STATE OF LOUISIANA LEGISLATIVE AUDITOR

Department of State: Analysis of Program Authority and Performance Data

September 1993



Performance Audit Di

Daniel G. Kyle, Ph.D., CPA, CFE Legislative Auditor LEGISLATIVE AUDIT ADVISORY COUNCIL

MIMHES

Representative Francis C. Thompson, Chairman Sensite Ronald C. Boan, Von Chairman

Souther Robert J. Barbarn Souther Wilson E. Failt Souther Thomas A. Gorcon Souther Config F. Rammo Representative F. Charles McMaine, Jr. Representative Waters J. Tobles, Jr. Representative Waters J. Tobles, Jr. Representative Waters

LEGISLATIVE AUDITOR.

David G. Kolo, Ph.D., CPA, CPE

DEBECTOR OF PERFORMANCE AUDOT

David K. Greer, CPA, CPE

Department of State: Analysis of Program Authority and Performance Data

September 1997



Performance Audit Office of Legislative Auditor State of Louislama

Daniel G. Kyle, Ph.D., CPA, CFE.

Table of Contents

Legislerive Auditor's Transmittel Letter
Executive Summary
Chapter I: Introduction
Avail talitation and Objectives
Report Ceschoides
Accountability initiatives3
Program Budgeting and Santagic Planning Foots on Outcomes5
Executive Budget Is Basis for General Appropriation Act
Scope and Methodology
Areas for Parker Study
Report Organization
Chapter 2: Department Overview
Chapter 2: Department Overview Chapter Cenchatore
Chapter Conclusions
Chapter Conclusions
Chapter Conclusion
Chipter Canchader
Chapter Conclusione
Object Conductors
Chipter Canchadore

Overall Mission Stat	ment Meets the Established Criseia	
Department Does No	Engage in Strategic Planning warran	X
Antiyais Conducted		
Chipter Coeclusions		

Chapter 3: Analysis of Performance Data (Cont.)

Essentive Rudget Cantainst No Goals for Department,
Administrative Program's Performance Data Lack Critical Components
Elections Program Mission Meets All Criteria
Archives and Records Program Missian Meets All Cristelia
Maseums Program's Performance Data Need Improvement
Commercial Program's Performance Data Need Inconverses

Exhibits

Etchibit 3-1: Majar Components of the Stategic Planning Process
Exhibit 1-2: Essentive Budget and Appropriation Processes
Eakliki 2-1: Expenditure, Budget, Appropriation and Staffing Data - Fiscal Yuan 1985-96 and 1986-97
Eakbit 2-2: Organization Chart - Fiscal Year 1996
Exhibit 2-3: Number of Visitors - Fiscal Year 1996
Exhibit 3-1: Criteria Used to Evaluars the Fiscal Year 1996-97 Executive Budget Performance Data37
Exhibit 3-2: Performance Data Reported in 1996-97 Essensive Budget Administrative Program
Eability 3-3: Results of Comparing Administrative Program's Performance Data to Established Criteria
Eahlibit 3-4: Performance Data Reported in 1996-97 Executive Dadget Elections Program
Exhibit 3-5: Results of Comparing Elections Program's Performance Data to Enteblabed Criteria
Exhibit 3-6: Performance Data Reported in 1996-97 Executive Balget Archives and Records Program
Eablish 3-7: Results of Comparing Arthbuss and Roccade Program's Performance Data to Established Criteria
Eablish 3-8: Purformance Data Reported in 1996-97 Eccentric Dedget Maneuran Other Operations Program
Exhibiti 3-5: Results of Comparing Mesenana/Other Operations Program's Performance Data to Enablished Orienta

	Ċe		

Exhibits (Cont.)

Eduble 3-10.	Performance Data Reported in 1996-99 Essentive Bodget Commercial Program	
Exempt 3-11:	Remits of Comparing Commercial Program's Performance Data to Datablished Criteria	

Pager

Appenditus

Appendix A:	List of References. A.1
Appendix R.	Boards and Commissions Related to the Department of State
Appendix C:	Department of Stata's Response. C.1
Appendix D:	Division of Administration - Office of Planning and Bedent's Remotan



LEGISLATIVE AUDITOR

The Hanceable Randy L. Dwing, The Hanceable H. B. "Hand" Downer. Jr. Speaker of the House of Representatives

Deer Senator Facine and Representative Desenation

This report gives the results of our performance audit of the Program Authority and Performance Data of the Louisiana Devartment of State and its related boards and convolutions at anothed. Is addition, this study is one step toward meeting requirements of the Louisiana

The report represents pay findings, conclusions, and recommendations. We have also identified matters for including consideration. Amondia C contains the Deservoy of State's reported. Appendix D contains the Office of Planning and Eudors's paragraphics of State 5 report will be af use to you in your legislative decision making response.

The second second



Office of Legislative Auditor

Executive Summary Department of State: Analysis of Program Authority and Performance Data

For facal year 1906-97, the legislature appropriated almost \$11.8 nullion to the Department of State. Our performance multi-of-the department's performance data in the 1996-97 necessive budget found:

- The department and program missions included in the 1995-97 executive budget are consistent with the responsibilities given the Decentary of State and department by state law.
- The Department of State does not engage in formal switepic planning. The lack of Soreal answire planning may explain zoose of the deficiencies found in the department's performance data. A mojer redeficiency is the lack of gaals for any pergram. As a sense, the program managers may not have a sense of direction on how to address their outloots.
- The professance information in the concerts hulger could be much more work to techniter and techniter for distinguisating purposes. The minimum interments generally most the wald-label airwink. However, now of the 23 objective notation is aims for accompliances, and only me contains a story to be exhivable Although 22 of the objective specified and most many for could us banady summit. The performance indexens do not provide could us to bandy summit. The performance indexens the set Although 22 of the objective specified and most more than Antipicing waves has no exclusions in the many formation of the set of the set
- Two programs within the Department of State perform similar functions that may be deplicative. The Massums and the Authives and Records programs both display solibits.

 The Department of State has one program, the First Stop Stop, which may deplicate a similar program at the Department of Economic Development. These displantive activities could mean that the state is anoming outs time, more, and offer to delive this service.

> David G. Kyle, Ph.D., CFA, CFE, Legislative Audior Phone No. (204) 533-5500

Examples Semmery

Audit
Initiation
and
Objectives

The Office of the Legislative Auditor conducted this performance and in the nonconvert hadape programs teleformation for the Department of State in response to certain regularization of the 1010 of 1955. This ari entered the stars and 51 km by Adding Louisians Revised Status (U.S.) 24:522, which centred for Louisians Revised States (U.S.) 24:522, which centred discussion the States (U.S.) 24:522, which centred for Louisians Revised States (U.S.) 24:522, which centred discussion the States (U.S.) 24:523, which centred discussion the States (U.S.) 24:524, which centred discussio

- Determine if the department's missions and goals as reported in the fiscal year 1996-97 executive budget are consistent with logislative intern and legal authority
- Determine if the department's missione, goals, objectives, and performance indicators as reported in the fixed year 1996-97 executive badget are consistent, with established orientia.
- Determine if the department's objectives and performance indication as reported in the fixed year 1995-97 executive badget collectively provide useful information for decision-making parcents
- Identify any programs, functions, and antivities within the department that appear to be averlapping, displicative, or extended

Department Overview Antible IV, Seeden 2 of the Loadiana Constitution of 1974 central to Department of Bass, and Adapasa for Security of State as in securities thead and an Loadiana's chief discost effects, in addition to defaunt allow. The conduct is during the security particular data, such as additional additional department is using our fluctuations. The conduct is addited to department in using our fluctuations in four all a programs. Database Open Department and a security of the additional additional departments in 1987 on the Additional Department of the department in 1987 whether the part of the additional departments of the open terms in 1988 whether the part of the additional departments of the part of 11.11 whether the part of the additional data and was approprised methy 51.11 whether the part of the additional data and was approprised.

Gee pages 20-21 of the report 3

Doparanett of State



For the many part, the minime numerics for all Porpopulses are constraints with the supposed hilds plants the scentary and digentizery by main law. That is, the initiation related the instear of the injusticiants are potential on intelligibility and and initiation statisticated of the Antidentizative parameters for the initiation statisticated of the Antidentizative parameters for same constraints and the Antidentizative parameters for a synthetic para of the relative matches that appropriate for not include a statement of the Antidentizative parameters and an internative statement of the Antidentizative parameters for a statement and the improved by adding the version's constraintion statement and the improved by adding the version's constraintions.

See paper 23-24 of the report i

According to the 1996-97 associative loadget, the Commercial program processes the registration of certain two associal leavis of manipulation and other policial subdivisions. According to departness (Climata, this function in being certified our to the Administrative program. That additionnon may canadase medien of the exerctive todget about the functions conducted in these two traverses.

Gee pages 31-32 of the report 3

The 1994-97 executive budget does not countin goals for any department programs. As a result, program managers may not have a same of direction on how to address their missagers.

(See page 23 of the report.)

Potentially Overlapping and Duplicative Functions We reviewed the programs, functions, and sorivities of the department to identify any find appeared to be overlapping, deplication, or contracted. As a next of the review, we finand nor programs within the Department of State that perform very similar activities. The Moreemen and the Archives and Records programs body display enables.

See page 32 of the report is

In addition, the business community and individuals socking to analylish or sepand a business can obtain information or various licenses required by sale agreemen from the first Orap Stors. The Department of Economic Development also conduct a

Pres Xi

program that provides very similar services to the business community.

These potentially deplicative activities could mean that the Department of State is specializing more time, turney, and effort in delivering services than is necessary. However, because it was not which the scope of this addy, we did not conduct individual program evaluations to descende if deplication is networky occurring.

(See pages 52-33 of the report)

Recommendations

With the assistance of the Office of Planning and Rudget, the Department of State should:

- 2.1 Amost the Administrative program minion statement to make reference in the Socretary's constitutional and statutory dution performed by this program.
- 3.3 Move the description of processing of the registration of certain tax-second bunds of municipalities to the Administrative program, where this precessing is actually conducted.

Matter for Legislative Consideration

2.1 The logistrary may white to consider consultating the requestion of the second provided and the temperature of the second provides of the second protemperature of the second Development and the Department of State to carry set this activity. Analysis of Performance Data The Department of State developed performance data for the 1990-77 concurve budget without using formal statistic planning. The back of Spenal strategic planning may explain some of the deficiencies found in the department's performance data. A major deficiency is the lack of goals in the 1996-97 noncurive budget.

The mission statements of the department's five programs premely next the stabilistic criteria. However, the relation of the Massume/Other Operations program does not identify its cummers. The mission of the Commercial program has sin famels Some faces identify the customers served, but others do not.

Also, the minimum of two programs are not consistent with the overall department minima. First, the Massura' function is net a part of the overall department minima. Second, the Administrative programs's minima does not its contain constitutional duties that are commised in the overall reasons attenues.

