

STA 0.0	Agency Summary
SECRETARY OF STATE - DEPARTMENT OF STATE	
Katie Hobbs, Secretary of State (602) 542-9781 A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441 Plan Contact: Allie Bones, Assistant Secretary of State (602) 542-4919	

Mission:

To provide services in Arizona in order to preserve our history, promote engagement, and protect the future, in a trusted, accessible, innovative and secure manner.

Description:

The Administration anticipates requests of services from public citizens, candidates, elected officials, media and business community members to increase. In order to accommodate these requests, the Department shall provide timely, efficient filing and retrieval of information by providing trusted and accessible information to agency customers through innovative and secure means. Internally, Administration oversees and carries out technology support, communications, legislative oversight and compliance monitoring, financial management, accounting (accounts receivable, accounts payable, payroll), budgeting, procurement, human resources and training services. Administration provides support for Business Services, Public Services/Administrative Rules, Arizona State Library, Archives and Public Records, Address Confidentiality Program and Road to Rights, and Election Services Divisions. The agency director and the financial officer support the leadership in policy making duties with responsibility for obtaining, enhancing and sustaining all office resources.

STA 1.0	Program Summary
ADMINISTRATION	
Allie Bones, Assistant Secretary of State Administration (602) 542-4919 Constitution & A.R.S. § 41-121 et seq.	

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- ◆ **Goal 1** To ensure that the Secretary of State's office is accessible to the public, provides trusted information, works to implement innovative solutions, and keeps our systems and facilities secure.

Objective: 1 FY2019:

FY2020:			
FY2021:			
Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Responses to annual public satisfaction survey indicate that more than 75% of those who have interacted with the SOS would rate the agency as trusted, accessible, innovative and secure.	N/A	75	75
Explanation:	The Hobbs administration will start this survey in FY2020.		

- ◆ **Goal 2** To ensure that the Divisions operating within the Secretary of State's Office have the support they need to effectively meet the needs of the department, its employees and the public.

Objective: 1 FY2019: Default Objective

FY2020:			
FY2021:			
Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintain an above average employee engagement ratio.	4.2	4.5	4.5
Explanation:	The average is 1.8.		

STA 2.0	Program Summary
BUSINESS SERVICES	
Pat Viverto, Director Business Services Division (602) 542-3060 A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq...	

Mission:

To help all Arizonans enjoy a better quality of life through participation, understanding, and confidence in state government by providing fair, honest, and accurate elections; keeping complete and accurate records that are accessible to the public; and providing excellent service to enhance business formation, protect business property, and enable business transactions.

As a division of the Department of State, the mission of the Arizona State Library, Archives and Public Records is to serve Arizona government and Arizonans by providing access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

Description:

The Department of State is headed by a publicly elected Secretary of State, who serves as Acting Governor in the absence of the Governor and succeeds the Governor should a vacancy occur. The Secretary of State is the keeper of the Great Seal of the State of Arizona and is also the Chief State Election Officer who administers election functions, including canvass and certification of statewide elections, and coordinates statewide voter registration. The Secretary of State's office receives and records various filings, including Uniform Commercial Code transactions, trademark and trade name registrations, and limited partnership and limited liability partnership filings. The office also registers lobbyists and accepts periodic lobbyist and campaign finance filings; publishes all official acts of the State of Arizona including laws, the Arizona Administrative Code, and the Arizona administrative Register; files the notices of the Governor's appointments to Stateboards and commissions; appoints notaries public; and applies apostilles to all international transactions.

The Arizona State Library, Archives and Public Records division provides general information services as well as research and reference services in the subject areas of law, government, public policy, genealogy, and Arizona. The division administers state and federal grants for public libraries and offers consultant services to both public libraries and government agencies. The division also offers special library and information services for anyone who is unable to read or use standard printed materials as a result of temporary or permanent visual or physical limitations, manages public record archival retention programs, and creates exhibits to educate the

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public regarding governmental and Arizona history and the legislative process.

◆ **Goal 1** To serve the public by filing records accurately and expeditiously.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Average number of business days to process trademark applications	10	10	5
Explanation:			
Average number of business days to process Uniform Commercial Code filings	5	5	3
Explanation:			
Average number of business days to process partnership filings	8	3	3
Explanation:			
Average number of business days to process tradename applications	10	10	5
Explanation:			
Average number of business days to process apostilles	10	10	5
Explanation:			

◆ **Goal 2** To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of Trade names and Trademarks filed per month	2336	2730	2730
Explanation:			
Number of partnerships on file per month	230	250	250
Explanation:			
Number of UCC records filed per month	7050	7200	7200
Explanation:			
Number of Apostilles processed per month	1583	1650	1650
Explanation:			

◆ **Goal 3** To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of notaries commissioned per month	1568	1700	1850
Explanation:			
Number of notary seminars	36	36	36
Explanation:			
Average number of days to process notary applications	20	20	15
Explanation:			

STA 3.0 Program Summary PUBLIC SERVICES Scott Cancelosi, Director Public Services Division (602) 542-0223 A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To: encourage citizen participation in the rulemaking process by supporting agency rulewriters to be in compliance with the Arizona Administrative Procedures Act (Act); accept, process, file, and maintain the historical record of rule-related notices; electronically publish rule-related notices the Arizona Administrative Register; and codify rules in the Arizona

Administrative Code as required by the Act.

