

AGENCY STRATEGIC PLAN

FISCAL YEARS 2027-2031



JUNE 1, 2026

Office of the Texas Secretary of State
1019 Brazos Street
Austin, Texas 78701

AGENCY STRATEGIC PLAN

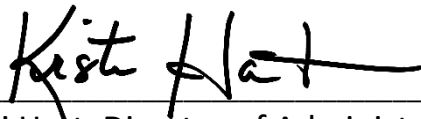
Fiscal Years 2027 - 2031

By

Office of the Secretary of State

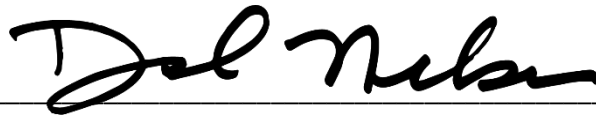
June 1, 2026

SIGNED: _____



Kristi Hart, Director of Administration

APPROVED: _____



Dave Nelson, Deputy Secretary of State

Contents

| | |
|---|----|
| PART ONE: AGENCY STRATEGIC PLAN | 1 |
| Agency Overview & Mission | 2 |
| Agency Scope and Functions | 2 |
| Agency Mission | 2 |
| Agency Goals & Action Plan | 4 |
| Redundancies & Impediments | 8 |
| PART TWO: SUPPLEMENTAL ELEMENTS | 11 |
| Schedule A: Agency Budget Structure | 12 |
| Schedule B: Performance Measure Definitions | 16 |
| Schedule C: Historically Underutilized Business Plan | 36 |
| Schedule F: Agency Workforce Plan | 37 |
| Schedule H: Report on Customer Service | 46 |
| Schedule I: Certification on Compliance of Cybersecurity Training | 56 |
| Schedule J: Certification on Compliance with Artificial Intelligence | 57 |

PART ONE: AGENCY STRATEGIC PLAN

Agency Overview & Mission

Agency Scope and Functions

The Secretary of State was formally established by the Texas Constitution of 1876 and is one of six officers forming the Executive Department of the State of Texas. Appointed by the Governor and confirmed by the Senate, the Secretary of State is responsible for several constitutional and statutory duties, as well as performing duties prescribed by executive order of the Governor. Secretary Jane Nelson is Texas' 115th Secretary of State and has served since 2023. The Secretary of State's Office (Agency) has four primary responsibilities:

- **Elections:** The Agency 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:** Businesses seeking to operate as a corporation, limited liability company, or other types of business entity must file formation documents with the Agency, which currently maintains filings for more than 3 million active business entities. The Agency also registers trademarks, processes the filing of UCC financing statements, and accepts service of process on behalf of certain business entities.
- **Government Filings:** The Agency manages the commission and education of more than 500,000 Texas notaries. In addition, Government Filings issues approximately 15,000 apostilles each year to authenticate records such as diplomas, marriage certificates, and other documents for Texans to have recognized internationally. The Agency also publishes the Texas Register, which recently celebrated its 50th year as the platform by which state agencies publish meeting notices and rules for public comment.
- **International Protocol:** As designated by the Governor, the Secretary of State serves as Texas' chief diplomat and Chair of the Border Trade Advisory Committee (BTAC). The Agency serves as the primary point of contact for visiting international delegations and maintains relations with more than 150 foreign dignitaries based in Texas.

Agency Mission

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

Accessible Staff and Facilities

Agency staff can be reached in person, by mail, email, and phone.

Headquarters Address

1019 Brazos Street
Austin, Texas 78701

Mailing Address

P.O. Box 13375
Austin, Texas 78711-3375

Email

secretary@sos.texas.gov

Phone

512-463-5770
(8:00 am – 5:00 pm, CST, Monday – Friday)

Agency Goals & Action Plan

Goal I: Ensure free and fair elections

Action Items

- **Upgrade security and functionality of voter registration and election management system**
 - Ongoing enhancements to the Texas Election Administration Management (TEAM) 2.0 system provides local voter registration officials with additional tools, updated features, and enhanced security to ensure the accuracy of their voter registration lists. The complete rollout is expected by January 2027.
 - With additional funding granted by the 89th Legislature, the Agency will conduct security assessments of all 254 counties to measure the growth and improvement of security efforts and to identify continuing areas of needed improvement since we first conducted security assessments in 2020.
 - Safeguarding the security of ballots cast by members of the military and overseas voters is a high priority. Work is underway to create a secure online delivery system for military and overseas ballots in time for the 2026 General Election.
- **Ensure accurate voter rolls**
 - SOS has a robust list maintenance program that includes automated data sharing collaboration with the Department Public Safety, the Department of State Health Services Bureau of Vital Statistics, and other data sources to determine voter eligibility and maintain accurate voter rolls.
 - The Agency has signed multiple Memorandums of Understanding with other states to conduct crosschecks for duplicate voter registrations.
 - Texas was among the first states to gain access to the federal Systematic Alien Verification for Entitlements (SAVE) database, which allows the Agency to conduct citizenship checks. Texas ran its entire voter list with over 18 million voters through SAVE for this purpose.
- **Expand resources for voters**
 - Voter education is the cornerstone of fair elections. Through a comprehensive voter education campaign that reaches all 254 counties, the Agency provides education to voters so that they are aware of key deadlines, as well as the documentation required to cast a vote. The information promoted also includes

recent changes to election laws by the legislature in accordance with SOS Rider 9 in the General Appropriations Act. Numerous platforms are enlisted including television and radio ads, social media, and the VoteTexas.gov website.

- VoteTexas.gov website enhancements are planned to provide more intuitive and interactive resources for ongoing educational updates. The website enhancements are expected to be complete ahead of the 2026 General Election.

Goal II: Enhance Customer Experience

Action Items

- **IT Modernization**

- Through funding from the Legislature over the last two biennia, the Agency is in the final stages of a modernization initiative designed to make document filing faster and easier for businesses and individuals. Upgraded technology means faster turnaround times, fewer rejected documents, and a database that is easier to search. The final phase of this project is expected to be completed this fall.
- A key component of this effort is the new SOSPortal, which centralizes multiple services—including record searches, notary, Texas Register, trademarks, and Uniform Commercial Code filings—into one convenient online platform.
- The Secretary of State’s website, which has existed on the same HTML platform since the 1980s, will soon undergo a complete re-build. The new website will provide a user-friendly and intuitive experience for customers, as well as new features designed for efficiency and ease-of-use. Portions of the website will be completed this year with additional work to occur in 2027.
- The implementation of an internal dashboard using data analytics and technology will allow staff to identify key performance indicators and visualizations. Insight into this data will enable the Agency to track trends in business activity and allocate resources accordingly.

