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Alina T. Hudak  
OFFICE OF THE MAYOR

# Elections Department Business Plan

## Fiscal Years: 2014-15 and 2015-16 (10/01/2014 through 9/30/2016)

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Plan Date:  
Segment 1  
December 2014

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**DEPARTMENT OVERVIEW**

**Department Mission**

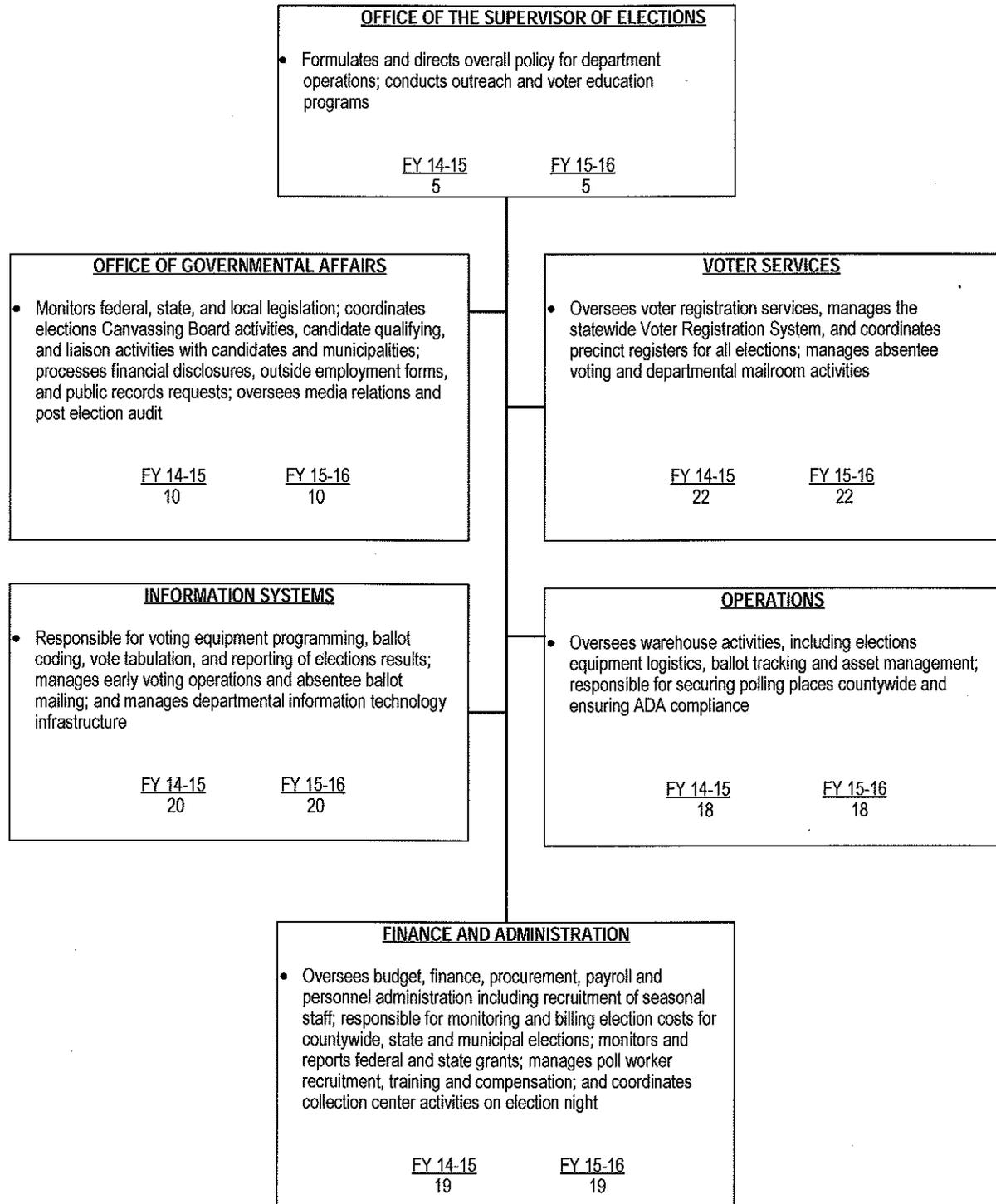
The mission of the Elections Department is to ensure that elections are fair, accurate, convenient, transparent, and accessible to all voters in Miami-Dade County.

The Elections Department, under the direction of the Supervisor of Elections, 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 addition, the Department is charged with proper handling of election records (per State of Florida: GS1 and GS3 records retention schedules), and providing services to registered and potential voters in Miami-Dade County as well as County candidates and political committees, third-party organizations, and the community at large.



**Departmental Business Plan and Outlook**  
**Department Name: Elections Department**  
**FY2014-15 & FY2015-16**

**Table of Organization**



**Strategic Alignment Summary**

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

Friendly Government (GG1)

- *Provide easy access to information and services (GG1-1)*
  - Continue to update website with information that customers can use to request services (voter registration, absentee ballot request) and important information such as the election calendar, voters' precinct, voter demographics and registration statistics, election results, candidate finance reporting, Poll Worker information and more
  - Continue outreach efforts to promote voter participation and address customer needs through the knowledge base system with 311, the County's web portal, publications, online newsletters, social media, and attendance at community events
- *Develop a customer-oriented organization (GG1-2)*
  - Continue to survey customers to solicit feedback
  - Continue to research opportunities to reduce voter wait times and improve overall voting experience on Election Day and at Early Voting Sites
  - Explore an online application to order and fulfill public records requests
- *Foster a positive image of County government (GG1-3)*
  - Conduct customer service training for staff through the Internal Services Department (ISD)
  - Respond to all communications from customers in a timely manner
  - Continue to collaborate with other County Departments to improve voting wait times and ensure a smooth voting experience for customers during General Elections
  - Continue to work closely with the Florida Assisted Living Association (FALA) and its member facilities within Miami-Dade County to provide accessibility to voting for the elderly and disabled community through the Supervised Voting Program
  - Continue to work in conjunction with the Mayor's Elections Advisory Board to identify ways to further improve the voting experience in Miami-Dade County through legislation, operations, and administrative solutions



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- *Improve relations between communities and governments (GG1-4)*
  - Collaborate with community groups to conduct/attend outreach events to accomplish the common goal of educating existing and potential voters leading up to 2016 election cycle
  - Engage community organizations, educational institutions, and government agencies to augment the Poll Worker workforce to support the increased number of polling locations after reprecincting
  - Launch a campaign to increase the presence of municipal employees as Poll Workers in municipal and countywide elections. Continue working with the Miami-Dade County Municipal Clerks Association towards achieving this goal
  - Collaborate with the Miami-Dade Public School Board to promote the use of staff as Poll Workers and utilize schools as voting locations during Primary and General Elections
  - Promote the convenience and integrity of the Absentee Voting process to increase voter confidence.

**Excellent, engaged workforce (GG2)**

- *Attract and hire new talent (GG2-1)*
  - Work with the Human Resources Department and the Office of Management and Budget (OMB) to fill vacancies with the most qualified candidates
  - Perform outreach efforts throughout the community to recruit new Poll Workers
  - Retain and develop competent seasonal trainers to support Poll Worker education
- *Develop and retain excellent employees and leaders (GG2-2)*
  - Develop Elections Department staff skills and knowledge via cross-training
  - Continue to provide internal and external professional development training opportunities for all staff
  - Continue upgrading technical skills of staff through specialized training
  - Continue to sponsor department-wide Employee Appreciation activities and recognize employees' outstanding efforts



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- Foster a team-centric organization where employees work towards the good of the Department as a whole.

