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## INTRODUCTION

The mission of the Florida Sterling Council is “To enhance Florida’s competitive edge and quality of life through promotion, assessment, and recognition of performance excellence.” The goal of the Governor’s Sterling Award process is to improve organizational performance excellence throughout the State of Florida by using a proven world-class management system that applies to public and private sector organizations. The Award is designed not only to recognize organizations that are leaders in performance excellence and can serve as role models for others, but also to provide a self-assessment opportunity to help your organization optimize its operations and results.

Your organization has completed its Sterling Challenge application, and a team from the Florida Sterling Council Board of Examiners has been on site to verify and clarify the information presented. This Feedback Report is the culmination of the Examiners’ site visit findings.

Managing for quality does not end with receiving this report or even receiving an award, but compels an organization to maintain and continuously improve upon its position of excellence. Consistent with this philosophy, the following report is intended to identify the vital few areas of strengths and opportunities for improvement on which an applicant organization may wish to take action. The Feedback Report also provides an **Executive Summary** of the observations of the Examiners regarding the organization’s key strengths and opportunities for improvement. In addition, this report includes a scoring range for each item. This percentage range is based upon the scoring guidelines, which describe the characteristics typically associated with each percentage.

This report does not prescribe specific programs or techniques with which to improve. The intent is to reflect the views of Sterling Examiners *relative to the requirements of the Sterling Criteria for Organizational Performance Excellence* at the Challenge level. These views are expected to enhance your organization’s ability to analyze its continuous improvement effort and to achieve consistently higher levels of performance. Ultimately, the success of Florida depends on the success of your organization; by taking your organization to the next level, you are helping make Florida “a state of excellence.”

Applicant organizations read and use feedback comments in different ways. We have gathered some tips and practices from prior applicants for you to consider:

- Take a deep breath and approach your Sterling feedback report with an open mind. You applied to get the feedback. Read it, take time to digest it, and read it again.
- You know your organization better than the Examiners know it. There might be relevant information that was not communicated to them or that they did not fully understand. Therefore, not all their comments may be equally accurate.
- Although we strive for perfection, we do not achieve it in every comment. If Examiners have misread your application or misunderstood your staff during interviews on a particular point, do not discount the whole feedback report. Consider the other comments and focus on the most important ones.

- Celebrate your strengths and build on them to achieve world-class performance and a competitive advantage. You have worked hard and should congratulate yourselves.
- Use your strength comments to understand what the Examiners observed you do well and build upon them. Continue to evaluate and improve the things you do well. Sharing those things you do well with the rest of your organization can speed organizational learning.
- Prioritize your opportunities for improvement. You cannot do everything at once. Think about what is most important for your organization at this time and decide which things to work on first.
- You may decide to address all, some, or none of the opportunities in a particular Item. It depends on how important you think that Item or comment is to your organization.
- Use the feedback as input to your strategic planning process. Focus on the strengths and opportunities for improvement that have an impact on your strategic goals and objectives.

## Executive Summary

The Miami-Dade County Elections Department is in the intermediate stages of building a fact-based performance improvement system and has made considerable progress in the areas of: Leadership; Measurement, Analysis, and Knowledge Management; and Process Management. Some of the most important strengths include:

- The Department's top executives demonstrate visionary leadership setting direction and communicating expectations to maintain sustainability through a planned re-invention strategy. This strategy realigns and streamlines the Department's functions and workforce into five divisions. Each Division Director has been charged to evaluate his or her processes, eliminate steps that do not add value, look for methods to increase both effectiveness and efficiency, and are held accountable with a performance standard to develop innovative and creative solutions. Additionally, as part of the re-invention strategy, cross-training staff to perform multiple duties is required in each division. This creates an environment of sustainability enabling the Department to maximize utilization of its full-time employees.
- The Department manages by fact and creates value for its customers through systematic approaches using the Active Strategies Enterprises software to organize important organizational data, and a formal monthly review process for leaders and other stakeholders to evaluate organizational performance. This is accomplished by displaying performance indicators, both strategic and routine, in the Active Strategies Enterprise system. The system is continuously updated during monthly reviews and is kept current through re-evaluation of performance levels of important indicators that are tracked by the Election Management System data base for each business function area that includes: voter information and records, ballot design and layout, poll worker training, and candidates' legal compliance. Additionally the system collects important statistics, such as number of registered voters in voting districts, voter turnout, number of ballot styles per election, and eligibility of poll workers, and is the basis for developing performance indicators that are important to the success of the Department. During a monthly meeting, the Department's leaders determine performance variances, which are flagged in the system and are color coded, enabling them to evaluate outcomes achieved from previously implemented action plans, enter new measures and targets into the system, or lead to the development of new action plans which is the responsibility of the Division Directors.
- The Department displays a systems perspective to ensure the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge. The Department has specific procedures that the workforce follows to ensure data collected during elections is indisputable. This is accomplished by following specific procedures outlined in a Procedures Manual that is consistent with federal and state laws. Data are protected using the Election Management System and the Tabulation System which protects important information using a firewall and antivirus software. Election results are further secured by a closed separate infrastructure within the secured network; dedicated phone lines are used and only activated during an election with all transmissions encrypted. All equipment and ballots used in an election are sealed before transport with seal numbers recorded and signed off during exchanges of

custody. Additionally stress testing of the Department's Elections Management System and Tabulation System assess any potential vulnerability and promotes identification of solutions. Mock simulations of election processes are also conducted to ensure the accuracy, flawless operation, and timely reporting of primary elections, general elections, and early voting elections.

- The Department displays a focus on results and agility through workforce management systems designed to accomplish the work of the Department and address changing business needs. Microsoft Project and several quality assurance (QA) checklists are used within each Bureau to assist in coordinating the workforce through each election cycle ensuring all necessary steps of an election are performed according to a defined set of standards. An allocation methodology is used to ensure the correct number of staff and equipment are deployed to the polls during elections based on predicted voter turn-out. Additionally, all employees are cross-trained within their own division to ensure that historical data remain in the Department, even if an employee does not. Cross-training needs are identified via a schedule-based assessment process to enable efficient job training rotations. If an employee with primary responsibility is sick or on vacation, an employee with the requisite skill set can be easily identified on the schedule and redirected to fill-in the position.
- The Department organizes work systems to design and coordinate work to develop, produce, and deliver services to customers. Every core work process is subject to rigorous inspection and testing, often at multiple levels. Logic and accuracy testing of voting equipment is conducted three days prior to an election. A dry run of this testing occurs one day prior using a process that is systematic, repeatable, and delivers the desired outcome of accurate tabulation of voting results. The Department leverages external resources using other County departments to print ballots, bulk mail, and to provide technical support for the voting equipment. Human resources from other County departments are used, as well, to set up and staff polling places during an election. Systems are also in place to ensure critical operations will continue in the event of fire, hurricanes, terrorist threats, or other types of emergencies.

