

Secretary of State

Strategic Plan 2025 - 2029



June 1, 2024

AGENCY STRATEGIC PLAN

Fiscal Years 2025 - 2029

By

Office of the Secretary of State

June 1, 2024

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AGENCY MISSION

To ensure accessible and fair elections, support Texas' businesses, promote transparent government, and strengthen Texas' standing as a global leader.

AGENCY PHILOSOPHY

Texas is the best, so Texans deserve our best.

OVERVIEW

The Secretary of State is one of six officials named in the Texas Constitution forming the Executive Department of the State. The Secretary is appointed by the Governor and confirmed by the Senate. The Secretary of State's Office (Agency) has four primary responsibilities:

- **Elections:** The Elections Division administers the Texas Election Code and is responsible for providing guidance and education to election officials, maintaining the statewide voter registration, and election management system and conducting election audits.
- **Business Filings:** The Business Filings Division processes nearly one million transactions and requests for information each year, including business filings relating to the establishment of corporations, partnerships, trademarks and professional registrations as directed by the Legislature.
- **Government Filings:** The Government Filings Division publishes legislative bills, open meeting notices, administrative rules and records official acts through the production of the *Texas Register*. Pursuant to the Texas Constitution, the Secretary of State appoints Texas notaries public, of which Texas currently maintains over 500,000. Additionally, each year the Secretary of State issues approximately 125,000 Apostilles (certificates) to authenticate public records for international transactions such as land purchases, adoptions, and study abroad programs. The Agency also serves notice of lawsuits, subpoenas, restraining orders and various forms of pleadings which are forwarded to defendants internationally and domestically.
- **International Protocol:** The Secretary of State serves as Texas' chief diplomat on behalf of the Governor and as Chair of the Border Trade Advisory Committee. The Secretary of State's Office receives international dignitaries and delegations, serves as liaison to over 150 international consuls and honorary consuls in the state, and promotes trade with Mexico and other international partnerships.

GOALS AND ACTION PLANS

Goal 1: Ensure accessible, fair and trusted elections.

Goal 2: Support Texas businesses and promote reliability in public and government operations.

Goal 3: Strengthen Texas' standing as a global leader.

Goal 4: Improve efforts to develop staff, make better use of technology and increase efficiency.

Goal 1: Ensure accessible, fair and trusted elections.

Action Items

1.1 Ensure the accuracy of Texas voter registration lists.

- 1.1.1 Update voter registration and election management system.** Release an updated version of the Texas Election Administration Management (TEAM) system, which will provide local voter registration officials with additional tools, updated features and enhanced security to ensure the accuracy of their local voter registration lists. *(August 2025)*
- 1.1.2 Monitor list maintenance activities for compliance.** Continuously monitor election officials' compliance with voter registration list maintenance requirements and improve quality of list maintenance efforts. *(Continuous)*
- 1.1.3 Effectively use current and new data sources for list maintenance.** Expand the number of data sources from other state agencies, jurisdictions and programs to remove ineligible voters from voter registration lists while protecting the registrations of qualified voters. Develop technical tools to assist with the analysis of cross-state voter registration records. *(August 2025)*
- 1.1.4 Provide voter education.** Make sure eligible Texans who want to vote have the information they need to cast a ballot and have it counted. This includes reminding Texans about important election dates and deadlines, providing information on ID requirements, and promoting tools such as VoteTexas.gov, My Voter Portal, and ballot trackers. *(Continuous)*

1.2 Protect the security of Texas elections.

- 1.2.1 Implement cybersecurity training requirements for local election officials.** Continue to strictly enforce cybersecurity training requirements prior to providing secure access to the statewide voter registration and election management system. *(August 2024; August 2025)*
- 1.2.2 Promote election security best practices.** Update and promote the Election Security Best Practices issued by the Secretary of State's Office. As needed, integrate in-house applications into the updated voter registration and election management system providing greater security and stronger access controls. Train and assist county election officials and election workers in implementing strong security procedures to promote legal compliance and uniformity. Continue to provide high-quality legal guidance promptly by expanding the legal team to include additional personnel, legal resources and legal trainings. *(Continuous)*
- 1.2.3 Distribute federal Help America Vote Act (HAVA) funds for security enhancements.** Manage federal funding allocations and the reimbursement of costs to county election officials in an efficient and

timely manner enabling local election officials to implement security best practices and enhance local security measures. *(November 2024)*

1.3 Enhance Transparency in the Election Process

- 1.3.1 Promote election resources available on the Secretary of State's website.** Promote transparency for Texas voters by providing easily accessible election data, including early voting rosters, candidate lists and election night returns. Increase the verification of county-provided data through additional personnel and technical validations. *(Continuous)*
- 1.3.2 Conduct prompt election audits.** Provide timely, quality audits of selected counties in order to identify areas of improvement and growth and promote high quality local programs and election best practices. *(August 2024; July 2025)*
- 1.3.3 Develop and promote self-assessment tools for auditing.** Develop tools and resources for local election officials to conduct self-audits of their election processes and procedures in order to promote stronger elections across the state. *(November 2025)*
- 1.3.4 Promote post-election auditing.** Promote the partial manual count as a tool to validate the accuracy of electronic voting systems and continue to pilot and develop procedures for statewide implementation of risk-limiting audits to ensure the accuracy of election outcomes. *(Continuous)*

Goal 2: Support Texas businesses and promote reliability in public and government operations.

Action Items

2.1 Improve the customer experience for business filings.

- 2.1.1 Modernize the Secretary of State's business call center.** Develop a new call system designed to reduce wait times and make it easier for customers to receive assistance on their business filings. Provide agency employees with additional tools and technology to answer questions from the public efficiently, effectively and with uniformity. *(September 2026)*
- 2.1.2 Educate the public about business filing requirements.** Create and enhance Agency outreach efforts to individuals and companies interested in doing business in Texas. Develop more Agency instructional tools to educate customers on filings with the Secretary of State's office, including starting a new business and relocating an existing business to Texas. *(May 2025)*
- 2.1.3 Reduce Processing Time for Trademarks.** Provide Texans with an enhanced, user-friendly system to file and view trademarks registered with the Secretary of State. Reduce the Agency's average processing time for new and renewal trademark applications. Maintain and enhance system as needed. *(December 2024)*

2.1.4 Develop and implement an updated system for issuing registrations. Streamline the process to receive and review registration applications and renew registrations issued by the Agency. Ensure that the system is easy to use and responsive to licensees and the general public. *(December 2025)*

2.2 Maintain timely processing of business and government filings.

2.2.1 Implement new business filings system. Complete the Agency's ongoing information technology modernization project that will replace the legacy system built in 2000. The new system will provide the business community a more efficient, user-friendly experience. *(December 2025)*

2.2.2 Create customer-focused solutions for processing apostilles, notary commissions, notary complaints, and service of process requests. Develop and enhance tools that reduce manual data entry, improve customer service, enable efficient turnaround times, reduce document rejection rates and provide greater convenience to our customers. *(September 2025)*

2.2.3 Streamline the process to publish agency rules on the *Texas Register*. Modernize the *Texas Register* and streamline the system to publish rules for state agencies, boards and commissions. *(September 2025)*

2.3 Enhance educational outreach to promote transparent government.

2.3.1 Expand educational efforts for notaries commissioned by the Secretary of State. Educate notaries and the public on relevant laws and best practices through Agency website-based content and tools. *(September 2025)*

2.3.2 Increase outreach to stakeholders that utilize the *Texas Register*. Develop and make available user-friendly resources and information about the submission and review of administrative rules and open meetings. *(September 2025)*

2.4 Enhance public access to Agency information.

2.4.1 Modernize the Secretary of State's website. The Agency website was developed hastily and remains on an outdated platform. Plans are underway to re-platform the website and to make it an up-to-date, comprehensive source encompassing all of the Agency's functions and to ensure it maintains an array of helpful resources and addresses customers' most common questions, written at appropriate reading levels. *(September 2026)*

2.4.2 Maintain and digitize records to ensure public access to Agency records. Increase efforts to digitize historical records, minimizing the time and expense associated with maintaining paper files. Make Agency materials easier to access for all Texans. *(September 2026)*

Goal 3: Strengthen Texas' standing as a global leader.

Action Items

3.1 Expand opportunities to forge ties between Texas and Mexico.

3.1.1 Increase activities of the Border Trade Advisory Committee. As Chair of the Border Trade Advisory Committee, the Secretary of State holds regular meetings along the Texas-Mexico border to promote more efficient trade that benefits Texas and our economic partners along the southern border. The Committee advises the Office of the Governor (OOG) and Texas Department of Transportation on trade issues, priorities and projects where freight improvements can boost economic vitality and global competitiveness. The Agency provides reports on activities as required. (January 2025)

3.1.2 Monitor and advise. Continually monitor state and federal legislation affecting Texas-Mexico relations. Advise the OOG on potential economic benefits or risks to the Texas economy. (Continuous)

3.2 Expand opportunities to forge international partnerships.

3.2.1 Identify global opportunities for Texas. Under the Governor's leadership and direction, encourage international collaboration and partnerships. Promote goodwill and highlight Texas and its international economic appeal by increasing travel to foreign countries and meeting with elected officials, dignitaries and potential stakeholders. The Agency provides reports on activities as required. (January 2025)

3.2.2 Update contact management system for foreign relations and economic development. As a primary liaison between foreign business and government delegations, the Agency maintains a current list of contacts for all foreign diplomats operating in Texas and facilitates the coordination of meetings between international guests and business and government officials in Texas. The Agency has identified a contact management system as a need for these efforts and is studying options for its development. (September 2026)

Goal 4: Improve efforts to develop staff, make better use of technology and increase efficiency.

