

Inspector General

United States
Department *of* Defense



Inspector General

United States Department of Defense

Vision

One professional team strengthening the integrity, efficiency, and effectiveness of the Department of Defense programs and operations.

Mission

Promote integrity, accountability, and improvement of Department of Defense personnel, programs and operations to support the Department's mission and serve the public interest.



The Department of Defense Inspector General is an independent, objective agency within the U.S. Department of Defense that was created by the Inspector General Act of 1978, as amended. DoD IG is dedicated to serving the warfighter and the taxpayer by conducting audits, investigations, inspections, and assessments that result in improvements to the Department. DoD IG provides guidance and recommendations to the Department of Defense and the Congress.



INSPECTOR GENERAL
DEPARTMENT OF DEFENSE
4800 MARK CENTER DRIVE
ALEXANDRIA, VIRGINIA 22350-1500

April 29, 2013

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND
READINESS

DIRECTOR, FEDERAL VOTING ASSISTANCE PROGRAM
ADJUTANT GENERAL, ARMY
INSPECTOR GENERAL, DEPARTMENT OF THE ARMY
COMMANDER, NAVY INSTALLATION COMMAND
NAVAL INSPECTOR GENERAL
DIRECTOR OF AIR FORCE SERVICES
INSPECTOR GENERAL OF THE AIR FORCE
DEPUTY COMMANDANT OF THE MARINE CORPS FOR
MANPOWER AND RESERVE AFFAIRS
INSPECTOR GENERAL OF THE MARINE CORPS

SUBJECT: Assessment of Voting Assistance Programs for Calendar Year 2012
(Project No. D2013-D00SPO-0053.000, Report no. DODIG-2013-074)

We are providing this final report for information and use. We considered client comments in response to a draft of this report when preparing the final report.

We request additional comments and information by May 30, 2013, as follows:

- Commander, Navy Installation Command – Recommendation 4, and
- Director of Air Force Services – Recommendation 4.

Copies of your comments must have the actual signature of the authorizing official for your organization. We are unable to accept the / Signed / symbol in place of the actual signature. If you arrange to send classified documents electronically, they must be sent over the SECRET Internet Protocol Router Network (SIPR).

We appreciate the courtesies extended to the staff. Please direct questions to SPO@dodig.mil. We will provide a formal briefing if management requests.

Kenneth P. Moorefield
Deputy Inspector General
Special Plans & Operations

This Page Intentionally Left Blank



Results in Brief: Assessment of Voting Assistance Programs for Calendar Year 2012

What We Did.

Section 1566, title 10, United States Code, (10 U.S.C. § 1566 (c) (3), [2006]) “Voting assistance; compliance assessments; assistance” requires the Department of Defense Inspector General to continually assess voting assistance and to report to Congress at least annually on:

- the level of compliance during the preceding calendar year with voting assistance programs of each of the Army, Navy, Air Force, and Marine Corps; and
- the effectiveness, during the preceding calendar year, of voting assistance programs.

What We Found.

- We observed that the Army, Navy, Air Force, and Marine Corps did have functioning Voting Assistance Programs, had persons assigned to appropriate Voting Assistance Program duties, conducted regular oversight of their Voting Assistance Programs, identified deficiencies and areas for improvement, and implemented corrective actions. Therefore, we concur with the Service Inspectors’ General determinations that their respective Service complied with Voting Assistance Program statutes and regulations.
- We found, however, that the Federal Voting Assistance Office and Military Services had not applied clearly defined voting assistance program goals and metrics to be able to evaluate their program effectiveness.
- We noted several issues affecting execution of Voting Assistance Programs, such as potential staffing overlaps, outdated regulations, and accommodation of new technological advances to provide information.
- We also found that the Military Services did not define an “installation” for the purpose of providing appropriate voting assistance to Service members through the establishment of an Installation Voting Assistance office.

What We Recommend.

- That the Military Senior Service Voting Representatives:
 - periodically assess the means by which Service members request voting assistance as well as the impact of the use of information technology, and revise Service Voting Assistance Officer staffing requirements accordingly; and
 - revise their Voting Assistance Program policies, regulations, staffing requirements, and definition of an installation for the purposes of providing voting assistance.
- The DoD Federal Voting Assistance Program Office:
 - enhance performance goals and performance indicators for annual assessment of voting assistance activities and their effect on Service member voter participation; and
 - provide guidance to the Military Services regarding their measurement of voting assistance program performance goals and indicators.

Management Comments

The Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the IG; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps concurred with the recommendations.

The Military Services provided documentation to establish compliance with the recommendations, or provided their plans of action for implementing the recommendations.

The Navy and Air Force stated in their responses to Recommendation 4 that they believed that their current definitions of an “installation” met the recommendation to develop a definition of an “installation for the purposes of providing voting assistance.” The Army and the Marine Corps stated that they would develop a definition of an “installation for the purposes of providing voting assistance.”

The Federal Voting Assistance Program Office stated that while they agreed with Recommendation 3.a.1. and 3.a.2., that the collection of metrics to measure effectiveness can be improved, and they have been working with the Military Services to gather voting assistance program metrics. They also stated that they are currently engaged with a Federally Funded Research and Development Center to help define new metrics and refine those currently collected.

Our Response

We found the comments of the Army, Navy, Air Force, and Marine Corps to be responsive to the recommendations.

We request that the Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; and the Director of Air Force Services provide their revised Service Voting Assistance Program regulations when published.

We found the stated intent of the Army and Marine Corps responses to Recommendation 4, to define an “installation for the purposes of providing voting assistance,” to be responsive. However, we found that the responses of the Navy and Air Force regarding their current definitions of an “installation” did not provide an explanation as to why the Navy and Air Force do not have an Installation Voter Assistance office on each installation worldwide, in accordance with “The Military and Overseas Voter Empowerment Act of 2009” and DoD Instruction 1000.04, “Federal Voting Assistance Program.” We request that each of the Military Services provide to the DoD IG, their Service’s definition of an installation that specifically applies to the provision of voting assistance, along with its supporting rationale and criteria.

We found that while the Federal Voting Assistance Program Office has been developing metrics, the focus of those metrics has been to measure activity rather than voting assistance program performance. We request that the Federal Voting Assistance Program Office provide us with copies of voting assistance program performance goals and indicators that enable useful measurement of voting assistance program performance, as well as copies of guidance they provide to the Military Services regarding voting assistance program performance goals and indicators.

Recommendations Table

Client	Recommendations Requiring Comment	No Additional Comments Required
The Adjutant General, Army		1.a., 1.b., 2.a, 2.b., 4
Army Inspector General		3.b.
Commander, Navy Installation Command	4	1.a., 1.b., 2.a, 2.b.
Naval Inspector General		3.b.
Director of Air Force Services	4	1.a., 1.b., 2.a, 2.b.
Air Force Inspector General		3.b.
Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs		1.a., 1.b., 2.a, 2.b., 4
Marine Corps Inspector General		3.b.
DoD Federal Voting Assistance Program Office		3.a.1, 3.a.2

Total Recommendations in this Report: 8

For Recommendations Requiring Comment, please provide comments by May 30, 2013.

This Page Intentionally Left Blank

Table of Contents

Results in Brief	i
What We Did..	i
What We Found.	i
What We Recommend.	i
Management Comments	ii
Our Response	ii
Recommendations Table.....	iii
Introduction	1
Purpose.....	1
Background	1
Criteria	2
<i>Federal Guidance</i>	2
<i>DoD Guidance</i>	3
<i>Service Guidance</i>	3
Scope and Methodology	4
Military Service VAP Compliance	5
Army Voting Assistance Program Compliance.....	5
Navy Voting Assistance Program Compliance.....	6
Air Force Voting Assistance Program Compliance.....	8
Marine Corps Voting Assistance Program Compliance	9
Observations	11
Observation 1. DoD Staffing Requirements for Unit Voting Assistance Officers	13
<i>IVAO and UVAO Requirements</i>	13
<i>Role of Social Media in Providing Voting Assistance</i>	13
Observation 2. Outdated Regulatory Requirements	17
Observation 3. Lack of Clearly Defined Performance Measures to Assess Effectiveness of DoD Voting Assistance Programs	21
<i>Measuring Effectiveness in Achieving Voting Assistance Program Goals</i>	22
Observation 4. IVA Offices	27
<i>Defining an Installation for the Purposes of Establishing a Voter Assistance Office</i>	27
Appendix A. Prior Report Coverage	31
Appendix B. Acronyms	33
Appendix C. Management Comments	35

This Page Intentionally Left Blank

Introduction

In this section we will explore the purpose, background, and supporting statutes and regulations behind the Department of Defense's Voting Assistance Programs (VAPs). We also identify the Scope and Methodology used to conduct this assessment.

Purpose

The purpose of this assessment is to assess:

- Military Services' VAPs, and
- the portion of Federal Voting Assistance Program (FVAP) Office responsibilities that fall within the DoD

for compliance and effectiveness in accordance with the requirements set forth in section 1566, title 10, United States Code, (10 U.S.C. § 1566 (c) (3), [2006]) "Voting assistance; compliance assessments; assistance"(10 U.S.C. § 1566). This statute requires the Department of Defense Inspector General (DoD IG) to continually assess voting assistance and to report to Congress annually on:

- the level of compliance during the preceding calendar year with voting assistance programs of the Army, Navy, Air Force, and Marine Corps; and
- the effectiveness, during the preceding calendar year, of DoD voting assistance programs.

Background

Department of Defense VAPs include the FVAP Office in the Office of the Under Secretary of Defense for Personnel and Readiness and the Military Service Voting Assistance Programs. These voting assistance programs work to provide U.S. citizens worldwide a broad range of non-partisan information and support to facilitate their participation in the voting process regardless of where they work or live. The FVAP Office's mission is to assist Uniformed Services and overseas voters to exercise their right to vote; assist the States in complying with relevant Federal laws and advise them on ways to best comply; and advocate on behalf of the Uniformed Services and overseas voters in identifying impediments to their ability to vote and proposing methods to overcome those impediments. Military Services' Voting Assistance Programs utilize the chain-of-command and installation structure to ensure that Service members and their family members receive information about absentee voting, including registration and voting procedures, dates of scheduled elections for Federal offices, points of contact for additional assistance, and voting materials such as absentee ballots.

Military Inspector General Oversight Responsibilities – 10 U.S.C. § 1566, as amended, requires the Inspectors General (IGs) of the Army, Navy, Air Force, and Marine Corps to annually review compliance with their own Service's VAPs; review the effectiveness of those programs; and report results to the DoD IG in sufficient time to be assessed in the DoD IG annual report. In accordance with the law, we received reports from the Army, Navy, Air Force, and Marine Corps IGs covering calendar year 2012.

Department of Defense Inspector General Oversight Responsibilities – 10 U.S.C. § 1566 also requires the DoD IG to report to Congress not later than March 31 of each year on the effectiveness of voting assistance programs during the preceding calendar year, and voting assistance program compliance of the Army, Navy, Air Force, and Marine Corps.

Criteria

Federal Guidance

Chapter 20, title 42, United States Code (42 U.S.C. § 1971 [2012]) “Elective Franchise.” This chapter provides requirements for elections in the U.S., and states that all citizens of the United States who are otherwise qualified by law to vote at any election by the people in any State shall be entitled and allowed to vote at all elections, without discrimination.

Section 1973gg, title 42, United States Code (42 U.S.C. § 1973gg [2012]) “National Voter Registration” further expands the concept by stating that Congress finds that the right of citizens of the United States to vote is a fundamental right, and it is the duty of the Federal, State, and local governments to promote the exercise of that right. Two of the purposes of 42 U.S.C. § 1973gg are to establish procedures that will increase the number of eligible citizens who register to vote in elections for Federal office, and to make it possible for Federal, State, and local governments to implement this subchapter in a manner that enhances the participation of eligible citizens as voters in elections for Federal office.

42 U.S.C. §1973ff et seq., was amended by **Public Law 99-410, “The Uniformed and Overseas Citizens Absentee Voting Act” (UOCAVA)** which established various programs intended to help Military and eligible overseas voters to register, vote, and have their votes counted. Those voting assistance programs affected local and state jurisdictions, as well as various Federal entities. The law authorized the Secretary of Defense to establish a Federal Voting Assistance Program reporting to the Under Secretary of Defense for Personnel & Readiness through the FVAP Director.