There are opportunities for improvement that include:

- The Department's business planning process does not systematically analyze and address strengths, weaknesses, opportunities, threats, and shifts in technology, competitors, customers, regulatory environment, sustainability, or the ability to execute the Business Plan. Industry-wide changes or improvements may not be detected if a systematic approach to review and identify Department-specific strengths, weakness, opportunities, threats, or technology is not included as a component of planning. Key strategic advantages, challenges, and priorities are identified, but may not be systematically chosen based on data and analysis. Also, a systematic process for developing and deploying action plans with timetables for accomplishing key strategic priorities is not included in the current planning process nor is there a method to identify key strategic measures.
- The Department does not have systematic processes in some key customer-focused areas. The Department does not have recurring methods to determine customer requirements for different groups of customers or methods to determine customer satisfaction and dissatisfaction. Also, the Department addresses complaints on an

individual basis and does not log, track, or analyze customer complaints for the purpose of organizational learning and improvement. This lack of information may impact the Department's ability to address the diverse customer needs of a large population, in terms of geography and demographics, and the ability to prevent or reduce the number of complaints and anticipate issues prior to the filing of complaints.

- The Department does not systematically select and use key comparative data and information to support operational and strategic decision-making and innovation which may prevent it from becoming the best elections department in the United States. The Department does not use the comparative capabilities of the Active Strategies Enterprises system to provide a comparison between the current process capabilities of the department and pertinent target values or best-in-class performance measures.
- The Department has not identified the key factors, measures, and indicators that affect workforce engagement and satisfaction for different workforce groups and segments. With the exception of a poll worker survey, conducted at the end of each election, there are no other methods to assess satisfaction for each workforce group.

The Organizational Performance Results category assesses Miami-Dade County Elections Department's trended and comparative performance in those areas of importance to the organization's key business factors. Some of the strengths and opportunities for improvement in the organization's results include:

- The Department has some favorable results for its operational, customer satisfaction, financial, and regulatory compliance performance. For example, the voter turnout for early voting increased from 244,067 in 2004 to 326,170 in 2008. Those outcomes compared favorably with four other counties. The Secret Shopper Program shows an overall increase in customer satisfaction from 70% in 2006 to 85% in 2008. Actual general elections costs shows that though the elections in 2002 and 2008 entailed major equipment conversions and the number of voters increased, the costs were maintained at approximately \$8 million for each election. The Department has consistently submitted elections certifications ahead of the state schedule.
- The Department has unfavorable results and trends for some key operational performance results. For example, the timely response for public record requests declined from 98% in October 2006 to 92% in 2008.
- Many levels, trends, and comparisons important to the Department are not reported for key indicators of workforce and process effectiveness, such as employee turnover and timeliness of vendors. Further, many results are not segmented to address key product and service types, customer satisfaction and financial performance. For example, community outreach events, the Secret Shopper Program, and approved budgetary allocations by fiscal year are not segmented.

In order to help the Miami-Dade County Elections Department's management move to the next level on its journey for performance excellence, the Sterling Examination Team recommends the following:

- Develop a robust strategic planning process to ensure leaders and the entire workforce understand the future direction and strategic objectives for not only the County but for the Department; the mission, vision, and values; and performance expectations and how these organizational elements are linked to one another. Include components to systematically identify strengths, weaknesses, opportunities, threats, shifts in technology, competitors, customers, regulatory environment, sustainability, and the ability to execute the strategic plan. This planning process should contain repeatable methods to identify priorities, develop and deploy action plans, and a process to identify key strategic measures.
- Develop and implement a systematic approach to determine the Department's customer groups, what their requirements are, and how to assess customer satisfaction and dissatisfaction and manage and learn from customer complaints. Close the loop on many processes the Department has in place to listen and learn from customers, and utilize the information gained to improve the efficiency and effectiveness of interactions with customers and the Department's internal processes.
- Continue to develop and expand the measurement system for tracking overall organizational performance selection, collection, use, and analysis of data to run and improve its day-to-day operations. There are many critical items where there are no results reported because data are not tracked such as: ability to meet all customer requirements; satisfaction and dissatisfaction by customer segment; key factors, measures, or indicators of workforce engagement, and satisfaction for each segment of the workforce; key in-process measures and indicators; and the comparative data that supports operational and strategic decision-making so the organization can see its performance relative to competitors, similar organizations, and best performers. Also, develop processes to consistently analyze data for cause and effect relationships.

## 1.0 Leadership

The **Leadership** Category examines how your organization's senior leaders guide and sustain your organization. Also examined are your organization's governance and how your organization addresses its ethical, legal, and community responsibilities.

**Scoring Range: 30% - 45%**

### Strengths

- Senior leaders create a sustainable organization and participate in succession planning. For example, the Department recently began a "re-invention" initiative which started with the realignment of its divisions and included the elimination of one division and the movement of some of the supporting personnel. This realignment assists the Department in its efforts to become leaner and more efficient by allowing for areas with high volume work close to election time to be aligned with areas with lower workloads. Senior leaders have initiated cross training to allow personnel from one area to be used in other areas when the need arises. This has allowed the Department to address its more recent challenges of reduction in funding and reduction in "seasonal employees." Senior leaders accomplish succession planning through a newly implemented Management Internship Program, interdepartmental cross training initiatives, professional development classes for all staff, and in-depth procedure manuals for several key areas. Qualified personnel have been identified and trained to assume several key positions in the Department.
- Senior leaders create an environment for performance improvement, innovation, and accomplishment of the Department's mission and strategic priorities by developing and monitoring performance measures that are based on the mission, and by creating a focus on innovation. The Department uses the Active Strategies Enterprises system to review performance measures on a monthly basis. The measures support the Department's vision and mission and assist in identifying improvement opportunities. To facilitate achievement of its mission, the Department has initiatives in place such as: working closely with the Office of Intergovernmental Affairs to make legislative changes that make voting more convenient, efficient, and voter accessible; and conducting a comprehensive review of polling place boundaries in order to increase ballot accuracy and ensure that all voters in a particular precinct receive the same ballot style. Senior leaders create a culture for innovation through a focus in the senior management performance evaluation, "developing innovative and creative solutions to issues consistent with the Department's strategic vision," as well as nominating employees' ideas for the National Association of Counties' Achievement Award for Innovation Program and the County's Employee Suggestion Program.
- Senior leaders communicate key decisions, encourage two-way communication, and engage the entire workforce to create a focus on action to accomplish the Department's initiatives through: Active Strategy meetings, training classes, walk-arounds, the open door policy, email, and a culture of all senior leaders working with their employees. For example, the Supervisor of Elections and the Chief Deputy Supervisor of Elections meet monthly with the Deputy Supervisors and Assistant Deputy Supervisors in the