Action Items

4.1 Recruit, retain, develop and support staff. The Legislature's decision to provide across-the-board pay raises provided tremendous help in the Agency's efforts to retain staff. However, as the cost of living in the Austin area continues to rise and the responsibilities and demands on our staff continue to grow, it remains a serious challenge to recruit and maintain good staff. In addition, many of our senior staff with critical subject matter expertise are nearing or are at retirement age. The Agency plans to build upon existing efforts to train, develop and mentor staff and improve succession planning. In addition, the Agency will prepare recommendations for salary adjustments and additional FTEs to ensure that the

Agency can keep up with the rising number of entities wishing to do business in Texas and to maintain the security and integrity of our elections. *(September 2025)*

4.2 Modernize and make efficient use of technology. The Agency plans to complete its information technology modernization plan for business and government filings by the end of the biennium. Maintenance and support of the new system will require additional IT support, and the Agency will next turn its attention to updating the agency website, migrating contact management databases and enhancing efforts to protect sensitive data and personally identifiable information. *(September 2026)*

4.3 Modernize, secure and update workspace. The Agency staff has grown from 216 to 291 full-time employees over the last two years and is outgrowing its space at the Rudder Building. At the same time, the number of walk-in customers is increasing, and security has become a growing concern. The Agency is undertaking an initiative to clear entire wings of the building that house paper archives, microfiche machines and other outdated archive systems. This initiative, if funded, will create space and allow for a renovation of the Rudder Building to support our increased workspace needs and better accommodate walk-in customers. *(September 2027)*

These goals and action items demonstrate the Agency's commitment to addressing the statewide objectives of accountability, efficiency, effectiveness, excellence in customer service and transparency. The Secretary of State's Office remains steadfast in our efforts to best serve the interests of Texas.

Alignment between Statutory Goals and Secretary of State (SOS) Action Items

Goal 1: Ensure accessible, fair and trusted elections.

Objective 1.1. Ensure the accuracy of Texas voter registration lists.

		Statutory Goal B: Administer Election Laws - Maintain Uniformity & Integrity of Elections; Oversee Election Process					
SOS Action Items:		B.1.1. Elections Administration	B.1.2. Primary Funding/VR Postage	B.1.3. Constitutional Amendments	B.1.4. Elections Improvement	B.1.5. Financing Voter Registration	New Initiative
1.1.1	Update voter registration and election management system.	X					
1.1.2	Monitor list maintenance activities for compliance.	X					
1.1.3	Effectively use current and new data sources for list maintenance.	X					
1.1.4	Provide voter education.	X					

Objective 1.2. Protect the security of Texas elections.

		Statutory Goal B: Administer Election Laws - Maintain Uniformity & Integrity of Elections; Oversee Election Process					
SOS Action Items:		B.1.1. Elections Administration	B.1.2. Primary Funding/VR Postage	B.1.3. Constitutional Amendments	B.1.4. Elections Improvement	B.1.5. Financing Voter Registration	B.1.5. Financing Voter Registration
1.2.1	Implement cybersecurity training requirements for local election officials.				X		
1.2.2	Promote election security best practices.				X		
1.2.3	Distribute federal Help America Vote Act (HAVA) funds for security enhancements.				X		

Objective 1.3 Foster Transparency in the Election Process

		Statutory Goal B: Administer Election Laws - Maintain Uniformity & Integrity of Elections; Oversee Election Process					
SOS Action Items:		B.1.1. Elections Administration	B.1.2. Primary Funding/VR Postage	B.1.3. Constitutional Amendments	B.1.4. Elections Improvement	B.1.5. Financing Voter Registration	B.1.5. Financing Voter Registration
1.3.1	Election resources on the Secretary of State's Website.	X					
1.3.2	Election audit program.	X					
1.3.3	Self-assessment tools for auditing.	X					
1.3.4	Post-election auditing.	X					

Goal 2: Support Texas businesses and promote reliability in public and government operations.

Objective 2.1. Improve the customer experience for business filings.

		Statutory Goal A: Information Management - Provide and Process Information Efficiently; Enforce Laws/Rules					
SOS Action Items:		A.1.1. Document Filing	A.2.1. Document Publishing	D.1.1. Indirect Administration	New Initiative		
2.1.1	Modernize the Secretary of State's business call center.				X		
2.1.2	Educate the public about business filing requirements.	X					
2.1.3	Launch and perfect a state-of-the-art trademarks system.			X			
2.1.4	Develop and implement an updated system for issuing registrations.			X			

Objective 2.2. Maintain timely processing of business and government filings.

		Statutory Goal A: Information Management - Provide and Process Information Efficiently; Enforce Laws/Rules					
SOS Action Items:		A.1.1. Document Filing	A.2.1. Document Publishing	D.1.1. Indirect Administration	New Initiative		
2.2.1	Implement new business filings system.			X			
2.2.2	Create customer-focused solutions for processing apostilles, notary commissions, notary complaints, and service of process requests.			X			
2.2.3	Streamline the process to publish agency rules on the <i>Texas Register</i> .			X			

Objective 2.3. Enhance educational outreach to promote transparent government.

		Statutory Goal A: Information Management - Provide and Process Information Efficiently; Enforce Laws/Rules				
SOS Action Items:		A.1.1. Document Filing	A.2.1. Document Publishing	D.1.1. Indirect Administration	New Initiative	
2.3.1	Expand educational efforts for notaries commissioned by the Secretary of State.	X				
2.3.2	Increase outreach to stakeholders that utilize the <i>Texas Register</i> .		X			

Objective 2.4. Enhance public access to Agency information.

		Statutory Goal A: Information Management - Provide and Process Information Efficiently; Enforce Laws/Rules				
SOS Action Items:		A.1.1. Document Filing	A.2.1. Document Publishing	D.1.1. Indirect Administration	New Initiative	
2.4.1	Modernize the Secretary of State's website.				X	
2.4.2	Maintain and digitize records to ensure public access to Agency records.				X	

Goal 3: Strengthen Texas' standing as a global leader

Objective 3.1 Expand opportunities to forge ties between Texas and Mexico.

		Statutory Goal C: International Protocol - Provide Protocol Services and Representation on Border Issues				
SOS Action Items:		C.1.1. Protocol/Border Affairs	New Initiative			
3.1.1	Practices and procedures to increase activity of the Border Trade Advisory Committee.	X				
3.1.2	Monitor and advise.	X				

Objective 3.2 Expand opportunities to do business around the world.

		Statutory Goal C: International Protocol - Provide Protocol Services and Representation on Border Issues				
SOS Action Items:		C.1.1. Protocol/Border Affairs	New Initiative			
3.2.1	Identify global economic development opportunities for Texas.	X				
3.2.2	Increase outreach to our global economic partners.	X				
3.3.3	Provide a central point of contact for foreign relations and economic development.	X				

Goal 4: Improve efforts to develop staff, make better use of technology and increase efficiency.

Objective 4.1 Indirect Administration

		Statutory Goal D: Indirect Administration				
SOS Action Items:		D.1.1. Indirect Administration	New Initiative			
4.1	Recruit, retain, develop and support staff.		X			
4.2	Modernize and make efficient use of technology.		X			
4.3	Modernize, secure and update workspace.		X			

REDUNDANCIES AND IMPEDIMENTS

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

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

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>(85th R.S.). The veto proclamation eliminated the funds allocated to the Secretary of State's Colonia Initiatives strategy. These funds have not been restored. With the veto and loss of funding, the Agency is unable to meet without additional resources.</p>		
<p>Tex. Gov't Code §§775.003-775.004</p>	<p>Section 775.003 requires the appointment of a colonia ombudsperson in certain Texas counties.</p> <p>Section 775.004 requires the appointed ombudspersons to gather certain information concerning the colonias in the counties for which the ombudspersons were appointed. The statutory purpose served by the ombudspersons was to assist the Agency in preparing the report required under Section 405.021 of the Government Code. (See Recommendation 1.)</p>	<p>Repeal the identified statutory provisions, as the ombudsperson program established and administered under these provisions has been eliminated.</p>	<p>The cost savings to the state were realized with the elimination of this strategy by Governor Abbott's June 2017 Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.), and by not restoring such funding for subsequent biennia.</p> <p>Secretary of State staff and resources should be optimized and directed to fulfilling and achieving the Agency's core functions and goals.</p>

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
	<p>On June 12, 2017, Governor Abbott, pursuant to Article IV, Section 14 of the Texas Constitution, signed an Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.). As the veto proclamation eliminated the funds allocated to the Secretary of State's Colonia Initiatives strategy, the Agency eliminated the positions of those staff persons who functioned as the appointed colonia ombudspersons under the program established by Section 775.003. These funds have not been restored.</p> <p>As the strategy that supported the colonia ombudsperson program has been eliminated, these statutory provisions are now obsolete.</p>		

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>Tex. Prop. Code §222.005(b)(3), (c)</p>	<p>Chapter 222 of the Property Code requires membership camping resort salespersons and contract brokers to register with the Secretary of State. Section 222.005(b)(3) requires a prospective salesperson or contract broker to submit information regarding “whether the applicant has been convicted of a felony or a misdemeanor involving moral turpitude.” Section 222.005(c) authorizes the Secretary of State to require “any additional information that is reasonably necessary to determine the good moral character of an applicant for registration.” Thus, for each application, the SOS must determine the “moral character” of the applicant, and the provisions do not contain any guidelines for the SOS to utilize in making this determination.</p>	<p>Eliminate the requirement that the Secretary of State determine the “moral character” of an applicant for registration as a membership camping resort salesperson or contract broker or modify Section 222.005 to provide guidelines for the SOS to utilize in making this determination.</p>	<p>Secretary of State staff and resources should be optimized and directed to fulfilling and achieving the Agency’s core functions and goals.</p>

Service, Statute, Rule, or Regulation	Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Agency Recommendation for Modification or Elimination	Estimated Cost Savings or Other Benefit Associated with Recommended Change
<p>Tex. Transp. Code §722.011(b)(2)</p>	<p>Section 722.011 of the Transportation Code requires automobile clubs to file with the Secretary of State a notice of appointment of each agent within 30 days of the date on which the agent is employed by the club. The notice must contain, among other things, “proof satisfactory to the secretary that the agent is of good moral character.”</p> <p>Chapter 722 does not provide the agent or club a means of appealing the denial of appointment by the Secretary of State. As a result, the current language provides no clear direction to the Office, the hired agent, or the club regarding the standards for determining good moral character or the consequences for denial of the appointment.</p>	<p>The review of a hired agent’s criminal history places the Office in the unnecessary position of regulating the hiring practices of a private enterprise. As noted, the filing of a notice of appointment is not a precursor to the hiring of an agent by the club. The club has 30 days from the date of hire of the agent to make the filing with the Secretary of State; therefore, the club has made its decision that the agent is qualified for employment.</p> <p>Elimination of the requirement that the Secretary of State determine the “moral character” of an automobile club agent will facilitate the registration process for this business sector. The notice of appointment itself should be retained as a notice filing. Retention of the notice filing will allow the public to verify that an individual selling a membership is in fact an agent hired by the automobile club.</p>	<p>Eliminating the criminal history review component and streamlining the automobile club registration process will allow the Secretary of State to offer online filing of this registration, which will increase efficiency for both registrants and the Secretary of State.</p>

SCHEDULE A: BUDGET STRUCTURE

The Agency did not request changes to its budget structure and will be submitting its budget requests using the same budget structure and performance measures as appear in the FY 24-25 General Appropriations Act.

