

Department of State

Serving Delaware & the World • Jeffrey W. Bullock, Secretary



Performance Measures

Robert Mathers

Corporations Administrator

Performance Measures

- **What Gets the Money**
- **What the Administration Cares About**
- **What Gets the Simple Headlines**
- **What Drives Systemic Improvement**

What Does a Department of State Do Anyway?

Archives, Arts, Bank Commissioner, Commission for Women, Corporations, Government Information Center, Historical & Cultural Affairs, Human Relations, International Trade, Libraries, MERB, PERB, Public Integrity Commission, Professional Regulation, Public Advocate, Public Service Commission, Veterans Commission, Veterans Home



Bank Commissioner



International Trade



PUBLIC EMPLOYMENT RELATIONS BOARD



Professional Regulation



Veterans Home

What Does a Department of State Do Anyway? (continued)

Board of Pardons, Notary Public, Delaware Stadium Corporation, Diamond State Port Corporation, Open Space Council, etc.



Budget Book Performance Measures

- **Generate Revenue & Promote Economic Growth**



- *Revenues, Bank Licenses, Incorporations, Exports*

- **Promote & Preserve History, Art and Culture**



- *Arts patrons, Museum Visitors*

- **Promote Citizen Access to Information**



- *Archive visitors, library cardholders, unique website visitors*

Budget Book Performance Measures

- **Provide Services to Veterans and their Families**

- *# of Vets Getting Services, Vets Using the Cemeteries, Veterans Home Residents*



Veterans Home

- **Promote Equal Opportunity and Protection**

- *# of cases, # of public workshops*



- **Provide Regulatory and Licensing Services to Protect the Public Welfare**

- *Number of licenses, Online services*



Professional Regulation



Division of the Public Advocate

- **Administer the State's public employment relations and ethics laws.**

- *Caseload, Avg. case time*



PUBLIC EMPLOYMENT RELATIONS BOARD

Governor Markell's Priorities

The 3 “E’s”

- **Economic Growth**
- **Educational Improvement**
- **Efficient and Effective Government**

Division of Corporations' Performance Measures

- Economy – 1) Increase revenue by increasing number of entities domiciled in the State; 2) Increase level of Customer Service; 4) Enhance the quality of the work environment for division employees
- Education –
- Efficient and Effective Government – 3) Increase Productivity within the Division of Corporations and Increased utilization of online transactions;

Headline Performance Measures



- Corporations— Revenue, % of State Revenue, New Formations, Number of Entities

Driving Systemic Improvement



Balanced Scorecard

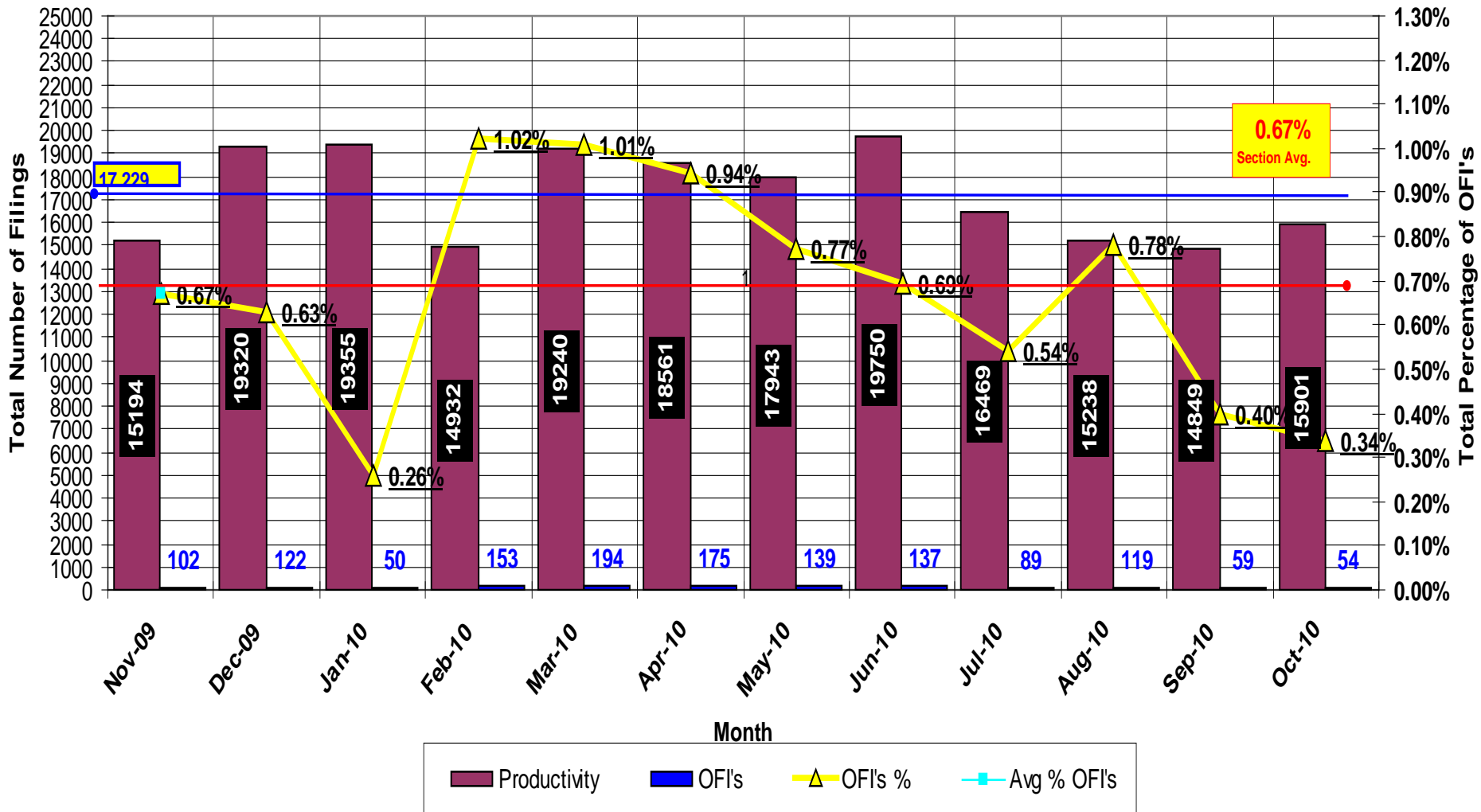
- 1) Financial
- 2) Customer
- 3) Process
- 4) Learning and Growth

Driving Systemic Improvement



- Scorecard– Financial, Customers, Process Improvement, Learning and Growth
- Process Metrics – Revenues, customer satisfaction rates, average days backlog, throughput, documents suspended for non-compliance, # of phone calls, emails or live chats handled, abandonment rates, average phone call or live chat time, orders assigned, pages scanned, % tax paid online, error rates, % UCC filings online, employee satisfaction rates, etc.