- **Improve processing times**

- With support from the legislature, additional full-time employees are onboarding and being actively recruited. The added customer support staff, attorneys, experts in data analytics, and information technology and cyber security, improve the Agency’s ability to process the various filings and applications, as well as provide customer support more efficiently.
- HB 346, 89th Legislature, authorized the Agency to establish an expedited business filing service. The Agency developed “Texas Express” and is currently

offering same-day and next-day service to a limited number of transactions. The take-up has been significant, and the Agency anticipates having the program rolled out for all transactions by this fall.

- With a limited call queue capacity and antiquated systems, the Agency is in the process of upgrading its phone system through Amazon Web Services (AWS). This upgrade is nearly complete, providing a modern business communications platform that includes many new features including AI, voice, video, live chat, customer call-back, and messaging.
 - The Agency is seeking a digital solution for customers to obtain an apostille, which authenticates documents including birth certificates, power of attorney, diplomas, and adoption papers to be recognized internationally. Currently, apostilles are only processed by mail or in-person, and the agency has experienced a significant increase in activity, resulting in long customer lines. The Agency has implemented an appointment system and is actively pursuing a digital solution that meets all international standards.
 - Implementation of new customer service representative shift schedules, along with the increased number of FTEs, has enabled the Agency to expand the number of service stations available to process notary applications, apostilles, and business filings.
- **Prevent customer fraud through education**
 - As a ministerial agency, the SOS has extremely limited authority or resources to address fraud.
 - Last session, the Legislature provided the Agency limited authority to take actions relating to fraudulent liens involving employees of the Texas Department of Criminal Justice, and that program has been implemented.
 - The Agency is working to improve its stakeholder communication apparatus so that the public can be informed when the Agency becomes aware of fraudulent activity involving our customers.

Goal III: Develop the Workforce of Tomorrow

Action Items

- **Create a Modern Workplace**

The Texas Secretary of State's primary headquarters, the James Earl Rudder building, is undergoing a major renovation. The landmark was built in 1918 and is on the National Register of Historic Places. The renovation will address workspace needs for increased

staffing levels, better accommodate walk-in customers, and address security, health, and safety issues. Upon completion in early 2027, employees and customers will enjoy the benefits of a modernized workspace while retaining the character of the classical revival and art deco styles that define the Rudder building's architecture.

- **Professional Development**

Human Resources staff conducted a survey of employees to determine areas of interest in professional development. Based on survey results, staff has the opportunity to participate in professional development presentations designed to offer guidance on various topics including time-management, conflict resolution, communications skills, problem solving, mentoring, and change management.

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 its efforts to best serve the interests of Texas.

Redundancies & 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, | Why the Service, Statute, Rule, or Regulation is Resulting in Inefficient or Ineffective Agency Operations | Agency Recommendation for Modification or Elimination | Estimated Cost Savings or Other Benefit Associated with Recommended Change |
|--|--|---|---|
| <i>Recommendations</i> | | | |
| <p>Tex. Gov't Code §405.021(b)-(h)</p> | <p>The statutory provision directs the Secretary of State to compile information received from various state agencies, councils of government, and other specified persons that provide water or wastewater services, paved roads, or other state-funded assistance to colonias. The provision requires the Secretary of State to prepare a report to the legislature on the progress of state-funded projects to colonias. The report required under this provision also must include a list of colonias with the highest health risk to colonia residents based on factors identified by the Secretary of State.</p> <p>On June 12, 2017, Governor Abbott, pursuant to Article IV, Section 14 of the Texas Constitution, signed an Item Disapproval Proclamation of SB 1, the General Appropriations Act (85th R.S.). The veto proclamation 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>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> |
| <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</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</p> |

| | | | |
|--|---|--|---|
| | <p>ombudspersons was to assist the Agency in preparing the report required under Section 405.021 of the Government Code. (See Recommendation 1.)</p> <p>On June 12, 2017, 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> | | <p>(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> |
| <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> |
| <p>Tex. Transp.</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</p> | <p>The review of a hired agent’s criminal history places the Office in the unnecessary position of regulating the</p> | <p>Eliminating the criminal history review component and streamlining the automobile club registration process</p> |

| | | | |
|--|--|--|---|
| | <p>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>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>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> |
|--|--|--|---|

PART TWO: SUPPLEMENTAL ELEMENTS

Schedule A: Agency Budget Structure

The Agency requested one change to its budget structure – the elimination of one obsolete performance measure. 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 completing a 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 customers, and provide public information to the legal and business communities as well as 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 three days. The percent of commercial transactions and public information requests is obtained by dividing all weeks' transaction documents and public information requests processed within three business days by the total number processed. The number of documents and requests responded to within three business days is divided into the total number of documents and requests received.
- 1.1.2 The average cost is computed by using the total strategy cost as the numerator and the Number of Business, Commercial, and Public Filing Transactions Processed and Number of Processed Requests for Information on Business, Commercial, and Public Filings as the denominator. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.
- 1.1.3 The average cost is calculated by dividing the annual cost, as defined above, by 52, the number of online issues of the Texas Register published. The data for computation of the average cost is based on salaries for the second year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

Goal 2: Administer Election Laws

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

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

OBJECTIVE

2.1.0 ELECTION LAWS/CONSTITUTIONAL AMENDMENTS

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

STRATEGY

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

OUTCOME MEASURES

- 2.1.1 Percent of Election Authorities Assisted or Advised
- 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 election authorities in all political subdivisions conducting elections, county clerks, county judges, county chairs, election administrators, voter registrars and their staff, plus election judges and clerks.
- 2.1.3 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 Agency Strategic Plan.
- 2.1.3 Calculation is 60% of total strategy cost as defined in the Data Source section divided by the number of election authorities assisted or advised. Sources for the outputs are defined in those measures. The data for computation of the average cost is based on salaries for the second fiscal year of the expiring biennium. Any general salary increase or additional appropriation authorized by the Legislature is excluded from the computation.

Schedule B: Performance Measure Definitions

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

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

| | | |
|-------------------|--|--|
| 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 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

| | | |
|-------------------|---|---|
| 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

| | | |
|-------------------|--|--|
| 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: 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.

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|--|
| 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 (XML) web services. The number of requests is calculated by adding totals from reports and manual counts from various sources as fully described in the workload measures 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.