Our bill pattern goals, objectives and performance measures are as follows:

GOAL 1: INFORMATION MANAGEMENT

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

Provide accurate, reliable, and timely access to information. Maximize the efficiency of document processing. Take actions to ensure compliance with laws and rules.

OBJECTIVE

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

To annually maximize the efficiency of document processing by filing within three business days. To provide accurate, reliable, and timely access to public information by responding to requests within three business days.

1.2.0. File & Publish Admin Rules and Agency Public Notices

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

STRATEGY

- 1.1.1. File/Reject Statutory Filings
- 1.2.1. Publish the *Texas Register* and the *Texas Administrative Code*

OUTCOME MEASURES

- 1.1.1. % of Bus, Comm, and Public Filings & Info Requests Completed in 3 Days
- 1.1.2. Avg Cost per Bus, Comm, and Public Filings Trans + Pub Info Request
- 1.1.3. Average Cost Per Register and Administrative Code Published

OUTCOME MEASURES PURPOSE

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

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

handled by the strategy.

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

OUTCOME MEASURES METHODOLOGY

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

1.1.2. The average cost is computed by using the total strategy cost as the numerator and the Number of Business, Commercial, and Public Filing Transactions Processed and Number of Processed Requests for Information on Business, Commercial, and Public Filings as the denominator. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium.

The average cost is calculated by dividing the annual cost, as defined above, by 52, the number of online issues of the *Texas Register* published. The data for computation of the average cost is based on salaries for the second year of the expiring biennium.

GOAL 2: ADMINISTER ELECTION LAWS

2.0.0. Maintain Uniformity & Integrity of Elections; Oversee Election

Process

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

OBJECTIVE

2.1.0. ELECTION LAWS/CONSTITUTIONAL AMENDMENTS

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

STRATEGY

- 2.1.1. Provide Statewide Elections Administration
- 2.1.2. Primary Election Financing; VR Postal Payment to Postal Services
- 2.1.3. Publish and Interpret Constitutional Amendments
- 2.1.4. Administer the Federal Help America Vote Act (HAVA)
- 2.1.5. Election Code 19.02. Payments to Counties for Voter Registration Activity. Estimated.

OUTCOME MEASURES

- 2.1.1. Percent of Election Authorities Assisted or Advised
- 2.1.2. Percent of Polling Places Having at Least One Accessible Voting Device
- 2.1.3. Average Cost Per Election Authority Assisted or Advised

OUTCOME MEASURES PURPOSE

2.1.1. The percentage of election authorities assisted or advised is a measure of the strategy's effectiveness in reaching this population. The number of election authorities is the sum of all political subdivisions conducting elections, county clerks, county judges, county chairs, election administrators, voter registrars and their staff, plus election judges and clerks.

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

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

OUTCOME MEASURES METHODOLOGY

2.1.1 The number of election authorities assisted or advised divided by the number of election authorities statewide. The number of election authorities is reported in the service population demographic section of the most recent strategic plan.

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

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

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Number of Registrants

Definition

A count of registrants.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

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

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Number of Notary Commissions Issued

Definition

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

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

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

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Business, Commercial, and Public Filings Revenue

Definition

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

Purpose/Importance

To explain the strategy's revenue generation.

Source/Collection of Data

Centralized Accounting and Payroll/Personnel System (CAPPS)

Method of Calculation

Summary of deposits into the State Treasury.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A count of transactions processed.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

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

New Measure

No

Calculation

Non-cumulative

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Output Measure: Number of Requests for Information and Filings Processed

Definition

A count of information requests.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

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

New Measure

No

Calculation

Non-cumulative

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A count of rules and notices published.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

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

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Number of Registered Voters

Definition

A count of registered voters.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

The reported input is from quarterly and annual summaries.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Output Measure: Number of Election Officials Assisted or Advised

Definition

A count of election authorities assisted or advised.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

The reported output is from quarterly and annual summaries.

Data Limitations Type

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

New Measure

No

Calculation

Non-cumulative

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A count of public customers assisted, advised or trained.

Purpose/Importance

This is a measure of the amount of work processed by this strategy. The number of people assisted or advised is based on incoming calls on (800) 252-8683, (512) 463-5650 to include the number of calls for each staff's direct line on Department of Information Resources (DIR) report; outgoing mail sent; public visitors assisted; email correspondence answered; outgoing faxes and persons advised and assisted through Project V.O.T.E.

Source/Collection of Data

The Department of Information Resources and 800-Service Company provide reports on number of incoming telephone calls. Outgoing mail is recorded in a daily report. The number of public visitors assisted are maintained daily by receptionists. Answered email correspondence is counted electronically by software system at the end of each month and stored monthly on disk(s). Outgoing faxes are counted from machine generated fax reports and include regular-fax and computer-fax transmissions. Sign-in attendance sheets are maintained by Project V.O.T.E. presentations.

Method of Calculation

The reported output is from quarterly and annual summaries.

New Measure

No

Target Attainment

Higher than target

Data Limitations Type

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

Calculation

Non-cumulative

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A measure of administrative cost.

Purpose/Importance

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

Source/Collection of Data

Centralized Accounting and Payroll/Personnel System (CAPPS).

Method of Calculation

Actual administrative cost is determined from the Centralized Accounting and Payroll/Personnel System (CAPPS), for all objects of expense, except 7050, benefit replacement pay. The actual administrative cost is divided by the sum of primary election funds distributed for both years of the biennium divided by two. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the legislature is excluded from the computation.

Data Limitations Type

Non-cumulative

Calculation None

New Measure

No

Target Attainment

Lower than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Efficiency Measure: Program Management Cost Per Dollar of Registration Postage Reimbursed

Definition

A measure of administrative cost.

Purpose/Importance

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

Source/Collection of Data

Agency Staffing Pattern – Uniform Statewide Personnel System Report 165.

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Lower than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A measure of strategy expenditures.

Purpose/Importance

This measure provides contextual information about the work of the strategy. This measure is the grand total of all disbursements to the political parties' primary election costs.

Source/Collection of Data

Centralized Accounting and Payroll/Personnel System (CAPPS).

Method of Calculation

The amount of dollars distributed to political parties is the total expenditures and accrued expenditures for object of expense 7623 shown on the Centralized Accounting and Payroll/Personnel System (CAPPS), for the cut-off period.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Amount of Voter Registration Postage Reimbursed to Counties

Definition

Explanation of the strategy expenditures.

Purpose/Importance

This measure provides contextual information about the work of the strategy. This measure is the grand total of all disbursements to counties for postage costs on voter registration applications.

Source/Collection of Data

Centralized Accounting and Payroll/Personnel System (CAPPS).

Method of Calculation

The amount of dollars distributed to counties is the total expenditures and accrued expenditures for object of expense 7291, taken from the Centralized Accounting and Payroll/Personnel System (CAPPS) report for the cut-off period.

Data Limitations Type

Non-cumulative

Calculation None

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Efficiency Measure: Average Cost Per Amendment Published

Definition

Average cost per unit of production.

Purpose/Importance

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

Source/Collection of Data

Average cost per amendment is based on total expenditures and accrued expenditures taken from the Centralized Accounting and Payroll/Personnel System (CAPPS) for the cut-off periods for each successive quarter in the fiscal year.

Method of Calculation

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

Data Limitations Type

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

Calculation

Non-cumulative

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Output Measure: Number of Constitutional Amendment Translations Mailed

Definition

A count of mailings to Hispanic Surname households.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Explanatory Measure: Number of Counties Using Voter Registration Online

Definition

A count of counties using on-line voter registration.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-Cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A measure of per capita expenditure.

Purpose/Importance

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

Source/ Collection of Data

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

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

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

Definition

A count of meetings.

Purpose/Importance

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

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

Output Measure: Number of Border Events Attended

Definition

Number of Border Events Attended

Purpose/Importance

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

Source/Collection of Data

A border event is an event organized to promote cooperation in the border region. Included are conferences, planning sessions, trade missions, and fact-finding missions. Border events may be organized by the Secretary of State or another stakeholder entity. The total number of events which the agency has organized or has attended is recorded on the Border Events Log showing meeting date, location of meeting, officials’ names, name of stakeholder groups represented, a summary of the discussion/purpose, and the names of Agency employees in attendance. Numbers reported as of 11/30, 2/28, 5/31, and 8/31.

