



# Elections Department Business Plan

**Fiscal Years: 2022 and 2023\***

(10/1/2021 through 9/30/2023)

Approved by:

A blue ink signature of Christina White, consisting of several loops and a long horizontal stroke.

Christina White, Department Director

The handwritten date "3/9/22" in blue ink.

Date

A blue ink signature of Jimmy Morales, featuring a long horizontal line with several vertical strokes above it.

Jimmy Morales, Chief Operations Officer

5/17/2022

Date

Plan Date: February 9, 2022

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## DEPARTMENT OVERVIEW

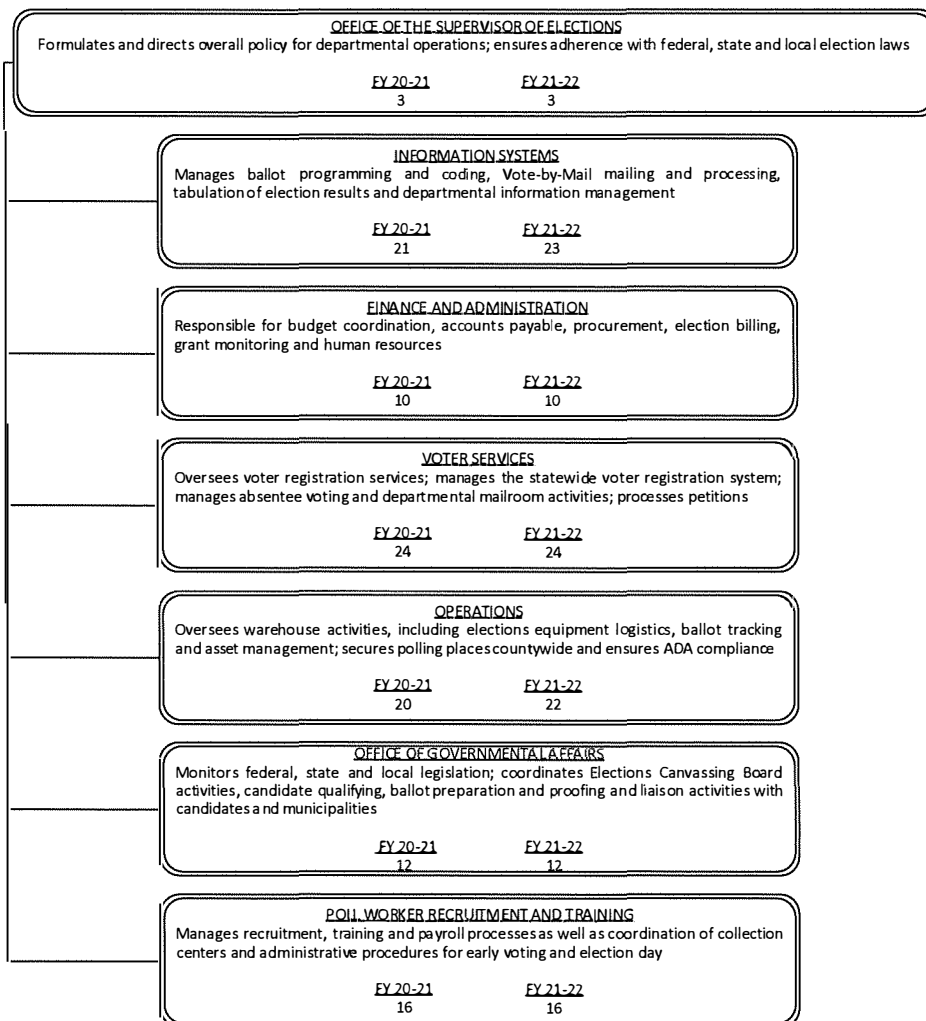
### Department Mission

The mission of the Elections Department is to instill trust and confidence by conducting elections that are fair, accurate, transparent, and accessible for all voters of Miami-Dade County.

### Department Description

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 thirty-four municipalities and various Special Taxing Districts. In addition, the Department is charged with proper handling of election records (per State of Florida: GS1 and GS3 records retention schedules), providing services to registered and potential voters in Miami-Dade County, as well as County candidates, political committees, third-party organizations, and the community at large.

### Table of Organization



The FY 2021-22 total number of full-time equivalent positions is 110



**Our customer**

In the implementation of its core mission, the Elections Department serves various customer groups including the County’s 1.6 million registered voters, potential voters, County candidates, political committees, third party voter organizations, and municipalities. 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 for municipal and special elections.

