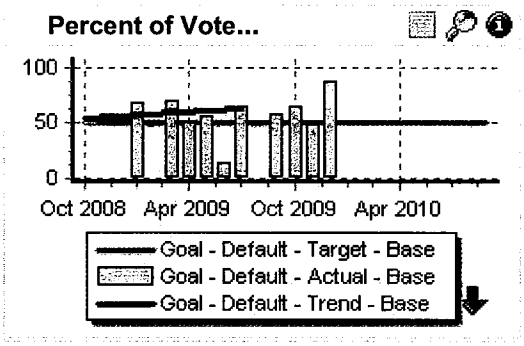
Performance

Ind	Actual	Target	Variance	Date
▼	86	50	(36)	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Percent of Voters who Voted Early - All Elections	Yamile Gomez Michael Johnson Robert Vinock LaRhonda Wimberly

Percentage of Voters who voted at all Early Voting locations prior to all elections.

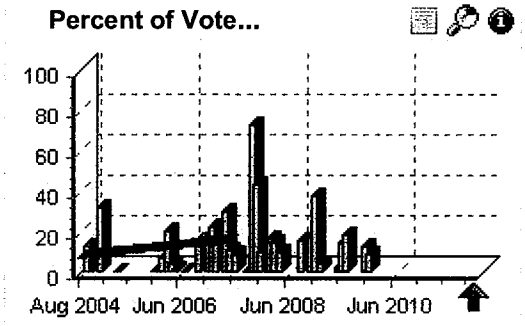
Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Number of Early Votes Cast for Monthly Elections	n/a	n/a	Dec 2009
	Number of Votes Cast for Elections Held During Month	7,798 Votes	n/a	May 2009



⇧good direction

Measure **Owner(s)**

Number of Early Voting Sites - Countywide Elections — Yamile Gomez Michael Johnson Robert Vinock

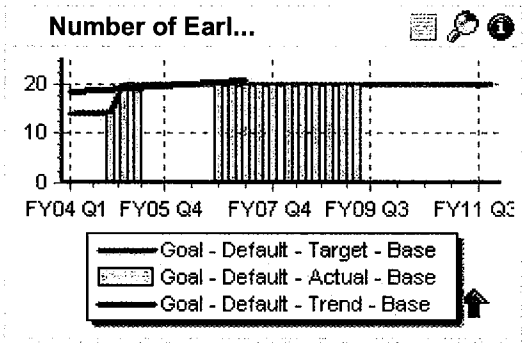
Performance

Ind	Actual	Target	Variance	Date
	n/a	20 Sites	n/a	FY10 Q1

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Percent of Voters who Voted by Absentee Ballot — Michelle Giles Yamile Gomez Michael Johnson Rosy Pastrana Robert Vinock LaRhonda Wimberly

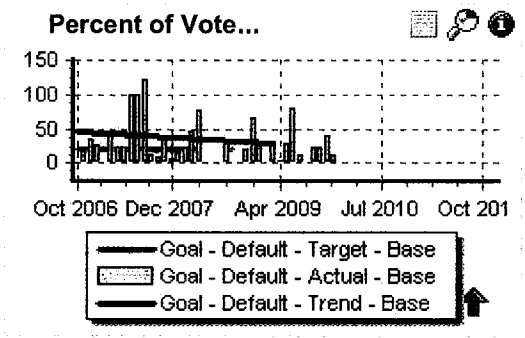
Performance

Ind	Actual	Target	Variance	Date
⚠	14 %	n/a	n/a	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Number of Absentee Ballots Cast	2,314	n/a	May 2009
	Number of Votes Cast for Elections Held During Month	7,798 Votes	n/a	May 2009



Objective Name	Owner(s)
Effective Management of Polling Places	John Mendez Smita Shah

The Elections Department currently manages 765 precincts at 529 polling locations throughout the county. Agreements are in place with each facility to ensure availability and ease of access for voters on Election Day. All attempts are made to minimize the number of temporary or permanent polling place changes. The statistics are a reflection of all the Elections occuring during that specific month only.

Initiatives Linked To Objective	Owner(s)
ADA Polling Places Construction Projects	John Mendez Smita Shah

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Number of ADA Compliant Polling Places	John Mendez Smita Shah

Number of Polling places in compliance with the Americans with Disabilities Act

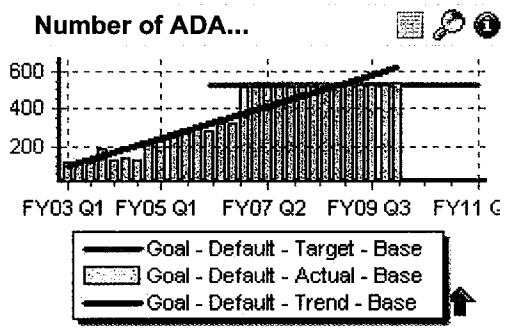
Performance

Ind	Actual	Target	Variance	Date
▲	538	529	9	FY10 Q1

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of Polling Places notification letters mailed	John Mendez Smita Shah

Letters which are typically mailed to the Polling Places contact person consist of Polling Place Authorization Letters, Equipment Delivery and Pick up Notices, and Collection Center Information.