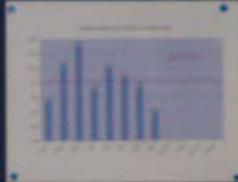
Filings (days) Productivity/Quality
Nov. 2009 - Oct. 2010







FRANCHISE TAX
SUMMARY
OF CALLS
RECEIVED AND
ABANDONED



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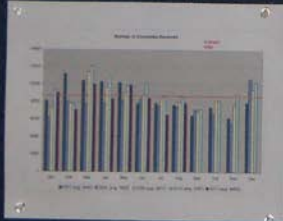
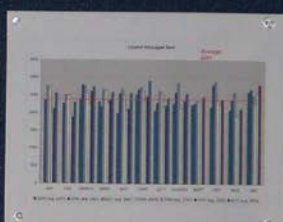
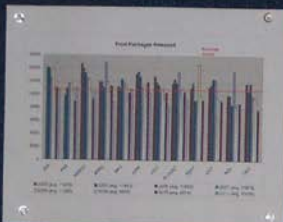
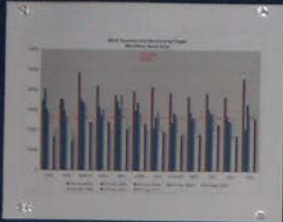


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**SUMMARY OF
SUPPORT
SERVICES**
 . PRINT PACKAGES RELEASED
 . COURIER PACKAGES SENT
 . WORK RECEIVED AND SCANNED
 (Months, Years)



**2004 -
INT
SU
SUM**



2004 -
INT
SU
SUM

1. Introduction
 2. Objectives
 3. Scope
 4. Methodology
 5. Results
 6. Discussion
 7. Conclusion
 8. References
 9. Appendix
 10. Glossary
 11. Index

SUMMARY OF CUSTOMER SATISFACTION SURVEYS

(2006 - 2007)

Customer Satisfaction Survey Report
This report provides a summary of the findings from the customer satisfaction surveys conducted in 2006 and 2007. The surveys were designed to assess customer perceptions of service quality, staff performance, and overall satisfaction. The data collected indicates that while there are areas of strength, there are also several key areas for improvement.

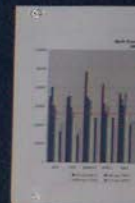
Key Findings
The surveys identified several key areas for improvement, including staff training, service consistency, and response times. Customers expressed a strong desire for more personalized service and faster resolution of issues. The data also highlighted the importance of maintaining high standards of cleanliness and safety throughout the facility.



Recommendations
Based on the survey findings, the following recommendations are proposed to enhance customer satisfaction: 1. Implement a comprehensive staff training program focusing on customer service skills and product knowledge. 2. Establish a clear protocol for handling customer complaints to ensure timely resolution. 3. Conduct regular audits of cleanliness and safety standards.

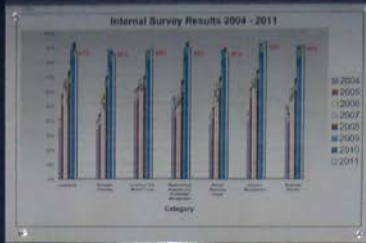
Conclusion
The customer satisfaction surveys provide valuable insights into the current state of service delivery. While there are areas of strength, the identified gaps represent significant opportunities for improvement. By implementing the recommended actions, the organization can strive to meet and exceed customer expectations, leading to increased loyalty and long-term success.

Appendix
Detailed survey results and data analysis are provided in the accompanying appendices. These include individual survey responses, statistical analysis, and a comparison of scores over time. The appendices are available upon request.





2004 - PRESENT INTERNAL SURVEY SUMMARY



Internal Survey Results 2004 - 2011

1. Leadership

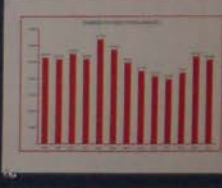
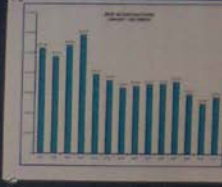
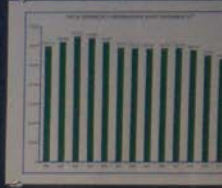
2. Strategic Planning

3. Customer and Market Focus

4. Business Results



SUM T DO EN



CASH MANAGEMENT SUMMARY NUMBER OF ORDERS ASSIGNED A SERVICE REQUEST NUMBER

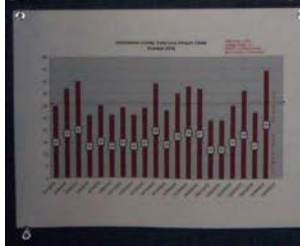
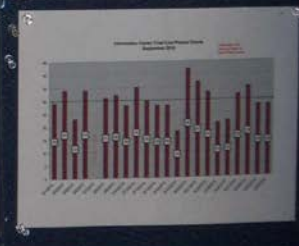
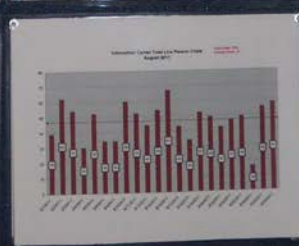
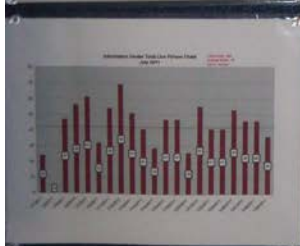
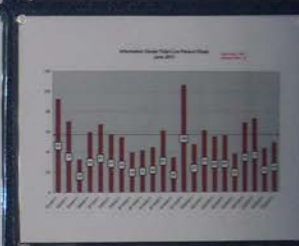
SUMMARY OF
TOTAL
DOMESTIC
ENTITIES



CASH MANAGEMENT
SUMMARY
NUMBER OF ORDERS
ASSIGNED A
SERVICE REQUEST
NUMBER



INFO CENTER'S LIVE CHAT DATA



DELAWARE DIVISION OF CORPORATIONS

VISION

Maintain our status as the worldwide corporate and alternative business entity domicile of choice.

MISSION

Create corporations and alternative business entities and generate revenue for the State of Delaware through the collection of entity taxes and fees as well as Uniform Commercial Code (UCC) filing and search fees. To provide superior services for our customers in order to attract and maintain incorporations and alternate business entities in Delaware and thereby, promote a strong economy.

