

SECRETARY of STATE

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date:

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Electronic Access to Public Information- Percentage of targeted records made available electronically.
2	Audit Cost Savings- Dollar Value of Revenue Enhancements, savings, or questioned costs in performance audit reports.
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 a	Staff Diversity- Percent of Women as a percentage of SOS workforce.
9 b	Staff Diversity- Percent of People of Color as a percentage of SOS workforce.
9 c	Staff Diversity – Percent of Persons with Disabilities as a percentage of 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 aand availability of information.
11	Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

SECRETARY of STATE

I. EXECUTIVE SUMMARY

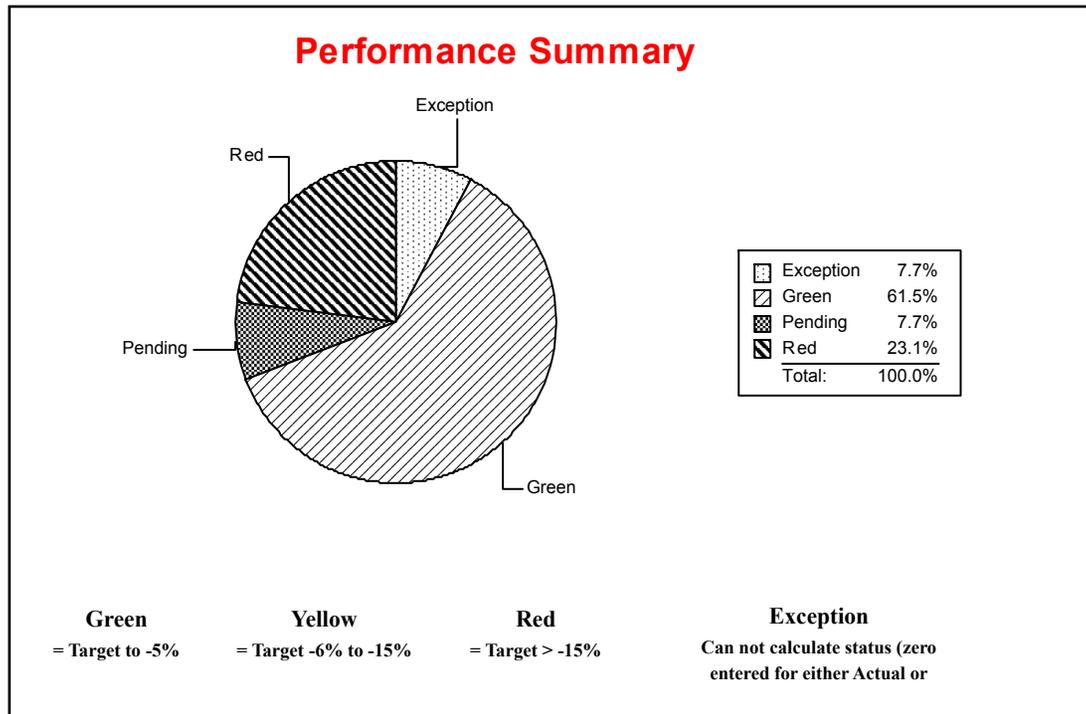
Agency Mission: The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon’s history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations. A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon's representative democracy work. Our Vision The Secretary of State delivers better results for Oregonians through: -More effective and efficient service delivery; -Greater transparency and accountability; Using innovation to connect Oregonians to their government.

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1. SCOPE OF REPORT

Agency Programs/services addressed by key performance measures are: the Audits Division, Corporation Division, Elections Division, Archives Division and the Human Resources Division. **Agency programs/services, if any, not addressed by key performance measures:** The internal support divisions conduct annual customer service surveys to determine quality of services provided.

2. THE OREGON CONTEXT

The Office of the Secretary of State is one of three constitutional offices established at statehood . The Secretary of State is the custodian of the state seal and oversees the functions of seven divisions. As the auditor of public accounts, the Secretary evaluates and reports on the financial condition and efficient operations of state government and administers the Municipal Audit law . The Secretary of State is the chief elections officer. She is responsible for uniformly interpreting and applying state election laws. She also acts as the filing officer for state offices, initiative and referendum petitions, campaign finance reports and other election documents. In addition, the Secretary publishes and distributes the Voters Pamphlet and investigates and prosecutes election law violations . The Secretary is the public records administrator for Oregon, a role that includes preserving official acts of the Legislative Assembly and state agencies , supervising the state archivist, publishing the administrative rules for state agencies and production of the Oregon Blue Book. The Secretary of State registers domestic and foreign corporations, assumed business names, trade and service marks, and is responsible for the state's business portal. The Secretary prepares notarial applications and serves as filing officer for Uniform Commercial Code transactions . The Secretary of State serves with the Governor and State Treasurer on the State Land Board , managing state-owned lands for the benefit of the Common School Fund. She also currently serves as Chair of the Oregon Sustainability Board and the State Complete Count Committee, by appointment by the Governor.

3. PERFORMANCE SUMMARY

KPMs MAKING PROGRESS or trending toward target achievement: KPM #165-01 Electronic Access to Public Information, KPM #165-02 Audit Cost Savings, KPM #165-03 Audit Efficiency, KPM #165-05 Business Registry Timely Document Processing, KPM # 165-07 UCC Timely Document Processing, KPM #165-08 Campaign Finance Information, KPM #165-010 Customer Satisfaction. KPMs with UNCLEAR PROGRESS or target not yet set: , KPM #165-04 Audit Recommendation Implementation, KPM #165-06 Notary Timely Document Processing, KPM #165-09 Work force Percentage, KPM #165-011 Campaign Finance Proposed Penalty Notices.

4. CHALLENGES

While Oregon's revenue outlook has stabilized, the year-over-year GF growth rate is projected to be lower over the next several years. The Elections Division relies heavily on GF dollars to fund its core business functions and the Administrative Services Division relies on a combination of GF and OF revenues to fund their core business functions. GF reductions were taken by the agency in the 2013-15 LAB. The agency places a heavy reliance on information technology which enables us to provide efficient and timely services to our customers. There is a need for additional funds to add vital resources (i.e. added security for

computer applications, security hardware and additional staffing dedicated to computer application security) to protect these essential computer applications from ongoing attacks and threats in cyber crime.

Audits Division: Oregon government is working its way out of severe financial and operational challenges from the great recession. However, agency management is often consumed by the daily demands of immediate problems, making it difficult for them to address the more far-reaching issues and strategies for improvement. Performance auditors can bring an objective, fresh perspective to these issues, to recommend changes that can improve agency results. While our agency mission remains the same, Auditing to Protect the Public Interest and Improve Oregon Government, we are setting our audit objectives higher - to find ways that agencies can better achieve their mission. Our audits will seek efficiency savings, improvements in the safety and quality of life of Oregonians, and adequate safeguards for the state's assets and natural resources. We will also seek to produce audits that better inform decision-makers and the public about the challenges and opportunities for Oregon government. We will focus on results from state dollars, and federal dollars as well, to ensure that we are obtaining the best value for Oregonians.

Corporation Division: The primary challenge facing the Corporation Division is maintaining performance levels for an increased volume of work while meeting increasing customer expectations for better and faster service. The advancement and implementation of technology and e-Government initiatives presents the opportunity for increased efficiency in the Corporation Division processes and at other government agency partners, while requiring adoption of new procedures and changing the way we operate and do business. Past e-Government successes have allowed the Corporation Division to eliminate 7 FTE positions over the past decade, while absorbing an increased workload and offering more and faster services to the public.