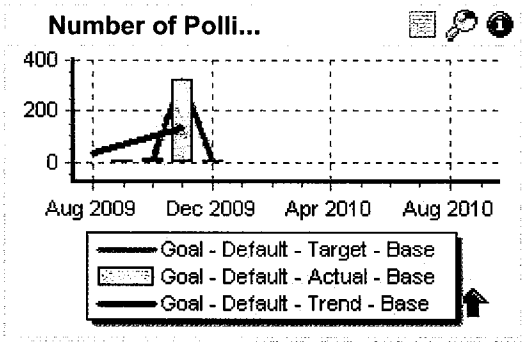
Performance

Ind	Actual	Target	Variance	Date
▲	2	2	0	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Average number of days before election for letters to be mailed	John Mendez Smita Shah

Letters mailed and received consist of Polling Place Authorization Letters, Equipment Delivery and Pick up Notices, and Collection Center Information.

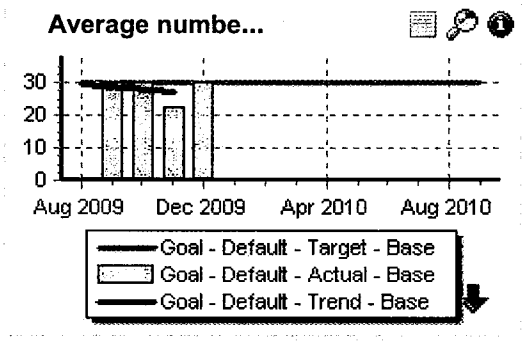
Performance

Ind	Actual	Target	Variance	Date
▲	30	30	0	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of temporary polling place changes	John Mendez Smita Shah

Temporary changes are typically made due to City Clerk's request or if the polling location is unavailable.

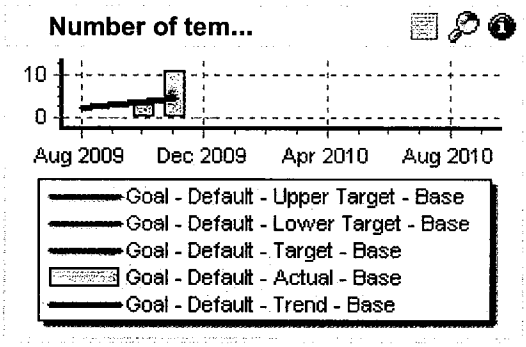
Performance

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of permanent polling place changes	John Mendez Smita Shah

Permanent changes are typically made due to City's request or if the Polling location is unavailable.

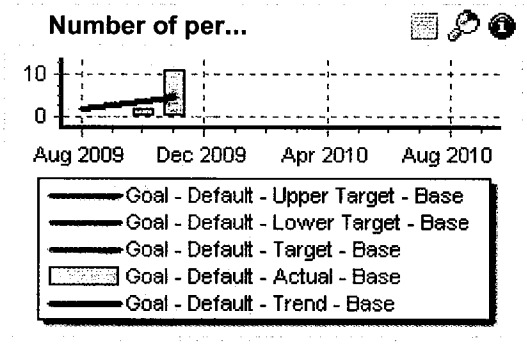
Performance

Ind	Actual	Target	Variance	Date
	0	n/a	n/a	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Average number of days before election for Polling Places changes to be mailed out	John Mendez Smita Shah

By law we are to notify the voters 14 days prior to an Election.

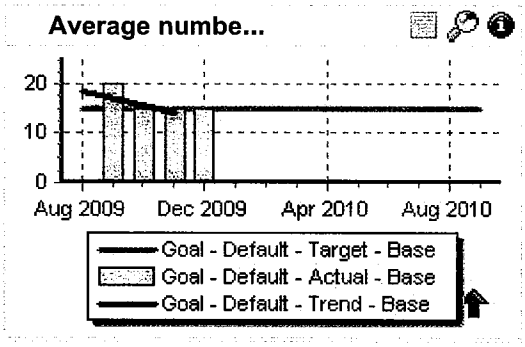
Performance

Ind	Actual	Target	Variance	Date
▲	15 days	15 days	0 days	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Average time required for telephone lines to be checked	Smita Shah

Telephone lines are typically checked 2 to 3 weeks prior to an Election to have enough time to rectify any problems with the lines.

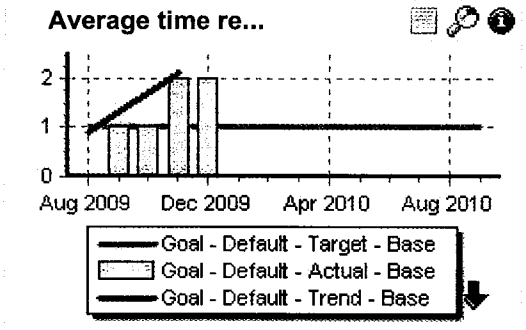
Performance

Ind	Actual	Target	Variance	Date
☐	2 day	1 day	1 day	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

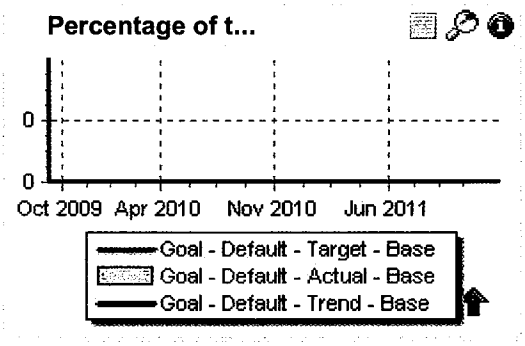


Measure	Owner(s)
Percentage of telephone lines operational	Smita Shah

Percentage of telephone lines operational or completed at least 36 days before an election.

Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Objective Name	Owner(s)
Monitor Requests from the Community for Information to Ensure 3 Day Response Time	Michelle Giles John Mendez Rosy Pastrana

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

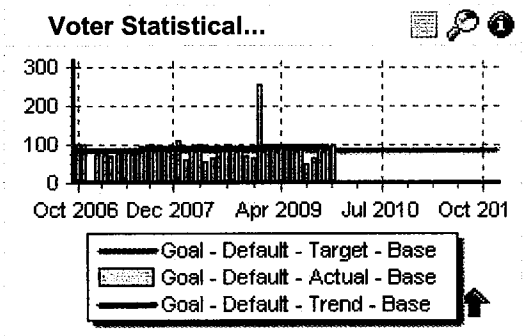
Parent Objectives

Measure	Owner(s)
Voter Statistical Requests - Timely Response	Michelle Giles Rosy Pastrana

Orders for Items for Sale are received by the department on a daily basis that consists of map requests; registration statistics; voter history/statistics. These can take from one day to fifteen days to process depending on complexity. The goal is to have all orders completed within three business days after receiving payment.

Performance

Ind	Actual	Target	Variance	Date
▲	98 %	85 %	13 %	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Items For Sale Completed in 3 Days	41	n/a	Dec 2009
	Number of Items For Sale Completed (Total)	42	n/a	Dec 2009
	Cumulative Number of Days to Complete All Orders	46	n/a	Dec 2009

Objective Name	Owner(s)
Educated voters - Elections	Gary Hartfield Patrick Morris Lester Sola Sandra Walker

The Community Outreach and Training Division's role is to assure that County voters are educated, informed and updated on local, state and federal election races, as well as elections laws that may affect the voters. An educated voter also will be knowledgeable and able to use the optical scan voting equipment. This information, as well as demonstrations are conveyed through outreach events, mock elections and other community interaction.

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Ensure that elections are open, error free, convenient and accessible to all eligible voters

Parent Objectives

(ES10.1) Educated voters

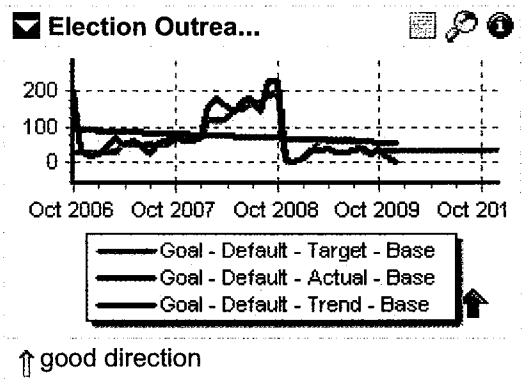
Measure **Owner(s)**

Election Outreach Events — Gary Hartfield Patrick Morris Sandra Walker

Number of monthly Outreach events held to promote voter education during a presidential election year.

Performance

Ind	Actual	Target	Variance	Date
☑	0	35	(35)	Dec 2009



⇧good direction

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

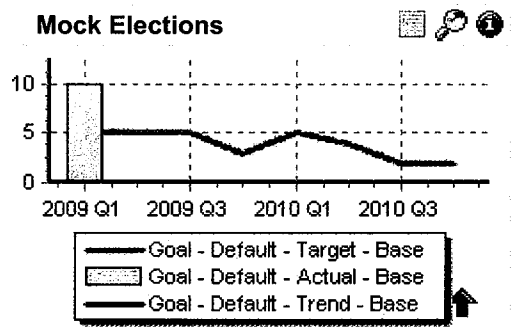
Ind	Name	Actual	Target	Date
☐	Faith Based Outreach Events Held	0	3	Dec 2009
☑	Schools Outreach Events Held	0	5	Dec 2009
☑	Special Events Outreach Events Held	0	11	Dec 2009
☑	Business Events Held	0	15	Dec 2009
☑	Civic Organization Events Held	0	5	Dec 2009
☑	Colleges and Universites Events Held	0	12	Dec 2009
☑	Elderly Services Events Held	0	5	Dec 2009
☑	Government Events Held	0	10	Dec 2009

Measure	Owner(s)
Mock Elections	Gary Hartfield Patrick Morris Sandra Walker

Staff attends and/or administers Mock Elections so voters and Miami-Dade citizens can familiarize themselves with the optical scan voting equipment.

Performance

Ind	Actual	Target	Variance	Date
	10	5	5	2009 Q1



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Elementary Schools	1	0	2009 Q1
	Middle Schools	0	0	2009 Q1
	Colleges and Universities	0	0	2009 Q1
	Non-governmental	8	5	2009 Q1
	Interdepartmental	1	0	2009 Q1

Objective Name	Owner(s)
Recruit Excellent Poll Workers	Gary Hartfield Patrick Morris Sandra Walker

The ability to properly administer the 754 polling places on Election Day requires the recruitment, training and assignment of individuals who demonstrate the minimum established proficiency of poll worker requirements.