Public Law 111-84, title V, subtitle H, “The Military and Overseas Voter Empowerment Act of 2009” (MOVE Act) expanded the Federal election laws to provide voter assistance to Service members who may be stationed away from their home.¹ It included additional requirements for:

- Web site that listed election office contact information for each State;
- Ballot collection and delivery;
- Voter registration outreach;
- VAP reporting; and
- Utilization of technology for voting assistance.

¹ Public Law 111-84, title V, subtitle H, of October 28, 2009, subsequently codified as 10 U.S.C. §1566a, and 42 U.S.C. §1973ff et seq.

The VAP statutes provide voting assistance to eligible voters that fall into the following categories:

1. Service members, absentee Service members (stationed away from home), and spouses and dependents of Service members who are of voting age;
2. absent DoD civilians, Merchant Marine, Public Health service, National Oceanic and Atmospheric Administration, and their spouses and dependents who are of voting age; and
3. U.S. citizens (non-military) residing outside of the United States who are of voting age.

When we use the term “Service member,” we mean it to include all of the above groups in the context of FVAP office responsibilities, and all of the groups, except for U.S. citizen non-military voters, in the context of Military Service VAP responsibilities.

10 U.S.C. § 1566, as amended, requires the Inspectors General of the Army, Navy, Air Force, and Marine Corps to annually review compliance of their Service’s voting assistance programs; review the effectiveness of Military Service VAP and FVAP Office VAP programs; and report results to the DoD IG in time to be reflected in the DoD IG annual report. Section 1566, title 10 U.S.C. also requires the DoD IG to report to Congress not later than March 31 of each year on the voting assistance program compliance of the Army, Navy, Air Force, and Marine Corps, along with the effectiveness of VAPs during the preceding calendar year.

DoD Guidance

DoD Instruction 1000.04, “Federal Voting Assistance Program,” September 13, 2012, (FVAP DoDI) reissued DoD Directive 1000.4 as a DoD Instruction to establish policy and assign responsibilities for the FVAP in accordance with revisions in the law as codified in sections 1973ff – 1973ff-7 of title 42, United States Code, also known as UOCAVA.

It established policy and assigned responsibilities for the development and implementation of Installation Voter Assistance (IVA) offices in accordance with section 1566a, title 10, United States Code.

It established policy and assigned responsibilities for the development and implementation, jointly with each State, of procedures for persons to apply to register to vote at recruitment offices of the Military Services in accordance with 10 U.S.C. § 1973gg-5.

The instruction is applicable to the Office of the Secretary of Defense, all Military Departments, and the DoD IG, as well as other organizational entities within the DoD. The instruction requires the Military Service Inspectors General to annually review their voting assistance program and submit a copy of the report to the DoD IG by January 31.

Service Guidance

Each Uniformed Service has its own voting assistance program to implement the law and DoD policy. The Service policy documents governing Army, Navy, Air Force, and Marine Corps voting assistance programs are as follows:

- Army Regulation 608-20, “Army Voting Assistance Program,” October 28, 2004, (Army VAP regulation);
- Office of the Chief of Naval Operations Instruction 1742.1B, “Navy Voting Assistance Program,” May 15, 2007, (Navy VAP regulation);
- Air Force Instruction 36-3107, “Voting Assistance Program,” September 10, 2003, (Air Force VAP regulation); and
- Marine Corps Order 1742.1A (with Changes 1-2), “Voter Registration Program,” May 14, 2002, (Marine Corps VAP regulation).

Scope and Methodology

We conducted this assessment from December 2012 through April 2013 in accordance with our responsibilities under 10 U.S.C. § 1566, and in accordance with provisions of the Inspector General Act of 1978, as amended, and the FVAP DoDI.

To accomplish our objectives, we used a continuous assessment methodology to accommodate the law’s annual reporting requirements. The methodology involves continual risk assessment based on:

- routine and on-going dialog with senior officials and other stakeholders involved in the administration of the voting assistance program;
- analysis of previous oversight activities and reports issued by the DoD IG, Government Accountability Office (GAO), and others (see “Prior Report Coverage”); and
- “real-time” feedback to senior officials and other senior stakeholders outside formal or traditional reporting mechanisms.

During the current reporting cycle, we reviewed relevant laws, policies, Military regulations, and other appropriate documents. In accordance with 10 U.S.C. § 1566, we received assessment reports from the Army, Navy, Air Force, and Marine Corps IGs covering calendar year 2012. We reviewed the Service IG reports and supporting data, as needed; met with senior IG representatives from the Army, Navy, Air Force, and Marine Corps; and discussed their data collection procedures and criteria used as a basis for their conclusions. We did not validate the information the Service IGs provided. However, we applied alternate qualitative assessment techniques, such as discussion with senior program officials and knowledgeable personnel. We had a preliminary meeting with the Federal Voting Assistance Program Director to discuss the scope of our VAP assessment, and reviewed publicly available reports prepared by the FVAP Office staff.

For this report, our intent in accordance with 10 U.S.C. § 1566 was to report on the overall effectiveness of the DoD Voting Assistance Program. In doing so, we sought to view effectiveness in terms of “results” as opposed to “activity.” Therefore, we defined effectiveness as the measurable progress the program made in fulfilling its congressionally intended purpose: to increase voter registration and increase opportunities for voter participation.

Military Service VAP Compliance

Section 1566, title 10, United States Code, requires the Inspectors General of the Army, Navy, Air Force, and Marine Corps to annually review compliance with their own Service's voting assistance programs; review the effectiveness of those programs; and report results to the DoD IG. The law does not specify how each Service determines the sample size necessary to make a compliance determination, or the format in which the Services should report their information. In accordance with the law, we received reports from the Army, Navy, Air Force, and Marine Corps IGs covering calendar year 2012.

Army Voting Assistance Program Compliance

The Inspector General of the Army issued its "2012 Annual Report of the U.S. Army Compliance with DoD Federal Voting Assistance Program Requirements in Accordance with U.S. Code, Title 10, Section 1566" (Army IG 2012 VAP report). Based on a consolidation of compliance data provided from command IG Army VAP assessments, the Army IG reported that the Army complied with the VAP in accordance with Army Regulation 608-20, and that the Army VAP and Installation Voting Assistance Officers (IVAOs) continued to work together to promote program improvement. The report concluded that the Army VAP encouraged and enabled each Soldier, Department of Army civilian, family member, and contractor to fully participate in the American election process.

Each Service determines the sample size necessary to make a compliance determination, and typically selects a larger sample size in a general election year. This was the case in 2012 when the Army report represented responses from 1,279 organizations across 17 commands versus its 2011 sample of 196 organizations from 7 commands. The Army's 2012 survey also included an additional assessment of 391 organizations within the U.S. Army Recruiting Command related to voting requirements associated with enlistees. The Army IG developed a standardized compliance inspection survey tool. This consolidated tool was sent to all of the local IGs as part of their annual VAP assessment. The Army IG stated that all Army organizations' VAPs were assessed annually by the local IG, and that the higher-level, Department of the Army IG assessment cycle covered every unit every 3 years.

The Army IG reported that based on their analysis, the overall compliance rate for the Army VAP for 2012 was 88 percent. The Army defined assessment areas as non-compliant if their aggregate percentage was below 80 percent. The report noted five sub-areas of non-compliance with Army Regulation 608-20, reporting that these areas had been corrected or were being addressed.

- Communication: Base telephone operators were not always provided the e-mail box and telephone number of the IVAO, and installation voting e-mail boxes were not always created using the FVAP office standardized format. (41percent compliance rate)
- Staffing: Installation commanders did not always ensure Military IVAOs and Unit Voting Assistance Officers (UVAOs) duties with respect to the voting program were included in their performance evaluations. (71 percent compliance rate up from 51 percent in 2011)

- Training: Organizations did not always meet the requirement to train its Voting Assistance Officers (VAOs) within 90 days of appointment. (79 percent compliance rate)
- Training: Assigned personnel did not always receive or have documented at least one briefing, training, or information period of instruction devoted to absentee registration and voting during Federal election years. (77 percent compliance rate)
- Reporting: IVAOs did not always perform bi-annual staff assistance visits or self-inspection of the IVAO using the current voting inspection checklist provided by the Service Voting Inspection checklist. (67 percent compliance rate)

Based on overall scoring, the Army IG reported that the Army was compliant in the areas of personnel, training, communication and information management, material distribution, and internal controls.

In 2012, the Command IGs conducted targeted teach and train sessions with each Army VAO that had been identified as deficient during their command inspections. The Army IG reported that the 2012 increase in compliance percentage reflected the positive corrective action that had been undertaken to address weaknesses previously reported.

Of note, the Army IG recommended expediting revision of its Army VAP regulation. They also recommended that the Installation Management Command, in coordination with the Army Adjutant General, develop a “voting strategic communication program” or senior leader memorandum to the field emphasizing and reinforcing all aspects of the program to include training, organizational inspection programs, staff assistance visits, establishment of IVA Offices, appointment of UVAOs, and the requirement to document voting duties on respective individual performance evaluations. We believe that these actions, when taken by the Army, will address the five areas of non-compliance identified in the Army IG 2012 VAP report.

In our review, we noted that the Army IG stated in their report and during briefings that the Army was in compliance with VAP statutes and regulations. However, they did not indicate whether the Army VAP was effective. We observed that the Army did have an active VAP, assigned persons to VAP duties, conducted continual oversight of the VAP, identified areas for improvement, and took action to implement corrections. Therefore, we concur with the Army IG determination that the Army was compliant with VAP statutes and regulations. However, we cannot make a determination regarding the Army VAP effectiveness because the Army did not provide us sufficient information regarding their performance measures of effectiveness or methodologies for making such a determination. In observation 3 of this report, we discuss measuring VAP effectiveness in further detail.

Navy Voting Assistance Program Compliance

The Navy Inspector General issued its “Report of Assessment of the Navy Voting Assistance Program for CY 2012” (Navy IG 2012 VAP report). The Navy IG stated that the Navy’s VAP was “compliant” and “effective” with the statutory and regulatory VAP requirements, including Chief of Naval Operations Instruction 1742.1B, “Navy Voting Assistance Program.”

The Navy IG 2012 VAP report stated that the Navy IG “used a triangulation methodology during CY 2012’s scheduled area visits and command inspections to independently assess

compliance...Methods included web-based surveys, on-site interviews with VAOs, and program reviews. The Self-Assessment Checklist for Voting Assistance Officers [a Navy-developed checklist] guided the inspection process.” The Navy IG stated that the Senior Navy Voting Representative reviewed a sample of approximately 70 percent of all Navy commands through its Voter Information Management System.

The Navy IG 2012 VAP report stated that the Navy IG assessed the program’s compliance and effectiveness using:

- Voting Information Management System data collection, an overall Navy VAP compliance assessment using “direct findings from three inspections and three geographic area visits, which included assessments of multiple commands across echelon, down to echelon five [unit level];
- “qualitative determination of program effectiveness” from “Web-based survey results;” and
- review of “Navy VAP initiatives” which included outreach and voting assistance campaigns, command Web sites, public relations and media efforts, and leadership emphasis.

The Navy IG 2012 VAP report noted “minor discrepancies” against its Service-specific VAP requirements.

- Communication: Base telephone operators were not always provided the e-mail and telephone number of the IVAO (most bases do not have telephone operators).
- Command emphasis: Not all Echelon II and command level evaluations were being performed, retained, and submitted in accordance with Chief of Naval Operations Instruction 1742.1B.
- Staffing: Not all UVAOs were designated in writing (92 percent compliance).
- Training: Not all UVAOs received the required training within a 24-month period (89 percent compliance).
- Command emphasis: A revised Navy Instruction to reflect the current version of the DoD Instruction had not yet been published.

In addition, the Navy reported as a “finding” that “not all Echelon II and command level voting assistance program evaluations were being performed, retained, and submitted...” in accordance with the Service VAP instruction. The Navy reported that corrective action had been taken to correct all deficiencies. The Navy IG 2012 VAP report stated that “[o]verall, the [Navy Inspector General] finds the Navy’s Voting Assistance Program compliant and effective.”

