

**Secretary of State Office
Strategic Plan 2021-2025 (Revised)**



June 1, 2020

AGENCY STRATEGIC PLAN

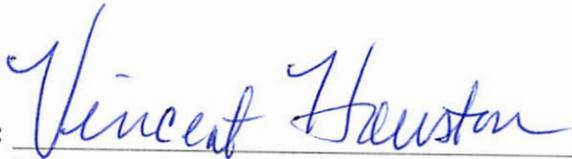
Fiscal Years 2021-2025

By

Office of the Secretary of State

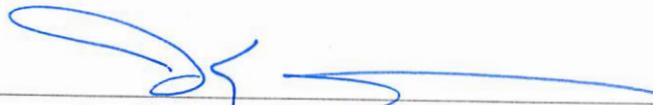
June 1, 2020

SIGNED:



Vincent Houston, Director of Administrative Services/Financial

APPROVED:



Joe Esparza, Deputy Secretary of State

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AGENCY MISSION

The mission of the Office of the Secretary of State is to provide a secure and accessible repository for public, business and commercial records and to receive, compile and provide public information. In addition, our mission is to ensure the proper conduct of elections, to maintain the official statewide list of registered voters, to authorize the creation and registration of business entities, to publish state government rules and notices, and to serve as liaison to the Governor on Texas- Mexico border issues. We serve as Chief International Protocol Officer for the State. We assist our staff with personal and professional development, as well as, promote a diverse workforce and effective use of resources.

AGENCY PHILOSOPHY

The Office of the Secretary of State will provide accurate, reliable and timely services. We will always act in accordance with the highest standards of ethics, accountability, efficiency and openness. We approach our activities with a keen sense of purpose and responsibility.

AGENCY GOALS & ACTION PLANS

GOAL I: INFORMATION MANAGEMENT

Provide and process information efficiently; Enforce Laws/Rules.

Process business and governmental transactions in compliance with state laws efficiently and effectively. Ensure that Texans and other stakeholders are effectively and efficiently served by competent and professional staff who are customer oriented. Ensure that documents are timely processed in a manner that maximizes efficiencies, optimizes Agency resources, and utilizes advancements in technology. Respond to requests for copies and for certification of Agency records. Provide accurate, reliable, and timely access to information. Take actions to ensure compliance with laws and rules.

OVERVIEW

Goal I incorporates the programs operated and administered by the Business & Public Filings Division (the “Division”) of the Secretary of State’s Office. The Division is the largest division within the Agency and is comprised of the Business and Commercial Filings Section and the Government Filings Section.

- The Business and Commercial Filings Section reviews and processes business and commercial documents required or permitted by law to be filed with the Secretary of State. The section also reviews and processes registration filings related to certain regulated occupations and businesses, such as athlete agents, health spas, and automobile clubs.
- The Government Filings Section of the Division reviews and processes filings made by state officials, authenticates documents, accepts service of process, reviews and processes applications for appointment and commissions Texas notaries public.
- The Government Filings Section publishes the *Texas Register*, a weekly journal of state agency rulemaking for Texas. Information published in the *Texas Register* includes proposed, adopted, withdrawn and emergency rule actions, notices of governor appointments, attorney general opinions, and miscellaneous documents such as requests for proposals. The section also codifies the rulemaking actions into the *Texas Administrative Code*, and publishes laws passed by the legislature.
- The Division provides accurate and reliable information regarding these records, and provides copies of, as well as official certifications relating to such records, on a timely basis.
- The Division ensures compliance with state laws and agency rules in a fair and consistent manner. The Division provides educational materials to notaries public. The Division’s investigator and legal team process complaints brought by the public relating to a notary’s notarial actions. The legal team takes administrative action to discipline notaries public, including the suspension or revocation of a notary’s

commission. The legal team also investigates and files administrative actions for violations of the Athlete Agent Act.

- The percentage of documents and public information requests handled within three days is a measure of the efficiency and timeliness of the Division in responding to requests to file business, commercial, and public documents and to provide public information to the legal and business communities and general public.

ACTIONS REQUIRED TO ACHIEVE GOAL

Specific Action Items to Achieve Goal I:

- Leverage technology to ensure cost-efficient and effective Agency operations that improve customer service.
 - The computer system currently used by the Division, the Business Entity and Secured Transactions system, was designed in the late 1990s and deployed in 2001, and has reached its end of life. A next generation system is needed that leverages current technology to implement a system that will enhance efficiencies, streamline processes, and reduce costs. The Agency was allocated \$200,000 by the 86th Legislature for purposes of obtaining a study regarding a redesign and/or replacement of the current legacy system.
 - It is anticipated that after review of a study paid for by such funds, the first phase of the information resources projects (Defining System Requirements and Procurement) will be initiated in fiscal year 2022.
- Review and monitor current workflow and other processes to ensure optimization of resources.
- Increase the percentage of business filing transactions submitted and processed electronically by at least 8% by fiscal year 2022 by: enhancing current electronic document transactions; expanding the types of documents made available on SOSDirect, and developing and deploying new modes for electronically transmitting documents to the Agency, such as SOSUpload.
- Revisions and improvements were made to the Agency's website in fiscal year 2020. By the end of fiscal year 2021, the Agency will make further enhancements to the Division's web pages that will ensure a better understanding of Agency processes and compliance requirements; facilitate the user's navigation to relevant Agency forms and web content; and improve access to information.
- Educate customers on the improved convenience and faster service available to customers using online and electronic applications.
- Maintain a competent, skilled, and highly trained workforce that views public service as a career by utilizing staff development, extensive cross-training, succession planning, and employing other retention strategies.
- Revise, enhance, and improve published educational materials and increase Division outreach efforts made to educate commissioned notaries, athletes, and athlete agents to ensure compliance with state laws and rules and to reduce the number of complaints and disciplinary actions taken.

Objective: Accountability to tax and fee payers of Texas.

- Ensure customers have access to online forms and instructions for completion and submission of most common business and commercial filing transactions.
- Ensure website provides answers to stakeholders' most frequent questions.
- Ensure website provides stakeholders who are regulated by the Agency with timely and useful information regarding any changes to laws or rules relating to registration and compliance.
- Conduct educational outreach efforts for Texas notaries public to ensure a notary employs best practices and performs notarial acts in compliance with statutory requirements.
- Conduct educational outreach efforts on laws governing athlete agents through participation at conferences across the state and in meetings with stakeholders to ensure compliance.

Objective: Efficiency - maximum results are produced with no waste of taxpayer funds through the identification and elimination of redundant and non-core functions.

- Develop and utilize electronic means of providing notice to and communicating with service populations and stakeholders, when appropriate.
- Provide customers with user-friendly online options to submit documents and certification requests electronically that reduce processing times for the customer and optimize agency resources.
- Implement systems and enhance applications that leverage technology to more efficiently accept electronic payment for services, transmit and process documents and streamline the delivery of processed paper filings and orders to submitters.

Objective: Effectiveness - successfully fulfilling core functions, achieving performance measures, and implementing plans for continuous improvement.

- The Division's ability to fulfill its core functions, meet its performance measures, and be responsive to the needs of its service populations is evidenced by the percentage of business, commercial, and public documents and public information requests that are processed within three business days of receipt. However, there is a continuous demand to improve services offered and to facilitate business and financial transactions in Texas in real time. To that end, the Division will:
 - Review workflow procedures, evaluate user applications and system operations and technology to eliminate inefficiencies, lower costs, and streamline processes.

- Explore ways to automate or further automate certain administrative processes or procedures.
- Perform on-going reviews of document review worksheets, training manuals, and administrative policies and procedures to ensure continued effectiveness, relevance, and accuracy.
- Provide staff with adequate hardware, tools and software applications to enable workforce to efficiently perform their essential job duties on site and/or remotely, as applicable.
- Provide employees with continuing formal and informal training and cross-training opportunities to ensure customer needs are met during peak business hours and peak filing periods.

Objective: Provide excellent customer service.

- Maintain a business call center that is sufficiently staffed and technologically equipped to handle a high volume of calls for business and commercial information and to respond to customer needs in an efficient and timely manner.
- Respond promptly to customer and stakeholder inquiries and provide timely resolutions to complaints.
- Review and enhance the Agency's website to ensure it is user-centric, provides easy access to appropriate agency forms and services, and provides answers to the most common and frequently asked questions.
- Create tutorials to teach the general public how to submit documents and orders online through SOSDirect to encourage and promote use of the system.
- Provide high quality training regarding customer service expectations to staff.

Objective: Transparency - agency actions may be understood by any Texan.

- Ensure that the wealth of information provided on the Agency's website for stakeholders and serviced populations (www.sos.texas.gov) is accessible, current, and relevant.
- Ensure that the Division provides web content, official notices, and information and instructions in plain language.
- Provide timely notice of statutory and administrative rule changes to affected stakeholders on relevant Agency web pages.

OTHER CONSIDERATIONS

I. Service Population Demographics

The Agency serves all geographic regions of the state and does not maintain field offices from which the Agency may provide services in other regions. Historically, most of the Agency's statutory duties have been carried out through the mail service so all regions of the state have essentially the same level of service. In person counter-service is provided at the Agency's office location in Austin for transactions that must be processed in the most expeditious manner possible. As more transactions are made available for submission and processing electronically, services to the more remote regions will equal services available to persons in the Austin area.

Service Populations	2018	2019
Active State Bar Attorneys	103,180	104,943
Notaries Public	441,000	443,000
For-profit Corporations	366,017	364,064
Professional Corporations	17,686	17,464
Professional Associations	19,300	18,830
Nonprofit Corporations	150,069	156,273
Limited Partnerships	129,878	128,889
Limited Liability Companies	1,042,532	1,153,207
Limited Liability Partnerships	4,138	4,405
Foreign For-profit Corporations	68,368	70,173
Foreign Limited Liability Companies	77,060	83,098
Foreign Limited Partnerships	9,221	9,318
Foreign Limited Liability Partnerships	444	444
Texas Population	28.6 million	29.0 million
All registered voters	15,249,541	15,962,988

II. Technological

A. Impact of Technology on Current Agency Operations

1. Infrastructure

Software development is done in both the Microsoft .NET and Enterprise Java software development environments.

The agency participates in the DIR Data Center Services Program using a combination of cloud computing and state data center resources. This initiative has and will continue to dramatically shape the IT infrastructure of the agency.

Agency desktop computers will reach end of life in fiscal year 2020 after having been in service for five years. The Agency is currently replacing the existing desktop computers with laptops.

Most election related systems have been modernized within the past five years.

The core business and secured transactions filing system was deployed in 2001. While incremental technology upgrades have been incorporated into this system to ensure that it remains reliable and supported, the basic technical architecture of the system has reached end of life. The agency is investigating the best solution to upgrade or replace this system. The Agency was allocated \$200,000 by the 86th Legislature for purposes of obtaining a study regarding a redesign and/or replacement of the current legacy system. It is anticipated that after review of the study that the first phase of the information resources projects (Defining System Requirements and Procurement) will be initiated in fiscal year 2022.

2. Operational Functions

Business and Commercial Transactions

Since bringing up the SOSDirect online system in 2001, the Agency has continued adding to the list of services that are now being offered to customers of the Business and Commercial Filings Section through SOSDirect.

There are twenty-eight different types of business entity filings available online including formation filings, change filings,

terminations, reinstatements, name change amendments and periodic reports. Customers also may file both initial UCC financing statements and amendment filings over the web. Customers may perform searches and place orders for copies and certificates using SOSDirect and have access to them delivered by email. Images of documents are viewable from the web giving customers the ability to print their own plain copies.

A number of high-volume filers use XML Web Services and SOSDirect to submit business and Uniform Commercial Code (UCC) filings to the Agency. Not only does electronic filing maximize Agency resources; it enhances customer service by improving turnaround time and accuracy. In fiscal year 2019, approximately 85% of all UCC filings and 99% of UCC orders were submitted and processed via SOSDirect and XML Web Services. That same fiscal year, approximately, 94% of business copy and certificate orders were processed through SOSDirect, and approximately 74% of domestic formation filings were processed electronically.

In fiscal year 2020, the Agency introduced and released SOSUpload, a new online service that offers an alternative means of submitting business entity documents to the Agency. SOSUpload permits a customer to electronically upload and transmit a filing that is not currently available through SOSDirect.

To improve customer service, the Agency added the Business Filing Tracker to the Agency's web site in December 2014. The online search tool allows the public to check on the processing status of a business entity document submitted for filing within the past 30 days. The Agency also has an online service known as UCC Filing Tracker that permits customers to track the progress of a UCC financing statement submission to the Agency.

Working in conjunction with the Comptroller of Public Accounts, the Agency improved customer service in fiscal year 2020 by changing the process used to update certain business entity managerial information contained in the Public Information Report, a document filed annually with the Comptroller. The Agency altered its processes to import the electronic managerial information directly from the Public Information Reports sent by the Comptroller. This new process has improved customer service by shortening the turnaround time for making updates to a reporting entity's managerial information.

Several of the legacy databases utilized by the Registrations Unit within the Business and Commercial Filings Section have been converted from Microsoft Access to Oracle allowing for the generation of reports, streamlining of procedures and providing a more reliable platform for searching and maintaining records. However, conversion of other legacy Registrations Unit Access databases is an ongoing project.

Notary Public Transactions and Compliance

The Agency's website allows a commissioned notary to request a duplicate commission and update mailing address information. In addition, the Agency's eNotary web services system permits bonding companies to electronically submit an individual's completed application for appointment as a notary public. Currently, ten bonding companies utilize the system resulting in an average of 91% of all notary public applications being filed electronically. All commissions issued to notaries who file electronically are returned by email to the notary resulting in savings in both postage and printing costs.

Notary Public online training tools were revised, updated, and enhanced with the release of a new educational site in FY 2018. The updated video maintained on the site is more accessible to users and provides stakeholders with the information needed to remain in compliance with state laws and rules relating to notarial acts. The Agency also launched a new notary enforcement site in fiscal year 2019, which automates and facilitates certain notary public disciplinary actions taken by the Agency.

Government Filings-Document Publishing

State agency rules, meeting notices and other miscellaneous filings such as Gubernatorial Executive Orders and Proclamations are readily accessible via a searchable database and email notification service. Lexis-Nexis receives electronic updates of *Texas Register* issues and the Texas Administrative Code. Another commercial vendor purchases daily open meeting agenda files. Preparation of cumulative *Texas Register* quarterly and annual indexes is automated, making use of the same ArborText electronic publishing software employed to produce the *Texas Register* issues each week. A re-write of the Texas Register/Administrative Code database to improve internet access to

rules and to simplify filing for state and regional agencies was completed in 2014 and enhanced in 2018.

B. Impact of Anticipated Technological Advances

1. Infrastructure

With growing awareness of the increased threat to information security, the agency has devoted considerable effort and resources to address this risk. The agency's information security staff conducts regular risk assessments and penetration tests against the agency information resources. The agency also maintains compliance with the purchase card industry data security standards.

The agency is taking advantage of the scalability and efficiency of cloud computing environments when business and security considerations allow. Computing resources will continue to be evaluated to ensure adoption of technological advances consistent with the agency's business needs.

2. Operational Function:

The Agency developed a new online notary application system, which was deployed on July 1, 2018, as mandated by HB 1217, which was enacted and passed by the 85th Legislature during its Regular Session. HB 1217 amended chapter 406 of the Government Code to authorize the performance of remote notarizations by a Texas online notary public. The amendments to chapter 406 established a separate commissioning process for an online notary public. The application for appointment to be an online notary public is required to be submitted to the Agency electronically. The online system was developed in-house using existing resources for the purpose of appointing and commissioning a Texas notary as an online notary public. An online notary public is authorized to perform remote notarizations within defined guidelines using video and audio conference technology.

C. Degree of Agency Automation

All major functions of the agency are automated. The agency has an adequate number of workstations for all personnel.