Initiatives Linked To Objective	Owner(s)
Poll Worker Focus Groups	Gary Hartfield Patrick Morris Tara Smith Sandra Walker

GrandParent Objectives

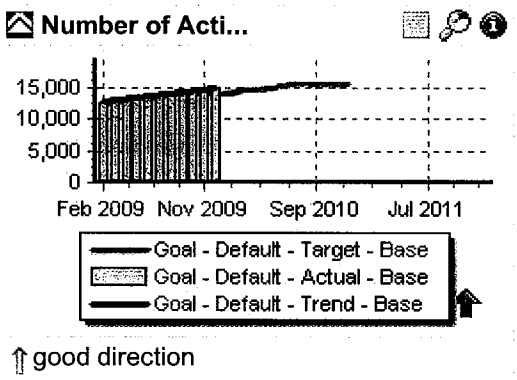
Parent Objectives

Measure	Owner(s)
Number of Active Poll Workers	Gary Hartfield Patrick Morris Sandra Walker

The goal is to have 20,000 active poll workers listed in the department's database by September 2012 in order to have sufficient staffing and replacements ready and trained for the next Presidential Election. The staffing would be broken down by position: 1,000 Clerks; 1,000 Assistant Clerks, 1,000 QAS, 1,000 ES, 3,000 Poll Deputies and 13,000 Inspectors.

Performance

Ind	Actual	Target	Variance	Date
	15090	14200	890	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

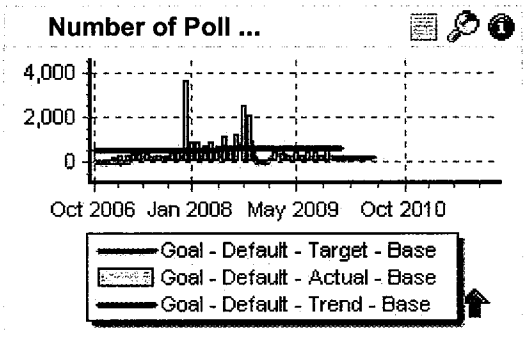
Ind	Name	Actual	Target	Date
	Newly Certified Clerks	n/a	n/a	
	Recertified Clerks	n/a	n/a	
	Recertified Assistant Clerks	n/a	n/a	
	Newly Certified Assistant Clerks	n/a	n/a	

Measure **Owner(s)**

Number of Poll Workers Recruited — Gary Hartfield Patrick Morris Sandra Walker

Performance

Ind	Actual	Target	Variance	Date
▼	19	200	(181)	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Poll Workers Recruited - Businesses	0	n/a	Dec 2009
	Poll Workers Recruited - Civic Organizations	0	n/a	Dec 2009
	Poll Workers Recruited - Colleges and Universities	0	n/a	Dec 2009
	Poll Workers Recruited - Elderly Services Locations	0	n/a	Dec 2009
	Poll Workers Recruited - Faith Based Organizations	0	n/a	Dec 2009
	Poll Workers Recruited - Government Offices	0	n/a	Dec 2009
	Poll Workers Recruited - Mail or Faxed	19	n/a	Dec 2009
	Poll Workers Recruited - Other Locations	0	n/a	Dec 2009
	Poll Workers Recruited - Schools	0	n/a	Dec 2009

Measure **Owner(s)**

Average Test Scores 1 — Gary Hartfield Patrick Morris Sandra Walker

This measure tracks the average test score from Certification class participants. The goal is to ensure that each poll worker demonstrates a high level of understanding of poll worker rules, roles and responsibilities resulting in the optimal administration of each precinct on Election Day. The scores of class participants is expressed in a percentage score.

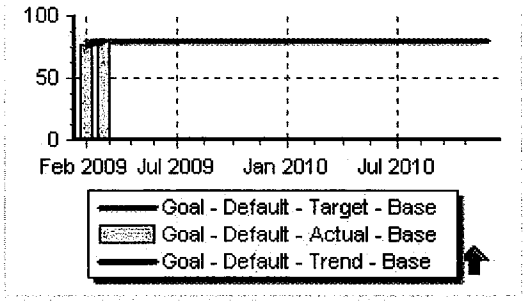
Performance

Ind	Actual	Target	Variance	Date
	n/a	80 %	n/a	Sep 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date


100
50
0
Feb 2009
Jul 2009
Jan 2010
Jul 2010
Goal - Default - Target - Base
Goal - Default - Actual - Base
Goal - Default - Trend - Base

Measure	Owner(s)
Monday Night Set up	Gary Hartfield Patrick Morris Sandra Walker

This test component illustrates the understanding of setting up the precinct according to the polling place diagram, setting up and verifying the voting equipment is in proper working order and setting up precinct regisisters and updating AB Sent lists.

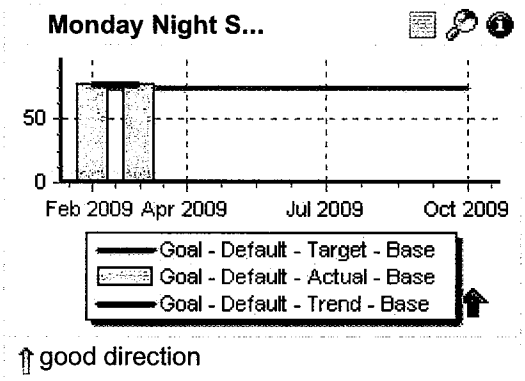
Performance

Ind	Actual	Target	Variance	Date
	n/a	75	n/a	Sep 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Tuesday Morning	Gary Hartfield Patrick Morris Sandra Walker

This module of the poll worker exam demonstrates an understanding of skills and assignments that take place on Tuesday morning: Poll workers prepare paper work, compare information from the previous evening during Monday evening set-up, update the precinct register, continue pay-roll, contact Election Central when the precinct is open and the Election Board takes the Oath.