GOALS

- 1: Increase the amount of revenue generated for the State of Delaware by increasing the number of entities domiciled in the State.*
- 2: Increase the level of customer service*
- 3: Increase productivity within the Division of Corporations*
- 4: Enhance the quality of the work environment for division employees*

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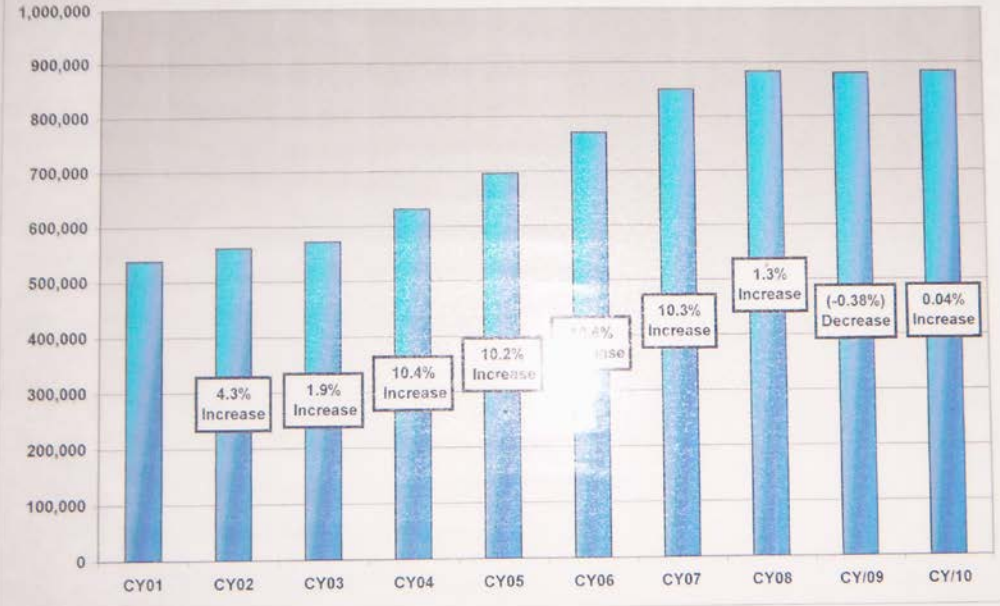
OTHER VICTORIES

Recognized as a Top Workplace

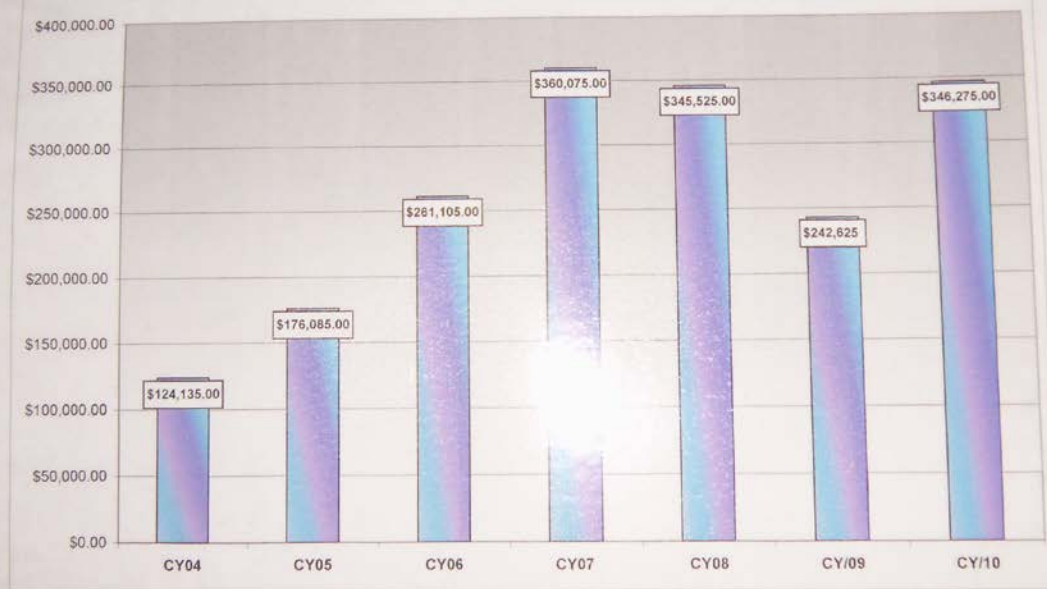
QUALITY POLICY

All Division of Corporations employees are committed to providing the highest quality of service to our customers and employees. We are committed to providing a safe, healthy, and productive work environment for all employees.

Total Number of Active Business Entities
by Calendar Year
(2010 as of 9/1/10)