In our review, we observed that the Navy did have a VAP, appropriately assigned personnel to VAP duties, conducted continual oversight of the VAP, identified areas for improvement, and implemented corrective actions. Therefore, we concur with the Navy IG determination that the Navy was compliant with VAP statutes and regulations. The Navy IG concluded that the Navy VAP program was effective based on a qualitative assessment of compliance with the Navy VAP regulation, as well as the responses of VAOs during interviews or to surveys. The Navy IG reported that their VAP program was effective, but no metrics were associated with their

conclusion. Further, we determined that no metrics had yet been clearly defined by the Services or FVAP Office to measure VAP effectiveness. In observation 3 of this report, we discuss measuring VAP effectiveness in further detail.

Air Force Voting Assistance Program Compliance

The Inspector General of the Air Force issued its “2012 Air Force Inspector General’s Inspection Report: USAF Federal Voting Assistance Program” (Air Force IG 2012 VAP report), which provided a summary of their assessment of Air Force compliance with VAP statutes and requirements.

The Air Force reported that they inspected their VAP at all levels during Major Command IG inspections. They noted that in CY 2012, Major Command Inspectors General inspected the FVAP at 66 Wings, 13 Groups, 5 Numbered Air Forces, 41 Squadrons/Flights, 4 Detachments, and 5 Field Operating Agencies. In addition, there were 134 FVAP inspections and 12 reported deficiencies. They noted that “[e]valuations were made by conducting personal interviews with [IVAOs] and [UVAOs] that reviewed program implementation and management.”

Of the 12 minor deficiencies identified by the Air Force, corrective actions had been taken to address and close 9 of them. Three minor deficiencies were open with tentative corrective actions reported by the Air Force IG. The minor deficiencies reported were of the following types:

- Training: IVAOs did not ensure that UVAOs were trained within 90 days of appointment during even-numbered years.
 - Air Force IG Update: IVAOs are in the process of implementing the required training of UVAOs.
- Material Distribution: UVAOs did not provide registration material and a briefing on the absentee voting process at all individualized, newcomer, treatment, and orientation programs.
- Material Distribution: UVAOs did not offer Standard Form 76, Federal Post Card Application, to voting age dependents of squadron members.
 - Air Force IG Update: IVAO will provide forms to UVAOs for distribution to Service Members.
- Reporting: UVAOs did not provide electronically delivered Federal Post Card Applications that utilized read or delivery receipts to unit personnel, thus were unable to transcribe to a permanent document to prove the percentage of unit contact complete.

The Air Force Office of the IG stated that all 34 deficiencies identified in the CY 2011 Air Force IG FVAP report had been corrected. They concluded that as a result of these inspections, the Air Force was in compliance with VAP statutes and regulations, expressing confidence in the effectiveness of the Air Force VAP and that Service members had the resources required to exercise their right to vote. The Air Force IG concluded that the Air Force VAP program was effective based on a qualitative assessment of compliance with VAP statutes and regulations, interviews, and surveys.

In our review, we observed that overall, the Air Force had an active VAP, appropriately assigned personnel to accomplish VAP duties, conducted thorough oversight of the VAP, identified areas for correction or improvement, and quickly implemented corrective actions to problems identified. Therefore, we concur with the Air Force IG determination that the Air Force was compliant with VAP statutes and regulations. The Air Force IG expressed confidence that their VAP program was effective, but no metrics were associated with their conclusion. Further, we determined that no metrics had yet been clearly defined by the Services or FVAP Office to measure VAP effectiveness. In observation 3 of this report, we discuss measuring VAP effectiveness in further detail.

Marine Corps Voting Assistance Program Compliance

The Inspector General of the Marine Corps issued its “Annual Assessment by the Inspector General of the Marine Corps of the United States Marine Corps’ Voting Assistance Program for Calendar Year 2012” (Marine Corps IG 2012 VAP report) in accordance with 10 U.S.C. § 1566. The Marine Corps IG concluded in their report that the Marine Corps VAP complied with VAP statutes and regulations, to include Marine Corps Order 1742.1A, and that its annual assessment verified the Marine Corps had an effective VAP.

The Marine Corps IG stated that the Marine Corps employed a continuous assessment methodology to assess the Marine Corps VAP program for compliance and effectiveness as well as to determine if IVA offices were operational. The Marine Corps IG stated that the Marine Corps VAP inspections used an ongoing cycle of inspections for every Marine Forces Command on a biennial basis and for every Marine Expeditionary Force, installation, and Major Subordinate Command on a triennial basis. In addition, each Commanding General had their own Commanding General Inspection Program that inspected their units biennially.

To ensure oversight of the Marine Corps VAP, both the Marine Corps IG and Commanding General Inspection Program conducted inspections using a standardized Functional Area Checklist. Both the Marine Corps IG and the Command inspection processes ensured that the Marine Corps VAP had VAOs in place by conducting interviews with Major Command Voting Officers, IVAOs, UVAOs, Commanding Officers, and with Marines randomly selected from Marine units.

The Marine Corps inspection teams reviewed documents and procedures to ensure compliance with VAP statutes and regulations. The Marine Corps inspection teams also inspected facilities to ensure that voting assistance materials were displayed in accordance with Marine Corps Order 1742.1A. Each inspection was graded as: Mission Capable, Mission Capable with discrepancies, Mission Capable with findings, or Non-Mission Capable. The Marine Corps IG stated that the following minor discrepancies were found:

- **Communication:** Voting Assistance Officers were not always identified in the local phone directory. They reported that this issue was typically remedied “on the spot” during the course of unit inspections.
- **Material distribution:** UVAOs did not ensure individuals were offered Federal post card application forms after completion of permanent change of station moves. This issue was

also typically remedied "on the spot" by adding the Voting Assistance Officer to the check-in sheet.

- Training: Not all VAOs completed the required annual training. The Marine Corps IG stated that with the implementation of online training via MarineNet, training compliance would improve.
- Command emphasis: The current Marine Corps Order covering the VAP, which is ten years old, is being revised as a direct result of the September 2012 issuance of the FVAP DoDI. The Marine Corps IG anticipated the release of a revised Marine Corps Order regarding VAP in 2013.

The Marine Corps IG concluded in their VAP assessment report that they were “confident that service members were aware of all 2012 voting events and were provided with assistance and documentation for all absentee voting requirements.”

In our review, we observed that the Marine Corps had an active VAP, appropriately assigned personnel to VAP duties, and conducted continuous oversight of the VAP. While no discrepancies were found for CY 2012, past Marine Corps VAP assessments reported discrepancies and corrective actions, which confirmed proper program oversight. We concur with the Marine Corps IG determination that the Marine Corps was compliant with VAP statutes and regulations. The Marine Corps IG reported that their VAP was effective in assisting eligible voters, but no metrics were associated with their conclusion. Further, we determined that no metrics had yet been clearly defined by the Services or FVAP Office to measure VAP effectiveness. In observation 3 of this report, we discuss measuring VAP effectiveness in further detail.

Observations

The following observations cover areas associated with shared issues in DoD Voting Assistance Program implementation:

- DoD Staffing Requirements for Unit Voting Assistance Officers
- Outdated Regulatory Requirements
- Measurement of Voting Assistance Program Effectiveness
- Installation Voter Assistance Office Issues

This Page Intentionally Left Blank

Observation 1. DoD Staffing Requirements for Unit Voting Assistance Officers

It appears that the number of VAOs at some installations may exceed the number of VAOs necessary to address Service members' current voting assistance needs.

This occurred because VAO staffing requirements implemented by the Services, accomplished in accordance with VAP regulations, were based on a model for providing in-person voting assistance to Service members at the unit level. This was done prior to the establishment of IVA offices, and before the introduction of Internet-based technological voting assistance services that are now provided by DoD, State, and local authorities.

As a result, having greater manpower and resources to accomplish the UVAO mission may be an inefficiency that could divert personnel resources from the accomplishment of a unit's primary Military mission.

Applicable Criteria.

- DoD Instruction 1000.04, "Federal Voting Assistance Program," September 13, 2012, enclosure 4.

IVA and UVAO Requirements

Current statutes and regulations require IVA offices (a physical location), IVAOs (persons), and UVAOs at "each" installation, meaning a fixed location, and a specific person designated as the IVAO. Further guidance by the DoD FVAP Office adds requirements for IVA office telephone numbers, voicemail, and e-mail addresses.

The primary intent of the requirements are to ensure the presence of an installation level office and officer to provide voting registration materials, absentee ballot request forms, and other assistance at each installation where Service members (and overseas voters) are stationed. Voting materials and assistance can be provided in hard copy, in-person, via postal mail, or electronically, through the Internet or e-mail. The method of obtaining the information is up to the Service member.

The Services reported that at some installations there was an IVA office with an IVAO, and several (in some cases, 100 or more) UVAOs. The FVAP DoDI requires each unit with at least 25 persons to have a UVAO, and recommends an additional UVAO for each additional 50 persons in the unit.

Role of Social Media in Providing Voting Assistance

Because of the widespread availability of smart phones, tablets, computers, along with the development of social media Web sites, an increasing number of people have access to and use the Internet, e-mail, and social media venues to communicate, find information, and conduct business. This has resulted in widespread change in the methods the Federal Government, including DoD, uses to distribute information that allows for improved accessibility to information 24 hours a day, 7 days a week.

Service members have been increasingly using computer technology to seek voting-related assistance via venues such as Facebook and Twitter, as well as access to DoD voter assistance Web sites provided by the FVAP office and Military Services. This voting assistance information includes:

- voter awareness materials,
- deadlines for registering or requesting an absentee ballot,
- rules and procedures for voter registration or absentee ballot requests,
- means to download and complete voting-related forms, and
- contact information for VAOs or State Election offices.

Through the use of the Internet, e-mail, and social media, IVAOs and UVAOs are now capable of consistently extending indirect voting assistance support to the Service personnel in the units for which they are responsible. The demand for face-to-face meetings for information exchange or assistance from UVAOs may therefore have been diminished.

If so, the FVAP DoDI requirement to establish one UVAO per 25-Service member, plus its recommendation for an additional UVAO for each additional 50 members in the unit may exceed the number required to address the demand for voting assistance services. To determine the extent to which Service members depend on the current number of required UVAOs to receive their voting assistance, surveys may be useful to assess the means by which Service members are actually requesting voting assistance from all DoD sources, including UVAOs.

Recommendations, Management Comments, and Our Response

Redirected and Revised Recommendation

As a result of discussions with the FVAP Office after the release of our draft report, we determined that the FVAP DoDI did allow the Services sufficient flexibility in determining UVAO staffing requirements. We redirected the action for draft Recommendation 1 by removing the FVAP Office as an action office, and replaced it with the Military Services. We also revised draft Recommendation 1.a. for clarity.

1. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs:

a. Periodically assess the means by which Service members request and receive voting assistance, including the impact of the use of information technology.

b. Based on that assessment, revise their Service's Voting Assistance Officer staffing requirements in accordance with Department of Defense Instruction 1000.04, "Federal Voting Assistance Program," to be consistent with reassessed staffing needs.

Management Comments

The Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the IG; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps, concurred with our Recommendation 1.a., and 1.b. They stated that they were in coordination with the DoD FVAP Office and other Services to evaluate current methods for providing voting assistance, and that they intended to continuously evaluate their VAO staffing requirements.

Our Response

The comments of the Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the IG; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps are responsive to the recommendation, and no further comments are required.

This Page Intentionally Left Blank

Observation 2. Outdated Regulatory Requirements

The Service VAP regulations were outdated and did not address all applicable matters in DoD VAP guidance.

This occurred because the Services had not completed their review and published revised Service VAP regulations to maintain currency with the recently issued FVAP DoDI or issue interim guidance pending completion of their new VAP regulations.

As a result, the Services could not verify that they were addressing all current and relevant areas of VAP compliance or ensure that they were providing optimal voting assistance to Service members.

Applicable Criteria.