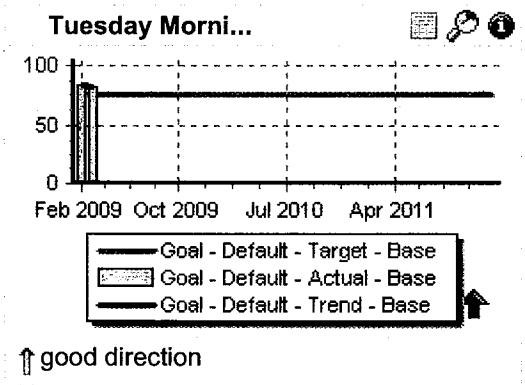
Performance

Ind	Actual	Target	Variance	Date
	n/a	75	n/a	Sep 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Check-In Gary Hartfield Patrick Morris Sandra Walker

The goal for this measure is to ensure that all poll workers have the ability to check in voters at a precinct. This includes knowing what are acceptable pieces of identification, as well as issuing the correct Voter Authorization Slips (VAS). Barring this, poll workers should know to offer the ability to voter a Provisional Ballot should they fail to meet the identification requirements.

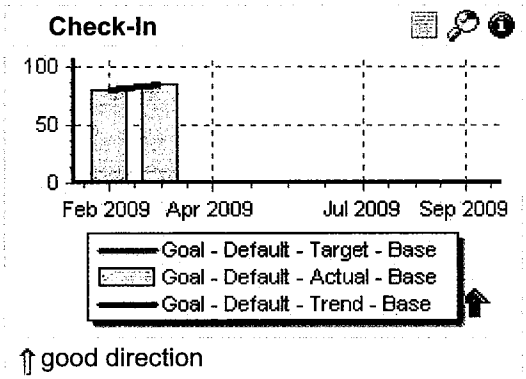
Performance

Ind	Actual	Target	Variance	Date
	n/a	80	n/a	Sep 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Tuesday Night Gary Hartfield Patrick Morris Sandra Walker

This training module shows proficiency of poll workers closing the polls with responsibilities including: securing voted ballots, verifying the precinct registers' signatures to Voters Authoization Slips (VAS), completing paperwork and securing results.

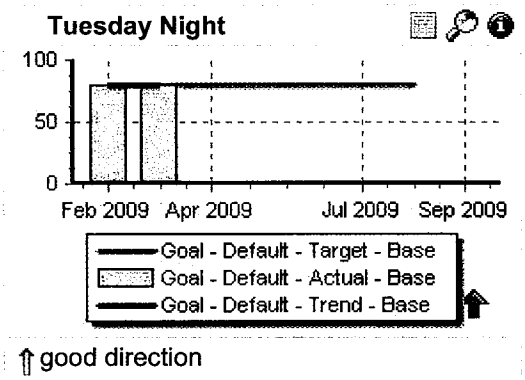
Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	Sep 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Financial Perspective

Objective Name	Owner(s)
Meet Budget Targets (Elections)	

Initiatives Linked To Objective	Owner(s)

GrandParent Objectives

Planned necessary resources to meet current and future operating and capital needs (priority outcome)

Parent Objectives

(ES8.2.1) Meet Budget Targets

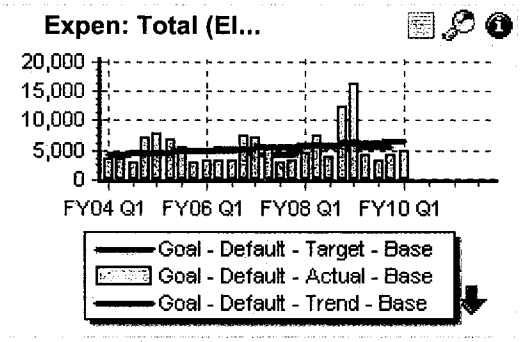
Measure **Owner(s)**

Expen: Total (Elections)

Total expenditures in $1,000s (from roll-up of Personnel, Other Operating, and Capital)

Performance

Ind	Actual	Target	Variance	Date
	$4,918 K	n/a	n/a	FY10 Q1



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Expen: Personnel (Elections)	$3,352	n/a	FY10 Q1
	Expen: Other Operating (Elections)	$1,566	n/a	FY10 Q1
	Expen: Capital (Elections)	$0	n/a	FY10 Q1
	Expen: Non-Operating (Elections)	$0	n/a	FY10 Q1

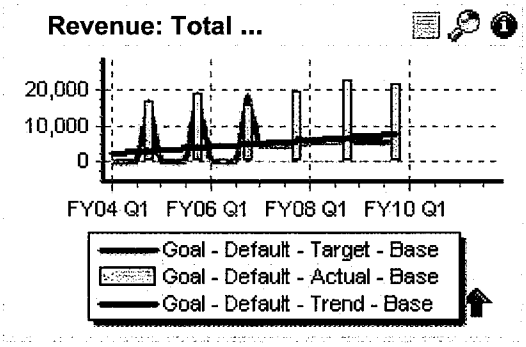
Measure **Owner(s)**

Revenue: Total (Elections)

Total revenue in $1,000s (from FAMIS)

Performance

Ind	Actual	Target	Variance	Date
▲	$21,658 K	$5,540 K	$16,118 K	FY09 Q4



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Revenue: Carryover (Elections)	$0 K	n/a	FY10 Q1
	Revenue: General Fund (Elections)	$0 K	n/a	FY10 Q1
	Revenue: Proprietary (Elections)	$195 K	n/a	FY10 Q1
	Revenue: Federal (Elections)	$0 K	n/a	FY10 Q1
	Revenue: State (Elections)	$0 K	n/a	FY10 Q1
▲	Revenue: Interagency/Intradepartmental (Elections)	$0 K	$0 K	FY09 Q4

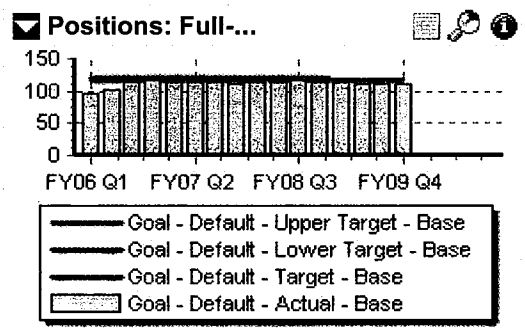
Measure **Owner(s)**

Positions: Full-Time Filled (Elections) Lester Sola

The "actual" reflects the number of full-time positions that are filled; the "goal" reflects the number of full-time budgeted positions.