Revenue Generated from Web Name Reservations
CY04 - CY10

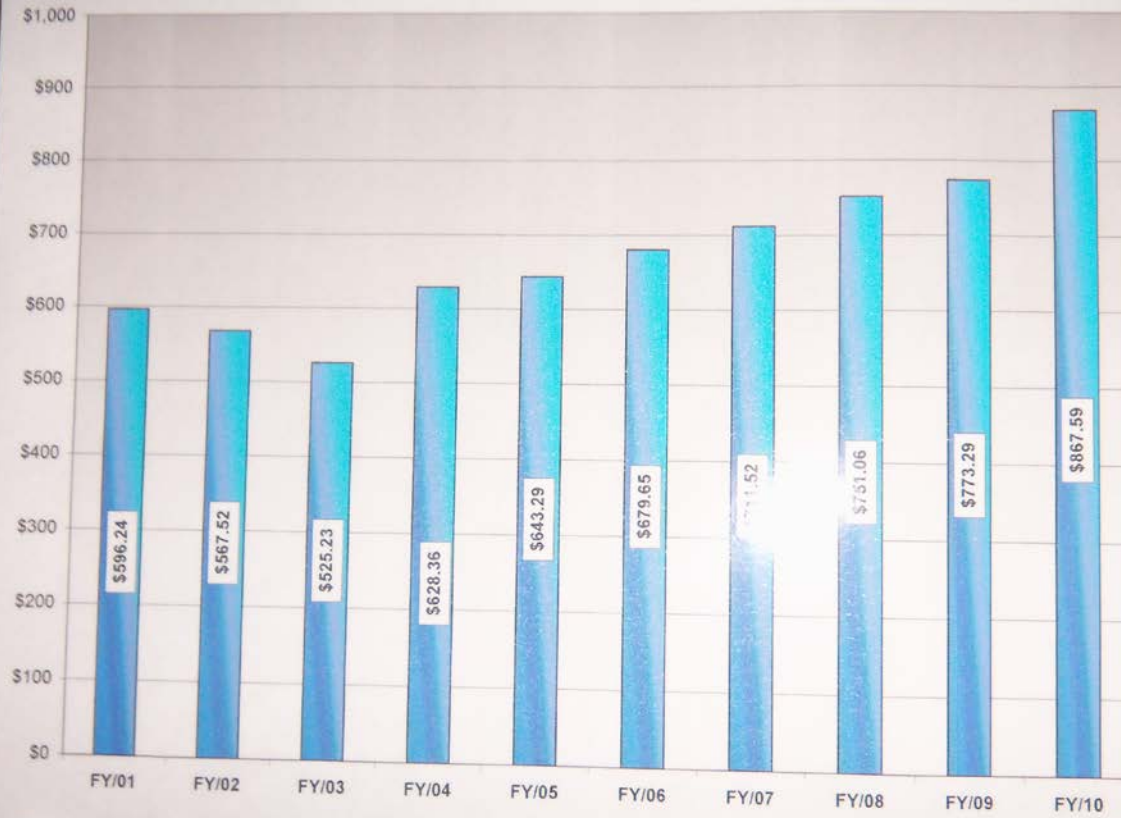


Number of Name Reservations Completed on the Web
FY04 - FY10

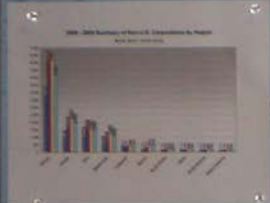


Millions

Total General Fund Revenue FY01 - FY10



DELAWARE INCORPORATED ENTITIES World-Wide in 2009



DELAWARE INCORPORATED ENTITIES WORLD-WIDE 2009

Region	Entity Name	Entity Type
North America	ABC Corp	Corporation
	DEF Inc	Inc
	GHI LLC	LLC
	JKL Corp	Corporation
	MNO Inc	Inc
	PQR LLC	LLC
	STU Corp	Corporation
	VWX Inc	Inc
	YZA LLC	LLC
	BCD Corp	Corporation
South America	EFG Inc	Inc
	HIJ LLC	LLC
	KLM Corp	Corporation
	NOP Inc	Inc
	QRS LLC	LLC
	TUV Corp	Corporation
	WXY Inc	Inc
	ZAB LLC	LLC
	BCD Corp	Corporation
	EFG Inc	Inc

DELAWARE INCORPORATED ENTITIES WORLD-WIDE 2009

Region	Entity Name	Entity Type
Europe	HIJ Corp	Corporation
	KLM Inc	Inc
	NOP LLC	LLC
	QRS Corp	Corporation
	TUV Inc	Inc
	WXY LLC	LLC
	ZAB Corp	Corporation
	BCD Inc	Inc
	EFG LLC	LLC
	HIJ Corp	Corporation
Asia	KLM Inc	Inc
	NOP LLC	LLC
	QRS Corp	Corporation
	TUV Inc	Inc
	WXY LLC	LLC
	ZAB Corp	Corporation
	BCD Inc	Inc
	EFG LLC	LLC
	HIJ Corp	Corporation
	KLM Inc	Inc

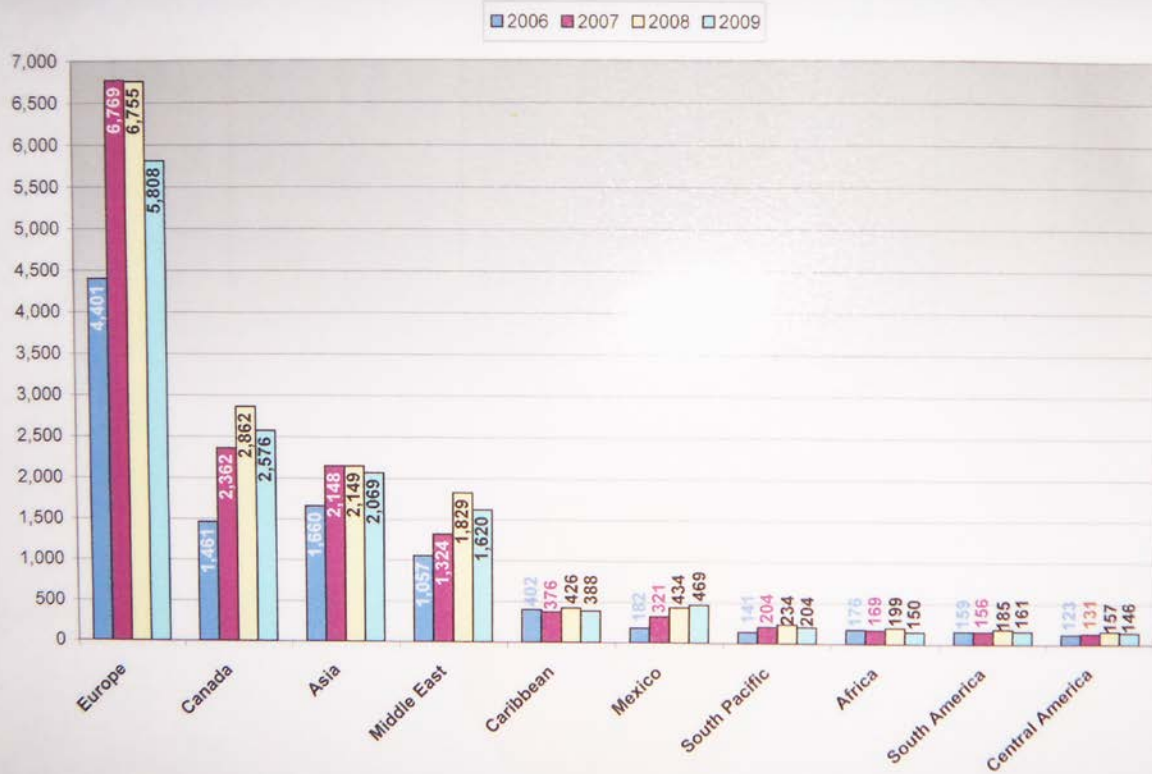
DELAWARE INCORPORATED ENTITIES WORLD-WIDE 2009