- Public Law 111-84, title V, subtitle H, “The Military and Overseas Voter Empowerment Act of 2009” (MOVE Act)
- DoD Instruction 1000.04, “Federal Voting Assistance Program,” September 13, 2012.
- Army Regulation 608-20, “Army Voting Assistance Program,” October 28, 2004.
- Office of the Chief of Naval Operations Instruction 1742.1B, “Navy Voting Assistance Program,” May 15, 2007.
- Air Force Instruction 36-3107, “Voting Assistance Program,” September 10, 2003.
- Marine Corps Order 1742.1A (with Changes 1-2), “Voter Registration Program,” May 14, 2002.
- DoD Instruction 5025.01, “DoD Directives Program,” September 26, 2012.
- Army Regulation 25-30, “The Army Publishing Program,” March 27, 2006.
- Chief of Naval Operations Instruction 5215.17, “Navy Directives Issuance System,” June 13, 2005.
- Air Force Instruction 33-360, “Publication and Forms Management,” February 7, 2013.
- Marine Corps Order 5215.1K, “Marine Corps Directives Management System,” May 10, 2007.

To implement the MOVE Act requirements, the FVAP DoDI changed the VAP requirements toward the end of the Services’ CY 2012 VAP review cycles.

Each Service had previously published internal guidance directing periodic review of Service regulations to ensure that they implemented current DoD requirements. And, the Services stated in their VAP reports that they were in the process of revising their VAP regulations to bring them into conformity with the FVAP DoDI. But they did not anticipate publication before the Fall of 2013. The Services had issued interim guidance to address the new requirements brought about by the MOVE Act as well as the FVAP DoDI.

Because their original guidance was no longer current, the Services retained some outdated VAO requirements as part of their inspections. One example was a prior requirement for the Services to report VAO contact information to base telephone operators. Both the Army and Navy IG reports stated that base telephone operators no longer provided IVA office contact information

(names, e-mail addresses, and telephone numbers) because many installations have replaced base telephone operators with advanced, automated telephone systems. The base operator notification requirement was removed with the September 2012 publication of the FVAP DoDI.

Recommendations, Management Comments, and Our Response

Revised Recommendation

As a result of discussions with the Military Services IGs and Senior Service Voting Representatives, we revised the draft recommendation 2.a. and 2.b., by deleting references to Department of Defense 4525.6-M, "Department of Defense Postal Manual."

2. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs:

a. Issue interim Military Service guidance to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance Program."

b. Revise Military Service Voting Assistance Program regulations to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance Program."

Management Comments

The Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the IG; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps concurred with Recommendation 2.a., and provided their voting action plans and other supporting documents as part of their comments to the draft report to demonstrate that they had provided interim guidance while their Service VAP guidance was being revised.

In response to Recommendation 2.b., the Commandant of the Marine Corps stated that they had issued Marine Corps Order 1742.1B, "Voting Assistance Program," on April 1, 2013, which addressed the changes to VAP requirements brought about by the MOVE Act and the issuance of the FVAP DoDI. The Army, Navy, and Air Force stated that they were in the process of revising their VAP regulations to bring them into conformity with the FVAP DoDI. They do not anticipate publication before the Fall of 2013.

Our Response

The comments of the Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the Inspector General; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps are responsive to Recommendation 2.a. The Services provided their interim VAP guidance. No further comments are required.

The comments of the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps are responsive to Recommendation 2.b. and no further comments are required.

We found that the Army, Navy, and Air Force are responsive to Recommendation 2.b., but had not yet published their revised regulation. We request that they provide their Service VAP regulation to us when published.

This Page Intentionally Left Blank

Observation 3. Lack of Clearly Defined Performance Measures to Assess Effectiveness of DoD Voting Assistance Programs

While the FVAP Office and Military Services have developed and applied some VAP goals and metrics, they are not sufficient to be able to comprehensively evaluate and report on the effectiveness of program accomplishment.

This occurred because while the DoD FVAP office has identified some voting assistance activity goals and metrics consistent with congressional intent, it has not aligned its activity to outcome-focused goals to ensure its activity is focused on continually improving program performance and effectiveness. Further, the DoD FVAP Office has not provided sufficient guidance to the Military Services for them to comprehensively assess the effectiveness of their VAP performance, nor coordinated implementation with them.

As a result, although the Services reported the results of compliance inspections of their respective VAP programs with indicated levels of required activity, the metrics did not clearly show the actual effectiveness of program performance with respect to specific VAP goals.

Applicable Criteria.

- 42 U.S.C. § 1973ff et seq. This statute requires the Presidential designee (delegated within DoD by the Secretary of Defense to the Under Secretary of Defense for Personnel and Readiness - DoD FVAP Office) to annually:
 - Assess the effectiveness of its online portals of information.
 - Assess the absent Uniformed Services voter notification program.
 - Assess voter registration and participation by uniformed voters.
 - Assess voter registration and participation by non-military overseas voters.
 - Describe the cooperation between States and the Federal Government.
 - Describe the utilization of voting assistance programs.
- Section 1973gg, title 42, United States Code (42 U.S.C. § 1973gg [2012]) “National Voter Registration.” Two of the purposes of 42 U.S.C. § 1973gg are to: establish procedures that will increase the number of eligible citizens who register to vote in elections for Federal office, and to make it possible for Federal, State, and local governments to implement this subchapter in a manner that enhances the participation of eligible citizens as voters in elections for Federal office.
- 10 U.S.C. § 1566 requires the Inspectors General of the Army, Navy, Air Force, and Marine Corps to annually review compliance of their Service’s VAPs; review the effectiveness of those Military Service and FVAP Office programs; and report results to the DoD IG in time to be reflected in the DoD IG annual report. Section 1566, title 10 U.S.C. also requires the DoD IG to report to Congress not later than March 31 of each year on the VAP compliance of the Army, Navy, Air Force, and Marine Corps, along with the effectiveness of VAPs during the preceding calendar year.

- DoD Instruction 1000.04, “Federal Voting Assistance Program,” September 13, 2012. Enclosure 3, paragraph m. of this guidance directs the FVAP Office to “Prescribe the required voting program metrics through coordination with the DoD Components and uniformed services to be used in evaluating their individual voting assistance programs, and report on compliance with those metrics.

Measuring Effectiveness in Achieving Voting Assistance Program Goals

To assess VAP effectiveness during the preceding calendar year, we reviewed the Service IG 2012 VAP reports. We also reviewed the most recent FVAP report, “2011 Annual Report on the Effectiveness of Activities and Utilization of Certain Procedures,” (July 2012); the “2010 Post Election Survey Report to Congress,” (September 2011); “Defense Human Resources Activity Operation and Maintenance, Defense-Wide Fiscal Year 2013 Budget Estimates, Performance Criteria and Evaluation Summary: Federal Voting Assistance Program,” (February 2012); and the “FVAP Office Strategic Plan for Fiscal Years 2010-2017,” (revised May 15, 2011).

We found that the FVAP Office “Measures of Effect and Performance” recommended to the Military Services did have metrics. They include counting the number of:

- Military Personnel, dependents, or civilians assisted;
- forms mailed out;
- total persons assigned to IVA offices; and
- VAO personnel reported being trained within 90 days.

However, these metrics did not measure progress toward achieving specific VAP performance goals. As a consequence, their usefulness in assessing program effectiveness or guiding management decision-making was limited.

Defining performance goals with time-bound, targeted levels of performance that are uniform for each of the Service VAP programs would enable a more precise determination of whether the program’s activities achieved its goals, and provide insights into whether those activities performed better than alternative activities or no activity at all. Federal guidance on performance management states that:

Performance measurement is another critical analytical and management tool. By tracking inputs, outputs, outcomes and measures of efficiency, programs can generate data that managers can then use to improve program performance. Simply collecting performance data, after all, is unlikely to change anything in itself. Performance data are useful when the data is high quality and actively used to ask and answer questions about what’s being achieved, identify the most pressing program challenges, set goals, monitor results, and celebrate progress. This is the process of moving from performance measurement to performance management.²

² Analytical Perspectives, Budget of the United States Government, Fiscal Year 2014, Ch. 8: Program Evaluation and Data Analysis, p. 91.

Further defining VAP goals and associated metrics in terms of performance would generate relevant insight into the program's performance that according to Federal and DoD budgeting requirements, should be incorporated in an evaluation of VAP as funding requests are developed.

Section 1115, title 31, United States Code, "Federal government and agency performance plans" provides one means to address the determination of the effectiveness of VAP performance. This statute requires executive agencies to establish a performance plan covering each program activity set forth in the budget that shall:

- Establish performance goals to define the level of performance to be achieved during the year in which the plan is submitted and the next fiscal year.
- Express such goals in an objective, quantifiable, and measurable form.

For Federal programs without specific line items in agency budgets, such as the Military Service VAP programs, it is still useful to establish program goals and associated performance indicators that allow program management or an external reviewer to assess how the organizations' VAP activities contributed to enhanced Service member opportunities for voter registration and participation by increasing access to information about the absentee voting process along with other voting related materials and information.

DoDI 1000.04 directs the Director, Federal Voting Assistance Program Office to "prescribe the required voting program metrics through coordination with DoD Components and uniformed services to be used in evaluating their individual voting assistance programs, and report on compliance with those metrics."

The Military Service Inspectors General reported significant VAP activity and compliance oversight reviews on the part of their respective Services. However, in the absence of clear DoD guidance, Military Service VAP reports for CY 2012 provided to DoD IG primarily addressed VAP program compliance but not effectiveness.

The DoD IG has not emphasized a determination of VAP effectiveness in its previous annual reports. However, in order to evaluate more comprehensively the results of DoD voting assistance programs, congressional committees have indicated that measures of VAP effectiveness should be included, beginning with the DoD IG CY 2013 VAP report to be published in March 2014.

Recommendations, Management Comments, and Our Response

Revised Recommendation

As a result of discussions with the FVAP Office, Military Services IGs, and Senior Service Voting Representatives, we revised draft Recommendation 3.a.1. and 3.a.2. for clarity. We revised draft Recommendation 3.b. to make it conditional on the Services' receipt of VAP performance goals from the FVAP Office.

3.a. The Director, Federal Voting Assistance Program Office, on behalf of the Under Secretary of Defense for Personnel and Readiness, coordinate with the Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs to:

1. Enhance performance goals and indicators for annual assessment of voting assistance activities to enable measurement of program effectiveness.

2. Provide guidance to the Military Services regarding voting assistance program performance goals and indicators to enable them to measure program effectiveness at the Service level.

3.b. The Army, Navy, Air Force, and Marine Corps Inspectors General: upon receipt of the performance goals and indicators from the Federal Voting Assistance Program Office, include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the Department of Defense Inspector General.

Management Comments

The FVAP Office concurred with Recommendation 3.a.1. and 3.a.2., stating that they had begun the process based on a prior recommendation from the DoD IG.³ The FVAP Office stated that they have worked with the Services on realistic measures of effectiveness and performance, and issued guidance memoranda to the Service Voting Representatives of the Military Departments in 2010 and 2011.

The FVAP Office stated that while they agreed that the collection of metrics to measure effectiveness can be improved, they stated that their continued relationship working with the Services on an evolving data collection effort has led to many improvements and efficiencies. They also stated that they are currently engaged with a Federally Funded Research and Development Center to help define new metrics and refine those currently collected.

The Office of the Adjutant General of the Army; the Office of the Naval IG; the Secretary of the Air Force Office of the IG; and the Marine Corps IG concurred with Recommendation 3.b., and stated that they would report on the effectiveness of their Service's VAP program in their annual VAP reports to the DoD IG. Further, they stated that their Service's VAP will apply performance goals and indicators recommended by the FVAP Office to assess program effectiveness.

The Navy Inspector General expressed concern, however, that the results from their current performance goals and indicators are subjective in nature and can show activity, but not program effectiveness.

Our Response

The comments of the FVAP Office are responsive to Recommendation 3.a.1., and 3.a.2. However, while they have been developing metrics, which they refer to as "Measures of Effect

³ DoD IG Report No. SPO-2010-004, "2009 Evaluation of the DoD Voting Assistance Program," September 27, 2010.

and Performance,” our assessment found them to be measures of activity. Therefore, the usefulness of their metrics in the assessment of program effectiveness is limited because they are not connected with performance goals or performance management. We request that the FVAP Office provide us with copies of VAP performance goals and indicators that enable useful measurement of VAP program performance, as well as copies of guidance they provide to the Military Services regarding VAP performance goals and indicators.

The comments of the Office of the Adjutant General of the Army; the Office of the Naval IG; the Secretary of the Air Force Office of the IG; and the Office of the Marine Corps IG are responsive to Recommendation 3.b. and no further comments are required.