**Fair and accessible elections (GG7)**

- *Provide eligible voters with convenient opportunities to vote (GG7-1)*
  - Continue to provide Early Voting at convenient locations and adjust the number of sites based on type of election
  - Continue to provide online access to request an absentee ballot, and provide timely mailing and processing of all requests
  - Continue promoting the chance for voters to cure their ballots if they forget to sign them, allowing them an opportunity to ensure their ballot is counted
  - Continue to maintain ADA compliance at all polling places
  - Continue to maintain an accurate Voter Registration System by timely removing newly ineligible voters
  - Finalize the implementation of the reprecincting project to enhance voter accessibility and convenience
  - Continue to secure the most convenient facilities to serve as polling places for voters, those that meet the established criteria and meet the operational demands of reprecincting
  - Continue to promote voter participation via the “three ways to vote” - Early Voting, Absentee Voting, and Election Day voting
  - Continue to train Poll Workers on Election Day EVIDs, ballot distribution, and line management to provide an efficient voting experience
  - Continue to promote the availability for voters to request sample ballots via email, so that voters can prepare in advance of going to vote.
  - Continue tracking potentially invalid absentee ballot requests through the automated process
- *Maintain the integrity of the election and availability of election results and other public records (GG7-2)*
  - Ensure timely coding of ballots for all countywide, municipal, and special elections
  - Ensure timely tabulation and availability of all election results on the Department’s website



**Departmental Business Plan and Outlook**  
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- Continue to efficiently process statistical requests for voter information, providing as much information online as possible and feasible
- Continue to further streamline the financial disclosure process to ensure accurate and up to date information is available to the public in a timely manner
- Continue to improve the public records storage and retention process for prompt record retrieval and response times to the public
- On-going efforts to identify and secure a suitable facility for the absentee ballot operations. This is necessary in order to effectively serve voters as the volume of absentee ballot requests and customer service needs increase during General Elections
- Rent or purchase additional warehouse space needed to accommodate the additional equipment purchases that are necessary to effectively serve voters as turnout increases during General Elections
- *Qualify candidates and petitions in accordance with the law (GG7-3)*
  - Continue to provide information and training for County candidates, political party representatives, and committees regarding updated legislative requirements and procedures for submitting required campaign reports
  - Continue to provide updated information to and about County candidates through email notifications, postal mailings and posting on the Elections website regarding requirements for candidate qualification by petitions or by fee

**Our Customer**

In the implementation of its core mission, the Elections Department serves several customer groups including the County's 1.3 million registered voters, potential voters, municipalities, as well as County candidates, political committees, third party voter organizations, and our Poll Workers. The most important needs of the Department's primary customer, registered voters, are to be educated and Election Ready – and to be provided a fair, convenient, transparent, accurate, and accessible voting experience. The cyclical nature of elections drives up the demand from customers in even numbered years when state and federal countywide elections are held, and in odd years during countywide special elections and the conduct of municipal elections.

Satisfaction is measured differently among the different customer groups.

- Municipalities are surveyed after the Department conducts their local elections; the results are distributed to senior staff and tracked on the Department's scorecard



**Departmental Business Plan and Outlook**  
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- Poll Workers are asked to complete an evaluation form after each training session and after each countywide election. After major elections, focus groups are held with key Poll Workers to solicit in-person feedback and discuss strategies for improvement
- Feedback from Poll Worker focus groups is distributed to senior staff for discussion of necessary changes
- The last voter satisfaction survey was conducted in 2006 under a different voting system
- When resources permit, this survey will be repeated for voters under the current optical voting system to include the introduction of voting enhancements that were put in place during the 2014 election cycle and beyond

## **KEY ISSUES**

There are several significant factors critical to the Department's successful implementation of the business plan. The following strengths, weaknesses, opportunities, and threats are identified in the current and next fiscal years.

**Strengths** - The Department has a reputation for integrity and reliability in the tabulation of its results. This is accomplished through a systems perspective to ensure the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge. Detailed, written procedures followed by our workforce ensure that 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.

The Department maintains an agile and results-oriented business focus through workforce management systems designed to accomplish the highest levels of productivity and address changing business needs. This is high priority since election laws are continuously changing, impacting operational policies and procedures. Microsoft Project and multi-layered quality assurance checklists are used within each division to synchronize the workforce through each election cycle, ensuring all necessary steps of an election are performed according to a defined set of standards.

The Management Team focuses on the importance of redundancy and completing quality assurance checks in all of its operations. This is a culture that is instilled in Supervisors and front-line staff.

In 2014, a two page ballot (front/back), increased Early Voting availability, targeted reprecincting, the use of electronic poll books, and other operational enhancements resulted in the efficient processing of Miami-Dade County voters with minimal wait times. Key technological enhancements included the successful introduction of electronic poll books at all Election Day voting locations and state-of-the-art absentee ballot processing equipment.

**Weaknesses** - With a smaller labor force than during previous presidential Election cycles, managers are continuously encouraged to do more to focus on streamlining business



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processes, incorporating technology, identifying needs that can be met with minimal fiscal impact, and sustaining employee morale.

As we look towards the future, Poll Worker performance is at the forefront of the Department's priorities. The introduction of electronic poll books on Election Day and a strengthened training curriculum implemented in 2014 has improved employee morale. With a higher voter turnout anticipated in 2016, the Department understands the need to further expand these initiatives and additional incentives will be explored to ensure employee spirits remain high during the long work hours that are customary during a presidential election cycle. The continuation of reprecincting will yield better balanced precincts that will improve forecasting of staffing and equipment requirements that will ultimately enhance the voter's experience and render a more efficiently run precinct. Use of County employees in key roles within the precinct is critical to the success of each election.

Voter convenience is a top priority for the Department and with that comes the aspirational goal of minimal wait times for Presidential Elections. To that end, the Department will take a more analytical approach to resources allocation, will more evenly distribute registered voter count at polling places, and has already expedited the voter check-in process. These are major improvements that will go a long way in managing wait times. However, there are so many external variables that impact wait times, such as voters' preparation and knowledge of ballot content, education of the process or their registration status, and time in which voters arrive at the polls. The Department has partnered with OMB, and research professors at Dartmouth University and the University of Florida to track wait times and explore the possibility of establishing a usable model. All entities involved agree these are difficult factors to predict and take into account for planning purposes. We will continue to work together to ensure the available data is used in the most productive manner possible.

While the Department responds promptly and appropriately to all customer complaints, there is no uniform and systematic method to track or determine various customer requirements or trends. A customer feedback database will be explored by the Department to track customer complaints and internal responses, giving the Department a broader view of the issues in order to continue improving direct service to customers.

A countywide voter survey has not been conducted since 2006; the funding for this type of survey instrument is needed to measure voter satisfaction following the implementation of electronic check-in technology at Election Day polling places.

The Department must invest additional monies in existing technology to ensure that critical operations are followed correctly and efficiently. The lack of reinvesting in technology may lead to the Department's inability to maintain and control its operations efficiently. The Department plans to work with existing vendor (Wireless Data System) to enhance our ability to track election supplies and equipment as well as troubleshooting activities, particularly critical in ensuring actions are captured in real time on Election Day. In addition, this product can provide the ability to streamline the equipment allocation process.

Opportunities – By all accounts, the 2014 election cycle was a success for Miami-Dade County. Legislative, technological, and operational enhancements resulted in a well-organized and effective election where voter convenience, accessibility, and reliability were



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top priorities. As the County prepares for national media coverage in 2016 given Florida's election history, the Department is committed to providing a pleasant voting experience to all Miami-Dade County voters with minimal wait times. To that end, staff has begun reviewing Election Day processes and other advances to further enhance the Department's productivity. As stated above, the Department will cultivate the partnership developed with OMB, and research professors at Dartmouth University and the University of Florida to explore the possibility of establishing a model to track wait times.

While the Department has met and exceeded State deadlines for certifying results during all previous elections, there is a public perception that Florida, and in particular Miami-Dade County, is delayed in certifying results in a timely manner for presidential elections. In 2014, election results were made available online ahead of the Department's historical benchmark. Once the precincts reported closed, the Department communicated results as quickly as the data was received and verified. With the anticipated voter turnout in the next election cycle, the Department will continue its efforts to process voters with minimal wait times, which will also facilitate a prompt dissemination of results on Election Night. This offers the Department a unique opportunity to further shape its public image at a national level.

Moreover, the Department will continue to engage in voter education and outreach initiatives to ensure that voters are well versed in the three convenient ways to vote and are aware of the many tools available on the Department's website to assist them during the voting process.