III. Economic Variables

A. Identification of Key Economic Variables

General economic variables, such as gross domestic product, interest rates, consumer price level, and inflation may affect demands placed on the Agency by its customers. It is difficult to evaluate the impact these factors have on the business and commercial filings made with the Agency and the requests for access to information relating to such filings. We are not able to identify a direct correlation between the economic variables and the overall demand for services. In addition to economic variables, demand for Agency services may be affected by changes in state laws, such as election and business organization statutes; increases in filing fees; and general population growth. Economic variables do not affect the Agency's election duties.

B. Extent to Which Service Populations are Affected by Economic Conditions

Demand for Agency services increases during periods of the growth and expansion of business. This demand may be reflected by increases in the formation of new corporations, limited partnerships and limited liability companies, as well as the qualification of out-of-state entities to transact business in Texas. Also, demand for Agency services is greater when an increase of commercial lending and other commercial transactions occurs. This is evidenced by more filings of financing statements, and an increase in the number of requests for information pertinent for loan transactions, real estate closings, business licensing activities and other commercial ventures.

Demand for Agency services also may increase during recessionary periods. Business failures result in forfeitures, terminations, mergers and withdrawals of business entities. Mergers, acquisitions, and failures of commercial lending institutions require assignment of security interests, and continuations of existing security interests. Recessionary periods also may see a rise in filings of federal liens, and an increase in requests for commercial information. In addition, consumers request more information about business entities before entering into a transaction with an entity. Litigation escalates during periods of business failures, resulting in increased requests for information about business entities, requests for certified copies and frequent use of the Secretary of State as an agent for service of process.

C. Expected Future Economic Conditions and Impact on Agency and Service Populations

Demand for some Agency services should increase regardless of state and national economic conditions. Demand for business and commercial data and information appears to continue its upward spiral. The demand for services may be more directly related to the growth in the state's population than to any particular economic condition. The Agency anticipates that the demand for some services will continue to increase as the population of Texas continues to grow.

The coronavirus pandemic of 2019/2020, and subsequent federal, state, and local government responses to curb the spread of the virus, negatively affected certain economic indicators, as well as certain state businesses and industries. The full economic impact of Covid-19, and any resurgence of the virus that may occur in subsequent years, cannot be predicted. Nevertheless, as stated previously, while the Agency may see a decrease in certain types of transactions due to a contracting economy, demand for other Agency services and other types of transactions may increase during a recessionary period.

The Agency met the challenge of serving the public and fulfilling its core essential functions while adhering to local and state guidelines and restrictions that addressed the safety and public health concerns of staff and customers by introducing and deploying certain technological enhancements and advancements that facilitate electronic transactions to the Agency, such as SOSUpload. The Agency anticipates that the new services and systems deployed in fiscal year 2020 will continue to be enhanced in fiscal years 2021 to 2025 in order to reduce the volume of paper transactions and encourage and facilitate electronic submissions and filings to the Agency.

D. Agency Response to Changing Economic Conditions

As economic conditions change, the Agency reassigns personnel from areas where workload has decreased to areas where workload has escalated. When feasible, staff size has been reduced.

GOAL II: ADMINISTER ELECTION LAWS

This goal maintains Uniformity and Integrity of Elections, to oversee the Election process. Provide guidance and interpretation of election laws to 100 percent of election officials each election year; publish 100 percent of constitutional amendments; and reimburse counties for primary election costs and voter registration postage within one year.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Provide properly trained election instructors to carry out the mission of managing statewide elections.
- Provide Polling places with Accessible Voting Devices.
- Distribute funds to eligible recipients as authorized by law.
- Publish Constitutional Amendments.
- Administer the Federal Help America Vote Act (HAVA)

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

Accountable to tax and fee payers of Texas

- The Secretary of State's Office is committed to providing proper training to election instructors to enable them to carry out the agency mission of managing statewide elections properly.
- The Secretary of State's Office is committed to providing Accessible Voting Devices.
- The Secretary of State's Office is committed to providing timely payments to eligible recipients.
- Provide clear, accurate information to the public in a timely manner.

Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

- SOS will review and streamline internal procedures to eliminate unnecessary tasks.
- SOS will review staffing resources and levels to assess workload needs.

Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- The percentage of Election Authorities Assisted or Advised is a measure of the goals effectiveness in reaching this population. The number of election authorities includes the total number of county clerks, county judges, election administrators, voter registrars, state and county political party chairs, and identified local officials for cities, schools, and other political subdivisions.
- Maintain a prioritized focus on providing information to the public in a timely manner.

Providing excellent customer service

- To support this objective SOS will continue to provide accurate, reliable and timely

- access to information to the public.
- Communicate the division’s ability to provide exceptional customer service through professional development.
- Enhance use of the website and technology as a tool to have information accessible to the public.

Transparent such that agency actions can be understood by any Texan

- The agency maintains a website with a wealth of information for election officials (www.sos.texas.gov) The website contains, Election information such as Voting locations, Voting Systems, Election Seminars, Elections officials and Election results as well as various forms, resources and legal library. The agency also maintains a bilingual website for voters- (www.votetexas.gov). On that website the agency disseminates information regarding the requirements for voting as well as information for casting ballots early by mail, early in person or by overseas and military voters.
- Communicate clearly with the public so that the process is accessible and clear.

OTHER CONSIDERATIONS

ADMINISTER ELECTION LAWS

Impact of Federal Statutes/Regulations

Historical Role of Federal Involvement

The primary federal statute affecting the Agency is the federal Voting Rights Act of 1965. Section 5 of the Voting Rights Act requires that a change in any "standard, practice, or procedure with respect to voting" be submitted to the U.S. Department of Justice (“DOJ”) for preclearance. The Agency prepared “submissions” to be sent to DOJ, requesting approval or preclearance for any changes in state election law or any new law, concerning elections. Texas became covered by Section 5 of the Voting Rights Act in 1975 and had an effective working relationship with the DOJ under Section 5. On June 25, 2013, the U.S. Supreme Court invalidated section 4 of the Voting Rights Act which had the effect of ending the requirement that Texas pre-clear election law changes. However, there have been, and may continue to be, lawsuits in federal court seeking to “bail in” Texas to preclearance requirements under Section 3 of the Voting Rights Act.

Texas must adhere to the language provisions of the federal Voting Rights Act. These require all voter facing election materials to be furnished both in English and in Spanish. In addition, Texas has an agreement with the Department of Justice that in order to comply with this requirement, the Agency sends to each Spanish surnamed voter in Texas a notice of all constitutional amendment elections and also a brief explanatory statement, in Spanish, of each proposition appearing on the ballot.

In 1993, Congress passed the National Voter Registration Act (“NVRA”). The NVRA requires a uniform mail-in registration program; requires certain state agencies to provide voters registration applications to customers; and requires local election officials to keep registered voters on the registration rolls for a longer period of time after receiving evidence that they have moved. The Agency adopted detailed administrative rules to implement the NVRA, which were then adopted into state law by the Legislature in 1995.

The Agency continues to educate county and state officials about their responsibilities under the NVRA. The NVRA also requires various state agencies in Texas to offer voter registration to their clients and makes our Agency the coordinator for these voter registration activities. We have worked closely with the state's health and human services agencies as well as the Department of Public Safety in our role as NVRA coordinator. As indicated in Goal IV below, the agency is involved in litigation challenging the State's lack of simultaneous voter registration with online driver's license renewal and change of address transactions; in this case, the court may order changes to the State's online processes.

In 2002, Congress passed the Help America Vote Act ("HAVA"). HAVA was a direct response to some of the problems exposed in the 2000 presidential elections and it moved several key election functions previously administered at the local level to the state. As part of this state centralization, Congress mandated that the State must maintain the official list of registered voters in an electronic form and must validate the identification number provided on a voter registration application through the Department of Public Safety (driver's license, personal identification, or last four digits of the social security number). Another significant HAVA mandate concerns upgrading voting systems standards and the requirement to provide a voting unit accessible to voters with disabilities in every polling place in the state by January 2006. Congress appropriated federal grant money to partially fund these mandates and the Secretary of State administered an online grant administration program to ensure that counties received prompt funds and fully complied with the federal mandates. The funds allocated to the counties under this grant program have been expended. The mandates in HAVA continue and Texas and its counties will have to pay in the future for voting system upgrades as well as to maintain the electronic voter registration database. Funds authorized but unappropriated in the original HAVA have now been appropriated under Title 1 of HAVA and are being distributed to the states on the conditions that the money be spent primarily on enhancing the security of election systems and that the state match the spending with a 5% match on top of the appropriated amount.

In addition, a second round of HAVA money was appropriated in December 2019 to assist states and counties with election security improvements. This appropriation required a 20% state match. The Agency intends to sub grant the bulk of this money directly to the counties and have the counties supply the 20% matching funds.

Finally, in March 2020, the Congress appropriated funds to assist state and county election officials with making accommodations for holding elections with the coronavirus pandemic. Again, these funds required a 20% match by the state or counties. The Agency intends to make these federal funds available to the counties using the county chapter 19 allocation as the match or other county funds as chosen by the county. None of these funds will be used at the state level and there will be no need for a state match. Any funds unused by the counties will be returned to the Election Assistance Commission on behalf of the federal government.

In 2009, Congress passed the Military and Overseas Voter Empowerment Act ("MOVE"). MOVE facilitates the process of voting for this population of voters. MOVE requires that the official ballot be emailed at the request of a military or overseas voter, but the voter must return the ballot by mail. In addition, MOVE requires the state, in cooperation with

local entities, to develop a tracking system which would allow military and overseas voters a way to track the status of their ballot. The Texas legislature updated the election law calendar during the 82nd legislative session with SB 100 in order to comply with the requirements of the Federal MOVE Act. The Secretary of State adopted administrative rules and procedures to implement MOVE. We continue to work with the legislature and the counties regarding statutory changes to smooth out the impact to election officials and voters of this significant change to the election law calendar.

Widespread concerns about election systems security have arisen since the 2016 election. In January 2017, the U.S. Department of Homeland Security designated election infrastructure as critical infrastructure for the country. In addition, the Texas Lieutenant Governor has formed a Senate Select Committee on Election Security. At the inaugural meeting of the Committee, several members expressed concern over the lack of oversight by the SOS over county election officials. Using federal funds appropriated under HAVA as mentioned above, the SOS has taken steps to evaluate the election security posture of all Texas counties and supply funds to remediate deficiencies. The agency has also increased the security of the voter registration database in a number of ways using this federal money. Finally, the agency has used a portion of the federal funds to hire and train two election security trainers to assist the counties in complying with election security best practices as published by the agency.

GOAL III: INTERNATIONAL PROTOCOL

Provide protocol services and representation on Border Issues and Mexican Affairs. Encourage cooperation on issues relating to Mexico and the border.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Provide a central point of contact for national and international public officials, and business leaders, to meet and conduct business, with Texas governmental officials.
- Monitoring state and federal legislation affecting border issues and Texas-Mexico relations.
- Monitoring and advising the Governor's Office, and other agencies, on issues affecting Texas-Mexico relations.
- Working with Mexican federal, state and local officials, on issues affecting Texas, Mexico and the border region.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

Accountable to tax and fee payers of Texas

- The Secretary of State's Office is committed to being the central point of contact for public officials and business leaders to meet and conduct business with governmental officials.
- Provide clear, accurate information to the public in a timely manner.

Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

- Review and streamline internal procedures to eliminate unnecessary tasks.
- Review staffing resources and levels to assess workload needs.

Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- Attending events relating to border issues and Mexican affairs. These events include, but will not be limited to, meetings, conferences, teleconferences, and workshops.
- Monitoring, and participating, in these events to ensure that cooperation in the border region, and with Mexico, is effective and efficient.
- Planning, coordinating, moderating, facilitating and participating in meetings that are pertinent to border issues, Mexican affairs, and other international matters under agency purview.
- Fostering communication and collaboration between Texas state agencies dealing with projects in Mexico.

- Fostering and maintaining direct communication and collaboration with Mexican public officials, business leaders, and other international partners.
- Managing interest and inquiries from international private sector stakeholders and direct them or facilitate connection to the appropriate contact to meet their inquiry and interest in Texas.

Providing excellent customer service

- To support this objective SOS will continue to provide accurate, reliable and timely access to information to the public.
- Communicate the division's ability to provide exceptional customer service through professional development.
- Enhance use of the website and technology as a tool to have information accessible to the public.

Transparent such that agency actions can be understood by any Texan

- The agency maintains a wealth of information in its website (www.sos.texas.gov). The website provides information and documents relating to Texas border issues and Mexican affairs, such as reports on border activity, interagency workgroup contacts, and international protocol information, among other issues.
- Communicate clearly with the public so that the process is accessible and easy to understand.

OTHER CONSIDERATIONS

INTERNATIONAL PROTOCOL

Protocol and Border Division – Key Roles

- Accompanying the Governor and Secretary of State when meeting with Mexican and other International officials
- Manage contact and meetings with office of the Governor and Secretary of State relating to international activities
- Monitoring and advising the Governor's Office and other agencies on issues affecting Texas-Mexico relations
- Working with Mexican federal, state and local officials on issues affecting Texas, Mexico and the border region
- Representing the Governor at international meetings and in planning the Border Governors Conference
- Monitor state and federal legislation on border issues

GOAL IV: INDIRECT ADMINISTRATION

Provide responsible information relating to fiscal operations, human resources, procurement and IT services. Ensure that SOS performs and operates at the highest standards of accountability, transparency, compliance, professional conduct and ethics.

ACTIONS REQUIRED TO ACHIEVE GOAL

- Adhere to principles of transparency, compliance and accountability.
- Ensure integrity of financial reporting and systems of internal control.
- Focus on efforts that support staff retention and succession planning.
- Monitor information technology security risk and develop mitigation strategies.
- Keep abreast of technological standards and processes to improve efficiency.

GOALS AND ACTION ITEMS SUPPORT STATEWIDE OBJECTIVES

Accountable to tax and fee payers of Texas

- Provide data demonstrating effectiveness of financial goals.
- Provide clear, accurate information to the public and oversight agencies in a timely manner.

Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

- Streamline operations and develop programs to improve agency processes.
- Implement improvements noted or suggested in any internal or external audits.
- Review staffing resources and levels to assess workload needs.

Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

- Continuously review internal processes and program applications for opportunities to further automate or enhance features using advancing technologies.
- Provide professional development and training to staff on a continuous basis.
- Invest in staff development to retain key staff and minimize turnover costs.

Providing excellent customer service

- To support this objective SOS will continue to provide accurate, reliable and timely access to information to the public.
- Communicate the division's ability to provide exceptional customer service through professional development.
- Enhance use of the website and technology as a tool to have information accessible to the public.

- Provide training opportunities to staff on customer service.

Transparent such that agency actions can be understood by any Texan

- The agency maintains website with a wealth of information. (www.sos.texas.gov). Make accessible public information that may be of interest to the general public
- Seek input to improve the agency's services
- Provide monthly, quarterly and annual reporting of financial information to oversight agencies. (CPA, LBB, SAO)

OTHER CONSIDERATIONS

INDIRECT ADMINISTRATION

Managers receive training in contemporary management topics. Group training solidifies the bonds between the divisions. Cooperative interaction among managers is essential in an organization charged with over two hundred diverse duties.

The Agency's success and effectiveness depends primarily upon the ability of its employees to deliver the services required by the public. The Agency is committed to developing and retaining employees who will actively share in achieving the Agency's mission.

The Agency is committed to utilizing proven technological advancements to achieve the Agency's mission.

A. Location of Agency

The Agency is located in Austin. Employees occasionally travel to assist government officials or private citizens regarding election procedures and laws, as well as other Agency functions and services.