(See paper 53-56 of the report)

The Administrative program includes administration, mpress, and accessiblemation functions. These are objectively for the support or preformation induced to find the instance of the support of the support of the support of functions should be sequented for the propose of developing memory and the support of the propose of developing memory and the support of the propose of developing memory and the support of the propose of developing memory and the support of the propose of developing memory and the support of the proposed of the support of the provide program of the proposed of the support of the provide provide proposed and other survivas to the support of provide provide provide additional the support of the provide provide provide addition of the proposed of the provide provide provide addition of the proposed of the provide provide provide addition of the provide provide provide of the provide provide provide addition of the provide provide addition of the provide provide addition of the provide provide provide addition of the provide addition of the provide provide addition of the provide addit

Gee page 39 of the report ,

Oreast, the dependency's objectives do not next the avail-based vertices. Now of the 23 velocities are standards, and only one contains a target for accompliablenest. While 22 of the dependency's objective specify as net reals, zone of the end results are very invest and general. Alon, for four populars, the opported the long standards into 25 balavidue. We represent the long standards into 25 balavidue. We instand stranged in very

Page sit

Is general, the performance indication reported in the accordary budget of any provide useful information allowed the programmal "performance. Although they relate to the objectives and are clear and any to understand, the performance indicators of not measure progress toward addriving the objectives. One program has to a methoremeric indicators.

The 2.8 performance indicators are all couple indicators imagenesses, a performance by the Unitiation of Administration's Office of Planning and Badgut (DPR), arrenses the need for a biological and performance indicators. This set of performance indicators should include new only anyte types, has data inputvatores, and effections. Without a balance of indicators in the executive badget, users of these data will not have complete information any amount performance.

As a result of deficiencies in the performance data, a legislator may not have sufficient information to evaluate the reefformance of the description of its response.

(See sages 33-36 of the report.)

Recommendations

With the assistance of the Office of Planning and Rudret, the Department of State should:

- 3.3 Begin developing a strategic plan for the entire department.
- 3.2 Amond the overall department mission statement to include the Maxesma/Other Operations preserval's functions.
- 3.3 Formulate objectives and performance indicators for the administrative, support, and other distinct functions within the Administrative program.
- 3.4 Clearly identify, in all program mission statements, the contamers served.
- 3.5. Farmulate goals for each program that most the criteria in Eachibit 3-1.

- 3.6 Develop objectives for all major functions within such program. Each objective about ocentain a target to Be achieved, a time frame, and specify an end result for eccompliatment. Each objective shandle be represently stated, and be combinent with the guids.
- 3.7 Develop performance indicators that measure progress terminal addening objectives. In addition, the department should have a halaweed set of performance indicators for each program. The set of performance indicators should include some of each type.

Chapter 1: Introduction

and Objectives

The Office of the Lagriture Auditor conducted that a performance and if the ecotoxics long pages alternative Longiana Revised Starse (R-S), 2012; Act 1199 of the 1990 Regular Lagidation Sonian method for same and larse, R-S 20311 of easy, and contest for Landman Performance Audit Programs. Allonged the lightithra and one is noticed performance and/pages for feasing. In 2012 Invasidian on sensal performance and/pages for feasing. In addition to finding performance Audit programs for leasting, the fully alternet method by Performance Audit Programs in identify and just for the stars?

This report is our of a series of reports on all major executive branch departments addunating the following objectives

- Determine if the department's missions and goals as reported in the Socal year (996-87 essentive budget are consistent with legislative intent and legal autocity
- Drawning if the department's missions, posts, objectives, and performance indicators as reported in the fixed peer 1996-97 concurve budget are consistent with established catheria
- Determine if the department's objectives and performance indicates as reported in the fiscal year 1996-97 accountys budget collectively previde metfall information for departmentation memorys.
- Identify any programs, functions, and activities within the department that appear to be overlapping, deploying, or estimoid.

٠

Report Conclusions Article IV, Sertion 7 of the Loubinna Constitution of 1774 crusts the Department of State and authorizes it is carry out the functions of degs of its five programs. State har authorizes the department to carry wat the activities in the ether program, Massenar/Other Operation.

Total expenditores of the department for flow) year 1995-36 were about \$11.2 million. The legislature authorized the department to spend nearly \$11.3 million in flow) year 1996-97.

The mission statements for the department's five programs are consistent with the responsibilities given the secretary and department by state into: That is, the mission reflect the intent of the legislature as perferyed is underlying how as well as the intent of the deplotter of the constitution

We reviewed the programs, functions, and activities of the department to identify any that appeared to be vertileping, deplication, or extended. As a result, there are two programs within the Department of State that perform similar serivities. The dissense program and the Archives and Hereoch programs the dissolve exhibits.

The backness community and individuals versing to workfast or exposed a bouleness on which indervations on the varieus licenses required by state agencies from the department? First Stap Skop. According to state law, the Department of Einsensis Development is also authorized to conduct a program, and there is also the state is provide deployment, and the state of the state is provide a secondary, and there is defined in provide the secondary.

The Dipartment of Site developed performance data to be insteaded in the 1996-97 corrective longity without using formal index of the data. The second second second second performance data. A margie definition is not approximately performance data. A margie definition is not approximately in 1996-97 corrective longity. As a needle, program semigrers may and hore a sense of direction on how to address ducir ministen. The program actions automatic generally must the enablable derivers. They state the purpose of the program and are cognitationally enceptiable. However, the ministess of these purgamat are not consistent with the verself departmentals ministes. First, the Maxemati 'fraction is not a part of the verself departments ministes. Screech, the Administrative program's ministen does not list certain constitutional during that are constituted in the versall lassing statements.

Greenil, the department's objectives do not most the established oritoria. Name of the 25 objectives provide a time frame is which to achieve the end result, and only one objective is measurable. However, 22 of the objectives specify an end result, although many of these end results are brandly stated.

In general, the performance indicators reported in the executive budget do not previde unifail information about the programs' particumants. One programs has no performance indicators at all. In addition, the performance indicators do not messare programs invested additioning the objectives, addrength they do relate to the objectives and are other and easy to understand.

As a result of definituties in the performance data, an external user may not have sufficient information in evaluate the performance of the department or its processing.

Accountability Initiatives Acids 14, besion 6 of the Louisieus Constitution of 1970. respectivel the security is built of the Louisieus Constitution of 1970. says that the situation of the neurative baseds of state parvaments is to, in part, presence contemp and officiency in the operation and management of state parvements. Since the recognition, and defined of them to be not solutions to definish the definition of them to be the state of the state species, and define provide for the standard version.

R.S. 24 522 requires the legislative and/or to annually make recommendations to the legislature relative, in part, to the effectiveness and efficiency of programs and services that the *n*suring state annuals provide. In revising it identifies the units.

Page 2

to evaluate the basic assumptions underlying all state agencies, programs and nervices to anish the legislature is identifying these that are visit to the best insesses of the people of Louisian and these that no longer need that guid. The last also requires state agencies to produce certain information during the badgetary process.

In July 1996, the Office of Legislative Andres introd a propt the standard dis performance and progenes of Leadinan using processes. That reper followed up and in convention lister and in performance and the standard standard standard transformer and the standard standard standard standard transformer and the standard standard standard standard transformer and standard standard standard standard lead start catual legislation. We also thereford a reaches records and interference memory, we have a start of the standard lead start catual legislation. We also thereford a reaches or records and interference thereing, and the start of the start of the interference memory.

As part of our continuing officits to meet the requirements of R.S. 24322, we have incored this report funct countiens the ligal adherity for the department's prepares and services. This report also countiens the prepare information contained in the fixed year (1964-17 second-to depart and belief) on the need for the terplaneting. As previously measicond, similar performance and mergers are the biased and all other consolve heats Meanments.

State live also requires aprecise to provide the legislature with certain internal information to justify their existence to continue. This is referred to as the smarter review process. This process allows for legislature as opportunity and mechanism to conduct the operations of pairs interiore enditors.

Solar live also require as sensal report by department underscrutzing to this department rangement and program, analysis. These reports, required by the previous of P.S. J. 64, an enformed to an Act 164 sports, into Act 164 all of 22 originally cannot this law. This law requires against no conduct resolutions and analyses of programs, specificity, and profiles to improve the efficiency, researcy, and effectiveness of the departments.

Other performance legislation includes an accountability act for colleges and universities. Also, various agency performance related reports are required to be submitted with the

Page 6

Control 11 Internationalise

agency budget request. One of these reports is referred to as the "Surget Review Budget Request Supplement."

Frogram Budgeting and Strategic Planning Focus on Outcomes An EV of the 1953 Figure Logitation Densins required the solut in addrey segment helpfolgs gravity models and your 2014-18. S.S. 27:25 requires the concrete being to be in a former that catelogy resonand add gladback to programs operative by state provincent. According to Management, a pladbackie of the Division of According to Management, and Manage (2015), pagents helpfolgs in a helpfolgs to Management, and Management division for the program belgeting to concrete also writes that program belgeting to the source of Management also writes that anyone belgeting to increase of the source of the sourcedners.

Stantigic planning is a process that sets goals and objectives for the future and reatingies for achieving these goals and objectives, with an emphasis on how best in use resources. Program holgeing involves the development of minimon, gatal, objectives, and performance indicators. Thus factors are concensents of the network transition process.

Exhibit 1-1 on page 6 shares how missions, goals, objectives, and performance indicators rulnas to each other. As seas to serve in the arkhist, the rulnasins in the base from which goals are derived. Objectives frow from the goals, and performance indicators: they from the objectives. Page 6

Department of State



Mangerer.

Managemente defines the above terms as follows:

- Mission: a boad, comprehensive statement of the equalization's purpose. The mission identifies what the expaniantice does and for when it does it.
- Goals: the general end purposes toward which effect in directed. Goals above where the organisation is print.
- Objectives: specific and measurable targets for accomplishment. Objectives include a degree or type of sharpy and a timerable for accomplishment.
- Performance Indicators: the tools used to measure the performance of policies, programs, and place.

Chose 1: beseduction

Furthermore, Monagemente entegorizes performance indicators into five types:

- Impact individues: resource resource allocation and demand for services. Examples of input indicators are budget allocations and massher of full-time expirations regularizes.
- Output indicates measure for servent of products or services provided or the number of customers served. Ecomplete of surger indicates incided the sameler of statistic encoded is an adult education costse, the member of vaccinations given to children, and the member of vaccinations given to children, and the
- 3. Observes indicators notarce retails not access program inpact and effectivemens. Recarging of outcome indicators are the number of purpose abiles to sead and when after completing an addit deducation occurs and the change is the highway deach sus. Outcome indicators are the nonce important performance sustances howards for draw whether or not expected regulators being abilityed.
- 4. Efficiency indicators measure productivity and conefficiencema. They reflect the cost of providing services or soliciting results. Zeample of efficiency indicators include the cost per reflect encoded in an addet electratic course, the lost occeptance sate at a loophal, and the sources processing time for environmental permit applications.
- Quality indicators measure effectiveness is meeting the expectation of environment, statisticates, and other groups. Examples of quality indicators include the number of defau-theor reports compared to the number of reports produced, the accordinations of estimations or programmer, and the number of customer completents field.

Mangervare also peints out the benefits of program building. According to Managervere, program budgating strentilters the budget process. Managervare also any that program budgeting proggate cataly enangegates by disvergimenapers more budgetury facilitation and antimating concentrality for the outcament of programs. Since agenerations

Page 7

Department of Sea

are made at the program level, program managers (on more casily abilit family from one expenditure category to another to cover wandelipsed needs, according to Manageware.