**Strengths**

Active Strategy meetings to review performance and discuss strategies. Executive staff meetings are held monthly to establish objectives. Key decisions are communicated down through the ranks to managers, supervisors, and line staff in regular staff meetings. As elections approach, staff meet daily in a command center approach to assure communication occurs for a successful election. All levels of staff have access to their supervisors, and even the Supervisor of Elections. Senior leaders move throughout the building and visit various areas, such as the warehouse, to continually interact with employees.

- The Department reviews and achieves management accountability, fiscal accountability, and independent external audits through various methods. All Directors, Deputy Supervisors, and Assistant Deputy Supervisors utilize Microsoft Project to monitor task specific responsibilities. Senior leaders meet monthly, and they utilize the Active Strategies Enterprises (ASE) software system to track key performance measures and progress on achieving targets that are aligned with their strategic priorities. Management accountability is further achieved through annual performance evaluations that include objectives and measures. Fiscal accountability is achieved through the Deputy Supervisors and Directors' direct involvement in the budget process. Expenses are reviewed monthly, and variances must be explained. The Department reviews the independent audit that is performed by the County after every county-wide election to further assure accountability of its senior leaders and identify areas for improvement.
- The Department addresses adverse impacts on society of its services and operations, anticipates current and future public concerns, and prepares for these concerns in a proactive manner. The Department has partnered with advocacy groups such as the Miami-Dade Election Reform Coalition and has initiated transparent communications. The Department meets regularly with these groups to discuss concerns and develop improvements. These groups are now helping the Department lobby for needed changes to address the Department's challenges and the identified issues. The Department has recognized that a good portion of public concerns are related to the public's lack of understanding of the voting process and changes. In 2008, the Department launched an education campaign, "Election Ready," to raise the public awareness regarding the new voting machine prior to the 2008 elections of August 26<sup>th</sup> and November 4<sup>th</sup>. The Department has also initiated several methods to communicate information to the voters including: a comprehensive media plan featuring television, radio, direct mail, and newspaper advertisements to keep the public informed of election-specific deadlines and ballot content; postcard notifications mailed to voters in the event of a polling location change, along with signs posted at the old and new polling locations; and the website to allow voters to locate their assigned polling location, check on their registration status, and check the status of their absentee or provisional ballots. Additionally all communications are handled in three languages: English, Spanish, and Creole.
- The Department actively supports and strengthens key communities through partnership with the County and voluntary community organizations. For example, the Department supports the County's initiatives for community support such as the United

### Strengths

Way, Habitat for Humanity, and the Miami Kidney Walk. Senior leaders communicate the County's charity and volunteer initiatives to employees through email and meetings in an effort to recruit many participants. A strong presence in the community supports the "Delivering Excellence Every Day" philosophy of the County, and encourages all its employees to be ambassadors of the County. The Department takes advantage of these opportunities to be in the community to set up booths to provide voter education and register voters. The Department has a Community Outreach and Education Division devoted to going out into the community to educate and register voters and recruit poll workers. This division has recently partnered with the area high schools to develop a program where students can work as poll workers and fulfill their community service hours, while also providing a great opportunity for the education of the youth in the community.

### Opportunities For Improvement

- Senior leaders have communicated the County vision statement, "Delivering Excellence Every Day;" however, they have not fully deployed the organizational values. The values set by leadership focus on employees being professional, non-partisan, accurate, and team-oriented, but the majority of staff are not familiar with these values or are not aware that organizational values have been established. Without shared values throughout the Department to provide direction for how objectives and goals will be achieved, and to guide decisions, it may be difficult for the Department to achieve its mission to "ensure elections are fair, accurate, convenient, transparent, and accessible to all voters throughout the County," and gain the trust of its customers, employees, and stakeholders.
- The Department has a code of ethics policy, and employees attend ethics training every five years; however, senior leaders do not personally promote an environment that fosters and requires ethical behavior. For example, the Department's main service is to provide fair and transparent elections to the county, and its mission is to ensure all elections are fair, accurate, convenient, transparent, and accessible to all voters throughout the County, but the code of ethics is not well known or understood by many employees at various areas and levels of the Department. Additionally, poll workers receive minimal ethics training, and seasonal employees receive no ethics training. Without personal promotion of legal and ethical behavior by senior leaders to create an environment where the ethical culture is discussed and understood, employees may not model the Department's ethical commitment, and the Department may lose the confidence of the County's 1.2 million voters.
- Senior leaders do not take an active role in reward and recognition programs to create a focus on action to accomplish the Department's priorities. The Department has a formal employee recognition program including Employee of the Quarter and Employee of the Year; however, senior leaders have not ensured that this program is fully utilized and deployed to all levels of the Department, and the method for making nominations is not consistent. Outside of the scholarship program for students who are poll workers, there is not currently a formal recognition program that addresses the 370 seasonal

**Opportunities For Improvement**

employees and 1,200 poll workers. Other methods of recognition, such as thank you notes and emails from senior leaders, are not systematic or fully deployed. Without a systematic approach for senior leaders to actively promote and provide frequent and timely recognition to reinforce behaviors and actions of all workforce groups that contribute to the Department's priorities, it may be more difficult for the Department to assure its principal factors of accuracy in the tabulation of election results, timeliness in reporting election results, and smooth polling place operations for a successful election are achieved.

## 2.0 Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are deployed and changed if circumstances require, and how progress is measured.

**Scoring Range: 10% – 25%**

### Strengths

- The Department's strategic planning process is driven by the County Strategic Plan. It includes development of a department Business Plan and Outlook, executive scorecard, and initiatives in Active Strategy Enterprises (ASE), and centers on monthly executive ASE reviews of division-specific performance measures.
- The Department has identified six key strategic priorities. Identification of the strategic priorities is accomplished through the Department's planning process which is based on the County's strategic plan and business plan. The County's plan identifies ten strategic priorities for the Department. Of the ten, the Department has chosen to focus on six priorities: educated voters; opportunities for every registered voter to conveniently cast a vote; votes counted and reported accurately and quickly; integrity of candidate and public official records maintained; continuously improving government; and use of County service delivery.