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

Schedule C

Historically Underutilized Business Plan



June 1, 2024

HISTORICALLY UNDERUTILIZED BUSINESS PLAN

I. POLICY STATEMENT

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

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

- D. Special efforts will be made to assist HUBs in becoming certified by the Texas Comptroller of Public Accounts, Statewide Procurement Division. Assisting them in obtaining certification will benefit the Agency as well as other agencies utilizing the same HUBs in the future.

II. AGENCY RESPONSIBILITIES

- A. The Agency will utilize the Comptroller's directory of certified HUBs in accordance with the Tex. Govt. Code Ann. §2161.064, and other available HUB directories to establish bid lists for the advertisement of products and services needed.
- B. The Agency will utilize this HUB policy as the basis for attaining the HUB contracting goals as outlined in Tex. Govt. Code Ann. § 2161.181 and §2161.182 and CPA, rule 34 TAC §20.284 TAC. (Goals are outlined in I., C. above.)
- C. The Agency will participate in Economic Opportunity Forums which will provide contract opportunities and training for HUBs.
- D. Our HUB Coordinator and Purchasing staff will seek to obtain training to assist in increasing HUB participation, contracting and training.

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

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

Our management position holds certifications in Certified Texas Contract Manager (CTCM), and Certified Texas Contract Developer (CTCD).

Classes taken to obtain mentioned certifications are as follows:

- CPA Ethics Laws and Professional Standards
- CPA Renewal Refresher
- DIR Cooperative and Shared Services
- CPA Enhanced Contract Monitoring
- CPA Certified Texas Contract Manager Certification Training (CTCM)
- CPA Certified Texas Contract Developer Certification Training (CTCD)
- Webinars pertaining directly to purchasing policy and procedures

E. The Agency shall:

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

III. TYPES OF PURCHASES

- A. The Agency will ensure that bids are obtained from businesses which normally sell the goods and services being purchased.
- B. Delegated Purchases
 - 1. Purchases under \$10,000: The Agency will purchase from a HUB to the fullest extent possible while obtaining the lowest and best bid.
 - 2. Purchases from \$10,001 to \$25,000 (excluding Dept. of Information Resources established statewide contract purchases) require at least three bids from vendors included on CPA’s Centralized Master Bidders List, including at least two bids from a HUB certified business. Informal bids will be obtained for purchases of \$10,000 to \$25,000, and formal bids for purchases of \$50,000 or more for commodities and \$100,000 or more for services.

Procurement Category	% with HUBs FY 2022	% with HUBs FY 2023
Special Trade	None	None
Professional Services	0%	0%
Other Services	89.59%	35.77%
Commodities	10.41%	32.09%
Total Percentage with HUBs	39.74%	35.62%



Texas Secretary of State Workforce Plan

June 1, 2024

I. Agency Overview

The Secretary of State is one of six state officials named by the Texas Constitution to form the Executive Department of State. The Secretary is appointed by the Governor, with confirmation by the Senate, and serves at the pleasure of the Governor.

The Secretary serves as chief election officer for Texas, assisting county election officials with the application and interpretation of elections laws throughout Texas. The Agency is the repository for official business and commercial records, publishes government rules and regulations, commissions notaries public and serves as keeper of the state seal and attester to the Governor's signature on official documents. Additionally, the Secretary of State serves as senior advisor and liaison to the Governor for Texas Border and Mexican Affairs and serves as Chief International Protocol Officer for Texas.

The Agency's authorized workforce for Fiscal Year 2024 and 2025 is 291 full-time-equivalent (FTE) positions. Over the next five years, the Texas population is expected to continue to grow and remain the nation's top state for doing business, meaning more Texans will be participating in elections and more business entities will have a need to process business filings. These realities are already putting a strain on our staff, who are experiencing high and growing workloads and will continue to do so over the next five years. In addition, many of our most experienced subject matter experts are at or near retirement age and succession planning is needed to ensure that the Agency continues to have a high level of expertise to provide our customers.

In the upcoming Legislative Appropriations Request, the Agency anticipates requesting additional FTEs to address the continued increases in operational workload demands in the Business, Elections and Administrative areas of the Agency. The Agency will also seek additional staff to support our Information Technology needs and strengthen cybersecurity.

The Agency is requesting no changes in the strategies for the FY 2026-27 biennium.

II. Current Workforce Profile (Supply Analysis)

A. Critical Workforce Skills

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

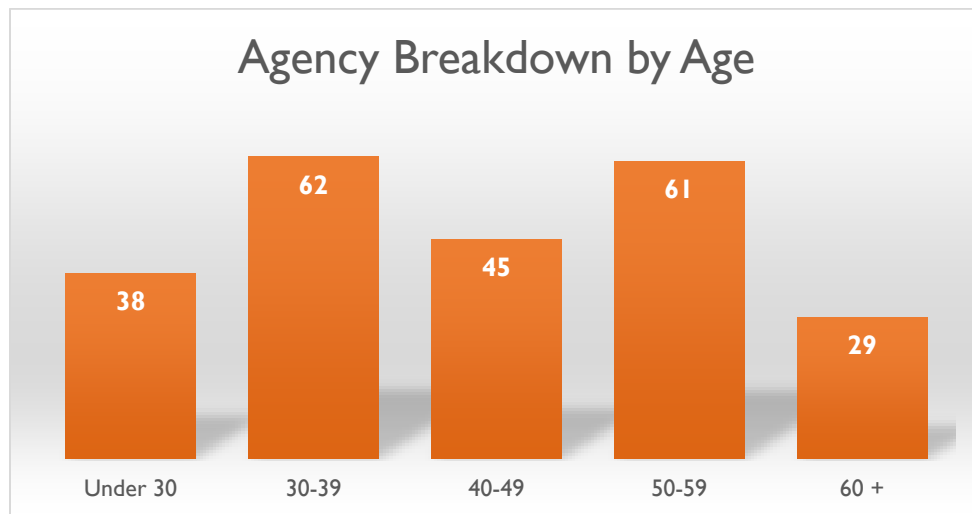
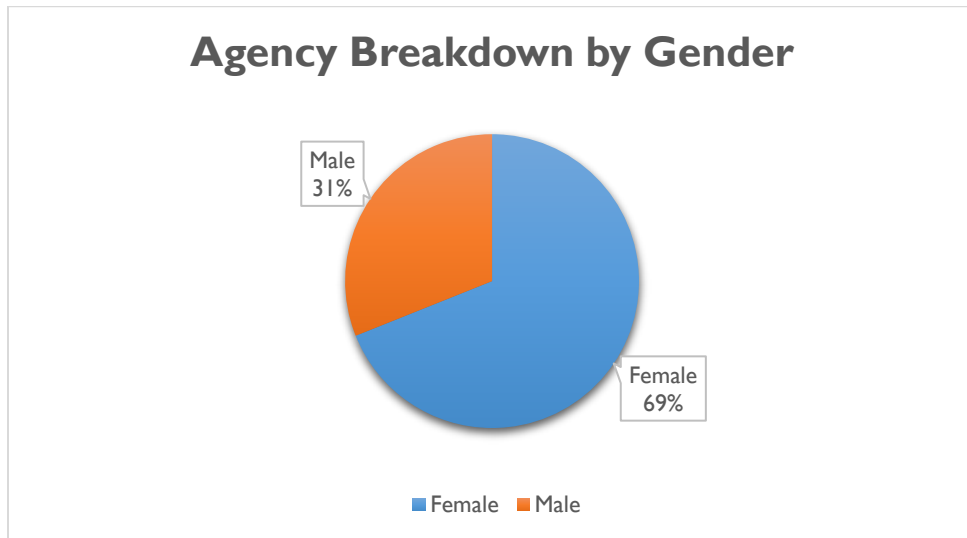
- Communication Skills (Listening, Verbal and Written)
- Interpersonal Abilities
- Leadership and Management
- Teamwork
- Analytical Skills and Problem Solving
- Flexibility and Adaptability
- Managing multiple projects (multi-tasking)
- Customer Service
- Development and maintenance of information technology systems
- Administrative and Clerical Skills
- Legal Research and Analysis
- Administrative Management
- Document Publishing
- Financial Management
- E-Commerce
- Grant Management