A targeted reprecincting in 2014 allowed for operational efficiencies and a more equitable distribution of voters across Miami-Dade County. The finalization of the reprecincting plan with voter convenience in mind is in progress and will be in effect prior to the 2016 election cycle.

Threats – State and Federal legislative changes remain a threat to the business environment of elections. The Department will continue to closely monitor legislative changes, and advocate for legislative priorities; an extension of the number of days that Supervisors of Elections are permitted to canvass ballots up to 28 days prior to an election; and pursue state rebranding of the term "absentee ballot" to "vote by mail" to better describe the voting method used by voters.

The increasing demands on elections administration including enhancing voter convenience and accessibility; reducing wait times and line management; and decongestion of polling facilities, threatens the Department's ability to procure and maintain adequate amounts of voting equipment inventories in a centralized and efficient manner. Current warehousing space is inadequate and the ability to efficiently and effectively store, repair, test and stage voting equipment and supplies is constantly being stressed. The Department will work with OMB and ISD to address the space needs of the warehouse operations. All options, including leasing a new facility, architectural retrofitting and rental options to maximize existing space will be explored.



## **PRIORITY INITIATIVES**

- To improve operations and process management, the Elections Department will be undertaking several priority technology enhancement initiatives to facilitate the existing tabulation and voting systems that include hardware and software upgrades necessary to quickly process the large volume of voters anticipated to participate in the 2016 election cycle.
- The number of voters who choose to vote by mail (absentee voting) has increased in each election since 2000, yet many have not updated their signature since registering to vote many years before. Since voting by mail requires comparing the signature on the voter's record with the signature on the mail ballot envelope, the Department will continue with its comprehensive campaign to encourage all voters to update their signatures every two to four years to mitigate the effects of mail ballots being invalidated due to aging signature differences. Additionally, per state mandate, voters are now provided the opportunity to cure their ballots if they forget to sign them via an affidavit process.
- The increasing interest and convenience of vote by mail has attracted many voters to the Department's online option for requesting absentee ballots. The Department previously instituted internal security protocols which were later adopted by the Voter Registration Vendor who in turn enhanced their software application to prevent fraudulent attempts that compromise the integrity of the Absentee Ballot Request process. The process has been very successful during this past year. The Department will continue to engage the Vendor to enhance automated solutions to prevent fraudulent attempts that compromise the integrity of the Absentee Ballot Request process. Enhance vigilance is necessary to protect voters' rights.
- As with any countywide election, particularly during a presidential election cycle, the Department will launch an Election Ready Campaign to educate voters on various key messages.
- A comprehensive reprecincting review of all precincts and polling places is in progress with voter convenience in mind, and will be in effect prior to the 2016 election cycle to ensure voters are aware of the change and comfortable with their new assignments when applicable.
- The Department will be changing the way in which temporary employees are hired. In previous years, these employees were hired directly by the County. Prospectively, the Department will hire through Temporary Employment Agencies.
- Senior staff will be working more directly in an effort to engage all employees in the implementation of the Department's business plan. The document will be posted on the Department's intranet site, which is a popular location for internal Departmental information, and individual divisions will hold focus sessions with staff to ensure employees at all levels are aware of the Priority Initiatives and plan for implementation. Any feedback from staff will be provided to the Director's office and addressed at a Department level.



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- The Department will continue working with the elections systems vendor to ensure compliance with legislative changes that became effective this fiscal year. Also, the Department will seek to develop a new campaign financing online application, to include inventory of candidates and committees registered, forms and reports filed, and candidate history to manage this function more effectively.
- Poll Worker recruitment and training continue to be top priority initiatives. It is required by law that Poll Workers are trained prior to each election, and the Department continues to recruit new Poll Workers to help keep polling places sufficiently staffed. With the introduction of new Electronic Poll Books and the completion of the reprecincting project, it is anticipated that there will be a significant number of additional polling places which will require intensified outreach activities to support Poll Workers' recruitment. Also, the Department will continue to follow through on the Mayor's initiative to include permanent County staff at all voting locations will continue.
- The Department will continue to use a training curriculum specifically designed to ensure Poll Workers become proficient in the use of EVIDs and all other voting equipment.
- Revisions to Implementing Order 4-76 Election Board and Support Personnel Compensation Schedule will be recommended in the upcoming fiscal years, in order to update Poll Workers' responsibilities, procedures and pay schedules in accordance with new business practices.
- Continue review and upgrade of technical infrastructure to identify obsolete systems and opportunities to introduce new technologies to improve the delivery of existing services and offer new services.
- Work with the Internal Services Department in the evaluation of outsourcing equipment deliveries and pick-up to/from voting locations during General elections.

## **FUTURE OUTLOOK**

**New Equipment:** The State has mandated that all iVotronic voting machines (those required for ADA use) be replaced by 2020. This will require that the County procure a new voting system for voters. Since there is only one system certified by the State Division of Elections for procurement at this time, the Department will continue working with the Florida State Association of Supervisors of Election for more options for the voting community with disabilities. The Department will continue to monitor this process and advocate for equipment that has the highest levels of integrity and functionality for Miami-Dade County's voters.

**New Firmware/Software Upgrades:** The Department's election equipment vendor has certified a new firmware version to be used by our voting equipment. However, the usability of the newest generation of ADA equipment is still pending state certification. Upon approval, the Department will need to decide the best time to upgrade to the new firmware as it will impact the high-speed scanners used to tabulate absentee ballots as well as the ADA voter



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equipment (iVotronic), as neither are not compatible with the new firmware. The Department currently uses six M650 absentee ballot scanners and has over one thousand iVotronic units.

The new firmware will allow for much more efficient processing of absentee ballots, immediately transmit election results electronically from each polling location as well as many enhancements by the new ADA voting equipment. However, this upgrade will require the County to make capital purchases for new high speed scanners along with new ADA equipment. The Department will continue to stay in close communication with the vendor to obtain certification and budgetary impacts.

**Further Expansion of Early Voting:** The Department will be further enhancing the convenience of Early Voters for the 2016 Presidential Election by adding five additional sites, for a total of 30 sites throughout Miami-Dade County. This is a 50% increase over the 2012 Presidential Election. While certain Early Voting sites will remain popular with high voter turnout regardless of the number of sites provided, these additional sites will help to better distribute the voters who choose this method of voting, and will provide additional options. A valuable asset for those voters who review wait times on the Department's website. To support this initiative, the Department must procure additional equipment and increase staffing resources, in addition to those that will be necessary as a result of additional precincts created through the reprecincting process.



|  |   |                 |             |              |          |               |                            |  |  |  |  |
|--|---|-----------------|-------------|--------------|----------|---------------|----------------------------|--|--|--|--|
| <b>Scorecard</b>                       | <b>Description</b>  |                 |             |              |          |               |                            |  |  |  | <b>Owners</b>  |
| Elections                              | The Elections Department establishes administrative and operational procedures and controls to conduct elections that are fair, free, accurate, convenient, and accessible to all eligible voters in Miami-Dade County. |                 |             |              |          |               |                            |  |  |  | Townslley, Penelope;<br>White, Christina (Elections) |
| <b>Initiatives Linked to Scorecard</b> | <b>Est. Start</b>   | <b>Est. End</b> | <b>Type</b> | <b>As Of</b> | <b>%</b> | <b>Status</b> | <b>Owners</b>              |  |  |  |  |
| Automatic Signature Verification       | 10/15/2012  | 12/31/2015      |             | 1/30/2015    | 40%      | In Progress   | Pastrana, Rosy (Elections) |  |  |  |  |