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|--|
| Agency: | Office of the Texas Secretary of State | |
| Goal: | 1 | Provide and Process Information Efficiently; Enforce Laws/Rules |
| Objective: | 2 | Process Documents & Provide Accurate & Reliable Info on a Timely Basis |
| Strategy: | 1 | File/Reject Statutory Filings |

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

| | | |
|-------------------|--|--|
| 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

| | | |
|-------------------|--|---|
| 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 seminars, election schools, video presentations, conferences and workshops, online pollworker training, handbooks election advisories; and answers telephone requests for assistance or advice.

Source/Collection of Data

Authorities attending seminars, election schools, conferences, and workshops conducted by the agency is taken from sign-in attendance sheets. Conferences and workshops hosted by other entities with Election staff presenting is provided by the host in the form of written verification of number of attendees. Online poll worker training is derived from database verification of election officials who have completed("passed") the course. Handbooks distributed is taken from the number of processed requests for handbooks. Election advisories distributed is taken from 1) outgoing mail log; 2) fax reports; 3) email, global email messages printout: (topics to include Texas Elections Administration Management (TEAM) Releases, Election Funds Info., Elections Admin. Updates, Leg. Updates, & Litigation Issues). The number of authorities viewing video presentations is from attendance reports completed by host election authorities. DIR reports on number of incoming telephone calls to 800-252-2216.

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.

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|--|
| 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 provides reports on number of incoming telephone calls. The number of pieces of outgoing mail is daily logged in the Outgoing Mail Log. Counts of public visitors assisted are maintained daily by receptionists. Answered email correspondence is counted electronically from Outlook (email) at the end of each month and then stored (by month) on disk(s) named Email Answered. Outgoing faxes are counted from machine generated fax reports and include both regular-fax and computer-fax transmissions. Sign-In attendance sheets are maintained for Project V.O.T.E. presentations.

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.

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|---|
| 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 in relationship to primary election funds distributed to the election authorities.

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.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Lower than target

| | | |
|-------------------|--|---|
| 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 in relationship to the voter registration postage funds distributed to the election authorities.

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

Centralized Accounting and Payroll Personnel System (CAPPS)

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.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Lower than target

| | | |
|-------------------|--|---|
| 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 in relationship to the voter registration postage funds distributed to the election authorities.

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

Centralized Accounting and Payroll Personnel System (CAPPS)

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.

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Lower than target

| | | |
|-------------------|--|---|
| 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 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 for 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

| | | |
|-------------------|--|---|
| 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

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|---|
| 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

A measure of direct costs in comparison to the number of amendments.

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 columnar inches exceed three, the average cost per amendment will be adjusted downward proportionally.

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 estimated.

Calculation

Non-cumulative

New Measure

No

Target Attainment

| | | |
|-------------------|--|--|
| 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

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

Source/Collection of Data

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

Method of Calculation

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

Data Limitations Type

None

Calculation

Non-cumulative

New Measure

No

Target Attainment

Higher than target

| | | |
|-------------------|--|--|
| 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

| | | |
|-------------------|---|--|
| 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

| | | |
|-------------------|---|--|
| 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

Section 2161.123 of the Texas Government Code requires agencies to include in their strategic plan a written plan for increasing their use of historically underutilized businesses (HUBs) in purchasing and public works contracting. This provision also directs the Comptroller of Public Accounts to provide technical assistance to state agencies as they prepare their HUB plans. The Comptroller's Office has reviewed and revised certain administrative procedures and rules for the HUB program to ensure compliance with all applicable federal and state law.

The Agency is closely monitoring any litigation related to the State's HUB program and will continue to follow guidance from the Comptroller on this issue.

Policy Statement

The Agency is committed to providing procurement and contracting opportunities for qualified businesses. In doing so, the Agency adheres to all applicable laws, executive orders, and court decisions regarding the HUB program, including the prohibition against race- and sex-based discrimination in Texas Constitution, Article I, Section 3a, and United States Constitution, Amendment XIV. To the extent permitted by federal and state law, the Agency will make a good faith effort to use HUBs in contracts for services (including professional and consulting services) and commodities purchases.

Agency Goals

Section 2161.123(b)(2) of the Texas Government Code requires a state agency to identify "goals to be met by the agency in carrying out the policy or mission" of its HUB plan.

To that end, the Agency states that it will make a good faith effort to meet the goals for purchases of goods and services set forth in state law and the Comptroller's administrative rules (34 Tex. Admin. Code Chapter 20, Subchapter D). As provided in these rules, the Agency's HUB utilization goals will be based on a number of factors, including the Agency's fiscal year expenditures and total contract expenditures, the availability of HUBs, and the Agency's prior use of HUBs (34 Tex. Admin. Code 20.284). Through all of these efforts, the Agency will follow its obligations under federal and state law, awarding contracts based strictly on legal criteria and encouraging competition for contracts in order to produce the best value for the State of Texas.

Programs

Section 2161.123(b)(3) of the Texas Government Code requires a state agency to identify programs that it will conduct to meet the goals stated in its HUB plan. The Agency will use any directory of certified HUBs issued by the Comptroller, contact certified HUBs regarding contracting opportunities, participate in job fairs and hiring events, and encourage HUB subcontracting when possible, consistent with federal and state law.

Schedule F: Agency Workforce Plan

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 Secretary of State's Office (Agency) has four primary responsibilities:

- **Elections:** The Agency 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:** Businesses seeking to operate as a corporation, limited liability company, or other types of business entity must file formation documents with the Agency, which currently maintains filings for more than 3 million active business entities. The Agency also registers trademarks, processes the filing of UCC financing statements, and accepts service of process on behalf of certain business entities.
- **Government Filings:** The Agency manages the commission and education of more than 500,000 Texas notaries. In addition, Government Filings issues approximately 15,000 apostilles each year to authenticate records such as diplomas, marriage certificates, and other documents for Texans to have recognized internationally. The Agency also publishes the Texas Register, which recently celebrated its 50th year as the platform by which state agencies publish meeting notices and rules for public comment.
- **International Protocol:** As designated by the Governor, the Secretary of State serves as Texas' chief diplomat and Chair of the Border Trade Advisory Committee (BTAC). The Agency serves as the primary point of contact for visiting international delegations and maintains relations with more than 150 foreign dignitaries based in Texas.

The Agency's authorized workforce for Fiscal Year 2025 and 2026 is 335 full-time-equivalent (FTE) positions.