Description:

The Department of State's Administrative Rules Division (previously the Public Services Division) is the filing office for all aspects of the Administrative Rules process that includes publishing rules promulgated by state agencies. Agency rulemaking is governed by the Arizona Administrative Procedures (Act), Title 41, Chapter 6 and the Division's rules on rulemaking, 1 A.A.C. 1. The Division is responsible for publishing the Arizona Administrative Register and codifying rules in the Arizona Administrative Code. The Code as published by the Division is the official version under Arizona law. The Division is a performance-based office with measurable deadlines defined under the Act.

◆ **Goal 1** To advance the Division's mission statement

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Provide transparency by electronically publishing a list of filed state agency notices online at least once a week (percentage completed).	100	100	100
Explanation:			
Achieve greater efficiency and reduce printing costs by digitally authenticating the Administrative Register on the website once a week (percentage completed).	100	100	100
Explanation:			
Achieve greater efficiency and reduce printing costs by digitally authenticating the Arizona Administrative Code on the website ever calendar quarter (percentage completed).	100	100	100
Explanation:			
Update the Arizona Rulemaking Manual [1 manual in 12 month period].	0	1	1
Explanation:			
New goal in FY2020.			
Update form templates, maintain updates and post online (percentage completed).	0	100	100
Explanation:			
New goal in FY2020.			
Transfer hard-copy notice files to electronic format for efficient storage and retrieval under records retention schedule [once annually].	0	1	1
Explanation:			
New goal in FY2020.			
Create a legislative proposal to expedite the rulemaking process. Submit to administration for review [once annually].	1	1	1
Explanation:			
Maintain compliance with the APA as well as governor rulemaking moratorium, and provide accountability, integrity and efficiency when doing so (percentage completed).	100	100	100
Explanation:			

◆ **Goal 2** To maintain a responsive Division workforce.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Promote at least one professional growth and/or development opportunity to staff annually.	1	1	1
Explanation:			
Engage staff to suggest legislation to improve rulemaking process [once annually].	1	1	1
Explanation:			

◆ **Goal 3** To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Objective: 1 FY2019:

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FY2020:
FY2021:

Performance Measures

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Maintain a log of rule notices. Record number of rule notices filed in a fiscal year.	393	550	550

Explanation:

◆ **Goal 4** To assist and train state agency staff, facilitate positive relationships, foster open and effective communications.

Objective: 1 FY2019:
FY2020:
FY2021:

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Perform courtesy reviews of notices upon request (percentage)	100	100	100

Explanation:

Provide informal assistance over the telephone, in person, or electronically (percentage completed).	100	100	100
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Explanation:

◆ **Goal 5** To maintain deadlines, maintain commitment to customers.

Objective: 1 FY2019:
FY2020:
FY2021:

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of customers indicating they found the public information they were seeking	75	100	100

Explanation:

Percent of statutory publications provided	100	100	100
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Explanation:

◆ **Goal 6** To reduce costs and energy consumption – Green Initiative.

Objective: 1 FY2019: Default Objective
FY2020:
FY2021:

	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Review costs for division expenditures. Check surplus before ordering products. Increase awareness of the need to recycle and reuse office products (percentage completed).	100	100	100

Explanation:

Print draft documents double-sided (percentage completed).	0	100	100
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Explanation:

New goal in FY2020.

Print draft documents double-sided (percentage completed).	0	100	100
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Explanation:

New goal in FY2020.

<p>STA 4.0</p> <p align="center">Program Summary</p> <p align="center">ELECTION SERVICES</p> <p>Bo Dul, Director</p> <p>Election Services Division (602) 542-6167</p> <p>A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.</p>

Mission:

To work in close partnership with federal, state, local, and nongovernmental stakeholders to ensure free, fair, and secure elections in Arizona that are accessible to all eligible voters.

Description:

The Election Services Division ensures that the Secretary of State, as the Chief Election Officer, fulfills her statutory mandates relating to election oversight and administration in the following areas:

- **Election Security:** Implementing robust cyber and election security measures, and working in close partnership with federal, state, and local stakeholders to continually improve election security throughout the state.
- **Elections Procedures Manual:** Provide uniform election procedures through publication of an updated Elections Procedures Manual every odd-number year;

- **Voter Registration:** developing and implementing a new statewide voter registration database and coordinating ongoing maintenance and operation of the statewide database; and coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, including coordination with Department of Transportation/Motor Vehicles Division and public assistance agencies.

- **Election Officer Certification:** Provide training, certification, and re-certification of county recorders and election officials in odd-numbered years.