The send for accountility is government operation to provide a second second second second second second Accounting and the second 1903. This act roughest agencies use guala, resource of longs and second s

In Louisinea, the 1996-07 general appropriation bill and oreniting act included program descriptions for the first time. The final year 1997-29 general appropriation bill also included performance indicases. For fixed year 1997-98, this information is presented for informational papers (20), they are set of future, it will never as a starting point for the full implementation of performance based buildering.

Buginzing in family your 1994-99 and all arbeaquest famil years, key objectives and key parafermance indications contained in the General Appropriation Art will be included in the agency's appropriates. Each agency will be required to provide quarterly performance progress reprists. The agency's approximation will be incured conditioned upon the agency preparing and submitting these protes.

եղոն

Executive Budget Is Basis for General Appropriation Act Article VII, Section 11(A) of the Louisiana Countration of 19N requires the generator to subular la kodget estimatus to the logicitature that uses forely, the state separations for the next fixed year. This bodyper estimate, the executive badget "sum include recommendations for appropriations from the state general fixed, decidered fixed, and self-energy and fixed.

R.S. 39.36 requires the executive hadget to be configured in a format that clearly presents and highlights the programs operated by state government. This statute also requires the executive balance to include:

- an outline of the agency's programmenic structure, which should include an itemination of all programs with a clear description of the objectives of each program;
- (7) a description of the activities that are intended to accomplish each objective; and
- (7) clearly defined indicators of the quantity and quality of performance of these activities.

OPEI develops the energive badget based on valuations material consisted is vertices documents prepared by the dependences as part of their budget request. The budget request packages are made up of hit expansic components, which are listed below. These packages contain both financial and pregnus information.

- Operational plana describe the various programs within state agencies. They also give programs indicators: Operational plana are derived from longrange visitingia plana. If your field with a proteines of materies plane will be addressed during a given revealment post.
- Existing sperving budgets describe the initial openning budgets as adjusted for actions taken by the local Lapitstrive Consultance on the Budget, the Instrin Emergency Based, the legislature, and/or the governor.

1 The generator also sales in a capital analog budget. However, the acope of this and it tailades with the researches budget.

5 here 16.

- Continuation backgate directive the level of funding for and backgate user that reflects the economic functionary and resulting prepares and fundions at the current series of particle is the same fundions. The current series of particle is the same fundion of the current series of the same series of services as materials as a series of inflations and lineary areas that and any series of inflations and incrumed ones that any series of inflations and more desagorable or other changes. Construction is adjects results are substantial and any series of the same series of the more desagorable or other changes. Construction is adjects results are substantial information.
- 4. Technical/where adjustment parkages allow for the transfore of progeness of relations from contain agencies or departments to other agencies or departments. However, truth overall revenues and coparafirmes cannot be increased. The studential/wher adjustment packages also contain program. information.
- 5. Now an expanded service requests are designed to previde information about the cost of new and/or expanded services that departments will provide. These service changes can come about an a result of requisition or proceeding dramped that are/ware controlled by the agency or by the addition of services that were not proceeding provided. The team of additional service requests also contain program information.
- Tetal request summaries provide a cross sheek of the total budget request downment. These forms are designed to provide summaries of all the requested adjustments made to artive at the total budget resumes.

According to Monopower, the truth budget report must be according to Monopower, the truth budget Report puppenent (i.e., RES forms). The RES forms in all anti-budget hugget budget with him been discussed to adhesing the Guogh bygither/by authorizing pergress and also of the legibilities The which no feach were agreeping in the cension governing budget. The RES forms must be submitted to CPS, the Legibilities Threat OCTice, and the Joint Legibility Committee on the Radeet. To the 1966-97 thead year, CHB prepared and published around volumes of a two-part toconscip halped taining the departments' hadget receptor packages. Out part of the executive larget contains familia information, and the other part contains pregness information. The programs information includes pacpane descriptions, matrices, pathol, effortives, and ip other part contains indications related to the services and products all each department readings that the other particles and products all each department services are preding at the recepts.

According to E.S. 35-27, the governor routs tubent the securito badget to the loke Logistive Committees on the Badget. The processer must tasks a copy of the susceit/so badget available to each member of the legislature. The constitution requires that the governor automic a general propertision bill for proposed ordinary opening, expenditures in conformily with the executive badget document that was automated to the legislature.

The present appropriation hill recover strongh the legislature similar to any other hill. The Appropriate Committee in the House of Approxematives initially hears for hill. It them moves to be full House, for the the House and Seame Committee, and them to the All Seame. Both the House and Seame any annead the bits. The Hill is voor dopon is its find from by the full resultening of both chambers. Off monitors any constrained and the high-latence with one to the Hill.

After the general appropriation bill possible the logitizers, its formated to the denomers. Once the generate signs the bill, it becomes live in the form of the General Appropriation. Ast. After the prevense signs the bill, COPS spreads to the state departments any attendances mode by the lighthmare. The state constraints allowers the generator versus any fast methods in the appropriation bill. A result tab is workform by two-thirds web of the lighthmare attended on the second data. It is two-the light and attended on the second data to be stated department for logistical and the second data to be second on the light and attended on the second data. Page 12

Department of Nativ



Charas 1. Insoductors

Scope and Methadology Overview. This performance and of the Department of Starty pargum information was conducted under the providence of Table 24 of the Louisiana Revised Startures of 1950, as mereded. All performance and/ing students as permutigiated by the computed provement and/ing students as permutigiated by the Computed revised 1960. The United States. Work on this and/i bases in November 1990.

This succisor provides a summary of the reschool logy used in this said. These on phenotype generating hash by high-likely a soft staff, we formalized and explorives that would address issues specific to the program information contained in the resourcive budget. The multi-formed on the fixed per: 1996-97 executive budget recomment information.

References Used. To itanifactar correlves with performance measurement, program badgeting, and accountability concepts, we reviewed various publications including the following:

- Management published by the Office of Planning and Budget (1991 and 1996 editiona)
- Service Efforts and Accouplishness: Reporting: As Overview published by the Governmental Accounting Standards Board (UASB) (1999)
- Executive Guide: Effectively Implementing the Government Performance and Results Act published by the U.S. Oreend Accounting Office Oant 1995)
- Various reports by the Canadian Comprehensive Analiting Foundation
- Reports from other states that have implemented program halpping and strategic planning including. Finida, Minamota, Nevada, Oregan, and Texas

These publications are listed in detail is Appendix A. We also conducted interviews with personnel of the Urban Lastiane, the federal Office of Managemean and Badgat (OMD), and GASB. These infividinals represent both the facoratical and practical addre of current performance measuremean and scooratability of fibra. To gain an understanding of the state's budget process, we reviewed state laws regarding program budgeting. In addition, we insurviewed staff of OPD and the Department of State regarding their budget processes.

Lagget has for Massim and Cash. We resolved into: microse see Equit of the department of a to prove the mass interfaces are grant of the department of a to prove the mass interfaces are grant of the department of a to prove the mass the department of the provided in the department of the the microse the department of the department of the second of the department of the second of the department of the second of the department of the second of the department of the department of the department of the second of the department of the department of the department of the second of the department of the department of the department of the second of the department of the department of the department of the second of the department of the department of the department of the second of the department of the department of the department of the department of the second of the department of the department of the department of the department of the second of the department of the d

Comparison of Program Information to Criteria, We overlapped clothen adjustic visibili no conjere the department of the Information Information of the Information The Information of the Information of the Information Information Information Octavity Department of the Information Information Octavity Department process, we obtained engoing large to form CASB, UKE the Octavity Information Information

Is addition, we evaluated the objectives and performance indicators to determine if they collectively provide workl information to deviation-analaza. When definition or other personnel of the department and UPR. We did not assum the validity or collectively of the department of the department of while or collective.

Although other documents contain program information are been disparationary, ore and/compared for messions, goals, elipserives, and participantane indicatory contained in the essentiarly budget to the criterian. This decision was made because the governitive budget is the submission of OPD's provines and referencent of the budget research comprogram. It also errorements the governitive budget to Chapter I: Introduction

recommendation to the legislature for appropriations for the next fiscal year.

Potential Overlipping, Daplicative, or Outmoded Areas. Finally, no reviewed for program descriptions and legal apheney for the department's programs to identify areas that appeared to be revelopping, daplicative, or outmoded. We defined from terms no follows:

- Overlapping: instances where two or store programs appear to perform different activities or functions for the same or similar perperty.
- Daplicative: instances where two or more programs appear to conduct identical activities or functions for the same or similar purposes
- Outmodel: those programs, antivities, or functions that appear to be catilated or are no longer needed.

We did not conduct detailed audit work on the areas we identified as personially overlapping, displicative, or outmoded. We only identified them for further review at another time.

During this wolk, we identified the following areas that require further study:

> As previously municosed, accessing the wilding and mikikility of performance industry was not white the scope of this staff. However, if the inplinitary appropriate bills and not, wilding and relativity through the pipeling of the scope of the scope of the through the previously of the scope of the through the scope of the scope of the scope of the through the scope of the scope of the scope of the theory the scope of the scope of the scope of the theory the scope of the scope of the scope of the the scope of the scope of the scope of the scope of the the scope of the sc

 The programs, functions, and activities that appear to be overlapping, duplicative, or connocled bendle be associated in some duplication, or cosmooled. Once they overlapping, duplicative, or cosmooled. Once there assessments are completed, the kipitations care effective whether my of these programs, difficience, or effective model be alterned, cosmooled, or climitation.

Areas for Further Study For complet, the Department of Sole and Online. Recrutation and Tourism both opposite momente. Efficiencies may be addressed if only one department is its charge of all measures. The Department of Collines, Resemision and Tourism also transgue the Office of the Mass Libersy and the Office of Collinais Development. IECUEE Loadianas's Faine's Fainal Development. IECUEE Loadianas's Faine's Fainal Maport (April 1995) recommended with the functions of these two offices be stransformed to the Department of States.

 The availability of management information systems, that one model to instantion due to a variety of notations in cancerdal to a successful program. Sudgesting systems, Capitating accentrat as also consingful performance data in important, in part, because of the increased emphasis the lagitations in placting on programs information. Therefore, the capitalities of the disparations' management information, years, no negative to programs data should be addiscused in the near failers.

The remainder of this seport is divided into the following characteristics:

> Chapter 2 describes the Disparations of 5 time. This chapter gives the logal attachers? for the disparations in programs as worth on other information that describes be disparatives and a chapter also compares the reministons and gale of the disparations. This disparation is neglected in the fitted year 1066-97 secondus being and anticority. In addision, this chapter, discount programs, functione, and antivisies within the standard, or antimodel. If are starts have a therefore,

 Chapter 3 gives the results of our comparison of the department's minimum, poals, objectives, and performance indicators as reported in the Final year 1996-97 executive budget to catabilished externia. In addition, this chapter discusses whether the objectives and performance indicators collectively.

- Appendix A is a list of references used for this and:
- Appendix B is a listing of the beards, commissions, and like entities related to the department.
- Appendix C is the Department of Suite's response.
- Appendix D is the Division of Administration -Office of Planning and Rudon's response.

