

SECRETARY of STATE

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Cost Per Hour, Audits Division Compared to Private Auditors.
2	<p>Audit Cost Savings- Dollar Value of Revenue Enhancements savings, or questioned costs in performance audit reports.</p>
3	<p>Audit Efficiency- Dollar savings per dollar spent on economy and efficiency audits.</p>
4	<p>Audit Recommendation Implementation- Percentage of audit recommendations implemented.</p>
5	Number of Notices Filed Electronically and in Paper.
6	Number of e-Government services available.
7	Business registration-document processing turnaround time from receipt.
8	Notary-document processing turnaround time from receipt.
9	UCC-document processing turnaround time from receipt.
10	Voters' Pamphlet cost per page printed.
11	Staff Diversity- Percent of women, people of color, and persons with disabilities as a percentage of SOS workforce.
12	<p>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.</p>
13	Business Services Division- Percent of Procurement Staff w/Professional Certification.

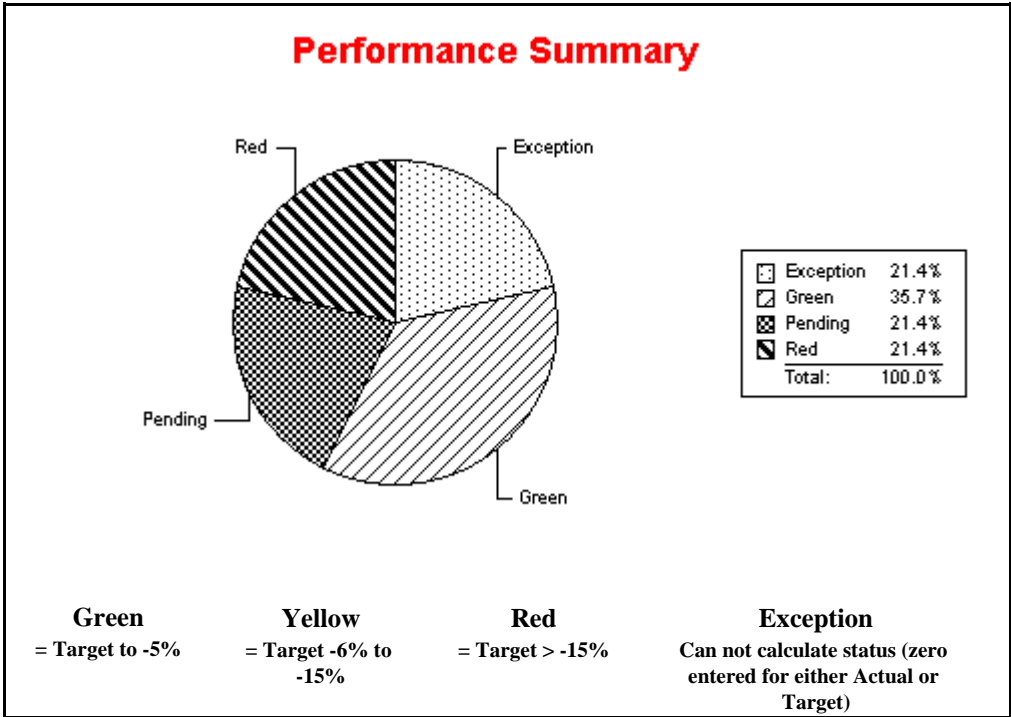
2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
14	Information Systems Division- Cost of Desktop Support by Workstation and System User

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title:</p> <p>Voter's Pamphlet Satisfaction- Percent of customers who rate the Voter's Pamphlet as useful or very useful</p> <p>Rationale: By initiating design changes to the Voter's Pamphlet it will make it more user friendly and easier to read.</p>
NEW	<p>Title:</p> <p>Petition Validity Rate- Percentage of petition signatures that are validated</p> <p>Rationale: Providing online training to circulators aims to increase awareness of rules and result in a higher validity rate.</p>
NEW	<p>Title: Campaign Finance Information- Percent of committee filings determined to be insufficient.</p> <p>Rationale: By reducing the number of insufficient and late filings, information regarding campaign finance information will be more accessible to the public.</p>
NEW	<p>Title:</p> <p>Disabled Voter Access to Voting- Number of registered voter's using and alternate format ballot.</p> <p>Rationale: By providing an alternate format ballot this should increase the opportunity for voters with disabilities to vote independently</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: Electronic Access to Public Information- Percentage of targeted records made available electronically.</p> <p>Rationale: This newly proposed measure will allow us to track the growth of public information made more accessible to a wider constituency as well as the customer's satisfaction with the information/services provided. This measure is applicable to all of the programs at the Archives Division and directly relates to the Secretary of State's Goal #1 of improving electronic access to public information.</p>
DELETE	<p>Title: Business Services Division- Percent of Procurement Staff w/Professional Certification.</p> <p>Rationale: We are proposing to delete this measure as a KPM. This measure does not meet the rationale of an agencywide Key Performance Measure. The Business Services Division will continue to retain this measure as a performance measure at the division level.</p>
DELETE	<p>Title: Information Systems Division- Cost of Desktop Support by Workstation and System User</p> <p>Rationale: We are proposing to delete this measure as a KPM. This measure does not meet the rationale of an agencywide Key Performance Measure. The Information Systems Division will continue to retain this measure as a performance measure at the division level.</p>
DELETE	<p>Title: Voters' Pamphlet cost per page printed.</p> <p>Rationale: We are proposing to delete this measure as a KPM. The Elections Division is proposing a new KPM that will provide a better means of measuring the value of the Voter's Pamphlet. The Elections Division will continue to retain this specific measure as a performance measure at the division level.</p>
DELETE	<p>Title: Business registration-document processing turnaround time from receipt.</p> <p>Rationale: We are proposing to delete this measure as a KPM. The data from this measure is reported in KPM 165-013- Percent of Customers Rating The Overall Satisfaction with the Agency. The Corporation Division will continue to retain this specific measure as a performance measure at the division level.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	<p>Title: Notary-document processing turnaround time from receipt.</p> <p>Rationale: We are proposing to delete this measure as a KPM. This measure does not meet the rationale of an agencywide Key Performance Measure. The Corporation Division will continue to retain this measure as a performance measure at the division level.</p>
DELETE	<p>Title: UCC-document processing turnaround time from receipt.</p> <p>Rationale: We are proposing to delete this measure as a KPM. The data from this measure is reported in KPM 165-013-Percent of Customers Rating The Overall Satisfaction with the Agency. The Corporation Division will continue to retain this specific measure as a performance measure at the division level.</p>
DELETE	<p>Title: Number of Notices Filed Electronically and in Paper.</p> <p>Rationale: We are proposing to delete this KPM. We are proposing a new measure that is more in line with the agency mission and goals. The newly proposed measure will track public access to information.</p>
DELETE	<p>Title: Number of e-Government services available.</p> <p>Rationale: We are proposing to delete this measure as a KPM. This measure does not meet the rationale of an agencywide Key Performance Measure. The Corporation Division is replacing this measure with a new measure that will track the number of E-transactions. The new measure is not being proposed as a KPM, but will be tracked as a division performance measure.</p>
DELETE	<p>Title: Cost Per Hour, Audits Division Compared to Private Auditors.</p> <p>Rationale: While this measure has important indicative qualities that we will continue to track internally, it does not meet the criteria as a measure of key performance at the agency-wide level. We believe the measure was instituted to demonstrate cost effectiveness as compared to the private sector. However, this display may actually be misleading by not considering factors such as assumption of risk and profit, which are part of pricing and the quality equation. This measure may actually be depicting the division as relative more or less competitive than is actually the case.</p>

SECRETARY of STATE		I. EXECUTIVE SUMMARY	
Agency Mission: Provide stewardship of public resources by: a) facilitating access to government records and information, b) ensuring that the public dollars are well spent, c) offering registration services to businesses and consumers, d) safeguarding the democratic process, and e) overseeing state lands for the common school fund.			
Contact: Jean Straight, Deputy Secretary of State		Contact Phone: 503-986-1523	
Alternate: Jeff Morgan, Director, Business Services		Alternate Phone: 503-986-2239	



1. SCOPE OF REPORT

Agency Programs/services addressed by key performance measures are the Audits Division, Corporation Division, Elections Division, Archives Division and the Internal Support Divisions (Business Services Division, Information Systems Division and 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 operations of state government and administers the Municipal Audit law. The secretary of state is the chief elections officer. He is responsible for uniformly interpreting and applying state election laws. He 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 the Oregon Blue Book. The secretary of state registers domestic and foreign corporations, assumed business names, and trade and service marks. 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. He also serves as Chair of the Oregon Sustainability Board.