Agency Mission

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

Agency Goals

- Goal I: Ensure free and fair elections
- Goal II: Enhance Customer Experience
- Goal III: Develop the Workforce of Tomorrow

Current Workforce Profile (Supply Analysis)

Critical Workforce Skills

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

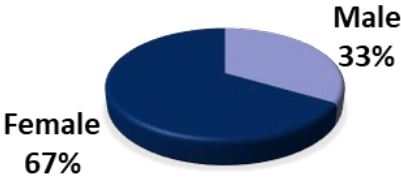
- Communication Skills (listening, verbal and written)
- Interpersonal Abilities
- Leadership and Management
- Teamwork
- Analytical Skills and Problem Solving
- Flexibility and Adaptability
- Managing multiple projects (multi-tasking)
- Customer Service
- Development and maintenance of information technology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

Workforce Demographics

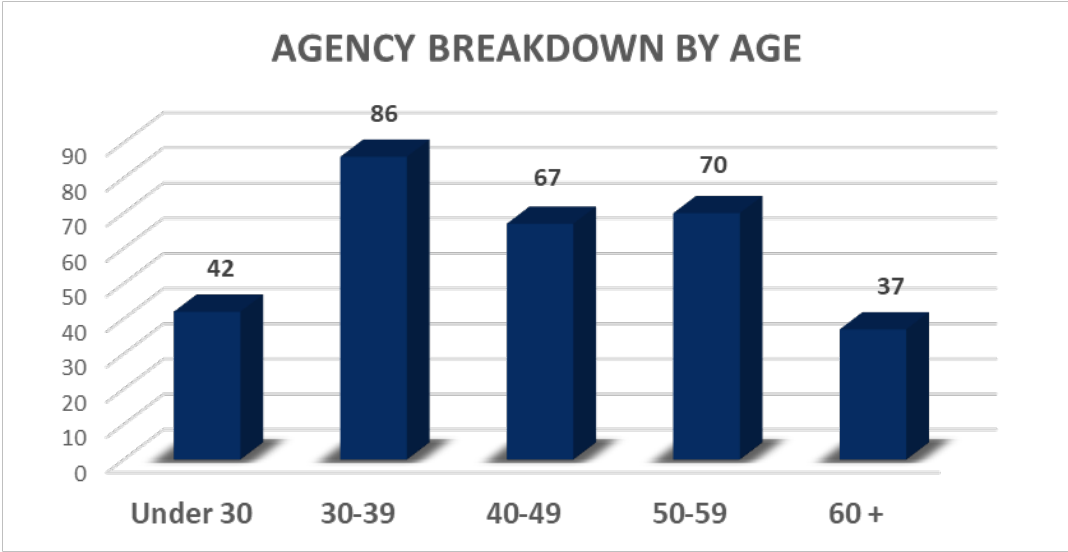
As of April 1, 2026, the Agency’s total headcount was 302 employees. This includes 301 full-time employees and 1 part-time employee.

The Agency’s workforce is comprised of 67% females and 33% males. Approximately 58% of the Office’s workforce is over the age of 40, and 42% is under the age of 40.

AGENCY BREAKDOWN BY GENDER



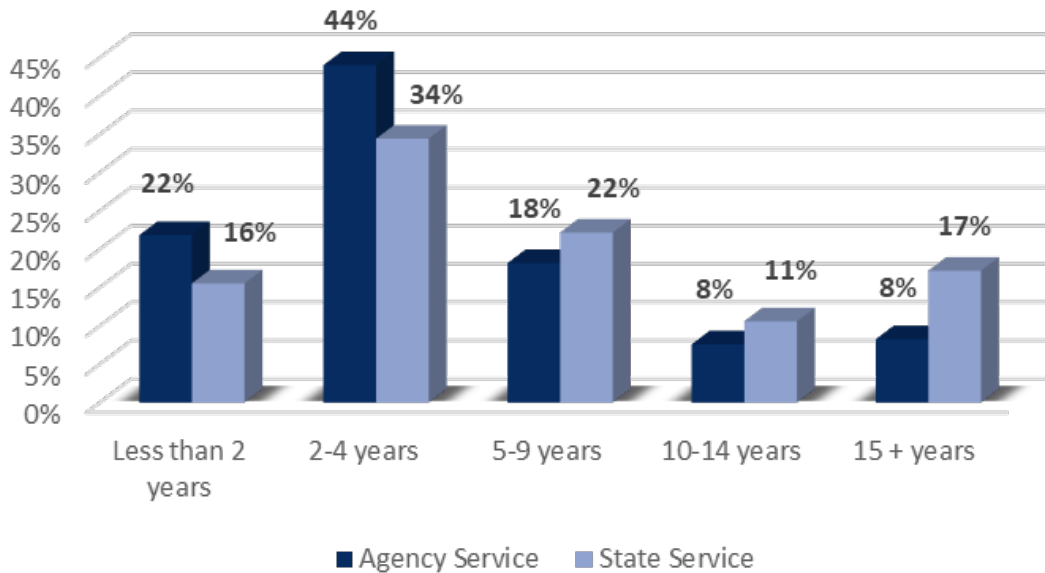
AGENCY BREAKDOWN BY AGE



Workforce Breakdown

Approximately 66% of the Agency’s workforce has 4 years or less of agency service, and 50% of the workforce has less than 4 years of state service. The Agency must continue to strengthen and provide robust training programs to ensure our employees are well-trained to serve the State of Texas.

YEARS OF SERVICE



The Agency maintains a culture of inclusion and values all employees while recognizing the benefit that diverse backgrounds bring to the Agency. The following table compares the percentage of African American, Hispanic, and female employees of the Agency as of April 1, 2026 to the State Agencies Workforce Composition Tool as reported by the Texas Workforce Commission, Civil Rights Division. The Agency is committed to providing equal employment opportunities to all, and will place an emphasis on recruitment strategies to address the under-represented classes identified in the chart below to the extent permitted by federal and state law.

| Job Category | African American | | Hispanic American | | Females | |
|------------------------|------------------|---------|-------------------|---------|---------|---------|
| | SOS % | State % | SOS % | State % | SOS % | State % |
| Administrators | 10.00% | 8.60% | 15.00% | 25.20% | 65.00% | 40.20% |
| Professional | 8.93% | 10.60% | 33.93% | 23.00% | 66.07% | 53.00% |
| Technical | 7.14% | 11.70% | 32.14% | 38.50% | 28.57% | 63.50% |
| Administrative Support | 26.83% | 15.20% | 31.71% | 38.30% | 56.10% | 74.10% |
| Protective Service | 50.00% | 19.70% | 50.00% | 35.50% | 0.00% | 25.80% |
| Para-Professional | 12.26% | N/A | 32.90% | N/A | 77.42% | N/A |