B. Workforce Demographics

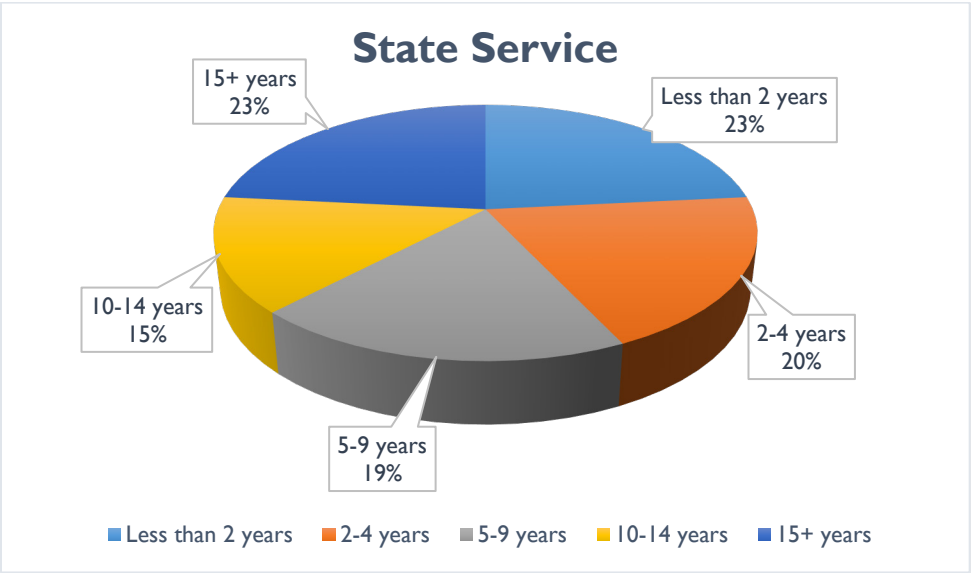
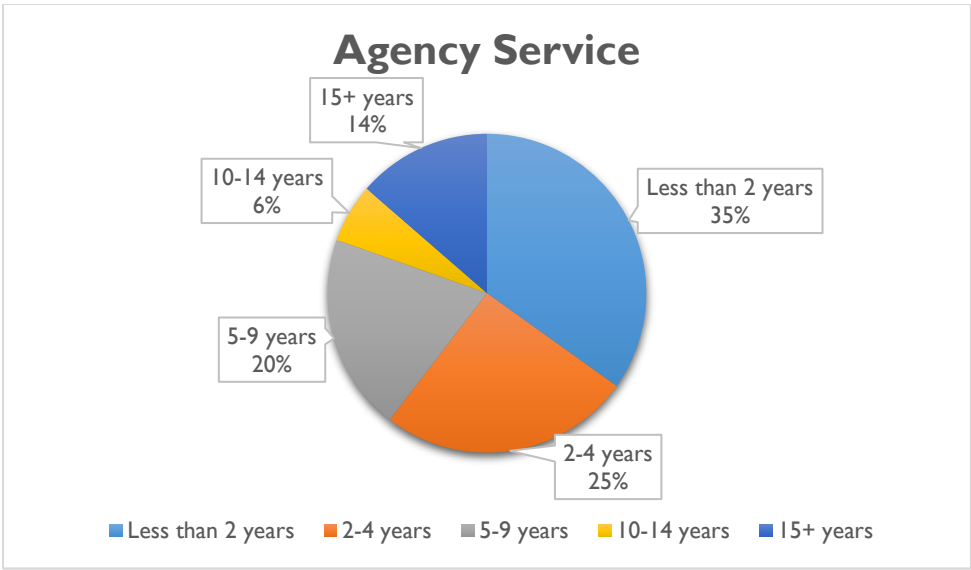
The following charts profile the Office’s workforce. As of April 1, 2024, the Agency’s total headcount was 235 employees. This includes 234 full-time employees and 1 part-time employee.

The Agency’s workforce is comprised of 69% females and 31% males. Approximately 57% of the Office’s workforce is over the age of 40 and 43% is under the age of 40.

Workforce Breakdown



Approximately 60% of the Agency’s workforce has 4 years or less of agency service and 43% of the workforce has 4 years or less of state service. The Agency will have a need for continuing strong training programs to ensure our employees are well-trained to serve the State of Texas.

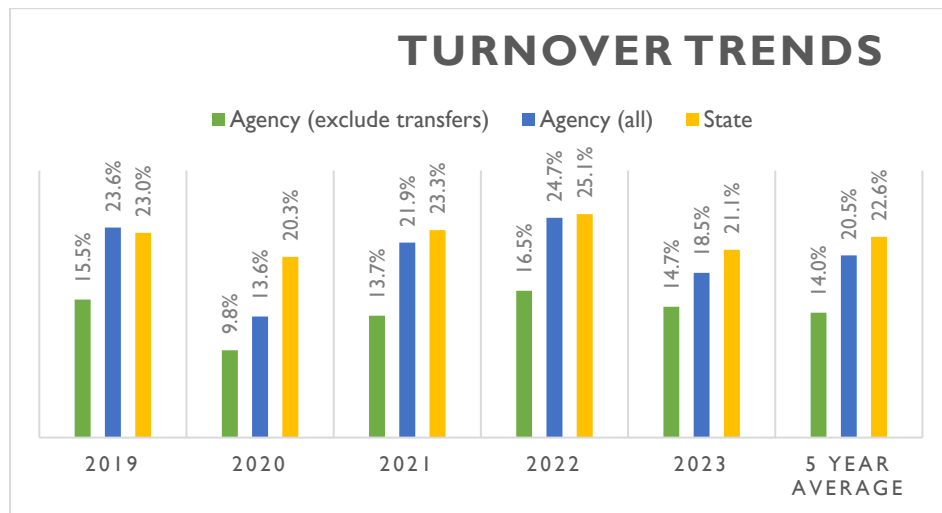


The Agency is committed to providing equal employment opportunities to all individuals. The following table compares the percentage of African American, Hispanic and female employees of the Agency as of April 1, 2024 to the State Agencies Workforce Composition as reported by the Texas Workforce Commission, Civil Rights Division.

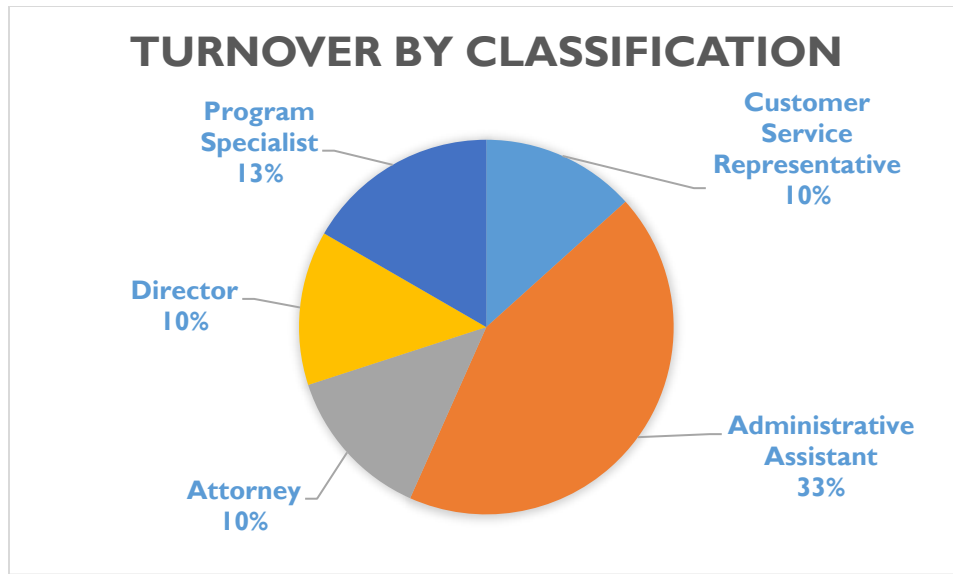
Job Category	African American		Hispanic American		Females	
	SOS %	State %	SOS %	State %	SOS %	State %
Administrators	23.08	12.85	15.38	16.16	53.85	57.8
Professional	2.86	11.46	28.57	17.76	60	58.52
Technical	16.67	17.59	27.78	28.19	27.78	58.31
Administrative Support	20.75	18.28	32.08	33.68	67.92	81.57
Protective Service	0	37.57	1	25.23	0	49.82
Para-Professional	18.1	N/A	33.62	N/A	81.03	N/A

C. Employee Turnover

Turnover is an important issue in any organization, and the Agency is no exception. Our turnover rate has improved over the last five years and has generally been lower than the state-wide turnover rate. The Agency’s 5-year average turnover rate was 20.5% while the 5-year average State turnover rate was 22.6%.



In Fiscal Year 2023, employees in the Administrative Assistant, Program Specialist, Customer Service Representative, Attorney and Director classifications accounted for 76% of the Agency’s 18.5% overall turnover rate. In addition, retirements accounted for 10% of the Agency’s separations.



The Agency's projected turnover rate for the next five years will fluctuate because of the competitive job market, increasing opportunities in the private sector, and a growing demand for remote-only opportunities.

D. Retirement Eligibility

As of April 1, 2024, 15% of the Agency staff will be eligible to retire within the next five years. The Information Technology Division is an area of significant concern with 27% of staff eligible to retire within the next 5 years.

<u>Projected Agency Terminations</u>		<u>Projected Agency Retirements</u>	
FY2025	40		6
FY2026	40		6
FY2027	38		5
FY2028	38		5
FY2029	38		5

III. Future Workforce Profile (Demand Analysis)

A. Expected Workforce Changes

The Agency is currently undergoing a major information technology modernization project that will streamline services and retire legacy systems. Therefore, the Agency will continue to increase use of technology to improve efficiency and deliver better customer service. Advanced technological skills will be required for all employees in our future workforce. Increasingly, employees will need to be cross trained in more than one functional area as human resources are shifted to meet performance measures and improve customer service. In addition, people expect to be able to do things online, including interacting with government entities. Accordingly, excellent customer service in this landscape requires a well-functioning, adaptive workforce that can perform virtually as well as face-to-face. The Agency must increasingly rely on technological advances as a means of meeting customer demands. We expect the demand for services to increase as the population of Texas continues to grow.

B. Future Workforce Skills Needed

Given that many of the Agency’s most trusted subject matter experts are nearing retirement age, succession planning is critical. The Agency must recruit, retain and develop staff who have the specialized expertise necessary to properly carry out the duties of the Agency. Over the next five years, the Agency must also acquire subject matter expertise in strategic planning, project management and new advances in information technology. Customer service skills are critically important in the information age where our customers expect better, faster and more accurate information.

C. Anticipated Increase in Number of Employees Needed to Do the Work

The Agency received an additional 68 full-time-equivalent (FTE) positions during the FY 2024-25 biennium, primarily to address additional agency responsibilities relating to elections. The Agency will request additional FTEs in the Legislative Appropriations Request to address the continued increases in operational workload demands throughout the agency, especially relating to increased business activities filings. The Agency will also seek additional positions to support our IT needs and strengthen cybersecurity.

IV. Gap Analysis

Anticipated Surplus or Shortage of Workers or Skills

The condition of the local economy has a powerful influence over the labor pool available to state government. The Agency has tenured employees with a considerable amount of institutional knowledge of Agency operations and applicable laws and regulations. Although the Agency's turnover rate has decreased, a 20.5% turnover rate will still negatively impact the skill and experience level of the personnel, and the Agency will need to expand its recruitment efforts. The primary challenge affecting the Agency's ability to recruit and retain mission critical skills is the pay afforded by the Agency's budget constraints. The Human Resources department has noted that the more specific the job skill requirements are, the more difficult recruiting has been.