- **Election Equipment Certification and Testing:** Reviewing and certifying, according to national and state standards, new voting systems and election equipment and updates to existing systems and equipment used by the counties; conduct logic and accuracy tests of all election equipment used by the counties prior to each federal, statewide, and legislative election;

- **Elections Technology:** Ensuring proper maintenance, operation, and updating of election technology necessary for the fulfillment of statutory duties, including statewide voter registration database, Election Management System, Election Night Reporting, Candidate Portal, E-Qual, campaign finance filing system (Beacon), campaign finance reporting system (Spotlight), UOCAVA portal, Circulator Portal, lobbyist filing system, and public portal for voters.

- **Candidate Nomination:** Receiving nomination papers and petitions from and certifying for the ballot candidates for federal, statewide, and legislative office.

- **Ballot Measures:** Receiving initiative, referendum, and recall applications and petitions; processing and certifying for those petitions for the ballot; providing information to the public on ballot measures by publishing and mailing the publicity pamphlet; and coordinating statewide Town Hall meetings on ballot measures.

- **Campaign Finance & Financial Disclosures:** Provide professional, courteous service in the administration of campaign finance laws, including registering candidate and political committees, accepting required campaign finance filings, reviewing campaign finance complaints, and referring appropriate complaints and non-filers to the Attorney General; coordinating and accepting financial disclosure filings from office holders.

- **Lobbying:** Provide professional, courteous service in the administration of lobbyist laws, including registering lobbyists, principals, and public bodies, accepting required filings, reviewing lobbyist complaints, and referring appropriate complaints and non-filers to the Attorney General.

- **Federal Compliance:** Overseeing compliance with federal election laws, including the Help America Vote Act (including providing a statewide complaint system for uniform, nondiscriminatory response to grievances), the National Voter Registration Act, and the Uniformed and Overseas Citizens Absentee Voting Act (including maintaining the electronic portal for uniformed and overseas voters).

- **Public Information and Public Records:** Providing professional and courteous customer service to Arizonans on all areas of division responsibility, including promptly responding to telephone and email inquiries; publishing handbooks on key areas of statutory responsibility in order to provide uniform guidance to the regulated community and other stakeholders; producing public records and filings for the public upon request.

- **Voter Education:** Developing and implementing an effective voter outreach and education program in partnership with other stakeholders at the state and local levels; and providing courteous and professional customer service to voters.

- **Official Canvass and Electoral College:** canvassing and certifying the results of elections for federal, statewide, and legislative office; issuing certificates of nomination and election; and planning and executing the meeting of the Electoral College.

◆ **Goal 1** To fully update the Elections Procedures Manual in close collaboration with County Recorders and election officials and submit an updated manual to the Attorney General and Governor for approval in October 2019 and October 2021.

Objective: 1 FY2019:
FY2020:
FY2021:

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Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Elections Procedures Manual submitted to Attorney General and Governor by October 1, 2019 and October 1, 2021 (percentage completed).	0	100	N/A
Explanation: The Reagan administration did not complete an Elections Procedure Manual during 4 year term that ended in FY19. The Hobbs administration is on track to submit on schedule in FY20.			
Elections Procedures Manual approved by Attorney General and Governor by December 31, 2019 and December 31, 2021 (percentage completed).	0	100	N/A
Explanation: The Reagan administration did not complete an Election Procedures Manual during 4 year term that ended in FY19. The Hobbs administration is on track to gain approval on time in FY20.			

◆ **Goal 2** To complete development and successfully launch the new statewide voter registration system and ensuring sufficient county support during the 2019 and 2020 elections using the new system.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Use electronic format and information provided by county offices and MVD to maintain voter registration rolls (percentage completed)	100	100	100
Explanation: Number of registered voters (in thousands).	3,821	3,920	4,200
Explanation:			

◆ **Goal 3** To provide statewide voter registration.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Total voter registration	3,821,039	3,920,000	4,200,000
Explanation:			

◆ **Goal 4** To implement statewide election security measures and forge robust collaboration and communication between federal, state, and local stakeholders on election security.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Create an Incident Response Plan in partnership with federal, state and local officials to be used in the 2020 Election Cycle (percentage completed).	0	100	0
Explanation: This goal is for fiscal year 2020.			
Number of agreements in place with county recorders and elections officials regarding communications around elections security.	0	30	30
Explanation:			
Percent of funds distributed to County Recorders and Elections Directors through the HAVA Security Grants – 100% of funds distributed by June 30, 2020.	0	100	0
Explanation: The Hobbs administration gained approval on the HAVA spending plan in June 2019 and allowed counties to begin applying for sub grants shortly thereafter.			
Number of state and local officials who participated in election security table top exercise or other security trainings coordinated by SOS office.	52	120	120
Explanation:			

◆ **Goal 5** To provide quality training, certification, and re-certification of election officials statewide in FY2020 and FY2022.

Objective: 1 FY2019: Default Objective
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of election officers certified.	0	430	0
Explanation: The Secretary of State provides election certification training every 2 years. The classes fall in FY18, FY20, FY22, and on.			
Total combined hours of classroom training.	0	38	0
Explanation: The Secretary of State provides election certification training every 2 years. The classes fall in FY18, FY20, FY22, and on.			