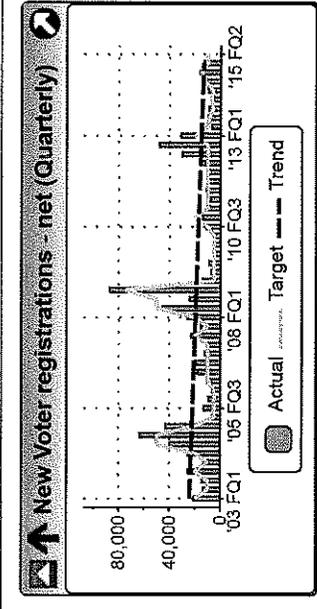
**1.0 Customer**

|  |   |                     |
|--|---|---------------------|
| <b>Objective</b>   | <b>Description</b>  | <b>Owners</b>       |
| Increase the number of registered voters in Miami-Dade County (ELEC) | 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. | Townslley, Penelope |

|   |                    |                   |
|---|--------------------|-------------------|
| <b>Grandparent Objectives</b>           | <b>Description</b> | <b>Owners</b>     |
| GG7 Free, fair and accessible elections |                    | Miami-Dade County |

|   |                    |                   |
|---|--------------------|-------------------|
| <b>Parent Objectives</b>  | <b>Description</b> | <b>Owners</b>     |
| GG7-1 Provide eligible voters with convenient opportunities to vote |                    | Miami-Dade County |

| <b>Measures Linked to Objective</b>       | <b>Period</b> | <b>Actual</b> | <b>Target</b> | <b>Variance</b> | <b>Owners</b>  |
|---|---------------|---------------|---------------|-----------------|--|
| Registered voters                         | '15 FQ1       | 1,309,293     | 1,200,000     | 109,293         | Johnson, Michael (Elections);<br>Vinoock, Robert C. (Elections);<br>Bryant, Mike (Elections);<br>Diaz, Marcela (Elections) |
| New Voter registrations - net (Quarterly) | '15 FQ1       | 12,939        | 10,000        | 2,939           | McClain, Michelle (Elections);<br>Pastrana, Rosy (Elections);<br>Diaz, Marcela (Elections);<br>Rivero, Angela (Elections)  |



|                                 |                    |   |
|---------------------------------|--------------------|---|
| <b>Objective</b>                | <b>Description</b> | <b>Owners</b>   |
| Satisfied Customers - Elections | Supports ES1-4     | Johnson, Michael (Elections);<br>Lopez, Carolina D. (Elections) |

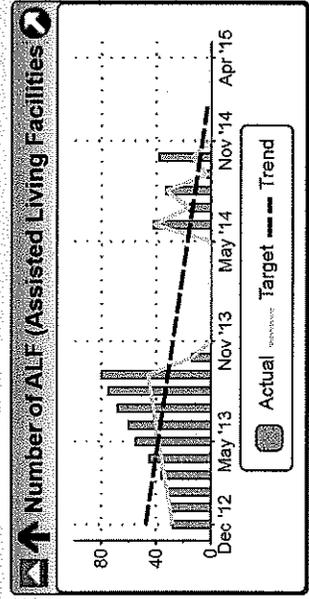
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| <b>Grandparent Objectives</b> | <b>Description</b> | <b>Owners</b>     |
| GG1 Friendly government       |                    | Miami-Dade County |

|  |                    |                   |
|--|--------------------|-------------------|
| <b>Parent Objectives</b>                       | <b>Description</b> | <b>Owners</b>     |
| GG1-2 Develop a customer-oriented organization |                    | Miami-Dade County |

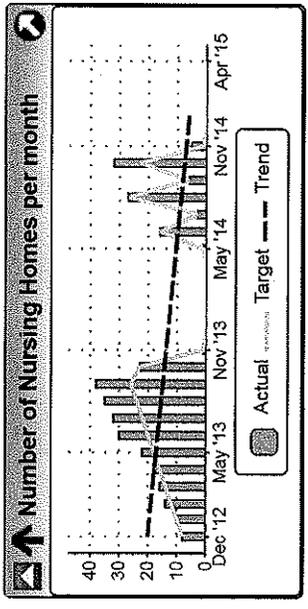
| Measures Linked to Objective          | Period  | Actual | Target | Variance | Owners  |
|---------------------------------------|---------|--------|--------|----------|---|
| Election Outreach Events              | Jan '15 | 11     | 8      |          | 3 White, Christina (Elections); Johnson, Kaye (Elections) |
| <b>Child Measures</b>                 |         |        |        |          | <b>Owners</b>   |
| Faith Based Outreach Events Held      | Jan '15 | 0      | 3      | -3       | Johnson, Kaye (Elections); White, Christina (Elections)   |
| Schools Outreach Events Held          | Jan '15 | 0      | 5      | -5       | Johnson, Kaye (Elections); White, Christina (Elections)   |
| Special Events Outreach Events Held   | Jan '15 | 1      | 11     | -10      | White, Christina (Elections); Johnson, Kaye (Elections)   |
| Business Events Held                  | Jan '15 | 0      | 15     | -15      | Johnson, Kaye (Elections); White, Christina (Elections)   |
| Civic Organization Events Held        | Jan '15 | 1      | 5      | -4       | White, Christina (Elections); Johnson, Kaye (Elections)   |
| Colleges and Universities Events Held | Jan '15 | 1      | 12     | -11      | Johnson, Kaye (Elections); White, Christina (Elections)   |
| Elderly Services Events Held          | Jan '15 | 0      | 5      | -5       | Johnson, Kaye (Elections); White, Christina (Elections)   |
| Government Events Held                | Jan '15 | 7      | 10     | -3       | Johnson, Kaye (Elections); White, Christina (Elections)   |

**Objective**  
 Supervised Voting Programs  
 The Outreach Division will continue to conduct events at ALF/NH throughout the county. The goal is to increase participation of ALF/NH in the county's supervised voting program in the 2014 election cycle.

| Measures Linked to Objective                         | Period  | Actual | Target | Variance | Owners  |
|--|---------|--------|--------|----------|---|
| Number of ALF (Assisted Living Facilities) per month | Jan '15 | 0      | 0      | 0        | Johnson, Kaye (Elections); White, Christina (Elections) |



Number of Nursing Homes per month Jan '15



0 White, Christina (Elections); Johnson, Kaye (Elections)

0

0

**Objective**

Provide Excellent Customer Service to Municipal Clerks (ELEC) **Owners**  
 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.

**Grandparent Objectives**

GG1 Friendly government **Owners**  
 Miami-Dade County

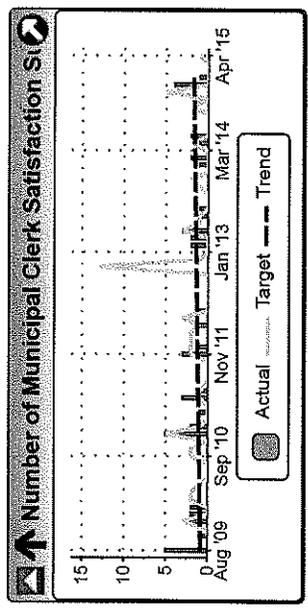
**Parent Objectives**

GG1-2 Develop a customer-oriented organization **Owners**  
 Miami-Dade County  
 GG1-3 Foster a positive image of County government **Owners**  
 Miami-Dade County

**Measures Linked to Objective**

Number of Municipal Clerk Satisfaction Surveys Sent **Owners**

| Period  | Actual | Target | Variance | Owners   |
|---------|--------|--------|----------|--|
| Jan '15 | 0      | 0      | 0        | White, Christina (Elections); Lopez, Carolina D. (Elections); Suarez, Vivian (Elections) |
| Jan '15 | 1      | 0      | 1        | Lopez, Carolina D. (Elections); White, Christina (Elections); Suarez, Vivian (Elections) |



Customer Satisfaction with Elections Department Overall **Owners**  
 Lopez, Carolina D. (Elections); White, Christina (Elections); Suarez, Vivian (Elections)

100% (10/10)

95%

5% Lopez, Carolina D. (Elections); White, Christina (Elections); Suarez, Vivian (Elections)