B. Organizational Aspects

A. Size and Compositions of Workforce (5/1/2020)

1. Full-Time Employees - 182
2. Part-Time Employees - 1
3. Full Time Equivalent Employees – 182
4. The Secretary of State employs the most qualified human resources available without regard to race, sex, age, or other discriminatory bias. Historically the Agency has exceeded workforce minority percentage goals as prescribed by Labor Code Section 21.501. See Appendix F to review an analysis of the agency staffing.

C. Human Resource Strengths and Weaknesses

1. Strengths

- a. The agency's Team Lead Staff average more than twenty years of experience which allows for vast institutional knowledge.
- b. Benefits - Agency employees are eligible for all state benefits afforded to other state employees, including retirement, insurance, vacation and sick leave, holidays, longevity, overtime, compensatory time, use of sick leave from a sick leave pool, extended sick leave, emergency leave, military leave, leave under the Family and Medical Leave Act, and parental leave. Other benefits may include benefit replacement pay; parking in state owned or controlled areas, and educational and training programs. The benefit program for our employees is satisfactory, with the exception of health care costs that continue to escalate.
- c. Training – The Agency encourages employees to enhance their knowledge, skills, and abilities through educational and training programs.

(ii) Weaknesses Affecting our Human Resources

- a. Compensation – The Agency has been relatively effective in retaining employees occupying management and supervisory positions. The Agency, however, often loses professional or technical employees to the private sector because of inadequate compensation. Compensation for agency/state employees is not currently competitive with the private sector.
- b. Turnover Rates – From 9 /01/2018 to 8 /31/2019, the turnover rate for the Agency was 22.7%. Of that number, 4.5% of those departing held exempt positions (SOS), 11.4% held management positions, 9.1% held professional positions, 6.8% held technician positions and 63.6% held clerical positions.

D. Capital Assets

1. Physical Facilities

The Agency occupies state-owned office space in the State Capitol and the James Earl Rudder State Office Building (“Rudder Building”). The Elections Division moved from the 3rd Floor of the Thomas Jefferson Rusk Building (“Rusk Building”) into the Rudder Building, May 2014 after renovations were completed. The offices occupied by the Executive

Division are located in the Capitol. These offices were renovated when the State Preservation Board restored the Capitol.

The Agency is the sole occupant of the Rudder Building. This building was restored in 1988. It is well suited for Agency operations. The proximity of the Rudder Building and the Capitol is advantageous. The facilities provided by these state buildings meet the immediate needs of the Agency during this planning period.

a. Building Renovation

The Rudder Building renovations which utilized Bond Funds were completed in May 2014. This Texas Facilities Commission (TFC) project included the renovation of restrooms to make them ADA compliant, renewal of the plumbing system, update or the replacement of aging mechanical equipment and materials, renew/replace air handlers and renew/replace the electrical distribution system. The renovation was accomplished two floors at a time and Agency staff had temporary alternate locations during the project.

2. Technology:

The agency has participated in the consolidated state data center project and has completed migration to the consolidated state data centers.

Personal Computers

Approximately 200 personal computers are in use by Agency personnel. The agency strives to maintain a four-year technology refresh cycle where cost effective. Printing is via network attached printers as well as some local workstation attached printers.

Network

Agency employees are connected to the centralized computing resources via a switched Ethernet network. The agency connects to the Internet via a DIR CAPNET connection.

Impact of Pending Lawsuits and Appeals

We do not anticipate any monetary liability from most of the agency's pending lawsuits and appeals, although it is possible that a court could award attorneys' fees and court costs to a prevailing plaintiff in one or more of these cases. In addition, it is possible that implementing a court-ordered remedy in certain matters referenced below could result in the State incurring costs.

As of May 29, 2020, the pending litigation involving the Secretary of State, in her official capacity, includes the following cases:

Bruni, et al. v. Hughs, No. 5:20-cv-00035 (U.S. District Court for the Southern District of Texas-Laredo Division): Suit against SOS raising federal constitutional challenge to the State's elimination of straight-ticket voting beginning in the November 2020 general election.

Dikeman, et al. v. Hughs, et al., No. 14-19-00969-cv (Fourteenth Court of Appeals-Houston): Suit against SOS, Harris County Judge, and Harris County Clerk raising state constitutional challenge to Texas Election Code provisions (and SOS's implementing advisory) governing ballot access for minor-party candidates.

Flores, et al. v. Hughs, et al., No. 7:18-cv-00113 (U.S. District Court for the Southern District of Texas-McAllen Division): Suit against SOS and Starr County Early Voting Ballot Board members raising federal constitutional challenge to the State's signature-comparison procedures for mail-in ballots.

Gilby, et al. v. Hughs, No. 1:19-cv-01063-LY, consolidated with *Blodgett, et al. v. Hughs*, 1:19-cv-01154-LY (U.S. District Court for the Western District of Texas-Austin Division): Suits against SOS raising federal constitutional challenge to House Bill 1888 (86th Regular Session) relating to the use of temporary polling locations for early voting.

Gloria, et al. v. Hughs, No. 5:20-cv-00527 (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS raising federal constitutional challenge to Texas Election Code provision that limits eligibility to vote by mail on the basis of age to persons 65 years or older.

Hewes v. Alabama Secretary of State, et al., No. 1:19-cv-09158-JMF (U.S. District Court for the Southern District of New York): *Pro se* suit against SOS and chief election officers in nearly every other state seeking an order requiring that the names of all presidential candidates registered with the Federal Election Commission be placed on the Democratic Party primary ballot.

Hornsby v. Office of the Secretary of State, No. D-1-GN-20-000712 (250th District Court, Travis County): Suit against SOS challenging the denial of plaintiff's application for certificate of registration as a professional athlete agent under Chapter 2051 of the Texas Occupations Code.

Lamb v. Secretary of State, No. 14-19-00521-cv (Fourteenth Court of Appeals-Houston): *Pro se* suit against SOS challenging the agency's refusal to provide the personal e-mail addresses of 2016 presidential electors in response to a public-information request.

Lewis, et al. v. Hughs, No. 5:20-cv-00577-OLG (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS raising federal constitutional challenge to various vote-by-mail provisions in the Texas Election Code, including the requirement that voters pay for postage to return mail-in ballots and the provisions mandating a comparison of the voter's signatures on the mail-ballot application and carrier envelope certificate.

LULAC, et al. v. Abbott, et al., No. 19-50214 (U.S. Court of Appeals for the Fifth Circuit): Suit against SOS and the Governor raising federal constitutional challenge to Texas's "winner take all" method for selecting presidential electors.

Miller, et al. v. Hughs, No. 1:19-cv-01071-LY (U.S. District Court for the Western District of Texas-Austin Division): Suit against SOS raising federal constitutional challenge to Texas Election Code provision governing the order of candidates for partisan races on the general election ballot.

Miller, et al. v. Hughs, et al., No. 1:19-cv-00700-RP (U.S. District Court for the Western District of Texas-Austin Division): Suit against SOS and Deputy SOS raising federal constitutional challenge to Texas Election Code provisions governing ballot access for minor-party and independent candidates.

Ostrewich, et al. v. Trautman, et al., No. 4:19-cv-00715 (U.S. District Court for the Southern District of Texas-Houston Division): Suit against SOS, Attorney General, and officials from Harris County and Dallas County raising federal constitutional challenge to Texas Election Code provisions prohibiting electioneering at polling places.

Perez, et al. v. Abbott, et al., No. 5:11-cv-360-OLG-JES-XR (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS, the Governor, and the State raising federal constitutional and statutory challenge to legislative redistricting maps adopted by the Texas Legislature in 2011 and 2013.

Richardson, et al. v. Hughs, et al., No. 5:19-cv-00963-OLG (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS, Brazos County Elections Administrator, and McAllen City Secretary raising federal constitutional and statutory challenge to the State's signature-comparison procedures for mail-in ballots.

Stringer, et al. v. Hughs, et al., No. 5:20-cv-00046-OLG (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS and Texas Department of Public Safety raising federal constitutional and statutory challenge to Texas's lack of simultaneous voter registration with online driver's license renewal and change-of-address transactions.

Texas Democratic Party, et al. v. Abbott, et al., No. 5:20-cv-00438-FB (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS, the Governor, Attorney General, and election officials from Bexar County and Travis County raising federal constitutional challenge to Texas Election Code provisions governing eligibility to vote by mail on the basis of disability.

Texas Democratic Party, et al. v. Hughs, No. 5:20-cv-00008-OLG (U.S. District Court for the Western District of Texas-San Antonio Division): Suit against SOS raising federal

constitutional challenge to Texas Election Code provision requiring that voter registration applications be in writing and signed by the applicant.

Veasey, et al. v. Abbott, et al., No. 2:13-cv-00193 (U.S. District Court for the Southern District of Texas-Corpus Christi Division): Suit against SOS, the Governor, Texas Department of Public Safety, and the State raising federal constitutional and statutory challenge to Texas Election Code's voter-identification requirements.

Texas Secretary of State v. Williams, No. D-1-GN-20-001478 (201st District Court, Travis County): Suit brought by SOS seeking to enjoin defendant from acting as an athlete agent in Texas without obtaining certificate of registration from SOS under Chapter 2051 of the Texas Occupations Code.

REDUNDANCIES AND IMPEDIMENTS

A review of the state statutes, rules and regulations applicable to the Agency has identified the following statutes or regulations as barriers to the efficient and effective operation of the Agency and its core mission and goals.

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
<i>Recommendations</i>			
<p>Tex. Gov't Code §405.021(b)-(h)</p>	<p>The statutory provision directs the Secretary of State to compile information received from various state agencies, councils of government, and other specified persons that provide water or wastewater services, paved roads, or other state-funded assistance to colonias. The provision requires the Secretary of State to prepare a report to the legislature on the progress of state-funded projects to colonias. The report required under this provision also must include a list of colonias with the highest health risk to colonia residents based on factors identified by the Secretary of State.</p> <p>On June 12, 2017, Governor Abbott, pursuant to Article IV, Section 14 of the Texas Constitution, signed an Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.). The veto proclamation</p>	<p>Modify statute to eliminate the duties imposed on the Secretary of State under the subsections identified.</p>	<p>It is more efficient and cost-effective for the state to require those state agencies that provide direct services to Texans living in colonias to report directly to the legislature regarding the status of state-funded programs administered by such agencies.</p> <p>Secretary of State staff and resources should be optimized and directed to fulfilling and achieving the Agency's core functions and goals.</p>

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>eliminated the funds allocated to the Secretary of State's Colonia Initiatives strategy. These funds were not restored in the General Appropriations Act for the 2020-21 biennium (HB 1, 86th R.S.).</p> <p>In his June 2017 Proclamation Governor Abbott stated that "[s]ervices to help improve the lives of Texans living in colonias [were] funded across numerous other state agencies" providing direct client services to persons living in colonias. Pursuant to the Governor's Proclamation, the appropriation of funds was disapproved because the Secretary primarily served in a "liaison and reporting" capacity.</p> <p>With the veto of the Colonias Initiatives strategy and loss of funding, the Agency eliminated the positions of the staff persons who functioned as the colonia ombudspersons under chapter 775 of the Government Code. These individuals gathered information</p>		

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>relating to colonias and assisted in the preparation of the report required under this statutory provision.</p> <p>To continue to require the Secretary of State to act as a liaison for purposes of preparing the report described in §405.021(b)-(h) is not cost effective and results in a workload the Agency is unable to meet without additional resources.</p>		
<p>Tex. Gov't Code §§775.003-775.004</p>	<p>Section 775.003 requires the appointment of a colonia ombudsperson in certain Texas counties.</p> <p>Section 775.004 requires the appointed ombudspersons to gather certain information concerning the colonias in the counties for which the ombudspersons were appointed. The statutory purpose served by the ombudspersons was to assist the Agency in preparing the report required under Section 405.021 of the Government Code. (See Recommendation 1.)</p> <p>On June 12, 2017,</p>	<p>Repeal the identified statutory provisions, as the ombudsperson program established and administered under these provisions has been eliminated.</p>	<p>The cost savings to the state were realized with the elimination of this strategy by Governor Abbott's June 2017 Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.), and by not restoring such funding in the General Appropriations Act for the 2020-21 biennium (HB 1, 86th R.S.).</p> <p>Secretary of State staff and resources should be optimized and directed to fulfilling and achieving the Agency's core functions and goals.</p>

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>Governor Abbott, pursuant to Article IV, Section 14 of the Texas Constitution, signed an Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.). As the veto proclamation eliminated the funds allocated to the Secretary of State's Colonia Initiatives strategy, the Agency eliminated the positions of those staff persons who functioned as the appointed colonia ombudspersons under the program established by Section 775.003. These funds were not restored in the General Appropriations Act for the 2020-21 biennium (HB 1, 86th R.S.).</p> <p>As the strategy that supported the colonia ombudsperson program has been eliminated, these statutory provisions are now obsolete.</p>		

SCHEDULE A: BUDGET STRUCTURE

The Secretary of State (SOS) has three funding sources: general revenue, appropriated receipts, and with the passage of the Help America Vote Act in 2002 federal funds. Funds authorized but unappropriated in the original HAVA have now been appropriated under Title 1 of HAVA and are being distributed to the states (SOS) on the conditions that the money be spent primarily on enhancing the security of election systems and that the state match the spending with a 5% match on top of the appropriated amount. The agency has relied increasingly on appropriated receipts to maintain the highest level of service to the public.

The SOS develops its budget bi-annually through the Legislative Appropriation Request process. This request is presented to the Texas Legislature for review and approval. The budgetary process begins in the summer of each even numbered year in preparation for the Legislative session in January of the following year. The Legislature must approve the agency's budget before any expenditure can be made.

GOAL 1: INFORMATION MANAGEMENT

1.0.0. Provide and Process Information Efficiently; Enforce Laws/Rules

Provide and process information efficiently, Enforce Laws/Rules. Provide accurate, reliable, and timely access to information. Maximize the efficiency of document processing. Take actions to ensure compliance with laws and rules.

OBJECTIVE

1.1.0. Process Documents & Provide Accurate & Reliable Info on a Timely Basis

The percentage of documents and public information requests handled within three days is a measure of the efficiency and timeliness of the strategy in responding to requests to file business, commercial and public documents for and provide public information to the legal and business communities and to the public. It is an important measure of the strategy's ability to be responsive to the needs of its service population.

1.2.0. File & Publish Admin Rules and Agency Public Notices

File, edit, and compile administrative rules and agency notices for publication in the Texas Register and in the Texas Administrative Code. Publish laws passed by the legislature within 18 months.

STRATEGY

- 1.1.1. File/Reject Statutory Filings
- 1.1.2. File & Publish Admin Rules and Agency Public Notices
- 1.1.3. Publish the Texas Register and the Texas Administrative Code

OUTCOME MEASURES

- 1.1.1. % of Bus, Comm, and Public Filings & Info Requests Completed in 3

Days

- 1.1.2. Avg Cost per Bus, Comm, and Public Filings Trans + Pub Info Request
- 1.1.3. Average Cost Per Register and Administrative Code Published

OUTPUT MEASURES

1.1.1. The percentage of documents and public information requests handled within three days is a measure of the efficiency and timeliness of the strategy in responding to requests to file business, commercial and public documents for and provide public information to the legal and business communities and to the public. It is an important measure of the strategy's ability to be responsive to the needs of its service population.

1.1.2. This measures the cost of providing services by the strategy. The total cost is divided by the total transactions and information requests handled by the strategy.

1.1.3. This measure addresses the combined costs for publishing the on-line Texas Register, the on-line Texas Administrative Code, and on-line notices of open meetings. The Texas Register is published each week on-line (52 times a year). The Texas Administrative Code is updated each workday. Open meeting notices are posted each day. The Agency is not involved in any commercially printed publications of the Texas Administrative Code and Texas Register except to provide updated text and graphic files.