Performance

Ind	Actual	Target	Variance	Date
▼	110	118	(8)	FY09 Q4



center weighted

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Internal Perspective

Objective Name	Owner(s)
Recruitment of Election Staff	John Mendez Smita Shah

Establish and recruit middle management staff to attain proper staffing levels throughout all divisions.

Initiatives Linked To Objective **Owner(s)**

GrandParent Objectives

Attract, develop and retain an effective, diverse and dedicated team of employees

Parent Objectives

(ES5.1) Expeditiously Provide Departments with Qualified Personnel

Measure	Owner(s)
Number of Vacancies	John Mendez Smita Shah

Establish and recurit for 19 new positions; minimize total number of exisiting vacancies by aggressively recruiting qualified candidates to enhance supervision and managerial support to the Elections Department.

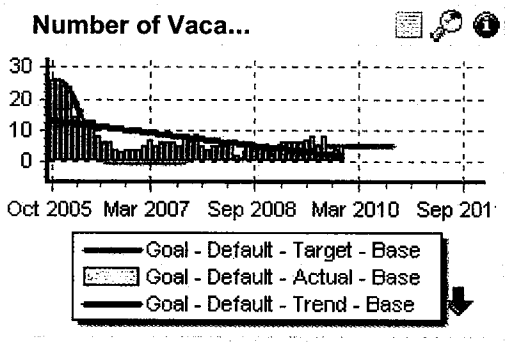
Performance

Ind	Actual	Target	Variance	Date
▲	5	5	0	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

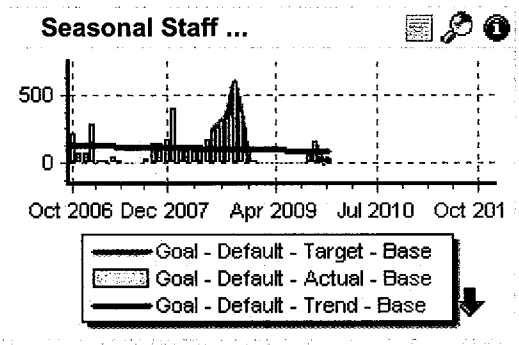
Ind	Name	Actual	Target	Date



Measure	Owner(s)
Seasonal Staff Employed	John Mendez Smita Shah

Performance

Ind	Actual	Target	Variance	Date
☐	34	30	(4)	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Objective Name	Owner(s)
Effective Support from Election Central	Rosy Pastrana Lester Sola

Election Central is the call center support that is coordinated in every major election. Elections and other County staff are recruited to staff this call center on Election Day and the day before in order to provide telephone support to poll workers. This is not an open system available to voters.

Initiatives Linked To Objective — **Owner(s)**

GrandParent Objectives

Ensure that elections are open, error free, convenient and accessible to all eligible voters

Parent Objectives

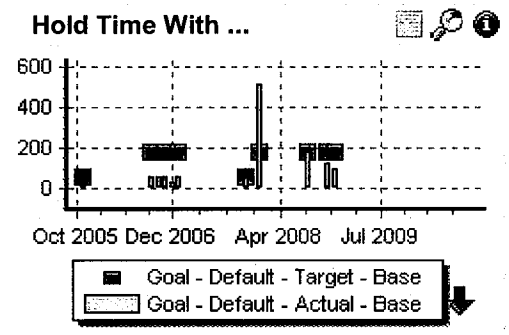
(ES10.2) Opportunities for every registered voter to conveniently cast a vote (priority outcome)

Measure	Owner(s)
Hold Time With Election Central	John Mendez Smita Shah

This measures is designed to reduce the average answer speed in queue time to less than thirty seconds. The volume of calls will fluctuate depending on the type of election. The national standard for call centers receiving calls in an emergency situation is 3 minutes or less.

Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	Dec 2009



⇩ good direction

Initiatives Linked To Measure — **Owner(s)**

Election Central Knowledge Base	John Mendez Smita Shah Tara Smith

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date

Objective Name	Owner(s)
Produce Timely and Accurate Election Results Certification	Yamile Gomez Michael Johnson Ivy Korman Carolina Lopez Robert Vinock Christina White

After each election, the Miami-Dade County Elections Department goes through a series of internal audit processes to ensure that election results have the highest degree of accuracy and are certified in a timely manner. These include, but are not limited to, scanning precinct registers into EDMS, providing appropriate voter history credit in the statewide registration database for voters who voted in a particular election, the submission of an official state certification, and a post-election audit.