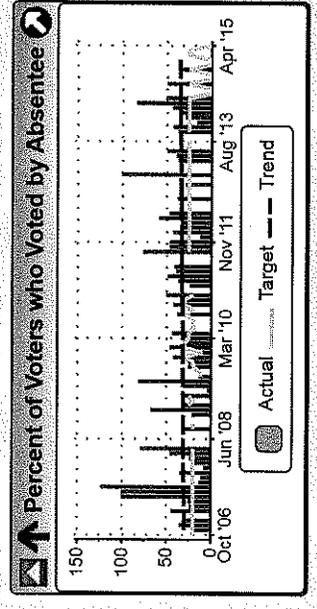
**Business Plan Report - Elections**

|                                     |  |         |                   |     |    |  |
|-------------------------------------|--|---------|-------------------|-----|----|--|
| <input checked="" type="checkbox"/> | Customer Satisfaction with Governmental Affairs  | Jan '15 | 100%<br>(25 / 25) | 95% | 5% | Lopez, Carolina D. (Elections);<br>White, Christina (Elections);<br>Suarez, Vivian (Elections) |
| <input checked="" type="checkbox"/> | Customer Satisfaction with Information Systems   | Jan '15 | 100%<br>(10 / 10) | 95% | 5% | Lopez, Carolina D. (Elections);<br>White, Christina (Elections);<br>Suarez, Vivian (Elections) |
| <input checked="" type="checkbox"/> | Customer Satisfaction with Operations            | Jan '15 | 100%<br>(10 / 10) | 95% | 5% | Lopez, Carolina D. (Elections);<br>White, Christina (Elections);<br>Suarez, Vivian (Elections) |
| <input checked="" type="checkbox"/> | Customer Satisfaction with Outreach and Training | Jan '15 | 100%<br>(5 / 5)   | 95% | 5% | Lopez, Carolina D. (Elections);<br>White, Christina (Elections);<br>Suarez, Vivian (Elections) |
| <input checked="" type="checkbox"/> | Customer Satisfaction with Voter Services        | Jan '15 | 100%<br>(10 / 10) | 95% | 5% | Lopez, Carolina D. (Elections);<br>White, Christina (Elections);<br>Suarez, Vivian (Elections) |

| Objective   | Description | Owners              |
|---|-------------|---------------------|
| Opportunities for every registered voter to conveniently cast a vote (ELEC) |             | Townseley, Penelope |
| Grandparent Objectives  | Description | Owners              |
| GG7 Free, fair and accessible elections                                     |             | Miami-Dade County   |
| Parent Objectives   | Description | Owners              |
| GG7-1 Provide eligible voters with convenient opportunities to vote         |             | Miami-Dade County   |

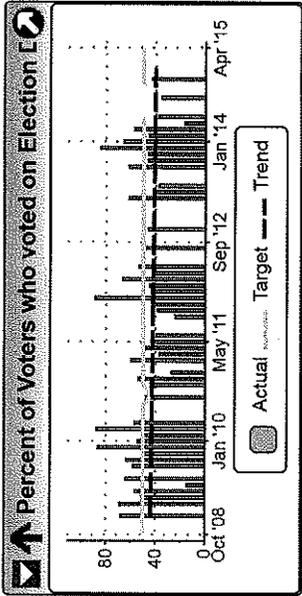
| Initiatives Linked to Objective                        | Est. Start | Est. End  | Type | As Of    | %   | Status      | Owners                        |
|--|------------|-----------|------|----------|-----|-------------|-------------------------------|
| Redraw Precinct Boundaries and Identify Polling Places | 1/11/2013  | 3/31/2015 |      | 1/8/2015 | 90% | In Progress | Vinock, Robert C. (Elections) |

| Measures Linked to Objective                   | Period  | Actual        | Target | Variance | Owners   |
|--|---------|---------------|--------|----------|--|
| Percent of Voters who Voted by Absentee Ballot | Jan '15 | 0%<br>(0 / 0) | 0%     | 0%       | Johnson, Michael (Elections);<br>Vinock, Robert C. (Elections);<br>Wimberly, LaRhonda;<br>Bryant, Mike (Elections);<br>Diaz, Marcela (Elections) |



| Objective   | Description | Actual        | Target | Variance | Owners   |
|---|-------------|---------------|--------|----------|--|
| Percent of Voters who voted on Election Day for all Elections |             | 0%<br>(0 / 0) | 50%    | -50%     | Vinock, Robert C. (Elections);<br>Johnson, Michael (Elections);<br>Bryant, Mike (Elections); |

Diaz, Marcela (Elections)



Number of Elections Held

Jan '15

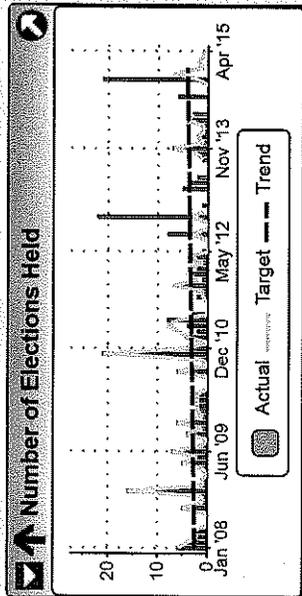


0

1

-1

Vinock, Robert C. (Elections);  
Johnson, Michael (Elections);  
Bryant, Mike (Elections);  
Diaz, Marcela (Elections)



Percent of Voters who Voted Early - All Elections

Jan '15



0%  
(0/0)

25%

-25% Vinock, Robert C. (Elections);  
Wimberly, LaRhonda,  
Johnson, Michael (Elections);  
Bryant, Mike (Elections);  
Diaz, Marcela (Elections)

| Objective   | Description   | Owners   |
|---|---|--|
| Effective Management of Polling Places (ELEC)                       | The Elections Department currently manages 812 precincts at 565 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 occurring during that specific month only. | Maradiaga, Marylena,<br>Mendez, John (Elections);<br>Sierra-Trujillo, Erika B. (Elections) |
| <b>Grandparent Objectives</b>                                       | <b>Description</b>  | <b>Owners</b>  |
| GG7 Free, fair and accessible elections                             |   | Miami-Dade County  |
| <b>Parent Objectives</b>  | <b>Description</b>  | <b>Owners</b>  |
| GG7-1 Provide eligible voters with convenient opportunities to vote |   | Miami-Dade County  |
| <b>Initiatives Linked to Objective</b>                              | <b>Est. Start</b>   | <b>Est. End</b>  |
| ADA Polling Places Construction Projects                            | 10/1/2010   | 9/30/2015  |
|   | <b>As Of</b>  | <b>Type</b>  |
|   | 1/13/2015   |  |
|   | <b>Status</b>   | <b>%</b>   |
|   | In Progress   | 85%  |

| Measures Linked to Objective  | Period  | Actual           | Target | Variance | Owners   |
|---|---------|------------------|--------|----------|--|
| <p>Number of temporary polling place changes</p>  | Jan '15 | 0                | 10     | -10      | Mendez, John; Sierra-Trujillo, Erika; Maradiaga, Marylena                |
| <p>Average number of days before election for Polling Places changes to be mailed out</p> | Jan '15 | 14days           | 15days | -1days   | Mendez, John; Sierra-Trujillo, Erika B. (Elections); Maradiaga, Marylena |
| <p>Percentage of Polling Places that are ADA Compliant</p>                                | Jan '15 | 100% (541 / 541) | 100%   | 0%       | Mendez, John; Sierra-Trujillo, Erika; Maradiaga, Marylena                |

**Business Plan Report - Elections**

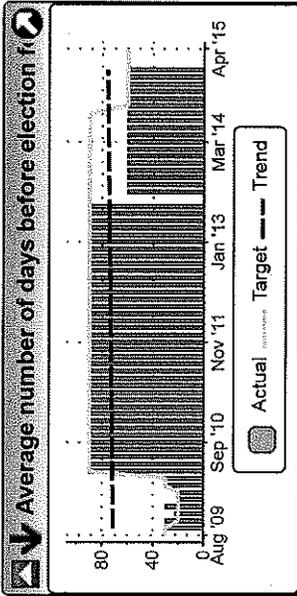
Average number of days before election for letters to be mailed

Jan '15

60

60

0 Mendez, John; Sierra-Trujillo, Erika; Maradiaga, Marylena



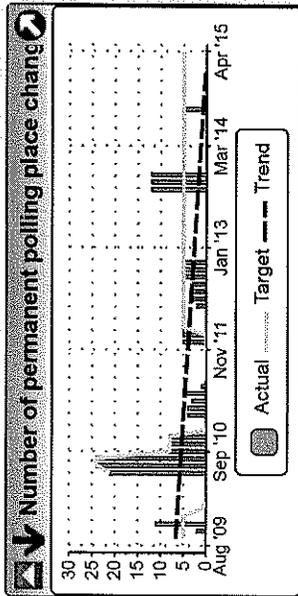
Number of permanent polling place changes