As the Texas economy expands and unemployment rates decrease, we can expect that employees will seek employment in a sector (including other state agencies) that provides significantly higher pay for similar positions. Some employees have thorough job knowledge and excel in clerical tasks given to them but lack certain analytical and technical skills. This gap can be narrowed by offering necessary training to existing personnel, as current salaries will not attract applicants with the analytical and technical skills needed. All current job functions will continue to be required.

V. Strategy Development

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

To attract and retain qualified employees, the Agency will need to provide competitive salaries and potentially adjust job classifications. That includes the salaries of experienced attorneys in the Business and Public Filings Division and the Elections Division, who are critical to the operations of the Agency and should be paid accordingly to remain competitive with other state agencies and with the private sector, adjustment.

The Agency will continue to utilize the tools authorized by the Legislature to provide compensation adjustments and retention programs, such as performance rewards, one-time merit salary awards, and return-to-work programs as available funding allows. Employee training is and will remain a high priority in the effort to recruit, retain and develop our workforce. The Agency currently pays for certifications or licenses that are directly related to the individual employee's business function in the agency. Other employee incentive tools include flex scheduling and limited tele-work opportunities. The Agency is also in the process of establishing an Employee Assistance Program to support the overall health and well-being of our employees.

To address succession planning, the Agency recognizes and retains potential future leaders through pay raises and promotions, training opportunities, mentoring, and job assignments. This program is designed to ensure continuity in key or critical positions and identify individuals with the potential to assume new roles and higher levels of responsibility. It creates opportunities for professional growth through voluntary mentoring and tailored training and retains critical program knowledge and information.

Schedule G

Report on Customer Service



June 1, 2024

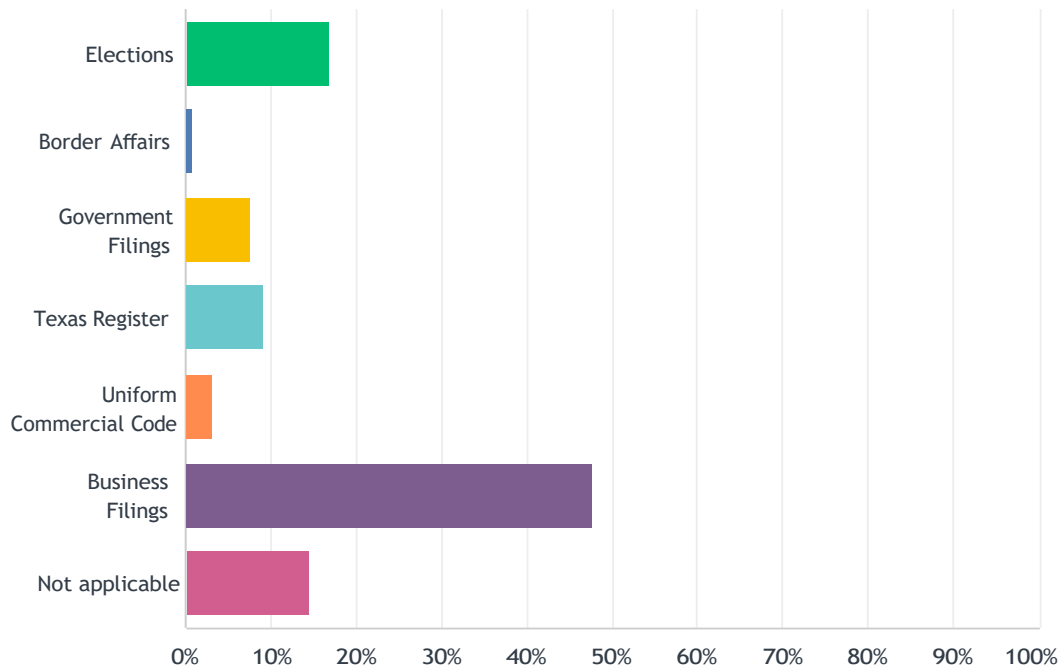
The Office of the Secretary of State is dedicated to providing accurate, reliable, and timely services. We act in accordance with the highest standards of ethics, accountability, efficiency, and transparency, and we are committed to providing the best possible service to our customers.

The agency conducted a customer satisfaction survey from April 1, 2024 through May 15, 2024. The survey was available on the Agency website and a link was sent on all outgoing customer contacts during this time period.

The following data represents the survey questions and result data (with a margin of error of +/- 1%):

Q1 My responses are for:

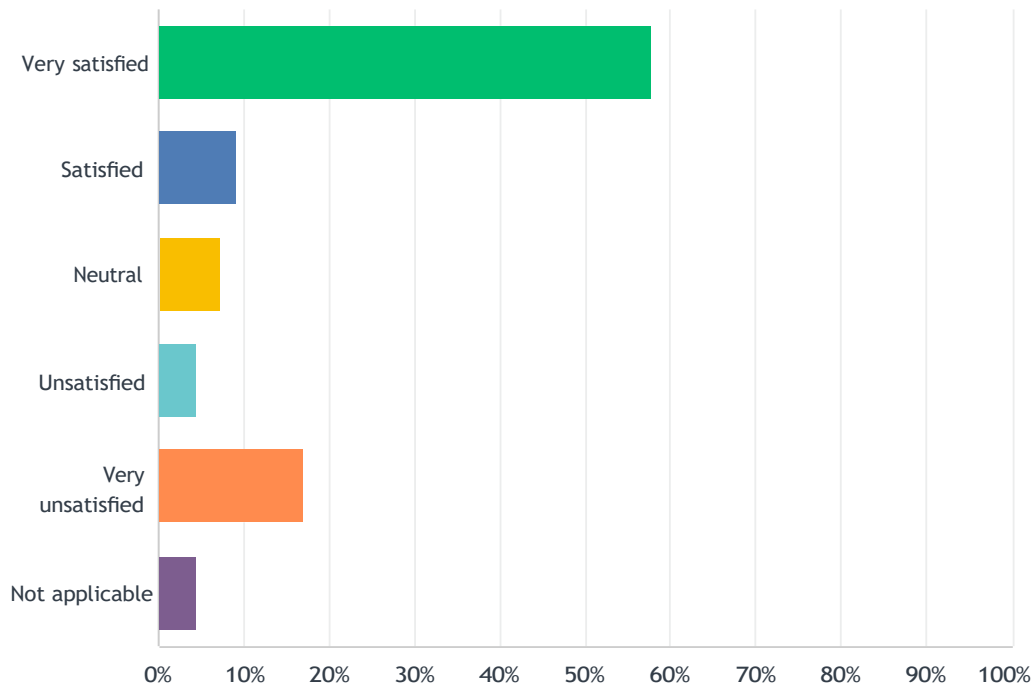
Answered: 249 Skipped: 4



ANSWER CHOICES	RESPONSES	
Elections	16.87%	42
Border Affairs	0.80%	2
Government Filings	7.63%	19
Texas Register	9.24%	23
Uniform Commercial Code	3.21%	8
Business Filings	47.79%	119
Not applicable	14.46%	36
TOTAL		249

Q2 I am satisfied with the services I receive.

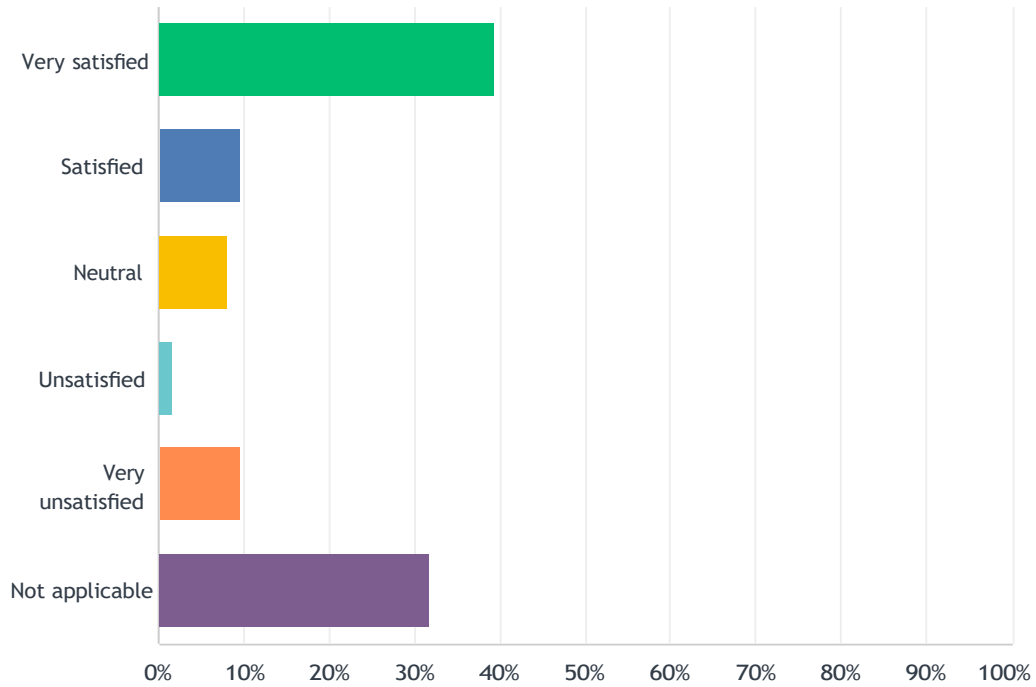
Answered: 251 Skipped: 2



ANSWER CHOICES	RESPONSES	
Very satisfied	57.77%	145
Satisfied	9.16%	23
Neutral	7.17%	18
Unsatisfied	4.38%	11
Very unsatisfied	17.13%	43
Not applicable	4.38%	11
TOTAL		251