Employee Turnover

Turnover is an important issue in any organization, and the Office of the Secretary of State is no exception. Based on data retrieved from the State Auditor’s Office E-Class system, similar data trends were identified when comparing Agency turnover rates to the average turnover rates of all state agencies for the last five years. All state agencies reported an increase in the turnover rate for FY 2022. However, since that time, all state agencies have seen a steady decline. In FY 2022, the Office of the Secretary of State reported a turnover rate, excluding interagency transfers, of 16.5%. The Agency has continued to see a consistent yearly decrease in staff turnover since that year. Even with significant growth in personnel, the Agency five-year average, excluding transfers, of 14.24% remained well below the statewide average of 19.76% with the lowest rate of 12.9% reported in FY 2025.

| Turnover Rate (Secretary of State) | | | | | |
|------------------------------------|-----------|--|---|--|---|
| Fiscal Year | Headcount | Terminations <i>including</i> Interagency Transfers | Turnover Rate <i>including</i> Interagency Transfers | Terminations <i>excluding</i> Interagency Transfers | Turnover Rate <i>excluding</i> Interagency Transfers |
| 2021 | 182.5 | 40 | 21.90% | 25 | 13.70% |
| 2022 | 194.5 | 48 | 24.70% | 32 | 16.50% |
| 2023 | 211.25 | 39 | 18.50% | 31 | 14.70% |
| 2024 | 246.75 | 45 | 18.20% | 33 | 13.40% |
| 2025 | 279.25 | 40 | 14.30% | 36 | 12.90% |
| 2026 | 295 | 10 | 0.00% | 9 | 0.00% |

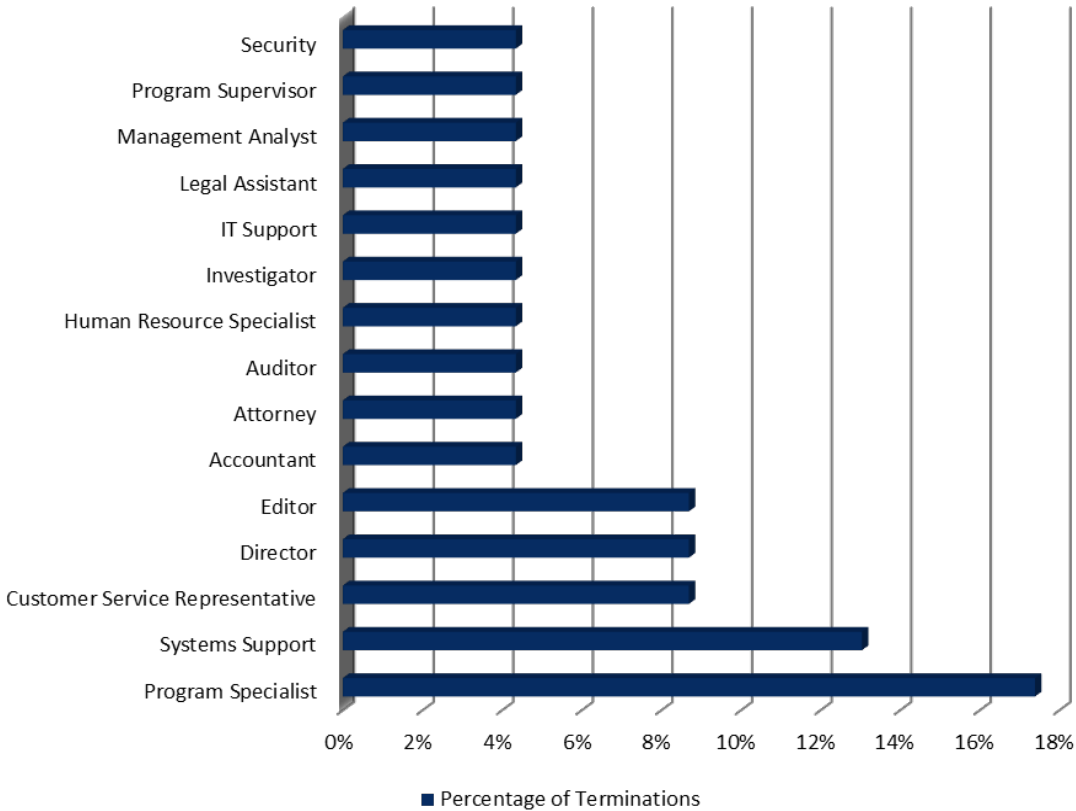
| Turnover Rate (All State Agencies) | | | | | |
|------------------------------------|------------|--|---|--|---|
| Fiscal Year | Headcount | Terminations <i>including</i> Interagency Transfers | Turnover Rate <i>including</i> Interagency Transfers | Terminations <i>excluding</i> Interagency Transfers | Turnover Rate <i>excluding</i> Interagency Transfers |
| 2021 | 152,228.50 | 35,478 | 23.30% | 33,861 | 22.20% |
| 2022 | 145,887.00 | 36,606 | 25.10% | 33,999 | 23.30% |
| 2023 | 149,409.50 | 31,530 | 21.10% | 29,250 | 19.60% |
| 2024 | 155,185.50 | 28,383 | 18.30% | 26,646 | 17.20% |
| 2025 | 158,967.50 | 27,706 | 17.40% | 26,211 | 16.50% |
| 2026 | 159,654.50 | 12,077 | 0.00% | 11,387 | 0.00% |

Turnover Rate Comparison



In Fiscal Year 2025, employees in the Program Specialist, System Support, Customer Service Representative, Director and Editor classifications accounted for 57% of the Agency’s turnover. In addition, retirements accounted for 30% of the Agency’s separations during the same fiscal year.

TERMINATIONS BY POSITION



The Office of the Secretary of State predicts the Agency’s 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.

Retirement Eligibility

As of April 1, 2026, 12% of the Agency staff will be eligible to retire within the next five years highlighting the need for continued strengthening of Agency cross-training professional development opportunities and focused succession planning.

| Fiscal Year | Projected Agency Terminations | Projected Agency Retirements |
|-------------|-------------------------------|------------------------------|
| FY2027 | 38 | 5 |
| FY2028 | 38 | 5 |
| FY2029 | 38 | 5 |
| FY 2030 | 42 | 8 |
| FY 2031 | 42 | 8 |

Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The Texas population will continue to increase over the next five years, and Texas will continue to be the nation’s premiere state for doing business. This will bring more voters and businesses to Texas, adding to the work load of the Elections and Business & Government Filings Division. This will require additional staff but also underscore the need to identify technology solutions to improve efficiency. The Agency is currently undergoing a 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 important 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, Texans expect to be able to perform tasks online, including interacting with government entities. Accordingly, excellent customer service in this landscape requires well-functioning, adaptive workforce who can perform virtually as well as face-to-face.