### Opportunities For Improvement

- The Department's strategic planning process does not systematically analyze and address strengths, weaknesses, opportunities, threats, or shifts in technology, competitors, customers, regulatory environment, sustainability, or the ability to execute the strategic plan. While some of these are addressed during weekly and monthly meetings as issues arise – such as relevant regulatory bills or issues from Advocacy Group meetings – they are not systematically a part of the Department's strategic planning process. Additionally, the Department's strategic planning process is built upon the County's Strategic and Business Plans, which look at strategic planning from a County perspective, not a Departmental perspective. For example, the Department has identified three principal factors for success: accuracy in the tabulation of election results; timeliness in reporting election results; and smooth polling place operations. Industry-wide changes or improvements in these areas might be something the Department could detect by looking at Department-specific strengths, weakness, opportunities, threats, or technology, but not something the County would address by looking at county-wide issues. Without a process to incorporate a greater scope of environmental and Department-centered analysis into planning, the Department may not identify critical specific areas of focus for the upcoming year or years that may go beyond fulfilling the County plan needs.

### Opportunities For Improvement

- The Department does not systematically identify its strategic challenges and advantages. For example, leaders have informally identified strategic advantages such as employee retention, the ability to learn from mistakes and make improvements, finding automated solutions to internal processes, and commitment to deadlines. Challenges were identified as loss of institutional knowledge, volatility of the elections industry, and maintaining an agile and flexible organization. However, these advantages and challenges were not identified through systematic analysis, nor have they been validated. Without a process to accurately identify strategic advantages and challenges, the Department may miss opportunities to leverage the strengths and ensure it addresses challenges that may threaten its sustainability.
- The Department's six strategic priorities identified through the strategic planning process do not systematically address its informally identified challenges and advantages. For example, the Department has identified the strategic challenge of volatility of the elections industry; however, there is no strategic priority to address this challenge. Without a clearly defined process to align and link strategic priorities with advantages and challenges, the Department may not focus its efforts in the most critical areas needed to strengthen its ability to ensure elections are fair, accurate, convenient, transparent, and accessible to all voters throughout the County.
- The Department has not identified a timetable for accomplishing its key strategic priorities. The Department has identified six strategic priorities with associated objectives and measures; however, the priorities are not segmented by short-term or long-term, nor do they have associated timetables for completion. Without timelines, the Department may not focus its resources where they are most needed to accomplish strategic priorities, but instead may focus time and efforts on addressing and completing numerous initiatives, and could negatively impact its ability to execute its plan.
- The Department does not develop and deploy action plans to achieve its six strategic priorities. For example, the Department has identified continuously improving government as one of its six strategic priorities, but there is not a developed action plan identifying resource commitments, time horizons, or steps to achieve this priority. While many initiatives and performance measures have been entered into the Active Strategy Enterprise database and are being monitored on a daily, weekly, and monthly basis by performance measurement owners and executive staff, they are not linked to specific strategic priorities. This may hinder the ability of the Department to gauge its success in addressing those six strategic priorities. Without fully developed and deployed action plans aligned to the six strategic priorities, the Department also may not successfully engage the workforce in productive efforts and improvements.

### 3.0 Customer and Market Focus

The **Customer and Market Focus** Category examines how your organization determines the requirements, needs, expectations, and preferences of customers and markets. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty, and retention, and to business expansion and sustainability.

**Scoring Range: 30% - 45%**

#### Strengths

- The Department works with the community and the media to build relationships, increase registered voters, ensure return voters, and gain positive referrals. For example, mock election exercises are conducted at local schools and universities, and the Department partners with local banks, libraries, non-partisan groups, and Commissioners to join in public awareness events throughout the County. In addition, the Community Outreach Programs are held to educate the public and raise community awareness for upcoming elections events. The Department also attends Immigration Ceremony events to register eligible voters. The number of newly registered voters recruited from these events is tabulated, and results are used for planning future events to continually increase new registrations. Senior leaders routinely participate in these events to further foster a sense of community involvement and credibility. This, in turn, fosters a higher confidence in the Department and positive referrals in the community.
- The Department enables its customers to seek information, conduct business, or make complaints via the telephone, website, e-mail, or in-person. Information on the Department's website and in all printed materials and communications is provided in the three predominant languages of the community – English, Spanish, and Creole. Customers can make complaints, comments, and suggestions in person, by telephone, or via the website by e-mailing the Department. The website is updated frequently through Information Systems to provide the most up-to-date information for its customers on absentee ballot and registration status, polling place changes, and upcoming election information. Video clips are also run on the website for educational purposes and are close-captioned for the hearing impaired. Telephone contact information and e-mail addresses of all senior leaders are available on the website to allow customers to contact them directly. Customers can also visit the Department's headquarters, the downtown office, or they can call the 311 Answer Center. Community Outreach events are also avenues where customers can seek information and make complaints which can then be directed to the appropriate Division. In addition, a sample ballot is mailed to voters' households prior to county-wide elections to notify voters about important deadlines, voting instructions, early voting locations and hours, as well as content of the ballot. Community partners also provide space for election materials, in the three primary languages, for the public.
- The Department determines key customer contact requirements and deploys these requirements through people and processes involved in the customer response chain. A recent County Resident Satisfaction Survey was conducted to determine the

### Strengths

community's preferred method of receiving correspondence from the Department. As a result, the Department continues to utilize the United States Postal Service to provide information, updates, and documents to the community. All correspondence received from customers is responded to in the same manner in which it was received. The Department utilizes the County-wide Secret Shopper Program to evaluate customer service through in-person and telephone contact. These assessments were completed in 2006 and 2008 to offer insight into the customer experience and simulate real customer perspectives to evaluate overall customer service. Learning gained from the input resulted in mandatory training for all staff on telephone etiquette and customer service training. Policies and procedures are established with expectations for greeting customers including a standardized telephone greeting for all employees and procedures related to transferring customer calls. Customer service training is offered for all employees through the County and is available two to three times per year. In addition, Florida Statutes drive many mandates regarding requirements for contacting certain customer groups including public notices regarding polling place changes and special elections, as well as requirements and deadlines regarding contacting special groups such as its Overseas Citizens, individuals deemed mentally incapacitated, and registered felons. Written procedures also require that address confirmation letters are sent to voters if any mail to the address is returned as undeliverable. The Department has also recently partnered with the United States Postal Service, who advises the Department of any address changes in its voting precincts, in order to maintain communication with their customers.