Q3 How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

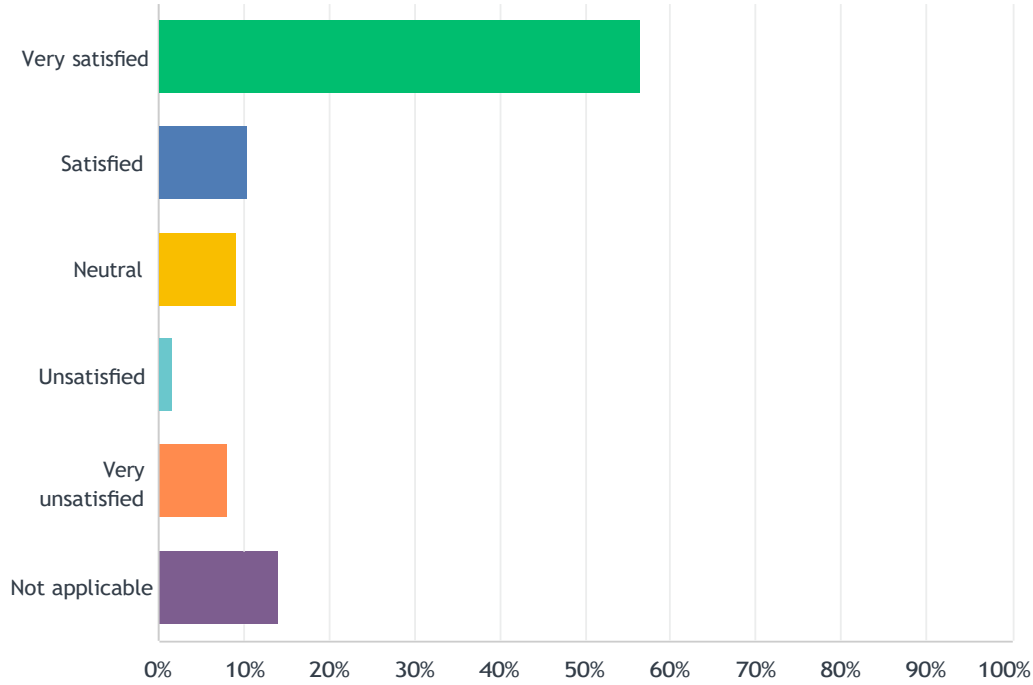
Answered: 249 Skipped: 4



ANSWER CHOICES	RESPONSES	
Very satisfied	39.36%	98
Satisfied	9.64%	24
Neutral	8.03%	20
Unsatisfied	1.61%	4
Very unsatisfied	9.64%	24
Not applicable	31.73%	79
TOTAL		249

Q4 How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?

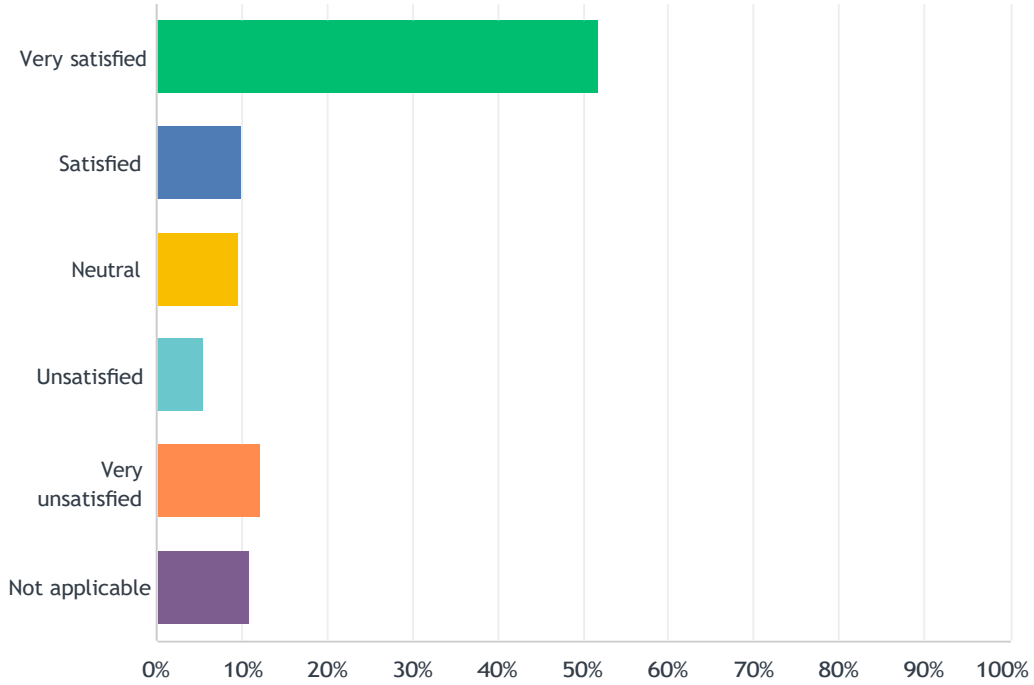
Answered: 248 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very satisfied	56.45%	140
Satisfied	10.48%	26
Neutral	9.27%	23
Unsatisfied	1.61%	4
Very unsatisfied	8.06%	20
Not applicable	14.11%	35
TOTAL		248

Q5 How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

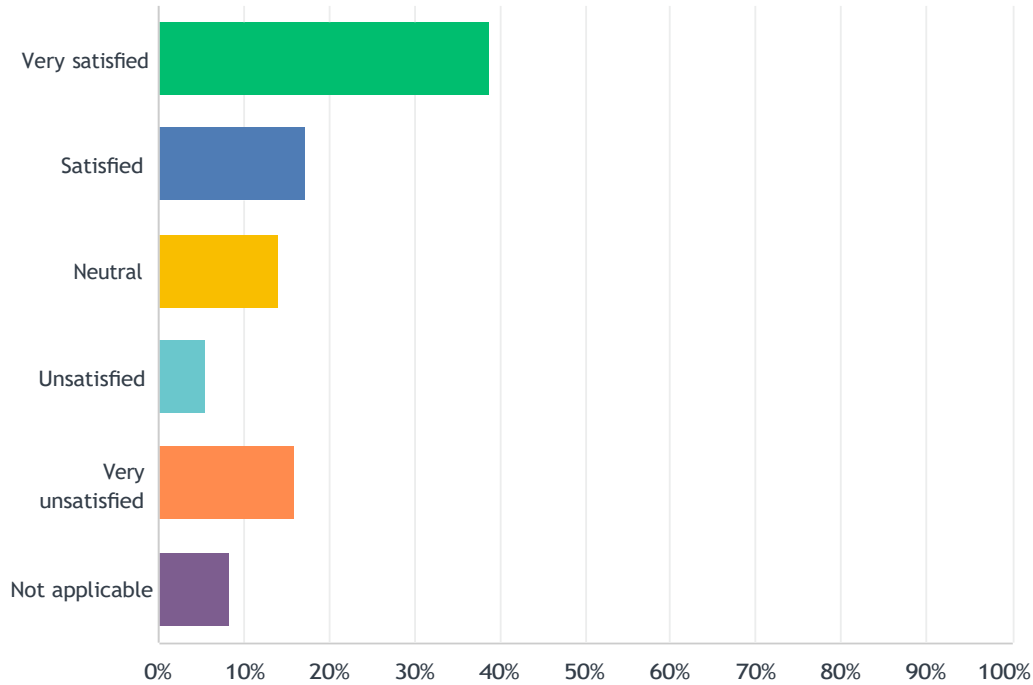
Answered: 249 Skipped: 4



ANSWER CHOICES	RESPONSES	
Very satisfied	51.81%	129
Satisfied	10.04%	25
Neutral	9.64%	24
Unsatisfied	5.62%	14
Very unsatisfied	12.05%	30
Not applicable	10.84%	27
TOTAL		249

Q6 How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?

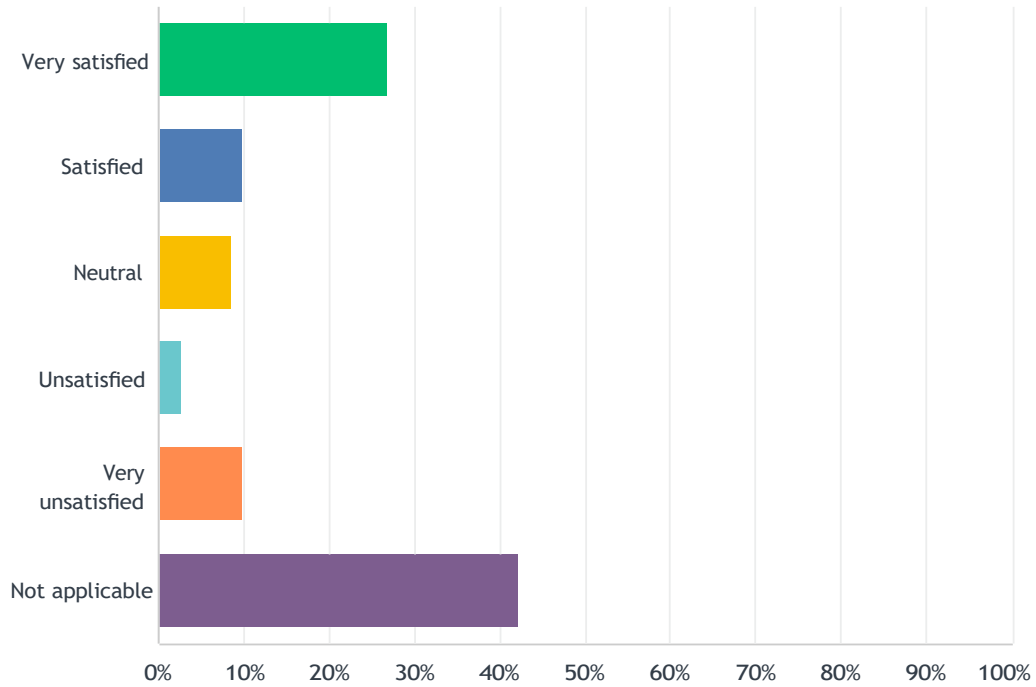
Answered: 250 Skipped: 3



ANSWER CHOICES	RESPONSES	
Very satisfied	38.80%	97
Satisfied	17.20%	43
Neutral	14.00%	35
Unsatisfied	5.60%	14
Very unsatisfied	16.00%	40
Not applicable	8.40%	21
TOTAL		250

