DELBERT HOSEMANN
Secretary of State

The Office of the Mississippi Secretary of State

5-Year Strategic Plan

For the Fiscal Years 2020 – 2024

1. Agency Mission Statement

The Secretary of State's Office will serve the citizens of the State of Mississippi and will fulfill statutory requirements for Business Services, Charities, Education & Publications, Elections, Policy & Research, Public Lands, Regulation & Enforcement and Securities in a transparent, efficient and cost effective manner.

2. Statement of Agency Philosophy

The Secretary of State was first established in the 1817 Constitution of the State of Mississippi. Over the years, the Office of the Mississippi Secretary of State has been entrusted with a number of duties, responsibilities and functions by the State Legislature. We are dedicated to being both a service and information agency - committed to modeling efficient, effective operations and prudent resource management.

3. Relevant Statewide Goals and Benchmarks
(From the "Statewide Strategic Plan for Performance and Budgetary Success – Building a Better Mississippi" created by the Mississippi Legislature in July 2014)

   a. STATEWIDE GOAL – "To develop a robust state economy that provides the opportunity for productive employment for all Mississippians"

   b. STATEWIDE GOAL – "To ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation and wise development of those resources"

   c. STATEWIDE GOAL – "To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government and participation in charitable organizations through contributions and volunteerism"

4. Overview of the Agency 5-Year Strategic Plan

Over the next five years, the Secretary of State will continue to increase efficiency through electronic improvements to replace paper processes. This supports our mission to fulfill our duties in a transparent, efficient and cost-effective manner. We will continue to operate as a results-based, goal-driven Agency.

Specifically, the Agency will complete the implementation of the following projects:
   a) Online management of 16th section land. This will be complete by June, 2019. Additionally, we will make further enhancements after the go live date. These enhancements include GIS, reporting and other BackOffice functionality.
   b) Help America Vote Act (HAVA) of 2002. President Donald Trump signed a $380,000,000 Omnibus Bill in March, 2018. The State of Mississippi's share is $4,483,541. This number was calculated by the U.S. Government using the State of MS, Voting Age Population. As instructed by the Elections Assistance Commission, these funds may be used to replace voting equipment that utilizes a voter-verified paper record; implement a post-election audit system that provides a high-level confidence in the accuracy of the final vote tally; upgrade election-related computer systems to address cyber vulnerabilities identified through DHS or similar scans or assessments of existing election systems; facilitate cybersecurity training for the state chief election official's office and local election officials; implement established cybersecurity best practices for election systems; and fund other activities that will improve the security of elections for federal office. The State of Mississippi is required to match the Federal funds by 5%. This amount is $224, 117. At June 30, 2018, the State has matched $210,000 of these funds. During the 2018 Regular Legislative Session, the Legislature approved a $210,000 re-appropriation of FY2018 appropriated funds to FY2019. The remaining balance of $14,117 will be paid from our FY2019 Appropriation. These funds have been setup in an interest-bearing fund. This interest is added to the amount payable to the counties. The counties will receive funds after completing the application for funds with the MS Secretary of State's Office (MSOS). Once the request has been approved, the county may instruct vendors of their choosing to complete the work. Once the county has submitted all proofs of work performed and proof of payment, including detailed invoices, the MSOS will request payment to be made either via PayMode or a warrant to be issued. The budget period for these funds are March 23, 2018 – March 22, 2023.
   c) Y'all Business website. We are currently working on updating data as each dataset matures and new data is released.
   d) Increase network security and infrastructure. Secretary of State has been recognized as a leader in state government cybersecurity. We will continue to improve our security by using the latest software and network infrastructure. We will move the agency's network infrastructure to a software defined network. When complete, we will be in a much better position to move our network resources to a cloud solution or a virtual Disaster Recovery site. We use the latest technology from cybersecurity industry leaders to provide internal network security, and to secure our network perimeter. We will continue to use the latest security technologies to protect agency data, such as software that utilizes artificial intelligence and machine learning. Similarly, we will review and identify data in our custody in need of encryption.

5. External / Internal Assessment

- Changes in the economy, positive or negative, may affect the number of business filings processed – which may increase or decrease Business Services revenues.
- Legislative directives may change the course of projects and priorities. (Examples – Voter ID legislation, Help America Vote Act, Campaign Finance, The Vulnerable Adults Act, etc.)
- As more database hacking and network insecurities rise, IT costs follow this trend. The agency has a strong focus on protecting sensitive information, and will adopt and implement the latest cybersecurity products and practices needed to secure data in the agency's custody.

6. Agency Goals, Objectives, Strategies and Measures by Program

A. PROGRAM #1 - BUSINESS SERVICES

I. BUSINESS SERVICES (BS) GOAL A

To provide a wide range of services to individuals and companies who conduct business in Mississippi, including those starting a business within the state.

BS OBJECTIVE #A1:
Timely and accurately file all corporate, LLC, partnership and other business documents to allow new and existing businesses to complete business transactions within our state.

Outcome: All business documents filed and posted to Agency website.