Satisfaction is measured differently among the different customer groups:

- After major elections, poll workers are surveyed via online platform regarding their experience with poll worker training and their readiness of election day duties.
- Before and after major elections, the Supervisor of Elections meets with various community groups, local political parties, and other stakeholders to solicit feedback and discuss elections logistics.
- Municipalities are surveyed after the Department conducts their local elections; the results are distributed to senior staff and tracked on the Department’s scorecard.

Explore the feasibility of conducting voter and candidate satisfaction surveys upon the conclusion of major elections.

**Strategic Alignment Summary**

The Elections Department primarily supports the following goals and objectives from the General Government portion of the Miami-Dade County Strategic Plan:

- GG1: Accessible, fair, and responsible government
- GG1-1: Provide easy access to information and services.
- GG1-2: Support a customer-focused organization.
- GG1-3: Ensure fair, convenient, and accurate Election services.
- GG2: Excellent, engaged, and resilient workforce
- GG2-1: Attract and hire new talent.
- GG2-2: Promote employee development and leadership.

**Alignment of Scorecard Measures to Resilience**

<i>Scorecard Measures</i>	<i>Resilience Driver (Choose one from the list below)</i>
Total number of petitions processed	ES2
Average number of petitions processed within target	ES2
Number of outreach events to promote education.	ES1
Number of election results completed before midnight	ES2



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Number of poll workers trained	HW2
Election – average call wait time with election central	IE3
Number of media requests fulfilled	IE3
Number of public records requests completed	IE3
Percentage of voters who voted early – all elections	LS2
Timely coding of ballots – municipal elections	ES2
Timely coding of ballots – countywide and special election	ES2
Municipal clerk satisfaction with elections	ES1
Number of days to confirm polling locations	LS3
Percentage of voters utilizing Vote-by-Mail – all elections	LS2
Number of employees who attended training	LS1
<i>Resilience Drivers:</i> LS1: Promote Leadership and Effective Management LS2: Empower a Broad Range of Stakeholders LS3: Foster Long-Term and Integrated Planning HW1: Meets Basic Needs HW2: Supports Livelihoods and Employment HW3: Ensures Public Health Services ES1: Promote Cohesive and Engaged Communities ES2: Ensure Social Stability, Security, and Justice ES3: Foster Economic Prosperity IE1: Provide and Enhances Protective Natural and Man-Made Assets IE2: Ensure Continuity of Critical Services IE3: Provide Reliable Communication and Mobility	

## 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 have been identified:

**Strengths** - The Department has a reputation for integrity and accountability in the conduct of every election regardless of size or scope. This is accomplished through conducting error free elections, doing as much public outreach as possible and communicating key messages and successes through social media and traditional media outlets. A comprehensive review of procedures with staff prior to each election ensures the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge. Detailed written procedures are followed by our workforce to ensure success.

The Department maintains an agile and results-oriented business focus to accomplish the highest levels of productivity and address changing business needs. This is a high priority since election laws are continuously changing and impacting operational policies and procedures. Microsoft Project as a planning tool, 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 staff focuses on the importance of redundancy and completing quality assurance checks in all its operations. This is a culture that is instilled coherently to the whole department.





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a pleasant voting experience to all Miami-Dade County voters with wait times of no more than one hour. To that end, staff will continue to promote Vote-by-Mail and review Early Voting and Election Day processes and other advances to further enhance the Department's productivity.

As a result of the 2018 State Constitutional amendment, the county constitutional Office of the Supervisor of Elections will be reestablished as an independent elected office beginning in 2025. The transition of the office from the County to an independent Supervisor of Elections office will require planning and coordination to begin immediately. Duties currently delegated to the Elections department, county services provided to the SOE, the ability to use County employees as poll workers, among others will require resolution prior to the transition in 2025.

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 with "Knowing Their Ballot" and the voting process.

The Department will also focus on:

1. The reconfiguration of the lobby area of the department's headquarters which will harden the physical security of the building.
2. The lease of additional warehouse space near Elections Headquarters to allow for a more efficient organization of voting equipment and free up space for administrative needs.
3. The continued enhancement of cybersecurity initiatives and improvements to ensure voter confidence that each voter's participation in an election is safe and secure.
4. Focus on redistricting/precincting and notify voters of affected changes.
5. Introduce new technology that will assist the department in complete future recounts timely and accurately.
6. Begin the planning process of transitioning to the constitutional Office of Supervisor of Elections

Threats – State legislative changes remain a threat to the business environment of elections. The Department will continue to closely monitor legislative changes, advocate for legislative priorities, and hope to educate the Legislature on the negative operational impacts of certain proposed changes.