Elections Division: A large proportion of the work of the Elections Division is controlled by factors beyond our control: the number of candidates that file for office, the number of initiatives and referenda filed, the number of active political committees, the number of transactions filed within ORESTAR, the number of voters' pamphlet statements filed and the number of challenges filed in court. Identifying meaningful outcomes we can impact is difficult. Additionally, most of our deliverables are deadline-driven and statutory. Therefore, we must complete all major projects and tasks on time as prescribed, without exception. For the last biennium, the Elections Division implemented one new Key Performance Measure (KPM), identified as KPM #11. KPM #11 was implemented to identify the percentage of time when proposed penalty notices are sent to committees within five months of the finding of an insufficient transaction. Data has been collected regarding this KPM and is noted appropriately in the appropriate Key Measure Analysis.

Archives Division: The Division received a more stable funding source in the 2013-15 Legislative session. Archives was moved out of General Fund and into an FTE based assessment model. This should help Archives to become less reliant on sales of services and supplies. Archives continues to work and build upon the Oregon Records Management Solution (ORMS) to provide the state with a more cost effective way to manage its electronic records and are also formalizing a plan to get more of the Archives holdings into ORMS so they are accessible online. We are using social media, especially Facebook and Twitter to promote our holdings which has resulted in more visits to the Archives in person and to our website. Finally, we are working to turn the audio tapes of the Legislature that are on obsolete technologies into a digital format with equipment that was purchased on E-bay, cleaned, repaired, and connected to computers, by Archives staff, for the conversion process and posting online as well as working with Legislative Administration to put Legislative Audio already in a digital format online.

5. RESOURCES AND EFFICIENCY

The Secretary of State 2015-17 Agency Request Budget: General Fund- \$ 11,132,679; Other Funds- \$54,294,731 and Federal Funds - \$6,646,779. **The Agency Request Budget for the Audits Division is \$20,183,511 Other Funds for the 2015-2017 biennium.** In the 2013-15 biennium, the Division

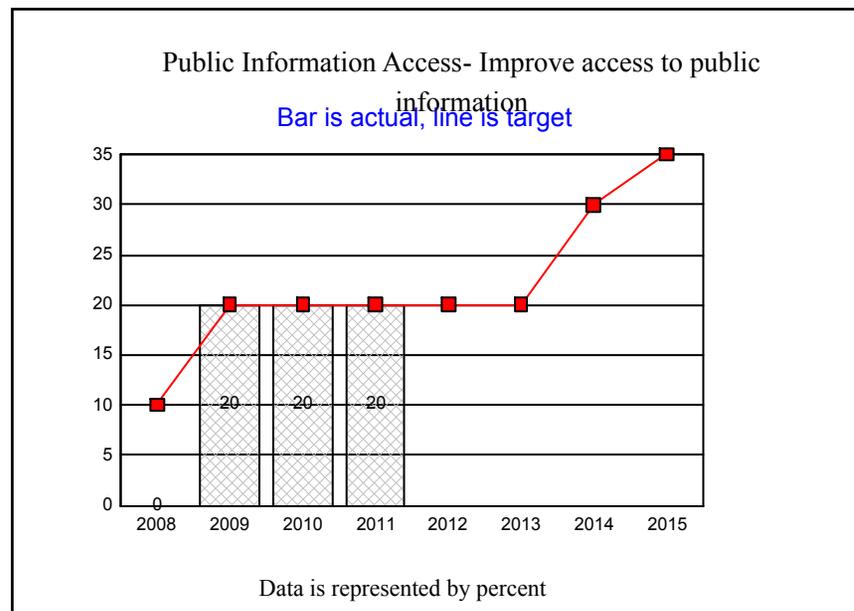
continued to refine its efforts: further streamlined its audit processes; reported on the financial condition of Oregon and the 36 counties; and improved its reporting methods and formats of audit results.

The Agency Request Budget for the Corporation Division is \$9,364,191 Other Funds for the 2015-2017 biennium. In the 2013-15 biennium, the Division: Implemented the Office of Small Business Assistance; reorganized division operations to maximize customer service delivery; implemented a new Notary Public application; and expanded the features and services of the Central Business Registry.

The Agency Request Budget for the Elections Division is \$8,501,806 General Fund; \$1,013,904 Other Funds and \$6,472,455 Federal Funds for the 2015-2017 biennium. In the 2013-15 biennium, the Elections Division successfully: presided over three successful state elections; processed the signatures on all statewide petitions; referred at least four violations of petition circulating laws and eight ballot cases (voting violations) to the Attorney General; and implemented several statutory enhancements to the online campaign finance and voters' pamphlet filing system (ORESTAR); and continued to develop and implement enhancements to the Oregon Centralized Voter Registration (OCVR) and the election management system, including ballot sorters and corresponding interfaces for five counties. In addition, 2013 was a year of transition regarding leadership in the Elections Division. An interim Director was in place for a period of time and then a new Director was hired in November.

The Agency Request Budget for the Archives Division is \$7,626,702 Other Funds and \$174,324 Federal Funds for the 2015-2017 biennium. In the 2013-15 biennium, the Division: Continued to update policies and procedures to ensure compliance to national standards; increased use of technology to assist, not only in locating resources, but in making more information available online to aid our users; used volunteers, interns and student workers to enhance services provided; continued to market, manage and implement the Oregon Records Management Solution - a statewide solution that is sold as a Software as a Service application to give state and local governments an efficient and cost-effective approach to managing their electronic records; participated on national standards development committees to find workable solutions for the ever developing technology industry; trained state and local government agencies on their responsibilities as a public employee as it relates to public records; updated schedules to ensure that public records are only kept for as long as they are necessary; working to improve the Administrative Rules applications to provide better access to Rules as well as streamlining the process; trained state agency rules coordinators so that they better understand the requirements of their position as it relates to Administrative Rules; enhancing the printed version of the Blue Book; and continued to upgrade our website to incorporate web 2.0 capabilities.

KPM #1	Electronic Access to Public Information- Percentage of targeted records made available electronically.	2008
Goal	Improve electronic access to public information.	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmarks.	
Data Source	Measurements will come from a variety of sources: Customer Satisfaction Surveys; products produced, including new information made available on our website; and collection of statistics on use and services provided.	
Owner	Archives Division, Mary Beth Herkert, (503) 378-5196	



1. OUR STRATEGY

Invest resources to develop and enhance access to public records and information managed and held by the Archives Division.

2. ABOUT THE TARGETS

This is a relatively new performance measure and we currently have three year's worth of data. We won't know if our targets are reasonable or need to be adjusted until we have a couple more year's worth of data and can make a determination if this is what we should be collecting and measuring.

3. HOW WE ARE DOING

This is a relatively new measure with three year's worth of data. Our Customer Service Survey shows that 97% of our customers who use the website like and find useful the information posted. Those that gave us an unsatisfactory 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. One addition to our website since last report is our use of social media (Facebook and Twitter). Our statistics in this show that since we have gone with consistent and more thematic "Document/Picture of the Day" postings, our followings have gone up dramatically. Since January 2014 we have added over 900 "likes" to our page and reach on average over 4,000 individuals weekly. In addition, our "tweets" which directly relate to what we have posted on Facebook or alert to a function or event at the Archives, are re-tweeted 95% of the time which means if an individual receives our tweet they are sending it out to others. During 2012-2013, we averaged 172,515 visitors to our site. Our 2013-2014 statistics are currently being compiled.

4. HOW WE COMPARE

We still have not found any other state archives programs that are tracking this data. We have been told by numerous states that we are out in front in this arena and that they are looking to us for results. We will work with the Council of State Archivists to see if it is feasible to incorporate this type of information into their regular surveys of state archives programs.