◆ **Goal 6** To ensure compliance with state and federal campaign finance laws and provide transparency for the public in terms of candidate and campaign filings.

Objective: 1 FY2019: Default Objective
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Percent of Campaign Finance data available on-line.	100	100	100
Explanation:			
Percent of timely review and action on election law complaints.	100	100	100
Explanation:			
Number of Campaign Finance reports filed.	3913	9620	6197
Explanation:			
Number of Political Committees registered.	648	530	683
Explanation:			
Number of Standing Political Committees registered.	127	133	139
Explanation:			

◆ **Goal 7** To efficiently receive and process candidate, initiative/referenda/recall, and new party petitions.

Objective: 1 FY2019: Default Objective
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Number of candidate petitions received and processed (in thousands).	0	103.3	0
Explanation:			
Number of IRR petitions received and processed (in thousands).	137.2	200	250
Explanation:			
Number of IRR petition signatures processed for county recorder verification (in thousands).	1,017.2	1,250	1,500
Explanation:			
Number of new party petitions received and processed (in thousands).	0	44.7	0
Explanation:			

<p>Program Summary</p> <p>STA 5.0</p> <p>ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS</p> <p>Holly Henley, State Librarian</p> <p>(602) 542-6181</p> <p>A.R.S. §§ 41-151 through 41-151.24</p>
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Mission:

To provide Arizonans access to information about their government, their state, and their world by offering content in a variety of formats, preserving Arizona's history for future generations, and empowering local institutions to engage their communities in learning.

Description:

The Arizona State Library, Archives and Public Records Division collects, preserves, and provides access to materials relating to law, political science, economics, sociology, subjects pertaining to the theory and practice of government, genealogy, and Arizona history. The format of materials may vary. Access to collections is provided by the State Library through a general and legal reference service, a records management and archives

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program, a state and federal government documents depository program, a library development service, museums for educational purposes, and a service for persons who are visually or physically unable to use traditional print materials The State Library serves as the "state library administrative agency" with its Director given responsibility to accept and administer state and federal funds, including grants (A.R.S. 41-151.)

- ◆ **Goal 1** To preserve Arizona's history through the collection, storage, and digitization of permanent government records, publications, and artifacts.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
New records received (linear feet/boxes-in thousands)	43.7	43.7	43.7
Explanation:			
Records processed (in thousands)	1.7	1.7	1.7
Explanation:			
Records cataloged (in thousands)	19.7	19.7	19.7
Explanation:			
State publications cataloged (in thousands)	3.5	3.5	3.5
Explanation:			
Federal publications cataloged (in thousands)	7.4	7.4	7.4
Explanation:			
Items digitized (in thousands)	49.4	49.4	49.4
Explanation:			

- ◆ **Goal 2** To provide access for all Arizonans to government history, records, and library services through reference and consultation services, training, grant funding and educational resources.

Objective: 1 FY2019:
FY2020:
FY2021:

Performance Measures	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
Archives and records materials used (in thousands)	53.2	53.2	53.2
Explanation:			
Physical library items used (in thousands)	333.2	333.2	333.2
Explanation:			
Online library items used (in thousands)	752.5	752.5	752.5
Explanation:			
Online engagement (in thousands)	1,012.7	1,012.7	1,012.7
Explanation:			
Statewide database usage (in thousands)	9,700	9,700	9,700
Explanation:			
Reference and consultations (in thousands)	108.7	109	109
Explanation:			
Visitors (in thousands)	79.9	79.9	79.9
Explanation:			
Museum school tours (in thousands)	20.9	21	21
Explanation:			
Public outreach and events (in thousands)	19	19	19
Explanation:			
Training and continuing education hours (in thousands)	43.3	43.3	43.3
Explanation:			
Grants administered (in hundreds)	104	105	105
Explanation:			

AGENCY SUMMARY

Program: STA 0 . 0 SECRETARY OF STATE - DEPARTMENT OF STATE
Director: Katie Hobbs, Secretary of State
Phone: (602) 542-9781
Statute: A.R.S. §§ 41-121 et seq; 29-301 et seq; 44-1271 et seq; 44-1441
Plan Contact: Allie Bones, Assistant Secretary of State
 (602) 542-4919

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PROGRAM SUMMARY

Program: STA 1 . 0 ADMINISTRATION
Contact: Allie Bones, Assistant Secretary of State
Phone: Administration (602) 542-4919
Statute: Constitution & A.R.S. § 41-121 et seq.

Mission:

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- ◆ **Goal:** 1 To ensure that the Secretary of State’s office is accessible to the public, provides trusted information, works to implement innovative solutions, and keeps our systems and facilities secure.

Performance Measures:

				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type						
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL Responses to annual public satisfaction survey indicate that more than 75% of those who have interacted with the SOS would rate the agency as trusted, accessible, innovative and secure.	0	0	N/A	75	75

- ◆ **Goal:** 2 To ensure that the Divisions operating within the Secretary of State’s Office have the support they need to effectively meet the needs of the department, its employees and the public.