Initiatives Linked To Objective	Owner(s)

GrandParent Objectives

Parent Objectives

Measure **Owner(s)**

Number of days to scan precinct registers — Djuro Gargurevich Carolina Lopez Christina White

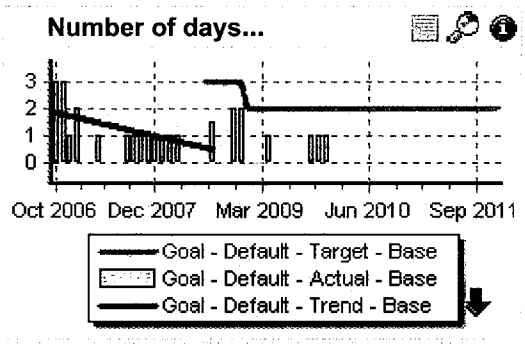
Performance

Ind	Actual	Target	Variance	Date
	1 day(s)	2 day(s)	1 day(s)	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Number of Days to Update the Voter Registration Database with Voter History — Yamile Gomez Michael Johnson Robert Vinock

This measure tracks the number of days the Miami-Dade County Elections Department works on updating the voter history information on the statewide Florida Voter Registration System (FVRS). This process ensures that accurate voter history credit is given to voters who voted in a particular election.

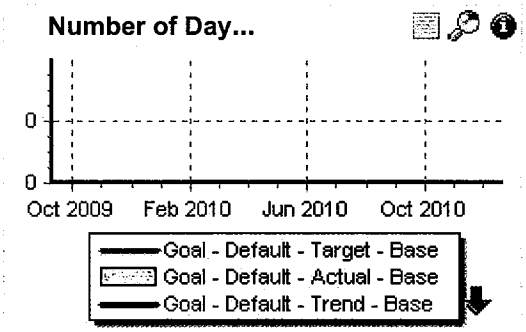
Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure **Owner(s)**

Number of days to certify Countywide General Elections — Yamile Gomez Michael Johnson Robert Vinock

The number of days to file official election results certification with the Florida Department of State for countywide General Elections pursuant to Section 102.112, F.S. Applicable to countywide general or other elections, including the Presidential Preference Primary Election, Section 102.141, F.S.

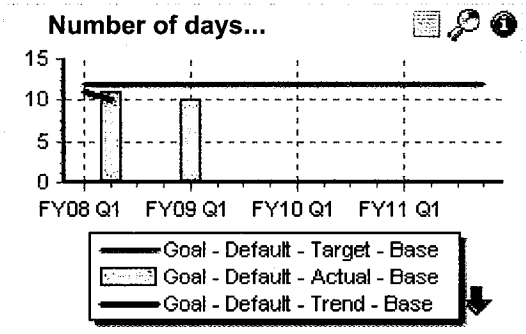
Performance

Ind	Actual	Target	Variance	Date
	n/a	12	n/a	FY10 Q1

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of days to certify Countywide Primary Elections	Yamile Gomez Michael Johnson Robert Vinock

The number of days to file official election results certification with the Florida Department of State for countywide Primary Elections pursuant to Section 102.112, F.S.

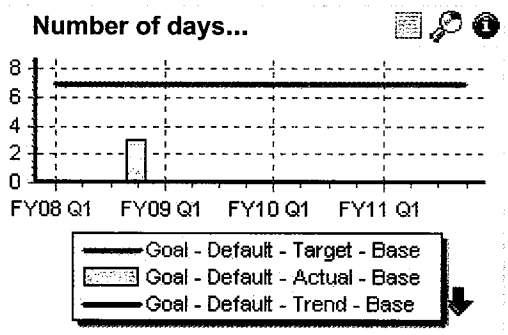
Performance

Ind	Actual	Target	Variance	Date
	n/a	7	n/a	FY10 Q1

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Measure	Owner(s)
Number of Post-Election Audits Completed	Vanessa Innocent Carolina Lopez Zeida Reyes Christina White

The Office of Fiscal Management and Control will conduct a post-election audit after every election once it has been certified, in line with state guidelines. The data expressed in this measure is the number of actual post-election audits completed in a given month.

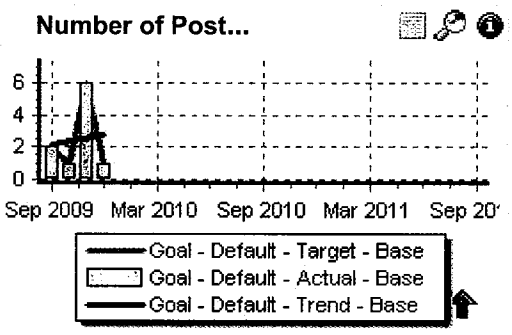
Performance

Ind	Actual	Target	Variance	Date
▲	1	1	0	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



Learning and Growth Perspective

Objective Name	Owner(s)
Develop Election Department Staff Skills and County Knowledge	John Mendez Smita Shah Tara Smith

Initiatives Linked To Objective	Owner(s)
Succession Planning	Carolina Lopez John Mendez Smita Shah Tara Smith

GrandParent Objectives

Parent Objectives

Measure	Owner(s)
Internal Training	Carolina Lopez John Mendez Smita Shah

Employees at all levels receiving internal cross training on Microsoft Office 2003, departmental procedures, customer service, or safety training.