Future Workforce Skills Needed

Over the next five years, project management skills will be increasingly important as the life cycle of legacy information systems shorten and the Agency begins transitioning to more modernized

systems. Customer service skills are critically important in the information age where our customers expect better, faster, and more accurate information. The election workforce is aging, so the Agency also seeks to develop the next generation of election workers.

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 ability to compete with private sector salaries given the Agency's budget limitations. The Human Resources department has observed 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 like positions. Some employees have thorough job knowledge and excel in clerical tasks assigned, 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.

Strategy Development

To attract and retain qualified employees, the Agency must remain committed to the modernization of the technology infrastructure and implementing software solutions to ensure efficient and proven work processes; strengthen the training programs to provide employees with the instructional resources and operational tools necessary to be successful in their job responsibilities; and develop future leaders to lead the way to the successes of tomorrow.

As the Agency completes a multi-year effort to modernize legacy systems and introduce more robust solutions both internally and to the citizens and customers of Texas, it is imperative that focus remains on the ever-evolving technological landscape. Modernization cannot be a one-time effort but a commitment to continual improvement aimed at eliminating inefficient work practices and empowering the workforce through the development and delivery of state-of-the-art technical solutions. As Texas continues to grow, so too does the volume of work within the Agency. Innovative solutions and vision will lead to the success Texas deserves.

Continuing to offer competitive salaries is a priority for the Agency and a commitment to the dedicated team serving in the Office of Secretary of State. Additionally, forging career growth opportunities through cross-training and curriculum-based instruction in job specific

responsibilities and high-quality customer service skills will allow employees seeking such growth to excel. Faced paced, high volume work environments can lead to employee burnout and high turnover. However, as the Agency's data suggest, preparing employees for such an environment through one-on-one instruction, mentoring, and sound business fundamentals builds the confidence necessary to succeed. Creating strong teams fosters a culture conducive to productivity, excellence, and employee engagement.

Finally, the Agency will further develop a management and leadership focused cohort and professional development pathway to identify and grow the leaders of tomorrow. This program will provide not only a strong succession plan for the Agency, but also an opportunity of employees to grow to their fullest potential within the Agency. Building the leadership of tomorrow ensures a successful continuity of operations and builds a shared commitment to the future successes of the Agency and to the state of Texas.

Schedule H: Report on Customer Service

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 May 1, 2026 through May 22, 2026. The survey was available on the Agency website and a link was sent on outgoing customer contacts during this time period.

Customer Survey Results

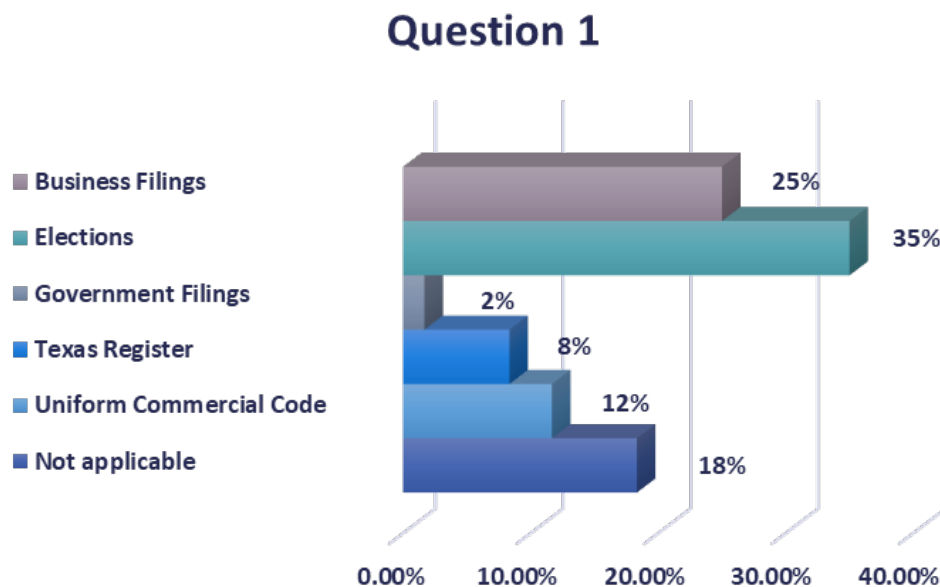
The following data represents the survey questions and result data (with a margin of error of +/- 1%).

