# Secretary of State

Annual Performance Progress Report

Reporting Year 2018

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KPM #	Approved Key Performance Measures (KPMs)
1	Electronic Access to Public Information - Percentage of targeted records made available electronically.
3	Audit Efficiency - Dollar savings per dollar spent on economy and efficiency audits.
4	Audit Recommendation Implementation - Percentage of audit recommendations implemented.
5	Business registration - Document processing turnaround time from receipt.
6	Notary - Document processing turnaround time from receipt.
7	UCC - Document processing turnaround time from receipt.
8	Campaign Finance Information - Percent of committee filings determined to be sufficient.
9	Staff Diversity - Employment of Women, People of Color, and Persons with Disabilities as a percentage of the SOS workforce.
10	Customer Satisfaction - Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

- red
- green
- yellow
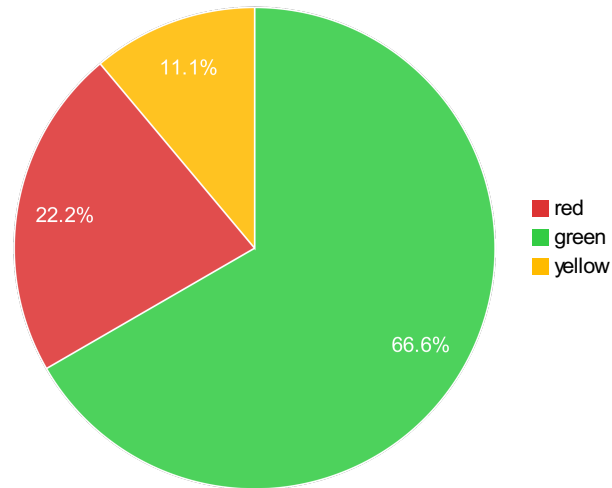
Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	66.67%	11.11%	22.22%

KPM #1	Electronic Access to Public Information - Percentage of targeted records made available electronically.
	Data Collection Period: Jan 01 - Jan 01