5. FACTORS AFFECTING RESULTS

Available funding to continue to improve existing work related to public access is a concern. Without funding of current staffing levels, we will not be able to continue down the path we are going. The February 2014 security breach faced by the Secretary of State's agency and subsequent security measures has impacted our statistics to a certain degree but we have not finished compiling and analyzing the 2013-2014 data.

6. WHAT NEEDS TO BE DONE

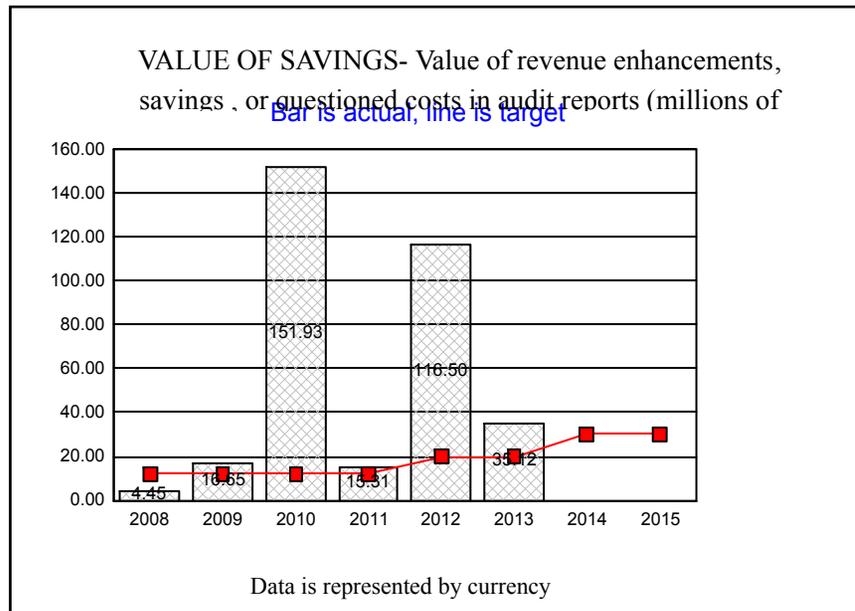
Based on the information gathered at this time, we need to continue to do what we are doing by making more information available to the public for their use.

We continue to implement the web-based component of our electronic records management system making readily available, the Secretary of State's records with a "published" (level 1) asset classification, to the public in a searchable database. We have also worked with our pilot agencies in the Oregon Records Management Solution to take advantage of WebDrawer to make their information readily available to the public as well. We still rely heavily on the copies of records that we sell to buy basic supplies such as paper and pens, but know that our move to assessment based funding will begin to ease this reliance. Archives staff will continue to scan holdings so that records in the Archives can be made available for viewing for free and if desired, the ability to purchase copies of those same records via the web.

7. ABOUT THE DATA

We continue to analyze the data at least on a yearly basis when the Customer Satisfaction Surveys are conducted. In addition, we are reviewing and comparing web-use statistics from the previous year to the current year. Finally, we are tracking what new information is being loaded onto our website and then checking use statistics to see if there are any spikes in activity. We will also be looking at the information that we are analyzing to create this report to see if we are collecting the correct data.

KPM #2	Audit Cost Savings- Dollar Value of Revenue Enhancements, savings, or questioned costs in performance audit reports.	2003
Goal	Quality Products: We are dedicated to producing a quality product that meets our customers' needs in a timely, accurate, professional, and efficient manner.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing magazine's ranking of public management quality.	
Data Source	Data is an accumulation of all revenue enhancements, savings, or questioned costs that we identify in our audit reports for the period.	
Owner	Audits Division, Gary Blackmer, (503) 986-2355	



1. OUR STRATEGY

This measure is a simple display of one of the primary benefits of our performance audit work. For audits where economy and efficiency is a focus, documenting the potential for savings through implementation of our recommendations is important. We feel potential savings is important information for

decision makers to have, when weighing the cost / benefit of implementing a change in processes or controls. This measure combined with measure 165-003, helps to measure our efficiency and the cost / benefit for the performance audit work that we do.

2. ABOUT THE TARGETS

The basis for the estimate is historical information.

3. HOW WE ARE DOING

We continue to identify revenue enhancements, savings, and questionable costs. Since we are responsible for selecting many audit projects, a large impact indicates we are selecting a percentage of projects that have identifiable and quantifiable savings. This information combined with measure 165-003 shows a history of audit work that identifies significant savings and does so at a net benefit. We also caution that some audits have less measurable results, such as improvements in quality of life.

4. HOW WE COMPARE

This measure makes comparison difficult, due to varying sizes of other states. A year-to-year comparison may be the most appropriate.

5. FACTORS AFFECTING RESULTS

Several factors can affect this measure including the amount of performance audit resources we choose to dedicate to projects without significant potential for quantifiable savings. Over this past year we have responded to requests from the Legislature that have limited our choice of audit projects. Even though much of the work we are undertaking would not be classified as having great potential for identification of savings, the work is important for a number of other reasons.

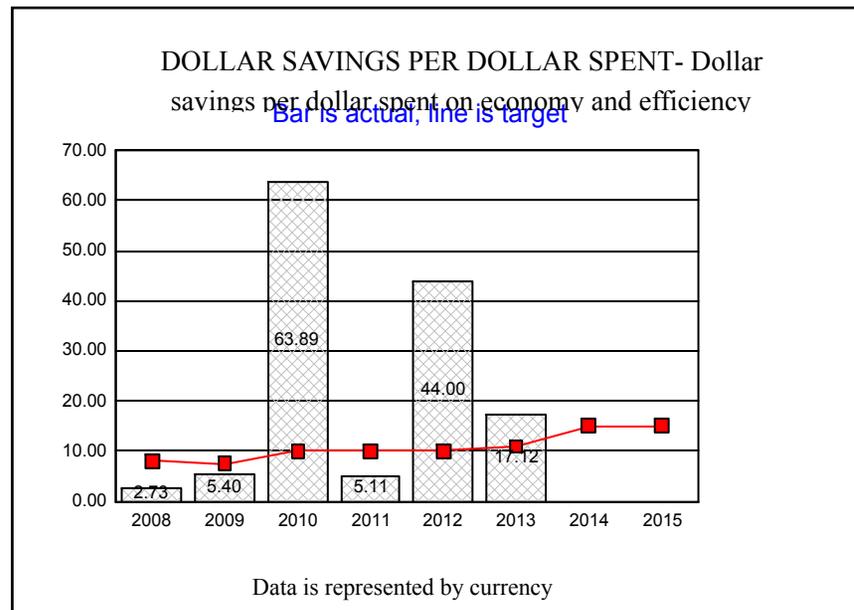
6. WHAT NEEDS TO BE DONE

We will continue to solicit and identify as many audit ideas as we can and make decisions as to which performance audit projects are the most important to undertake. We will continue to strive to strike a balance with our discretionary audit hours and devote a significant percentage to economy and efficiency work.

7. ABOUT THE DATA

This data is captured from our quality assured audit reports.

KPM #3	Audit Efficiency- Dollar savings per dollar spent on economy and efficiency audits.	2003
Goal	Quality Products: We are dedicated to producing a quality product that meets our customers needs in a timely, accurate, professional, and efficient manner.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing magazine's ranking of public management quality.	
Data Source	This data is extracted from our timekeeping / project management system and our quality assured audit reports.	
Owner	Audits Division, Gary Blackmer, (503) 986-2355	



1. OUR STRATEGY

This measure is designed to display the cost / benefit of our audit work, a measure of our efficiency where economy and efficiency audit projects are concerned.