3. PERFORMANCE SUMMARY

KPMs MAKING PROGRESS or trending toward target achievement: KPM #165-01 – Audit Cost Per Hour, KPM #165-06 – E-Government Services, KPM #165-07 – Business Registry Timely Document Processing, KPM #165-08 – Notary Timely Document Processing, KPM #165-09 – UCC Timely Document Processing, KPM #165-010- Voter's Pamphlet Cost Per Page, KPM #165-012 – Work force Percentage, KPM #165-013 – Customer Satisfaction, KPM # 165-014 – Staff Certification , KPM # 165-015 –Costs of Desktop Support by Workstation/User.

KPMs NOT MAKING PROGRESS or trending toward target achievement: KPM #165-004 – Audits Recommendations Implemented,.

KPMs with UNCLEAR PROGRESS or target not yet set: KPM #165-002 – Audit Value of Savings, KPM #165-003 – Audit Dollar Savings Per Dollar Spent, KPM #165-005 – Notices published.

4. CHALLENGES

As an agency, the Secretary of State's office has some functions that work nicely with performance measures and some that clearly do not. For example, the Archives Division is responsible for maintaining and protecting the historical record of state government. While we firmly believe that public access to those records is important, simply ensuring that they remain available is a critical function of the Archives Division. It is important that we look after the original Oregon Constitution, whether anyone wants to look at it or not. We have struggled to find outcomes that reflect the importance of this function. Some of our divisions face unique challenges:

Audits Division:

The business of auditing is about the expertise of the employee. In order to continue to make progress in all of our performance areas, we need to continue our focus on the development and retention of our auditors. Unlike many occupations that are state service specific, a professional and well-trained auditor is highly sought after and is actively recruited by public agencies and private sector firms.

With the advent of Sarbanes Oxley, the 2003-05 salary freeze, and the increased emphasis on internal auditing within our state, we found it more and more challenging to retain our auditors. We found ourselves in direct competition with more lucrative public and private sector job options.

Recently we have seen a dramatic reversal in this trend. We feel this is in large part due to our overt attempts at recruiting and retention. We are hopeful that this trend will continue. Our ability to perform quality audits that are as economical, effective and efficient as possible rely on it.

Corporation Division:

The primary challenge facing the Corporation Division is maintaining performance levels for an increased volume of work with existing staff levels. The implementation of electronic filing and other e-Government initiatives holds great potential for increased efficiencies and the ability to absorb increased workload volumes with out increasing staff resources. Delays in implementing new e-filing applications can have an adverse impact in all areas of performance unless offset with other efficiencies or increases in staffing resources.

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 voters' pamphlet statements filed and the number of times that we are sued. Identifying meaningful outcomes that we can have an impact on is difficult. As noted above, the measure related to the voters' pamphlet (#10, Cost per Page) is one where "success" may be achieved by decreasing its utility to voters. The division plans to initiate new designs in the voters' pamphlet to make the pamphlet more useful and easier to read. The division is proposing a new KPM for 2009 that will use surveys of voters to determine satisfaction, readability of information provided in the pamphlet. The Elections Division also has responsibility for implementation of the Help America Vote Act (HAVA). The Secretary of State received Federal Funds (FF) to implement the requirements of HAVA. Our challenge with HAVA is that it is not a self sustaining program. The Secretary will be requesting General Funds (GF) in its 2009 Agency Budget Request to cover the Secretary's cost of maintenance and support for OCVR.

Archives Division:

The division is facing funding challenges in the Administrative Rules program. This is due to the availability of information on the Internet that can be accessed and downloaded at no cost. Subscription requests for a complete compilation of Oregon Administrative Rules (OAR's) that have caused the division to develop POP request to approve a new cost model for agencies that use the services of the administrative rules program. Also, a major portion of the Archives GF is paid to building rent. When cuts are requested or taken in the GF, it typically means staff cuts.

5. RESOURCES AND EFFICIENCY

The Secretary of States 2007-09 budget is:

GF- \$ 11,698,259

GF- \$ 1,800,000 (special appropriation for November 2008 Special Election Voters' Pamphlet costs and County costs)

OF- \$ 38,613,529

FF- \$ 9,158,195

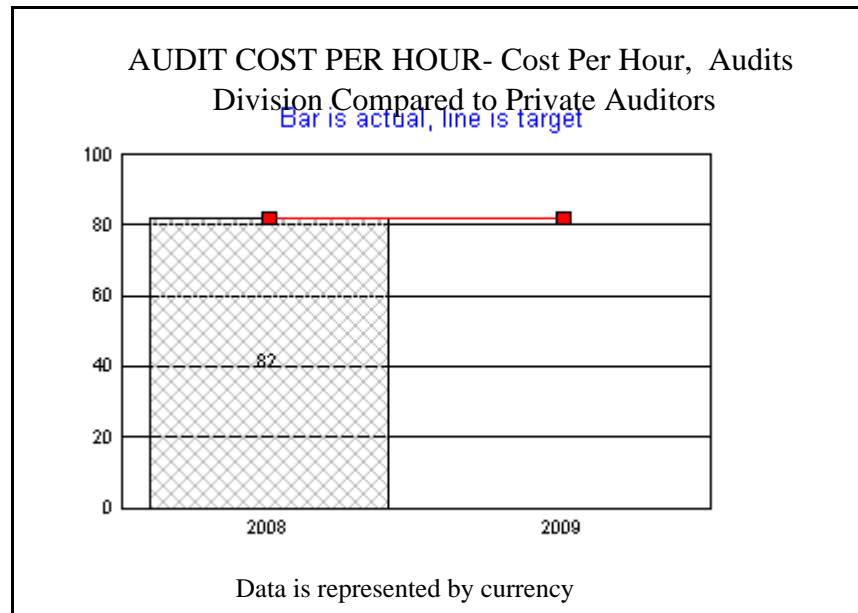
In order to maintain the level of audit effort of past biennia, the Audits Division budget as submitted is the bottom line budget amount. If we are authorized for more FTE, this would expand our ability to perform even more high quality audits. Conversely, a reduction in FTE would limit our ability. As our professional development efforts continue to improve our audit expertise, we should see a continued improvement in our audit efficiency.

The Corporation Division KPM#6 e-Government services available is directly related to the Agency Technology Services POP#172 (\$1,200,000), which provides for contractor resources to build new e-government business applications. Successful deployment of e-government services will create new efficiencies in receiving and processing customer documents and filings which, in turn, support KPM#7 timely processing of business registrations, KPM#8 timely processing of notary public commissions, and KPM#9 timely processing of uniform commercial code filings.

Additionally, processing time is a major component of customer satisfaction and also has an impact on KPM#13 customer service.

The Elections Division KPM#10 relates to printing the Voters' Pamphlet, which provides information to citizens at a reasonable cost

KPM #1	Cost Per Hour, Audits Division Compared to Private Auditors.	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 average hourly rate (including direct and indirect costs) of the Audits Division compared to the hourly rate that we pay contract auditors.	
Owner	Audits Division , Chuck Hibner, 503-986-2355	



1. OUR STRATEGY

This measure is part of our effort to ensure we are producing our products as efficiently and cost effectively as possible. This measure is only one

part of the efficiency equation but does provide a comparator to equivalent costs in the private sector.