Question 1: *“My responses are for:”*

Total Number of Respondents: 60

Question Answered: 60

Questions Skipped: 0

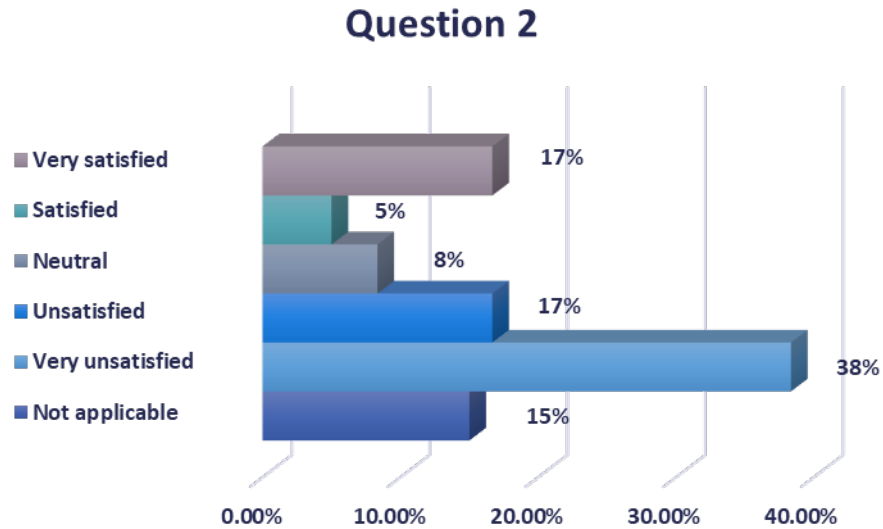


Question 2: *“I am satisfied with the services I receive.”*

Total Number of Respondents: 60

Question Answered: 60

Questions Skipped: 0

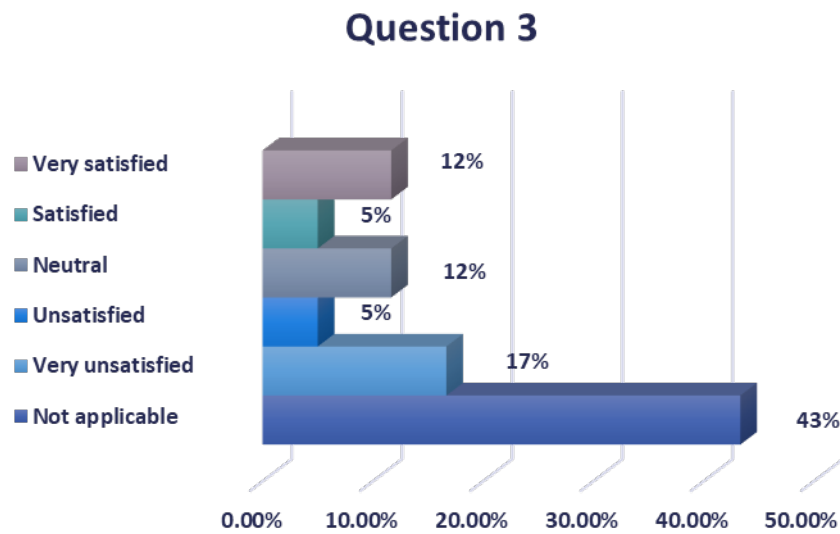


Question 3: *“How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?”*

Total Number of Respondents: 60

Question Answered: 56

Questions Skipped: 4



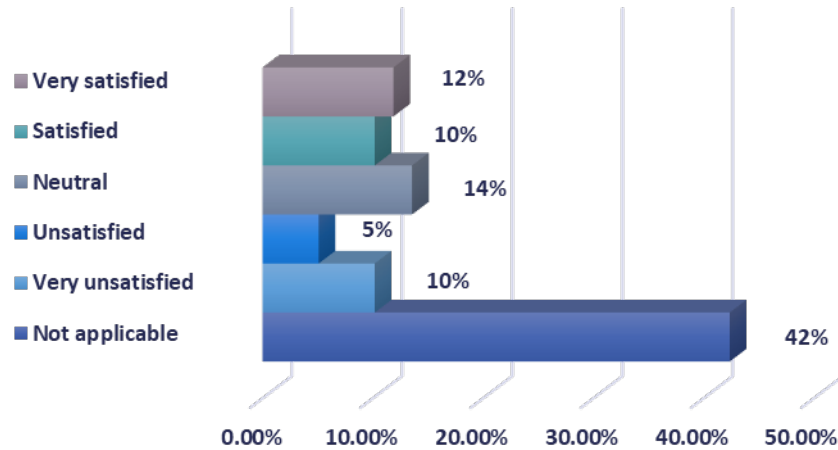
Question 4: *“How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?”*

Total Number of Respondents: 60

Question Answered: 55

Questions Skipped: 5

Question 4



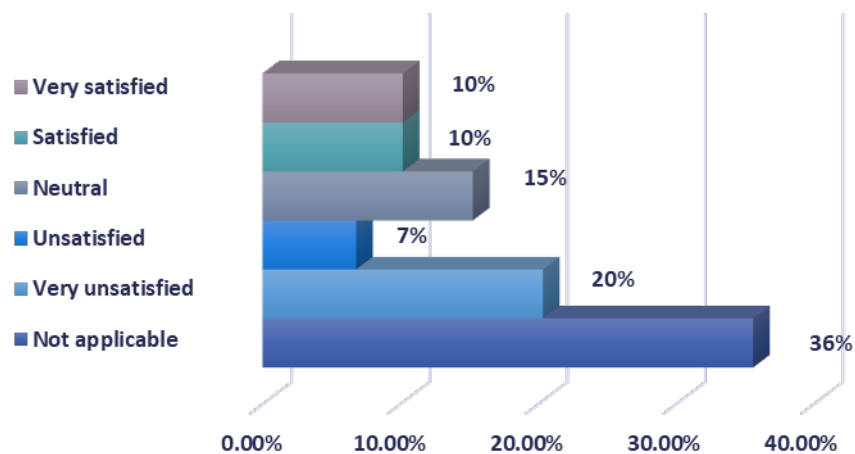
Question 5: *“How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?”*

Total Number of Respondents: 60

Question Answered: 58

Questions Skipped: 2

Question 5



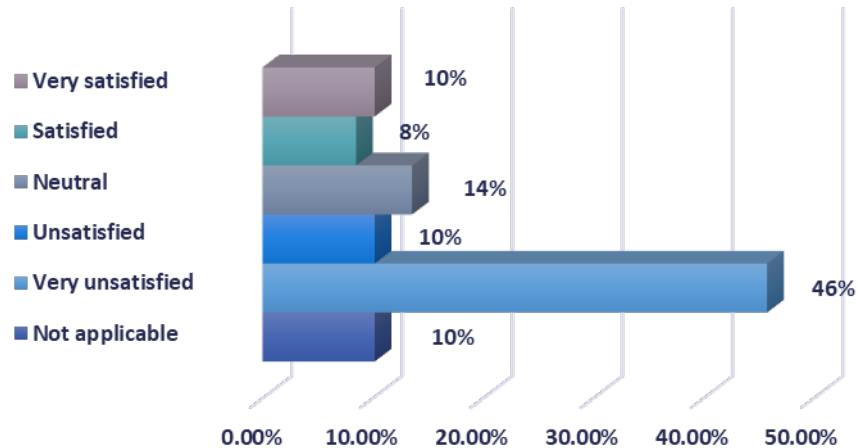
Question 6: *“How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?”*