Upward Trend = positive result
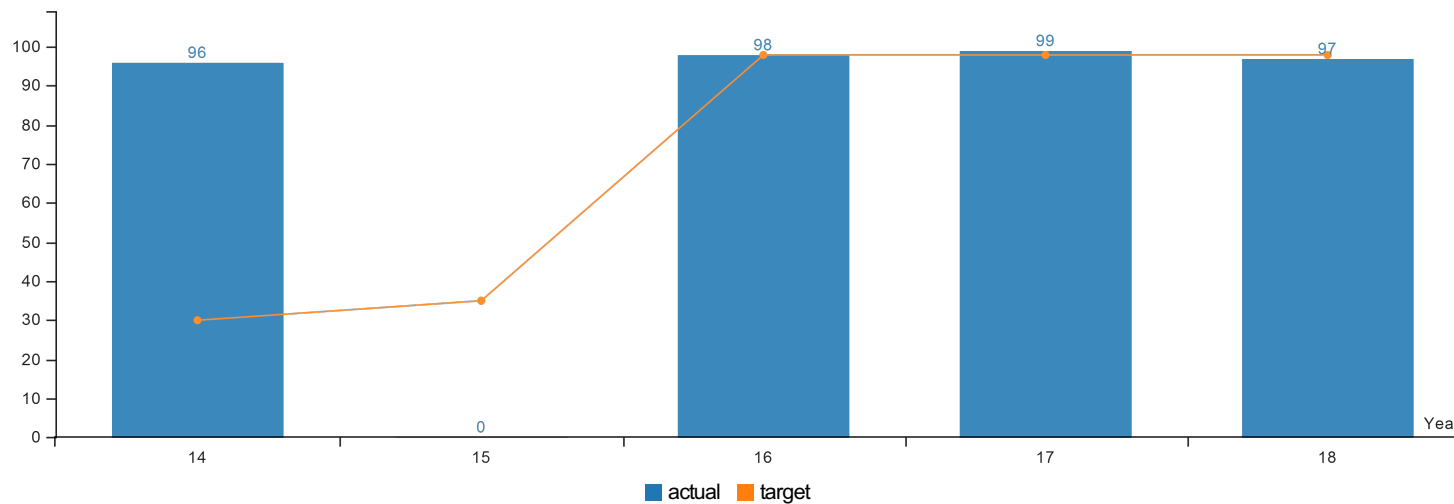
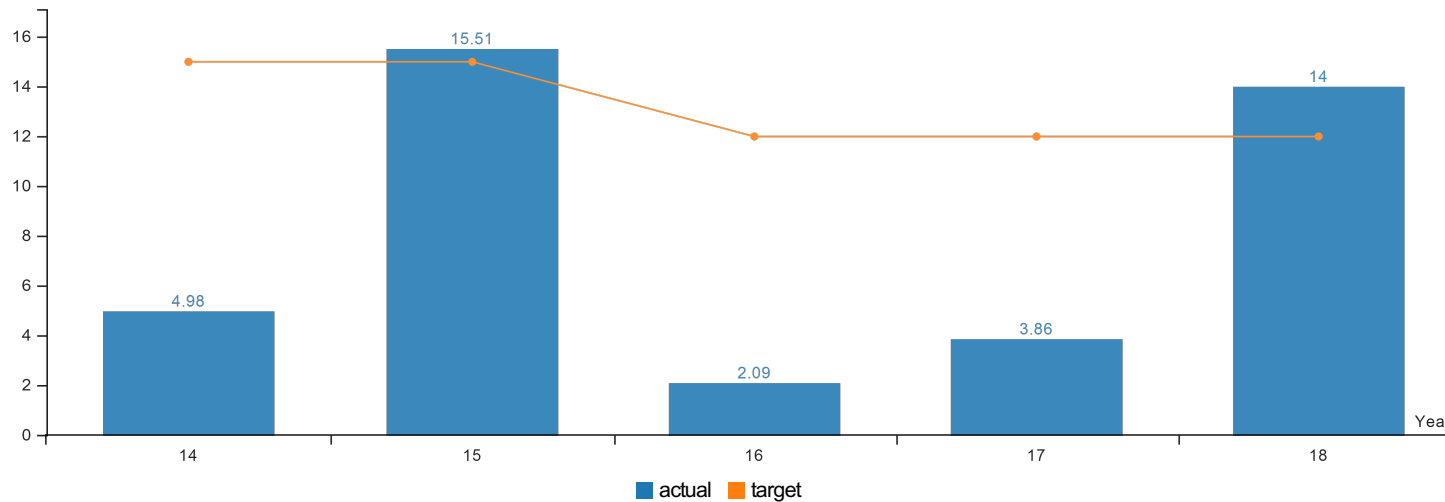| Report Year	2014	2015	2016	2017	2018
Public Information Access- Improve access to public information					
Actual	96%	No Data	98%	99%	97%
Target	30%	35%	98%	98%	98%

How Are We Doing

Our Customer Service Survey and Electronic Access to Public Information reflect a January1 through December 31st collection period. Data for 2017 continues to show that 97% of our customers who use the website like and find useful the information posted. Those that gave us a satisfactory or less than rating commented that they wanted more information than what is currently there, an indicator that we are on the right track in making more information available. Our use of social media (Facebook and Twitter) continues and our audiences have grown significantly, since we started in 2014. To date, we have had over 600,000 unique visitors to our webpages.

Factors Affecting Results

Consistent and easy to use web analytics tools make it hard to compare results from year to year. Settling on what we actually need to collect and measure to give us a clear picture of how we are succeeding has also been problematic. As far as we know, we may still be the only state archives collecting this information. However we do know that we are continuing to add records that will be easily accessed online by tracking how many records from our holdings are being added to the web portal for the public to access. In 2016 we had 40,000 records available and to date we have over 120,000 records.