2. ABOUT THE TARGETS

There is some volatility in this number, and we will not always succeed in identifying a return of \$63 on every dollar spent as we did in FY2010. We believe the current target is appropriate. With more history, we will revisit the target to determine whether it needs to be raised.

3. HOW WE ARE DOING

The historical trend has been up and our performance in this area has been good.

4. HOW WE COMPARE

As we revisit our measure this next year, we will look for comparable data from other states.

5. FACTORS AFFECTING RESULTS

We will choose audit areas with the greatest likelihood of returning the largest benefits for our audit efforts, though we can't presume that every audit will produce dollar benefits. Some audits are mandated by statute and some are focused on qualitative improvements. Nonetheless, we will continue to track the overall costs of our performance audits as well as the benefits identified.

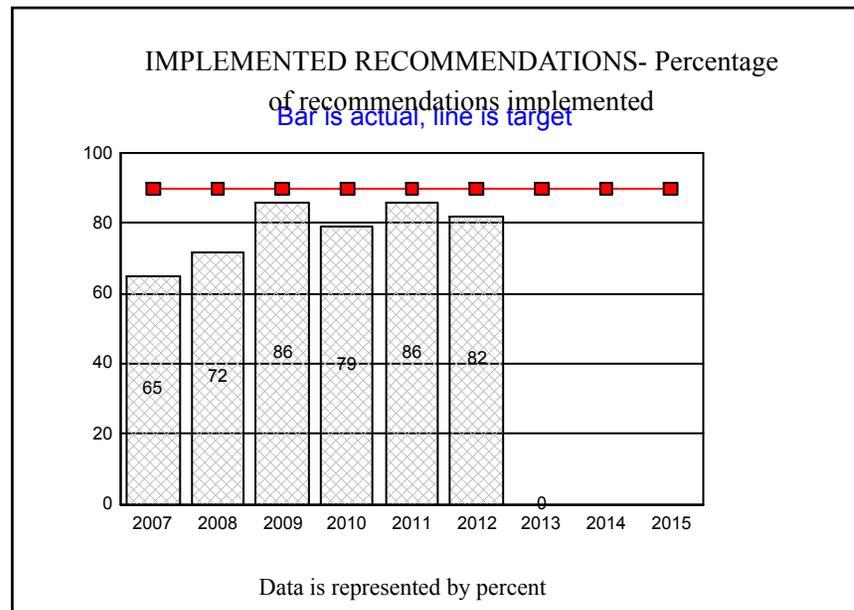
6. WHAT NEEDS TO BE DONE

Similar to measure 165-002, we need to ensure that a percentage of our audit work is devoted to economy and efficiency audit projects where there is a high likelihood that the identifiable savings are greater than the costs. Further, our process attempts to ensure we are selecting the projects with the most potential first. This is done through our existing audit selection process where potential for savings is one of our four primary selection criteria.

7. ABOUT THE DATA

The data is from our timekeeping / project management system and our quality assured audit reports.

KPM #4	Audit Recommendation Implementation- Percentage of audit recommendations implemented.	2003
Goal	Quality Products: We are dedicated to producing a quality product that meets our customers' needs in a timely, accurate, professional, and efficient manner.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY Governing Magazine's ranking of public management quality.	
Data Source	The data is captured in our recommendation data base.	
Owner	Audits Division, Gary Blackmer, (503) 986-2355	



1. OUR STRATEGY

Because we expanded the scope of our audits, this performance measure needs to be expanded as well. In the past, we tracked the percent of recommendations that were implemented within a year of the audit. Now, with more far-reaching recommendations management would likely take more than a

year to implement. Further, because these recommendations often have a much larger impact on an agency's mission or bottom line, we will continue to track each recommendation's status until it is implemented or rejected by the agency. The overall percentage implemented would continue to be the Key Performance Measure, though it will calculate a bit differently. We will continue to aspire to the same target.

2. ABOUT THE TARGETS

The basis for the estimate is historical information and an approach that we should be able to do better than we have in the past. Our experience has been that some of our recommendations are not implementable for various reasons. Our target for implementation will never be 100%, but 90% is appropriate.

3. HOW WE ARE DOING

We returned a high percentage of implemented recommendations after a drop five years ago. We believe this is partially due to our increased emphasis on follow-up reports which review in detail the efforts made by agencies to implement our audit recommendations.

4. HOW WE COMPARE

Using the methodology we propose, other agencies have achieved an 80% to 90% implementation rate. As we gather the data consistent with their methods, we will compare the results. As we revisit our measure next year, we will look for comparable data from other states.

5. FACTORS AFFECTING RESULTS

A primary factor in implementation is an agencies willingness to implement our recommendations. The only influence we have is in showing a convincing argument for implementation and reporting the status of recommendation implementation.

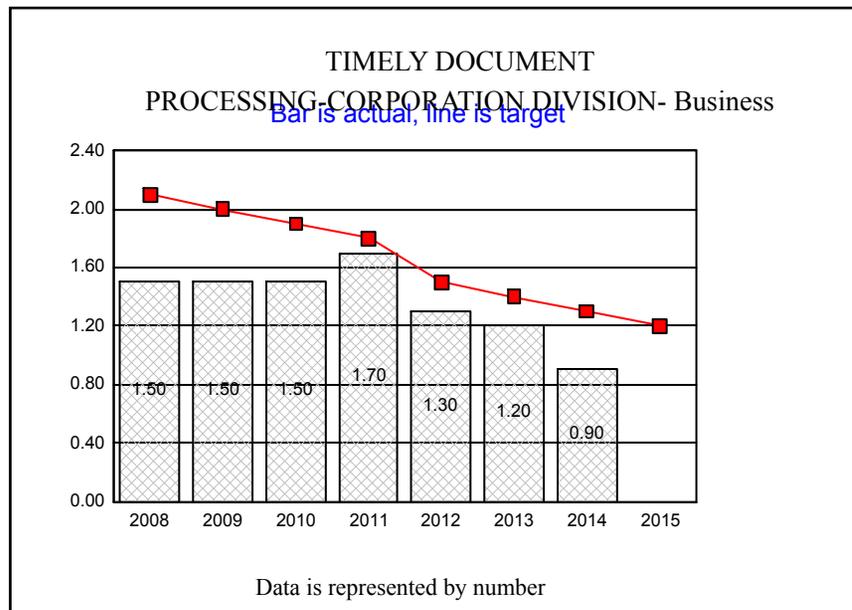
6. WHAT NEEDS TO BE DONE

We are modifying our follow-up procedures to incorporate our proposed changes. We will also be conducting selective follow-up audits and reporting the results of our review of specific agency responses on the status of our recommendations.

7. ABOUT THE DATA

The status of recommendation implementation is captured either through the following year's audit work or through a follow-up form sent to the agency, asking for the status of each recommendation. Once returned to the Oregon Audits Division, the responsible audit manager will verify the accuracy of the response and undertake any additional work needed to confirm their response prior to entry into our database. We update the data each December.

KPM #5	Business registration-document processing turnaround time from receipt.	2005
Goal	Timely Document Procession: Business Registration documents submitted for filing and registration are completed timely.	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmarks.	
Data Source	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
Owner	Corporation Division, Peter Threlkel, (503) 986-2205	



1. OUR STRATEGY

The goal is to reduce the average time delay to process a business registration document, from receipt to completion.

2. ABOUT THE TARGETS

Lower turnaround time is better. Faster document processing means fewer delays for business owners.