Chapter 2: Department Overview

Chapter Conclusions Activity TV, Succion 7 of the Localitans Constitution of 15% creates the Department of State, and provider II with subtrary to energy out the duractions of four of the preprint. State have authorizes the department to early out the artivities in the fifth preprint, MaynetimeWolfer Operations.

Total expenditures of the department for fired year 1995-95 were \$11,233,000. The legislature antiburied the department to speed \$11,791,077 in fixed year 1996-97.

To the party part, the studies interments for all free programs are consistent with the respectively different parts interacting and department by static line. That is, the invisions makes the interact of the lightwise as perception is underlying law as well as the listent of the Arthurs of the constructions. However, the unitaria instances of the Arthurs have the does are include some constructional matching heat performed by this programs. The (1665 variantic to digit does are include some constructional matching heat does are include some constructional matching heat does are include some constructional matching heat does are include as an exception of the state of discussion to heat the objects when the matching.

We reviewed the programs, functions, and withins of the department to identify any that appeared to be wavelapping, deploring, or outwoold. An a result of the reviews we canducted, there are two programs within the Department of Stars that performs an identify antity. The Macroms and the Archives and Research programs loads fielder exhibits.

In addition, the balance community and individuals anding to establish or expand a business one obtain information or writeen literature required by titter generic from the First fion places. The Joperment of Eccession Development also ecceluses a program that provides very insider services in the balance secondary. These depletive event here, and serve a depletive the property and the secondary and define in definition of the property of the secondary second definition of the prosecution.

Department of State

Secretary of State Is a Crestitutional Officer Article 17, Section 9 of the Localiana Constitution of 1594 counts the Department of Data, and degrates the Strenomy of State as its countries hand and as Localizate's the Contenty of The Sectoring of Data adhesisten and Data State (Section of Data, Data State 19, Sector 16 of the Localizate's College analysis, Article 17, Sector 16 of the Localizate Constitution of 1974 provide that the sectority and saves as Overcome if the offices of Overcome and Locanara Governme the counts visual.

In addition to election responsibilities, Article IV, Section 7 of the Louisiana Constitution of 197N directs the Secretary of State to perform other duties that include:

- Administer the state corporation and trademark laws
- Survo as the keeper of the Great Saul of the state and attest therewith all official laws, documents, commissions and produmentions
- Administer and preserve the official archives of the state
- Publish all laws enserted by the legislature and retain the originals
- Counterrign and keep an official registry of all commissions

The Department of State has fixe programs to carry out its functions. These programs are Administeriors, Birlowics, Aedriners and Riccardo, Manusen Obber Operations, and Commercial. Exhibit 3-4 may page 21 shows the programs' actual corporation for fixed year 1993-96, and the recommended association geopreprivate demonstration, and antiberation positions for fixed year 1995-97. As shown in this cubbit, its terms of copendiarus, badinetistrative programs was the large are an in State year 1996-96.

Exhibit 2-2 on page 22 shows the organization of the Department of State. The department is also organized on a programment basis. The major functions within each program are also shown on Exhibit 2-2.

Page 28

Exhibit 2-1 Department of State Expenditore, Budget, Appropriation and Staffing Data - Fixed per 195-56 and 198-97					
	Flocal Year 1995-96	Fiscal Year 1996-97			
Program	Actual Expenditures	Recommended Amounts	Appropriated Appropriated	Authorized Testicas	
Administrative	\$3,148,500	\$3,288,882	\$9,298,882		
Dections	3,062,000	3,330,896	3,370,896	11	
Andhives and Recents	1,918,000	1,774,854	2,093,275	53	
Miseuro/Other Operations	1,169,000	1,267,419	1,361,419	24	
Constantial	1,882,808	1,751,804	1,551,064	49	
Tetal	\$11,333,808	\$11,476,635	\$11,791,877	179	

Department and Program Missions Supported by State Law The overall mission statement of the department contains the contributional responsibilities for the Sacretary of Stass. Historyce, it could do one major francision of the department. Although net specifiedly designing as an overall mission in the 1994-07 second-to bedge, the department and the COTE analysis for the department concerned that the following minuteset would wife on the occurring implicities and the department and second efforts on the occurring implicities.

Ninitia of the Department of Share The Department of their is a constitutional entity, band by the Secondry of Barts. The Boccutary of Barts neuron as official beyow of the Darts Head of the Bart of Louisna and darks devices reflect on the Bart of Louisna and additional devices reflect on the Bart of Louisna and additional devices reflect on the Bart of Louisna and additional Additionally, the Society of Barts is repossible for indicating the second second second second second additional and public the Bart of Louisna and possibility of the Society of Barts and the Society and possibility and publishing all lows ensuted by the lightname and remaining the reflection. Page 22

Department of Name



The systell mission statement contains the constitutional responsibilities for the Socretary of State. However, the mission does not include the frequence of the Massums Wiler Operations program.

The department has no goals mend in the 1966-07 concerls healpet for my of the poptram. However, according to the Underspectracy, the department is in the process of developing pash. Wyltend pash, program managers may not have a scene of direction on how to address their minimo. The 1977-706 concerls budget contains point for all programs encept the Manuana Other Operations around.

Each program mission aligns with state law. Therefore, stors of the ensuaive budget can be assured that the major programs included in the ensueive budget are grounded in state law. Is some some, however, pregram missions do not include all program functions. The remainder of this chapter compares that mission and laws imbridgeting for each ensure.

Administrative Program Mission Includes a Variety of Functions The mission of the Administrative program is consistent with the maponith/like antigrad the accusary by man law. However, some legally mandated functions are not sufficient in the mission materized.

According to the 1995-97 susceptive budget, the mission of the Administrative program is so:

- Assist the secretary of state is carrying out his duties
 - Provide a system for proper escinionance and control over all activities within the department
 - Provide for general management and supervision of the department's finances and financial executions
 - Provide legal expertise on the faultices preseribed by law

while PC, Seeding Y, Chu Landana Constitution of 10% gives the sectory areas data for the anamial of in it is the end of the sectory and the sector and the sector and the more that have responsible for the adventisetation, ventral, and properties of the factorisms of the department, ILS, 36: AVA(7) prevides that the auromaty is responsible for soccurating and hugger control, data presentiation and evidence insugerees. The programs independent of the advention to a sector of the programs and proceedings and the department of the pre-presentioner factories.

Asserting to the essentive badget, the Administrative preprint prepares (fielding philositics, wells as sets of the highlight, resets of official (www.jrway.set), and decision forman (verset) from years). This prepares also maintains needs of governmental efficials, constrained solved, will prepare to deal of pred reseted. The Neurona, solveding to departent and ficials, this prepare to plant how and and pred to consider that the prepare of a set of the Neurona and the State of the Neurona and the Neurona Presents and the Neurona of Statements.

The following constitutional responsibilities of the sourceary of state are not specifically included in the mission statement:

- Sorve as the kacper of, and affor, the Great Scal of the state
- Publish all laws exected by the locislature.
- Counterrign and keep an official registry of all commissions

One part of the minning steps this program around the scentrary " in carrying out his detice." This part of the minnion sintement could be improved by adding the works " constraintional and statistics" in describe the scenter's datas.

Client Served. According to unadded information provided by the deparement, during facal year 90%-06, the Administrative program provided publishing services to approximately 2000 encourses, including neuropaynes, that and load powermental approxic, the firms, elected of ficials, and the present public. These services included publishing acts of the leading services overheadment: proceeding and have

100.24

and acts of the legislature; and publishing coder such to the Election Code and the Code of Governmental Diffics.

During the same listed year, the program provided complexitions survices to approximately 120(00) individuals. Services included proparing the certification of all elected which he wateries, and sendons or faunt boards and commission.

Elections Program Carries Out Department's Elections Functions The mission of the Elections program confirms to provinions of state law. As with the other programs, the essentive badget does not contain now posh for the Elections program.

The mission of the Elections program in:

To combact timely and enco-free elections for every public effler, proposed constraintional assessments, and local propositions; administer state election laws, providing assistance to fideral, states and local election officials, the judiciary, mada and the guerral public; and meet program requirements which lackade

- Condidate cardificing and candidate numbering
- Assembling, printing and distribution of absentee, machine and sample ballots for the state's nearly 4.022 voting precincts
- Campilation and promulantion of election returns.
- Conducting elections seminars for parish officials

Article IV, Sorzice 7 of the Louisiana Construction of IFN depents the Secretary of State to administer all here selecting, machines. This constructions also counted of volting machines. This construction gravitation are requires the socratery overfit the balance for all electrons, and is officially pathin all electron ishima. According to the Executive VolgEL the Electron program envisor on them for them. The Secretary of State serves on the State Basad of Elaction. Supervisions, which is catabilited in the Department of State. This based assistes elacitate area and precoders need insome reports to the legislature. Appendix B provides more information concerning this beam.

Clients Served. Accessing to usualized information means the most deepertament, the Elections program provides aurilian to approximately 15,000 clients each year. The types of clients instaland, but near on Elmistol for, clients of courts, enrificient, registers of vises, elected officials, generating anthorities, and the Technel Heriter Dereminiant.

Archives and Records Program Has a Multi-Faceted Mission Accessing to the essentive budger, the Archivez and Records program has a three-part mission. All three parts are consistent with state law. The mission is to:

- Surve as the official state archivel repeatory for all documents judged to have sufficient historical or prestical value to warnatt preservation by the state
 - Previde a recently management program for various agreeies of state government and political subdivisions of the state
 - Provide access to generalogical vital recents

Archiele IV, Speinen 7- dri Ha. Louisiana Chambriano di 2014 nagerto the file top exist of the mission and discussification of 2014 substitution and processes the e-fileal anti-holes of the status. R. S. 4-44-201 analbilate and the discussion of the births, and the discussion of the status. R. S. 4-44-201 analbilate and processors. R. S. 44-34-06 process frequencies, and history within the superstratest. R. S. 44-34-06 process frequencies, and makeria the superscriptically e-of-outling and processing specification of the mission of a superscriptication of the births processing specification of the mission of the superscriptication of the superscriptic cert superscriptication of the superscriptication of the superscriptication detects the superscription of the dispersion for the procession of the superscriptication.

Page 27

The second part of the relation is supported by \mathbf{R} . At 430 the the the second part of the relation of the second statistical parameter problem (an entering), setting the equiparts at a statistical to prescribe patients (response). R.3. Second Statistical Parameters (response), R.3. Second of rescated. This has also discuss the ascenary to entablish preservings of the second is a statistical prescription of the second is \mathcal{R} . At 431 seaking the state of the second is \mathcal{R} . At 431 seaking the second is \mathcal{R} at a state of the second is \mathcal{R} . At 431 seaking the state of the second is \mathcal{R} . At 431 seaking the second is a state of the second is \mathcal{R} . At 431 seaking the second is \mathcal{R} at 435 second is \mathcal{R} . At 431 seaking the second is \mathcal{R} at 435 second is \mathcal{R} .

The held part of the Archive and Records program's instaining and on the Archive and Records program's registers of Archive and Archive and Archive and Archive registers of Archive and Archive and Archive and Archive and Archive and Archive and Records program is anderstand to records the values and Records program is anderstand to records the Archive's Records to and the monitorial of the Archive's Records Linger. This parallelish deformation is highly defined and the second parallelish deformation in highly defined and market the parallelish deformation in highly defined and market the parallelish deformation in highly defined and marking consensed for monotonic 400 counties.