2. ABOUT THE TARGETS

Presently, the target is what we expect to pay for private sector contractors and what we anticipate our direct bill rate to be in future fiscal years. This information is developed during our budget development process. We are in the process of revisiting our target development for this measure. Our initial thinking is that our target rate should be considered as some percentage of the private sector rate. We have yet to settle on a percentage that would adequately account for profit and other distinctions.

3. HOW WE ARE DOING

The nature of this measure is a comparison to private sector cost. In general, lower is better and the private sector rate is an important threshold to stay under. The trend has been and is projected into the near future to be that our direct bill rate will be between 60 and 65 percent of the private sector rate.

4. HOW WE COMPARE

We believe we compare favorably. If we are able to develop a “profit percentage”, the results will have even more meaning.

5. FACTORS AFFECTING RESULTS

Having a relatively young staff has artificially depressed our rate. Over the long-term, as our staff matures and receives increases in pay, our direct bill rate should close in on the private sector rate. One factor that was affecting our turnover and simultaneously keeping our cost down was our salary structure, which was significantly below market. Now that we have completed a salary study and modified our salary matrix, I would expect our retention to improve and our rate per hour to increase accordingly.

Also a factor in private sector cost is that private sector firms are still in a sellers market. Most have significantly more work than they can handle and are turning potential clients away. The pricing of their services most likely reflect this fact and are higher than if audit services were not in such demand.

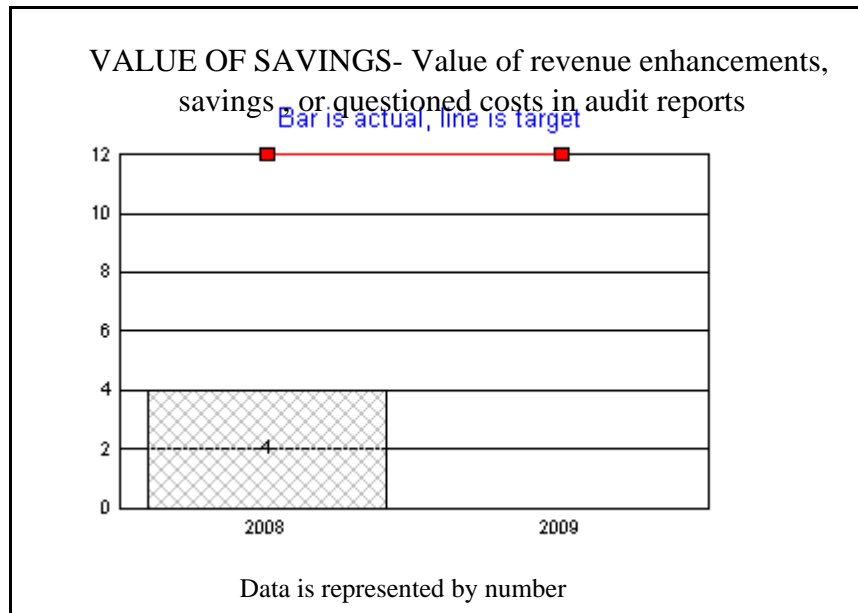
6. WHAT NEEDS TO BE DONE

No immediate action is needed in response to the data.

7. ABOUT THE DATA

Our direct bill rates are calculated in conjunction with our calculation of agency assessment amounts heading into each biennium. The data used for the private sector rates are taken from the contracts signed by the private firms conducting audit work for OAD. We update this performance measure and create a new target as a part of our strategic planning process, which we do each fiscal year.

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 indentify in our audit reports for the period.	
Owner	Audits Division , Chuck Hibner, 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

Creating a meaningful target for this measure is difficult. The basis for the estimate is historical information and our best guess as to how much future work will be dedicated to projects where significant economy and efficiency findings are likely and quantifiable.

3. HOW WE ARE DOING

We continue to identify revenue enhancements, savings, and questionable costs. Since we are responsible for selecting audit projects, you could surmise that 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.

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

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 been receiving more requests from agencies, LFO, and JLAC that have influenced 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. This unexpected seed change is affecting our ability to meet our projected savings target.

Another thought is that this target should continue to decline as agencies continue to improve through better management and their ability to self-identify the most economical and efficient ways to deliver programs. If we reach a point where we have difficulty identifying savings, this may be a good sign.

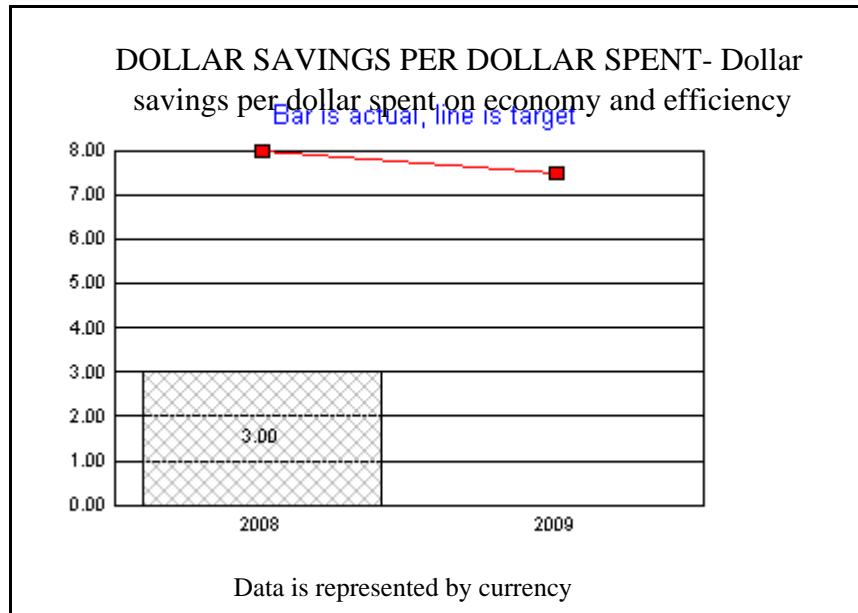
6. WHAT NEEDS TO BE DONE

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, Chuck Hibner, 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

Similar to measure 165-002, creating a meaningful target for this measure is difficult. The basis for the estimate is historical information and our best guess as to how much future work will be dedicated to projects where significant economy and efficiency findings are likely and quantifiable.

3. HOW WE ARE DOING

The historical trend has been up and down but never below \$1. This would be the point where we would be spending more on the work than we are identifying in savings. Given this fact, our performance in this area has been fine.

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

As stated in measure 165-002, as agencies continue to improve through better management identifying those projects with big savings should become more and more difficult and the economy and efficiency work we do may focus on more medium sized projects. If we get to that point I would expect to see a decline in the cost / benefit target as a result. That being said, I would not expect to see this ratio below \$1 in the near future.