Jan '15

0

5

-5 Mendez, John; Sierra-Trujillo, Erika; Maradiaga, Marylena



Percentage of telephone lines confirmed operational 7 days prior to an election

Jan '15

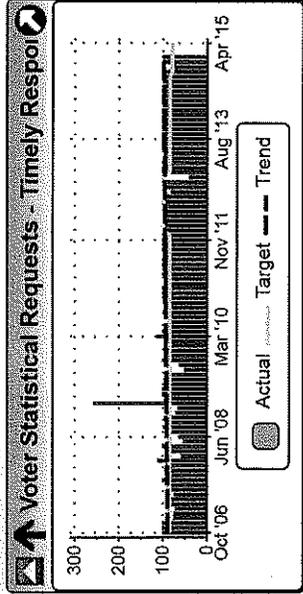
99%

100%

-1% Sierra-Trujillo, Erika; Mendez, John; Maradiaga, Marylena

| Objective  | Description        | Owners  |
|--|--------------------|---|
| Monitor Requests from the Community for Information to Ensure 3 Day Response Time          |                    | Mendez, John (Elections); Pastrana, Rosy (Elections); McClain, Michelle (Elections) |
| <b>Grandparent Objectives</b>  | <b>Description</b> | <b>Owners</b>   |
| GG1 Friendly government  |                    | Miami-Dade County   |
| GG7 Free, fair and accessible elections  |                    | Miami-Dade County   |
| <b>Parent Objectives</b>   | <b>Description</b> | <b>Owners</b>   |
| GG1-1 Provide easy access to information and services                                      |                    | Miami-Dade County   |
| GG7-2 Maintain the integrity and availability of election results and other public records |                    | Miami-Dade County   |

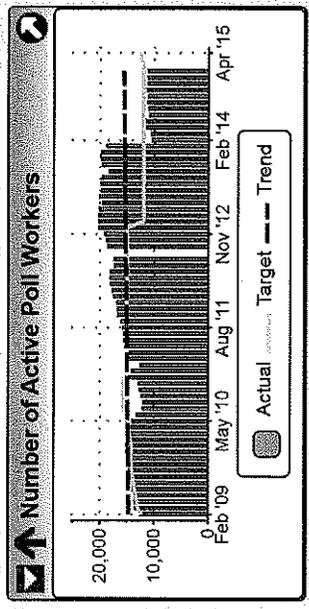
|  |               |                   |               |                 |   |
|--|---------------|-------------------|---------------|-----------------|---|
| <b>Measures Linked to Objective</b>          | <b>Period</b> | <b>Actual</b>     | <b>Target</b> | <b>Variance</b> | <b>Owners</b>   |
| Voter Statistical Requests - Timely Response | Jan '15       | 100%<br>(21 / 21) | 80%           | 20%             | Pastrana, Rosy (Elections);<br>McClain, Michelle (Elections);<br>Rivero, Angela (Elections) |



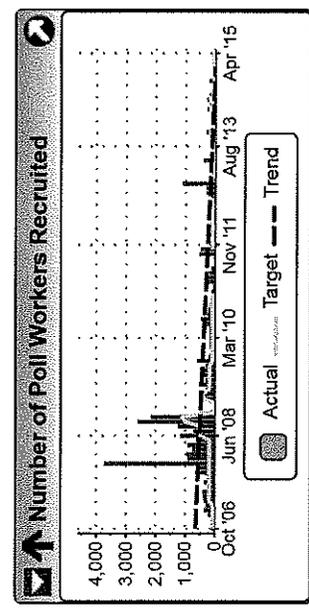
| <b>Child Measures</b>                            | <b>Period</b> | <b>Actual</b> | <b>Target</b> | <b>Variance</b> | <b>Owners</b>  |
|--|---------------|---------------|---------------|-----------------|--|
| Items For Sale Completed in 3 Days               | Jan '15       | 21            | 30            | -9              | Pastrana, Rosy (Elections);<br>McClain, Michelle (Elections) |
| Number of Items For Sale Completed (Total)       | Jan '15       | 21            | 30            | n/a             | Pastrana, Rosy (Elections);<br>McClain, Michelle (Elections) |
| Cumulative Number of Days to Complete All Orders | Jan '15       | 26            | 20            | n/a             | Pastrana, Rosy (Elections);<br>McClain, Michelle (Elections) |

| <b>Objective</b>  | <b>Description</b>   | <b>Owners</b>   |
|---|--|---|
| Recruit Excellent Poll Workers (ELEC)                               | The ability to properly administer the 812 precincts on Election Day requires the recruitment, training and assignment of individuals who demonstrate the minimum established proficiency of poll worker requirements. | Morris, Patrick (Elections);<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections) |
| <b>Grandparent Objectives</b>                                       | <b>Description</b>   | <b>Owners</b>   |
| GG7 Free, fair and accessible elections                             |  | Miami-Dade County   |
| <b>Parent Objectives</b>  | <b>Description</b>   | <b>Owners</b>   |
| GG7-1 Provide eligible voters with convenient opportunities to vote |  | Miami-Dade County   |

|                              |                                     |        |         |        |        |        |        |          |      |        |  |
|------------------------------|-------------------------------------|--------|---------|--------|--------|--------|--------|----------|------|--------|--|
| Measures Linked to Objective | <input checked="" type="checkbox"/> | Period | Jan '15 | Actual | 11,192 | Target | 12,000 | Variance | -808 | Owners | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections) |
|------------------------------|-------------------------------------|--------|---------|--------|--------|--------|--------|----------|------|--------|--|



| Child Measures                   | Actual | Target | Variance | Owners  |
|----------------------------------|--------|--------|----------|---|
| Recertified Clerks               | 0      | 0      | 0        | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections)                                  |
| Newly Certified Clerks           | 0      | 0      | 0        | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections)                                  |
| Recertified Assistant Clerks     | 0      | 0      | 0        | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections)                                  |
| Newly Certified Assistant Clerks | 0      | 0      | 0        | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections)                                  |
| Number of Poll Workers Recruited | 18     | 50     | -32      | Morris, Patrick (Elections);<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections) |



|                              |   |        |         |        |                    |   |           |          |    |               |   |
|------------------------------|---|--------|---------|--------|--------------------|---|-----------|----------|----|---------------|---|
| <b>Objective</b>             | The recruitment of Poll Workers reflective of the Community |        |         |        | <b>Description</b> | To actively monitor the average age of all Poll Workers to ensure this group is reflective of the community at large. |           |          |    | <b>Owners</b> | Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections);<br>White, Christina (Elections) |
| Measures Linked to Objective | <input checked="" type="checkbox"/>                         | Period | 2014.FY | Actual | 52                 | Target  | 55        | Variance | -3 | Owners        | Walker, Sandra; Morris, Patrick (Elections)   |
| Average Age of Poll Workers  |   |        |         |        |                    |   | (45 - 65) |          |    |               |   |

2.0 Financial

| Objective   | Description   | Owners  |
|---|---|---|
| Meet Budget Targets (Elections)   |   | Townslley, Penelope   |
| <b>Grandparent Objectives</b>   | <b>Description</b>  | <b>Owners</b>   |
| GG4-2 Effectively allocate resources to meet current and future operating and capital needs                   |   | Miami-Dade County   |
| zz_2003_Planned necessary resources to meet current and future operating and capital needs (priority outcome) | Planned necessary resources to meet current and future operating and capital needs  | Admin, Admin  |
| <b>Parent Objectives</b>  | <b>Description</b>  | <b>Owners</b>   |
| Meet Budget Targets - Archived  |   | Office of Management and Budget   |
| Meet Budget Targets (All Miami-Dade County)   | This is the parent objective to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital needs." | Moon, Jennifer (OMB)  |
| <b>Measures Linked to Objective</b>   | <b>Period</b>   | <b>Actual</b>   |
| Expen: Total (Elections)  | '15 FQ1   | \$10,001K   |
|   |   | Target \$5,629K   |
|   |   | Variance \$-4,372K  |
|   |   | Owners Shah, Smita (Elections); Prochnicki, Patricia (Elections); Salter, Rena (Elections); Townslley, Penelope |