This Page Intentionally Left Blank

Observation 4. IVA Offices

The FVAP Office and the Military Services had not clearly indicated why one particular installation had an IVA office, where other installations did not have an IVA office.

This occurred because the FVAP Office and the Military Services had not defined “installation for the purpose of providing appropriate voting assistance to Service members” through the establishment of an IVA office.

Since neither the FVAP Office, nor the Military Services had defined an installation for the purposes of voting assistance to Service members, it was not feasible to determine whether each installation that merited an IVA office had one in accordance with VAP statutes and regulations.

Applicable Criteria:

- Public Law 111-84, title V, subtitle H, “The Military and Overseas Voter Empowerment Act of 2009” (MOVE Act).
- 10 U.S.C. § 1566a, (a), “Designation of Offices on Military Installations as Voter Assistance Offices.”
- 42 U.S.C. § 1973ff 2b., “Federal Voting Assistance Program Improvements.”
- DoD Instruction 1000.04, “Federal Voting Assistance Program,” September 13, 2012, enclosure 3, section f; and enclosure 4, section 2.c.

Defining an Installation for the Purposes of Establishing a Voter Assistance Office

One of the most significant provisions of the MOVE Act and DoDI 1000.04 was a requirement for the Military Services to establish an IVA office on every installation under their jurisdiction (except for installations in a warzone) to perform certain voting assistance functions. We concluded in our August 2012 DoD IG MOVE Act report that the Services had not established all of the IVA offices as intended by the Act.⁴

In response to our August 2012 DoD IG MOVE Act report, the FVAP Office stated in March 2013 that they “are in the process of examin[ing] the Department’s voter assistance responsibilities and the role played by Installation Voter Assistance Offices. The results of this research are expected in early 2014....”

It is important that the Military Services establish criteria to support their definitions of an installation for the purposes of voting assistance, and that the rationale behind the criteria are clear and consistent with VAP statutory and regulatory requirements.

⁴ Public Law 111-84, title V, subtitle H, “The Military and Overseas Voter Empowerment Act of 2009” (MOVE Act), section 590, “Federal Voting Assistance Program Improvements.”

Recommendations, Management Comments, and Our Response

Redirected and Revised Recommendation

As a result of discussions with the FVAP Office, Military Services IGs, and Senior Service Voting Representatives, we revised draft Recommendation 4.a. and 4.b. by combining them into a single recommendation to improve clarity, and we redirected the action by removing the FVAP Office as an action office, replacing it with the Military Services.

4. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs develop Service-specific definitions of an installation, with associated criteria, for the purposes of voting assistance, and provide it to the Federal Voting Assistance Program Office for publication on their Web site.

Management Comments

The Office of the Adjutant General of the Army; the Office of the Commander, Navy Installations Command; the Secretary of the Air Force Office of the IG; as well as the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps concurred with our recommendation.

The Office of the Adjutant General of the Army stated that they would work with Installation Management Command, Army Materiel Command, and the Assistant Secretary of the Army to determine the appropriate definition of an installation in accordance with the Military and Overseas Voter Empowerment Act with a tentative completion date in fall 2013. Further, the Army will coordinate with FVAP in developing the DoD approved definition, and will provide the definition to the FVAP Office.

The Office of the Commander, Navy Installations Command restated their position that the Navy defines an Installation for the purposes of voting assistance as “A [Secretary of the Navy] approved ...Shore Activity that holds property, has a mission, and has a [Commanding Officer or Officer in Charge].” The Navy stated that they have provided this definition to the FVAP Office.

In follow-on discussion with the Office of the Commander, Navy Installations Command, they provided clarification that for Service members at Naval Activities that are not defined as installations, and therefore, do not have IVA offices, there are several resources available to receive voting assistance. They stated that such Naval Activity Commands will have UVAOs assigned to maintain a command-level Voting Assistance Program.

The Secretary of the Air Force Office of the IG stated that the Air Force took the following definition of "installation" from Air Force Policy Document 10-5, “Basing,” and applied it to the Voting Assistance Program:

“Major Installation (Air Force Base, Air Base, Air Reserve Base, or Air Guard Base). A self-supporting center of operations for actions of importance to Air Force combat, combat support, or

training activities. Operated by an Active, Reserve, or Guard unit of wing size or larger with all land, facilities, and organic support needed to accomplish the unit mission. Must have real property accountability through ownership, lease, permit, or other written agreement for all real estate and facilities. Agreements with foreign governments which give the Air Force jurisdiction over real property meet this requirement. Shared-use agreements (as opposed to joint-use agreements where the Air Force owns the runway) do not meet the criteria to be major installations.”

Follow-on discussion with the Secretary of the Air Force Office of the IG provided clarification regarding that Air Force “Major Installations” had IVA offices, with Royal Air Force Station Alconbury, Creech Air Force Base, and Arnold Air Force Station, as well as joint bases shared with another Service listed as exceptions.

The Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps stated that they would develop a written definition of an installation for the purposes of voting assistance, and provide it to the FVAP Office.

Our Response

The comments of the Office of the Adjutant General of the Army are responsive to Recommendation 4.

The comments of the Office of the Commander, Navy Installations Command are partially responsive to Recommendation 4. The Navy provided a definition of an installation as “a [Secretary of the Navy] approved shore activity that holds property, has a mission, and has a [Commanding Officer or Officer in Charge]” and stated that it is used for voting assistance. However, this definition does not fully address our request that they develop a Service-specific definition of an installation, with associated criteria, for the purposes of voting assistance.

Additionally, there are several Navy bases that appear to meet the definition provided by the Navy, but do not have an IVA office. For example, there are no IVA offices on Navy bases such as Naval Support Activity Philadelphia, Naval Air Station Willow Grove, the Naval Academy, Naval Surface Warfare Center Carderock, or Naval Support Station Naples, among others. All of these hold property, have a mission, and have a Commanding Officer or Officer in Charge, which would appear to qualify them as an installation according to the Navy’s definition. The Navy did not explain why they do not consider them as installations for the purposes of providing voting assistance.

The comments of the Secretary of the Air Force Office of the IG are partially responsive to Recommendation 4. The Air Force provided a definition of an installation based on Air Force Policy Document 10-5, “Basing,” stated that it applied to voting assistance and that the Air Force SVAO will forward criteria used to define the term. However, the Air Force definition does not fully address our request that they develop a Service-specific definition of an installation, with associated criteria, for the purposes of voting assistance.

Additionally, there are Air Force bases that appear to meet the definition provided by the Air Force, but do not have an IVA office. For example there are no IVA offices on Cavalier Air Force Station, or Thule Air Base. Both of these appear to be self-supporting centers of

operations that hold property, which would appear to qualify them as an installation according to the Air Force's definition. The Air Force did not explain why they do not consider them as installations for the purposes of providing voting assistance.

The comments of the Office of the Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps are responsive to Recommendation 4.

The MOVE Act states that the "Secretaries of the Military departments shall designate offices on installations under their jurisdiction." The FVAP DoDI more specifically states that IVA Offices are to be established on "each" installation.

Based on the Services' responses, it is apparent that they have not developed a definition of an installation that specifically applies to the provision of voting assistance, nor provided a clear explanation of why certain Military bases do not have an IVA office.

Therefore, the Services should develop their definitions and coordinate with the FVAP office, as the office of primary responsibility for DoD voting assistance policy. We request that the Navy and Air Force respond with their plans to provide a definition of an installation that specifically applies to the provision of voting assistance, and a clear explanation of why certain Navy or Air Force bases do not have an IVA office within 30 days of publication of this report.

In response to this report, we request that each of the Military Services provide to the DoD IG their Service's definition of an installation that specifically applies to the provision of voting assistance, along with its supporting rationale and criteria, which clearly describes why certain installations have an IVA office while others do not.

Appendix A. Prior Report Coverage

During the last 7 years, the Government Accountability Office and the DoD IG have issued numerous reports on Military and overseas absentee voting assistance programs. Unrestricted GAO reports can be accessed over the Internet at www.gao.gov. Unrestricted DoD IG reports can be accessed at <http://www.dodig.mil/PUBS/index.html>.

GAO

GAO Report No. GAO-10-476, “Elections: DOD Can Strengthen Evaluation of Its Absentee Voting Assistance Program,” June 17, 2010.

GAO Report No. GAO-07-774, “Elections: Action Plans Needed to Fully Address Challenges in Electronic Absentee Voting Initiatives for Military and Overseas Citizens,” June 14, 2007.

GAO Report No. GAO-06-1134T, Testimony Before the Committee on Armed Services, United States Senate, “Elections: DOD Expands Voting Assistance to Military Absentee Voters, but Challenges Remain,” September 28, 2006.

GAO Report No. GAO-06-521, “Elections: Absentee Voting Assistance to Military and Overseas Citizens Increased for the 2004 General Election, but Challenges Remain,” April 7, 2006.

DoD IG

DoD IG Report No. DoDIG-2012-123, “Assessment of the Federal Voting Assistance Program Office Implementation of the Military and Overseas Voter Empowerment Act,” August 31, 2012.

DoD IG Report No. DoDIG-2012-068, “Assessment of Voting Assistance Programs for Calendar Year 2011,” March 30, 2012.

DoD IG Report No. SPO-2011-006, “2010 Evaluation of the DoD Federal Voting Assistance Program (FVAP),” March 22, 2011.

DoD IG Report No. SPO-2010-004, “2009 Evaluation of the DoD Voting Assistance Program,” September 27, 2010.

DoD IG Report No. IE-2009-005, “2008 Evaluation of the DoD Voting Assistance Program,” April 30, 2009.

DoD IG Report No. IE-2008-002, “2007 Evaluation of the Federal Voting Assistance Program in the Department of Defense,” March 31, 2008.

DoD IG Report No. IE-2007-004, “2006 Evaluation of the Voting Assistance Program,” March 31, 2007

This Page Intentionally Left Blank

Appendix B. Acronyms

DoD IG	Department of Defense Inspector General
DoDI	Department of Defense Instruction
FVAP	Federal Voting Assistance Program
IG	Inspector General
IVA	Installation Voter Assistance
IVAO	Installation Voting Assistance Officer
MOVE	Military and Overseas Voter Empowerment
UOCAVA	The Uniformed and Overseas Citizens Absentee Voting Act
UVAO	Unit Voting Assistance Officer
U.S.C.	United States Code
VAP	Voting Assistance Program
VAO	Voting Assistance Officer

This Page Intentionally Left Blank

Appendix C. Management Comments

FVAP Office



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

APR 18 2013

MEMORANDUM FOR DEPUTY INSPECTOR GENERAL, DEPARTMENT OF DEFENSE
SPECIAL PLANS AND OPERATIONS DIVISION

SUBJECT: Response to Draft Report on Assessment of Voting Assistance Programs for
Calendar Year 2012, Project No. D2013-D00SPO-0053.000

Thank you for the opportunity to comment on this draft report. I am pleased that the Services' Inspectors General have determined that their respective Services are in compliance with Voting Assistance Program statutes and regulations including the provision on Installation Voter Assistance Offices – and that you concur with that finding.

Based on conversations between your staff and the Federal Voting Assistance Program (FVAP), we appreciate the underlying edits and changes made to the initial draft report, and provide this response to that edited version. However, the characterization that FVAP has not coordinated or defined activity goals and metrics with the Services is incorrect.

- **Recommendation 3 a.:** The Director, Federal Voting Assistance Office, on behalf of the Under Secretary of Defense for Personnel and Readiness, coordinate with the Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs to:
 - 1. Enhance performance goals and indicators for annual assessment of Department of Defense (DoD) voting assistance activities to enable measurement of program effectiveness.
 - 2. Provide guidance to the Military Services regarding voting assistance program performance goals and indicators to enable them to measure program effectiveness at the Service level.
- **Concur with Comment:** Based in part on a recommendation from the September 2010 DoD Inspector General Report "2009 Evaluation of the DoD Federal Voting Assistance Program (FVAP)," Report No. SPO-2010-004, FVAP worked with the Services on realistic measures of effectiveness and performance, and issued a Memorandum to the Service Voting Representatives of the Military Departments in May of 2011, attached. While we agree that the collection of metrics to measure effectiveness can be improved, we are proud of our continued relationship in working with the Services on an evolving data collection effort which has led to many improvements and efficiencies.