Performance Measures:

				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
ML	Budget	Type						
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Maintain an above average employee engagement ratio.	0	0	4.2	4.5	4.5

PROGRAM SUMMARY

Program: STA 2 . 0 BUSINESS SERVICES
Contact: Pat Viverto, Director
Phone: Business Services Division (602) 542-3060
Statute: A.R.S. §§ 29-301 et seq.; 44-1271 et seq.; 44-1441 et seq...

Mission:

To help all Arizonans enjoy a better quality of life through participation, understanding, and confidence in state government by providing fair, honest, and accurate elections; keeping complete and accurate records that are accessible to the public; and providing excellent service to enhance business formation, protect business property, and enable business transactions.

As a division of the Department of State, the mission of the Arizona State Library, Archives and Public Records is to serve Arizona government and Arizonans by providing access to public information, fostering historical/cultural collaborative research and information projects, and ensuring that Arizona's history is documented and preserved.

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◆ **Goal:** 1 To serve the public by filing records accurately and expeditiously.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days to process trademark applications	0	5	10	10	5
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days to process Uniform Commercial Code filings	0	05	5	5	3
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days to process partnership filings	0	10	8	3	3
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days to process tradename applications	0	5	10	10	5
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of business days to process apostilles	0	5	10	10	5

◆ **Goal:** 2 To provide public disclosure through easy, accessible information and public documents, and on-line database search capabilities.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of Trade names and Trademarks filed per month	0	3500	2336	2730	2730
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of partnerships on file per month	0	250	230	250	250
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of UCC records filed per month	0	6700	7050	7200	7200
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of Apostilles processed per month	0	200	1583	1650	1650

◆ **Goal:** 3 To provide service to allow Notaries Public to perform their duties accurately and efficiently in the state.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of notaries commissioned per month	0	1800	1568	1700	1850
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Number of notary seminars	0	0	36	36	36
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Average number of days to process notary applications	0	10	20	20	15

PROGRAM SUMMARY

Program: STA 3.0 PUBLIC SERVICES
Contact: Scott Cancelosi, Director
Phone: Public Services Division (602) 542-0223
Statute: A.R.S. §§ 41-311 et seq.; 41-1001 et seq.

Mission:

To: encourage citizen participation in the rulemaking process by supporting agency rulewriters to be in compliance with the Arizona Administrative Procedures Act (Act); accept, process, file, and maintain the historical record of rule-related notices; electronically publish rule-related notices the Arizona Administrative Register; and codify rules in the Arizona Administrative Code as required by the Act.

Description:

The Department of State's Administrative Rules Division (previously the Public Services Division) is the filing office for all aspects of the Administrative Rules process that includes publishing rules promulgated by state agencies. Agency rulemaking is governed by the Arizona Administrative Procedures Act (Act), Title 41, Chapter 6 and the Division's rules on rulemaking, 1 A.A.C. 1. The Division is responsible for publishing the Arizona Administrative Register and codifying rules in the Arizona Administrative Code. The Code as published by the Division is the official version under Arizona law. The Division is a performance-based office with measurable deadlines defined under the Act.

◆ **Goal:** 1 To advance the Division's mission statement

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Provide transparency by electronically publishing a list of filed state agency notices online at least once a week (percentage completed).	0	0	100	100	100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Achieve greater efficiency and reduce printing costs by digitally authenticating the Administrative Register on the website once a week (percentage completed).	0	0	100	100	100
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Achieve greater efficiency and reduce printing costs by digitally authenticating the Arizona Administrative Code on the website ever calendar quarter (percentage completed).	0	0	100	100	100
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Update the Arizona Rulemaking Manual [1 manual in 12 month period].	0	0	0	1	1
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Update form templates, maintain updates and post online (percentage completed).	0	0	0	100	100
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Transfer hard-copy notice files to electronic format for efficient storage and retrieval under records retention schedule [once annually].	0	0	0	1	1
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Create a legislative proposal to expedite the rulemaking process. Submit to administration for review [once annually].	0	0	1	1	1
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Maintain compliance with the APA as well as governor rulemaking moratorium, and provide accountability, integrity and efficiency when doing so (percentage completed).	0	0	100	100	100

◆ **Goal:** 2 To maintain a responsive Division workforce.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Promote at least one professional growth and/or development opportunity to staff annually.	0	0	1	1	1
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Engage staff to suggest legislation to improve rulemaking process [once annually].	0	0	1	1	1

◆ **Goal:** 3 To provide service that allows agencies, boards and commissions to develop rules accurately and efficiently.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Maintain a log of rule notices. Record number of rule notices filed in a fiscal year.	0	0	393	550	550

◆ **Goal:** 4 To assist and train state agency staff, facilitate positive relationships, foster open and effective communications.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Perform courtesy reviews of notices upon request (percentage completed).	0	0	100	100	100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Provide informal assistance over the telephone, in person, or electronically (percentage completed).	0	0	100	100	100

◆ **Goal:** 5 To maintain deadlines, maintain commitment to customers.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Percent of customers indicating they found the public information they were seeking	0	100	75	100	100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Percent of statutory publications provided	0	100	100	100	100

◆ **Goal:** 6 To reduce costs and energy consumption – Green Initiative.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Review costs for division expenditures. Check surplus before ordering products. Increase awareness of the need to recycle and reuse office products (percentage completed).	0	0	100	100	100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Print draft documents double-sided (percentage completed).	0	0	0	100	100

PROGRAM SUMMARY

Program: STA 4.0 ELECTION SERVICES
Contact: Bo Dul, Director
Phone: Election Services Division (602) 542-6167
Statute: A.R.S. §§ 16-101 et seq.; 19-101 et seq.; 38-541 et seq.