In recent years, there has been a spike in last minute legal action resulting in court orders amid elections. This strains the Department's planned operations, causes unforeseen operational impacts, and results in budgetary implications as we are forced to adjust resource needs.

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 work within the confines of the existing building. At the height of a countywide election, the Department operates out of 3 locations: headquarters, an auxiliary administrative space and warehouse space. Current warehousing space is inadequate and the ability to store efficiently and effectively, repair, test and stage voting equipment and supplies is constantly being stressed. The Department would like to address this. The need for additional administrative space is crucial to the growing demands of Vote-by-Mail Operations as the voter interest by mail continues to increase steadily. Parking is always a challenge due to the utilization of temporary workers, Early Voting, and visitors; accordingly, a long-term sustainable strategy is required.

In addition, space, and facilities for training of poll workers is at a premium. Given the number of days/weeks needed at each polling location, securing training space is generally difficult. Neither the



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number of polling locations nor poll workers needed for countywide election is expected to diminish and thus the Department will continue to strategize ongoing training space concerns with ISD and other County partners to better solidify training locations year to year.

Within recent election cycles, the number of Special Elections has grown. Due to stringent municipal charter timelines, this poses a possible threat as overlapping dates and resource allocations are spread thin to accommodate unplanned elections.

## **PRIORITY INITIATIVES**

- Ensure all elections conducted in 2022 and 2023 are conducted free of error with election night results completely reported within five hours of polls closing.
- Sustain high satisfaction ratings with municipal clerks in conducting their elections, tracking this through the municipal election survey.
- Ensure ongoing security of voting processes by taking advantage of Federal and State programs and trainings designed to further enhance cyber resiliency.
- Regularly monitor Qualys reports and address vulnerabilities on a routine basis through Service Level Agreements with the Information Technology Department.
- Continue education and outreach campaigns that will increase voter awareness throughout the 2022 election cycle to include voter registration, education on the three ways to vote, “How To” videos, and Messages from the Supervisor of Elections.
- Provide accurate and prompt information to county candidates and political action committees regarding qualifying and campaign finance; and conduct in-person and/or virtual quarterly workshops and seminars to assist candidates in their 2022 campaigns.
- Analyze the continued use of an online training platform for Early Voting and Election Day poll workers.
- Continue transition of department budget, procurement, human resources, and financial operations to new INFORMS System.
- Work cooperatively with the Florida Supervisors of Elections Association and the County Attorney's Office on proposed legislation throughout the legislative session.
- Senior staff will work more directly to engage all employees in the implementation of the Department's business plan. Each division 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 the Department level.

## **FUTURE OUTLOOK**

The Department has been very successful in maintaining high voter confidence and convenience and looks forward to continuing the staffing and resource levels at voting locations in a manner that sustains it into the future and ensures they continue to be conducted in a manner that is secure and free of error.

With a record number of voters turning out for the 2020 General Election poll worker recruitment and performance continues to be at forefront of the department's outlook as we enter the next phase of the





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four-year poll worker recruitment plan, folding in communication plan, community partnerships, new recruitment/retention initiatives and funds allocation under Poll Worker Recruitment campaign.

The Department will also conduct the redistricting process, which occurs at the conclusion of the Census. These efforts will include redrawing district boundary lines in the voter registration and tabulation systems, a comprehensive education and outreach campaign and a countywide voter identification card.

The Department's process to track and report wait times at all polling locations on Election Day will continue to be used to enhance the Department's distribution of voting equipment, staff, and any other resources needed to meet our aspirational goal that no voter waits in line for more than one hour for future countywide elections.

The acquisition of a separate warehouse for the Operations Division of the department is a critical project to be used in the 2022 and 2024 Election Cycles. This would ensure proper organization of voting equipment preparation and testing operations. The relocation of warehouse operations to another building will allow for re-organization and distribution of the Elections Headquarters building in order to properly administer processing of vote by mail ballot operations, tabulation, canvassing, petition processing, training, and other related election functions.

The redesign and reconfiguration of the Department's lobby will create a more secure public area and allow for improved security measures.

Ensure the voter rolls remain accurate and up to date by participating in nationwide Electronic Registration Center (ERIC) consortium.

With the increased need to secure the voting process, the Department will routinely review the elections cyber-security program, consult with other election offices, and law enforcement partners at the Federal, State and Local levels, and take advantage of the variety of Federal and State programs designed to further enhance cyber resiliency.