EXPLANATORY MEASURES

1.1.1. This Turnaround Time Report (Business Days) calculates the number of days between the date of filing/receipt and the date of computer entry, and provides the document and public information turnaround based on business days. The percentage is calculated by comparing the total number of documents on the report to the number processed within 3 days. The percent of commercial transactions and public information requests is obtained by dividing all weeks' transaction documents and public information requests processed within 3 business days by the total number processed. The number of documents and requests responded to within 3 business days is divided into the total number of documents and requests received.

1.1.2. The average cost is computed by using the total strategy cost as the numerator and the Number of Business, Commercial, and Public Filing Transactions Processed and Number of Processed Requests for Information on Business, Commercial, and Public Filings as the denominator. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

1.1.3. The average cost is calculated by dividing the annual cost, as defined above, by 52, the number of online issues of the Texas Register published. The data for computation of the average cost is based on salaries for the second year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

GOAL 2: ADMINISTER ELECTION LAWS

2.0.0. Maintain Uniformity & Integrity of Elections; Oversee Election Process

Maintain uniformity and integrity in the conduct of elections statewide while overseeing the election process in the state.

OBJECTIVE

2.1.0. ELECTION LAWS/CONSTITUTIONAL AMENDMENTS

Provide guidance and interpretation of election laws to 100 percent of election officials each election year; publish 100 percent of constitutional amendments; and reimburse counties for primary election costs and voter registration postage within one year.

STRATEGY

- 2.1.1. Provide Statewide Elections Administration
- 2.1.2. Primary Election Financing; VR Postal Payment to Postal Services
- 2.1.3. Publish and Interpret Constitutional Amendments
- 2.1.4. Administer the Federal Help America Vote Act (HAVA)

OUTCOME MEASURES

- 2.1.1. Provide Statewide Elections Administration
- 2.1.2. Primary Election Financing; VR Postal Payment to Postal Services
- 2.1.3. Publish and Interpret Constitutional Amendment

OUTPUT MEASURES

2.1.1. The percentage of Election Authorities Assisted or Advised is a measure of the strategy's effectiveness in reaching this population. The number of election authorities includes the total number of county clerks, county judges, election administrators, voter registrars, state and county political party chairs, and identified local officials for cities, schools, and other political subdivisions.

2.1.2. This measure represents the degree of implementation of the Accessible Voting Device voting system.

2.1.3. This measures the cost of providing services by the strategy.

EXPLANATORY MEASURES

2.1.1. The number of election authorities assisted or advised divided by the number of election authorities statewide. The number of county and local election authorities will be calculated and reported on an annual basis based on statistical information provided to the Elections division by state and local election entities.

2.1.2. The number of polling places in each county is summed to give a total number of polling places for the state. Likewise, the number of polling places with at least one Accessible Voting Device is summed for the state. The second sum, number of polling places with at least one Accessible Voting Device, is divided by the first sum, number of polling places, to compute the statewide percent.

2.1.3. Calculation is 60% of total strategy cost as defined in the Data Source section divided by the number of election authorities assisted or advised. Sources for the outputs are defined in those measures. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	1	Process Documents & Provide Accurate & Reliable Info on a Timely Basis
Strategy:	1	File/Reject Statutory Filings

Outcome Measure: Number of Registrants

Definition

A count of registrants.

Purpose/Importance

The number of registrants provides contextual information on the strategy's function.

Source/Collection of Data

The number of registrants is compiled from athlete agents, automobile clubs, business opportunities, credit services entities, health spas, membership camping resorts, municipal boundary changes, property rights, public safety entities and their solicitors, state seal, telephone solicitors, third-party debt collector bonds and veterans entities and their solicitors. The data is extracted from Oracle and Access Databases and entered into an Excel spreadsheet titled Workload Measures.

Method of Calculation

The annual totals are the cumulation of all the registrants on a monthly basis.

Data Limitations

The number of registrations received is externally driven and the Agency has no control over this input.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	1	Process Documents & Provide Accurate & Reliable Info on a Timely Basis
Strategy:	1	File/Reject Statutory Filings

Outcome Measure: Number of Notary Commissions Issued

Definition

A count of notary commissions issued, including commissions issued on renewal.

Purpose/Importance

The number of notaries commissioned and renewed provides contextual information on the strategy’s function.

Source/Collection of Data

The number will also include duplicate, corrected and name change commissions issued. The data is extracted from the On-line Monthly Productivity Report and entered monthly into an Excel spreadsheet titled Workload Measures. This information is linked to other spreadsheets that compile monthly, quarterly, and annual statistics.

Method of Calculation

The annual totals are the cumulation of all notary commissions issued, including renewals, on a monthly basis.

Data Limitations

The number is externally driven and the Agency has no control over this input.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	1	Process Documents & Provide Accurate & Reliable Info on a Timely Basis
Strategy:	1	File/Reject Statutory Filings

Outcome Measure: Business, Commercial, and Public Filings Revenue

Definition

Total revenue collected for business, commercial and public filings and information requests.

Purpose/Importance

To explain the strategy's revenue generation.

Source/Collection of Data

Uniform Statewide Accounting System, DAFR7410, Month 13.

Method of Calculation

Summary of deposits into the State Treasury.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:		Office of the Texas Secretary of State
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	1	Process Documents & Provide Accurate & Reliable Info on a Timely Basis
Strategy:	1	File/Reject Statutory Filings

Outcome Measure: Number of Business, Commercial, and Public Filings Transactions Processed

Definition

A count of transactions processed.

Purpose/Importance

This is a measure of the amount of work processed by the strategy. It includes documents submitted externally for filing or entry by the Agency as well as documents produced by the Agency for distribution externally.

Source/Collection of Data

Business entity transactions include documents (filed or rejected) submitted to the Corporations Section for filing. Filings include tax forfeitures and reversals, public information reports, delinquencies, renewals, other notices generated by the Secretary of State (SOS) and other documents entered into the Business Entity Filing System of Texas (BEST) database. Commercial transactions include financing statements, federal liens, utility security instruments, other notices of liens and updates to those transactions (filed or rejected). Public documents include services of process, notary actions, appointments and other documents and registrations processed as Government Filings or registrations (filed or rejected), including a count of the legislative bills posted on the web.

Method of Calculation

The totals from all data sources are entered into the Excel spreadsheet, Workload Measures. The number is calculated by adding totals from reports and manual counts from various sources as fully described in the workload measures spreadsheets for the Business & Public Filings Division, including those spreadsheets maintained for the Corporations, Uniform Commercial Code (UCC), Government Filings Sections and the former Statutory Documents Section.

Data Limitations

The number of registrations received is externally driven and the Agency has no control over this input.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	1 Timely	Process Documents & Provide Accurate & Reliable Information on a Basis
Strategy:	1	File/Reject Statutory Filings

Outcome Measure: Number of Requests for Information and Filings Processed

Definition

A count of information requests.

Purpose/Importance

This measure is the amount of work processed by the strategy. It includes total responses to information requests whether those requests are satisfied by telephone information, production of copies or certificates, production of information letters and e-mails or direct access inquiries.

Source/Collection of Data

Requests for information include telephone requests, Secretary of State (SOS)Direct and Business Entity Filing System of Texas (BEST) inquiries; web searches; orders for certificates, certified copies and plain copies; apostilles; information letters; e-mail responses and searches submitted through Extensible Markup Language (XML) web services. The number of requests is calculated by adding totals from reports and manual counts from various sources as fully described in the workload measures spreadsheets for the Business and Public Filings Division, including those spreadsheets maintained for the Corporations, Uniform Commercial Code (UCC), Government Filings Sections and the former Statutory Documents Section.

Method of Calculation

The data for this output measure is an entry to the Monthly Report. The Monthly Report is a spreadsheet that identifies the number of information requests by type. The Excel spreadsheet is configured to add all the relevant numbers and produce the output measure as a grand total.

Data Limitations

The number of registrations received is externally driven and the Agency has no control over this input.

New Measure

No

Calculation Type

Non-cumulative

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:		Office of the Texas Secretary of State
Goal:	1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective:	2	File & Publish Admin Rules and Agency Public Notices
Strategy:	1	Publish the Texas Register and the Texas Administrative Code

Outcome Measure: Number of Rules and Notices Filed in the Texas Register

Definition

A count of rules and notices published.

Purpose/Importance

This message provides contextual information on the amount of worked processed by the strategy.

Source/Collection of Data

Each document filed for publication in the Texas Register, including open meetings notices published on the Internet bulletin board, is maintained in the Texas Administrative Code Oracle database. Using the Staff Menu page, a query from the "Register Viewer" provides the total number of rules for a specified range of issue dates. A second query from the "Register Viewer" provides the total number of non-rule documents for a specified range of issue dates. A query from "Open Meeting Archive" provides the total number of meeting notices for a specified date range. Withdrawn rules are counted separately from each Texas Register issue within a specified date range (because the database tracks a notice of withdrawal as a change in status to a proposed rule rather than as a separate document filing.) The total of rules, non-rules, withdrawn rules and meeting notices equals the Number of Rules and Notices in the Texas Register.

Method of Calculation

The figures for quarterly monthly, weekly measures are calculated by queries to the Oracle database from the Staff Page menu

Data Limitations

The number of registrations received is externally driven and the Agency has no control over this input.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election costs
Strategy:	1	Provide Statewide Elections Administration

Outcome Measure: Number of Registered Voters

Definition

A count of registered voters.

Purpose/Importance

This measure provides contextual information about the strategy. Voter registration is administered at the county and state level. State and federal law govern voter registration.

Source/Collection of Data

The number of registered voters is pulled from the Agency's TEAM (Texas Election Administration Management) System, which maintains the official list of registered voters.

Method of Calculation

The reported input is from quarterly and annual summaries

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	1	Provide Statewide Elections Administration

Outcome Measure: Number of Election Officials Assisted or Advised

Definition

A count of election authorities assisted or advised.

Purpose/Importance

This a measure of the amount of work processed by the strategy. The strategy provides for assistance and advisement during seminars, webinars, conferences and workshops; online training modules; handbooks and manuals; election advisories and mass correspondence; and telephone communication.

Source/Collection of Data

Seminar, webinar, conference and workshop attendance will be recorded based on a review of attendance records provided by the event host. Online training attendance will be derived from course successful course completion records. Handbook and manual dissemination will include the number of processed material requests. Election advisories and mass procedures will be archived and recorded through the email application. Telephone communication with election officials and workers will be measured by the DIR divisional phone report for (800)252-2216 and staff extension phone logs.

Method of Calculation

The reported output is from quarterly and annual summaries.

Data Limitations

The Reports on a number of incoming telephone calls are provided by sources outside the Agency and are subject to report or system changes and/or data extraction problems beyond the control of this agency.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	1	Provide Statewide Elections Administration

Outcome Measure: Number of Public Customers Advised, Trained or Assisted

Definition

Number of Public Customers Advised, Trained or Assisted

Purpose/Importance

This is a measure of the amount of work processed by this strategy. The number of people assisted or advised is based on incoming calls on (800)252-8683, (512)463-5650 and the number of calls registered for individual staff agent lines; pieces of outgoing mail; public visitors assisted; email correspondence; and persons advised and assisted through Project V.O.T.E.

Source/Collection of Data

The number of incoming and returned calls on identified divisional phone lines will be recorded by reviewing the DIR divisional phone billing reports. The amount of outgoing divisional mail will be logged by agency staff daily. The number of public visitors will be maintained on the division Visitor Log. Email correspondence will be archived and records by agency email application. The number of persons advised or assisted through Project V.O.T.E. will be archived and recorded through the application database, presentation attendance records, and the agency email application.

Method of Calculation

The reported output is from quarterly and annual summaries.

Data Limitations

The Reports on a number of incoming telephone calls are provided by sources outside the Agency and are subject to report or system changes and/or data extraction problems beyond the control of this agency.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State
Goal:	2 Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1 Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	2 Primary Election Financing; Voter Registration Postal Payment to Postal Services

Outcome Measure: Program Management Cost Per Dollar of Primary Election Funds Distributed

Definition

A measure of administrative cost.

Purpose/Importance

This measures the cost of providing the strategy services. This measure is based on the salary of employees who administer the Primary Election Fund. This measure also includes all other administrative expenses, which may be paid for the primary elections financing appropriation.

Source/Collection of Data

Uniform Statewide Accounting System (USAS) Report DAFR7410.

Method of Calculation

Actual administrative cost is determined from the Uniform Statewide Accounting System (USAS) report for the cut-off period, DAFR7410, for all objects of expense, except 7050, benefit replacement pay. The actual administrative cost is divided by the sum of primary election funds distributed for both years of the biennium divided by two. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	2	Primary Election Financing; Voter Registration Postal Payment to Postal Services

Outcome Measure: Program Management Cost Per Dollar of Voter Registration Postage Reimbursed

Definition

A measure of administrative cost.

Purpose/Importance

This measures the cost of providing services by the strategy. Measure is based on the salary of the employee who administers voter registration postage.

Source/Collection of Data

Agency Staffing Pattern – Uniform Statewide Personnel System Report 165.

Method of Calculation

Salary and Longevity costs. The actual administrative cost is divided by the sum of voter registration postage funds distributed for both years of the biennium divided by two. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitution Amendments; Reimburse Election Costs
Strategy:	2	Primary Election Financing; Voter Registration Postal Payment to Postal Services

Outcome Measure: Amount of Primary Election Funds Distributed to Political Parties

Definition

A measure of strategy expenditures.

Purpose/Importance

This measure provides contextual information about the work of the strategy. This measure is the grand total of all disbursements to the local and state political organizations for primary election costs.

Source/Collection of Data

Uniform Statewide Accounting System Report DAFR7410.

Method of Calculation

The amount of dollars distributed to political organizations is the total expenditures and accrued expenditures for object of expense 7623 shown on the Uniform Statewide Accounting System report, DAFR7410, for the cut-off period.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	2	Primary Election Financing; Voter Registration Postal Payment to Postal Services

Outcome Measure: Amount of Voter Registration Postage Reimbursed to Counties

Definition

Explanation of the strategy expenditures.

Purpose/Importance

This measure provides contextual information about the work of the strategy.

This measure is the grand total of all disbursements to counties for postage costs on voter registration applications.

Source/Collection of Data

Uniform Statewide Accounting System Report DAFR7410.

Method of Calculation

The amount of dollars distributed to counties is the total expenditures and accrued expenditures for object of expense 7291, taken from the Uniform Statewide Accounting System report DAFR7410 report for the cut-off period.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:		Office of the Texas Secretary of State
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	3	Publish and Interpret Constitutional Amendments

Outcome Measure: Average Cost Per Amendment Published

Definition

Average cost per unit of production.

Purpose/Importance

This measures the unit cost of providing services by the strategy.

Source/Collection of Data

Average cost per amendment is based on total expenditures and accrued expenditures taken from the Uniform Statewide Accounting System report, DAFR7410, Program Code 5056, for the cut-off periods for each successive quarter in the fiscal year.

Method of Calculation

The average cost is the total expenditures, as the numerator, divided by the number of amendments published, as the denominator. This is based on ten amendments placed on the ballot and the use of an average of three columnar inches of newspaper advertising for each amendment. If fewer than ten amendments are on the ballot or if the average columnar inches exceeds three, the average cost per amendment will be adjusted downward proportionally. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

Data Limitations

The number of amendments varies considerably. There are costs for printing, publishing and postage that do not vary in direct proportion to the number of amendments. Because of these relatively fixed costs, the average cost may be extremely high when less than ten amendments are on the ballot.

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	3	Publish and Interpret Constitutional Amendments

Outcome Measure: Number of Constitutional Amendment Translations Mailed

Definition

A count of mailings to Hispanic Surname households.

Purpose/Importance

The number of translations mailed is a key factor in the printing and postage costs.

Source/Collection of Data

The US Postal Service mailing permit system provides an item count for each mailing. Mailings normally occur on several days.