3. HOW WE ARE DOING

In FY 2014, document processing turnaround time was 0.9 days. This result is faster than the target goal of 1.3 days.

4. HOW WE COMPARE

The World Bank report Doing Business 2014 ranks the time to start a business in 193 countries. The report lists New Zealand as the fastest place to start a business (.5 day), Canada second fastest at 5 days. Oregon's average of 0.9 days compares very favorably.

5. FACTORS AFFECTING RESULTS

Implementation of the electronic filing for new business formations through the Central Business Registry has allowed the Division to speed the processing of customer documents. In addition, cross training allows staff resources to be reallocated to help manage peak volumes.

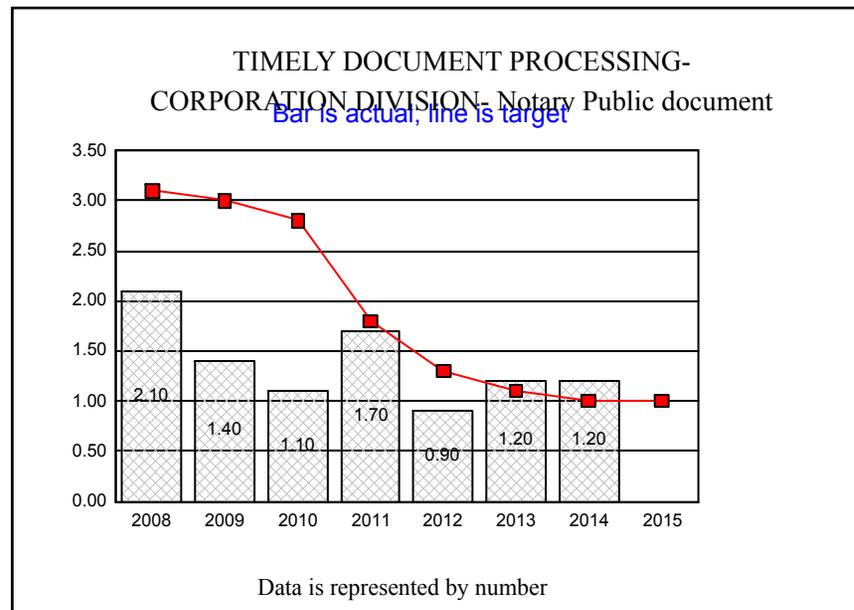
6. WHAT NEEDS TO BE DONE

Continue the build out of the Central Business Registry and other electronic filing applications as envisioned in POP 102 to maximize the number and types of business filings that can be completed by customers online to further reduce delays in processing times.

7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

KPM #6	Notary-document processing turnaround time from receipt.	2005
Goal	Timely Document Processing: Notary Public documents submitted for filing and registration are completed timely.	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmarks.	
Data Source	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
Owner	Corporation Division, Peter Threlkel, (503) 986-2205	



1. OUR STRATEGY

The goal is to reduce the average time delay to process a Notary Public application document, from receipt to completion.

2. ABOUT THE TARGETS

Lower turnaround time is better. Faster document processing means fewer delays for notary applicants.

3. HOW WE ARE DOING

In FY 2014, document processing turnaround time was 1.2 days. This result just missed the target goal of 1.0 days.

4. HOW WE COMPARE

The Division did not benchmark its FY 2013 results with peers in other states.

5. FACTORS AFFECTING RESULTS

Cross training of staff has helped the Division to meet processing performance measures, as staff resources can be reallocated between programs to manage peak volumes.

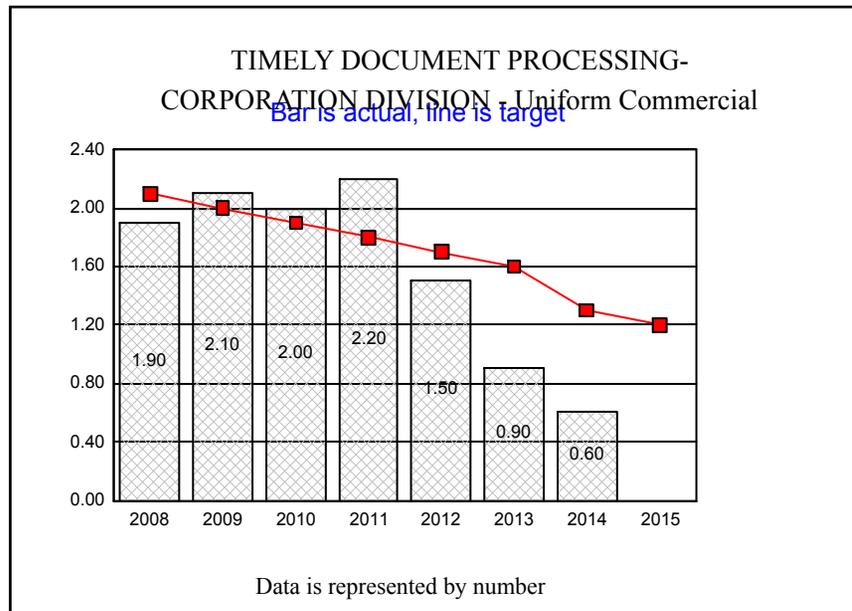
6. WHAT NEEDS TO BE DONE

The Division implemented a new Notary application in Fall 2013 to comply with notary law changes required by House Bill 2834. Once staff and Oregon notaries adjusted to the new changes, processing times for calendar year 2014 have averaged less than 1.0 days. The Division expects to fully meet the target for FY 2015.

7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

KPM #7	UCC-document processing turnaround time from receipt.	2005
Goal	Timely Document Processing: Uniform Commercial Code documents submitted for filing and registration are completed timely.	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmarks.	
Data Source	Excel spreadsheet tracking oldest receipt date to be processed at start of each business day.	
Owner	Corporation Division, Peter Threlkel, (503) 986-2205	



1. OUR STRATEGY

The goal is to reduce the average time delay to process a Uniform Commercial Code (UCC) filing document, from receipt to completion.

2. ABOUT THE TARGETS

Lower turnaround time is better. Faster document processing means fewer delays for business customers.

3. HOW WE ARE DOING

In FY 2013, document processing turnaround time reduced from 0.9 days to 0.6 days, and is faster than the target goal of 1.3 days.

4. HOW WE COMPARE

The Division did not benchmark its FY 2014 results with our peers in other states; although all states have adopted the UCC Model Act, Revised Article 9 which requires processing turnaround times of 4 days or less.

5. FACTORS AFFECTING RESULTS

The Division implemented a new UCC application system with online electronic filing capability in the 2011-13 biennium to improve efficiency and document processing speed. Cross training of staff has helped the Division to improve processing performance measures, as staff resources can be reallocated between programs to manage peak volumes.