Accessing to the executive budget, the program also offices a variety of exhibits. The exhibits relate to the artistic, social, cultural, and publical heritage of Logislamians.

Clients Served. According to unaudited information provided by the Department of State, during fixed year 1995-96, more than:

- 4.000 sessechem used the Archives Research Library
- 12.400 neonle viewed exhibits on display.
- 26,600 cable feet of records were placed is archival viceage

Museums/Diher Operations Mission Statement Consistent With State Law The mission of the Massams/Other Operations program conforms to the functions assigned the department by state law. The mission in:

To develop and/or supervise operations of:

- Louisiana's Old State Capital in Daton Nound
- Louisiana State Subibit Messam in Strengtort
- Louisiane State Catton Maseum in Lake Providence
- Pentagon Visitors Center Oil Shop
- State Capitol Tower Gift Shee
- Old Arsenal Maseum
- Edward Douglass White Historic Site in Thibodaya

The functions of the Maseums program are not a constitutional responsibility of the Sacretary of State. R.S. 36:346 pinces the three measures, the measure governing bounds, and the historic site under the descriment.

Encopt for the gift shops and the Old Assessed Musseam, each entity has a generating basal that was established by state law. These boucks are included in Asyppendix R. F. 82: 323 prevides that the secretary shall have costedy of, manage and operate the Old Base Control.

The department sho walfs and operate other facilities. According to F.S. 601931, the OM-Anneal Massame and contain other backlages near that states applied are designed for the sele ward of the inpitiality tasks. It is Neurosci 1990, the department and department work which are found to Cold Anneal Massama, the Shop with Top of the Share Capitol, and the Shop at the Vision Control of the Vision Capitol, and the Shop at the Vision

Exhibit 2-3 on the following page shown the number of visitors to the measurem and gift shops during facul your 1985-86. Charles 1: Decement Overview

PHH 29

Exhibit 2.3

Department of State Number of Visitors -

Fiscal Year 1985-86

Museum or Gift Nep	Number of Vision
Old State Capitol	47,138
Louisiana State Collars Moneum	1,280
Old Amenal Moreum	11,537
Louisiana State Exhibit Museum	30,041
Edward Deuglass White Historic Site	677
Peniagon Visitors Center Gift Shop	11,115
Shop at the Top of the State Capitol	111,270

Note: The 181,000 violant want to the top of the Nate Capital, but did not anomaarily shop at the Xhop at the Top of the Date Capital.

Suproce: Prepared by highlight we and tor's staff using unstadeed information ablained from the Department of State.

Commercial Program Maintains State Commerce Records The Constructed programs is despite training condense with the semperability input is the security of times and department by state law. However, the activities of the first blog-blogablemed is the third part of the mission memory, are strainfarflower required for a program which he Department of the conseltion of the security of the second strain the second strain the final are growing in being under a straining and and the final are growing to be being under a straining the second is additioned in the straining the second board is addressed in the strain of the activity amount. This factors is notice cateful and the Additionaria programs and and factors are been been been addressed and the addressed in the straining the additional training the addressed in the schedule activity programs and and factors and the additional training the addressed in the schedule activity of Then 20

According to the 1996-97 executive budget, the mission in

900

L	Provide for the timely and efficient certification and processing of documents submitted for the purpose of secoving and retaining a state charter of incorporation, for registerison (4 a state registration of an utilities agant, and the review of certificate a charberty application of freeign corporations qualifying to do basiness in Lowinson.
2.	Coordinate and manage the precenting of Uniform Communial Cade (UCC) filings (and related liens) that we presented to any of the 64 parish clocks of court
3.	Provide services through the First Stop Stop where the business community and individuals making to autoblish or expand a business can obtain indicatation on the various literature

Pravide diract computer access to corporate

- Art as agent for service of persents on some foreign corporations and all funcign leasurance comparies and fur out-of-state robterins involved in auits storaging from sectorshile accidents on Leasing high-ways
- Process the registration of ontain involvenand boosts of manicipalities and other political subdivisions

State (see authorizes the fort part of the Commercial program's resolves, rescipic V). Societary of the Louisian Constitution of 15714 directs the Neuretary of State to administrative provides ratio the societary accelers applications from non-Louisians acceptoration is insured bubbles in the totate. If the application conference to law, the neurative induces in outflatter of the societary acceleration of the societary induces a confliction of the competition of the neurative induces in outflatter of the societary. The societary induces a confliction of the societary acceleration of the societary induces a confliction of the societary acceleration of the societary induces a confliction of the societary acceleration of the societary induces and the societary induces and the societary acceleration of the societary induces and the societary to be filed for registry with the scentary. Finally, R.S. 4:422 requires address against to register with the secretary of state.

The second part of this program's minimise is supported by R.S. 36/243. This law establishes the effort of the uniform communical code to develop, hiphysness, manage and opener Chapter 9 of the Loadiane Communical Laws (E.S. 185-100 every). Chapter Synchron (as ar "Commercial Laws of Scienced Transmission," contains statistic that provide for the regulation and films of security intervels in eventual sequences.

The third part of the mission concerns the Tites Step Shopwhen the hashess community and individuals seeking to establish or expand a hosisses are obtain indicentation on the various literatuerapited by state and blood pervensioners. The First Bop Shop Constitution Council methods seeking and provides advices of more and provides advices and resonancements are the Steperary of State and the lightheres for appropriate charges. Appendix B povides more indiventifies concerning this council.

R.S. 36:346 and 48:229 costs the First Stop Stop, and provide that it will obtain information for members of the business community and persons seeking to establish a business in the state. Examples of the traves of pervises the Time Stop Shop provides are:

- Obtain information regarding all forms of authorization required by any department of state government to begin or continue a business in Louisiana
- Anist applicants is sharifestion of licensing requirements, and preparation of applications and forms

The fourth part of the Connecretial program's mission is to previde three computer access to corporate filings. E.5.45238 authorizes the scrittary to provide direct computer access to public recently in the custody of the department. This statute also authorizes the domathement to diamon a fine for this service.

The DBh part of the mission is to are an agent for service of process on certain nut-of-state sequentizes and individuals. R.S. 22:985 and status is in Chapter 14 of TBth 13 of the Louisians Revised States authorize this net of the mainton.

The sixth and final part of the mission in to process the registration of certain till securiti boths of hundelpublics with other political subdivisions. R.S. 39:501 and 39:1118 securide that the unsurery will process the nightension of centrals non-second booth of manipulation and stelps regulated studies of the According to department of Riskals, this function is being carried core in the Advantationary program, even brough this functions is lackaded in the Constantial Program's studies nitrament in the concentre beings. This difference may count conduction to student of the noncentre badget about the functions conducted in each program.

Clients Servel. The department famished as with information about the clients served by the Commercial Program during facult year (195-56). We did not audit this information. According to this information:

- The First Stop Stop provided a licensing absolution to 2,535 individuals and beampares.
- The Conserved program processed 45,997 new or menoded legit documents for entries such as business corporation, non-provid corporations, and paramethips. This number isoladie look Louisiana and non-Louisiane entries.

We reviewed the programs, functions, and activities of the department to identify any that appeared to be overlapping, deplication, or exameded. We also reviewed the department? 1996-97 operational plan and its expanionizion chan. In these reviews, on compared the program descriptions and missions for similarity.

As a readic of these reviews, we fixed here pointed areas of explositions. This, there are two postgrams that performs similar popura hold independent of the second second second postgrams and the second s

Second, our research revealed that state law provides for a function similar to that famished by the First Stop Shop within

Potential Duplicative and Overlapping Functions sorbs represents. 12, 51:0341 catabilities a non-top licensing program vehice the proparator of Grounds Development. This here reprints the dependence of the provide controlled licensing and information services. In addition, the dependence must need the propirate in resolution of contanting more and functing prents forms. A present is double as a larsence, entriest, registration, present are up when from of additional and product by a size approxy to stragge for more services and must be the service present are up when from of additional and product by a size approxy to stragge for more services. The materia charals by this presenters are preveding include territics, part, backet on programmers and preveding include territics applies thands on prescribers and a service of the prevention of the service of the service of the service of territics of territics and the services. The service of the service of territics of territics of territics are serviced on bottom and the officient on controls.

Recommendations

With the amintance of the Division of Administration -Office of Planning and Badget, the Department of State should:

- 2.1 Amend the Administrative program minima statement to make reference to the Secretary's constitutional and statutory durin performed by this program.
- 2.2 More the description of precessing the registration of certain two servered breads of municipalities to the Administrative program, where this precessing is actually conducted.

Matter for Legislative Consideration

2.1 The legislature may wish to consider canadidating the responsibility for previding anithmic to businesses is obtained, hences and premise in the series is obtained, hences and premise in the compresence of Concords and the Comparison of the Comparison of State to every or the architecture.

344 22

Chapter 3: Analysis of Performance Data

Chapter Conclusions The Department of State developed performance data for the 1956-97 executive badget without using formal investigplanning. This lack of strategic planning may explain score of the definitionic found in the department's preformance data. One major deficiency is the essensive badget data and invalue are assis for any of the department's preformant.

The mission stramments of the department's few programs generally most the stubilished relations. However, the missions of two programs are not consistent with the overall department mission. First, the Masseum' function is not a part of the overall department mission. Second, the Administrative program's mission does not list cortain constitutional during that are constanted in the overall induice atherment.

Overall, the objectives do not meet the established erforting. None of the objectives are disableand, and only one is measurable. Fromty ress of the departments' 25 objective specify as not result, however, the end result for many electrics is very bread and general.

In general, the performance indicators reported to the security badget on ety provide unput information as boot the programs' performance. All 5 performance indicators are unput type indicators. Our pergensus has no performance indicators. For themears, sum objectives have no performance indicators. Although they relate to the choices and are close and any is unperturbed, the performance indicators. Although they relate to the choices and are close and any is unperformed activity the theorem.

As a result of deficiencies in the performance data, an external user may not have sufficient information to evaluate the performance of the department and its performance. Analysis Conducted We evaluated the department's performance data that appear in the 1996-97 essentive budget against a set of entablished ertirrin. The established otheria are shown in Exhibit 3-1 on page 37.

We could and the recent department minima viewment that was not specificatly labeled as a mainton. However, the department and its COS planning analyst concurred it would reflece as an overall minima. We volumed from program minima indicates the document of they provide sufficient information for decision-embine.

Department Does Not Engage in Strategic Planning The department developed performance data for fufield-20 rescards building window at sign framel wringing phonothe back of formal stranging baseling may explain some of the definitionism for funding to inflation materians. The sign of the sign performance is inflationed as a sign of the sign of the sign of the phonore is a sign of the sign of the sign of the sign of the phonore is a sign of the sign of the sign of the sign of the phonore is a sign of the sign of the sign of the sign of the phonore is a sign of the sign of the sign of the sign of the phonore is a sign of the sign of t

	Exhibit 3-1 Criteria Used to Evaluate the Fiscal Year 1996-97 Escentive Budget Performance Data
MISSION	A broad, comprehensive statement of purpose Identifies overall purpose for the existence of the engenisation, department, office, institution, or program as established by constitution, statute, or encrotive order
V	Identifies clientwineneers of the organization or external and internal users of the organization's products or services
v	Organizationally acceptable

- Consistent with department, program, and office minimum
 - V Provides a sense of direction on how to address the mission; reflects the domination toward which the endry is attriced.