We welcome the opportunity to continually improve program effectiveness through enhanced collection and analysis of data to include Installation Voter Assistance Office data. We are currently engaged with a Federally Funded Research and Development Center to help define new metrics and refine those currently collected.

Please direct questions to my point of contact, [REDACTED]
[REDACTED]


Jessica L. Wright
Acting

Attachment:
Memorandum from FVAP regarding
Voting Assistance Program Metrics
and Installation Voter Assistance Offices



FEDERAL VOTING ASSISTANCE PROGRAM
Department of Defense
Rosslyn Plaza North
1777 North Kent Street
14th Floor, Suite 14003
Arlington, VA 22209-2162

May 18, 2011

MEMORANDUM FOR SENIOR SERVICE VOTING REPRESENTATIVES OF THE
MILITARY DEPARTMENTS

SUBJECT: Voting Assistance Program Metrics and Installation Voter Assistance Offices

The Federal Voting Assistance Program (FVAP) coordinated with each Service the voting assistance program performance metrics and reporting requirements, as required by DoD Directive (DoDD) 1000.04, Directive-Type Memorandum (DTM) 10-021 and the Military and Overseas Voter Empowerment (MOVE) Act. The attached Measures of Effect and Performance were discussed and agreed to by the Service Voting Action Officers during the meeting held in San Antonio in February. Although there was discussion regarding the effectiveness of the proposed metrics, there was agreement to implement the Measures of Effect and Performance as baseline assessments and to make adjustments, as necessary, once the results of the collected data were analyzed. Therefore, I am requesting that the collection of the data commence immediately and that quarterly reports of the collected data be submitted to my Deputy Director for Voter Assistance starting at the end of the Second Quarter, Calendar Year 2011. Reports are due to FVAP no later than 15 days after the end of each quarter.

DTM 10-021 (attached) was promulgated on November 15, 2010 with an expiration date of June 1, 2011. DTM 10-021 and DoDD 1000.04 will be replaced by DoD Instruction (DoDI) 1000.04 (currently in coordination) later this year. Until DoDI 1000.04 is issued, I have requested an extension of DTM 10-021 until December 1, 2011 to ensure guidance on the establishment of Installation Voter Assistance Offices remains in effect.

A handwritten signature in black ink, appearing to read "Bob Carey", is written over a white rectangular background.

Bob Carey
Director



Attachments:
As stated

Measures of Effect & Performance

Installation Voter Assistance Office

Metrics	Justification
<ul style="list-style-type: none"> • Number of Military Personnel Assisted <ul style="list-style-type: none"> ○ Voter registration and absentee ballot requests, subcategorized by career milestone requiring the assistance: <ul style="list-style-type: none"> ▪ PCS ▪ Pre-deployment ▪ Post-deployment ▪ Change of Address notifications ▪ On-demand ○ FWAB requests ○ General voting information 	To provide an accurate representation of the frequency of the types of services provided to active duty military members at IVA Offices
<ul style="list-style-type: none"> • Number of Military Dependents Assisted <ul style="list-style-type: none"> ○ Voter registration and absentee ballot requests, subcategorized by career milestone requiring the assistance: <ul style="list-style-type: none"> ▪ PCS ▪ Pre-deployment ▪ Post-deployment ▪ Change of Address notifications ▪ On-demand ○ FWAB requests ○ General voting information 	To provide an accurate representation of the frequency and types of services provided to military dependents at IVA Offices
<ul style="list-style-type: none"> • Number of Federal Employees Assisted <ul style="list-style-type: none"> ○ Voter registration and absentee ballot requests, subcategorized by career milestone requiring the assistance: <ul style="list-style-type: none"> ▪ PCS ▪ Pre-deployment ▪ Post-deployment ▪ Change of Address notifications ▪ On-demand ○ FWAB requests ○ General voting information 	To provide an accurate representation of the frequency and types of services provided to civilians at IVA Offices

• Metrics	Justification
<ul style="list-style-type: none"> • Number of Civilians/Contractors Assisted <ul style="list-style-type: none"> ○ Registration request, further subcategorized by career milestone requiring the assistance: <ul style="list-style-type: none"> ▪ Change of place of federal contract employment ▪ Pre-deployment ▪ Post-deployment ▪ Change of Address ▪ On-demand ○ ○ General voting information 	To provide an accurate representation of the frequency and types of services provided to civilians at IVA Offices
<ul style="list-style-type: none"> • Number of non-Federal Civilian Employees & Contractors (public) Assisted <ul style="list-style-type: none"> ○ Registration request ○ General voting information 	To provide an accurate representation of the frequency and types of services provided to civilians at IVA Offices
<ul style="list-style-type: none"> • Number of Forms Mailed on Behalf of the Voter <ul style="list-style-type: none"> ○ NVRFs mailed ○ FPCAs mailed ○ FWABs mailed 	To measure the extent that mailing forms for voters burden office personnel. Need to verify whether the state forms are being used.
<ul style="list-style-type: none"> • Number of Total Persons Assigned to IVA Office <ul style="list-style-type: none"> ○ Full-Time IVA Office employee ○ Part-time and temporary IVA Office employee, and hours worked per month 	This only needs to be reported annually with the fourth quarter report. It is used to account for all staffing of IVA Offices and to provide an accurate number of staff hours spent staffing IVA Office services, and determine the desirability of continuing this level of installation voting assistance.
<ul style="list-style-type: none"> • Number Reporting Being Trained within 90 days of assignment to IVA Office <ul style="list-style-type: none"> ○ Number trained by formal FVAP workshop ○ Number trained by Service provided workshop ○ Number trained online ○ Number untrained within 90 days of assignment and how many days since assignment 	DoD Directive 1000.04, paragraph 5.2.1.15 requires that all Voting Assistance Officers shall attend an FVAP Voting Assistance Workshop. Online and Service-provided training is a viable alternative to attendance at FVAP workshops.
Quarterly Operating Cost to Run Office	This only needs to be reported annually with the fourth quarter report. It is used to provide an accurate cost to the installation as to the upkeep of the IVA Office, and determine the desirability of continuing this level of installation voting assistance.

Unit Voting Assistance Officers

Metrics	Justification
<ul style="list-style-type: none"> ○ Number of Service Members Assisted <ul style="list-style-type: none"> ○ Registration and absentee ballot requests ○ FWAB request ● General voting information 	To provide an accurate representation of the services provided to active duty military members by UVAOs
<ul style="list-style-type: none"> ● Number of Military Dependents Assisted <ul style="list-style-type: none"> ○ Registration and absentee ballot requests ○ FWAB request ○ General voting information 	To provide an accurate representation of the services provided to military dependents by UVAOs
<ul style="list-style-type: none"> ● Number Reporting Being Trained within 90 days of assignment as VAO <ul style="list-style-type: none"> ○ Number trained by formal FVAP workshop ○ Number trained by Service provided workshop ○ Number trained online ○ Number untrained within 90 days of assignment and how many days since assignment 	DoD Directive 1000.04, paragraph 5.2.1.15 requires that all Voting Assistance Officers shall attend an FVAP Voting Assistance Workshop. Online and Service-provided training is a viable alternative to attendance at FVAP workshops.
<ul style="list-style-type: none"> ● UVAOs certify distribution of FVAP's 30,60, 90 day prior voting assistance availability messages to all unit personnel 	MOVE Act, Sec 103B requires FVAP to use the military Global Network to notify absent uniformed services voters of the foregoing 90, 60, and 30 days prior to each election for Federal office.



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

November 15, 2010

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM
EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DoD FIELD ACTIVITIES

SUBJECT: Directive-Type Memorandum (DTM) 10-021 – Guidance in Implementing
Installation Voter Assistance Offices (IVAOs)

References: (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and
Readiness (USD(P&R))," June 23, 2008
(b) Section 583(b) of Public Law 111-84, "National Defense Authorization
Act for Fiscal Year 2010," October 28, 2009
(c) Section 7(a)(2) of Public Law 103-31, "National Voter Registration Act
(NVRA)," May 20, 1993
(d) DoD Directive 1000.04, "Federal Voting Assistance Program,"
April 14, 2004

Purpose. This DTM:

- In accordance with the authority in Reference (a), establishes policy and implements the requirement of Reference (b) to establish an IVAO on each military installation.
- Designates each of those IVAOs as voter registration agencies pursuant to Reference (c).

DTM 10-021, November 15, 2010

- This DTM is effective upon its publication to the DoD Issuances Website; it shall be incorporated into the revision of DoD Directive 1000.04 (Reference (d)). This DTM shall expire effective June 1, 2011.

Applicability. This Instruction applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the “DoD Components”).

Policy. It is DoD policy that:

- IVAOs shall be established on each military installation. The IVAO will provide robust voter assistance to military personnel, their dependents, civilian Federal employees, and such other qualified voters as may have access to such installation offices.
- IVAOs shall also serve as voter registration agencies consistent with Reference (c), fully implementing the voter registration provisions of References (b) and (c).

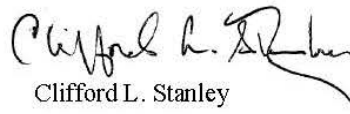
Responsibilities. The Secretaries of the Military Departments shall:

- Designate IVAOs on all installations under their control.
- Simultaneously designate those IVAOs as voter registration agencies consistent with Reference (c).
- Publish implementing guidance within 60 days of the effective date of this DTM.
- Ensure the purpose and the location of IVAOs are well advertised.

Procedures. The attachment provides procedures for complying with this DTM.

DTM 10-021, November 15, 2010

Releasability. UNLIMITED. This DTM is approved for public release and is available on the DoD Issuances Website at <http://www.dtic.mil/whs/directives>.


Clifford L. Stanley

Attachment:
As stated

DTM 10-021, November 15, 2010

ATTACHMENT

IVAO PROCEDURES

1. GENERAL. This attachment provides guidance for and establishes procedures concerning the establishment of IVAOs on military installations.

2. PROCEDURES

a. Criteria. The IVAO shall be established within the installation headquarters organization reporting directly to the installation commander, even if geographically located in another office such as a Personnel Support Detachment, Family Readiness Group, In & Out Processing Center, Community Service Offices, or other centralized administrative support site. As of the date of this DTM, the IVAO shall also be considered to be a voter registration agency designated consistent with Reference (c) and should be located in a well-advertised, fixed location, consistent throughout the Service, and should be physically co-located with an existing office that receives extensive visits by Service personnel, family members, and DoD civilians.

b. Requirements. The IVAO shall:

(1) Be included in the processing activities required of reporting personnel. Unit Voting Assistance Officers (UVAOs) may advise and assist the IVAO in fulfilling the voter assistance functions for deploying personnel, personnel returning from deployment, and personnel recording a change of address. However, the IVAO is responsible to ensure that UVAOs have fully complied with the voter assistance responsibilities as described in References (b) and (c). This includes both military and civilian personnel, as well as any voting-age dependents, contractors, and other civilians who have access to the IVAO.

(2) Provide written information on voter registration procedures and absentee ballot procedures. This can be met by providing the applicant the Federal Post Card Application (FPCA) or the National Voter Registration Form, the attached instructions for those forms, and the Voting Assistance Guide for absent uniformed services voters, voting-age dependent voters, and overseas civilians.

(a) The FPCA shall be provided to absent uniformed services personnel and their family members (both within and outside the United States), and to Federal civilian employees and other U. S. citizens who have access to the IVAO outside the United States.

DTM 10-021, November 15, 2010

(b) The National Voter Registration Form issued by the Election Assistance Commission shall be provided to Federal civilian employees and other U.S. citizens who have access to the IVAO within the United States, and uniformed services voters who currently reside in their voting districts.

(3) Provide direct assistance to individuals in completing the forms necessary to register to vote, updating their voter registration information, and requesting absentee ballots, regardless of the form used.

(4) Transmit the completed FPCA or National Voter Registration Form for the applicant, within 5 calendar days, to the appropriate local election office, if requested by the applicant.

(5) Maintain monthly records regarding the number of citizens assisted in the registration and absentee ballot request process; the number of FPCA and NVRA forms provided to citizens; the number of forms mailed to election offices for citizens; and the number of forms taken by the citizens themselves.

c. Guidance. The DoD Federal Voting Assistance Program (FVAP) has developed specific training and assistance and made it available to individual Service Voting Action Officers (SVAOs) and installations to ensure this process is implemented fully, correctly, and precisely in accordance with the guidance developed by the Department of Defense in coordination with the Department of Justice, the enforcement agency for NVRA. FVAP will coordinate with individual SVAOs as to their Service's requirements for such training and assistance, which the Services are strongly encouraged to use and implement.