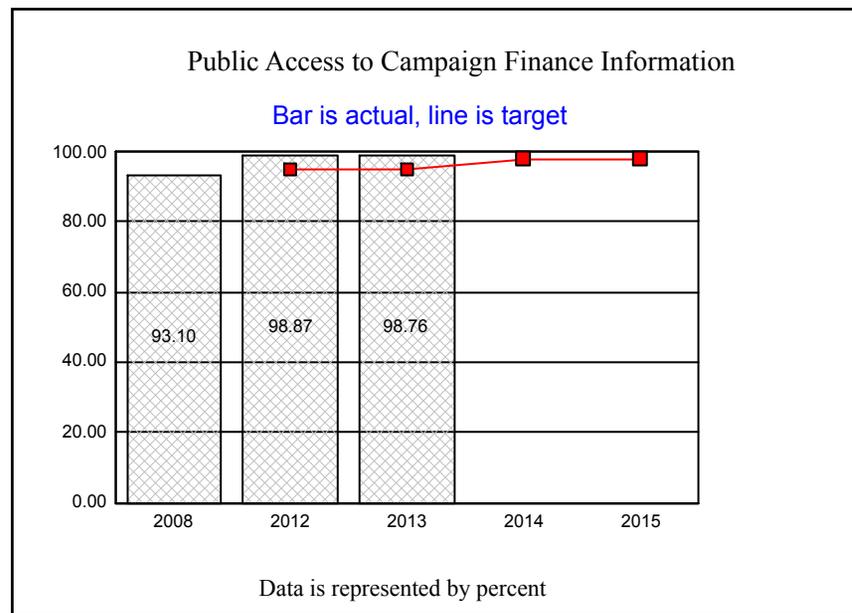
6. WHAT NEEDS TO BE DONE

Implement additional electronic filing applications for agricultural lien filings, and automation of Revenue Warrant filing with the Department of Revenue to help increase the effectiveness of Oregon Income Tax collection.

7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year. Data is tracked and collected by reviewing the date of the oldest document needing to be processed at the start of each business day. Data is entered into an excel spreadsheet to determine average processing turnaround time in business days.

KPM #8	Campaign Finance Information- Percent of committee filings determined to be sufficient.	2008
Goal	Reduce insufficient and late filings which increases public access to campaign finance information	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmarks	
Data Source	Performance data on timeliness of responses related to insufficiencies will be provided by reports generated through ORESTAR (the Elections Management System).	
Owner	Elections Division, Jim Williams (503) 986-2339	



1. OUR STRATEGY

By using features in the ORESTAR system, such as the validation of transactions prior to filing, information can be communicated quickly to political committees to avoid insufficiencies. Resolution of insufficiencies prior to filing increases access to accurate campaign finance information by the public and

fewer fines imposed on committees. Success will be tracked by the number of sufficient cases filed against political committees. Since the beginning of the 2011-2013 biennium the percentage of sufficient cases is 98.79%. The division credits the features in the ORESTAR system to the success of filings.

2. ABOUT THE TARGETS

Since July of 2013, the Elections Division has examined 107,287 transactions. Of those, only 1,340 were deemed insufficient. This means that 98.76% of transactions in the 2014 election cycle were sufficient. This is consistent with the results from 2008 (98.87%) and 2012 (98.79%).

3. HOW WE ARE DOING

After more cycles of data we will have a better understanding of how we are doing and where we can find improvements that will help us obtain better outcomes.

4. HOW WE COMPARE

Oregon is the only state that requires public disclosure of campaign finance information on a transaction by transaction basis. A comparison to data in other states may be difficult.

5. FACTORS AFFECTING RESULTS

Performance of the ORESTAR system could be a factor in collecting data. We started out two years behind and have now completely caught up to cases within five months of a violation occurring.

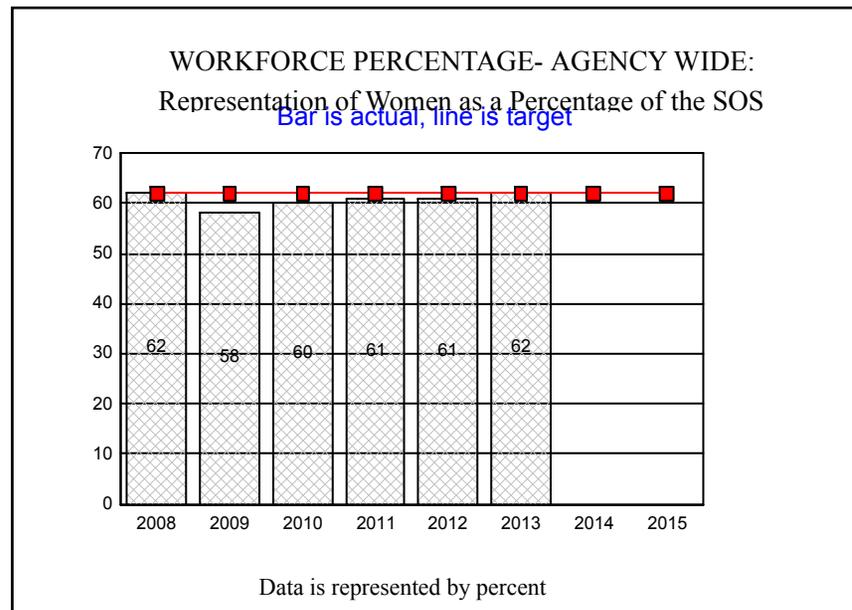
6. WHAT NEEDS TO BE DONE

We continue to use this measure to assess the effectiveness of our electronic reporting system and supporting statutes. Based upon the number of sufficient filings it is clear that the system is very effective. The division will continue to enhance the system to better serve our customers.

7. ABOUT THE DATA

Two Year Election Cycle (even numbered years). The ORESTAR system provides reliable data.

KPM #9a	Staff Diversity- Percent of Women as a percentage of SOS workforce.	2005
Goal	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of women in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
Data Source	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
Owner	Human Resources Division, Jackie Steffens, (503) 986-2168	



1. OUR STRATEGY

Create employment opportunities and a work environment that attracts and retains diverse and skilled workers.

2. ABOUT THE TARGETS

The agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

3. HOW WE ARE DOING

Our representation of women exceeds the statewide workforce by 8%.

4. HOW WE COMPARE

Women represent 62% of the Agency workforce.

5. FACTORS AFFECTING RESULTS

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation.

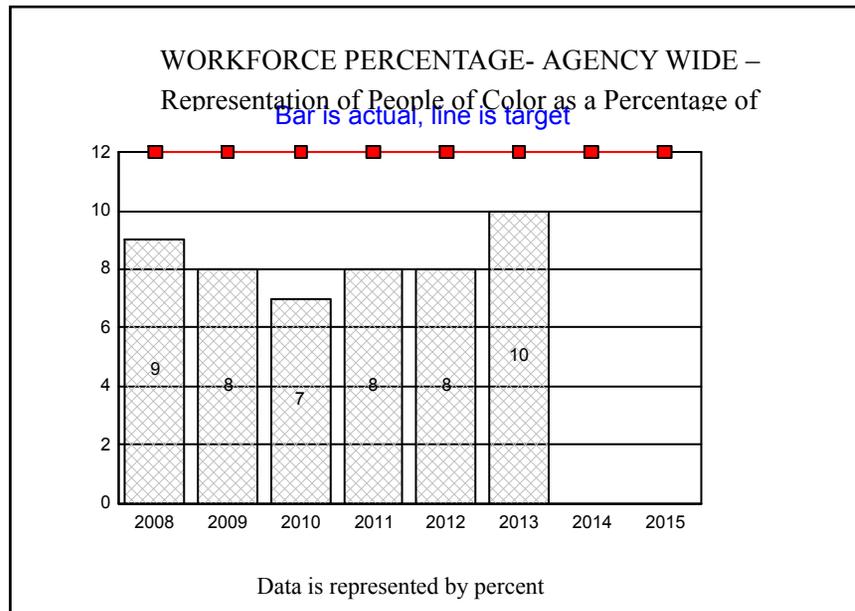
6. WHAT NEEDS TO BE DONE

The agency will continue its efforts to attract job applicants and retain employees that are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

7. ABOUT THE DATA

The data used to determine agency percentages of women was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

KPM #9b	Staff Diversity- Percent of People of Color as a percentage of SOS workforce.	2005
Goal	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of people of color in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
Data Source	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
Owner	Human Resources Division, Jackie Steffens, (503) 986-2168	



1. OUR STRATEGY

Create a work environment and employment opportunities that attract and retain diverse and skilled workers.