OBJECTIVE: A specific and measurable target for

eccomplishment

- V Consistent with coals.
- √ Monumble
- J Timburd
- Specifies desired and result

PERFORMANCE INDICATOR: Test used to measure

performance of policies, plans, and programs

- Measures progress toward objective or contributes toward the overall measurement of progress toward objective
 - Consistent with objective
 - Clear, easily understood, and non-technical

Source: Prepared by logithtine auditor's shift hand on signal from Mesogenery, GAUS, the Indeed Office of Management and Burley, and Do Uhian loadings to shift with the start to evaluate the descence of the start of the sta

Overall Mission Statement Meets the Established Criteria	The overall mission statement for the Department of State in the 1996-87 estensive budget meets all of the established origins in Exhibit 3-1. [Strevers, the mission does not solidate the functions of one program.	
	Department of State's Mission	
	The Department of State is a constitutional entity headed by the Secretary of State. The Secretary	
	 Serves as official keeper of the Grant Seal of the state and chief election officer of the state 	
	 Counterrigns and keeps an official registry of all counterlations 	
	 Administers the state's corporation and trademark laws 	
	 Administers and preserves the official archives of the state 	

 Promulgatos and publishes all large enasted by the legislature and retains the originals

This mission assessment was not specifically labeled as a mission in the ecocurive badget. The department and its OPB planning analyst consumed that this statement would suffice as the revealt mission.

This mission states for primary purposes of the department However, the Mancean-Oder Operations programs is excluded. The mission structures identifies that that and the legislature as outcomes of the department. The department's operational plan includes languages institute to the identified mission structures. Therefore, we concluded the overall minima is suggestizationally accentable. Executive Budget Contains No Goals for Department There are no deeply identified gradies in the reversionoperational pine final states of the control of the states again of the one program. According to the department of control signals of the one program. According to the department of the states of grade, we control on the states of the state of grade, we control on the states of the state of grade, we control on the states of the states of grade, we control on the states of the states of grade, we control on the states of the states of grade, we control on the states of the states of grades performance of the states of the states of grades or the states of grades are not one of grades are not states of grades of the states of grades are not states of grades of the states of grades of grades are not states of grades of the states of grades of the states of grades are not states of grades of the states of grades of grades of grades of grades are not states of grades of grade

Administrative Program's Performance Data Lack Critical Components The performance data reported is the 1966-97 associates badjor the sh-Administrative programs are not seeff of the budgetary devision making. While for the ministical statement of this program prometly needs in the entrollabolish of lends, the program objectives only more in flow. This program have gualator performance indexions. Bocass de the performance data are locking in these entries of competentia, they do net give useful budgetary devisions making information.

The Administrative programs is functions are upin discusses. This programs consider administrative, spracepting and the administrative functions. There are exploritors for the support and simulative functions. There are no static down, there are to provide repreferences belowses. According to 0.0558 Cellula, propose of developing performance data. According to 0.0558 Cellula, propose of developing performance data. According to 0.0558 Cellula, propose of developing performance data. According to 0.0558 Cellula, propose of developing performance data. According proof performance and other neuronal performance data. According proof performance and other neuronal performance data. According proofs by performance and other neuronal performance data according to 0.0558 Cellular, and the neuronal performance data according to 0.0558 Cellular, and the neuronal performance data according to 0.0558 Cellular, according to 0.0558 Cellular data according to 0.0558 Cellular, according to 0.0558 Cellular data according to 0.0558 Cellular, according to 0.0558 Cellular data according to 0.0558 Cellular, according t

The performance data for the Administrative program are presented in Exhibit 3-2 on the following page. Specific problems identified with this program Training, objective, and performance indicance are desurished in the following paragraphy. Ministen. The Athenistensive programs's natives intervents permethy needs of established colors. However, an aneadoand in Chapter 2, this ministen does not include some program antivisies, soulades to here event ministen. The programs ministen soulades theoping an official registry of all convertaintoers, heoping the Grand Said of the tanks, and peditabiling all laves ensemble by high-lawer. Thus, the ministen does not give a complete picture of what the programs does.

The mission identifies the secretary and the department is conceases. The department's operational plan includes improve similar to the minion statement. Therefore, we found that the mission is sequentationally acceptable.

	Exhibit 3-3 Terformance Dais Report Encentre Dadget Administics provide a system for malarest artivities within the departum management of the departum operations; and provide legal functions.	ted in 2996-97 tratile Program in corrying out his duties; ance and control over all ust; provide general et's finances and financial
	b: Note identified.	Performance Indicators
0	Prevents frees expeditionally and ensure proper documentation of all fiscal records;	None identified.
(h)	Keep abreast of any new legislation affecting the department;	ļ
(7)	Resure accuracy of all commission records;	1.1
(4)	Monitor and realistain ordering application programs to ensure that they consists to meet user meets; and	
(7)	Continue to prepare and make available official publications.	

Because. Prepared by head after making 's shall using 1990-97 analogies budges.

Proc 40

Objectives. The executive budget contains one long abjective for this program, but we divided it into five individual abjectives for analysis. One of the Administrative program's objectives is measurable, and ranse are simulatoand. All of the objectives are settly detained and smalls.

According to Mongoware, one of the typical provolves in strongle planning howber reviewing the compatibility's relation of and point and antitige objectives. Objectives should comin specific and sensemble minimums toward making a program's goals. The objectives should also set time through the individual program to the structure of the structure of the structure of sense. Instead of change specific devices of methods, while conclusing. As a result, program reasongers will not have a target analout which to the structure of the structure in terms as target analout which the structure of the structure in terms as target

For example, the first objective says "process fresexpeditionaly and enance proper documentation of all fitcual records," Addrough this objective provides a general end result, it is not specific. This objective would be cleared in the discontenword "process" and gave a specific time frame for achievement, rach as one or two daws.

In addition, this objective appears to refer to how different functions: preventing from and documenting from records. It is unables whatter these two functiones are related. The lask of managic planning by the department may contribute to the lack of specific, functional, and measurable objectives for this, and other, programs.

Performance Indicates. The constrict Volget contains performance oblicants for the Advantationarie programs. The department should develop indicates to manaze programs towards ableving its objectives. If the department ingreves the indicates manners and elgestrive and formalism goals and indicates, the Advantariative program's genomenance and should become neutration of the indicates and community of the indicates and the inglation and community. Tablets 7–10 mages C theory enformed and any other in the Advantariative programs is neutrinove to the indicates of the indicates of the indicates performance data.

Experiment of State

Exhibit 3-3 Results of Comparing Administrative Program's Performance Data in Established Criteria			
Mission	 Identifies most parpenes of program 		
	 Identifies custamers 		
	 Accepted by agency 		
Geals	Nane		
Objectives	· 0 of 5 is consistent with gash		
	 1 of 5 is measurable 		
	 0 of 5 is timebound 		
	 S of S specify an end result 		
Performance Indicators	Note		

Elections Program Mission Meets All Criteria The Election programs' minister statement seem the enableded orising the file semialation of a performance data reads improvement. The objectivia mass case of the data combilished criteria. In addition, the programs have only one type of performance indicators in the 1996-99 menoties' holdgets. Are small, the objectivist and performance indicators or table informed devisions and/or this person.

The performance data for the Elections Program are presented in Exhibit 3-4 on page 43. Specific problems that we identified with this program's performance data are discussed following the childre.

Tage 42

Exhibit 3-4 Performance Data Reported in 1996-97 Executive Rudget Elections Program

Minister: Cinduct i notej and create the effectives for all public effects, proposed constraintenamendeurses, and loss appropriates, antihisting the main effective loss provide and an effective strain and local decision of Cinda, due Judiciser, reachs, and the and i condition is very budy, and entry of the strain and the straintenance of the straintenance of decision terms and conducting contractions and straintenance, nucleice and straintenance of decision terms and conducting contractions methanism for partial provinging of decision terms and conducting contractions methanism for partial provinging of the strain's nearby 4.022 weight presents, non-partial straintenance of decision terms and conducting contractions methanism for partial present approximations.

Geale: Mone identified

<u> 000</u>	ctives:	Performance Indicatant: Number of
m	Modernize the elections program in an effort to radice comp,	Statewide Elections Judicial Offices Elections
α)	Eliminate doplication;	 Parochial Offices Electrices
m	Consolidate forms; and	 Schoel Board Officer Elections
60	Branden and speed dissemination of election information	Maniaipal Offices Elections Special Elections to FEI Vacancies
		 Propositions (lacksding Tax and Bonds, Racella)
		 Political Committees Elections

Source: Pyrparel by legislative and tor's staff using 7995-97 executive budget.

Minima. The minima management roots the established orderin. That is, it identifies the overall purpose of this program, identifies the constances served by this program, and is organizationally acceptable. In addition, it is consistent with the overall department advisors sizenzeet. Thus, legislators will become the presence of this program and when it is successful as serve.

Objectives. The objectives for the Elections program most only nees of the four emblished orbaris. The concerine budget contains one long objective for this program, but we divided it into four individual objectives for analysis. There are no objectives

Department of Xiele

relating to some superix of the mission such as administering sizetion laws and conducting sominars for parish officials.

None of the objectives are insubcased or ensemblaic leavees, they do provide desired one strein. Two of the eleverytes, chanismic deplication and consolitate forms, see no provide hard begreated ratios to any programs, not just Elections. The department should make these objectives enser programs optically by indicating as time frame to and/or the hard work elements of all witholding as time frame to and/or the so-the ensemblation meets to sector.

Performance Indianam. The professionary indiances for the Electrican program of not provide model information for logistates and when external devision mattern. Performance indiances shauld assume program source of page 1000 (10

We classified all splay predicts formation to distants as copies informate between the provide formations and the level of the pregures's retreated birty. Note of the information rest represent distances, input or contents. Thirtiengs substants not represent information memory networks and the standard in a structure bodients memory networks and structure of discussion between the presents are also and approve the opposite and bodients memory networks and structure provide the strucbuscase they presents are also preferences in the structure bodients memory and and anisot pregress inspect and all informations and the standard present and the structure bodients in the structure of the structure of the structure bodients in the structure of the structure of the structure discussion. White an exist of preferences in the structure information and preferences. The discretion structure of the struct

We found that all eight performance indicates value to the effective and are clear and cases to understand. However, is standabove, none of the indicates massate progress toward abbvering the objective. Diable 3.5 or gaps 4.5 shows the trends of our comparison of the Elections program's performance data to the metholished values.

F 444 44

Results of Comparing Elections Program's Performance Data to Established Criteria			
Manian	 Mentilies parpose 		
	 Mentifies exolveses 		
	 Accepted by agency 		
Gaals	 Note 		
Objectives	 0 of 4 is consistent with goals 		
	 0 of 4 is measurable 		
	 0 of 4 is timebound 		
	· 4 of 4 specify an end result		
Performance Indicators	 0 of 8 measures progress toward objective 		
	 8 of 8 are consistent with the objective 		
	 8 of 8 are clear and easily understood 		

oniteris in Fabibit 3-1.