Mission:

To work in close partnership with federal, state, local, and nongovernmental stakeholders to ensure free, fair, and secure elections in Arizona that are accessible to all eligible voters.

Description:

The Election Services Division ensures that the Secretary of State, as the Chief Election Officer, fulfills her statutory mandates relating to election oversight and administration in the following areas:

- **Election Security:** Implementing robust cyber and election security measures, and working in close partnership with federal, state, and local stakeholders to continually improve election security throughout the state.
- **Elections Procedures Manual:** Provide uniform election procedures through publication of an updated Elections Procedures Manual every odd-number year;
- **Voter Registration:** developing and implementing a new statewide voter registration database and coordinating ongoing maintenance and operation of the statewide database; and coordinating state responsibilities for voter registration under the National Voter Registration Act of 1993, including coordination with Department of Transportation/Motor Vehicles Division and public assistance agencies.
- **Election Officer Certification:** Provide training, certification, and re-certification of county recorders and election officials in odd-numbered years.
- **Election Equipment Certification and Testing:** Reviewing and certifying, according to national and state standards, new voting systems and election equipment and updates to existing systems and equipment used by the counties; conduct logic and accuracy tests of all election equipment used by the counties prior to each federal, statewide, and legislative election;
- **Elections Technology:** Ensuring proper maintenance, operation, and updating of election technology necessary for the fulfillment of statutory duties, including statewide voter registration database, Election Management System, Election Night Reporting, Candidate Portal, E-Qual, campaign finance filing system (Beacon), campaign finance reporting system (Spotlight), UOCAVA portal, Circulator Portal, lobbyist filing system, and public portal for voters.
- **Candidate Nomination:** Receiving nomination papers and petitions from and certifying for the ballot candidates for federal, statewide, and legislative office.
- **Ballot Measures:** Receiving initiative, referendum, and recall applications and petitions; processing and certifying for those petitions for the ballot; providing information to the public on ballot measures by publishing and mailing the publicity pamphlet; and coordinating statewide Town Hall meetings on ballot measures.
- **Campaign Finance & Financial Disclosures:** Provide professional, courteous service in the administration of campaign finance laws, including registering candidate and political committees, accepting required campaign finance filings, reviewing campaign finance complaints, and referring appropriate complaints and non-filers to the Attorney General; coordinating and accepting financial disclosure filings from office holders.
- **Lobbying:** Provide professional, courteous service in the administration of lobbyist laws, including registering lobbyists, principals, and public bodies, accepting required filings, reviewing lobbyist complaints, and referring appropriate complaints and non-filers to the Attorney General.
- **Federal Compliance:** Overseeing compliance with federal election laws, including the Help America Vote Act (including providing a statewide complaint system for uniform, nondiscriminatory response to grievances), the National Voter Registration Act, and the Uniformed and Overseas Citizens Absentee Voting Act (including maintaining the electronic portal for uniformed and overseas voters).
- **Public Information and Public Records:** Providing professional and courteous customer service to Arizonans on all areas of division responsibility, including promptly responding to telephone and email inquiries; publishing handbooks on key areas of statutory responsibility in order to provide uniform guidance to the regulated community and other stakeholders; producing public records and filings for the public upon request.
- **Voter Education:** Developing and implementing an effective voter outreach and education program in partnership with other stakeholders at the state and local levels; and providing courteous and professional customer service to voters.
- **Official Canvass and Electoral College:** canvassing and certifying the results of elections for federal, statewide, and legislative office; issuing certificates of nomination and election; and planning and executing the meeting of the Electoral College.

- ◆ **Goal:** 1 To fully update the Elections Procedures Manual in close collaboration with County Recorders and election officials and submit an updated manual to the Attorney General and Governor for approval in October 2019 and October 2021.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Elections Procedures Manual submitted to Attorney General and Governor by October 1, 2019 and October 1, 2021 (percentage completed).	0	0	0	100	N/A
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Elections Procedures Manual approved by Attorney General and Governor by December 31, 2019 and December 31, 2021 (percentage completed).	0	0	0	100	N/A

- ◆ **Goal:** 2 To complete development and successfully launch the new statewide voter registration system and ensuring sufficient county support during the 2019 and 2020 elections using the new system.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Use electronic format and information provided by county offices and MVD to maintain voter registration	0	0	100	100	100

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
			rolls (percentage completed)					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	0	0	3,821	3,920	4,200

◆ **Goal:** 3 To provide statewide voter registration.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	IP	0	4,100,000	3,821,039	3,920,000	4,200,000