Region	Entity Name	Entity Type
Africa	OPQ Inc	Inc
	RST LLC	LLC
	UVW Corp	Corporation
	XYZ Inc	Inc
	ABC LLC	LLC
	DEF Corp	Corporation
	GHI Inc	Inc
	JKL LLC	LLC
	MNO Corp	Corporation
	PQR Inc	Inc
Oceania	STU Inc	Inc
	VWX LLC	LLC
	YZA Corp	Corporation
	BCD Inc	Inc
	EFG LLC	LLC
	HIJ Corp	Corporation
	KLM Inc	Inc
	NOP LLC	LLC
	QRS Corp	Corporation
	TUV Inc	Inc

DELAWARE INCORPORATED ENTITIES WORLD-WIDE 2009

Region	Entity Name	Entity Type
Other	WXY Inc	Inc
	ZAB LLC	LLC
	BCD Corp	Corporation
	EFG Inc	Inc
	HIJ LLC	LLC
	KLM Corp	Corporation
	NOP Inc	Inc
	QRS LLC	LLC
	STU Corp	Corporation
	VWX Inc	Inc

2006 - 2009 Summary of Non-U.S. Corporations by Region



DELAWARE INCORPORATED ENTITIES WORLD-WIDE 2009

EUROPE: 5,808 ENTITIES TOTAL

UNITED KINGDOM	1,384	MONACO	23
GREECE	462	NORWAY	21
GIBRALTAR	397	JERSEY	19
SWITZERLAND	333	ISLE OF MAN	15
ROMANIA	249	GUERNSEY	14
FRANCE	240	POLAND	14
HUNGARY	233	ESTONIA	13
GERMANY	229	AZERBAIJAN	12
RUSSIAN FEDERATION	194	ANDORRA	10
BULGARIA	171	MACEDONIA	9
PORTUGAL	144	BOSNIA & HERZEGOVINA	7
NETHERLANDS	140	LITHUANIA	5
CYPRUS	136	BRITISH INDIAN OCEAN TERRITORY	4
SLOVENIA	128	MONTENEGRO	4
SPAIN	122	ALBANIA	3
BELGIUM	117	ICELAND	3
LUXEMBOURG	117	MOLDOVA, REPUBLIC OF	3
ITALY	109	GEORGIA	3
URUGUAY	98	ARMENIA	2
UKRAINE	97	SAN MARINO	1
CROATIA	81		
SWEDEN	66		
SERBIA	61		
AUSTRIA	54		
IRELAND	44		
LATVIA	35		
SLOVAKIA	34		
CZECH REPUBLIC	33		
DENMARK	30		
LIECHTENSTEIN	27		
MALTA	27		
FINLAND	25		