Archives and Records Program Missian Meets All Criterie The autoins manuses of the program seets the collective drives the process nor the other programs. As a see objective generative to not need to crisical. The program also has one objective generative to the the collective are properly dripped to the prior with the Tacohom program. As a the drivest prior of the prior with the Tacohom program. As a the drivest prior of the prior of the the tacohom program. As a the drivest prior of the drivest prior of the tacohom prior of the enternoom, the objective and prior manuse indicators do next to standard activities and advective the program. Exhibit 30 co prior of the tacohom prior of personance of all from the prior of the drivest prior of the tacohom prior of the tacohom persons. The drivest prior of the drivest persons. The tacohom persons and the prior of the drivest persons of the tacohom persons and the drivest persons and the drivest persons. The tacohom persons are the drivest persons and the drivest persons. The tacohom persons are drivest and the drivest persons of the drivest persons. The drivest persons are the drivest persons are drivest persons are the drivest persons. The drivest persons are drivest persons are drivest persons are drivest persons are the drivest persons are drivest persons are

Eahlbit 3-6 Performance Data Reported in 1996-97 Encostre Budget Archives and Records Program

Massian: Some as the official state archival repeatory for all documents judged to have sufficient biassical or practical value to warmet preservation by the state; provide a seconds management program for various agencian of mate preservation dy white the work-invites of the state and movid access to assaidable what incredit.

Goale: None identified

COL	stings	100	Pression Indicators:
ω,	Preserve as complete a documentary revised of Localiana as possible;	٠	Total Records Stored (Cable Feet)
(2)	Locate and identify all major governmental and other archival recercls in the state not stared under archival conditions:	•	Number of Researchers Served
(7)	Repair and sestore original anticial documents as	•	Number of Requests for Records Stored
(0)	Assist the public is generalogical research; and	ŀ	Number of Visitors to Archives
0	Offer quality exhibits on Louistana's van cultural and himmin heckerward.		

Mission. The mission statement of the Archives and Records program motes all of the antichibed cristis. It is also consistent with the overall department mission statement. As a rouch, applicates will know the purpose of this program and where his supposed to mave.

Objectives. The objective speely general and reach, but toos of the objectives are measured to interchand. As with the Benicon and Admitistrative programs. The executive budget contains one hap depictive that one required to its first individual contained with gradual because to goods are sharen in the essential object. Objective an encor ward if the decision-antiaging if they are specific, measure their first decision-antiaging if they are specific, measure the safe that the decision of the good. Performance indicates. The fear performance indicates for the relations and Records program generally do not pervide extinction inference on the second second decision about this program. One reason for this is the fit objectives as generating indication is susceint indicates indicates with objectives. Second, rev objectives appear to have a susceint of extination of the second second

- Repair and restore original archival documents as needed
- Offer quality exhibits on Louisiana's vast coloural and historic background

The four performance indicators are corput indicators. These, none of the indicators measure efficiency, nutranee or types. Therefore, an correct last of one on Michief indicention to indige the performance of this program in sends meeting to objectives. Exhibits 3-10 on the following page summations the results of comparing the Arabivas and Societo pergram's performance data the entablish criteria.

Department of State

Mission	 Identifies purposa
	 Identifies customers
	 Accepted by agency
Ceab	 None
Objectives	 0 of 5 is consistent with goals
	 0 of 5 is measurable
	 0 of 5 is timebound
	 5 of 5 specify as end result
Performance Indicators	 0 of 4 measures progress toward objective
	 4 of 4 are consistent with the objective
	 4 of 4 are clear and early undertoos

Museums Program's Performance Data Need Improvement The Mascana/Otlan Operations program's resiston materian mean root of the fibre established elevies. However, the displaysions due wave more of the modulated entriests. Its this program, the way wave type performance indicates. For the program, the way wave type performance indicates. The theorem of the budgetury devidence-andreading. The performance for the Mascana Program are presented in Eddition 3-4 on the following context.

Exhibit 3-8

Performance Data Reported in 1990-97 Essentive Balget Museumo/Other Operations Program

Hasian: Develop and/or supervise operations of Loutsians's Old State Capitol in States Boage, the Loutsiana State EabNM Moneum in Electropert, the Louisians Octore Manazari to Lake Providence, the Farnigney Vision: Contro (Tell Roy, the State Capital Toroys (eld Shop, the Gill Annual Manaza, and the Edward Deuglass Weise Historic State in Thinduce).

Guals: None identified.

Objectives: Develop Louisiana's Old State Capitol into the nation's first Canzer of Political and Generalization History.	Performance Indicators Number of Visitors at Old State Capito
Renovate the Louisiana State Exhibit Museum in Sinoveport and propose tourism in north Louisiana.	Number of Visitors in Louisian State Exhibit
Work toward the development of the Louisiana Cotton Maseum in Lake Providence.	Number of Visitors to Louisiana Cotton Manyam
Continue to supervise the opennicose of the Pentagon Visikov Center Gift Slop, the State Capital Tower Gift Shap, and the Old Amenal Maseum.	Number of Visitors to State Capitol Tower Number of Visitors to Pentagon Visitors Center Gift Stop Number of Visitors to Old Assenal
Presents the history of the Louisiana Suprese Court and the lives of Chief Justice E. D. White, the only Louisianian to serve on the United States Suprese Court, and his failer, Doversor Solvent Denglass White.	Maneum Namber of Visitors to Edward Douglass White Historic Site

144 64

Minites. The minister statement must note of the analysis at minist. It identifies the coveral perpenditor is the program of the statement of the statement is a statement of the statement of the statement with the statement of the statement between the statement in set consistent with the dependence, the minister nationers in set consistent with the dependence of the showed the because the result instatement of the dependence of the statement is not consistent with the dependence of the dependence of the because the result instatement of the dependence of the statement is not consistent with the dependence of the dependence of the statement of the statement of the dependence of the statement of the statement is not consistent with the dependence of the statement of the statement of the statement of the statement of the dependence of the statement of the statement of the statement of the dependence of the statement of the statem

Objections. The objectives for the Masserm/Other Operatives program do not more more of the stabilited criteria. From of the first objectives specify a desided and neural. However, as with other programs, note of the objectives are measurable or timetocoul.

The encample, one objective is to centrate to reperivate the operation of the Propage Virtuals Centrate OEB Stop, the State Capital (Four CER Stop, and the OEB Assend Massen is Basen Organ, This singlewise is not mananable or Transformed. It shall does not pervise at need insult. Without specific magnet, pergantering on the organized state of the stop of the state of the company. Based on the type regrams. It will be the state of the offer users of the program that may not be able to tell what the measure instead to abletex and its years.

Performance Indicators. The serves performance indicators owner the randor of visions to such measure and shop, and, thus, are output indicators. Nore of the indicators measure efficience or outports.

While the performance indicators give the remote of visions at and facility, bay do not assume program to word activity of pelorites. For example, the first indicator is to develop the US light of capital into the statist of Gard Linear of Tokhaia and Generational (Hitting), Hancence, the performance indicator cally indicate an appene of their is the US light and capital. No indicates in given that this lightness or other senses of the concentre longer tracebark to hypothe the isotrational. State Capital is the rather's first concentration of State Capital is the rather's first concentration of The performance indicators are consistent with the objectives and are range to understand. Eahlbit 3-9 below summarises the results of comparing the performance date of the Measurem/Deter Operations program to the analoliabul criteria.

Readin of Comparing Massesses/Other Operations Program's Performance Data to Established Criteria				
Mission	 Identifies purpose 			
	 Does not identify customers 			
	 Accepted by agency 			
Gaals	 Nose 			
Objectives	· 0 of 5 is consistent with goals			
	 0 of 5 is presentitle 			
	 0 of 5 is timeboard 			
	 4 of 5 specify an end result 			
Performance Indicators	 0 of 7 monstates progress towns objective 			
	 7 of 7 are consistent with the objective 			
	 7 of 7 are slear and easily understood 			

Connercial Program's Performance Data Need Improvement The performance data reported in the 1969-93 however, hough for the Commonical Program need inprovement. The minimum ansament resent need the others, Blowver, evep pert is the minimum cancerding use-accord beneficience in the other operator. Julgicity: They are not manually as of the other other operator. The objective have the manual deficiencies in the other program. These other is the same deficiencies on the other operator. These other is the same of the other operator of the other other operators and the other operators pairs, result in these orthogeneous data net being and refer the bulgency. doctation-making. The performance data for the Commercial Program are presented as follows.

Exhibit 3-10 Performance Data Reported in 1996-97 Executive Budget Commercial Program

1100	(an)			
(1)	Provide for the timely and efficient certification and processing of documents submitted for the purpose of securing and relating as state charter of incorporation, the registration of a state methods, the registrations of partnerships, registration of in athlicit agent, the review of certificate of authority applications of famign corporations qualifying to the horizon to its relation:			
(25	Conditions and manage the proceeding of Uniform Communical Code (UCC) (Elings (see related lises) that are presented to are of the 64 parish clotks of court. Provide survices through the Filts Stop Holy where the backness community and individuals sublish to expand a huntersection community and individuals sublish are employed a huntersection.			
05				
(4)	Provide direct computer access to corporate filings; Act to a spent for service of process or some foreign corporations and all foreign immerses companies and for out-of-date resources involved in suits steeming from automobile servicem on Jostiana high-terror, and			
65				
	Process the registration of certain tax-accured bonds of municipalities and other political solidivisions.			
(6)	Process the registration of certain tax-accured ben subdivisions.	ds of municipalities and other politic		
Gaal	subdivisions. Is: Nove identified.			
Gaal	subdivisions. In: None identified.	Ferformance Indicators:		
Gaad Dhja (1)	subdivisions. Is: Nove identified.			
Gaal (1) (2)	nd/bl/slima. hs Now identified. Serior: Ensure cosported information files are kept both securate and correct. Most increased work loads while continuing to parvide keys-amaling levels of service to be	Performance Indicators: Number Registrated Trademarks Athlete agents Destarbility comparison Mamber of Reviews of Application by Faculty		
(1) (2) (2)	which issues." IN Neuro Howelfield. COPUE: Executor composes is before and the asso keep both account and central: Meet increased work inside while constanting to provide long-association and the constanting to composess community. (In account of provinces constanting): Constanting of advisory consensation Collections super strategies advisory to composed to studential advisory composed and statistics composed and strategies and the composed and statistics of composed to studential advisory composed and statistics of composed and statistics of the composed and statistics	Performance Indicators • Nather Registered • Alaber Registered • Alaber Sectors • Alaber Sectors • Alaber Sectors • Descension • Namber of Reviews of AppEarloss by Facign Congestions • Congestions • Demotio		
	arbibliona." In None identifield. Sethers: Extrar conjoints information files are key both account and central. Non-state long-origination files are key both compares and enternal. Canadass improvements in the long of services containes and setting which defaulting interesting's containes and the long and a building interesting's containes and another and the long of setting contains and address regionments are larged bettered on address regionments are larged therefore a state file set of contained for therefore another for sets and finds therefore another for sets another for sets and therefore another for sets and therefore another for sets and therefore another for sets another for sets another for therefore another for sets another for sets another for therefore another for sets another for sets another for therefore another for sets another for therefore another for sets another for sets another for therefore another for sets another for therefore another for sets another for sets another for the for sets another for sets another for sets another for sets another for the formation and the formation another for sets anoth	Ferformance Indicators Nature Registered Analysis Registered Petersity Destroiting Nature of Reviews of Applications by Foreign Nature of Charles Filings – Corporations Destroiting Destroiti		

Monice. The resident natureat nexts mere of the embédded entries in page-staff Marillan for avourall payroon of the Concension Program. An Dable 3-16 shows, the ministen has staff forces. Both Intere identifies of distance franciscos da the program. Score, hore of other ministenses also identify the suscenses resured, har othere for no. In addition, for feets of the ministen mananeas are included in the department's operational pine. Therefore, we found these forth department's proceedings.