2. ABOUT THE TARGETS

The Agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

3. HOW WE ARE DOING

We experienced close to a 3% increase in our representation of people of color with relatively no change in overall workforce count.

4. HOW WE COMPARE

People of Color (POC) currently represent a little over 10% of the Agency workforce. We fall short of the statewide representation by 4%.

5. FACTORS AFFECTING RESULTS

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation.

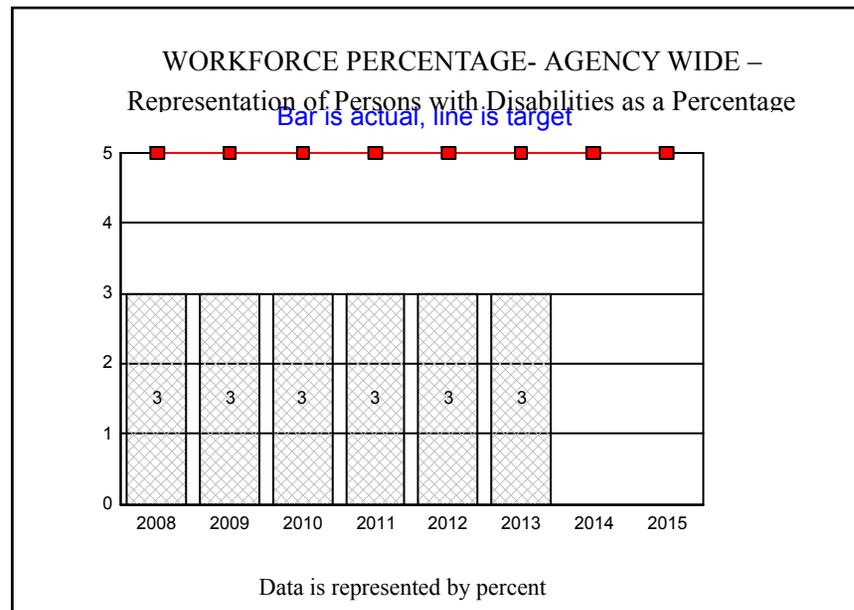
6. WHAT NEEDS TO BE DONE

The agency will continue its efforts to attract job applicants and retain employees which are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

7. ABOUT THE DATA

The data used to determine agency percentages of people of color was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

KPM #9c	Staff Diversity – Percent of Persons with Disabilities as a percentage of SOS workforce.	2005
Goal	Adaptable government for future generations. The Agency's goals are set to gradually increase the representation of persons with disabilities in the Secretary of State's workforce while tracking at the same or better representation levels as the State as a whole.	
Oregon Context	Benchmark #35 - PUBLIC MANAGEMENT QUALITY = Governing Magazines ranking of public management quality.	
Data Source	Department of Administrative Services Affirmative Action Report as of June 30, 2014.	
Owner	Human Resources Division, Jackie Steffens, (503) 986-2168	



1. OUR STRATEGY

Create a work environment and employment opportunities that attract and retain diverse and skilled workers.

2. ABOUT THE TARGETS

The Agency strives to achieve the same or better representation levels as the State as a whole in each of the categories.

3. HOW WE ARE DOING

Our representation of persons with disabilities remained consistent.

4. HOW WE COMPARE

Persons with Disabilities (PWD) remained steady representing 3% of the Agency workforce. Our representation of persons with disabilities parallels the statewide workforce of 3%.

5. FACTORS AFFECTING RESULTS

Factors contributing to our ability to meet Agency targets are driven in part by the applicant pool for vacant positions as well as our relatively small workforce and the significant impact of even minor attrition, which varies our representation. An additional factor for consideration is that employees frequently do not identify themselves as having a disability; therefore, our reports do not always reflect accurate figures for employees with disabilities.

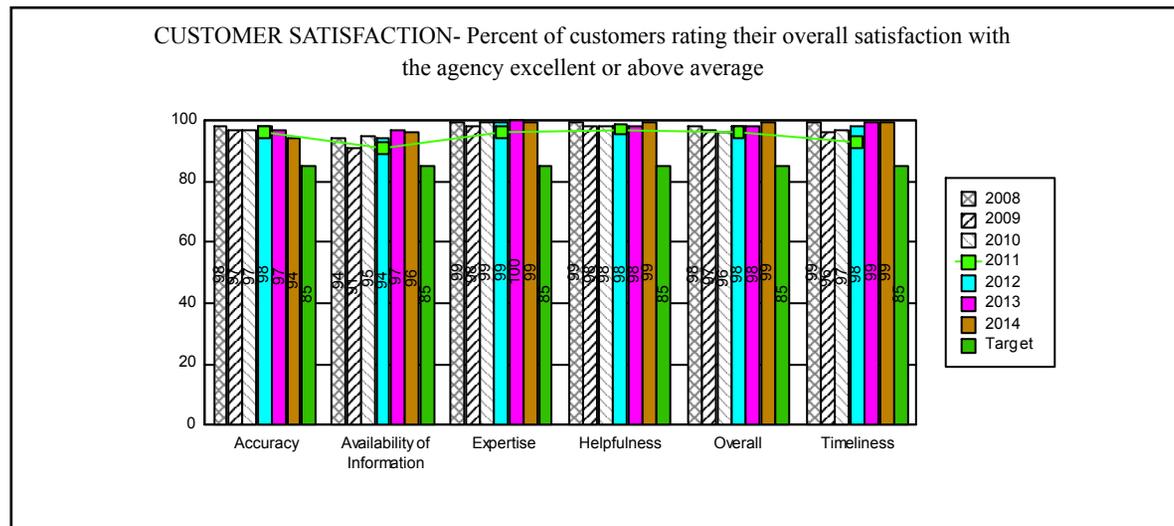
6. WHAT NEEDS TO BE DONE

The agency will continue its efforts to attract job applicants and retain employees which are representative of the diversity of the local workforce and will diligently work toward achieving AA/EEO objectives. We will maintain the requirement that 100% of all open competitive vacancies be advertised on diversity websites, sent to the Governor's Office list serve and distribution on Affirmative Action mailing list.

7. ABOUT THE DATA

The data used to determine agency percentages of persons with disabilities was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2014.

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.	2005
Goal	Customer Satisfaction: Percent of customers rating their satisfaction with the agency as excellent or above average.	
Oregon Context	Oregon Benchmark #35- Public Management Quality	
Data Source	Customer responses to surveys are entered into a spreadsheet. The data represents the Corporation Division, Elections Division and the Archives Division.	
Owner	Corporation Division, Peter Threlkel, (503) 986-2205; Elections Division, Jim Williams, (503) 986-2339; and Archives Division, Mary Beth Herkert, (503) 378-5196	



1. OUR STRATEGY

Listen to our customers and respond to, and anticipate, their needs. Provide training and support to employees to provide high levels of customer service.

2. ABOUT THE TARGETS

A higher percentage means more customers are satisfied with the level of service received. Providing excellent customer service is a top priority for the agency and our customers.

3. HOW WE ARE DOING

Our customers consistently give us high ratings for: Overall Level of Service Provided, Timeliness of Services Provided, Accuracy in Processing Requests, Helpfulness of our Employees, Knowledge and Expertise of our Employees, and Making Information Easily Available. All targets are being exceeded.

4. HOW WE COMPARE

Benchmarking with other state agencies has not been completed.