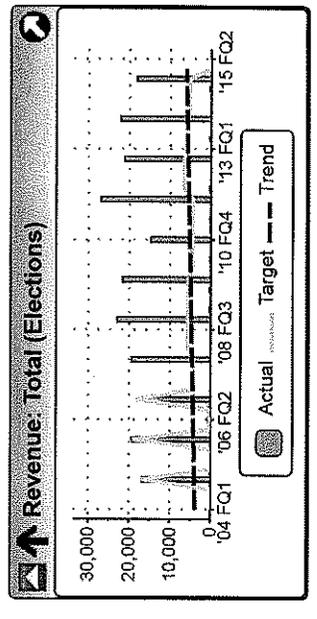
| Period  | Actual  | Target |
|---------|---------|--------|
| '04 FQ1 | ~1,000  | ~1,000 |
| '04 FQ2 | ~1,000  | ~1,000 |
| '08 FQ3 | ~1,000  | ~1,000 |
| '10 FQ4 | ~1,000  | ~1,000 |
| '13 FQ1 | ~1,000  | ~1,000 |
| '15 FQ1 | ~18,000 | ~5,000 |
| '15 FQ2 | ~18,000 | ~5,000 |

| Child Measures                     | Period  | Actual  | Target  | Variance | Owners   |
|------------------------------------|---------|---------|---------|----------|--|
| Expen: Personnel (Elections)       | '15 FQ1 | \$6,762 | \$3,511 | \$-3,251 | Shah, Smita (Elections); Prochnicki, Patricia (Elections); Salter, Rena (Elections); Townslley, Penelope |
| Expen: Other Operating (Elections) | '15 FQ1 | \$3,239 | \$2,072 | \$-1,167 | Shah, Smita (Elections); Prochnicki, Patricia (Elections); Salter, Rena (Elections); Townslley, Penelope |
| Expenditure: Capital (Elections)   | '15 FQ1 | \$0K    | \$45K   | \$45K    | Shah, Smita (Elections); Prochnicki, Patricia (Elections); Salter, Rena (Elections); Townslley, Penelope |

Business Plan Report - Elections

|                                  |         |      |      |      |      |   |
|----------------------------------|---------|------|------|------|------|---|
| Expen: Non-Operating (Elections) | '15 FQ1 | \$0  | \$0  | \$0  | \$0  | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: Total (Elections)       | '15 FQ1 | \$6K | \$0K | \$6K | \$6K | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |



| Child Measures                                     | Period  | Actual | Target        | Variance  | Owners  |
|--|---------|--------|---------------|-----------|---|
| Revenue: Carryover (Elections)                     | '15 FQ1 | \$0K   | \$0K          | \$0K      | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: General Fund (Elections)                  | '15 FQ1 | \$0K   | \$5,629K      | \$-5,629K | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: Proprietary/Misc. (Elections)             | '15 FQ1 | \$6K   | \$131K        | \$-125K   | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: Federal (Elections)                       | '15 FQ1 | \$0K   | \$0K          | \$0K      | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: State (Elections)                         | '15 FQ1 | \$0K   | \$50K         | \$-50K    | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Revenue: Interagency/Intradepartmental (Elections) | '15 FQ1 | \$0K   | \$0K          | \$0K      | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |
| Positions: Full-Time Filled (Elections)            | '15 FQ1 | 90     | 94<br>(93-95) | -4        | Shah, Smita (Elections);<br>Prochnicki, Patricia (Elections);<br>Saiter, Rena (Elections);<br>Townslley, Penelope |

3.0 Internal

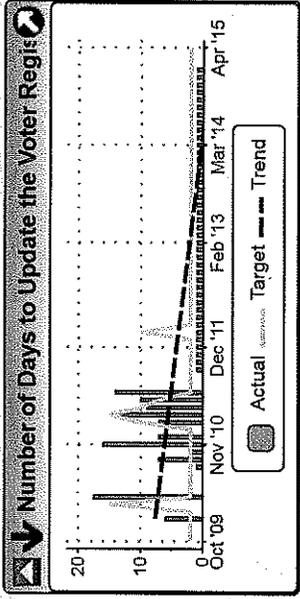
| Objective  | Description   | Owners                     |
|--|---|----------------------------|
| Effective Support from Election Central (ELEC)   | Election Central is the call center support that is coordinated in every major election. Elections and other County staff are recruited to staff this 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. | Pastrana, Rosy (Elections) |
| Grandparent Objectives   | Description   | Owners                     |
| GG7 Free, fair and accessible elections  |   | Miami-Dade County          |
| Parent Objectives  | Description   | Owners                     |
| GG7-1 Provide eligible voters with convenient opportunities to vote                        |   | Miami-Dade County          |
| GG7-2 Maintain the integrity and availability of election results and other public records |   | Miami-Dade County          |

| Measures Linked to Objective    | Period  | Actual        | Target        | Variance      | Owners   |
|---------------------------------|---------|---------------|---------------|---------------|--|
| Hold Time With Election Central | Jan '15 | 0.00minute(s) | 1.00minute(s) | 1.00minute(s) | Mendez, John; Shah, Smita (Elections); Sierra-Trujillo, Erika; Maradiaga, Marylena |

| Objective   | Description  | Owners  |
|---|--|---|
| Produce Timely and Accurate Election Results Certification (ELEC) | 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. | Lopez, Carolina D. (Elections); White, Christina (Elections); Johnson, Michael (Elections); Vinock, Robert C. (Elections); Suarez, Vivian (Elections) |

| Grandparent Objectives   | Description | Owners            |
|--|-------------|-------------------|
| GG7 Free, fair and accessible elections  |             | Miami-Dade County |
| Parent Objectives  | Description | Owners            |
| GG7-2 Maintain the integrity and availability of election results and other public records |             | Miami-Dade County |

| Measures Linked to Objective  | Period  | Actual | Target | Variance | Owners   |
|---|---------|--------|--------|----------|--|
| Number of Days to Update the Voter Registration Database with Voter History | Jan '15 | 1days  | 2days  | -1days   | Johnson, Michael (Elections); Vinock, Robert C. (Elections); Bryant, Mike (Elections); Diaz, Marcela (Elections) |