KPM #3	Audit Efficiency - Dollar savings per dollar spent on economy and efficiency audits.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

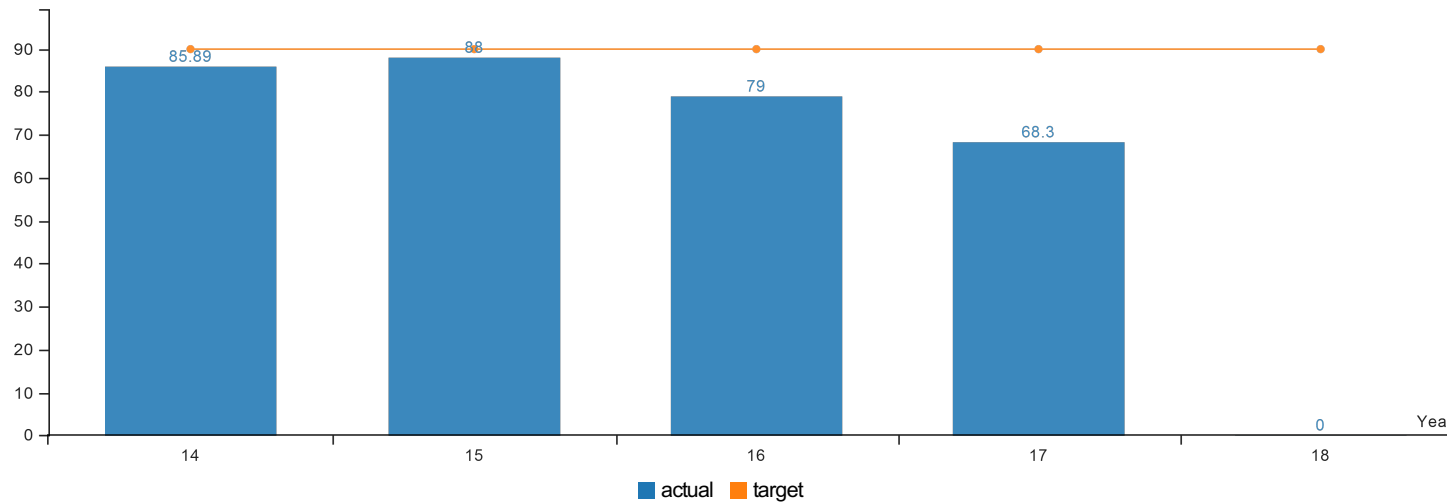| Report Year	2014	2015	2016	2017	2018
DOLLAR SAVINGS PER DOLLAR SPENT- Dollar savings per dollar spent on economy and efficiency					
Actual	$4.98	$15.51	$2.09	$3.86	$14.00
Target	$15.00	$15.00	$12.00	$12.00	$12.00

How Are We Doing

We have consistently returned more in revenue enhancements, savings and questioned costs than our audits have cost. That said, this measure has fluctuated over time. For example, in fiscal years 2016 and 2017, we returned in the range of $2.00 to $4.00 for every dollar spent on economy and efficiency audits. For FY 2018, the measure rose to $14.

Factors Affecting Results

All audits we complete have important benefits, such as increased transparency about how well state government programs are working and improvements in program efficiency and effectiveness. Our results on this measure, however, depend on how many audits we undertake that have the potential for identifiable and quantifiable revenue enhancements, savings, or questioned costs. We will continue to undertake audits with the potential for these financial benefits, but we caution that many high impact audits will not have benefits that are measureable in dollar terms.

KPM #4	Audit Recommendation Implementation - Percentage of audit recommendations implemented.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