Method of Calculation

The number of translations mailed is the sum of the item count provided by the US Postal Service.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:		Office of the Texas Secretary of State
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	4	Administer the Federal Help America Vote Act (HAVA)

Outcome Measure: Number of Counties Using Voter Registration Online

Definition

A count of counties using on-line voter registration.

Purpose/Importance

TEAM is a voter registration and election management application that is maintained by the Agency, which allows counties to administer voter registration and to produce all certificates, lists, reports and notices in an efficient and effective working environment in compliance with state and federal law. In addition, TEAM offers a comprehensive jury wheel program, which is capable of producing all required lists, reports and notices associated with selection and tracking of jurors.

Source/Collection of Data

The number of Texas Election Administration Management ("TEAM") on-line counties is based on the actual number of counties contracting with the Agency for on-line voter registration services. Enumeration of the on-line counties is maintained in a Word file maintained by the Voter Registration Section of the Elections Division.

Method of Calculation

A list is produced quarterly to report the cumulative number of on-line counties.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective:	1	Interpret Election Laws/HAVA; Publish Constitutional Amendments; Reimburse Election Costs
Strategy:	4	Administer the Federal Help America Vote Act (HAVA)

Outcome Measure: Number of Federal HAVA Dollars Spent Per Voting Age Population

Definition

A measure of per capita expenditure.

Purpose/Importance

This measures the federal HAVA dollar coverage of voting age population.

Source/ Collection of Data

The number of Texas voting age population is provided by the Texas State Data Center. The dollars expended are from agency accounting records for federal HAVA dollars spent.

Method of Calculation

The number of dollars expended is divided by the voting age population.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	3	International Protocol
Objective:	1	Provide Protocol Services and Representation on Border Issues
Strategy:	1	Provide Protocol Services and Representation on Border Issues

Outcome Measure: Number of Meetings with International Diplomatic Officials/Foreign Government Officials/Business Leaders

Definition

A count of meetings.

Purpose/Importance

The protocol office provides a central point for public officials and business leaders to conduct and meet with Texas governmental officials. The number of meetings reflects the amount of work performed by International Protocol.

Source/Collection of Data

Each meeting that qualifies under the output measure definition is recorded on a log maintained by the Program Administrator for International Protocol. The log will show meeting date, location of meeting, officials' names, name of government or business organization represented, a summary of the discussion/purpose, and the names of Agency employees in attendance.

Method of Calculation

Meeting totals are reported as of 11/30, 2/28, 5/31 and 8/31. Annual total is the sum of the quarterly reports.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Office of the Texas Secretary of State	
Goal:	3	International Protocol
Objective:	1	Provide Protocol Services and Representation on Border Issues
Strategy:	1	Provide Protocol Services and Representation on Border Issues

Outcome Measure: Number of Border Events Attended

Definition

Number of Border Events Attended

Purpose/Importance

This number demonstrates the effectiveness of the State’s effort to participate in events, meetings, and functions related to coordination and cooperation with Mexico and with local, state and federal entities in the border region.

Source/Collection of Data

A border event is an event organized to promote cooperation in the border region. Included are conferences, planning sessions, trade missions, and fact-finding missions. Border events may be organized by the Secretary of State or another stakeholder entity. The total number of events which the agency has organized or has attended is recorded on the Border Events Log showing meeting date, location of meeting, officials’ names, name of stakeholder groups represented, a summary of the discussion/purpose, and the names of Agency employees in attendance.

Method of Calculation

The number of meetings is totaled and reported monthly, quarterly and annually.

Data Limitations

None

Calculation Type

Non-cumulative

New Measure

No

Target Attainment

Higher than target

HISTORICALLY UNDERUTILIZED BUSINESS PLAN

I. POLICY STATEMENT

- A. The State of Texas is committed to providing procurement and contracting opportunities for minority and woman-owned businesses. It is the state's policy to create an environment that will enhance Historically Underutilized Business (HUB) participation in state procurement and contracts.
- B. Office of the Secretary of State will make a good faith effort to utilize HUBs in contracts for services (including professional and consulting services) and commodities purchases.
- C. The Agency shall make a good faith effort to assist HUBs in receiving a portion of the total contract value of all contracts that the Agency expects to award in a fiscal year in accordance with the following percentages:
 - 1. 32.9% for all special trade construction contracts;
 - 2. 23.7% for professional services contracts;
 - 3. 26% for all other services contracts; and
 - 4. 21.1% for commodities contracts.

Two goals (Heavy Construction at 11.2% and Building Construction at 21.1%) are inapplicable because the Agency does not anticipate funding these types of construction at any time during this reporting period.

- D. Special efforts will be made to assist HUBs in becoming certified by the Texas Comptroller of Public Accounts, Procurement & Support Services (“TPASS”). Assisting them in obtaining certification will benefit the Agency as well as other agencies utilizing the same HUBs in the future.

II. AGENCY RESPONSIBILITIES

- A. The Agency will utilize TPASS’s directory of certified HUBs, in accordance with Tex. Govt. Code Ann. § 2161.064, and other available HUB directories to establish bid lists for the advertisement of products and services needed.
- B. The Agency will utilize this HUB policy as the basis for attaining the HUB contracting goals as outlined in Tex. Govt. Code Ann. § 2161.181 and §2161.182 and CPA rule §20.13 TAC. (Goals are outlined in I., C. above.)
- C. The Agency will sponsor and participate in Economic Opportunity Forums which will provide contract opportunities and training for HUBs.
- D. Our HUB Coordinator and Purchasing staff will seek to obtain training to assist in increasing HUB participation, contracting and training.

Schedule C - Historically Underutilized Business Plan

A general description of the Secretary of State's compliance in according to Texas Government Code 656.052 Training and Certification for Contract Managers.

The Secretary State purchasing department consists of three full-time employees: a manager and two purchaser positions. Certifications were obtained through the Texas Comptroller of Public Accounts office.

Our management position holds certifications in Certified Texas Procurement Management (CTPM), Certified Texas Contract Manager (CTCM), and recently obtained Certified Texas Contract Developer (CTCD).

Classes taken to obtain mentioned certifications are as follows:

- CPA Texas Government Basic Public Purchasing (BPP)
- CPA Texas Government Advanced Public Purchasing (APP)
- CPA Texas Government Cost vs Market
- Contract Negotiations & Contract Administration (CNC)
- CPA Texas Contract Management Certification Training
- Texas Contract Developer Certification Training (CTCD)
- Webinars pertaining directly to purchasing policy and procedures

E. The Agency shall:

1. Develop contract specifications to encourage economically disadvantaged businesses to participate in its acquisition of commodities and services;
2. Ensure that delivery schedules are consistent with the Agency's actual requirements;
3. Ensure that the terms, conditions, and specifications advertised reflect the Agency's actual needs, are clearly stated and do not impose unreasonable or unnecessary contract requirements;
4. Encourage HUB subcontracting whenever possible;
5. Identify potential subcontracting opportunities and require a HUB subcontracting plan for contracts of \$100,000 or more, where such opportunities exist;
6. Submit a supplemental letter with the HUB Report identifying appropriate alterations in HUB goals when applicable.

III. TYPES OF PURCHASES

A. The Agency will ensure that bids are obtained from businesses which normally sell the goods and services being purchased.

B. Delegated Purchases

1. Purchases under \$5,000: The Agency will purchase from a HUB to the fullest extent possible while obtaining the lowest and best bid.
2. Purchases from \$5,001 to \$25,000 (excluding Dept. of Information Resources established statewide contract purchases) require at least three bids from vendors included on CPA's Centralized Master Bidders List, including at least one bid from a HUB certified business. Informal bids will be obtained for purchases of \$5,001 to \$25,000, and formal bids for purchases of \$25,000 or more for commodities and \$25,000 to \$100,000 for services.

Schedule C - Historically Underutilized Business Plan

Procurement Category	% with HUBs FY 2018	% with HUBs FY 2019
Special Trade	None	None
Professional Services	0%	0%
Other Services	27.87%	51.99%
Commodities	28.60%	55.86%
Total Percentage with HUBs	27.96%	52.40%

WORKFORCE PLAN

I. Agency Overview

The Office of the Secretary of State is an agency created by the Texas Constitution. Since its creation, the Agency has been given numerous duties by the actions of the Legislature. The Secretary of State is the chief elections officer of the State, the principal repository of most business related filings, publisher of the Texas Register, and manager of several special purpose appropriations.

The Office is organized into five functional divisions: Executive, Administrative Services, Elections, Information Technology, and Business, Commercial, and Public Filings, which includes the Business Entity Filings, Uniform Commercial Code, and Government Filings sections.

Currently the agency is budgeted for 205 FTEs for FY2020 / 203 FTEs for FY2021 and anticipates no increase over the next five years. The possibility of an increase in FTEs would only occur if the Legislature assigned new duties to the agency.

A. Agency Mission

The mission of the Office of the Secretary of State is to provide a secure and accessible repository for public, business, and commercial records and to receive, compile, and provide information. In addition, our mission is to ensure the proper conduct of elections, to maintain the official statewide list of registered voters, to authorize the creation and registration of business entities, and to publish state government rules and notices. Additionally, we serve as liaison to the Governor on Texas-Mexico border issues. We also serve as Chief International Protocol office for the State. We assist our staff with personal and professional development; promote a diverse workforce and the effective use of resources.

B. Strategic Goals and Objectives

The Office of the Secretary of State has three main goals:

Goal 1	Provide and Process Information Efficiently; Enforce Laws/Rules
Objective	<ul style="list-style-type: none"> • Process Documents & Provide Accurate & Reliable Information on a Timely Basis • File & Publish Administrative Rules and Agency Public Notices
Strategy	<ul style="list-style-type: none"> • File/Reject Statutory Filings • Publish the Texas Register and Texas Administrative Code
Goal 2	Maintain Uniformity & Integrity of Elections; Oversee Election Process
Objective	Interpret Election Laws/HAVA; Publish Constitutional Amends; Reimburse Election Costs
Strategy	<ul style="list-style-type: none"> • Provide Statewide Elections Administration • Manage Primary Election Funds; Reimburse Voter Registration Postage

Schedule F – Agency Workforce Plan

	<ul style="list-style-type: none"> • Publish and Interpret Constitutional Amendments • Administer the Federal Help America Vote Act (HAVA)
Goal 3	International Protocol
Objective	<ul style="list-style-type: none"> • To provide protocol services; to encourage cooperation between local, state, and federal governments. • Provide protocol services and representation on Border Issues and Mexican Affairs. Encourage cooperation on issues relating to Mexico and the border.
Strategy	<ul style="list-style-type: none"> • To provide protocol services; to represent the Governor and the State of Texas at meetings, events, and conferences with the diplomatic corps, government officials, and business leaders. • To monitor issues relating to Mexico and the border and recommend action. • Work with Mexican federal, state and local officials on issues affecting Texas, Mexico and the border region.

C. Anticipated Changes in Strategies

The Agency is requesting no changes in the strategies for the FY 2022-23 biennium.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

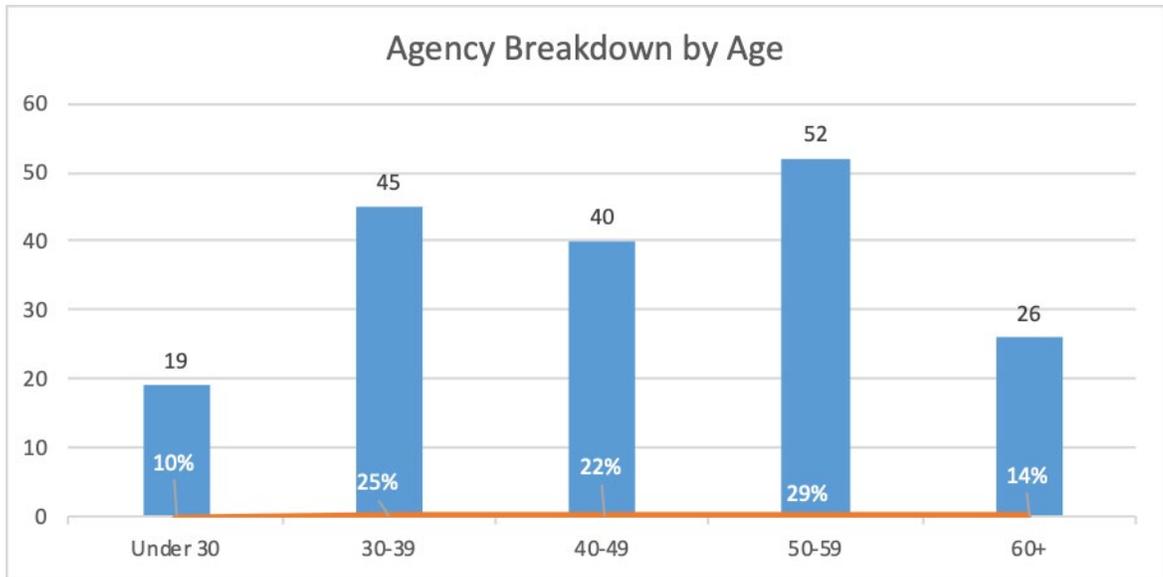
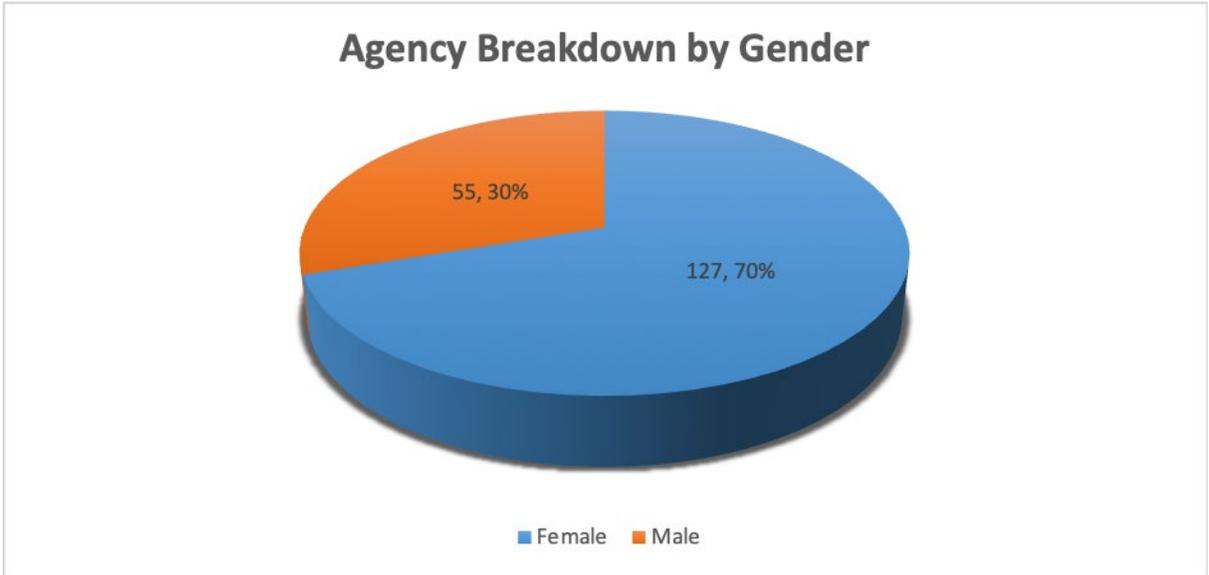
The following workforce skills are critical to the successful operation of the Office of the Secretary of State.