Associating to department of efficiality processing of the regarding of engineering of efficiality and the second books in a samely door in the Attachatory program. Therefore, this force of the maximum door not conversely ideality that factors on the other of the converse indication that programs. The department of performance of the programs' appropriate that the door of the maximum door not doording the programs and they for the Converse of the engineering approximation of the theory of the maximum doording the performance of the second second second second second sections and the second second second second second second sections approximation. The second second second second sections approximation of the second second second second sections approximation of the second second second second sections approximation.

Objactives. The objectives meet few of the established criteria. As with other programs, the Commercial program also has a long statement of a shejericry with the components. Wu embyord the rise energoeness as signature objectives. The objectives would be mere usual for developmentality of rand-objective sum stands spearsely instead of being grouped together in one long writtene.

Separately stated, four of the six objectives give general desired and results, but are not specific. Note of the objectives not measurable or inschound. Also, note of the objectives relate to the Tatt Stoc Shoo, which is an extirtive which this preserves.

Performance Indiators. All news performance indicators done for neurober of diffuture types of documents fixed through this program. These indicators are all coupted types. There are to impact concess or efficienties performance indicators. In addition, the indicators do neuroscope programs in-mail exhiciting the effectives. The concession of the indicator revealed and how year clear and many to understand, but different relative to you do the objectives. The two objectives intervent related is to prove a type objectives. The two objective intervent related indicators are set.

- Ensure corporate information files are kept both accurate and current.
- Meet insensed week loads while continuing to provide long-standing levels of service to the comparate community

The department should develop performance indicators for the other four objectives.

As provincing discusses, the objectives generally do not necessatilated contain shows in Robbs 1-7. We also pointed out that for First Step Edup activity has no objective. Furthermore, associated webge have of for an objective. For these ensemes, associated webge have of for an objective. For these ensemes, the objectives and performance indicators collectively do act provide mough information to modula as contrast layers to anale informed decisions about this programs. Exhibit 3-11 on the Edwards gave physics in mergins of composing the her manemental decision of the stress of the composing the her manemental stress of the stress of the composing the her manemental stress of the stress of the composing the her manemental stress of the stress of the composing the her manemental stress of the stress of the stress of the composing the her manemental stress of the stress of the stress of the stress of the stress stress of the stress stress of the stress of

Exhibit 3-11						
Results of Comparing Commercial Program's Performance Data to Established Criteria						
Mission	 Identifies most purposes of program 					
	 Identifies some customers 					
 Accepted by approx, with or exception 						
Goals	 Nose 					
Objectives	 0 of 6 are consistent with goals 					
	 0 of 6 is measurable 					
	 0 of 6 is timeboard 					
	 4 of 6 specify an end result 					
Performance Indicators	 0 of 7 measures progress toward objective 					
	 7 of 7 are consistent with the objective 					
	 7 of 7 are slear and oasily understood 					
Searce: Propared by legin compariate of 19 criteria in Exhibit	lative auditor's staff from results of Mi-97 states in alget performance data to 3-1.					

Recommendations

With the assistance of the Office of Planning and Badget, the Department of State should:

- 3.1 Begin developing a strategic plan for the entire department.
- 3.2 Amond the overall department mission statement is include the Naseaux/Other Operations program's functions.

- 3.3 Fermilie objective and performance indicators for the administrative, support, and other distant functions within the Administrative reserves.
- 3.4 Clearly identify, in all program mission statements, the customers served.
- 3.5 Formulate goals for each program that must the criteria in Eability 3-2.
- 3.6 Develop objectives for all major functions within each program. Each objective abault contain a target to be achieved, a time frame, and specify an and result for accomplishment. Each objective abault be regurately stated, and be remained with the numb.
- 3.7 Develop performance indicators that measure program investi addressing objectives. In addition, the department thend have a balanced set of performance indicators for each program. The set of performance indicators should include some of each type.

Appendix A List of References

- Minnesota, Statu of -Office of the Legislative Auditor. A strict of reports that comment on state agreecies' 1994 annual conferenance memory. 1995.
- Office of Planning and Budget, Division of Administration. Managevers: A Practical Guide to Managing for Acrobs. January 1996.
- Office of Planning and Badget, Division of Administration. Manageware: Strategic Management Manual for the Surof Louission. Networks 1991.
- Orugan, State of-Secretary of State Audin Division. Service Efforts and Accomplishments. (Report No. 95-33) Associ 11, 1995.
- Porland-Malasonah County Progress Board. Porland-Malasonah County Benchmarks - Standards for Measuring Casawahy Progress and Generoment Performance. January 1994.
- Tesas, State of--Governor's Office of Budget and Planning. Indirections for Preparing and Submitting Agency Strategic Plans for the 1992-1998 Pariad. January 1992.
- Tosas, Stata of -Governor's Office of Budget and Planning. Detailed Intersceints for Preparing and Submitting Respects for Legislators: Appropriation for the Distubut Replacing Reproduct 1, 1993 - Executive, Administrative, Names Strette and Scienced Public Education Agreems. June 1992.
- Tesas, Statu of -Statu Auditor's Office. Accurate and Appropriate Performance Measures dee the Foundation of Tomerson's Tesas. Polyany 1992.
- Tonar, State of -State Auditor's Office. Accurate and Appropriate Performance Measures Are the Foundation of Temperous's Texas. June 1992.
- United Status General Accounting Office, Comparabler General of the United Status. Executive Guide: *ISS verticely Deploymenting the Contrastorn Performance and Results Act. June* 1996.

Pers A.C

Appendix B Boards and Commissions Related to the Department of State

Appendix B: Boards and Commissions

Board or Commission	Legal Authority	PerpeteTestilite
State Board of Election Supervisors	R.S. 1823-03	Reviews distribution laws and proceedures and in conducting elections in the state Reports in findings, observations, and recommendations aroundly to the legislature Survey as a clearing house for proposed election-winter legislation
Advisory Board of the Old State Capital	R.S. 25:272-374	Advises the Societary of State on all mattern relating to the operations of the Old State Capital May usek private familing to support programs for the Old State Capital
Regional Maseum Gevanning Baued of the Louisiana State Exhibit Maseum	R.S. 25 279-1-079.6	 Braidblaber policies, rules, and regulation for the operation of the Louisiana Satu Exhibit Manazar Advises the Secretary of State on all matters relating to the operation of the manuers
First Stop Shop Coordinating Council	8.5.49(229.1	 Review any main, regulations, and Steve to be promaigned by the constant paramet to R.S. 47-22073 priors to the promalgration theory? Makes capress incommandations with impact to administrative concreption committeen Reviews the operations of the Print Boog Boop and provides advice and recommendations for appropriate changes to the eccentury and to the applications
Edward Dougless White Historic Sile Ooverzieg Board	R.S. 25(380.31- 25.380.15	 Establishes policies, cules, and regulation for the operation of the Edward Douglass White Historic 35c, nobeling acting and endinging administration, som, user or restal fors to site holdlings and exhibits Advisor the Saccessary of Saac on all magging taking in the operations of the Masseis due

ł,

Tep: 3.2

Reard ar Commission	Legal Authority	ParposeFasciles
Governing Board of the Louisians Flate Colum Museum	R.8. 25:380.1- 25:380.5	 Adapts bylives and establishes policies and precedences for the masseum's geremators is accordance with the Administrative Proceedure Act Administrative Proceedure Act address the Sectory of State on all matters relating to the operations of the Looking frame Cattern Measure.
Historical Recends Advisory Commission*	Executive Order EWE	Served as an advisory body far bistorical records planning activities an for projects developed and cartied out under the programs of the state.

Source: Prepared by inglobics and/or 's staff using the Separather 1996 Assess, and Life Device: Report to the Legislature and research of state laws.

Appendix C Department of State's Response

TOX MERSITIEN SUCRETRIES OF STATE STATE OF LOUISIANA SEDRETARY OF STATE FO. BCX MUS BHOM ROUGE LA YORM MUS BHOM REVISE



Acamet 25, 1997.

Dasiel G. Kale, Ph.D., CPA, CPE Legislative Auditor Post Office Box 94397 Baran Rouge, Leuisiana, 30824-8997

Br. Analysis of Processo Authority and Performance Data pertaining to the Department of State

Daar Dr. Kyle:

The Department of State has reviewed the performance audit and the response of the Department is as follows:

 The parformance information in the executive budget could be made more useful to legislators and others for decision-making purposes.

Prior to the proparation of the 1996-97 budget, members of the Servetwy of State's stall developed an operational plan utilizing the Mangeware program. As a result, many of the concern a utilized in the suda performance recommendations have been addressed in the current budget.

* The Desarrowest does not engage in formal strategic obstaina.

The Department currently coordinates its planning with the Office of Planning and Budget as well as with the staff of the Appropriation Consultants. This process will continue with the intention of movimies a color convict document that can be efficiently utilized.

 Two programs within the Department of State perform similar functions that may be deplorative. The Masseurus and Acchives and Records programs both display sublists.

The Archivers is to serve to the official state repository of hispetical state documents. One method of making these documents notestable to the public is formula providing exhibits for the public to view. The massom program is a relatively new program to the Secretary of Sates. Each moviem provides cublish based upon its particular function. Therefore, we do not believe these functions are docloaries.

A TWO IS NAME.

 The Department of State has one program, The First Step Shop, which may duplicate a similar recovery at the Department of Economic Development.

The First Step Shop is a legislatively mandated function of the Department of State by Art 1853, 1991. Are 1053 designess specific daties to be parkerned by The Tites Step Shop. It is the opticion of the Department that these daties do not duplicate the activities of the Department of Ecoconcil Development.

This concludes the Department's response. We look forward to working with you in the fature and appreciate your efforts in developing this antibuis.

Secondy,

Mare J. Womer Mar Down

Undersecretary of Management and Finance

Appendix D

Division of Administration -Office of Planning and Budget's Response





OFFICE OF PLANNING AND BUDGET

MARK C. DRUMMIN COMMERCIAN OF ADMINISTRATION

August 13, 1997

Daviel G. Kyle, Ph.D., CPA, CFE Logislative Auditor Post Office Box 94387 Eason Rouse, LA 70504-9397

Re: Analysis of Program Authority and Performance Data for Department of State

Deer Dr. Kyle

Thank you for including members of our staff in the process of your office's performance audit of the Department of State.

Our office against with auch incorrent-distants for the incrementation of the department of planning and performance absolutability. Used on the PE 57-88 badget membra and the second second

Same and a.

mar en en el

Stephen R. Winham State Director of Planning and Dudget

SRWX4.D

c: Jane Jones, Undersecretary Department of State