Q7 How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

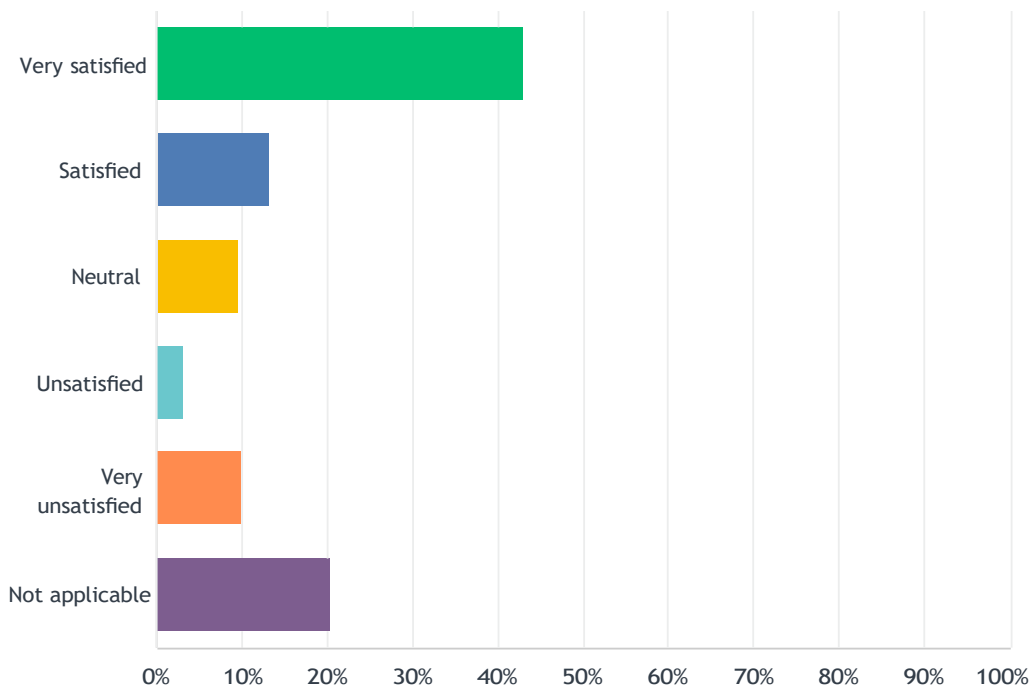
Answered: 246 Skipped: 7



ANSWER CHOICES	RESPONSES	
Very satisfied	26.83%	66
Satisfied	9.76%	24
Neutral	8.54%	21
Unsatisfied	2.85%	7
Very unsatisfied	9.76%	24
Not applicable	42.28%	104
TOTAL		246

Q8 How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?

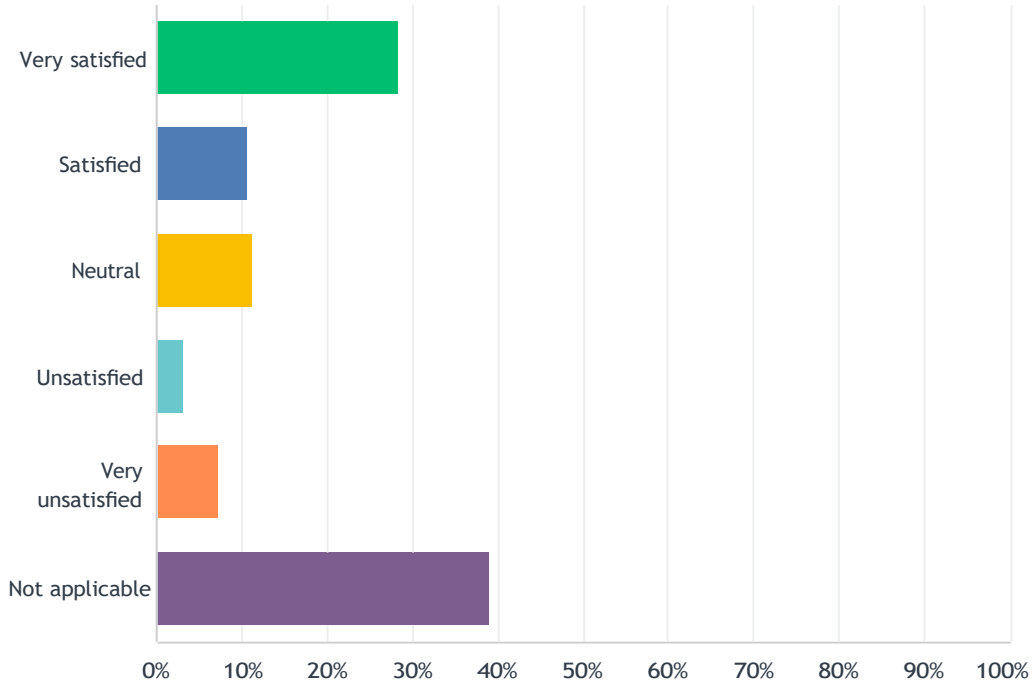
Answered: 248 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very satisfied	43.15%	107
Satisfied	13.31%	33
Neutral	9.68%	24
Unsatisfied	3.23%	8
Very unsatisfied	10.08%	25
Not applicable	20.56%	51
TOTAL		248

Q9 How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

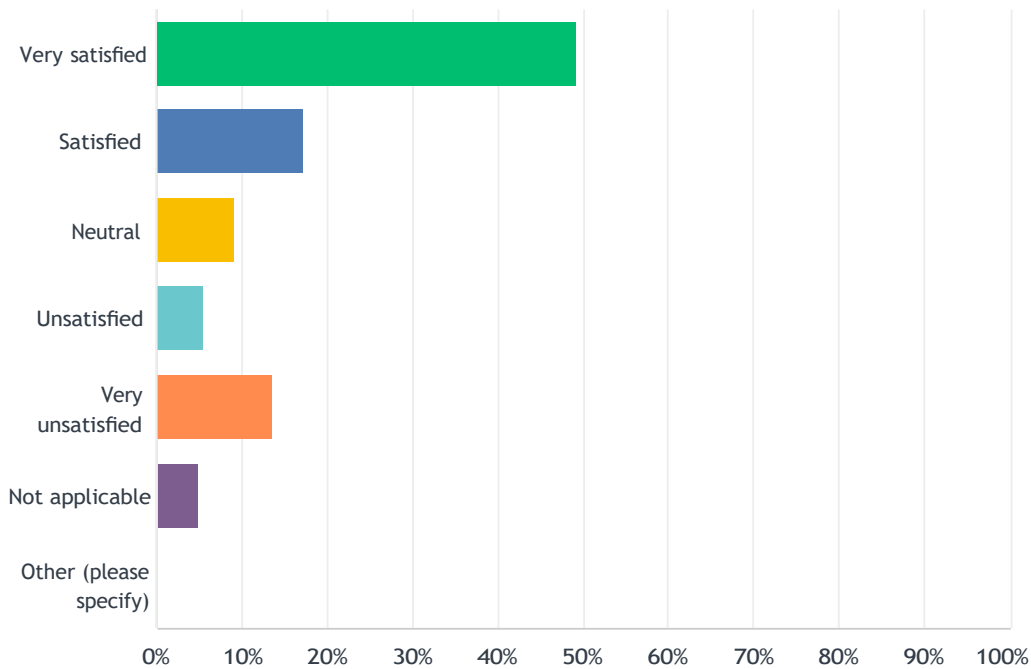
Answered: 246 Skipped: 7



ANSWER CHOICES	RESPONSES	
Very satisfied	28.46%	70
Satisfied	10.57%	26
Neutral	11.38%	28
Unsatisfied	3.25%	8
Very unsatisfied	7.32%	18
Not applicable	39.02%	96
TOTAL		246

Q10 Please rate your overall satisfaction with the agency.

Answered: 248 Skipped: 5



ANSWER CHOICES	RESPONSES	
Very satisfied	49.19%	122
Satisfied	17.34%	43
Neutral	9.27%	23
Unsatisfied	5.65%	14
Very unsatisfied	13.71%	34
Not applicable	4.84%	12
Other (please specify)	0.00%	0

INVENTORY OF CUSTOMERS BY STRATEGY

A.1.1.

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

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

A.2.1.

Publish the Texas Register and the Texas Administrative Code.

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

B.1.1.*Provide statewide elections administration.*

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

B.1.2.*Administer Primary Election Funds and Voter Registration Postage.*

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

B.1.3.*Publish and Interpret Constitutional Amendments.*

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

B.1.4.*Provide Elections Improvement.*

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

B.1.5.*Voter Registration*

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

C.1.1.

Protocol/Border Affairs

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

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

D.1.1.

Indirect Administration

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

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

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



Outcome Measures

1. Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Service Receive 69.91%

Output Measures

1. Total Customers Taken the Survey.....253
2. The percentage of total customers surveyed who completed the survey <1%
3. Total Customers Offered Survey62,566

**Unique access to Agency web pages that contain the survey link*

Efficiency Measures

1. Cost per Customer Surveyed\$0.59

**Number of survey responses divided by two months' subscription cost of Survey Monkey software*

**Agency resources (such as agency labor hours and IT resources) are not included in the calculation*

Explanatory Measures

1. Total Customers Identified..... 66,566
2. Total Customer Groups Inventoried 7



CERTIFICATE

Agency Name

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Chief Executive Officer or Presiding Judge

Dave Nelson

Signature

Dave Nelson

Printed Name

Deputy Secretary of State

Title

May 29, 2024

Date