◆ **Goal:** 4 To implement statewide election security measures and forge robust collaboration and communication between federal, state, and local stakeholders on election security.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	0	0	0	100	0
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	0	0	0	30	30
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	0	0	0	100	0
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	0	0	52	120	120

◆ **Goal:** 5 To provide quality training, certification, and re-certification of election officials statewide in FY2020 and FY2022.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	0	430	0
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	0	0	0	38	0

◆ **Goal:** 6 To ensure compliance with state and federal campaign finance laws and provide transparency for the public in terms of candidate and campaign filings.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	100	100	100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	0	0	100	100	100
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	3913	9620	6197
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	648	530	683
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	127	133	139

◆ **Goal:** 7 To efficiently receive and process candidate, initiative/referenda/recall, and new party petitions.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	0	103.3	0
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	137.2	200	250
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	1,017.2	1,250	1,500
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	0	0	0	44.7	0

PROGRAM SUMMARY

Program: STA 5 . 0 ARIZONA STATE LIBRARY, ARCHIVES, AND PUBLIC RECORDS
Contact: Holly Henley, State Librarian
Phone: (602) 542-6181
Statute: A.R.S. §§ 41-151 through 41-151.24

Mission:

To provide Arizonans access to information about their government, their state, and their world by offering content in a variety of formats, preserving Arizona's history for future generations, and empowering local institutions to engage their communities in learning.

Description:

The Arizona State Library, Archives and Public Records Division collects, preserves, and provides access to materials relating to law, political science, economics, sociology, subjects pertaining to the theory and practice of government, genealogy, and Arizona history. The format of materials may vary. Access to collections is provided by the State Library through a general and legal reference service, a records management and archives program, a state and federal government documents depository program, a library development service, museums for educational purposes, and a service for persons who are visually or physically unable to use traditional print materials. The State Library serves as the "state library administrative agency" with its Director given responsibility to accept and administer state and federal funds, including grants (A.R.S. 41-151.)

- ◆ **Goal:** 1 To preserve Arizona's history through the collection, storage, and digitization of permanent government records, publications, and artifacts.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	New records received (linear feet/boxes-in thousands)	0	0	43.7	43.7	43.7
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Records processed (in thousands)	0	0	1.7	1.7	1.7
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Records cataloged (in thousands)	0	0	19.7	19.7	19.7
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	State publications cataloged (in thousands)	0	0	3.5	3.5	3.5
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Federal publications cataloged (in thousands)	0	0	7.4	7.4	7.4
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Items digitized (in thousands)	0	0	49.4	49.4	49.4

- ◆ **Goal:** 2 To provide access for all Arizonans to government history, records, and library services through reference and consultation services, training, grant funding and educational resources.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Archives and records materials used (in thousands)	0	0	53.2	53.2	53.2
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Physical library items used (in thousands)	0	0	333.2	333.2	333.2
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Online library items used (in thousands)	0	0	752.5	752.5	752.5
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Online engagement (in thousands)	0	0	1,012.7	1,012.7	1,012.7
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Statewide database usage (in thousands)	0	0	9,700	9,700	9,700
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Reference and consultations (in thousands)	0	0	108.7	109	109
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Visitors (in thousands)	0	0	79.9	79.9	79.9
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Museum school tours (in thousands)	0	0	20.9	21	21
9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Public outreach and events (in thousands)	0	0	19	19	19
10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Training and continuing education hours (in thousands)	0	0	43.3	43.3	43.3
11	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Grants administered (in hundreds)	0	0	104	105	105

Agency 5-Year Plan

Issue 1 Upgrade and enhance the IT Systems for the Secretary of State's Office.

Description: In 2018, a Gartner Cyber Security Assessment revealed a multi-year plan to replace aging systems, enhance firewalls and other protections, and implement policies and procedures to ensure that the multiple divisions of the agency could keep up with security protocols intended to keep sensitive government systems operational and secure.

Solutions:

Follow the recommendations of the Gartner Assessment. This multi-year approach will bring the SOS up to date in terms of technology and security.

Issue 2 Create systems, policies and protocols that ensure the Secretary of State's Office is fiscally responsible, transparent, and is accountable in use of public funds.

Description: Lack of fiscal management and use of standard accounting principles has created a structural deficit for the Secretary of State, which has resulted in challenges related to being appropriately staffed and ability to provide competitive pay as well as meet basic operational needs. New systems are being put in place to ensure that the department is following state laws, rules, policies and protocols for use of public funds.

Solutions:

The Office will continue to work with state budgetary stewards such as OSPB, JLBC, SPO, and GAO to ensure that the agency is following state standards for use of public funds. All Administrative staff and division directors are being trained on procurement rules and guidelines, even for those divisions that have a procurement exemption. Staff is being trained on the system for requesting purchase orders. Division budgets are being provided to Directors with expectations that they will work to stay within their allocations. Administrative policies are being developed and implemented throughout the agency to work towards strong fiscal management for the department. An agency wide review has led to layoffs and realignment of positions. The agency needs to continue to address disparities across the department.