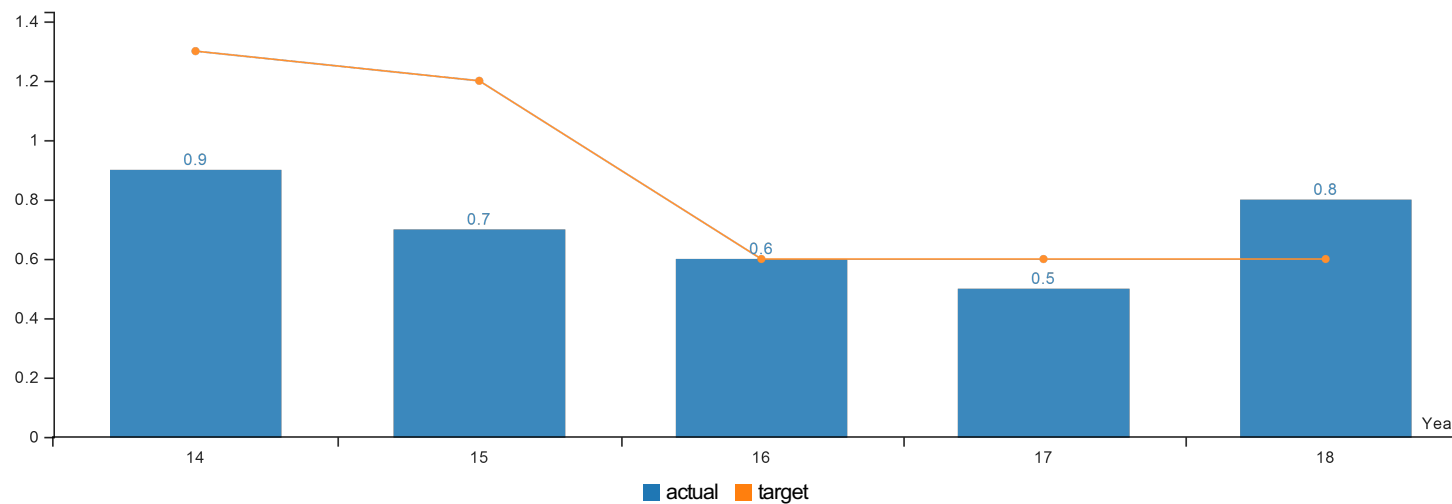| Report Year	2014	2015	2016	2017	2018
IMPLEMENTED RECOMMENDATIONS- Percentage of recommendations implemented					
Actual	85.89%	88%	79%	68.30%	No Data
Target	90%	90%	90%	90%	90%

How Are We Doing

Audited agencies implemented 79% of the recommendations we made in reports issued in fiscal year 2016. This measure decreased to 68% in fiscal year 2017, though a substantial number of recommendations were partially completed as opposed to the prior fiscal year. This Indicates that progress is being made towards mitigating identified risks. FY 2017 is the most recent year for which we have data. That is because we allow agencies time implement our recommendations before initiating our follow up work.

Factors Affecting Results

In the past, we followed up with agencies for three consecutive years to determine the implementation status of our recommendations. Given that agencies may take more than a year to implement some recommendations, the implementation percentage tended to increase over time. In 2018, we implemented a new process where we follow up once, at point in time when the agency committed to having implemented all recommendations. This process will allow for more complete reporting and will increase process efficiency. As noted above, we saw more partially implemented recommendation in FY 2017 versus FY 2016. We suspect that this was a result of the change in our follow up methodology. We also anticipate this measure will rise over time as we put our new follow process into place.

KPM #5	Business registration - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