Communication Skills (Listening, Verbal, and Written)	Interpersonal Abilities
Leadership/Management	Teamwork
Analytical/Problem Solving	Flexibility/Adaptability
Managing multiple projects	Customer Service
Development and maintenance of computer systems.	Administrative/Clerical
Personal computer skills	Legal
Administrative management	Document publishing
E-Commerce	Financial management
Database management	Grant management

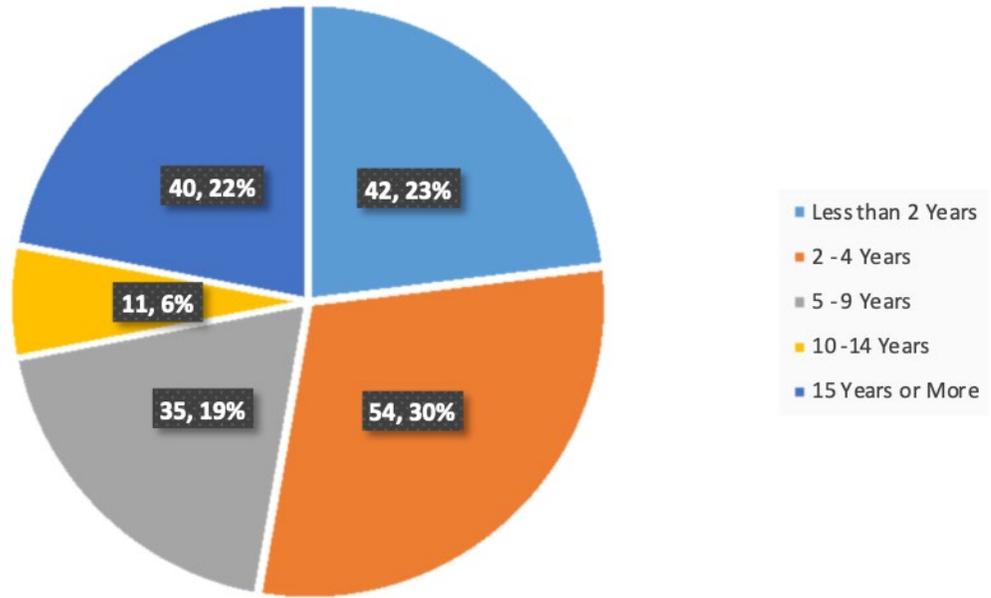
B. Workforce Demographics

The following chart profiles the agency’s workforce as of May 1, 2020, and includes both full-time and part-time employees. The agency’s workforce is comprised of 70 percent females and 30 percent males. 65 percent of our agency workforce is over the age of 40 and 35 percent is under the age of 40.

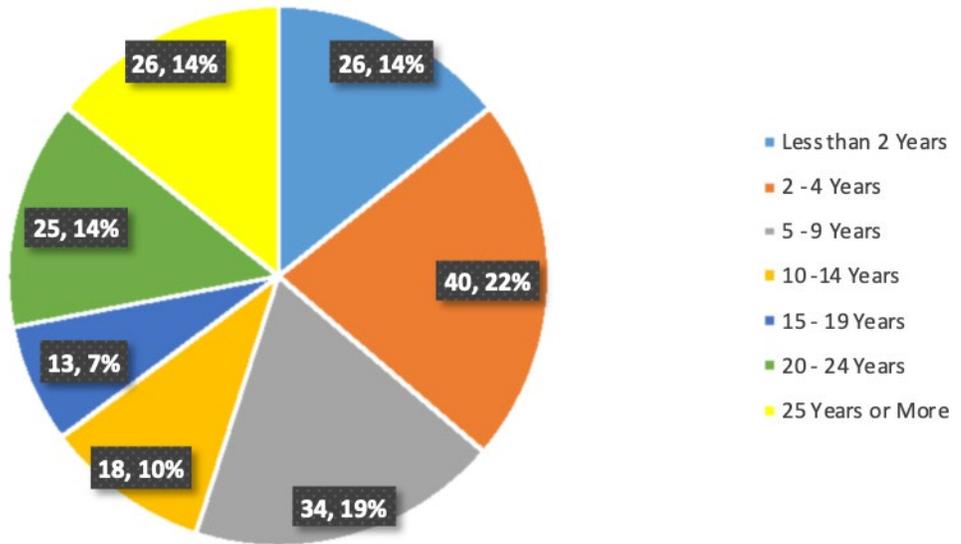
Workforce Breakdown



Agency Service



State Service Totals



Schedule F – Agency Workforce Plan

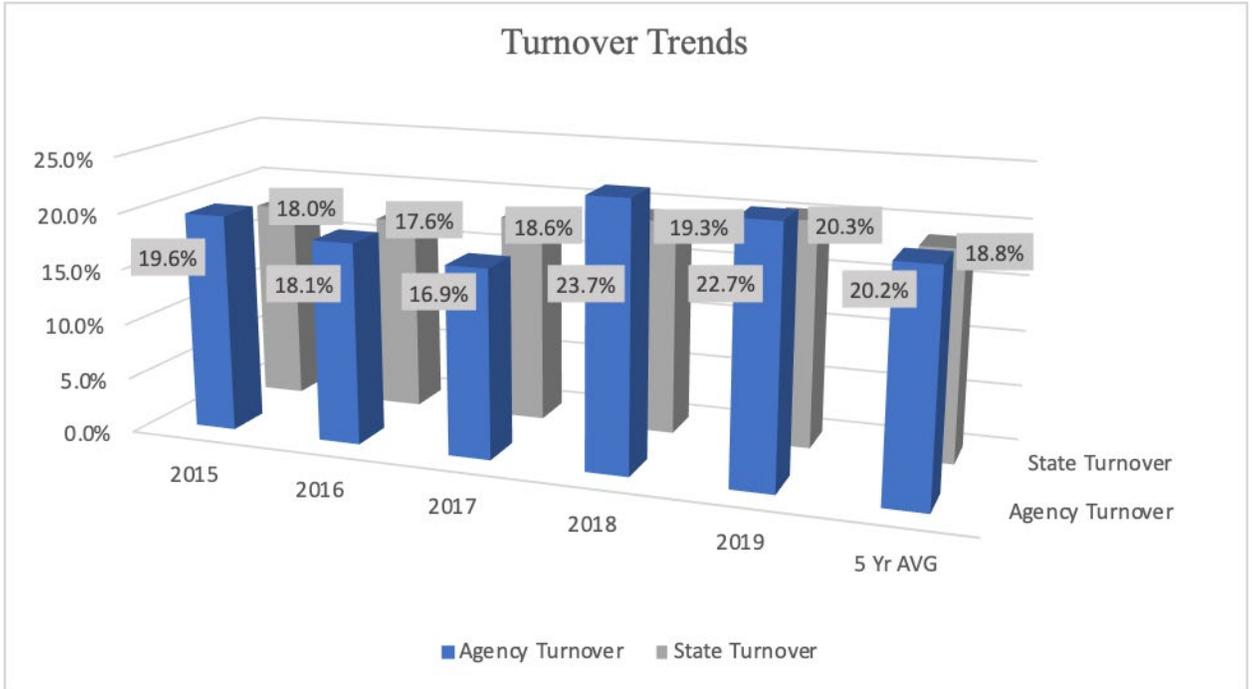
The following table compares the percentage of full-time African American, Hispanic, and Female Secretary of State employees (as of May 1, 2020) to the statewide civilian workforce as reported by the Texas Workforce Commission.

There are several areas of under-represented classes that the Agency should address. Those particular cases are highlighted below.

Job Category	African American		Hispanic American		Females	
	SOS %	State %	SOS %	State %	SOS %	State %
Administrators	11.11	8.1	44.44	22.4	33.33	38.8
Professional	19.35	10.9	19.35	20.3	61.29	54.5
Technical	7.14	14.4	28.57	29.2	14.29	55.2
Para-Professional	10.0	N/A	40	N/A	87.5	N/A
Administrative Support	18.18	14.3	31.82	36.4	77.27	71.6

Employee Turnover

Over the past five years, the Agency averaged a turnover rate of 20.2% compared to the statewide average of 18.8%. In FY 2017 the agency was below the state turnover rate by 1.7%. Over the last five years, the agency turnover rate continues to be at or above the state turnover rate (excluding FY2017). The following graph compares the Agency’s average turnover to the statewide turnover over the last five years.



D. Retirement Eligibility

Over the next five years retirement will not account for the majority of separations within the agency.

	Projected Agency Terminations	Projected Agency Retirements
FY20	40	8
FY21	40	8
FY22	40	8
FY23	40	8
FY24	40	8

III. Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Agency will continue to increase use of technology to improve efficiency and deliver better customer services. Higher technical skill levels will be required in managers, information technology staff, and in front line employees. Increasingly, employees will need to be cross-trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. Given the state budgetary constraints, the agency has not been able to increase staffing or funding even when a workload increase was demonstrated. With these limitations, the agency must increasingly rely on technological advances as a means of meeting customer demands. We expect the demand for services to increase as the population of Texas continues to grow.

Future Workforce Skills Needed

Project management skills will be increasingly important as the life cycle of information systems shortens. Customer service skills are critically important in the information age where our customers expect better, faster, and more accurate information. As the demographics of Texas change, the Agency anticipates the need for more multi-lingual employees in order to serve all our customers.

Anticipated Increase/Decrease in Number of Employees Needed to Do the Work

Due to the need for fiscal constraint in the state, the Agency anticipates no overall change in the authorized number of full-time equivalent employees. The Agency will endeavor to manage the anticipated increases in workload by improving efficiencies and allocating human resources to maximize customer service. If we are able to reduce workforce in one area we will cross-train staff that are willing to re-locate to other areas that are in need of help to meet performance measures. It is not anticipated that new programs will be added or existing programs deleted. However, it is expected that technological advances will cause workload to shift with personnel shifts necessary as a result of those shifts.

Critical Functions

The Agency must continue to encourage its customers to become partners. An informed customer base is critical in maximizing the mutual benefits that accrue from an increasingly sophisticated infrastructure. It is no less true that employers must train employees effectively to deal with all customers.

IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The agency has tenured employees with a considerable amount of institutional knowledge of agency operations and applicable laws and regulations. The agency's turnover rate has increased over the last five years and is projected to continue at the same rate in the foreseeable future so one would expect that the skill and experience level of the personnel will decrease, and the agency will need to expand its recruitment efforts. The primary challenge affecting the agency's ability to recruit and retain mission critical skills is the low pay afforded state employees. The HR department has noticed that the more specific the job skill requirements are the more difficult recruiting has been. As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector that provides significantly higher pay. If unemployment continues to stay high than the agency will see some employees fearful of making a change and stay with the agency. Some employees have thorough job knowledge and excel in clerical tasks given to them, but lack certain analytical and technical skills. This gap can be narrowed by offering necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

V. Strategy Development

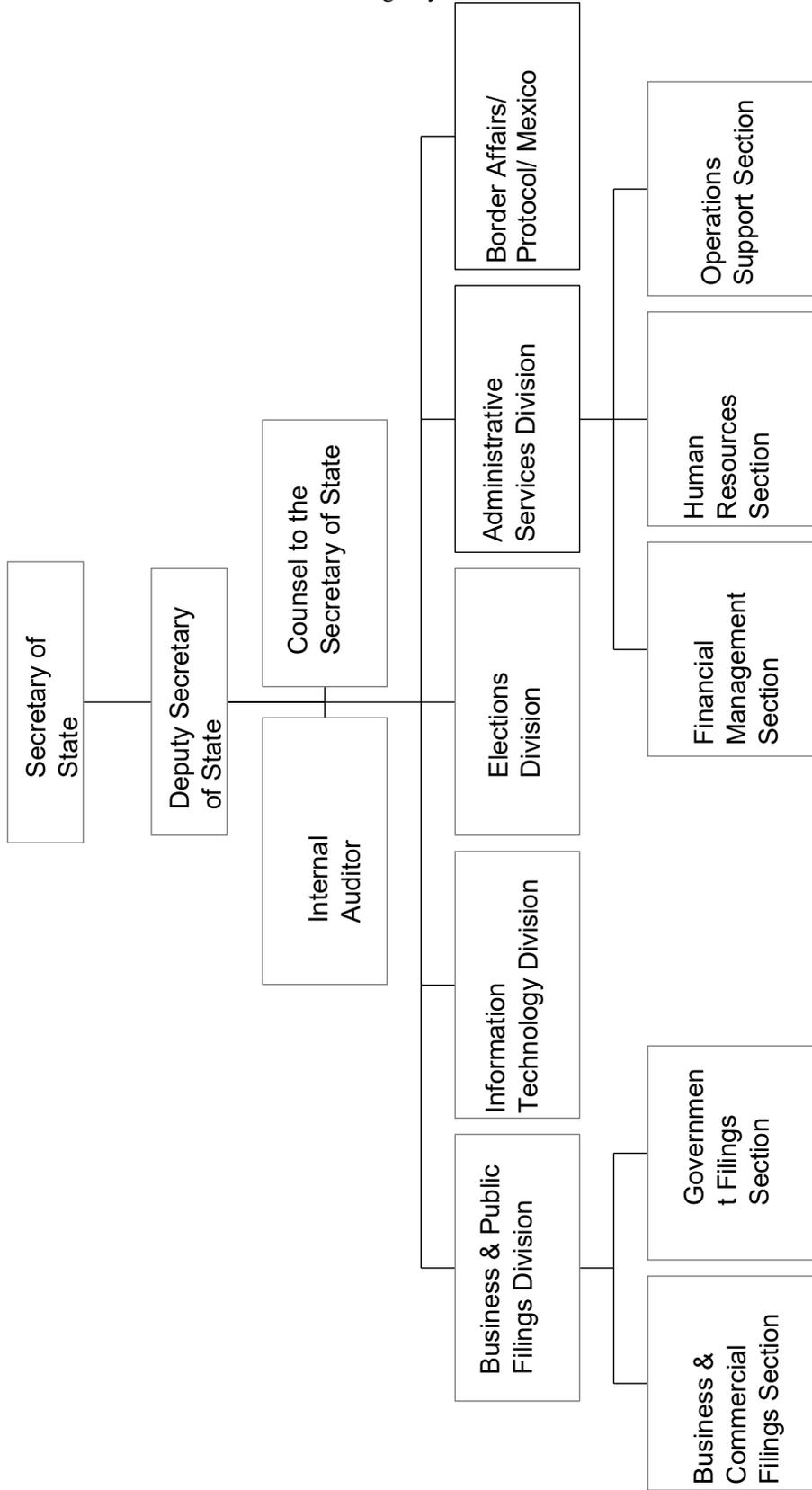
The Agency plans to reallocate full-time equivalent employees at least once in each biennium. As electronic filing and electronic access to public information expands, employees will be reallocated to maximize the Agency performance outcomes.

To attract and retain qualified employees, the Agency must be funded at a sufficient level that will allow the Agency to fill all 203 FTE positions, increase the salaries of the Agency's underpaid job classifications, and reclassify tenured and experienced professionals and IT staff. The Agency's entry-level paraprofessional staff; namely, Administrative Assistants and Customer Service Representatives, recently were awarded an equity adjustment. Despite the recent equity adjustments, these classification are still paid less per year than the statewide average annual salary. In the case of the Agency's professional staff, specifically, the Agency's Attorney series, experienced attorneys in the Business and Public Filings Division and the Elections Division, as well as the IT Programmers are overdue for a reclassification and an increase in salary. Current funding and budgetary constraints make regular reclassifications of key personnel a challenge. Reclassifications and adjustments to salary are needed to remain in parity with other state agencies seeking experienced staff to perform similar work. To remain competitive with other state agencies and with the private sector, an adjustment to salaries for the positions listed above must be made if the Agency is to attract qualified applicants for these positions. Further, if we are to retain current staff, we must make adjustments to the current salaries paid to qualified employees.

When the agency is faced with budget constraints we need to consider nonfinancial factors for influencing employee motivation and engagement. The Agency will continue to utilize all authorized compensation and retention programs, such as performance rewards, one-time merit salary awards, and return to work programs, to the extent of available funding. Employee training will be a high priority in the workforce transition required to meet future challenges. The Agency

currently pays for certifications or licenses that are directly related to the individual employee's business function in the agency. Flex scheduling is currently available in the agency by allowing employees to stagger their work hours. During Fiscal Year 2020, the Agency implemented teleworking programs for eligible personnel.