5. FACTORS AFFECTING RESULTS

Customers want timely and accurate services from the Secretary of State. Listening to our customers allows us to develop and provide services that meet the customers' needs.

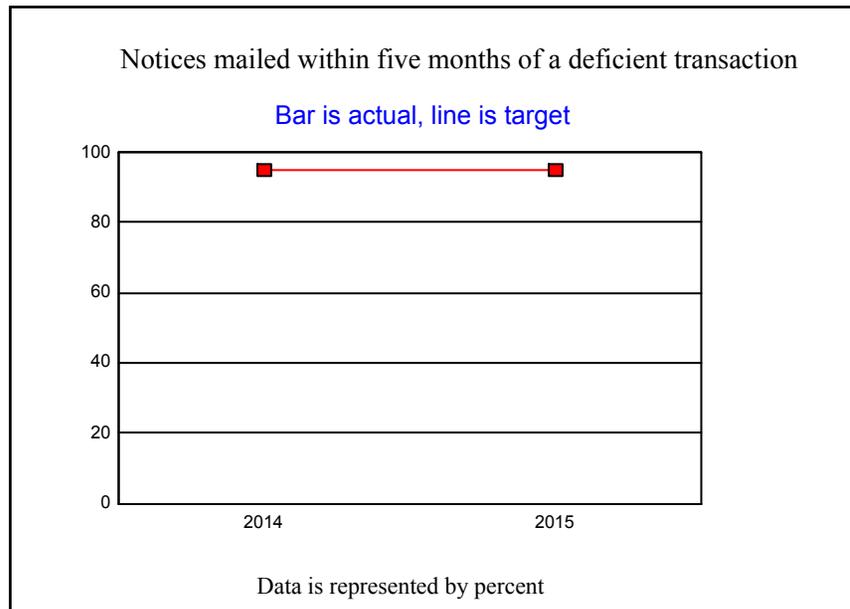
6. WHAT NEEDS TO BE DONE

Continue using feedback from surveys to identify areas where additional improvement is required, and continue providing services that customers value. By increasing transparency and the availability of public records available online, we will increase the satisfaction of our customers specifically regarding our measure: Availability of Information.

7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year (July 1 to June 30). During one to two weeks each year, customer surveys are mailed with acknowledgement letters to all customers of the Corporation Division. Completed survey responses are entered into a database. The Elections Division did not complete a survey in FY 2013 or 2014. Revisions to the survey questions and methodologies were begun during FY 2013 but were not completed and the survey did not occur. A survey will be designed and performed during FY 2015.

KPM #11	Campaign Finance Proposed Penalty Notices - Percentage of notices mailed within five months of a deficient transaction.	2013
Goal	To ensure all proposed penalty notices are provided timely to committees within five months of a finding of a violation of the filing of a campaign finance transaction.	
Oregon Context	This KPM does not have a primary link to the Oregon Benchmark	
Data Source	Performance data on timeliness of notices related to insufficient and late filings will be provided by reports generated through ORESTAR (the Elections Management System).	
Owner	Elections Divison, Jim Williams (503) 986-2339	



1. OUR STRATEGY

The ORESTAR system provides a report of all committees who have insufficient or late transaction filings. Transactions are examined by Elections staff within

10 business days of the transaction being filed. If a transaction is found to be insufficient the committee may correct the transaction within 14 business days without a penalty occurring. After this time period any committee's transactions that were filed late or still found to be insufficient will receive a penalty notice from the Elections Division. The Elections Division's goal is to prepare and send all notices based upon the report provided by ORESTAR within five months of when the violation occurred.

2. ABOUT THE TARGETS

We want to establish 2014 as the base year to determine how to set a reasonable target for the future. When we have completed this cycle we will be able to establish a target.

3. HOW WE ARE DOING

As of midway into the 2014 election year, 82% of proposed penalty notices (representing 185 cases of 226 deficient transactions) were issued within 5 months of a deficient transaction. Of the 41 cases where proposed penalty notices (ppn) were issued after 5 months, 33 of the cases involved legislators where the ppn could not be issued during the legislative session. Those ppn's were issued within six weeks after session ended. In the remaining 8 cases, the ppn was issued 1-3 days later than the 5 month target deadline. This was the first year that data was collected for this KPM. Based on the experience we gained from tracking the data, we are confident that we can achieve 100% compliance in future years.

4. HOW WE COMPARE

Oregon is the only state that requires public disclosure of campaign finance information on a transaction by transaction basis. A comparison to data in other states may be difficult to determine.

5. FACTORS AFFECTING RESULTS

Performance of the ORESTAR system could be a factor in collecting data. The division is currently caught up with cases and this will assist us in determining the factors.

6. WHAT NEEDS TO BE DONE

The Elections Division staff must continue to be vigilant in reviewing and providing notices regarding insufficient and late transaction filings. The division will

continue to enhance the system to better serve our customers.

7. ABOUT THE DATA

Two-Year Election Cycle (even numbered years). The ORESTAR system provides reliable data.

SECRETARY of STATE**III. USING PERFORMANCE DATA**

Agency Mission: The Secretary of State is a statewide elected constitutional office under Oregon Constitution Article VI section 2. She is the keeper of Oregon's history, the auditor of public funds, the first stop for Oregon businesses and the chief elections officer. The Secretary of State provides complete, factual information about elections, corporations, government history and government performance, and maintains secure systems and reliable operations. A government open to public inspection and review guards against fraud, corruption and excessive expense. The Secretary of State provides the public open access to the information that makes Oregon's representative democracy work. Our Vision The Secretary of State delivers better results for Oregonians through: -More effective and efficient service delivery; -Greater transparency and accountability; Using innovation to connect Oregonians to their government.

Contact: Jennifer Friesen

Contact Phone: 503-986-2232

Alternate: Jeff Morgan, Director, Business Services

Alternate Phone: 503-986-2239

The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY

- * **Staff :** Reviewed and provided feedback for performance measures development and goals; The Deputy Secretary of State, Division Directors and their management teams worked with staff to develop the performance measures. In areas where gaps exist, we will look to input during the Ways and Means process to more fully develop measures for the future.
- * **Elected Officials:** Through review by the Oregon Legislature during annuyal legislative sessions and meeting of the legislative Ways and Means committee between legislative sessions.
- * **Stakeholders:** Customer Service Surveys to agency customers on quality and timeliness of services provided.
- * **Citizens:** Customer-based surveys

2 MANAGING FOR RESULTS

During the agency's 2013-15 legislative budget hearings, the Ways and Means Sub-Committee on General Government directed all agencies coming through their committee to review and evaluate their KPMs and report back to the committee with any proposed changes. We have reviewed our KPM's in each of our divisions and will bring newly proposed KPM's for the Elections Division during the 2015-17 Legislative Session.

3 STAFF TRAINING

The agency places a high value and emphasis on providing training and continuing education for all employees. The agency holds two all-stall meetings annually in which training is a portion of the agenda and reporting on performance measures is provided. Performance measure results are also communicated with staff through ongoing communication where appropriate as well as through annual performance evaluations. Ongoing training and continuing education

	become a part of employee professional development goals for the next year for the purpose of helping enhance skills and expertise.
4 COMMUNICATING RESULTS	<ul style="list-style-type: none"> * Staff: Through annual staff meeting, quarterly updates from various divisions; DAS Budget and Management Division: Through the budget process and the Annual Performance Progress Report. * Elected Officials: Through the budget development process and the Annual Performance Progress Report * Stakeholders: Annual Performance Progress Report available on DAS website * Citizens: Annual Performance Progress Report available on DAS website