Total Number of Respondents: 60

Question Answered: 58

Questions Skipped: 2

Question 6



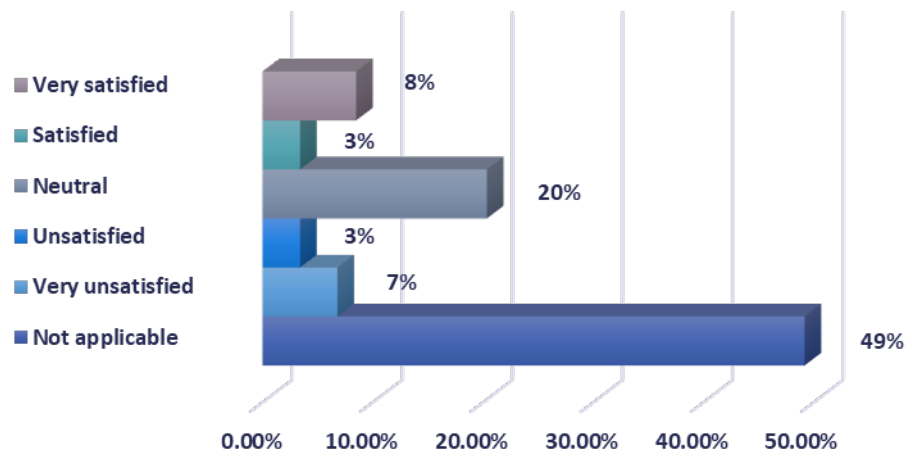
Question 7: *“How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?”*

Total Number of Respondents: 60

Question Answered: 54

Questions Skipped: 6

Question 7



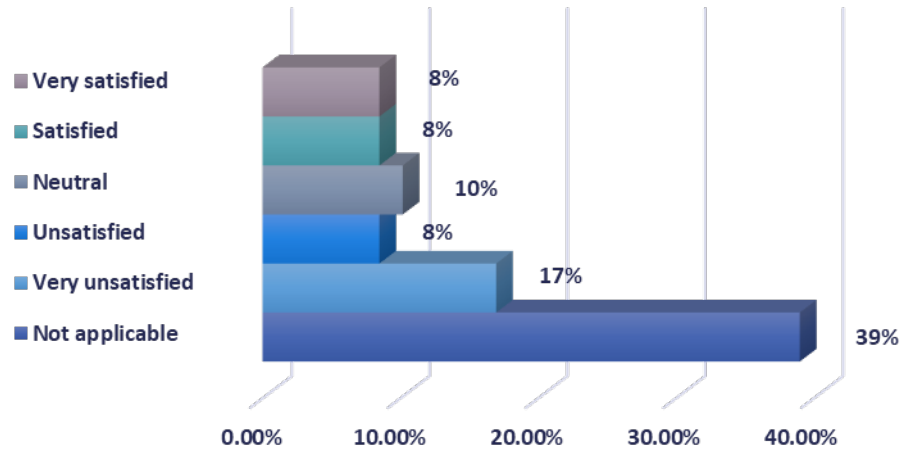
Question 8: *“How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?”*

Total Number of Respondents: 60

Question Answered: 54

Questions Skipped: 6

Question 8



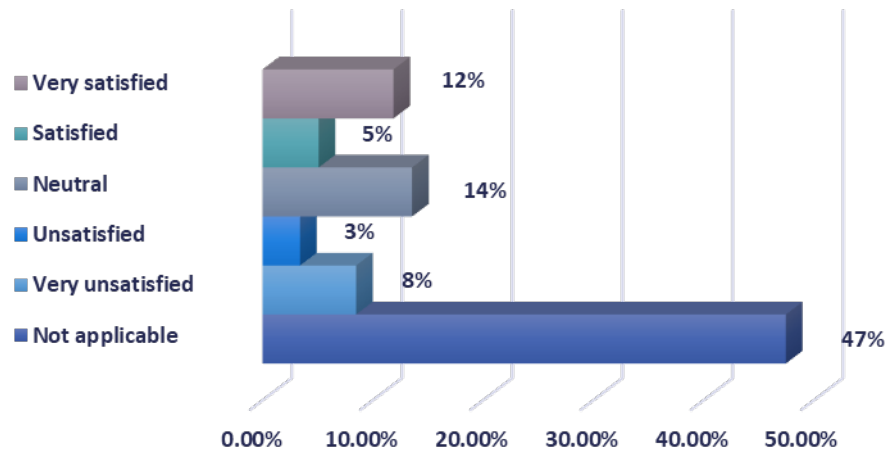
Question 9: *“How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?”*

Total Number of Respondents: 60

Question Answered: 53

Questions Skipped: 7

Question 9

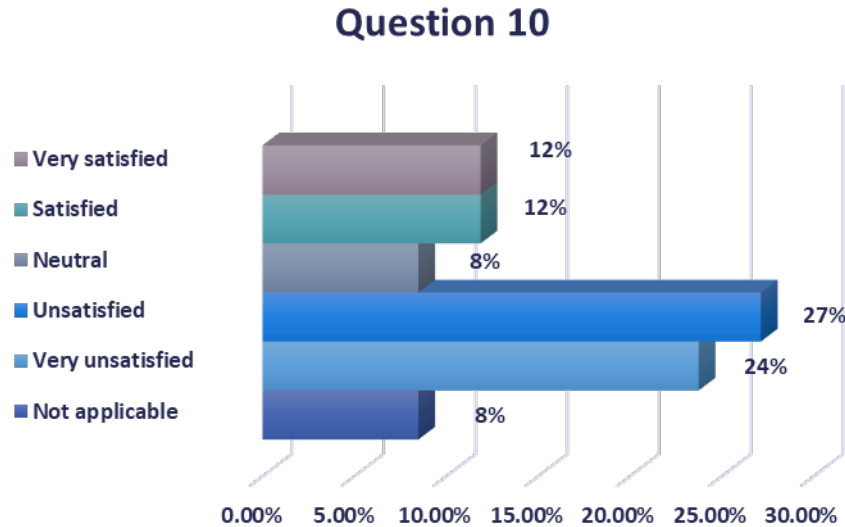


Question 10: “Please rate your overall satisfaction with the agency.”

Total Number of Respondents: 60

Question Answered: 54

Questions Skipped: 6



Inventory by Customer 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 Service 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.....19%

Output Measures

- 1. Total Customers Taken the Survey.....60
- 2. The percentage of total customers surveyed who completed the survey.....100%
- 3. Total Customers Offered Survey225,806

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

Efficiency Measures

- 1. Cost per Customer Surveyed..... \$<0.01

**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.....225,806
- 2. Total Customer Groups Inventoried.....7

Schedule I: Certification on Compliance of Cybersecurity Training



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 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

A handwritten signature in black ink that reads "Dave Nelson".

Signature

Dave Nelson

Printed Name

Deputy Secretary of State

Title

06/01/2026

Date

Schedule J: Certification on Compliance with Artificial Intelligence



CERTIFICATE

Agency Name

Pursuant to the Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

A handwritten signature in black ink that reads "Dave Nelson".

Signature

Dave Nelson

Printed Name

Deputy Secretary of State

Title

06/01/2026

Date