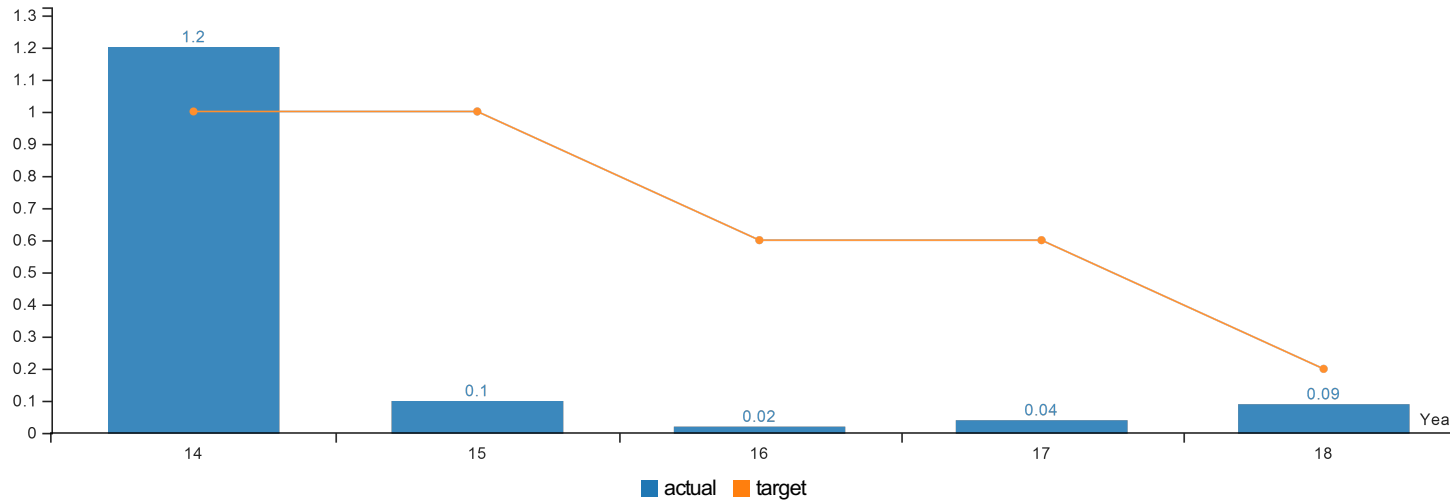| Report Year	2014	2015	2016	2017	2018
TIMELY DOCUMENT PROCESSING-CORPORATION DIVISION- Business Registration document processing turnaround time from receipt					
Actual	0.90	0.70	0.60	0.50	0.80
Target	1.30	1.20	0.60	0.60	0.60

How Are We Doing

In FY 2018, document processing turnaround time averaged 0.80 days. While this is slower than the target goal of 0.60 days, according to the World Bank's Doing Business 2018 the result ranks just behind #1 New Zealand (0.50 days) and #2 Canada (1.0 days) for fastest place to register a business.

Factors Affecting Results

Increased volume of customer phone calls and business registrations required an increase in staffing through double filling of four positions. Delays in the recruiting, hiring and training process combined with staff retirements and turnover limited staffing levels available to maintain business registration document processing and aggressive performance targets.

KPM #6	Notary - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

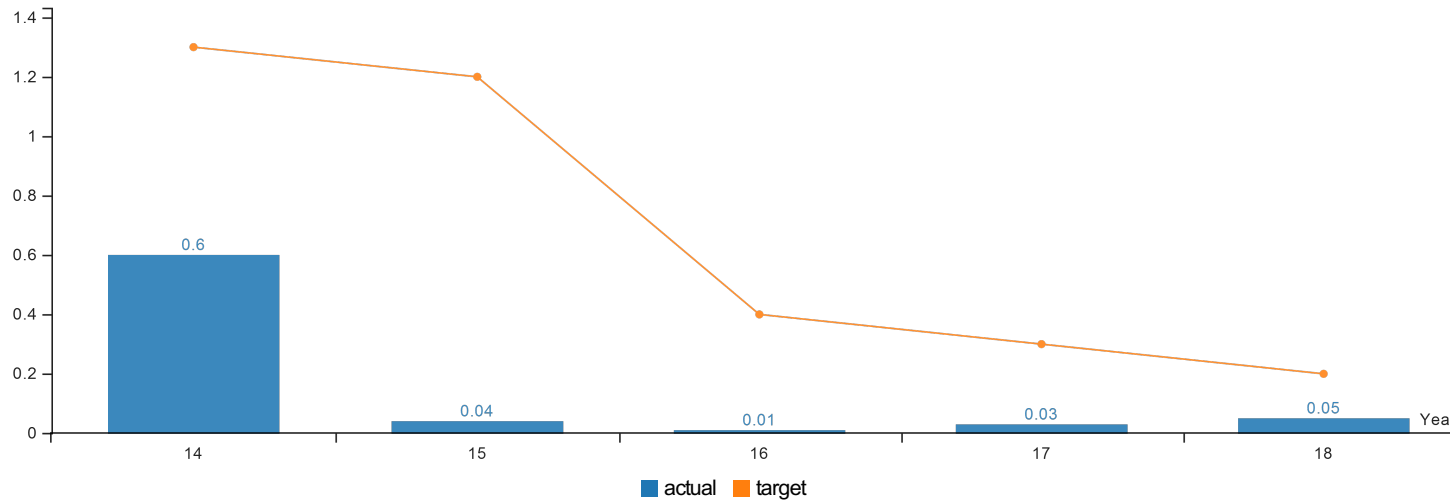| Report Year	2014	2015	2016	2017	2018
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION- Notary Public document processing turnaround time from receipt					
Actual	1.20	0.10	0.02	0.04	0.09
Target	1	1	0.60	0.60	0.20