### Opportunities For Improvement

- The Department does not have a systematic method to identify its customer groups and their specific needs and requirements. For example, the Department identifies key customers as registered voters, candidates, and potential voters in the County, and employees identify internal customers as permanent employees, seasonal workers, and poll workers; however, there is no clear process utilized to determine any additional customer sub-groups and their specific requirements outside of those mandated by the state. As a result, the Department may be inhibited in its ability to focus on initiatives and improvements to meet the unique and changing needs of various customer groups so it can continue to deliver excellence every day.
- The Department does not systematically use the voice of the customer information from all customer groups to better satisfy customer needs and desires and to identify opportunities for innovation. For example, with twenty elections being held annually for its 1.2 million voters county-wide, and several outreach events in the community, the Department has numerous opportunities to obtain feedback from its registered voters, potential voters, and candidates. However, there is no mechanism in place to solicit information from these customers in a systematic way in order to track, analyze, review, and determine their needs and desires. Without a fully deployed and systematic process to proactively collect and analyze customer feedback, the Department may be unable to understand, anticipate, and address the address the needs and desires of its 1.2 million voters.

**Opportunities For Improvement**

- The Department does not systematically learn from customer complaints. For example, complaints are received through multiple methods and are normally assigned to the Division best suited to handle the particular concern. After researching the issue, a response is drafted from the Division and is then forwarded to the Supervisor of Elections for final approval. The customer then receives the response from the office of the Supervisor of Elections in the same manner in which the issue was received whether by telephone, e-mail, or mail. Despite the number of complaints received from its large population, customer complaints are not logged, tracked, or analyzed for the purposes of organizational learning and improvement. Without a mechanism to identify emerging trends and prevent reoccurrence, the Department may miss opportunities to identify and capitalize on improvements, which may impede the Department's ability to instill and maintain confidence with its customers and the community.
- The Department does not have a systematic approach to determine customer satisfaction and dissatisfaction and use this information for improvement. For example, the Department has multiple methods of receiving customer feedback including e-mail, telephone, the website, walk-ins, and community outreach events; however, this information is not systematically collected, analyzed, or tracked to identify areas for improvement. A post-election survey was conducted in 2006; however, it has not been repeated since that time despite the Department conducting up to twenty elections per year. In 2008, a significant change in voting methods was implemented, and although the Department conducted an "Election Ready" awareness campaign to educate the public, customer feedback was not solicited after the election was concluded. Brown bag luncheons are conducted after each election cycle to identify lessons learned; however, these sessions do not provide an opportunity to engage voters and candidates. Without a mechanism to continuously engage its customers and to systematically collect and utilize feedback on customer satisfaction and dissatisfaction for performance improvement, the Department may be unable to meet its goal of becoming the best elections office in the Nation, and achieve its vision of delivering excellence every day.

## 4.0 Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. Also examined is how your organization reviews and uses reviews to improve its performance.

**Scoring Range: 50% - 65%**

### Strengths

- The Department selects, collects, uses, and aligns data and information for tracking overall daily operations and overall organizational performance using the Election Management System that stores data that populates the Active Strategies Enterprise (ASE) application. The Election Management System is comprised of databases that: manage voter information and records; generate ballot design and layout; manage scheduling and training of poll workers; manage polling places and equipment; and track candidates' legal compliance. The ASE system is aligned across each Division of the Department for the collection, tracking, and review of important statistics such as number of registered voters in voting districts, voter turnout, number of ballot styles per election, and eligibility of poll workers. This organizational performance information is reviewed monthly in ASE meetings at the Deputy Supervisor of Elections level.
- The Department analyzes and reviews organizational performance information using the Active Strategies Enterprise (ASE) system to set priorities for improvement. Each Division within the Department has a tab located on the primary screen of the ASE system corresponding to that Division's area of responsibility and contains the metrics by which the Department assesses Divisional performance. On a monthly basis, an ASE meeting is convened by the Chief Deputy Supervisor of Elections to review Divisional performance. Each Deputy Supervisor of Elections is responsible for reporting on the status of each metric within his/her Division's tab in the ASE system. A "flag" icon for each key metric is used to visually indicate that metric's current status. A red flag indicates that the metric exceeds its acceptable boundaries or, if time based, that a particular metric has exceeded its allotted time constraint. If a metric is within acceptable parameters, then the flag icon is colored green to indicate an acceptable state. Priority is given to metrics with a red flag status with additional emphasis on those associated with elections. Each Deputy Supervisor of Elections is charged with improving the state of each red metric within his/her area of responsibility.
- The Department has a plan to manage information resources to ensure the availability of data and information and hardware and software systems in the event of an emergency. The Department is housed in a facility that can withstand a Category 3 storm, with enough generator power for three days to ensure time to back up documents. All data are stored in three locations for security, providing fall-back capabilities. All three servers are backed up nightly to ensure continued availability and data integrity. During an election, back-up generators are sent to each polling place in case power is lost. Routers used during early voting have multiple levels of redundancy which limit the failure points, and all routers have three levels of communication –

**Strengths**

ADSL, wireless access, and an air-card. The voting equipment is capable of operating in a stand-alone mode by operating from an encrypted database housed in each device. Also, the Department has partnered with other counties to share election resources in extreme circumstances, and these are outlined in the *Memo of Understanding* approved in 2006 by the Board of County Commissioners.

- The Department ensures the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge through various methods. The Department has developed a Procedures Manual and requires signed confidentiality agreements by each employee who uses the voter registration database and other County information sources stating that he/she is using information for official business only. Each procedure is reviewed by the Supervisor of Elections for consistency and adherence to federal and state laws. The integrity of the Election Management System and the Tabulation System is ensured by the County's highly secured information infrastructure and is protected via firewall and antivirus software. Election results are further secured by a closed separate infrastructure within the secured network. Dedicated phone lines are used and activated only during an election, and all transmissions are encrypted. All equipment and ballots used in an election are sealed before transport, with seal numbers recorded, and signed off during exchanges of custody. The County performs routine stress testing of the Department's Elections Management System and Tabulation System to assess any potential security vulnerabilities or reliability issues with any critical software or hardware component. Based on results of the stress test, the County provides the Department with recommendations and directives to ensure the security and reliability of both systems. The Department further tests the integrity of the Elections Management System and Tabulation System through mock simulation of election processes. These processes are designed to ensure the accuracy, flawless operation, and timely reporting of primary elections, general elections, and early voting elections. This mock voting process has been successfully leveraged to predict and proactively alleviate bottlenecks in the early voting process before the "official" rollout of the early voting process to county-wide voters.
- The Department manages organizational knowledge to collect and transfer workforce knowledge through cross-training. All employees are cross-trained within their own Division to ensure that historical data remains in the Department even if an employee does not. Cross-training needs are identified via a schedule-based assessment process to enable efficient job training rotations. For example, in the Voter Services Division, focused cross-training has enabled four levels of back-up for each position. Each employee on the schedule is noted with a level of responsibility for his or her primary or secondary function. If an employee with primary responsibility is sick or on vacation, an employee with the requisite skill set can be easily identified on the schedule and redirected to fill-in the position. In addition, across the remaining Divisions, a minimum of two employees are able to perform any key responsibility. Transfer of workforce knowledge is facilitated through the use of Microsoft Project. For example, each type of election has a separate Microsoft Project work breakdown structure to manage the process of preparing for an election and to ensure the secure, accurate, and timely tabulation of election results. The work breakdown structure