As the Department continues to explore ways to ensure efficient and secure elections, the utilization of new technology for recounts will be introduced.

As a result of the 2018 State Constitutional amendment, the county constitutional Office of the Supervisor of Elections will be reestablished as an independent elected office beginning in 2025. The transition of the office from the County to an independent Supervisor of Elections office will require planning and coordination to begin immediately. Duties currently delegated to the Elections department, county services provided to the SOE the ability to use County employees as poll workers, among others will require resolution prior to the transition in 2025.

## **ATTACHMENT 1**

### **BUSINESS PLAN REPORT**



As Of <= 02/09/2022

**Business Plan Report**  
**Elections Department**

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	Resilience Driver	As of	VR Flag	Actual	Target	FY2021-22 Annualized Target	FY2022-23 Annualized Target
Customer	Ensure timely and accurate verification of candidate and initiate petitions in accordance with federal, state, and local laws	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Total Number of Petitions Processed		ES-2: Ensure Social Stability, Security, and Justice	'22 FQ1		145,616 Petitions	100,000 Petitions	353,000 Petitions	33,000 Pet
				Average number of petitions processed within target		ES-2: Ensure Social Stability, Security, and Justice	Jan '22		30	20	410	540
	Educate and engage existing and potential voters	GG1: Accessible, fair and responsible government	GG1-1: Provide easy access to information and services	Number of outreach events to promote voter education		ES-1: Promote Cohesive and Engaged Communities	Jan '22		1	0	20	10
				Ensure timely tabulation and availability of election results on Department website		ES-2: Ensure Social Stability, Security, and Justice	Jan '22		100	100	1,200	300
	Ensure poll workers are qualified and properly trained	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Number of Poll Workers trained		HW2: Supports Livelihoods and Employment	Jan '22		128	20	10,060	3,168
	Respond to all communications from customers in a timely manner	GG1: Accessible, fair and responsible government	GG1-2: Support a customer-focused organization	Election - Average Call Wait Time With Election Central		IE-3: Provide Reliable Communication and Mobility	Jan '22		:0 seconds	:60 seconds	:60 seconds	:60 second
				Number of media requests fulfilled		IE-3: Provide Reliable Communication and Mobility	Jan '22		15	1	12	24
				Number of public records requests completed		IE-3: Provide Reliable Communication and Mobility	Jan '22		78	1	12	12
	Provide Early Voting at convenient locations	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Percentage of voters who voted early - all elections		LS-2: Empower a Broad Range of Stakeholders	Jan '22		n/a	n/a	20.00%	20.00%
	Ensure timely coding of ballots for all Countywide, municipal and special elections	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Timely Coding of Ballots - Municipal Elections		ES-2: Ensure Social Stability, Security, and Justice	Jan '22		1Days	3Days	3Days	5Days
				Timely Coding of Ballots - Countywide and Special Election		LS-2: Empower a Broad Range of Stakeholders	'22 FQ1		0Days	5Days	5Days	n/a
	Ensure municipal elections are conducted successfully	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Municipal Clerk satisfaction with Elections Department overall		ES-1: Promote Cohesive and Engaged Communities	Jan '22		100%	95%	95%	95%
	Secure the most convenient facilities to serve as polling places	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Number of days to confirm Polling Locations		LS-3: Foster Long-Term and Integrated Planning	Jan '22		0days	60days	60days	60days

	Promote Vote-By-Mail voting	GG1: Accessible, fair and responsible government	GG1-3: Ensure fair, convenient and accurate Election services	Percentage of voters utilizing Vote-By-Mail - All Elections	LS-2: Empower a Broad Range of Stakeholders	Jan '22	45.78%	35.00%	35.00%	46.25%
Financial	Meet Budget Targets (Elections)			Expen: Total (Elections)	LS-1: Promote Leadership and Effective Management	'22 FQ1	\$7,034K	\$6,310K	\$25,238K	n/a
				Revenue: Total (Elections)	LS-1: Promote Leadership and Effective Management	'22 FQ1	\$25K	\$6,310K	\$25,238K	n/a
				Positions: Full-Time Filled (Elections)	LS-1: Promote Leadership and Effective Management	'22 FQ1	102	110	110	111
Internal	Promote Elections employees development and leadership	GG2: Excellent, engaged and resilient workforce	GG2-2: Promote employee development and leadership	Number of employees who attended training	LS-1: Promote Leadership and Effective Management	Jan '22	5	2	24	24

**Initiatives**

There are no Objectives associated to the initiatives

Name contains any Elections Department