Although the agency does not have a formally designated succession-planning program, the Agency utilizes a variety of practices and procedures that collectively contributes to the continuity of competent personnel in critical positions. The Agency recognizes and retains potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. This program is designed to ensure continuity in key or critical positions and identify individuals with the potential to assume new roles and higher levels of responsibility. It creates opportunities for professional growth through voluntary mentoring and tailored training, and retains critical program knowledge and information.



**Schedule H - Report on Customer
Service
Fiscal Year 2020**

The Office of the Secretary of State



June 1, 2020

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CUSTOMER SERVICE

The Office of the Secretary of State is dedicated to providing accurate, reliable, and timely services. We will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. It is the purpose of the Office of the Secretary of State to serve the public. If you are not happy with the service you have received or if you have had a positive experience, please direct your comments to:

Stephen Chang
 Director of Communications
 Office of the Secretary of State
 P.O. Box 12697
 Austin, Texas 78711
 OR
 Phone (512) 463-6116; Fax (512) 475-2761
SChang@sos.texas.gov

All complaints will be reviewed and a response given within 10 business days.

AGENCY CONTACTS

Secretary of State	Executive	Ruth R Hughs	Phone: (512) 463-5770 Fax: (512) 475-2761	RHughs@sos.texas.gov
Deputy Secretary of State	Executive	Joe Esparza	Phone: (512) 463-5770 Fax: (512) 475-2761	JEsparza@sos.texas.gov
General Counsel	Executive	Adam Bitter	Phone: (512) 463-5770 Fax: (512) 475-2761	ABitter@sos.texas.gov
Border Affairs Liaison	Border Affairs	David Zapata	Phone:(512) 466-4530 Fax: (512) 475-2761	DZapata@sos.texas.gov
Protocol Liaison	Executive	Cammy Jones	Phone: (512) 463-5268 Fax: (512) 475-2761	CJones@sos.texas.gov
Division Director	Business & Public Filings	Carmen Flores	Phone: (512) 463-5588 Fax: (512) 463-5709	CFlores@sos.texas.gov
Director	Government Filings	Robert Sumners	Phone: (512) 463-5562 Fax: (512) 463-5569	RSumners@sos.texas.gov
Division Director	Elections	Keith Ingram	Phone: (512) 463-9871 Fax: (512) 475-2811	KIngram@sos.texas.gov
Division Director	Information Technology	Dan Teczar	Phone: (512) 463-5640 Fax: (512) 475-5678	DTeczar@sos.texas.gov
Division Director	Admin Services	Vincent Houston	Phone: (512) 463-5593 Fax: (512) 475-2819	VHouston@sos.texas.gov

A.1.1.

File or reject Business Entity, Uniform Commercial Code, Notary Public and other statutory filings, and maintain and disseminate information derived from those filings.

Types of Service	External Customers
File documents/Disseminate Public Information, including certificates of fact evidencing filing with this office.	Service Companies, Financial Institutions, Banks, Savings and Loans, Lending Institutions, Businesses, General Public, Attorneys, Paralegals, Federal Governmental Agencies, State Governmental Agencies, County Governmental Agencies, Local Governmental Agencies, Private Investigators, Title Companies, and Investors.
Issue Commissions	Notaries Public and Appointed State Officers
Record Statements of Officer	Appointed State Officers

A.2.1.

Publish the Texas Register and the Texas Administrative Code.

Types of Service	External Customers
Provide free Internet publication of the Texas Register, Texas Administrative Code, and Open Meeting notices	Libraries, General Public, State Government, Local Government, Schools and Universities, Members of the Legislature, Courts and Judges, Governor, Lieutenant Governor, Attorney General, Attorneys, Banks, Associations, and Licensed Professionals.

B.1.1.

Provide statewide elections administration.

Types of Service	External Customers
Assistance and Advice	County Clerks, Voter Registrars, Elections Administrators, County Chairs, County Judges, Commissioners, City Election Officers, School Election Officers, Other Political Subdivision Election Officers, Water Districts, Hospital Districts, Library Districts, Candidates
Voter Registration information and applications, and general election information.	All Citizens

B.1.2.

Administer Primary Election Funds and Voter Registration Postage.

Types of Service	External Customers
Issue administrative rules regarding expenditure of primary funds and disburse funds.	County and State political parties
Fund each county’s postal reply mail permit account, which allows the official voter registration application to be mailed by applicants to the appropriate county voter registrar without applying postage.	County Voter Registrars

B.1.3.

Publish and Interpret Constitutional Amendments.

Types of Service	External Customers
Publish explanatory statements of each constitutional amendment on the ballot in all newspapers of general circulation and mail a Spanish translation of each explanatory statement to all Hispanic households with a registered voter.	All Citizens

B.1.4.

Provide Elections Improvement.

Types of Service	External Customers
Provide assistance and advice regarding provisional voting and new federal voting system standards.	County Election Officers, County Clerks, Elections Administrators, and Voter Registrars.
Maintain official statewide list of registered voters.	County Voter Registrars / Elections Administrators
Provide a citizen administrative grievance procedure for violations of federal law.	County Judges, Commissioners, City Election Officers, School District Election Officers, Other Political Subdivision Election Officers, Water Districts, Hospital Districts, Library Districts, Candidates, All Citizens
Distribute HAVA grants to eligible counties.	Counties

B.1.5.

Voter Registration

Types of Service	External Customers
Payment to counties for eligible Voter Registration Activity.	County Voter Registrars

C.1.1.

Protocol/Border Affairs

To provide protocol services; to represent the Governor and the State of Texas at meetings, events, and conferences with the diplomatic corps, government officials, and business leaders; To monitor issues relating to Mexico and the Border and recommend action.

Types of Service	External Customers
Act as Liaison to Governor/Assist with activities	Diplomatic Missions to the U.S.
Coordinate events and projects	Multi-National Organizations
Disseminate information/Coordinate projects	State Governmental Agencies, Federal Governmental Agencies, Local Governmental Agencies, Mexican Governmental Agencies, Binational Agencies, Non-Profit Agencies, and Private Entities.

D.1.1.

Indirect Administration

Types of Service	External Customers
Provide indirect administrative support for all programs	All internal and external customers

Develop and implement a plan for increasing the use of historically underutilized businesses through purchasing and other contracting.

Types of Service	External Customers
Any products or services needed by the Agency	Business Entities



Outcome Measures

1. Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Service Received..... 67.8%

Output Measures

1. Total Customers Taken the Survey234
2. The percentage of total customers surveyed who completed the survey<1%
3. Total Customers Offered Survey2,020,648

**Unique Access to Agency Webpages that Contains the Survey Link*

Efficiency Measures

1. Cost per Customer Surveyed\$0.64
**Number of Survey Responses divided by -2 months' subscription cost of Survey Monkey software*
**Agency resources (such as agency labor hours and IT resources) are not included in the calculation*

Explanatory Measures

1. Total Customers Identified2,020,648
2. Total Customers Groups Inventoried.....7

INFORMATION-GATHERING METHODS

The Office of the Secretary of State provides a customer service survey on the agency's website for customers of the agency to offer feedback regarding their satisfaction with agency performance. A link to this survey is also sent in any reply to persons who contact the agency by email. Individuals are asked to rate the agency's performance in a number of areas by providing a ranking of Very Satisfied, Satisfied, Neutral, Unsatisfied, Very Unsatisfied, Not Applicable. The form is designed to collect customer satisfaction feedback.

In order to reduce costs to both the Agency and the customer, the Agency utilizes a web-based customer survey methodology. First, the customer survey form was posted on the Agency web site where any visitor to the site could evaluate the services received. Second, we included in all outgoing email by staff a tagline and link to the survey encouraging our customers to complete the customer satisfaction survey form on the web site. Finally, we included the survey link on monthly customer statements. The survey period ran from March 1, 2020 through May 4, 2020.

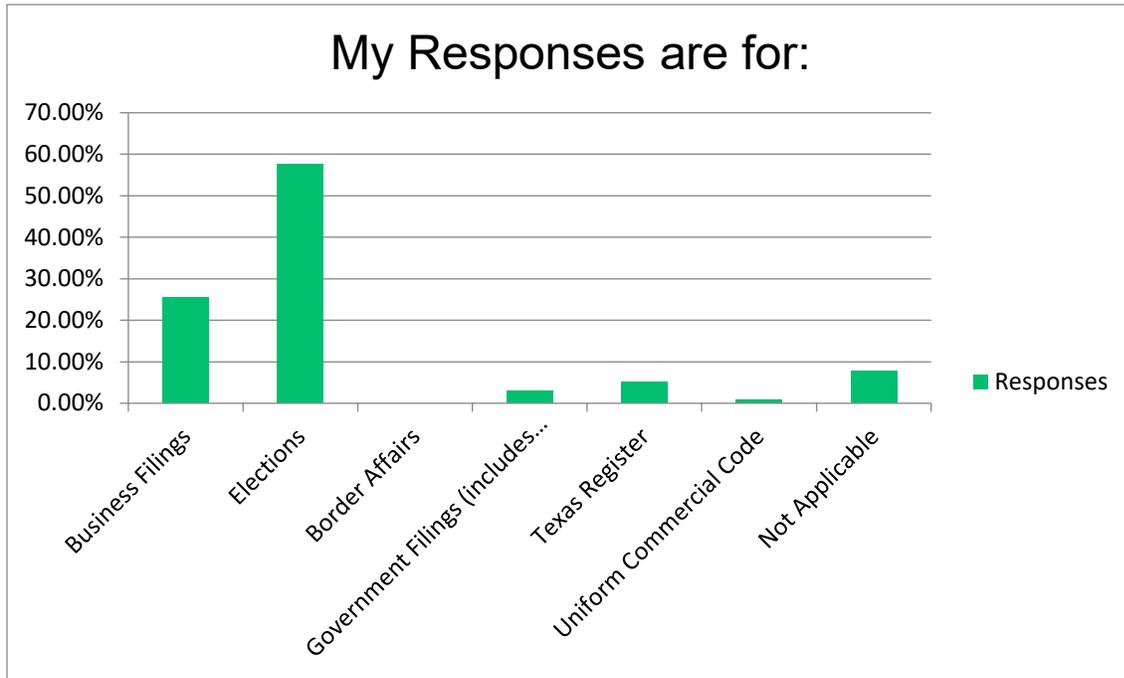
No customer groups were consciously excluded, but the survey may not have reached all customer groups if no representative of that group accessed our web site or received an email or a monthly statement during the survey period. All major customer groups, however, have web access to the survey form. The randomness at which customers access our web site and received email would create randomness in the selection of customers to be surveyed.

The Agency's customer service representative is Stephen Chang, Director of Communications, Office of the Secretary of State, P.O. Box 12697, Austin, Texas 78711 or phone (512) 463-6116; fax (512) 475-2761; email: SChang@sos.texas.gov

DIVISIONS

My Responses are for:

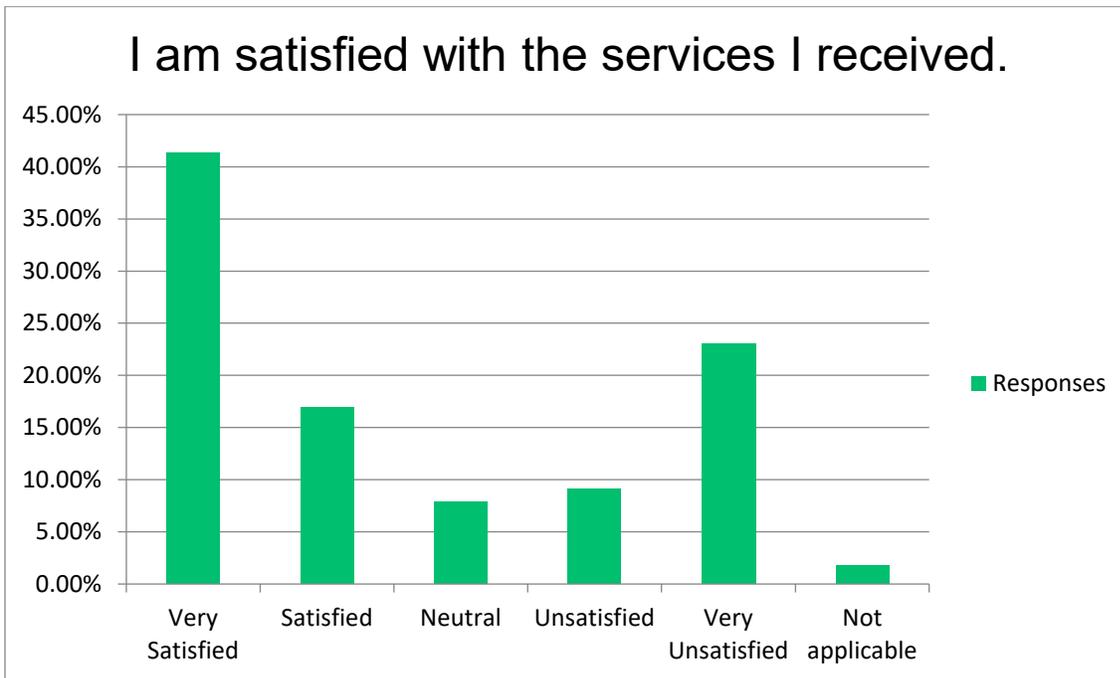
Answer Choices	Responses	
Business Filings	25.54%	59
Elections	57.68%	133
Border Affairs	0.00%	0
Government Filings (includes Notaries Public and Service of Process)	3.03%	7
Texas Register	5.19%	12
Uniform Commercial Code	0.87%	2
Not Applicable	7.79%	18
	Answered	231
	Skipped	3



I. GENERAL/OVERALL

I am satisfied with the services I received.