**Strengths**

shows each critical step in preparing for and tabulating the results of each type of election including primary, general, early voting, and absentee ballot. Each step performed within the work breakdown structure has a time element associated with it and is mirrored in a Quality Assurance (QA) checklist. As election preparation proceeds, the time elements within the project plan and the QA checklist are used to verify the accuracy and timely completion of each step. A second level of QA is achieved via an independent review by another person within the Department attesting to task completion and accuracy. This information is on a shared drive on the Department network and is updated in real time.

**Opportunities For Improvement**

- The Department does not systematically select and use key comparative data and information to support operational and strategic decision-making and innovation. For example, in the Active Strategies Enterprise (ASE) system, key metrics for each Division are tracked in terms of current performance. However, the comparative capabilities of the ASE system or some other method are not systematically utilized to provide a comparison between the current process capabilities of the Department and pertinent target values or best-in-class performance measures. Without a systematic process to examine key process performance within the Department compared to best-in-class performance of peers, and beyond, it may be difficult to identify opportunities for innovation that could elevate performance to be the best elections department in the United States.

## 5.0 Workforce Focus

The **Workforce Focus** Category examines how your organization engages, manages, and develops its workforce to utilize its full potential in alignment with the organization's overall mission, strategy, and action plans. Also examined is your organization's ability to assess workforce capability and capacity needs and to build a workforce environment conducive to high performance.

**Scoring Range: 30% - 45%**

### Strengths

- The Department fosters a culture conducive to high performance and a motivated workforce to accomplish cooperation and skill and knowledge sharing within and across units and location. This is accomplished by cross-training within each Division and throughout the Department. A wide variety of diversifying skills increase capability to perform key processes, while meeting the challenge of funding additional seasonal workers. For example, the Voter Services Division has a backup system of four levels to accomplish the necessary job tasks. Microsoft Project is utilized to manage key business processes in the Department. All Divisions within the Department have access to the detailed timelines and Quality Assurance checksheets produced in this program, enabling an efficient streamline of events.
- The Department's workforce development and learning system for leaders addresses development of personal leadership attributes, performance improvement, and ethical business practices through a series of structured training. Upon hire, all leaders take part in a series of eight leadership courses. The training includes a County mentorship program to develop future leaders and convey institutional knowledge. Mid-Management Leadership Development training is provided by the Leadership Institute of the University of Miami for three and one-half days. This training helps refine personal leadership attributes needed in the job and includes: Performance Management; Service Motivation and External Awareness; Professional Diplomacy; Entrepreneurship; Adaptability and Decision Making; Strategic Thinking; and Developing Others. The ethics program is taught upon hire to ensure all permanent employees receive this mandatory training, as well as the refresher course. In addition to the training above, all Division Supervisors and Assistant Directors receive training in Microsoft Project to facilitate building improvement plans and managing work. Also, each Wednesday morning, the County Human Resources Department comes to this Department to conduct an optional six-week course available to all leaders and managers. Topics vary, and leaders and managers can participate as time allows. Finally, periodic training, specific to Divisions, is held throughout the year.
- The Department manages and organizes its workforce to accomplish the work of the Department and addresses changing business needs through a number of channels. Senior staff meetings and debriefings at the divisional and executive level are held. Microsoft Project and several Quality Assurance checksheets are in used within each Division. The weekly senior staff meetings keep the management team focused on the six strategic priorities. Monthly Active Strategy meetings are held with all Division

**Strengths**

heads present to review goals and objectives. Before and after each election cycle, Department meetings are held with all staff to allow for effective planning and improvement.

- The Department ensures workplace health, safety, and security for different workplace environments by complying with all applicable regulations established by the Occupational Safety and Health Administration, and adhering to the County's safety guidelines. The General Services Administration's Building Manager is located onsite and supervises all aspects of security for the facility, as well as other changes to the physical environment, to maximize productivity and safety in the workplace. Health promotion methods include preventive screening, and ergonomic furnishings, lighting, or equipment. Safety meetings, flyers, and videos are used to deliver safety messages. All employees in the warehouse wear steel-toed boots and wear safety belts for lifting. There are two safety officers in the Department who attend County safety meetings on a monthly basis. A recent example of an improvement made is that a spotter is always present while the forklift is being used. Finally, security methods include security cameras, warehouse safety inspections, and validation of visitor and employee identification checks at entrances.
- The Department's workforce performance management system supports high performance work and workforce engagement. All employees receive regular performance reviews which evaluate their current job performance. The Department utilizes an extensive Operations Procedure Manual that addresses the expectations of each employee and job function. One Division has created a "playbook" that clearly breaks down, step-by-step, how to perform and carry out each function within that Division. To recognize high performing employees, a formal rewards and recognition program is utilized, which includes Employee of the Quarter, Employee of the Year, on-the-spot recognition, and the Director's Excellence Award. Employees who go above and beyond in creating a new system or ideas to increase productivity or efficiency, such as the idea of placing bar codes on Velcro straps for the election boxes, and placing a special box in the voting station to store the election ballots in an orderly fashion, are eligible for formal recognition through the Department's program.
- The Department utilizes workforce capability and capacity needs to recruit, hire, place, and retain new employees. There is a specific system and formula to assign the right number of workers in polling stations, and to place the right equipment based on expected voter turnout. Poll workers are trained and certified for two years, and they may be cross-trained to perform other duties at the polling station. Based on their capability and performance during the training process, they are then assigned to a specific job duty which may include Assistant Clerk, Quality Assurance Specialist, Inspector, or Poll Deputy. There is a specific form utilized for each worker to completely evaluate the poll worker's strengths and skill set, and this evaluation determines promotion or demotion within that Division.