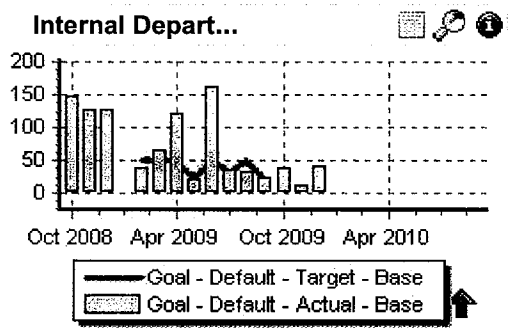
Performance

Ind	Actual	Target	Variance	Date
	40	n/a	n/a	Dec 2009

Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date



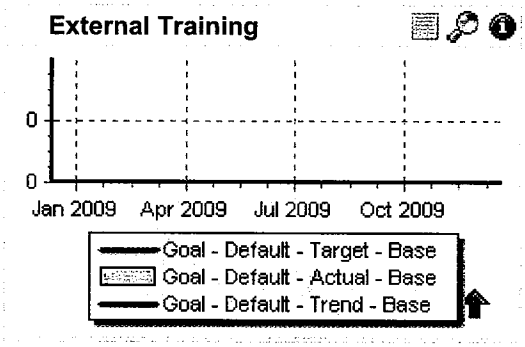
⇑good direction

Measure	Owner(s)
External Training	John Mendez Smita Shah Tara Smith

Employees from all levels of the department receiving training from external providers.

Performance

Ind	Actual	Target	Variance	Date
	n/a	n/a	n/a	Dec 2009



Initiatives Linked To Measure **Owner(s)**

Child Measures Linked To Measure

Ind	Name	Actual	Target	Date
	Leadership Training	0	n/a	Dec 2009
	Professional Development Clinics	0	n/a	Dec 2009
	Other	4	n/a	Dec 2009
	Mentor-Mentee Program: Total number of hours (Elections)	n/a	10 hours	Dec 2009

Initiatives Linked To Scorecard

	Type	As Of	$					%	Status	Owners
Develop Ballot Printing System Prototype		09/30/2009		▲			▲	100%	Complete	Vinock, Robert Johnson, Michael Gomez, Yamile Mesa, Sandy
Enhancements to Pitney Bowes Reliavote System		09/30/2009	▲	▲	▲	▲	▲	100%	Complete	Vinock, Robert Gomez, Yamile Mesa, Sandy
Seek Grant Funding		08/31/2009	▲	▲				100%	Complete	Smith, Tara White, Christina Prieto, Viviana Pastrana, Rosy Mendez, John Johnson, Michael Hartfield, Gary Vinock, Robert Saiter, Rena Giles, Michelle Shah, Smita Morris, Patrick Korman, Ivy Walker, Sandra
Seek Best Practices		07/31/2009						5%	In Progress	Smith, Tara White, Christina Prieto, Viviana Pastrana, Rosy Mendez, John Johnson, Michael Hartfield, Gary Korman, Ivy
Employee Satisfaction Survey		10/31/2009	▲	▼				30%	On Hold	Lopez, Carolina Smith, Tara
Elections Sustainability Initiatives		08/31/2009	▲	▲				85%	In Progress	Smith, Tara Lopez, Carolina Mendez, John Shah, Smita
Automatic Signature Verification		03/31/2009	▲	▲				0%	In Progress	Smith, Tara Pastrana, Rosy
Sterling Challenge		07/31/2009	▲	▲				100%	Complete	Smith, Tara Lopez, Carolina
Succession Planning		05/31/2009						n/a	Not Started	Smith, Tara Lopez, Carolina Mendez, John Shah, Smita
Election Central Knowledge Base		01/31/2009	▲	▲				0%	In Progress	Smith, Tara Mendez, John Shah, Smita
Poll Worker Focus Groups		01/17/2009	▲	▲				100%	Complete	Smith, Tara Hartfield, Gary Morris, Patrick Walker, Sandra
Migrate Existing Access Databases to a Standardized Platform		11/30/2009						n/a	On Hold	Johnson, Michael Vinock, Robert Gomez, Yamile Mesa, Sandy
Online Access to Voter Specific Sample Ballot & Precinct Information		11/30/2009						n/a	In Progress	Johnson, Michael Vinock, Robert Gomez, Yamile Mesa, Sandy
ADA Polling Places		08/31/2009	▲					n/a	Not Started	Mendez, John

Construction Projects					Shah, Smita
Implement EAMS System	08/31/2009	n/a	Not Started	Mendez, John Shah, Smita	
Downloadable Voter Information Card	11/30/2009	n/a	On Hold	Johnson, Michael Vinock, Robert Gomez, Yamile Mesa, Sandy	
Automated Solution for Identifying MARG Voters	08/31/2009	100%	Complete	Johnson, Michael Vinock, Robert Mesa, Sandy Gomez, Yamile	
Voting Equipment Conversion to Optical Scan	09/30/2008	100%	Complete	Johnson, Michael Pastrana, Rosy Korman, Ivy Mendez, John Hartfield, Gary	
Replacement of Voter Registration System	09/30/2008	100%	Complete	Johnson, Michael	
Web Tracking for Provisional Ballots	09/30/2008	100%	Complete	Johnson, Michael	
Elections Training and Reporting Software System	03/31/2007	100%	Complete	Sola, Lester	
Absentee Ballot Relia Vote System	09/30/2006	100%	Complete	Sola, Lester Pastrana, Rosy	
Voting Equipment Firmware Upgrade and Preventive Maintenance	09/30/2009	100%	Complete	Mendez, John Shah, Smita	
Voter Survey	07/31/2006	100%	Complete	Sola, Lester Saiter, Rena	
Voting Equipment Analysis	06/30/2007	100%	Complete	Sola, Lester Johnson, Michael	

Open Action Items For Scorecard

Due Date	Action	Status	Owner(s)

[redacted]

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