The Adjutant General of the Army



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE, DEPARTMENT 400
FORT KNOX, KENTUCKY 40122-5400

AHRC-PDZ-A

APR 15 2013

MEMORANDUM FOR Department of Defense, Office of the Inspector General, 4800 Mark Center Drive, Alexandria, VA 22350-1500

SUBJECT: Army Response to Assessment of Voting Assistance Programs for Calendar Year (CY) 2012

1. References:

a. Department of Defense (DoD) Office of the Inspector General (IG) Assessment of the Voting Assistance Programs for CY 2012.

b. Department of Defense Instruction (DoDI) 1000.04, Federal Voting Assistance Program, 13 September 2012.

2. The Army was asked to respond to seven recommendations addressed within the DoD IG assessment of voting assistance programs.

3. Recommendation 1a: Assess the means by which Service Members request and receive voting assistance, including the impact of the use of information technology.

Response: The Army has assessed the means by which Service Members request and receive voting assistance and believe our voting campaign plan to get the word out was successful during the 2012 elections. The Army Voting Assistance Program's robust social media campaign during the 2012 general elections included Facebook, Twitter, Mil-Book, and other forms of social media. Overall, the Army Voting Assistance Program distributed over 221,400 Federal Post Card Applications, 41,000 Federal Write-in Absentee Ballots, and sent e-mails to over two million Army Soldiers, Civilians, and Retirees. The Army will continue to work with the Federal Voting Assistance Program (FVAP) to determine if an expansion of social media is required. We will also continue to use all means of social media to provide voting assistance to Service Members for future elections.

4. Recommendation 1b: Based on that assessment, revise the Military Service Voting Officer staffing requirements in DoDI 1000.04, to be consistent with reassessed staffing needs.

Response: The Army does not see a need to change the staffing level requirements in DoDI 1000.04. The Army cannot revise staffing requirements because FVAP is the proponent for DoDI 1000.04. The Army will continue to work with FVAP to evaluate the staffing requirements and make adjustments as directed.

AHRC-PDZ-A

SUBJECT: Army Response to Assessment of Voting Assistance Programs for
Calendar Year (CY) 2012

5. Recommendation 2a: Issue interim Military Service guidance to implement DoDI 1000.04, Federal Voting Assistance Program and applicable sections of DoD 4525.6-M, Department of Defense Postal Manual that guide the handling of absentee ballots and other voting materials.

Response: The Army is already in compliance with this recommendation. On 20 September 2011 and 28 November 2012, the former Adjutant General, BG Jason Evans, sent the 2012 and 2013 Army Voting Action Plans to Army Major Commands, Direct Reporting Units, and Army Service Component Commands. The action plans detailed the implementation of Federal functions of the Uniformed and Overseas Citizens Absentee Voting Act and the Help America Vote Act of 2002. On December 2011, the former Adjutant General also sent the 2012 Army Postal Voting Actions Guidance to Army Service Component Commands detailing the handling, processing, shipping, and tracking of absentee ballots from overseas Military Post Offices to the State election offices.

6. Recommendation 2b: Revise Military Service Voting Assistance Program regulations to implement DoDI 1000.04, Federal Voting Assistance Program and applicable sections of DoD 4525.6-M, Department of Defense Postal Manual that guide the handling of absentee ballots and other voting materials.

Response: The Army is already in the process of updating AR 608-20, Army Voting Assistance Program. The Army completed Army-wide coordination for AR 608-20 and submitted the regulation to the Army Publishing Directorate for processing with an anticipated release date in fall 2013. The updated AR 608-20 will reflect the changes within the September 2012 DoDI 1000.04. The Army does not have a separate postal policy for the handling of absentee ballots and follows the guidance in DoD 4525.6-M.

7. Recommendation 3b: Include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the DoD IG.

Response: The Army agrees with this recommendation. The Department of the Army, Navy, Air Force, and Marine Corps Inspectors General will use the performance metrics developed by FVAP and the Services to evaluate the effectiveness of their annual voting assistance program report.

AHRC-PDZ-A

SUBJECT: Army Response to Assessment of Voting Assistance Programs for Calendar Year (CY) 2012


8. Recommendation 4a: Develop an agreed definition of an installation for the purposes of voting assistance.

Response: The Army agrees with this recommendation. The Army will work with Installation Management Command, Army Materiel Command, and the Assistant Secretary of the Army to determine the appropriate definition of an installation in accordance with the Military and Overseas Voter Empowerment Act with a tentative completion date in fall 2013. The Army will coordinate with FVAP in developing the DoD approved definition.

9. Recommendation 4b: Establish and maintain an agreed list of installations at which Installation Voting Assistance (IVA) offices need to be and are established.

Response: The Army is already in compliance with this recommendation. Currently, the Army has 72 installations for the purpose of voting assistance and has coordinated with FVAP to include these IVA offices on their website. Joint bases having a different Service lead other than the Army are also listed under Army installation contacts to ensure Army personnel on joint bases know where to receive their voting assistance. The Army contacts the IVA offices on a monthly basis to verify their contact information has not changed. The Army will make appropriate changes to the Army IVA office contact list when a specific definition of an installation is approved.

10. My point of contact for this action is [REDACTED] or [REDACTED].


DAVID K. MACEWEN
Brigadier General, USA
The Adjutant General

Office of the Commander, Navy Installation Command



DEPARTMENT OF THE NAVY
COMMANDER, NAVY INSTALLATIONS COMMAND
716 SICARD STREET, SE, SUITE 1000
WASHINGTON NAVY YARD, DC 20374-5140

5740
Ser N00G/13U82266
15 Apr 13

From: Commander, Navy Installations Command
To: Inspector General, Department of Defense

Subj: DRAFT REPORT RESPONSE TO ASSESSMENT OF VOTING ASSISTANCE
PROGRAMS FOR CALENDAR YEAR 2012 (PROJECT NO. D2013-
D00SPO-0053.000)

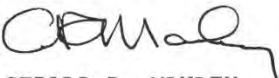
Ref: (a) DoD IG memo of 4 Apr 13

Encl: (1) CNIC Draft Report Response

1. Per reference (a), CNIC has reviewed the Draft Report. Specific comments are provided in enclosure (1).

2. The technical point of contact is [REDACTED]

[REDACTED] . Audit Liaison is [REDACTED]


GERALD R. MANLEY
Inspector General

Copy to:
NAVINSGEN
CNIC (N00, N9)

COMMANDER, NAVY INSTALLATIONS COMMAND
DRAFT REPORT RESPONSE TO ASSESSMENT OF
VOTING ASSISTANCE PROGRAMS FOR
CALENDAR YEAR 2012 (PROJECT NO.
D2013-D00SPO-0053.000)

Commander, Navy Installations Command's (CNIC's) responses to the observations and recommendations of the Department of Defense Inspector General's (DoD IG's) subject Draft Report are provided below. CNIC concurs with the recommendations.

GENERAL COMMENT: Recommendations Table on page ii of the Draft Report should be corrected to include the Service Inspector Generals as Clients to provide comment for recommendation 3.b.1. CNIC should not be required to provide comment for recommendation 3.b.1.

OBSERVATION 1: DOD STAFFING REQUIREMENTS FOR UNIT VOTING ASSISTANCE OFFICERS

Recommendation 1.a.: Assess the means by which Service members request and receive voting assistance, including the impact of the use of information technology.

Response: Concur. Based on the qualitative assessment of Voting Assistance Officers and the quantitative data included in IVAO quarterly reports, service members receive the vast majority of voting assistance via online tools and through their commands. The Navy will work with the Federal Voting Assistance Program Office (FVAP) to assess how to continue to best support service members, their dependents, and eligible citizens register and vote absentee.

Recommendation 1.b.: Based on that assessment, revise their Service's Voting Assistance Officer staffing requirements in accordance with DoD Instruction 1000.04, "Federal Voting Assistance Program," to be consistent with reassessed staffing needs.

Response: Concur. The Navy agrees with the staffing requirements outlined in DoDI 1000.04.

OBSERVATION 2: OUTDATED STATUTORY AND REGULATORY REQUIREMENTS

Recommendation 2.a.: Issue interim Military Service guidance to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance Program" and applicable sections of Department of Defense 4525.6-M, "Department of Defense Postal Manual" that guide the handling of absentee ballots and other voting materials.

Enclosure (1)

Response: Concur. Interim guidance has been issued informally to all Voting Assistance Officers via the Navy Voting Action Plan, social media updates, and digital communication that DoDI 1000.04 supersedes DoDD 1000.04. Updates to the Department of Defense Postal Manual are not applicable to Voting Assistance Officers because they do not handle absentee ballots.

Recommendation 2.b.: Revise Military Service Voting Assistance Program regulations to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance Program" and applicable sections of Department of Defense 4525.6-M, "Department of Defense Postal Manual" that guide the handling of absentee ballots and other voting materials.

Response: OPNAVINST 1742, Navy Voting Assistance Program, has been revised to reflect the requirements of DoDI 1000.04 and is in the process of administrative routing. Updates to the Department of Defense Postal Manual are not applicable to Voting Assistance Officers because they do not handle absentee ballots.

OBSERVATION 4: IVA OFFICES

Recommendation 4: Develop Service-specific definitions of an installation, with associated criteria, for the purposes of voting assistance, and provide it to the Federal Voting Assistance Office for publication to their Web site.

Response: Concur. The Navy defines an Installation as "A SECNAV approved (OPNAVNOTE 5400) Shore Activity that holds property, has a mission, and has a CO/OIC." This definition is used for the purposes of voting assistance. The FVAP has the definition and definitive list of Navy IVA Offices for website publication.

The Office of the Naval Inspector General



DEPARTMENT OF THE NAVY
NAVAL INSPECTOR GENERAL
1254 9TH STREET SE
WASHINGTON NAVY YARD DC 20374-5006

IN REPLY REFER TO:
1742
Ser N36/0419
16 APR 13

From: Naval Inspector General
To: Department of Defense Inspector General

Subj: DRAFT REPORT RESPONSE TO ASSESSMENT OF VOTING ASSISTANCE
PROGRAMS FOR CALENDAR YEAR 2012

Ref: (a) DoD IG memo of 4 Apr 13

1. Thank you for the opportunity to review. In accordance with reference (a) NAVINSGEN has reviewed the Draft Report. Comment for recommendation 3.b.1 is provided below as requested.

2. **Recommendation 3.b.1:** Navy, Air Force, and Marine Corps Inspectors General: Upon receipt of the performance goals and indicators from the Federal Voting Assistance Program Office, include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the DoD Inspector General.

Response: Concur with comment.

a. Upon receipt of the performance goals and indicators from the FVAP office, NAVINSGEN will distribute FVAP performance goals and indicators to Echelon II and Region Inspectors General for data collection. NAVINSGEN will report result of performance indicators data in our annual Navy Voting Assistance Report to DoD IG.

b. We are concerned that data results from performance goals and indicators are subjective in nature and cannot indicate a voting program's effectiveness; but rather they can only show a level of performance activity.

3. My point of contact is [REDACTED].

ANDREA E. BROTHERTON
Deputy

Copy to:
CNIC HQ, N9

Secretary of the Air Force Office of the Inspector General



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

15 April 2013

MEMORANDUM FOR OIG, DoD

FROM: SAF/IG

SUBJECT: USAF Response to DOD Project No. D2013-D00SPO-0053.000
Assessment of Voting Assistance Programs for Calendar Year 2012

Thank you for the opportunity to respond to your team's draft report concerning the Air Force Voting Assistance Program (VAP). As I mentioned in our 2012 VAP report, I am confident that our program meets DOD standards and affords our Airmen access to accurate information in order to facilitate their participation in the voting process. Our responses to your Observations and Recommendations are meant to assist your efforts to improve the VAP across the Department of Defense.