**Opportunities For Improvement**

- The Department does not have a process that determines the key factors that affect workforce engagement and satisfaction for different workforce groups and segments. For example, the Department has several methods to communicate directly with staff about performance and satisfaction, individually and during meetings, but there is not a systematic method to determine key factors that drive or inhibit engagement and satisfaction for different groups such as poll workers and permanent staff in various Divisions performing differing tasks. The Department does not have a process to fully understand the diverse needs of the employee base of 118 full-time positions and thousands of volunteers who make up the workforce. As a result, the Department may not overcome its strategic challenge of retaining skilled poll workers which could lead to lost organizational knowledge and resulting inefficiencies in operations.
- The Department does not have a systematic process to identify and address organizational or individual training and development needs. The Department provides a set of trainings and tuition reimbursement for courses that relate to job functions; however, there is no method for employees to provide input on training to meet their development needs that could contribute to improvement and innovation. For example, one employee who received training about Government Information Systems brought back innovations that resulted in great cost and time savings and enhanced customer and employee service, but there is not a process to ensure all individuals have such opportunities, as needed. Lack of a process to gain individual input from all members of the workforce may impede individual professional development, and may negatively impact the Department's ability to retain employees and volunteers that support its efforts to deliver excellence every day and be the best elections department in the country.
- The Department does not have a systematic process to assess workforce engagement and satisfaction for different workforce groups and segments. For example, the Department conducts a poll worker survey at the end of each election, but there are no other methods to assess satisfaction for the other workforce groups. Without a systematic process to assess workforce satisfaction in all work groups, the Department may not be able to retain knowledgeable permanent employees and poll workers, and recruit skilled workers from local universities, banks, business owners, and advocacy groups who are major contributors to the workforce during elections.

## 6.0 Process Management

The **Process Management** Category examines how your organization determines its core competencies and work systems and how it designs, manages, and improves its key processes for implementing those work systems to deliver customer value and achieve organizational success and sustainability. Also examined is your organization's readiness for emergencies.

**Scoring Range: 50% - 65%**

### Strengths

- The Department designs and coordinates work systems to develop, produce, and deliver services to customers through inspection, Quality Assurance testing, and coordinating its use of external resources. Every core work process is subject to rigorous inspection and testing, often at multiple levels. For example, the state of Florida requires logic and accuracy testing of voting equipment three days prior to an election. The Department conducts a dry run of this testing one day prior to using a process that is systematic, repeatable, and delivers the desired outcome of accurate tabulation of voting results. The Department also has a systematic approach to leveraging external resources. For example, other County departments provide support for printing ballots, bulk mailing, and technical support for the voting equipment. Additionally, poll workers are recruited from within the County to set up and staff polling places during an election. These poll workers are instrumental in ensuring that elections are conducted in a manner that is convenient and accessible to voters throughout the County.
- The Department designs and innovates key work processes to meet key requirements by extensive inspection and Quality Assurance testing, leveraging its use of technology, and empowering employees to identify and implement improvements to their work processes. Rigorous testing, such as the Quality Assurance checklist for coding of ballots, helps ensure that key requirements of work processes are met. Technology innovations, such as Ballot on Demand, ReliaVote, and the Electronic Voter Identification System, have made significant enhancements by eliminating manual work processes that were error-prone. Senior leaders are held accountable for innovation in their annual performance evaluations and have created an environment for improvement and innovation by empowering employees. For example, an employee in Early Voting identified a problem with the collection of ballots in the optical scanning container. She identified a solution of inserting a small plastic bin inside the scanning container. This solution was adopted by the equipment manufacturer and was later sold with the equipment.
- The Department ensures work system and workplace preparedness for disasters or emergencies through the County's Continuity of Operations Plan and its internal disaster plan. These plans ensure critical operations will continue in the event of fire, hurricanes, terrorist threats, or other types of emergencies. Additionally, the Department has a separate Hurricane Preparedness Manual that provides guidelines to ensure that equipment and supplies are protected from water, wind, and storm damage. For example, the Department keeps power generators on hand for any power failures

**Strengths**

at polling places across the County and works closely with Florida Power & Light to quickly restore power. This ensures minimal disruption to operations during an actual election. Critical components of the plans are tested periodically, and modifications are then made to the plans as needed. Employees of the Department have an understanding of their roles in the event of a disaster. Each employee is designated as essential or non-essential, and these designations require them to report for regular duty or to assist in the County public assistance efforts. The Department is committed to ensuring elections proceed as planned, even under adverse circumstances.

- The Department implements, measures, and manages work processes to ensure they meet design requirements through the use of Active Strategies Enterprises (ASE), Microsoft Project, and frequent inspection and Quality Assurance testing. Measures of work processes, such as timely response to public records requests, are monitored regularly through ASE. Detailed project plans and timetables are developed for each municipal and county-wide election to ensure each step is completed in a timely manner. Critical components of the project plan are subjected to multiple levels of inspection and Quality Assurance testing. For example, a multiple step Quality Assurance inspection is performed on each voting machine before it can be deployed to a polling site. This helps ensure that the equipment is working properly and that it is delivered to the correct precinct and polling place. Through extensive measurement, planning, and testing of work processes, the Department ensures that each step in the election cycle is completed on time and accurately.
- The Department improves work processes to achieve better performance, reduce variability, and improve services by focusing on results and outcomes both prior to, and after, each election. Extensive inspection and Quality Assurance testing is performed throughout the election cycle. For example, the Department uses a three-level testing process to manually inspect each paper ballot prior to issuing the ballots to the precincts and polling sites. Results from the Quality Assurance testing are shared with the County department responsible for printing the ballots to minimize future variations, such as print quality or inaccurate collation of ballot pages. After each election, data are gathered in the form of poll worker feedback, administrative trouble shooting reports, command center phone calls, and election debriefings to identify process improvement opportunities for future elections. For example, after a recent election, the Department discovered that a high number of absentee ballots could not be counted because the voters did not sign the ballot envelope as required. The Department contacted other election departments in the state of Florida and identified a county that had minimized the number of missing signatures on absentee ballots by changing the envelope design. The Department adopted this envelope design and greatly reduced the number of absentee ballots that could not be counted in its next election.