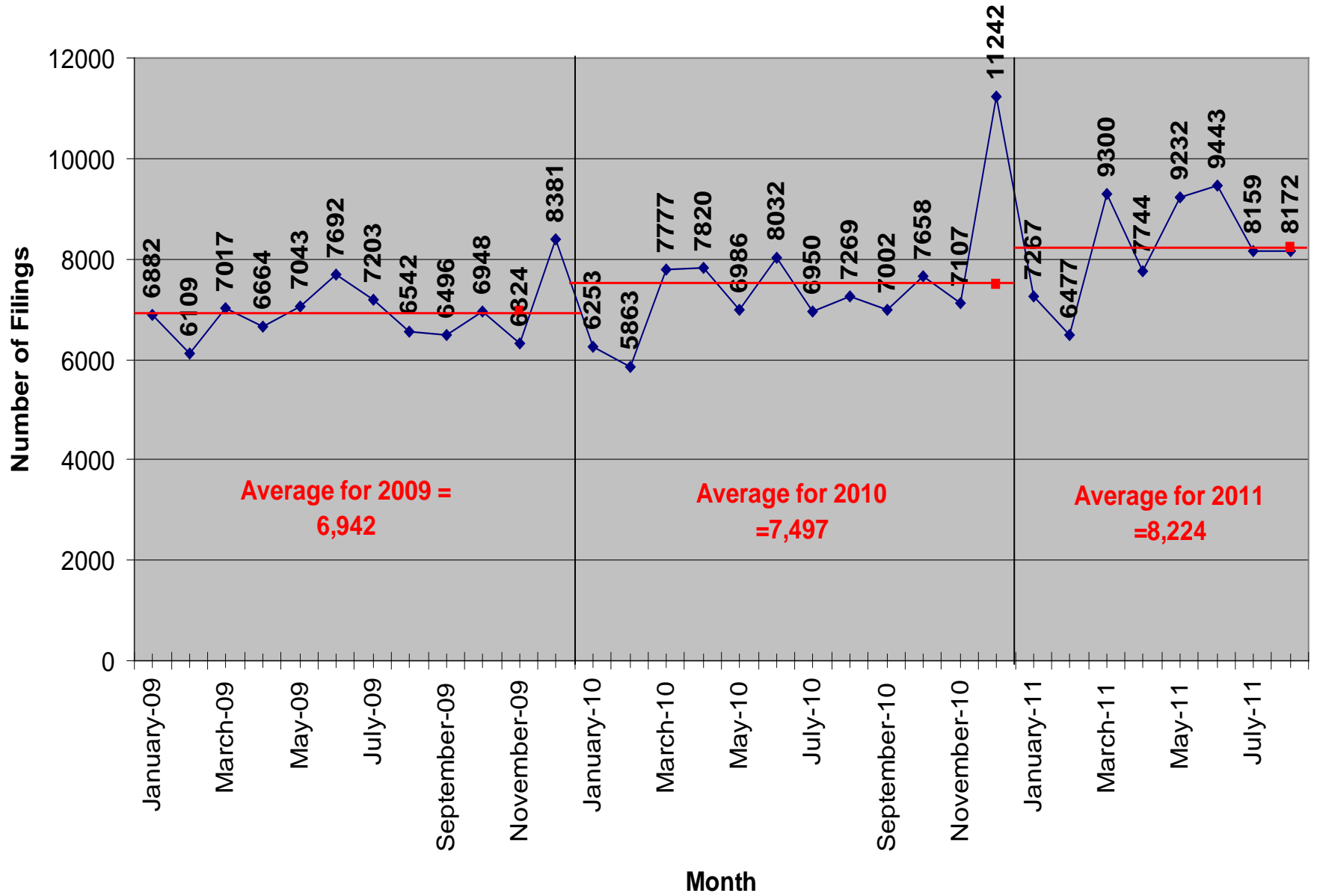
CANADA: 2,576 ENTITIES TOTAL

CANADA	2,569
ONTARIO, CANADA	4
QUEBEC	1
BRITISH COLUMBIA	2

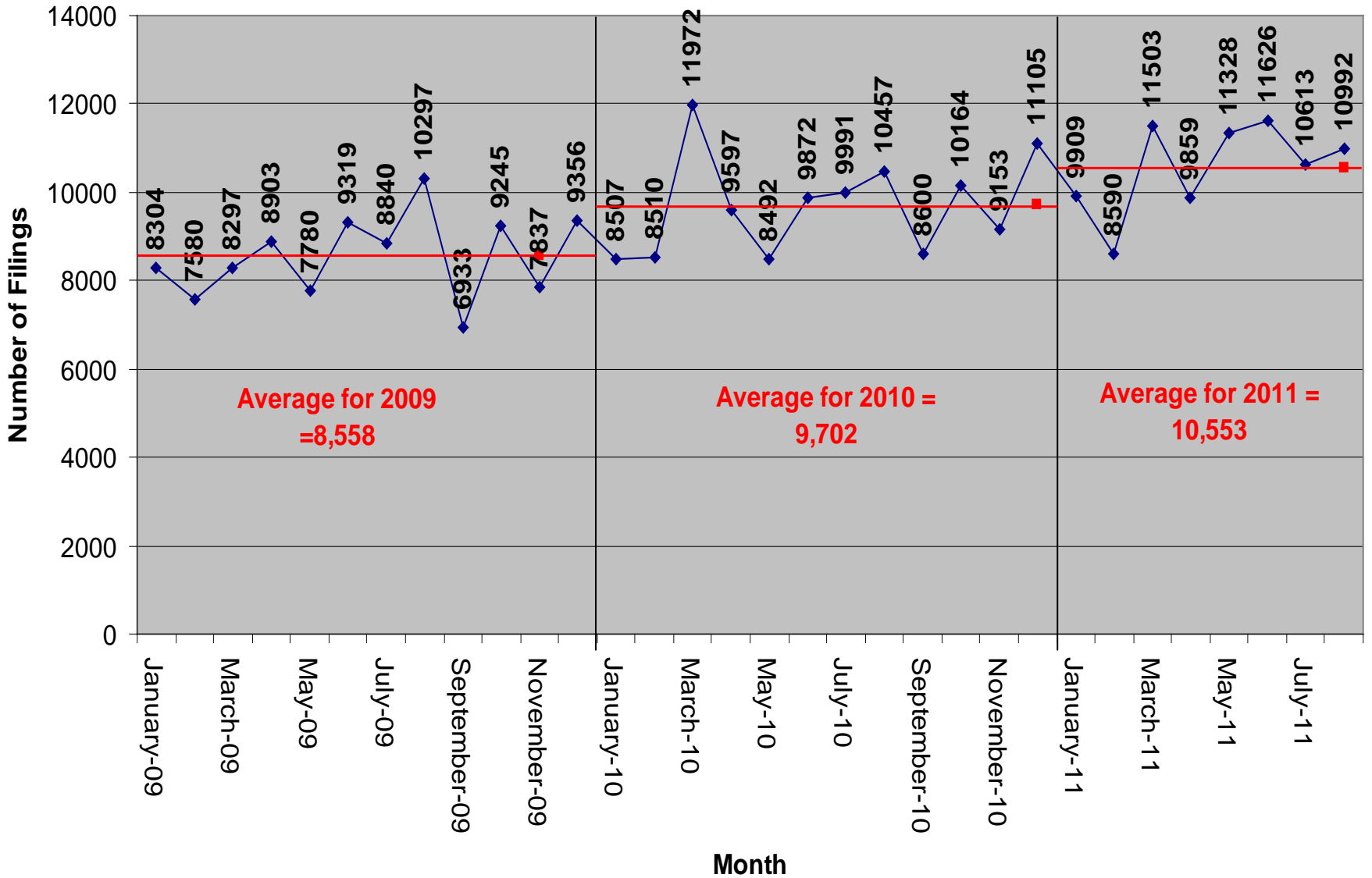
DELAWARE:

188,885 ENTITIES TOTAL

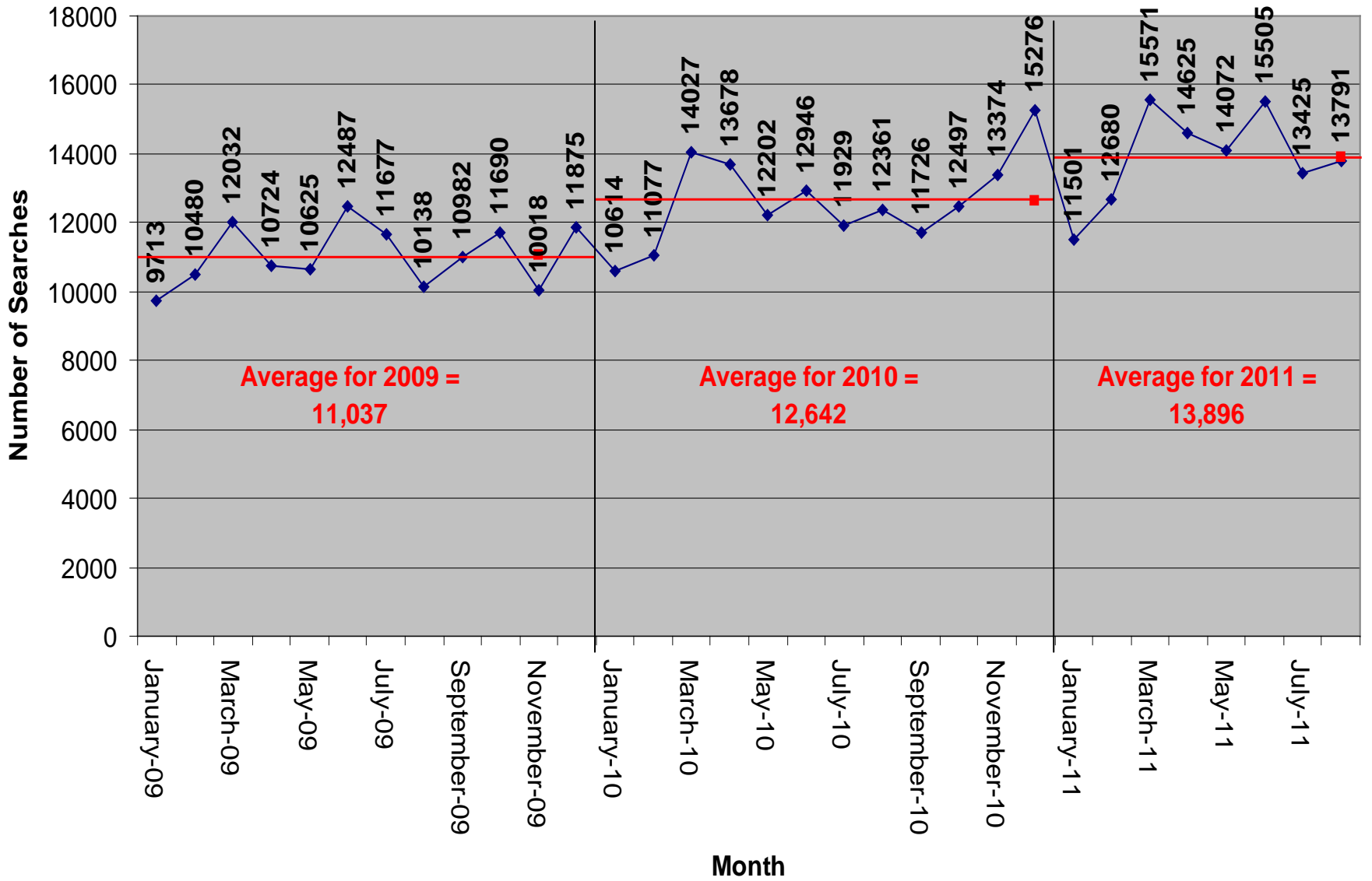
Total UCC1 Filings by Month



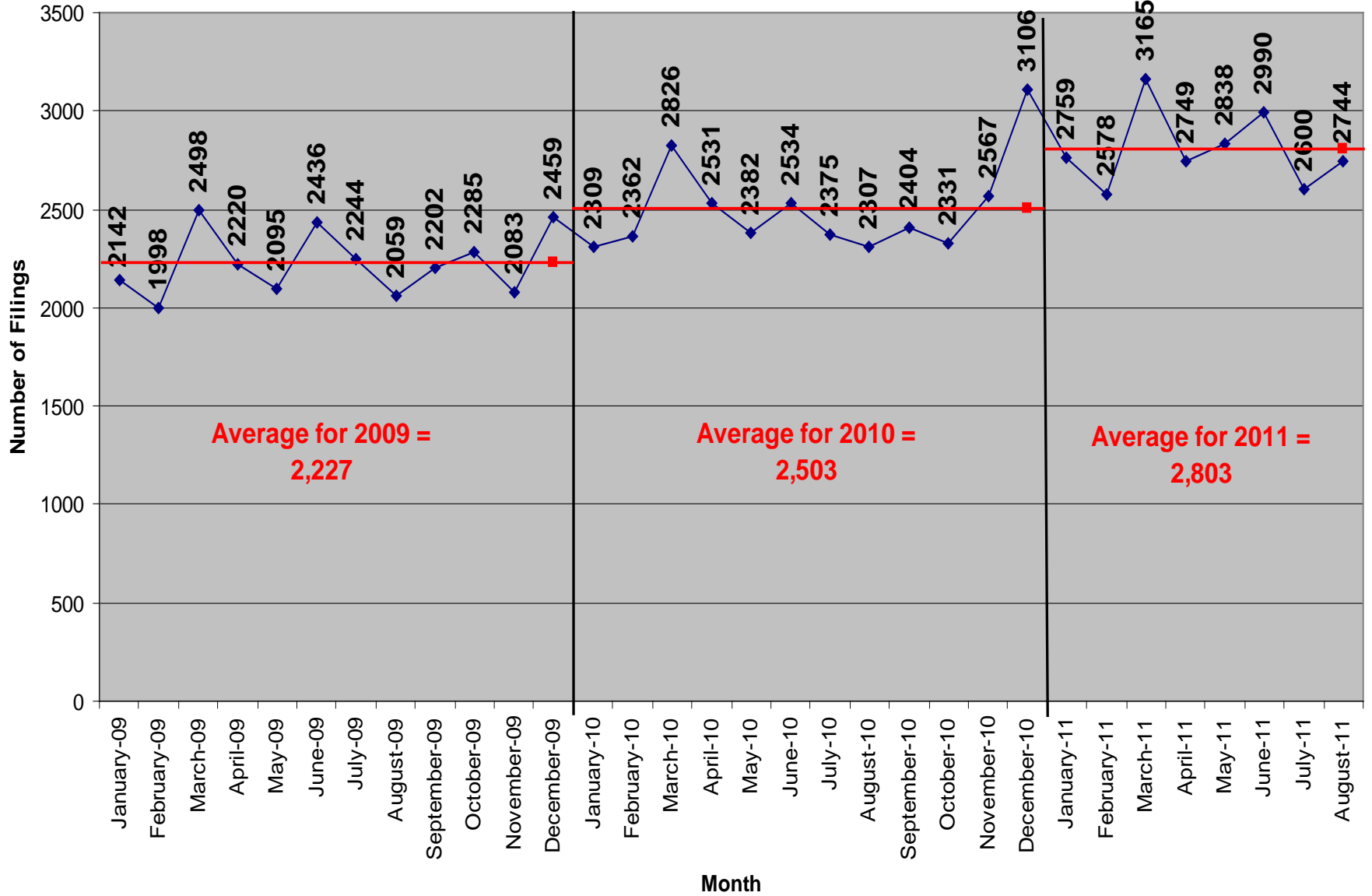
Total UCC3 Filings by Month