Observation 1. DoD Staffing Requirements for Unit Voting Assistance Officers: "It is evident that the number of VAOs at some installations exceeds that which is necessary to address Service members' current voting assistance needs. The VAO staffing requirements implemented by the Services were in accordance with VAP regulations and based on a model for providing in-person voting assistance to Service members at the unit level. This was done prior to the establishment of IVA offices, and before the introduction of Internet-based technological voting assistance services that are now provided by DoD, state, and local authorities. Having greater manpower requirements to accomplish the UVAO mission than may be necessary is an inefficiency that could divert personnel resources from the accomplishment of a unit's primary military mission."

OIG, DOD Recommendations:

1. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs:

- a. Assess the means by which Service members request and receive voting assistance, including the impact of the use of information technology.

USAF Response: We agree with methodology suggested in determining use of UVAOs and IVAOs. This tally has been measured for two years by the services and FVAP. We have used the 1:100 ratio (with flexibility at the unit commander level) for over two years based on this flexibility granted the services in 2007 by then-Undersecretary of Defense, Dr. David Chu. Closed.

b. Based on that assessment, revise their Service's Voting Assistance Office staffing requirements in accordance with DoD Instruction 1000.04, *Federal Voting Assistance Program*, to be consistent with reassessed staffing needs.

USAF Response: We agree that the services should take this measure, and the USAF has already done so (current AF Voting Action Plan, paragraph 3g(5)). Closed.

Observation 2. Outdated Statutory and Regulatory Requirements: "The Service VAP regulations were outdated and did not address all applicable matters in DoD VAP guidance. This occurred because the Services had not completed their review and published revised Service VAP regulations to maintain currency with the recently issued FVAP DoDI or issue interim guidance pending completion of their new VAP regulations. As a result, the Services could not verify that they were addressing all current and relevant areas of VAP compliance or ensure that they were providing optimal voting assistance to Service members."

OIG, DOD Recommendations:

2. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs:

a. Issue interim Military Service guidance to implement Department of Defense Instruction 1000.04, *Federal Voting Assistance Program*, and applicable sections of Department of Defense 4525.6-M, *Department of Defense Postal Manual*, that guide the handling of absentee ballots and other voting materials.

USAF Response: N/A (Recommendation 2a was deleted/withdrawn by OIG, DOD)

b. Revise Military Service Voting Assistance Program regulations to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance Program" and applicable sections of Department of Defense 4525.6-M, "Department of Defense Postal Manual" that guide the handling of absentee ballots and other voting materials.

USAF Response: AFI 36-3107 is in the final coordination and publication process.

Observation 3. Lack of Clearly Defined Performance Measures to Assess Effectiveness of DoD Voting Assistance Programs: "The FVAP Office and Military Services have not established and applied clearly defined VAP goals and related metrics consistent with statutory and DoD guidance to be able to evaluate and report on the effectiveness of program accomplishment as well as program compliance. This occurred because while the DoD FVAP office has identified some voting assistance activity goals and metrics consistent with congressional intent, it has not defined them for the Military Services and coordinated their implementation with them. As a result, although the Services reported the results of compliance inspections of their respective VAP programs with indicated levels of required activity they did not capture the actual effectiveness of program performance with respect to specific VAP goals."

OIG, DOD Recommendations:

3.

a. The Director, Federal Voting Assistance Office, on behalf of the Under Secretary of Defense for Personnel and Readiness, coordinate with the Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs to:

1. Enhance performance goals and indicators for annual assessment of DoD voting assistance activities to enable measurement of program effectiveness.

USAF Response: We agree; The Air Force SVAO will work with FVAP and other SVAOs to enhance the current metrics, under direction of FVAP.

2. Provide guidance to the Military Services regarding voting assistance program performance goals and indicators to enable them to measure program effectiveness at the Service level.

USAF Response: N/A

b. The Army, Navy, Air Force, and Marine Corps Inspectors General: Upon receipt of the performance goals and indicators from the Federal Voting Assistance Program Office, include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the DoD Inspector General.

USAF Response: We agree; the Air Force SVAO will establish new inspection requirements for SAF/IG, AFIA and MAJCOM/IG use once OSD FVAP has established new metrics criteria and provides the services the methodology to obtain and report the metrics.

OIG, DOD Recommendation:

4. The Adjutant General, Army; Commander, Navy Installation Command; Director of Air Force Services; and Deputy Commandant of the Marine Corps for Manpower and Reserve Affairs:

- a. Develop Service-specific definitions of an installation, with associated criteria, for the purposes of voting assistance.

USAF Response: The Air Force SVAO will forward to your office the criteria used to define the term "installation." The Air Force took the following definition of "installation" from Air Force Policy Document 10-5, *Basing*, and applied it to the Voting Assistance Program:

Major Installation (Air Force Base, Air Base, Air Reserve Base, or Air Guard Base). A self-supporting center of operations for actions of importance to Air Force combat, combat support, or training activities. Operated by an Active, Reserve, or Guard unit of wing size or larger with all land, facilities, and organic support needed to accomplish the unit mission. Must have real property

accountability through ownership, lease, permit, or other written agreement for all real estate and facilities. Agreements with foreign governments which give the Air Force jurisdiction over real property meet this requirement. Shared-use agreements (as opposed to joint-use agreements where the Air Force owns the runway) do not meet the criteria to be major installations.

b. Provide the Service-specific definition and list of installations to the Federal Voting Assistance Office for publication to their web site.

USAF Response: The Air Force SVAO will forward to your office the current list of Air Force installations for publication on the FVAP web site.

If you have any questions concerning this matter, please contact my POC for this project, [REDACTED]

[REDACTED] Or you may wish to contact the Air Force SVAO, [REDACTED]



STEPHEN P. MUELLER
Lieutenant General, USAF
The Inspector General

The Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3280 RUSSELL ROAD
QUANTICO, VIRGINIA 22134-5103

IN REPLY REFER TO:
1742
jfs
15 Apr 2013

From: Director, Marine and Family Programs Division, Headquarters, U.S. Marine Corps (MFP-4)
To: Department of Defense, Inspector General, Special Plans & Operations
Subj: U.S. MARINE CORPS RESPONSE TO DRAFT DODIG ASSESSMENT OF VOTING ASSISTANCE PROGRAMS FOR CALENDAR YEAR 2012 (PROJECT NO. D2013-D00SPO-0053.000) OF 4 APR 2013
Ref: (a) DoDD 7650.3

1. Per the requirements of the reference, the following response to the DoD IG draft report assessing Voting Assistance Programs for CY12 is provided below.

2. Recommendation 1.a.: Assess the means by which Service members request and receive voting assistance, including the impact of the use of information technology.

Response: Coordination with DoD FVAP and the other Services is currently underway. Once current methods have been evaluated a way-ahead will be determined to implement any necessary changes for the provision of voting assistance.

3. Recommendation 1.b.: Based on that assessment, revise their Service's Voting Officer staffing requirements in DoD Instruction 1000.04, "Federal Voting Assistance Program," to be consistent with reassessed staffing needs.

Response: A review of Marine Corps requirements has been conducted, and will continuously be evaluated. The last review determined that the Commander of each battalion, squadron, and geographically separated unit should assign a Voting Assistance Officer, in addition to the federally required Installation Voting Assistance Offices aboard the 18 Marine Corps Installations. Currently, the maximum number of service members to be represented by a Unit Voting Assistance Officer (UVAO) is (200). Unit Commanders with over (200) Service members in their unit will appoint Assistant UVAOs for each additional (200) persons assigned to the unit (for example: if 201-400 service members, appoint one primary and one assistant UVAO; if 401-600 members, appoint one primary and two Assistant UVAOs). Commands that support a student population may develop alternate local policies regarding the ratio of Voting Assistance Officers to student personnel with written approval from Headquarters Marine Corps (MFP-4) to ensure student populations have adequate voting assistance. Sufficient UVAOs and assistants are assigned so as to be readily available and equipped to give personal assistance to voters.

4. Recommendation 2.b.: Revise Military Service Voting Assistance program regulations to implement Department of Defense Instruction 1000.04, "Federal Voting Assistance program" and applicable sections of Department of Defense 4525.6-M, "Department of Defense Postal Manual" that guide the handling of absentee ballots and other voting materials.

Response: The Marine Corps Order 1742.1B has been signed and released effective 15 April 2013, and incorporates the updated provisions of DoDI 1000.04. The Marine Corps Postal Order and other DoD regulations have incorporated the handling of absentee ballots and other materials as is appropriate under the governance of the U.S. Postal Service.

Subj: U.S. MARINE CORPS RESPONSE TO DRAFT DODIG ASSESSMENT OF VOTING ASSISTANCE PROGRAMS FOR CALENDAR YEAR 2012 (PROJECT NO. D2013-D00SPO-0053.000) OF 4 APR 2013

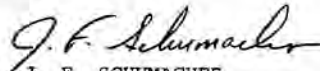
5. Recommendation 3.b.1.: Include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the DoD Inspector General.

Response: Current metrics captured and reported by the Marine Corps represent those coordinated data elements required by DoD FVAP. These metrics are currently under review and are anticipated to be modified, to assist in determining program effectiveness. One of the key challenges in evaluating effectiveness is the inaccessibility of data regarding absentee participation in elections. We are actively considering alternative evaluation methods regarding the Marine Corps marketing campaign for Voter awareness and participation, and will implement benchmarks once these are established.

6. Recommendation 4.a.: Develop a Service specific definition of an installation with associated criteria, for the purposes of voting assistance, and provide it to the FVAP office for publication on their website.

Response: A codified definition will be developed for clarification and oversight purposes, and will be provided to FVAP once established. The Marine Corps has determined that there are 18 Installations under its purview for the purpose of voting assistance. Currently DoD FVAP website lists 19 IVA Offices under "Marine Corps" in order to facilitate voter assistance for USMC members aboard Joint Base Myer/Henderson Hall.

7. Any questions regarding these responses can be directed to [REDACTED]
[REDACTED]


J. F. SCHUMACHER
By direction

The Marine Corps Inspector General



DEPARTMENT OF THE NAVY
DEPUTY NAVAL INSPECTOR GENERAL FOR MARINE CORPS MATTERS/
INSPECTOR GENERAL OF THE MARINE CORPS
701 S COURTHOUSE ROAD
ARLINGTON, VA 22204

IN REPLY REFER TO:
5040
IGMC
15 APR 13

From: Inspector General of the Marine Corps (IGMC)
To: Department of Defense, Inspector General (DODIG), Special
Plans and Operations (SPO)

Subj: U.S. MARINE CORPS RESPONSE TO DRAFT DODIG ASSESSMENT OF
VOTING ASSISTANCE PROGRAMS FOR CALENDAR YEAR 2012
(PROJECT NO. D2013-D00SPO-0053.000) OF 4 APR 2013

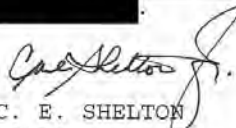
Ref: (a) DODD 7650.3

1. Per the requirements of the reference, the response to the DODIG draft report assessing Voting Assistance for CY12 is provided below.

2. Recommendation 3.b.: Upon receipt of the performance goals and indicators from the Federal Voting Assistance Program Office, include an evaluation of their respective voting assistance programs' effectiveness in their annual voting assistance program reports to the DoD Inspector General.

Response: Concur. The IGMC will report the effectiveness of the voting assistance program to DODIG, as part of the annual voting assistance program reports. Service voting assistance programs will apply uniform performance goals and indicators recommended by FVAP to assess program effectiveness.

3. Any questions regarding these responses can be directed to


C. E. SHELTON
Deputy

This Page Intentionally Left Blank

Special Plans & Operations

Provide assessment oversight that addresses priority national security objectives to facilitate informed, timely decision-making by senior leaders of the DOD and the U.S. Congress.

General Information

Forward questions or comments concerning this assessment and report and other activities conducted by the Office of Special Plans & Operations to spo@dodig.mil

Deputy Inspector General for Special Plans & Operations
Department of Defense Inspector General
4800 Mark Center Drive
Alexandria, VA 22350-1500



Visit us at www.dodig.mil

DEPARTMENT OF DEFENSE

hotline

make a difference

800.424.9098

Defense Hotline, The Pentagon, Washington, DC 20301-1900

Report

www.dodig.mil/hotline

Fraud, Waste, Mismanagement, Abuse of Authority
Suspected Threats to Homeland Security
Unauthorized Disclosures of Classified Information



Inspector General Department of Defense