**Opportunities For Improvement**

- The Department does not have a systematic approach to determine its core competencies. The Department identifies its core competencies as accurate voter registration, recruitment and training of qualified poll workers, management of

**Opportunities For Improvement**

convenient voting locations, diversity of voting methods, logistical coordination of elections equipment, and accurate and timely tabulation and reporting of results. These are very similar to the Department's key work processes, and no distinction is made between key work processes (those that reflect the most important services the Department provides) and core competencies (those cross cutting areas of strategic advantage and expertise). Without a solid knowledge of the core competencies or a formal process to determine them in a rapidly changing and volatile industry, the Department may miss opportunities to leverage these areas of expertise and identify new areas of strategic expertise to create an environment of even higher performance in its pursuit of its vision for the Department is to be the best in the nation.

- The Department's approach to improving work processes to achieve better performance is not fully aligned with its mission and strategic priorities. Process improvement opportunities are identified by focusing on results and outcomes both prior to and after each election; however, improvement opportunities are not systematically identified based on Departmental outcomes and results. For example, the Department has an objective to ensure timely tabulation of absentee ballots, which is related to its strategic priority of votes counted and reported accurately and quickly. Results over the last two years show a downward trend in timely tabulation; however, the Department does not have any initiatives in place to address this adverse trend. Without a fully aligned approach to improving work processes to achieve better performance, the Department may miss opportunities to effectively deliver excellence every day.

## 7.0 Results

The **Results** Category examines your organization's performance and improvement in all key areas – product and service outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process-effectiveness, and leadership outcomes. Performance levels are examined relative to those of competitors and other organizations providing similar products and services.

**Scoring Range: 30% - 45%**

### Strengths

- Results for product and service performance and operational performance of key work systems show favorable performance levels and trends evaluated against comparisons. For example:
  - *Registered Voters, 1920 to 2008* (Figure 7.1.1) improved from 811,599 in 2000 to 1,258,727 in 2008 with favorable comparisons to four similar counties.
  - *General Elections Voter Turnout, 1890 to 2008* (Figure 7.1.2) improved from 650,000 in 2000 to 875,000 in 2008 with favorable comparisons to four similar counties.
  - *Election Day Precincts, 1952 to 2008* (Figure 7.1.4) shows an increase in the number of precincts, from 126 in 1952, 614 in 2002, to 836 in 2008.
  - *Voter Turnout by Voting Method, 2000 to 2008 General Elections* (Figure 7.1.5) shows that as a result of an increase in alternative voting methods, the organization's early voting increased from 244,067 in 2004 to 326,170 in 2008.
  - *Community Outreach Events, 2006 to 2008* (Figure 7.1.9) shows the organization conducted 1,705 education sessions and demonstrations of the new voting equipment in 2008 to the voters.
- *Secret Shopper Program* (Figure 7.2.1) shows an overall increase in customer satisfaction from 70% in 2006 to 85% in 2008.
- *Approved Budgetary Allocations by Fiscal Year, 1972 to 2009* (Figure 7.3.1) shows an increasing trend in budgetary allocations for the organization from \$1 million in 1972 to \$21.5 million in 2008.
- *Actual General Election Costs, 2000 to 2008* (Figure 7.3.2) shows that though the elections in 2002 and 2008 entailed major equipment conversions, the organization maintained costs at \$8,095,000 in 2002 and \$8,072,596 in 2008, while the number of voters increased from 654,059 in 2002 to 872,260 in 2008.
- *Municipal Reimbursements, 2002 to 2008* (Figure 7.3.4) shows a favorable increase from \$892,507 in FY 2005/2006 to \$1,116,548 in FY 2007/2008.

### Strengths

- *Number of Safety Incidents on the Job, 1999 to 2009* (Figure 7.4.4) shows a decline from 26 in FY 2007/2008 to 13 in FY 2008/2009.
- *Votes by Early Voting in General Election, 2004 to 2008* (Figure 7.5.3) favorably improved from 245,000 in 2004 to 330,000 in 2008 with favorable comparisons to five similar counties, with Broward County the closest comparative increasing from 100,000 in 2004 to approximately 250,000 in 2008.
- *Adherence to State Reporting Deadlines* (Figure 7.6.2) shows that the Department consistently submits elections certifications ahead of the state schedule. For example, for the General Election on 11/4/08, the State of Florida deadline was 11/16/08 and the Department's submission was 11/14/08.

### Opportunities For Improvement

- Results for workforce and leader development and operational performance indicate adverse trends. For example:
  - *Actual Expenditures on Tuition Reimbursement, 2001 to 2008* (Figure 7.4.3) adversely declined from \$27,142 in FY 2005/2006 to \$5,014 in FY 2008/2009.
  - *Actual Expenditures on Employee Recognition, 2001 to 2009* (Figure 7.4.2) shows inconsistent expenditures, from \$32,888 in FY 2004/2005, \$363 in FY 2005/2006, \$18,797 in FY 2006/2007, to \$3,144 in FY 2007/2008.
  - *Timely Responses – Public Record Requests, 2006 to 2008* (Figure 7.5.5) adversely declined from 98% in October 2006 to 92% in December 2008.
  - *Final Preparation Time for All Elections Equipment* (Figure 7.5.13) adversely increased from one day in FY 2008 Q1 to fourteen days in FY 2009 Q1.
- No trends or timeframes were reported for many product and service performance, customer satisfaction, and operational performance results. For example:
  - *Current Precincts Comparison* (Figure 7.1.3);
  - *2006 Voter Confidence Survey Results* (Figure 7.2.2); and
  - *Major Elections Equipment* (P.1.3).
- Comparisons are not reported for many key indicators of product and service performance, financial performance, and workforce results important to the Strategic Plan. For example:
  - *Voter Turnout by Voting Method, 2000 to 2008 General Elections* (Figure 7.1.5); and
  - *Actual General Election Costs, 2000 to 2008* (Figure 7.3.2).
- Many levels, trends, and comparisons important to the Department are not reported for key indicators of workforce, process effectiveness, and support of key communities important to the Department such as employee turnover, timeliness of vendors, and volunteer hours.

**Opportunities For Improvement**

- Many results are not segmented to address most key product and service types, customer satisfaction, and financial performance. For example *Voter Turnout by Voting Method, 2000 to 2008 General Elections* (Figure 7.1.5) is segmented by Early Voting, Election Day Voting, and Absentee Voting; however, other results such as reported for *Community Outreach Events, 2006 to 2008* (Figure 7.1.9), *Secret Shopper Program* (Figure 7.2.1), and *Approved Budgetary Allocations by Fiscal Year, 1972 to 2009* (Figure 7.3.1) are not segmented.