How Are We Doing

In FY 2018, document processing turnaround time averaged 0.09 days. This is considerable faster than the target goal of 0.20 days.

Factors Affecting Results

Cross training of staff has helped the Division to meet and exceed processing performance measures. Notary documents are consistently processed same day received.

KPM #7	UCC - Document processing turnaround time from receipt.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = negative result

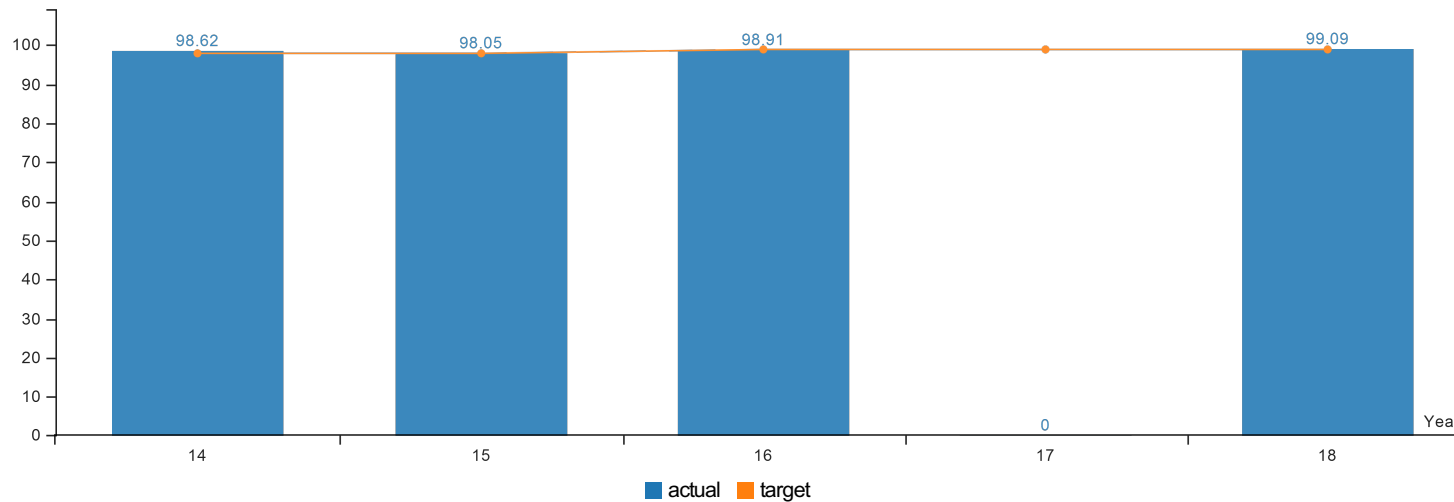| Report Year	2014	2015	2016	2017	2018
TIMELY DOCUMENT PROCESSING- CORPORATION DIVISION - Uniform Commercial Code document processing turnaround time from receipt					
Actual	0.60	0.04	0.01	0.03	0.05
Target	1.30	1.20	0.40	0.30	0.20

How Are We Doing

In FY 2018, document processing turnaround time averaged 0.05 days. This is considerable faster than the target goal of 0.20 days.

Factors Affecting Results

Successful adoption of electronic filing of UCC documents including Revenue Warrants reduces the volume of paper filings requiring manual data entry. This results in faster all-around UCC document processing. UCC documents are consistently processed same day received.