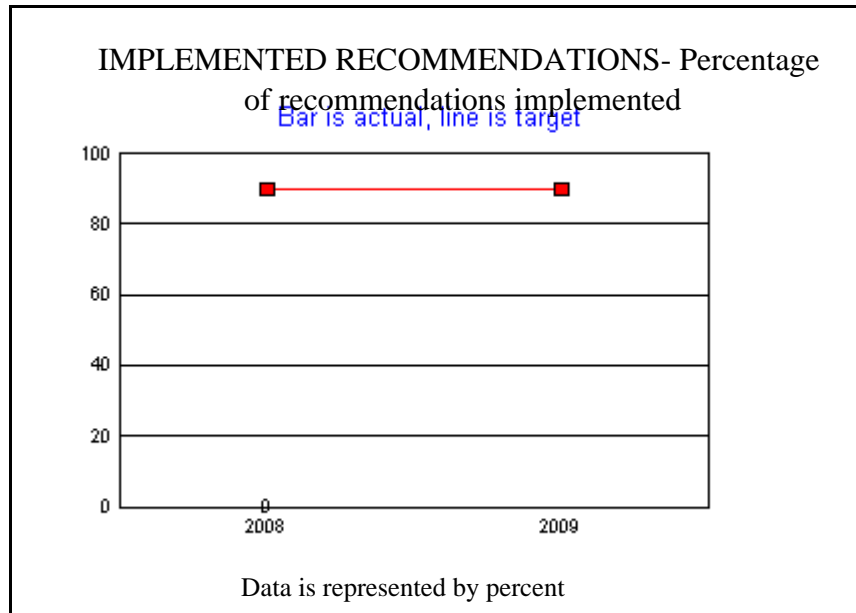
6. WHAT NEEDS TO BE DONE

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, Chuck Hibner, 503-986-2355	



1. OUR STRATEGY

This measure is designed as a quality measure for recommendations we make as a result of our audit work. The recommendations we make should be implementable and we should be convincing enough to inspire the subject agency to follow through with implementation.

This measure is also designed to ensure that we are following up on recommendations that result from non-recurring work. For those projects that we do every year, follow up is easy, inevitable, and one of our audit standards. For work that we may only undertake once, we need to be taking some steps to ensure agencies are implementing those recommendations as well.

2. ABOUT THE TARGETS

Similar to measure 165-002 & 165-003, creating a meaningful target for this measure is difficult. 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 a number of our recommendations are not implementable within 1 year. Our target for implementation will never be 100%.

3. HOW WE ARE DOING

We are yet unsure of the cause behind the decline in these results. We will be contacting agencies after a closer look at our follow-up results to determine the cause. One potential reason could be due to the recent changes in audit standards. Those changes are requiring reporting of more financial control findings than ever. This has led to financial control findings becoming a greater proportion of our findings. I suspect that part of the answer will lie with agencies' ability to respond quickly to these types of findings.

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

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. Outside factors would include the Governor's or the Legislature's interest in a particular program or set of recommendations. Recommendations that we make and their status are also reported as a part of an agency's Ways and Means budget packet.

6. WHAT NEEDS TO BE DONE

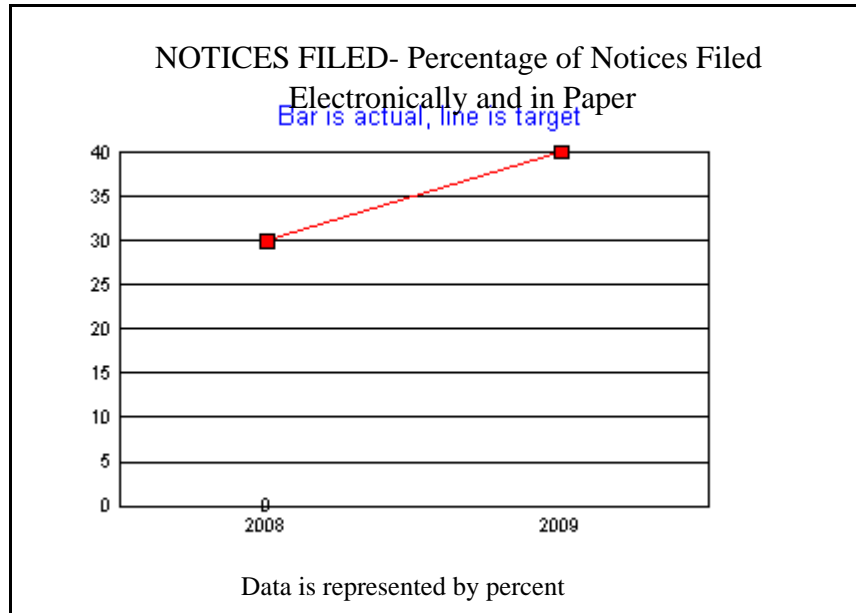
Beyond doing the research noted in #3 above, we need to continue to improve our discipline and our process for follow up of recommendations made for non-recurring audit work. The next 3 – 5 % will most likely result from our following up consistently and serving as a reminder that outstanding recommendations need to be implemented.

7. ABOUT THE DATA

The recommendation follow up information is captured either through the following years audit work or through a follow up form sent to the agency asking for the status of each recommendation. Once returned to OAD the responsible audit manager will verify the accuracy of the response and undertake any additions work needed to confirm their response prior to entry into our database.

Note

KPM #5	Number of Notices Filed Electronically and in Paper.	2006
Goal	Change to tracking number of rules filed electronically vs. percent of rules published in paper and electronically	
Oregon Context	This KPM does not link to any specific Oregon Benchmark.	
Data Source	Data will be obtained from the Rules filing unit that shows how many rule notices were filed electronically vs. in paper.	
Owner	Archives Division, Mary Beth Herkert (503) 378-5196	



1. OUR STRATEGY

The number of rulemaking notices filed increases annually. The costs and time needed to publish these notices also increases. However, notices that are filed electronically cost significantly less and take less time to publish than notices filed in paper. The Archives Division will work with agencies over the coming years to encourage electronic filing through training and by refining the electronic process to make it easy and efficient. Based on the

success of this process, we can eventually begin to receive rule text on-line. This provides us with a measure of success.

2. ABOUT THE TARGETS

As we further develop and refine the process for online notice filing we should notice that the number of notices filed electronically increases over the number of notices filed in paper.

3. HOW WE ARE DOING

We began receiving online notice filings on a trial basis at the end of 2005 and then began training agency Rules Coordinators on the process in 2006. Early numbers show that approximately 15% of rule notices filed in 2006 were done electronically. We identified improvements that needed to be made to the online form to make the process more useful to agency Rules Coordinators. Although we did not meet our targeted goal for use in 2007, due largely to the fact that improvements were not made until late 2007, we saw an immediate increase in use once they were made. Early numbers for 2008 also show that more agencies are filing “Notices” online and we surpassed last year’s year-end total in July of this year.

4. HOW WE COMPARE

Other states Administrative Rules/Codes agencies are currently developing similar processes. We are looking closely at these states with an eye toward improving our process.

5. FACTORS AFFECTING RESULTS

We fell behind in updating the online form so we did not meet our targeted goal for 2007. However, the numbers for 2008 show that more agencies have filed “Notices” online and we surpassed last year’s year-end total in July of this year.

6. WHAT NEEDS TO BE DONE

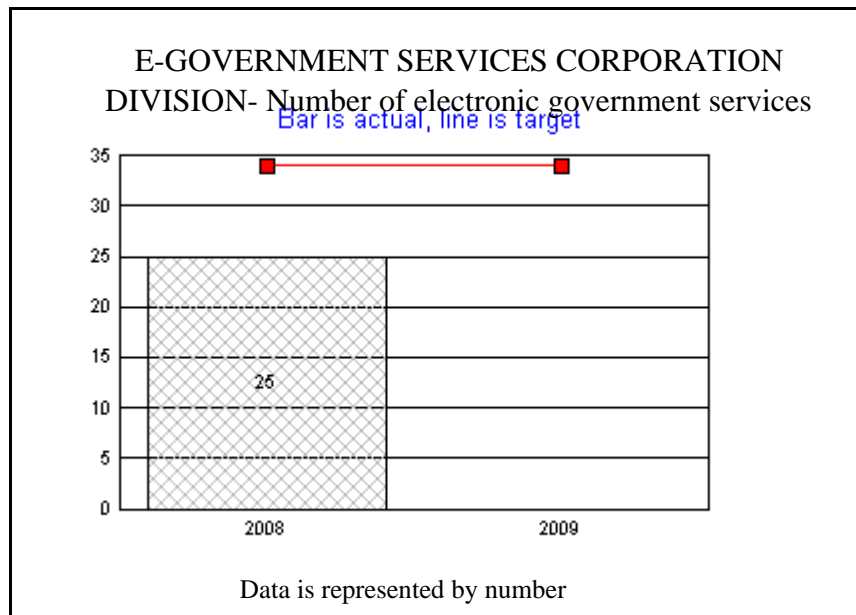
Rules Coordinators need to continue to be trained and encouraged to use the online form whenever possible. Agency feedback needs to be received in order to continue to improve this process.