Answer Choices	Responses	
Very Satisfied	41.30%	95
Satisfied	16.96%	39
Neutral	7.83%	18
Unsatisfied	9.13%	21
Very Unsatisfied	23.04%	53
Not applicable	1.74%	4
	Answered	230
	Skipped	4



II. FACILITIES

How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

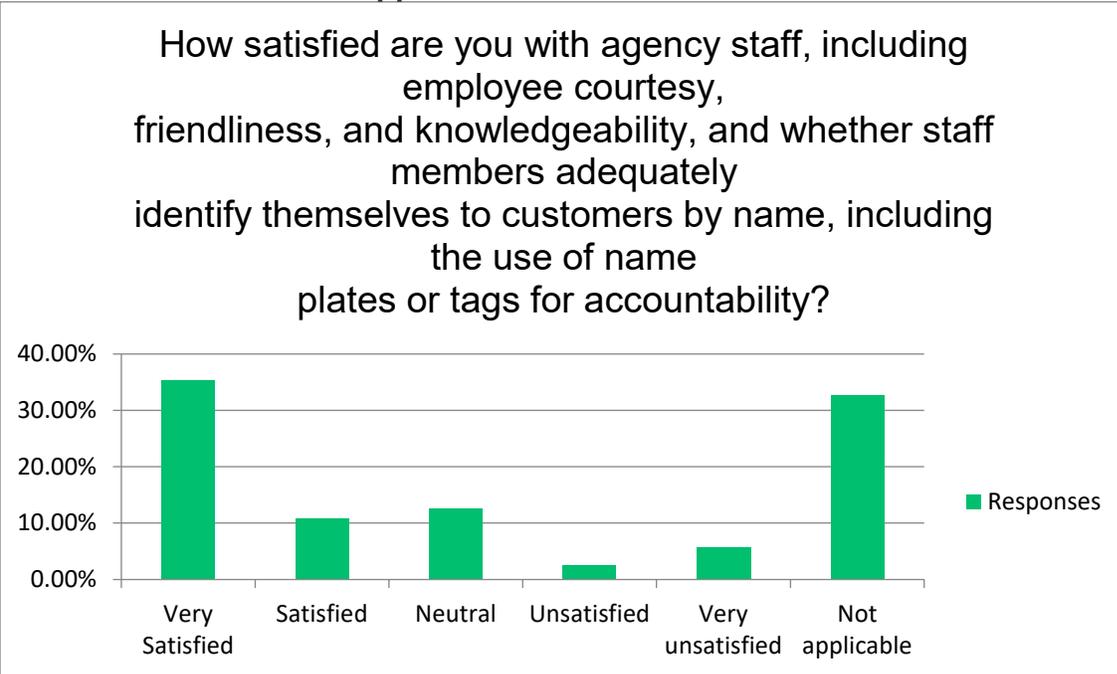
Answer Choices	Responses	
Very Satisfied	24.89%	57
Satisfied	11.79%	27
Neutral	9.17%	21
Unsatisfied	7.42%	17
Very Unsatisfied	8.73%	20
Not applicable	37.99%	87
Answered		229
Skipped		5



III. STAFF

How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

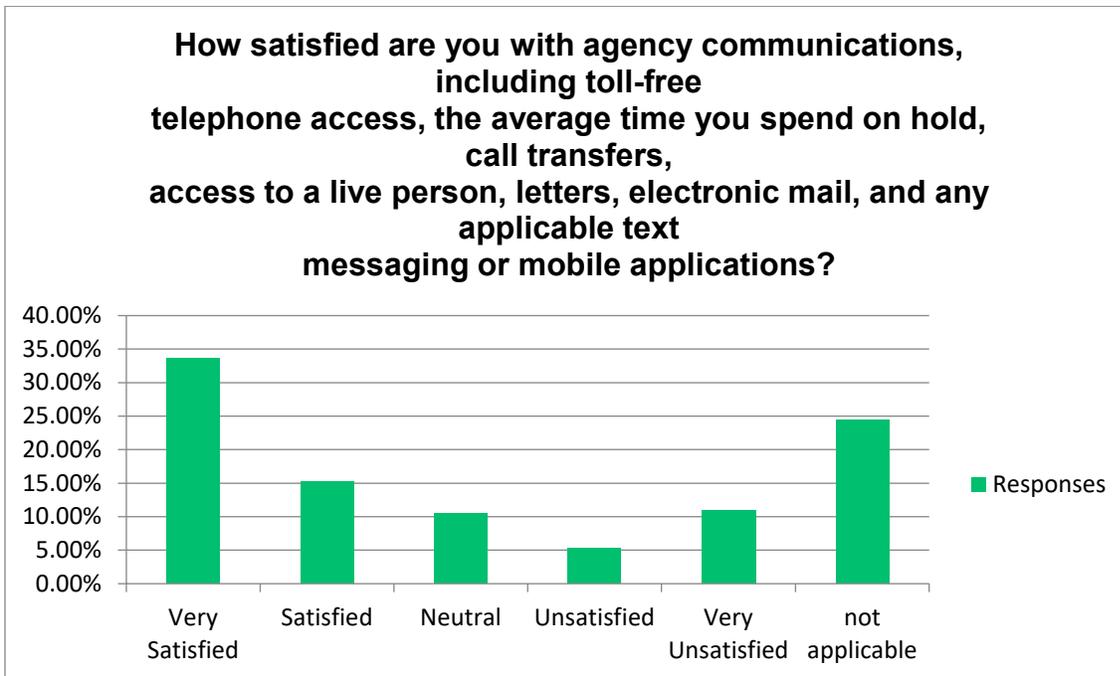
Answer Choices	Responses	
Very Satisfied	35.37%	81
Satisfied	10.92%	25
Neutral	12.66%	29
Unsatisfied	2.62%	6
Very unsatisfied	5.68%	13
Not applicable	32.75%	75
	Answered	229
	Skipped	5



IV. COMMUNICATIONS

How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

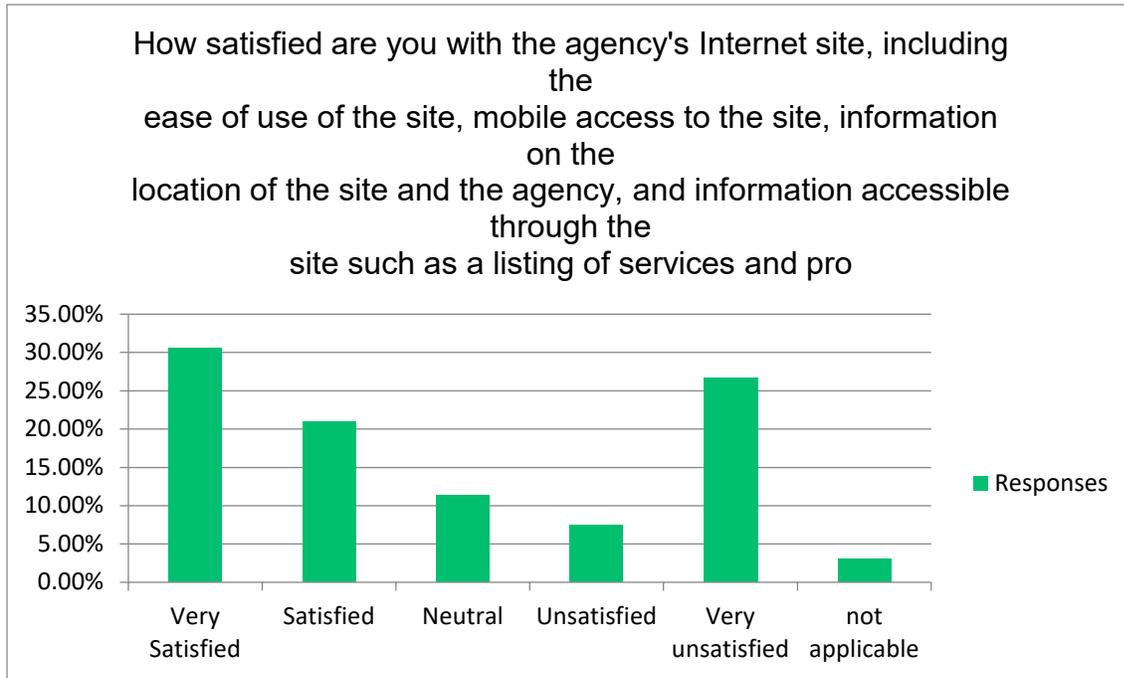
Answer Choices	Responses	
Very Satisfied	33.62%	77
Satisfied	15.28%	35
Neutral	10.48%	24
Unsatisfied	5.24%	12
Very Unsatisfied	10.92%	25
not applicable	24.45%	56
Answered		229
Skipped		5



V. INTERNET SITE

How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

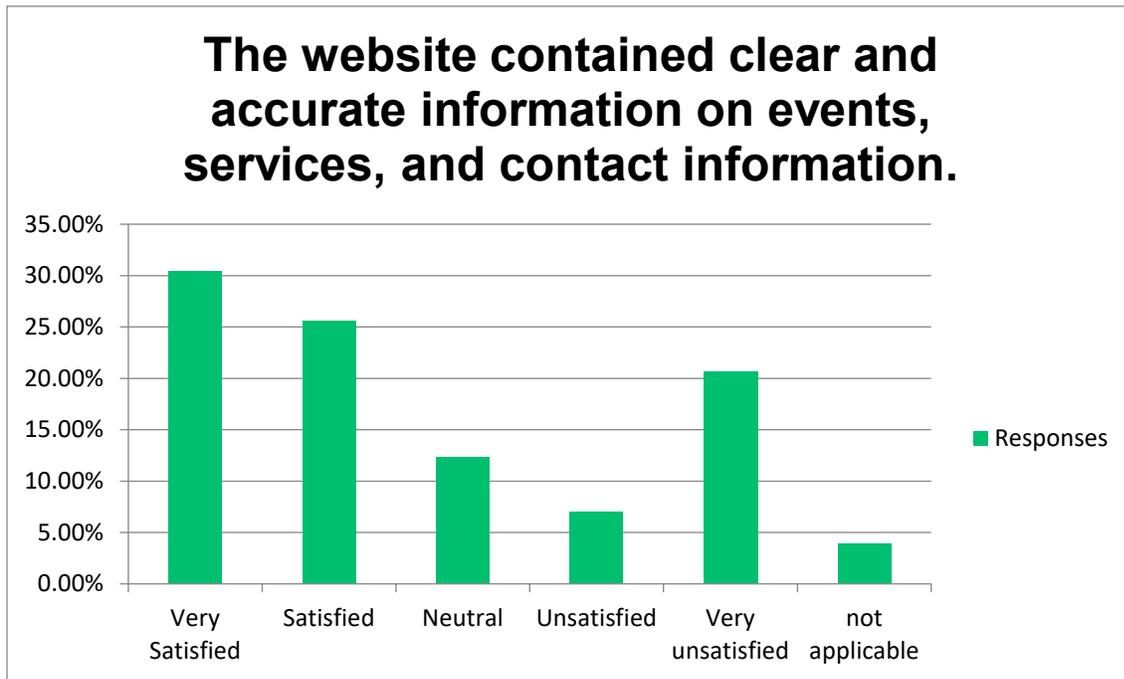
Answer Choices	Responses	
Very Satisfied	30.57%	70
Satisfied	20.96%	48
Neutral	11.35%	26
Unsatisfied	7.42%	17
Very unsatisfied	26.64%	61
not applicable	3.06%	7
	Answered	229
	Skipped	5



V. INTERNET SITES

The website contained clear and accurate information on events, services, and contact information.

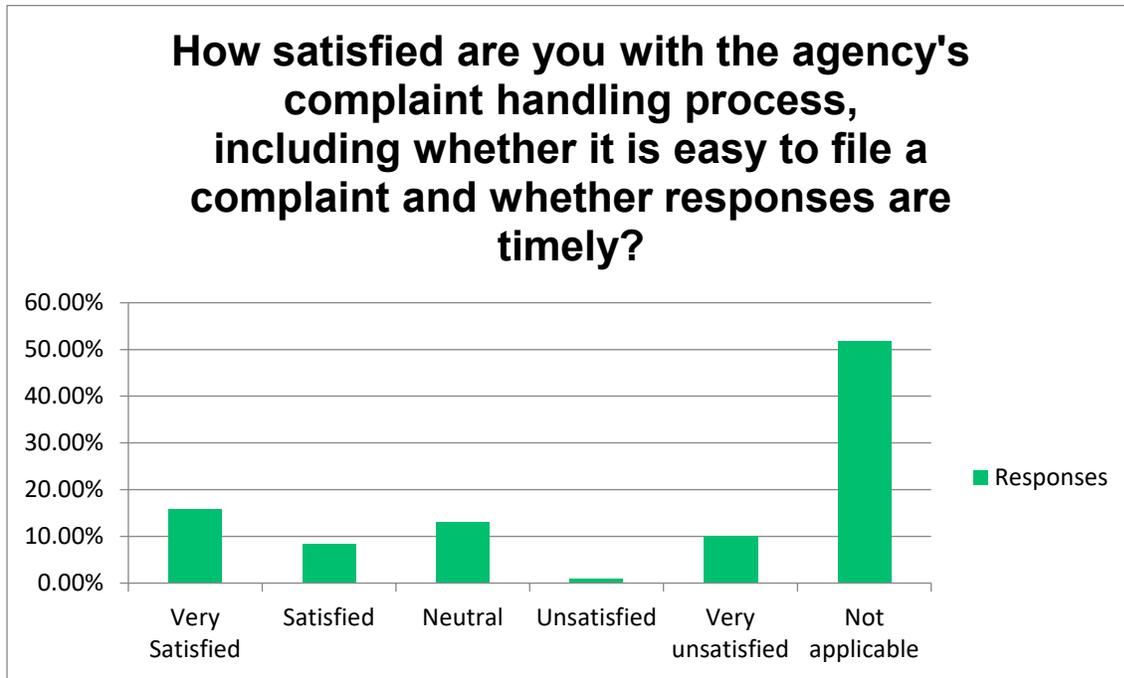
Answer Choices	Responses	
Very Satisfied	30.40%	69
Satisfied	25.55%	58
Neutral	12.33%	28
Unsatisfied	7.05%	16
Very unsatisfied	20.70%	47
not applicable	3.96%	9
	Answered	227
	Skipped	7



VI. COMPLAINT HANDLING

How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

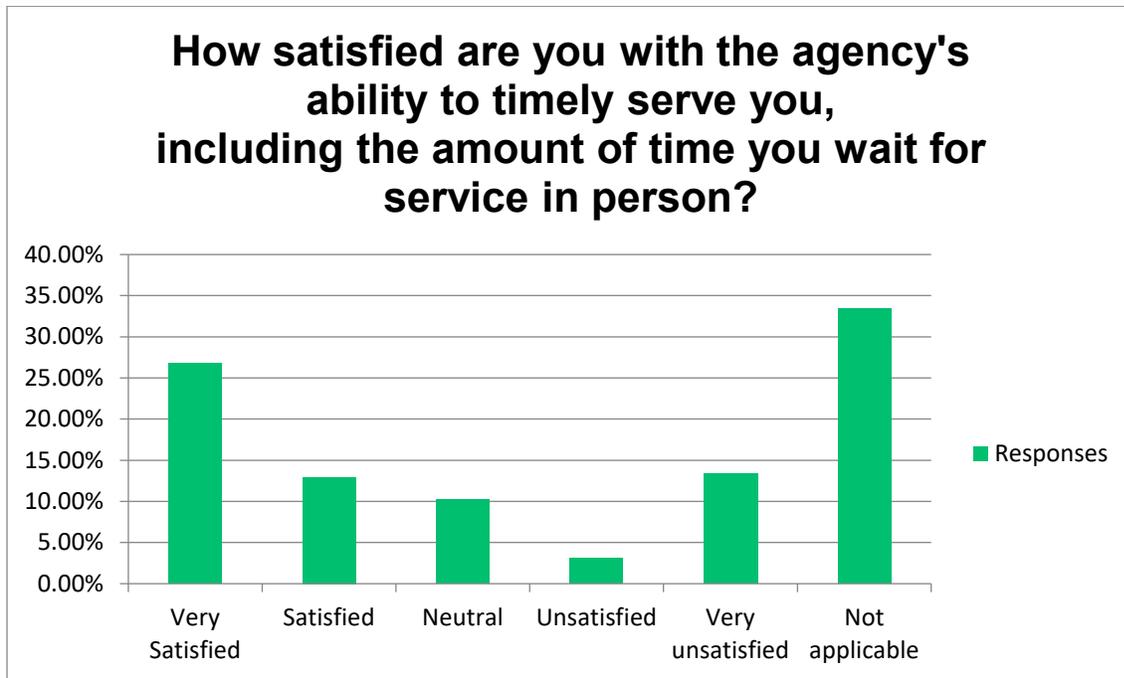
Answer Choices	Responses	
Very Satisfied	15.79%	36
Satisfied	8.33%	19
Neutral	13.16%	30
Unsatisfied	0.88%	2
Very unsatisfied	10.09%	23
Not applicable	51.75%	118
	Answered	228
	Skipped	6



VII. RESPONSE RATE

How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?

Answer Choices	Responses	
Very Satisfied	26.79%	60
Satisfied	12.95%	29
Neutral	10.27%	23
Unsatisfied	3.13%	7
Very unsatisfied	13.39%	30
Not applicable	33.48%	75
	Answered	224
	Skipped	10



VIII. OVERALL SATISFACTION

Please rate your overall satisfaction with the agency.

Answer Choices	Responses	
Very Satisfied	36.12%	82
Satisfied	20.70%	47
Neutral	11.01%	25
Unsatisfied	11.45%	26
Very unsatisfied	18.50%	42
Not applicable	2.20%	5
	Answered	227
	Skipped	7