KPM #8	Campaign Finance Information - Percent of committee filings determined to be sufficient.
	Data Collection Period: Jul 01 - Jun 30

Upward Trend = positive result

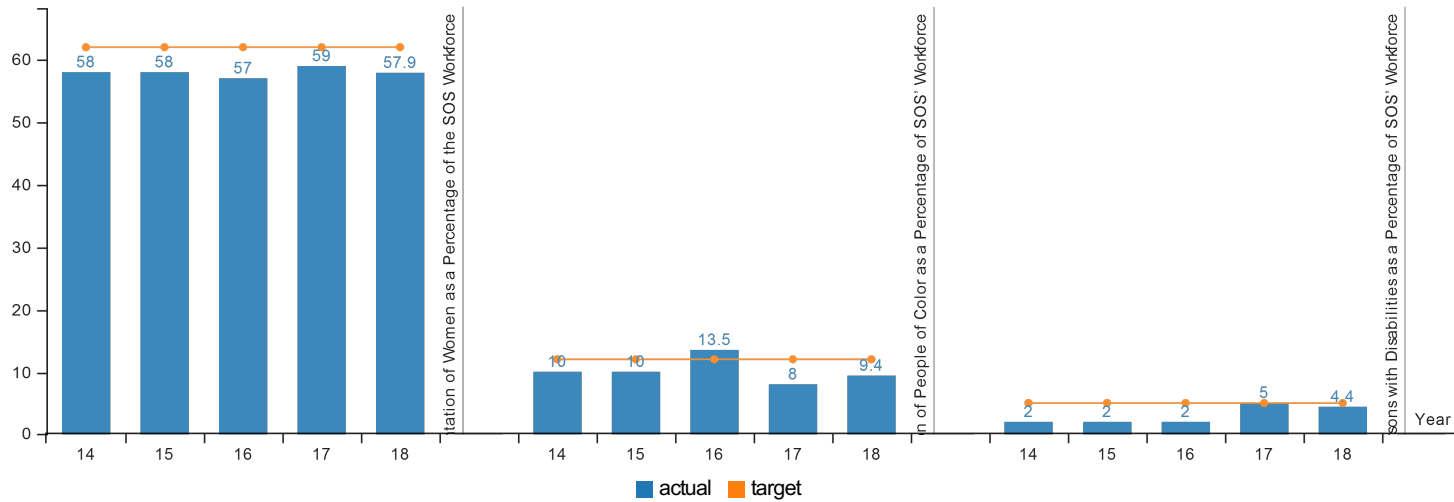| Report Year	2014	2015	2016	2017	2018
Public Access to Campaign Finance Information					
Actual	98.62%	98.05%	98.91%	No Data	99.09%
Target	98%	98%	99%	99%	99%

How Are We Doing

The Elections Divisions campaign finance staff has taken on more of the role of a "help desk" since the implementation of the ORESTAR system. Candidates and treasures contact our office on a daily basis with questions regarding how to file transactions as well as inquiries into what is reportable and what is not. Because we are able to assist them immediately and walk them through the correct process in filing transactions the number of sufficient filings continues to increase.

Factors Affecting Results

Individuals entering and filing transactions who may not completely understand campaign finance reporting requirements and who do not seek assistance from the Elections Division results in more insufficient filings.

KPM #9	Staff Diversity - Employment of Women, People of Color, and Persons with Disabilities as a percentage of the SOS workforce.
	Data Collection Period: Jul 01 - Jun 30