7. ABOUT THE DATA

The data consists of totaling the number of notices filed online versus the total number of notices filed. We then calculate a percentage. Actual

numbers were put in for both 2006 and 2007.

KPM #6	Number of e-Government services available.	2005
Goal	E-GOVERNMENT SERVICES Reduce costs for businesses through faster, more efficient processes, electronic filing for services, and integration of government services.	
Oregon Context	E-GOVERNMENT does not have a primary link to the Oregon Benchmarks.	
Data Source	List of electronic government services available through division applications.	
Owner	Corporation Division, Peter Threlkel (503) 986-2205	



1. OUR STRATEGY

The Division is working to automate our service delivery processes by increasing the number of electronic government services available to the public. The Division is working in collaboration with the Department’s of Revenue, Employment, and Consumer and Business Services to expand

the Central Business Registry.

2. ABOUT THE TARGETS

Developing new electronic government services provides the public with more options for online self service.

3. HOW WE ARE DOING

The Division implemented 8 new electronic government services in FY 2008, for a total of 25 electronic government services available. The Division expects to meet the target of 34 electronic government services by the end of FY 2009.

4. HOW WE COMPARE

Benchmarking with other jurisdictions has not been completed.

5. FACTORS AFFECTING RESULTS

Limited staff resources to develop and manage projects, and test applications, while still managing and maintaining existing production systems can limit the number of new electronic government services that can be developed and implemented. Other agency and government priorities can impact project start and completion dates. Availability of project funding can also delay or limit development of new electronic government services.

6. WHAT NEEDS TO BE DONE

Funding of POP 172 will allow the division to continue automating manual processes, giving customers more options for service delivery, and increasing opportunities for operational efficiencies and future program cost containment.

While this measure is useful in measuring the growth and development of electronic government services, the Division will eventually run out of manual processes that make sense to automate for customer self-service over the internet. While this measure has been proposed for deletion as an Agency Key Performance Measure, the Division will continue to measure the implementation of electronic government services, and the percentage of customer transactions completed through electronic government applications.

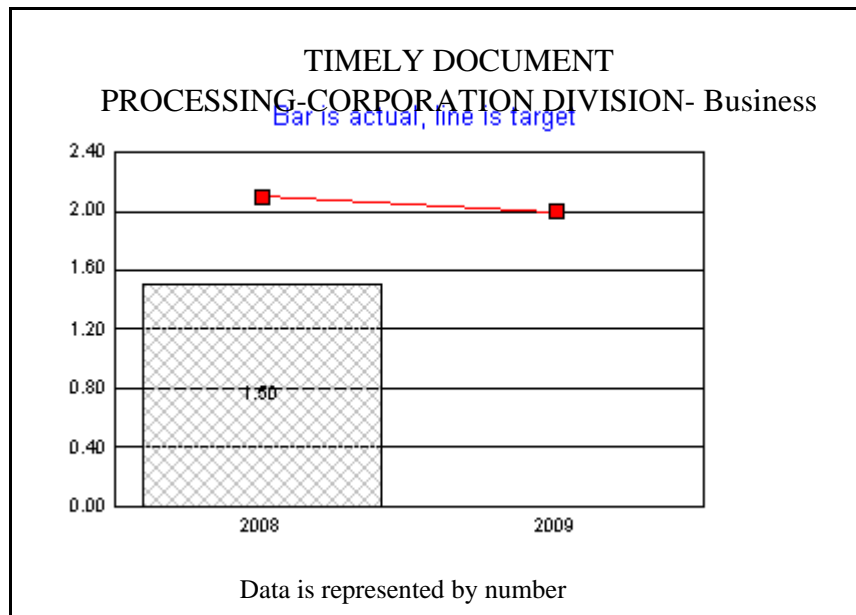
7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year. Electronic government services are manual processes requiring staff assistance that have been automated for customer self-service over the Internet. Electronic government services support and compliment manual processes to provide improved customer service, reduce processing delays, and travel requirements for businesses, while still providing customers with options for personal staff assisted service.

Electronic government services include: UCC online database search, Business name online database search, Annual Report renew online, Business name renew online, Business Wizard, Associated business search by business number, Business name availability search, Associated business search by individual name, Search for active or inactive records business records, Generate full annual report online, Generate reinstatement application online, UCC bulk image subscription, Notary online training tutorial, Notary online testing/scoring, Notary online certificate of training, Going out of business sale online filing, and Notary seminar online registration.

Electronic government services available through the Central Business Registry include: Registration for a new assumed business name, business corporation, or limited liability company with the Secretary of State; Ability to print a formatted copy of the filed registration, and multiple registrations for Oregon payroll tax reporting with the Department of Revenue, Employment Department, and Department of Consumer and Business Services.

KPM #7	Business registration-document processing turnaround time from receipt.	2005
Goal	TIMELY DOCUMENT PROCESSING Business Registration documents submitted for filing and registration are completed timely.	
Oregon Context	TIMELY DOCUMENT PROCESSING 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 2008, document processing turnaround time decreased from an average of 1.7 days to 1.5 days. This result is faster than the target goal of 2.1 days. When asked, 99 % of customers indicated that document processing timeliness was excellent or above average.

4. HOW WE COMPARE

The Division did not benchmark it's FY 2008 results with our peers in othre states.

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 of staff allows staff resources to be re-allocated to help manage peak volumes.

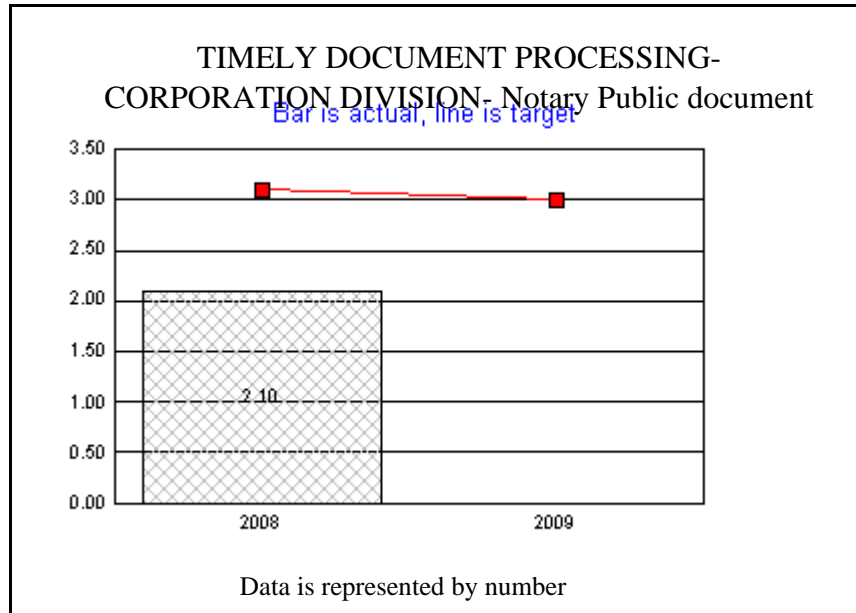
6. WHAT NEEDS TO BE DONE

Complete build out of the Central Business Registry and other electronic filing applications to maximize the number and types of business filings that can be completed by customers online.

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	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	TIMELY DOCUMENT PROCESSING 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 2008, document processing turnaround time decreased from an average of 2.3 days to 2.1 days. This result is faster than the target goal of 3.1 days. When asked, 99 % of customers indicated that document processing timeliness was excellent or above average.