A1.1 STRATEGY
Output - Number of business documents filed
Efficiency - Documents filed website within 2 business days.

BS OBJECTIVE #A2:
Timely and accurately file all Uniform Commercial Code (UCC) documents to allow lenders and borrowers the security necessary to conduct business in Mississippi.

Outcome: All UCC documents filed and posted to Agency website.

A2.1 STRATEGY
Output – Number of UCC documents filed.
Efficiency – UCC documents posted on website within 2 business days.

A2.2 STRATEGY
Output – Number of UCC searches requested and completed.
Efficiency – UCC searches completed within 2 business days.

BS OBJECTIVE #A3

Timely and accurately file other Mississippi business documents received.

Outcome: All other business documents completed and returned to customer.

A3.1 STRATEGY
Output – Number of notary applications processed
Efficiency – Notary applications processed within 2 business days.

A3.2 STRATEGY
Output – Number of apostille applications processed
Efficiency – Apostille applications processed within 2 business days.

BS OBJECTIVE #A4
Provide excellent customer service to those doing business in Mississippi.

Outcome: All inquiries answered timely and accurately.

A4.1 STRATEGY
Output – Number of phone calls received
Efficiency – Answer at least 92% of all calls within (10) seconds.

A4.2 STRATEGY
Output – Number of work orders (other business searches) requested and completed.
Efficiency – Work orders completed within 2 business days.

ii. BUSINESS SERVICES (BS) GOAL B
To create an efficient government agency to regulate business-related matters assigned under the Agency's purview: charitable organizations and fundraisers, the sale of securities and securities dealers, scrap metal dealers and processors, the pre-need funeral industry, perpetual care cemeteries and other regulatory matters.

BS OBJECTIVE #B1:
Register and regulate all charitable organizations and fundraisers who solicit contributions in Mississippi.

Outcome: All charity and fundraiser documents filed and posted to Agency website.

B1.1 STRATEGY
Output – Number of Charity / Fundraiser registrations and renewals processed.
Efficiency – Registrations and renewals posted to website within 2 business days of receipt of completed package of

documents.

BS OBJECTIVE #B2:
Investigate charity complaints and/or violations of the State's charitable laws and levy fines or dissolve charities, when necessary.

Outcome: All examinations and investigations performed timely.

B2.1 STRATEGY
Output – Number of examinations / investigations / complaints.
Efficiency – Make contact with complainant within 2 business days.

BS OBJECTIVE #B3:
Register and regulate both the sale of securities and the securities professionals who sell them.

Outcome: All securities documents filed and posted to Agency website.

B3.1 STRATEGY
Output – Number of security registrations and renewals (offerings)
Efficiency – Offerings reviewed within 5 business days of receipt of complete security document package.

B3.2 STRATEGY
Output – Number of security registrations and renewals (firms/agents)
Efficiency – Firms/agents reviewed within 10 business days of receipt of complete security document package.

BS OBJECTIVE #B4:
Investigate securities complaints and/or violations of the State's securities laws and levy fines. When necessary, work with federal and state prosecuting authorities to investigate violators of the State's securities laws.

Outcome: All examinations and investigations performed timely.

B4.1 STRATEGY
Output – Number of examinations / investigations / complaints
Efficiency – Make contact with complainant within 2 business days.

BS OBJECTIVE #B5:
Register and regulate scrap metal dealers and processors, the pre-need funeral industry, perpetual care cemeteries and athlete agents.

Outcome: All regulatory documents filed and posted to Agency website.

B5.1 STRATEGY
Output – Number of scrap metal dealers and processors registered.
Output – Number of pre-need establishments and agents registered.
Output – Number of perpetual care cemeteries registered.
Output – Number of athlete agents registered.

BS OBJECTIVE #B6:
Investigate complaints and/or violations scrap metal dealers and processors, the pre-need funeral industry, perpetual care cemeteries and athlete agents and levy fines, when necessary.

Outcome: All examinations and investigations performed timely.

B6.1 STRATEGY
Output – Number of examinations / investigations / complaints
Efficiency – Make contact with complainant within 2 business days.

B. PROGRAM #2 – ELECTIONS
i. ELECTIONS GOAL A
Ensure fair elections in the State of Mississippi.

ELECTIONS OBJECTIVE #A1:
To manage the statewide voter registry, collect election returns and assist local election officials.

Outcome: Ensure timely and accurate voter and election information to the public.

A1.1 STRATEGY
Output-Hold multiple training sessions for county and municipal election officials, as well as election commissioners, for updating voter registry and conducting election procedures.
Efficiency – Eighty-two (82) attendees to complete the Online Poll Manager Training
Efficiency – 60% of Poll Workers to (successfully) complete the Online Poll Manager Training on their first attempt.
Efficiency-Fifty (50) updated Voter Registrations via (OLVR)

ii. ELECTIONS GOAL B
Ensure that public is informed regarding lobbyists and the campaign finance results of candidates.

ELECTIONS OBJECTIVE #B1:
Timely process and make publically available all required campaign finance and lobbyist filings and reports.