Issue 3 Ensure safe and secure elections.

Description: Following the 2016 Elections, officials, from the federal government to local municipalities, realized the work that needs to be done to ensure that the public has faith in our democratic institutions and to protect the integrity of the vote.

Solutions:

HAVA funds have made addressing this issue easier at the state and county level by providing much needed resources for the counties to enhance the security of their systems. We need to continue to explore what is needed to be done to protect from any vulnerabilities that might exist. Partnerships, such as the one being supported through the National Governor's Association Policy Academy, in which AZ was one of six states selected to receive targeted support and technical assistance from elections security experts, are making a significant impact in our efforts to build Incident Response Plans and Communications Plans so that we are prepared in the event of an emergency. These efforts will be on-going and continue beyond the 2020 Elections.

Issue 4 Records Management

Description: Costs of storage of paper records is costing the state over a million dollars through an outside vendor, with over 200,000 boxes in storage today. This number will be decreasing over time, with the last 30 years of records management moving towards electronic records. Currently, the state acts as an advisor to state and local jurisdictions, entities, and educational institutions on how best to store digital records, even though the SOS has a statutory obligation to ensure the maintenance of public records, no matter their format.

Solutions:

The Records Manager and Digital Archivists will continue to work with entities around strategies for ensuring accessible and safe storage of digital records. Digital records storage in the cloud are being piloted with superior courts right now. Discussions will need to continue around how the state ensures it is able to maintain public records that are currently stored electronically into the future.

Issue 5 Meet current statutory obligations of administering statewide elections

Description: Given adequate funding and resources, the Secretary of State's office intends to adequately meet all current statutory obligations of administering statewide elections.

Solutions:

As required by the Arizona Constitution and Arizona Revised Statutes, the Secretary of State will accurately certify all ballot candidates, certify and canvass results of statewide elections in a timely manner, appropriately test and certify voting devices for use by counties, implement testing for logic and accuracy of counties' election equipment, responsibly certify initiatives and referenda for the ballot, publish and mail or email the publicity pamphlet to every household with a registered voter, seek to educate the voting public by conducting Town Halls in all fifteen counties on ballot measures, and provide pamphlets in Spanish and Native American translation.

Issue 6 Conduct outreach to communities that have historically low rates of voter registration and/or voting.

Description: The Secretary of State is committed to ensuring that all people who are eligible to vote have access to voter registration and to opportunities to cast one's ballot. A particular focus will be with Native American Communities throughout the state of Arizona, but there is also a focus on African American, Hispanic, youth, people with disabilities, rural communities, active duty military and overseas citizens, among others.

Solutions:

Continuing to expand efforts to reach these communities is a top priority. The Secretary has created an Advisory Committee to assist with this effort statewide, and the department wishes to expand its capacity for outreach through communications/public awareness and support staff who can work to support efforts in these communities.

Issue 7 Build additional improvements in meeting our business services mandates

Description: The state of Arizona is working towards a One-stop-shop model of business development that will connect those wishing to do business in the state of Arizona with the Arizona Department of Revenue, the Arizona Corporation Commission and the Secretary of State's Office in one online portal.

Solutions:

The SOS will work with the Arizona Department of Administration to connect business systems. Resources will be required to build the underlying SOS system for the filing of trade names, trademarks, and limited partnerships, as well as the interface to the other state departments. The Business management system currently in use by the SOS is in need of replacement, but this will take an appropriation and investment of staff IT resources to implement and maintain.

Issue 8 Access & Inclusion

Description: Continue to develop services to facilitate access to resources, records and information for ALL Arizonans.

Solutions:

The agency will improve access to Arizona's underserved and unserved populations with a particular emphasis on training, digital inclusion, resource development, and user experience.

Issue 9 Resource Development

Description: Continue to seek outside funds for special projects, initiatives, and exhibits at the Libraries, Archives and Capitol Museum.

Solutions:

The State Library and Archives has raised over \$61 million dollars in grant funds for Arizona cultural institutions and for its own services. Although general operating funds must come from governmental sources (state general fund and federal IMLS funds), private and other governmental funds will be sought for special projects, pilot projects, events and exhibits. The agency will seek new ways to expand fiscal resources and make more effective use of existing resources.

Issue 10 Pending litigation

Description: The Secretary of State's Office will always be at the center of litigation, whether it be challenging elections laws or dealing with notary complaints. There is a need to ensure that resources are available for support from attorneys in the Attorney General's Office and, for when there's a need, outside counsel.

Solutions:

Appropriate resources need to be made available to the Attorney General or the SOS Office for litigation expenses.

Resource Assumptions

	FY2022 Estimate	FY2023 Estimate	FY2024 Estimate
Full-Time Equivalent Positions	144.0	144.0	144.0
General Fund	19,368,000.0	19,368,000.0	19,368,000.0
Other Appropriated Funds	1,080,000.0	1,080,000.0	1,080,000.0
Non-Appropriated Funds	500,000.0	500,000.0	500,000.0
Federal Funds	3,500,000.0	3,500,000.0	3,500,000.0