4. HOW WE COMPARE

The Division did not benchmark it's FY 2008 results with our peers in other states.

5. FACTORS AFFECTING RESULTS

Cross training of staff has helped the Division to meet all processing performance measures as staff resources can be re-allocated between programs to manage peak volumes.

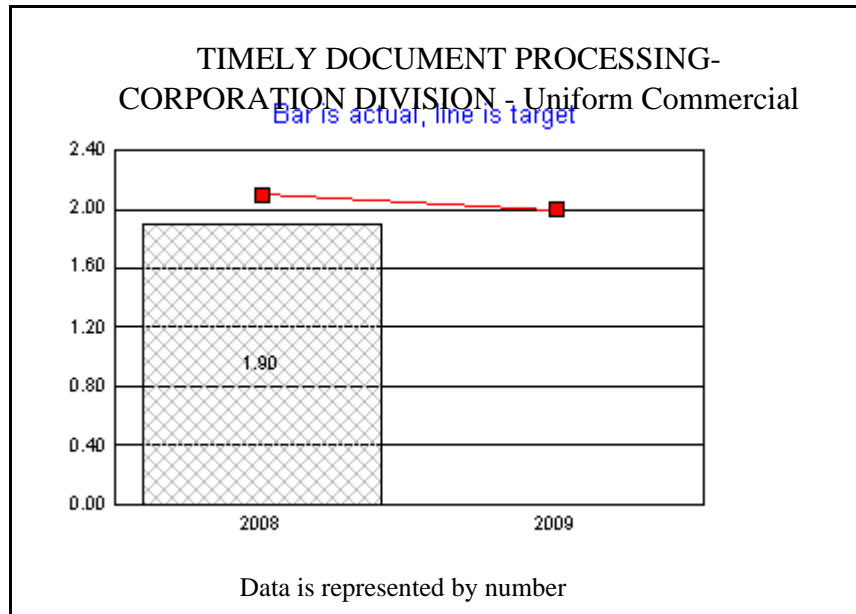
6. WHAT NEEDS TO BE DONE

The Division plans to streamline the Notary program to further reduce delays in processing Notary Public documents, by re-engineering program processes and databases.

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 #9	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	TIMELY DOCUMENT PROCESSING 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 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 2008, document processing turnaround time remained the same as in FY 2007 averaging 1.9 days in both years. This result is faster than the target goal of 2.1 days. When asked, 99 % of customers indicated that document processing timeliness was excellent or above average.

4. HOW WE COMPARE

The Division did not benchmark it's FY 2008 results with our peers in other states.

5. FACTORS AFFECTING RESULTS

Cross training of staff has helped the Division to meet all processing performance measures as staff resources can be re-allocated between programs to manage peak volumes.

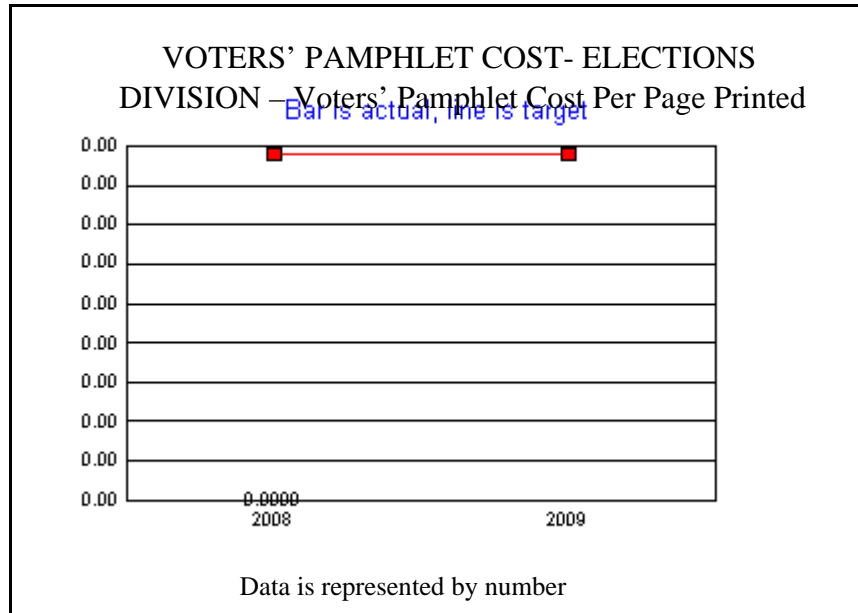
6. WHAT NEEDS TO BE DONE

Implement planned electronic filing applications, and maintain existing staffing levels to further reduce delays in processing uniform commercial code filing documents.

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 #10	Voters' Pamphlet cost per page printed.	1999
Goal	To provide useful elections information to Oregonians in a cost-effective manner.	
Oregon Context	VOTERS' PAMPHLET COST does not have a primary link to the Oregon Benchmarks.	
Data Source	Actual costs taken from vendor invoices and pages mailed to Oregon households.	
Owner	Elections Division , John Lindback , (503)-986-2339	



1. OUR STRATEGY

To produce the Voters' Pamphlet in a cost efficient manner.

2. ABOUT THE TARGETS

It is difficult to establish a target to affect an impact on the cost per page for the Voters' Pamphlet. These services are contracted out through a competitive process. We do believe we have done a very good job of producing the Voters' Pamphlet in a cost effective manner.

3. HOW WE ARE DOING

The Elections Division's performance measure related to cost-per-page of the state voters' pamphlet shows once again that the Division contained costs. It must be pointed out once again, however, that judging the pamphlet on low cost-per-page does not lead to a reader-friendly document. The Division has taken numerous steps throughout the year to reduce both production and mailing costs but some voters believe that the voters' pamphlet is too big and difficult to read.

The Elections Division is launching a new customer service performance measure this year. Surveys will be sent to customers, which will provide a benchmark for future improvements in the ways the Division serves candidates, political committees, chief petitioners for state initiatives and referendums, the legislative assembly, county and city elections officials and almost 2 million voters. The Division intends to randomly select voters for part of the survey to inquire into their views of the readability and usability of the voters' pamphlet.

4. HOW WE COMPARE

We have not been able to collect data from other states to see how we compare.

5. FACTORS AFFECTING RESULTS

Many factors affect our ability to produce the Voters' Pamphlet in a cost effective manner. The size of the pamphlet, number of arguments submitted in favor and opposition, number of candidates, etc. In addition, the Division contracts out for these services through a competitive process. Cost of postage and paper can impact the cost of the pamphlet as well.

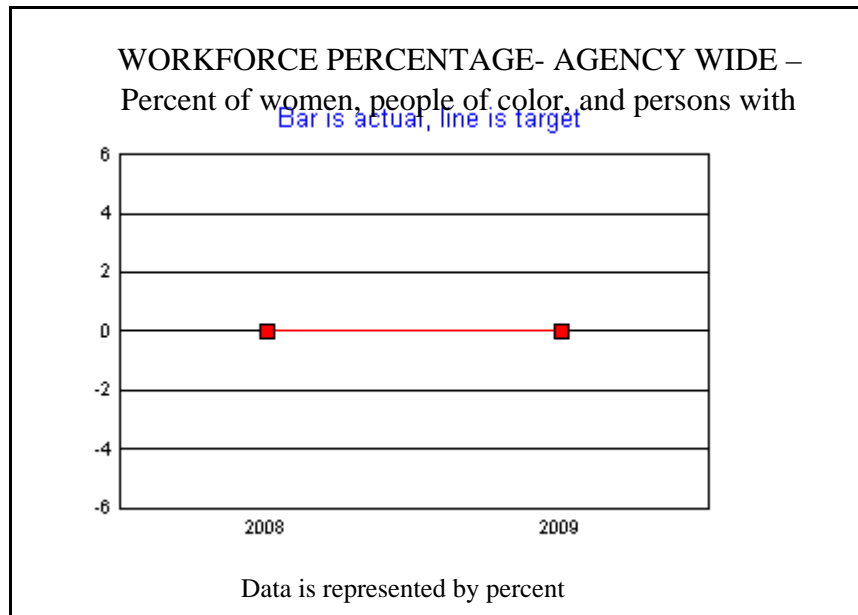
6. WHAT NEEDS TO BE DONE

Continue to seek ways to produce the pamphlet in a way that keeps the cost per page reasonable.