Outcome: Public access to campaign finance and lobbyist reports.

B1.1 STRATEGY
Output - Number of campaign finance and lobbyist reports.
Efficiency – 100% of reports posted to Agency website within 2 business days of receipt

B1.2 STRATEGY
Output - Number of fines issued for delinquent campaign finance and lobbyist reports.
Efficiency 100% of fines issued posted to Agency website within 2 business days of issuance.

C. PROGRAM #3 – PUBLICATIONS
i. PUBLICATIONS GOAL A
Produce and distribute official state publications including the General Laws, Local & Private Laws, House and Senate Journals and the Judiciary Directory, and Court Calendar, as well as the Official and Statistical Register of the State of Mississippi, more commonly known as the Blue Book.

PUBLICATIONS OBJECTIVE #A1:
To produce and distribute official state publications, agency publications and other internal educational and meeting materials, in a timely and accurate manner.

Outcome: Hard copy or electronic publications distributed.

A1.1 STRATEGY
Output – Number of statutorily required documents produced.
Output – Number of agency publications documents produced.
Output – Number of website / online posting of new materials.
Output – Number of bills chaptered and recorded.
Efficiency – Statutorily required documents published by the established date.

ii. PUBLICATIONS GOAL B
To oversee educational, outreach and constituent programs, including the "Promote the Vote" education program for K-12 students.

PUBLICATIONS OBJECTIVE #B1:

Educate Mississippians on Agency services and other outreach topics.

Outcome: Engage Mississippians with the Agency.

B1.1 STRATEGY
Output – Number of constituent customer service requests for documents or information.
Efficiency – Constituent requests completed within 2 business days.

B1.2 STRATEGY
Output – Number of educational events, speaking engagements, study groups and/or public hearings
Output – Number of students / schools participating in "Promote the Vote" program.
Efficiency – Participation rate in "Promote the Vote"
Efficiency – 11,000,000 visits to www.sos.ms.gov.

D. PROGRAM #4 - PUBLIC LANDS
i. PUBLIC LANDS GOAL A
To return fair value for state owned leased land and ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation and wise development of those resources.

PUBLIC LANDS OBJECTIVE #A1:
Manage the Public Trust Tidelands and submerged lands to preserve their ecosystems and to prevent their despoliation and destruction. Conserve, preserve, protect and manage public tidelands in Mississippi.

Outcome: Lease Public Trust Tidelands, where appropriate, to generate for the disbursement to the Department of Marine Resources for programs and projects relating to conservation, reclamation, preservation, acquisition, education and enhancement of public access to the tidelands.

A1.1 STRATEGY
Output – Number of Tidelands leases managed
Output – Keep property records up to date on the Secretary of State website at www.sos.ms.gov.
Efficiency – Collection of leasehold rents or assessments within 30 days – or assess a late penalty.
Efficiency – Collection of leasehold rents or assessments within 90 days – or cancel the lease.

PUBLIC LANDS OBJECTIVE #A2:
Oversee management and leasing of more than 640,000 acres of 16th section public school trust lands by 106 local school districts, by working cooperatively with the Mississippi Forestry Commission to manage the timber lands.

Outcome: Conserve, preserve, protect and manage 16th section public lands in Mississippi.

A1.1 STRATEGY
Output – Publish notices of public bids for hunting and fishing leases, agricultural leases and mineral leases on 16th section public school trust lands.
Output – Number of 16th section leases managed.
Output – Keep property records up to date on the Secretary of State website at www.sos.ms.gov.
Efficiency – Review of leases with average turnaround time of less than 10 business days.

ii. PUBLIC LANDS GOAL B
Return properties forfeited to the State for non-payment of taxes to productive use by generating tax revenue for local tax rolls through the sale to individuals, businesses or state agencies.

PUBLIC LANDS OBJECTIVE #B1:
The goal is to return the parcels to private ownership and return them to local tax rolls or back into public use.

Outcome: Timely and accurately process applications for tax-forfeited land purchases.

B1.1 STRATEGY
Output – Number of tax forfeited applications processed.
Output – Five Hundred *(*500*)* tax forfeited properties sold.

E. PROGRAM #5 - SUPPORT SERVICES
i. SUPPORT SERVICES GOAL A
To create and maintain an environment of support to our employees, customers and vendors, while modeling efficient and effective operations and prudent resource management in the support of the functions and duties of the Agency.

SUPPORT SERVICES OBJECTIVE #A1:

Provide administrative and technical support to the Agency to allow for its employees to function to their highest level.

Outcome: Agency supported by administrative, executive and technical staff.

A1.1 STRATEGY
Output – Number of payments processed.
Efficiency – Payments processed within an average of less than 10 working days of invoice receipt.
Output – Number of technical services help desk calls received.
Efficiency – Technical help desk calls answered and tickets closed within an average of less than 5 business days.
Output – Number of pieces of mail processed.
Efficiency – Mail processed within an average of less than 1 working days of mailroom receipt.
Output-Support Services less than or equal to (27%) Total Agency Expenditures.