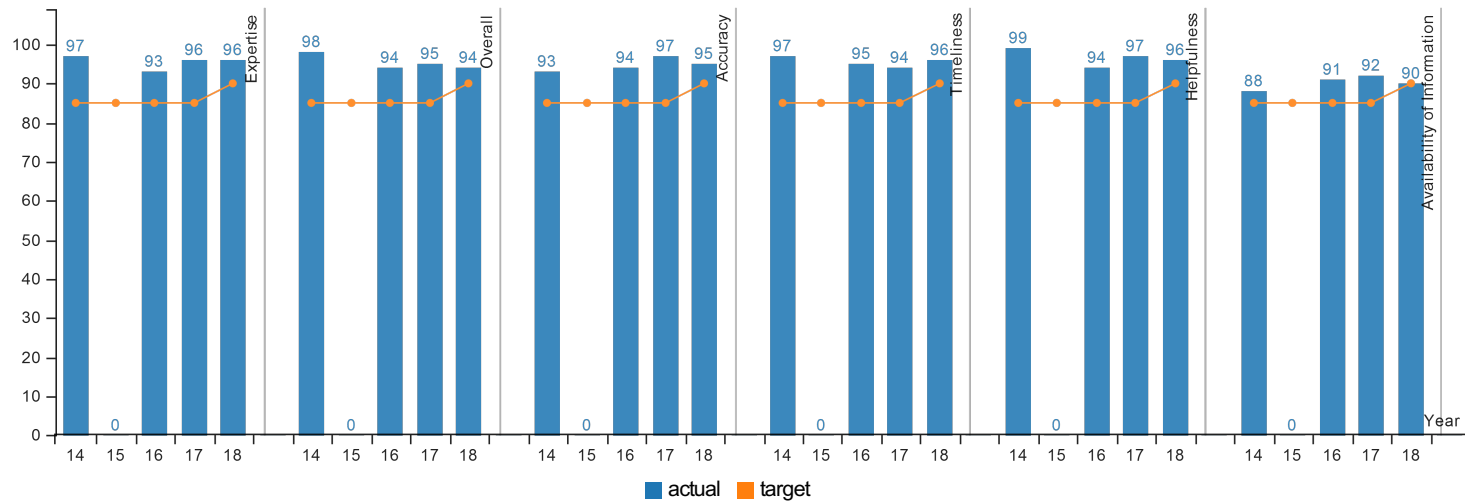| Report Year	2014	2015	2016	2017	2018
Representation of Women as a Percentage of the SOS Workforce					
Actual	58%	58%	57%	59%	57.90%
Target	62%	62%	62%	62%	62%
Representation of People of Color as a Percentage of SOS' Workforce					
Actual	10%	10%	13.50%	8%	9.40%
Target	12%	12%	12%	12%	12%
Representation of Persons with Disabilities as a Percentage of SOS' Workforce					
Actual	2%	2%	2%	5%	4.40%
Target	5%	5%	5%	5%	5%

How Are We Doing

We have slightly decreased our representation of women by about 1%. We have increased our representation of people of color by 1.4 percent, highlighting our progress toward reaching the target goal. Our representation of people with disabilities has slightly decreased.

Factors Affecting Results

Factors contributing to our ability to meet targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the impact of even minor attrition, which significantly fluctuates our representation. We continue to look for outreach strategies that will allow us to progress towards our goals.

KPM #10	Customer Satisfaction - Percent of customers rating their overall satisfaction with the agency as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.
	Data Collection Period: Jan 01 - Dec 31

Report Year	2014	2015	2016	2017	2018
Expertise					
Actual	97%	No Data	93%	96%	96%
Target	85%	85%	85%	85%	90%
Overall					
Actual	98%	No Data	94%	95%	94%
Target	85%	85%	85%	85%	90%
Accuracy					
Actual	93%	No Data	94%	97%	95%
Target	85%	85%	85%	85%	90%
Timeliness					
Actual	97%	No Data	95%	94%	96%
Target	85%	85%	85%	85%	90%
Helpfulness					
Actual	99%	No Data	94%	97%	96%
Target	85%	85%	85%	85%	90%
Availability of Information					
Actual	88%	No Data	91%	92%	90%
Target	85%	85%	85%	85%	90%

How Are We Doing

In FY 2017, Our customers gave us high ratings for Overall level of service, Timeliness of services, Accuracy in processing requests, Helpfulness, Knowledge and Expertise of our employees, and Making information easily available. AI targets are being exceeded.

Factors Affecting Results

Customers want timely and accurate services from the Secretary of State. Listening to our customers allows us to deliver services that meet and exceed customer expectations.