7. ABOUT THE DATA

The data provided shows, based on a history of cost per page, we continue print the Voter's Pamphlet in a cost efficient manner.

KPM #11	Staff Diversity- Percent of women, people of color, and persons with disabilities as a percentage of SOS workforce.	2005
Goal	Adaptable government for future generations	
Oregon Context	WORKFORCE PERCENTAGE. Mission: Pursue excellence in state government; OBM #35 – Governing Magazine’s ranking of public management quality.	
Data Source	Department of Administrative Services Affirmative Action Report as of June 30, 2006 and Statewide Workforce Counts spreadsheet received from the Governor’s Affirmative Action Office.	
Owner	Jackie Steffens, Human Resource Division, 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 targets were set to gradually increase the representation (percentage) of women, people of color and persons with disabilities in the Secretary of State workforce.

3. HOW WE ARE DOING

The agency has realized an increase in the representation of women and persons with disabilities in our workforce. We have experienced a slight decrease in our representation of people of color. Overall, the agency has made progress in meeting two out of the three targets.

4. HOW WE COMPARE

The Secretary of State's Office representation of women and persons with disabilities exceeds the State of Oregon's government workforce, by 8% and 1% respectively. However, the agency's representation in the category of people of color is 3% lower than Oregon state government as a whole.

5. FACTORS AFFECTING RESULTS

Factors that affect the results include agency turnover rates, the applicant pool for the vacant positions and the economy.

6. WHAT NEEDS TO BE DONE

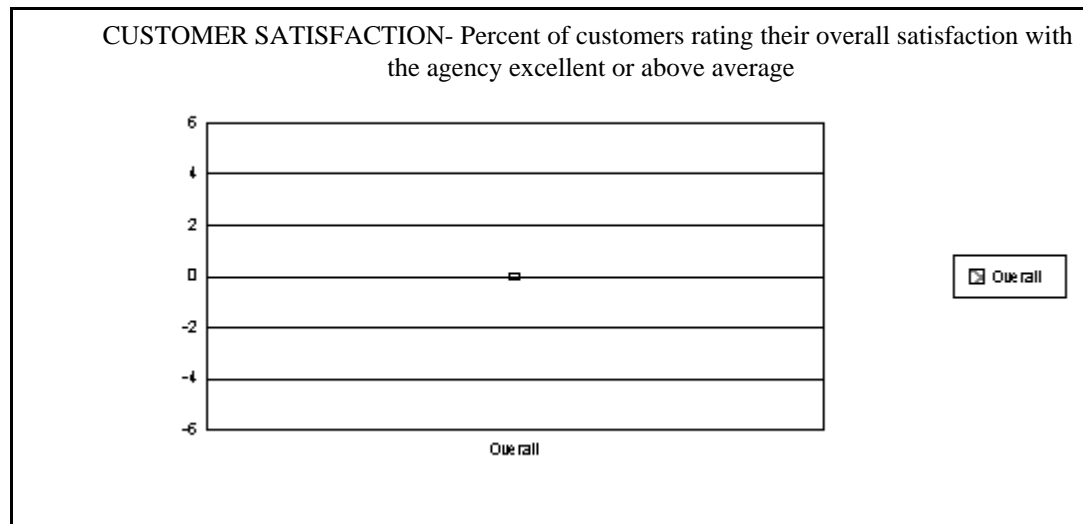
The agency will ensure that job applicants are representative of the diversity of the local workforce and will work toward achieving AA/EEO objectives.

7. ABOUT THE DATA

The data used to determine agency percentages of women, people of color and persons with disabilities was taken from the Department of Administrative Services Affirmative Action report as of June 30, 2007. This information is pulled from the Position and Personnel Database (PPDB). The data to determine Oregon State government percentages was taken from the Statewide Workforce Counts 2006 information received

from the Governor's Affirmative Action Office.

KPM #12	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.	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 response to survey mailed with acknowledgement letter are entered into survey tracking system.	
Owner	Corporation Division, Peter Threlkel (503) 986-2205, John Lindback, Elections Division (503) 986-2339, and Mary Beth Herkert, Archives Divison, (503) 378-5196	



1. OUR STRATEGY

Listen to our customers and respond to 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 the 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 customer's needs.

6. WHAT NEEDS TO BE DONE

Continue using feedback from surveys to identify areas where additional improvement is required. The Archives and Elections Division will join this KPM for the first time in 2008. The combined survey results of Corporation Division, Archives Division and Elections Division will begin reporting results by the end of 2008.

7. ABOUT THE DATA

The reporting cycle is an Oregon fiscal year. During one to two weeks each year, customer surveys are mailed with acknowledgement letters to all customers who file a business registration, notary public, or uniform commercial code transaction. Completed survey responses are entered into a database. The Elections Division and Archives Division will be adding survey data to this KPM for the first time for 2008. The survey data is not yet complete so the 2008 actual data will be added sometime prior to the end of the year.

KPM #13	Business Services Division- Percent of Procurement Staff w/Professional Certification.	2007
Goal	PROCUREMENT STAFF CERTIFIED: Agency goal is to have 100% of staff certified in public procurement, either at the national or state level of certification.	
Oregon Context	STAFF CERTIFICATION. This KPM does not link to any specific Oregon Benchmark.	
Data Source	Data recovered from personnel files.	
Owner	Business Services Division, Jeff Morgan, (503) 986-2239	

Data Display

1. OUR STRATEGY

Procurement Certification is achieved through years of experience in procurement, specialized training focused on procurement issues and laws, including ethics, and a demonstration of comprehension through testing and achieving at least a minimum score.

2. ABOUT THE TARGETS

Helping purchasing and contract staff attain professional certification is a goal we are committed to helping our staff accomplish. It is our goal to have all purchasing and contracts staff 100% certified through the National Institute of Governmental Purchasing (NIGP) either as a Certified Professional Public Buyer (CPPB) or Certified Public Purchasing Officer (CPPO).

3. HOW WE ARE DOING

In 2003, the NIGP began tracking agencies across the country that had professionally certified staff. The Secretary of State was the first and only public entity in Oregon to achieve 100% professional certification of its purchasing and contract staff. The Secretary of State Purchasing and Contracts staff were featured in the 3rd Quarter 2003 issue of the NIGP national magazine "The Procurement Professional". In 2006 we hired two new staff that did not have a professional certification through NIGP or any other professional purchasing organization. This caused a drop from 100% certification in 2006 to 66% in 2006. In 2007, we had one of the new staff gain professional certification and in 2008 the other staff member gained professional certification which brought the Purchasing and Contracts Section back to 100% professional certification through NIGP.

4. HOW WE COMPARE

In 2003 the Secretary of State was the only Oregon public entity (state and local government) with 100% professional certification of its procurement section staff. In 2008, the Secretary of State is the only public entity in Oregon to obtain 100% professional certification of its procurement staff through NIGP. Nationally there are forty two public entities with 100% professional certification of their procurement staff through NIGP. Of those forty two public entities the Secretary of State is one of only seven state agencies nationally with a procurement staff being 100% professionally certified through NIGP.

5. FACTORS AFFECTING RESULTS

The factor affecting the results is in recruitment. While we state in our recruitment that professional certification is desired, it is not required to qualify to interview for the position. When certified staff leave, new staff hired may or may not be certified. If they are not, this drops our professional certification percentage.