*[Handwritten Signature]*

Business Plan Report - Elections

'15 FQ1

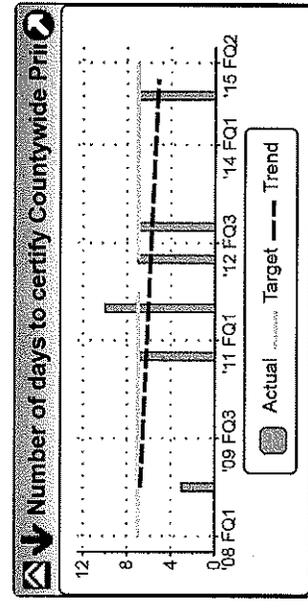


Number of days to certify Countywide Primary Elections

7

0

7 Johnson, Michael (Elections);  
Vinoch, Robert C. (Elections);  
Diaz, Marcela (Elections);  
Wimberly, LaRhonda



'15 FQ1

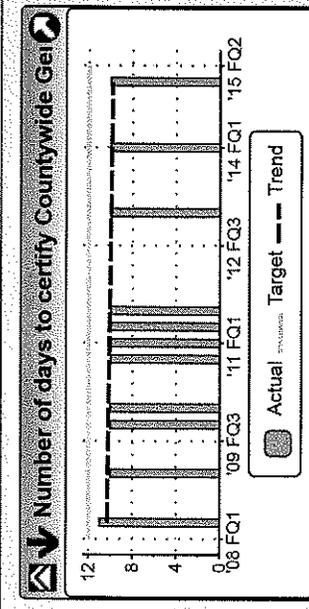


Number of days to certify Countywide General Elections

12

10

2 Johnson, Michael (Elections);  
Vinoch, Robert C. (Elections);  
Diaz, Marcela (Elections);  
Wimberly, LaRhonda



Jan '15

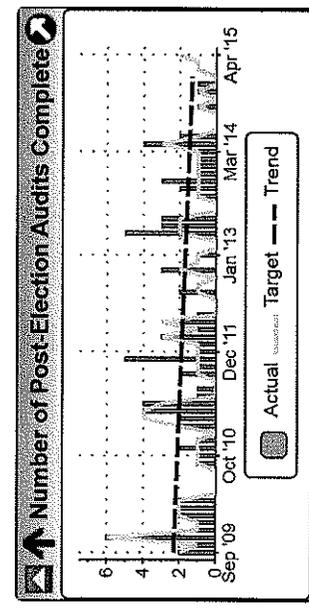


Number of Post-Election Audits Completed

0

0

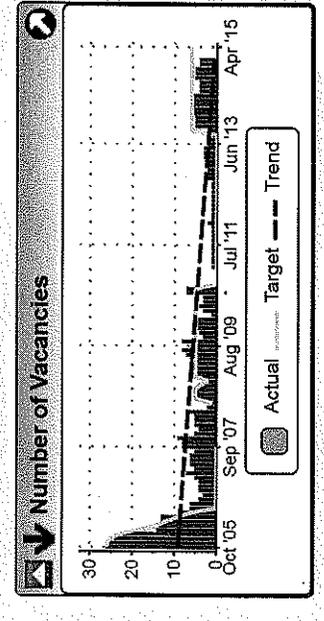
0 Lopez, Carolina D. (Elections);  
White, Christina (Elections)



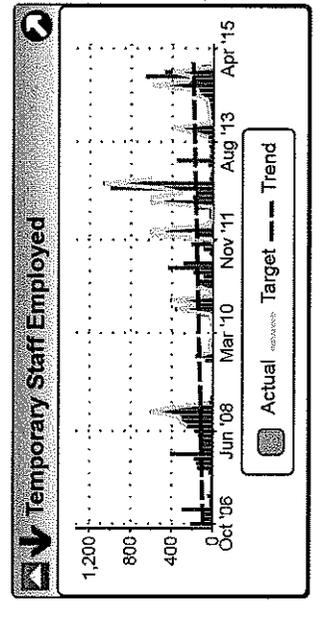
4.0 Learning and Growth

| Objective                            | Description  | Owners   |
|--------------------------------------|--|--|
| Recruitment of Election Staff (ELEC) | Establish and recruit middle management staff to attain proper staffing levels throughout all divisions. | Townslley, Penelope;<br>Prochnicki, Patricia (Elections);<br>Martí-Perez, Susana |
| <b>Grandparent Objectives</b>        | <b>Description</b>   | <b>Owners</b>  |
| GG2 Excellent, engaged workforce     | Miami-Dade County  | Miami-Dade County  |
| <b>Parent Objectives</b>             | <b>Description</b>   | <b>Owners</b>  |
| GG2-1 Attract and hire new talent    | Miami-Dade County  | Miami-Dade County  |

| Measures Linked to Objective | Period  | Actual | Target | Variance | Owners  |
|------------------------------|---------|--------|--------|----------|---|
| Number of Vacancies          | Jan '15 | 4      | 6      | 2        | Shah, Smita (Elections);<br>Martí-Perez, Susana, Townslley, Penelope;<br>Prochnicki, Patricia (Elections) |



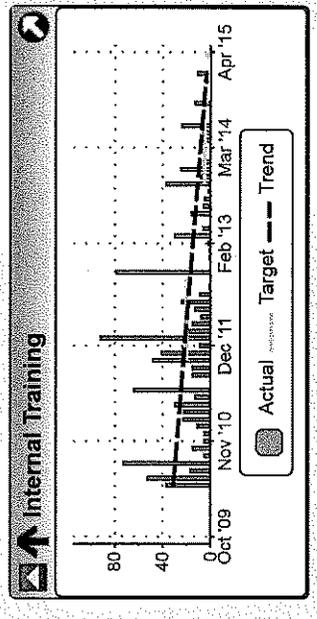
|                          |         |   |   |   |  |
|--------------------------|---------|---|---|---|--|
| Temporary Staff Employed | Jan '15 | 3 | 3 | 0 | Mendez, John (Elections);<br>Shah, Smita (Elections) |
|--------------------------|---------|---|---|---|--|



| Objective  | Description        | Owners   |
|--|--------------------|--|
| Develop Election Department Staff Skills and County Knowledge (ELEC) |                    | White, Christina (Elections);<br>Prochnicki, Patricia (Elections);<br>Townslley, Penelope; Martí-Perez, Susana |
| <b>Grandparent Objectives</b>  | <b>Description</b> | <b>Owners</b>  |
| GG2 Excellent, engaged workforce                                     | Miami-Dade County  | Miami-Dade County  |

|  |                    |  |  |  |               |
|--|--------------------|--|--|--|---------------|
| <b>Parent Objectives</b>                                 | <b>Description</b> |  |  |  | <b>Owners</b> |
| GG2-2 Develop and retain excellent employees and leaders | Miami-Dade County  |  |  |  |               |

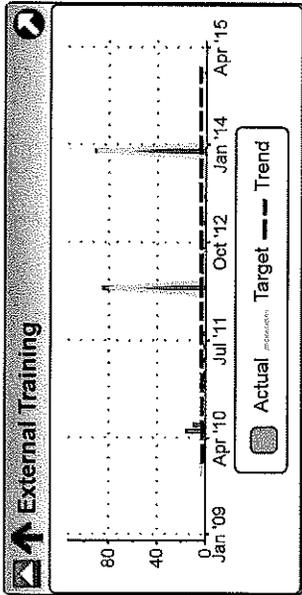
| Measures Linked to Objective | Period  | Actual | Target | Variance | Owners  |
|------------------------------|---------|--------|--------|----------|---|
| Internal Training            | Jan '15 | 11     | 1      | 10       | Shah, Smita (Elections);<br>Mart-Perez, Susana;<br>Prochnicki, Patricia (Elections) |



| Child Measures                                     | Period  | Actual | Target | Variance | Owners  |
|--|---------|--------|--------|----------|---|
| INTERNAL TRAINING - DIRECTORS OFFICE & OUTREACH    | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>Townslley, Penelope; Mart-Perez, Susana;<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections);<br>Johnson, Kaye (Elections) |
| INTERNAL TRAINING - INFORMATION SYSTEMS            | Jan '15 | 11     | 6      | 5        | Vnock, Robert C. (Elections);<br>Johnson, Michael (Elections);<br>Bryant, Mike (Elections);<br>Diaz, Marcela (Elections)  |
| INTERNAL TRAINING - OFFICE OF GOVERNMENTAL AFFAIRS | Jan '15 | 0      | 0      | 0        | Lopez, Carolina D. (Elections)  |
| INTERNAL TRAINING - OPERATIONS                     | Jan '15 | 0      | 0      | 0        | Mendez, John; Sierra-Trujillo, Erika;<br>Maradiaga, Marylena  |
| INTERNAL TRAINING - FINANCE & TRAINING SECTIONS    | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>Morris, Patrick (Elections);<br>Prochnicki, Patricia (Elections)  |
| INTERNAL TRAINING - VOTER SERVICES                 | Jan '15 | 0      | 0      | 0        | McClain, Michelle (Elections);<br>Pastrana, Rosy (Elections)  |

| External Training | Period  | Actual | Target | Variance | Owners   |
|-------------------|---------|--------|--------|----------|--|
| External Training | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>Mart-Perez, Susana;<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections) |

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| Child Measures                   | Period  | Actual | Target | Variance | Owners   |
|----------------------------------|---------|--------|--------|----------|--|
| Leadership Training              | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections);<br>Mart-Perez, Susana |
| Professional Development Clinics | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>Mart-Perez, Susana;<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections) |
| Other                            | Jan '15 | 0      | 0      | 0        | Shah, Smita (Elections);<br>White, Christina (Elections);<br>Prochnicki, Patricia (Elections);<br>Mart-Perez, Susana |