6. WHAT NEEDS TO BE DONE

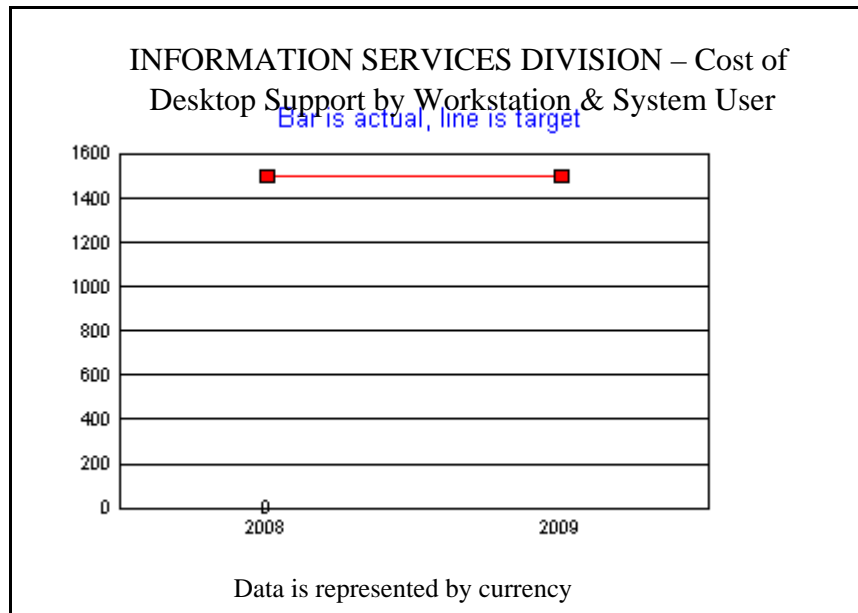
Now that all the procurement staff has obtained professional certification through NIGP, continuing education funds need to be available for staff to obtain enough credits to recertify their certifications every five years. Also, staff needs to maintain membership in a public purchasing association.

The Secretary of State's procurement staff are all members of the Oregon Public Purchasing Association (OPPA).

7. ABOUT THE DATA

This information is tracked on a calendar year (January to December). The National Institute of Governmental Purchasing (NIGP) website (www.nigp.org) provides information regarding professional certification

KPM #14	Information Systems Division- Cost of Desktop Support by Workstation and System User	2004
Goal	Cost of Desktop Support: This KPM ties to one of the agency’s goals of striving for efficiencies and cost reductions in the delivery of services. The rating is based on percent of IT operating expenditures divided by total number of workstations and number of system users to determine a cost to support agency desktops.	
Oregon Context	This KPM does not tie to any specific Oregon Benchmark	
Data Source	Data is provided through actual expenditures from the Agency Budget. This data is compiled and allows the division to determine how resources are being spent on IT and if it is in alignment with the Agencies overall mission and goals.	
Owner	Information Systems Division, Julie Pearson-Ruthven, Phone: 503 986 0521	



1. OUR STRATEGY

The Information Services Division (ISD) is one of three internal support divisions that provide administrative support to the agency. As an internal support division it is important to track our cost per workstation and cost per user. These numbers help us to determine our level of support in keeping our desktops up and running with maximum efficiency.

2. ABOUT THE TARGETS

The target in the graph show the goal is to achieve a low cost per user and workstations while maintaining a high percentage rating in our customer satisfaction survey.

3. HOW WE ARE DOING

The Division continues to maintains well below target cost per workstation and above average customer service rating for Desktop support. We can assume from this that to achieve a higher customer service rating for desktop support we could spend more per workstation and end user. Using the customer service performance measure we can better decide where to spend more of our support resources to achieve our overall goals and targets.

4. HOW WE COMPARE

Benchmark data is based on information from Gartner. We compare ourselves with other government agencies. The average cost per workstation from Gartner for Government Agencies average for 2004-2006 is \$1,600.00. We have continued to be well below with a consistent annual cost of \$533 per workstation.

5. FACTORS AFFECTING RESULTS

Vacancies within the desktop support team can affect the rating. Hardware and software standards and approval processes play a large part in being able to efficiently meet support needs. These standards enable us to lower cost of purchases and it also allows our support staff to stay current on selected hardware and software applications. This helps them meet the users support needs in a timely manner which allows our users to be more efficient in their daily business

6. WHAT NEEDS TO BE DONE

We have determined that this is an acceptable level of support cost. More of our resources are being spend on the infrastructure and security to accommodate the users increasing need to move toward web based applications and remote access. Keeping on target for this Key Performance Measure, will require development of new standards to accommodate new technology needs and training of support staff to become proficient in the new technologies they support.

7. ABOUT THE DATA

The data is based on the overall Agency budget and actual expenditures of the Information Services Division; it is collected through the state accounting system (SFMA). Gartner information is assessed through their web page for supporting benchmark comparisons. This provides us with the opportunity to observe how we are spending our resources and analyze if we are moving in the right direction to meet our strategic goals.

Agency Mission: Provide stewardship of public resources by: a) facilitating access to government records and information, b) ensuring that the public dollars are well spent, c) offering registration services to businesses and consumers, d) safeguarding the democratic process, and e) overseeing state lands for the common school fund.

Contact: Jean Straight, Deputy Secretary of State

Contact Phone: 503-986-1523

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.

<p>1. INCLUSIVITY</p>	<p>* Staff : Staff: Staff reviewed and provided feedback for performance measures development and goals;</p> <p>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.</p> <p>* Elected Officials: Elected Officials: Through review by the Oregon Progress Board, JLAC and Ways and Means;</p> <p>* Stakeholders:</p> <p>* Citizens: Citizens: Customer based surveys</p>
<p>2 MANAGING FOR RESULTS</p>	<p>As part of a planned change in our personnel performance evaluation process, we will include performance measure progress as a performance standard. In September of 2007, the agency established a contract with an outside contractor to provide performance measure development The intent of this project was to help educate agency management in the purpose and development of meaningful performance measures. The Secretary of State invited their LFO analyst Daron Hill, the Legislative Performance Measure contact Dawn Farr and the DAS-BAM performance measure contact Rick Gardner to attend and participate in some of these workshops as well. The purpose of bringing LFO and DAS into the workshop sessions was for them to see and participate in the work of our agency’s effort to establish meaningful KPM’s that more closely aligned with our agency’s mission and goals. As a result of this effort the agency has proposed removing KPM’s that are not good</p>

	<p>measures of the agency’s mission and goals and has proposed new KPM’s that are more representative of measuring our efforts in meeting our mission and goals.</p>
<p>3 STAFF TRAINING</p>	<p>As an agency, we place a special emphasis on training our employees. During the past year, we used both our annual all-employee meeting and individual division training sessions to discuss performance measures with our employees. As we move to a performance evaluation process that incorporates performance measure achievement, we will use the training opportunities surrounding this to reinforce that training.</p> <p>In September of 2007, the agency established a contract with an outside contractor to provide performance measure development. Three separate workshops were held from September to November 2008. This training provided a stronger foundation for agency management to understand the purpose and intent of performance measures. As a result of this training, the agency is proposing new key performance measures for 2009 that more closely align with the agency mission and goals.</p>
<p>4 COMMUNICATING RESULTS</p>	<ul style="list-style-type: none"> * Staff : • Staff: Through annual staffs meeting, quarterly updates from various divisions; • DAS Budget and Management Division: Through the budget process and the Annual Performance Progress Report • Legislators through the budget development process and the Annual Performance Progress Report <p>* Elected Officials: Elected Officials: Through the budget process</p> <p>Legislators through the budget development process and the Annual Performance Progress Report</p> <ul style="list-style-type: none"> * Stakeholders: Annual Performance Progress Report available on DAS website * Citizens: Annual Performance Progress Report available on DAS website