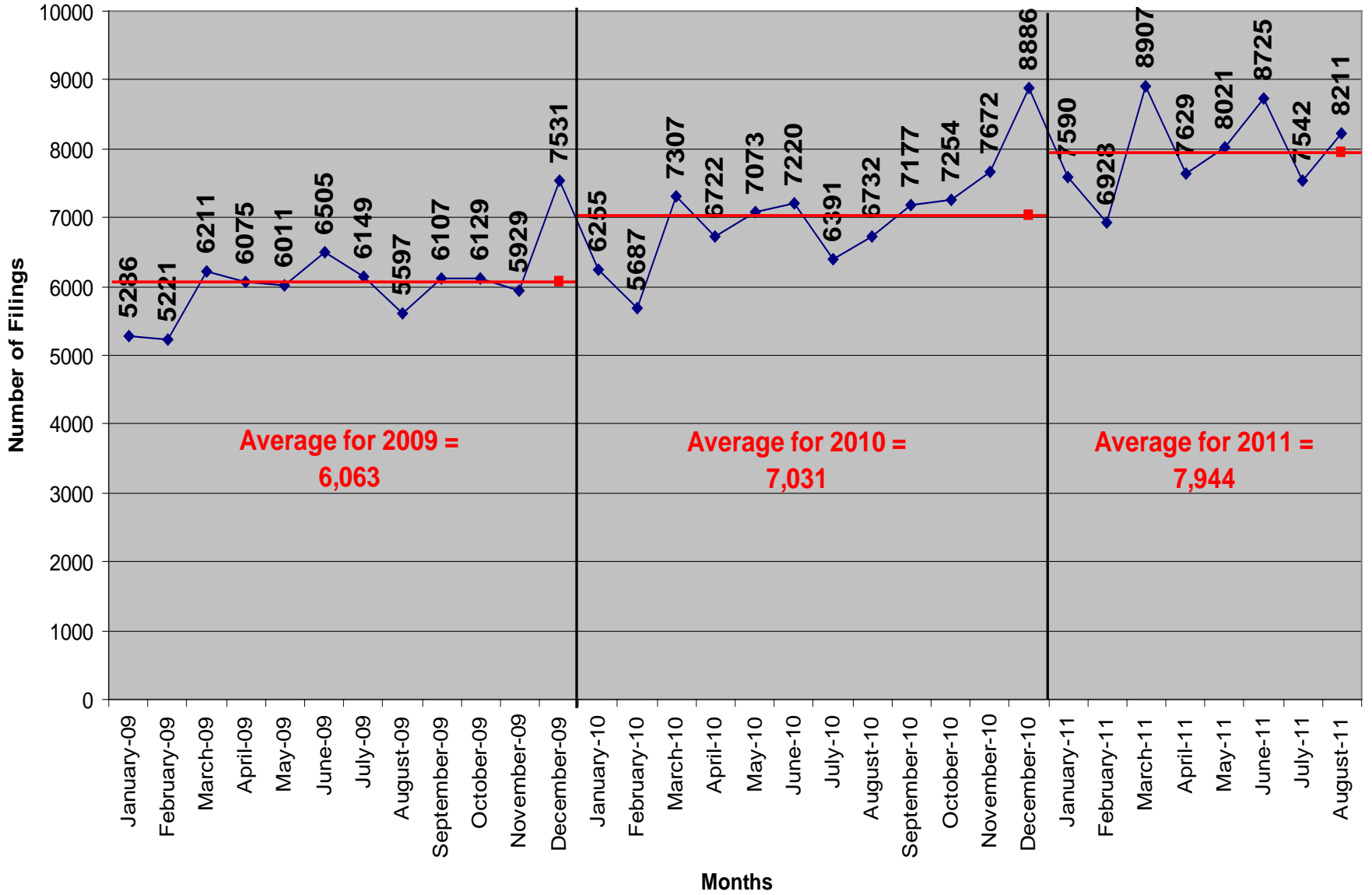
Total UCC Searches By Month



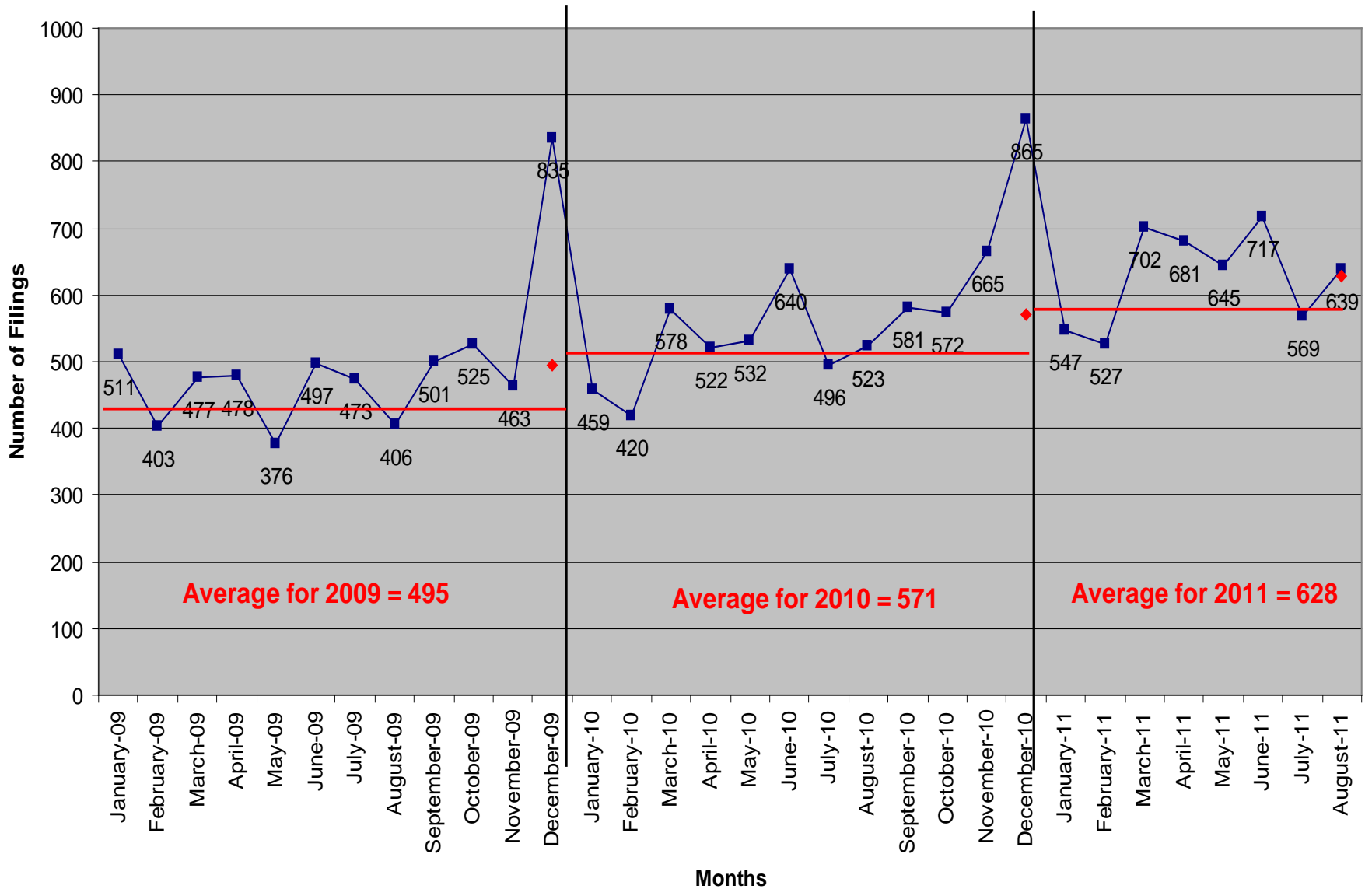
Corporations Formed



LLC Formations

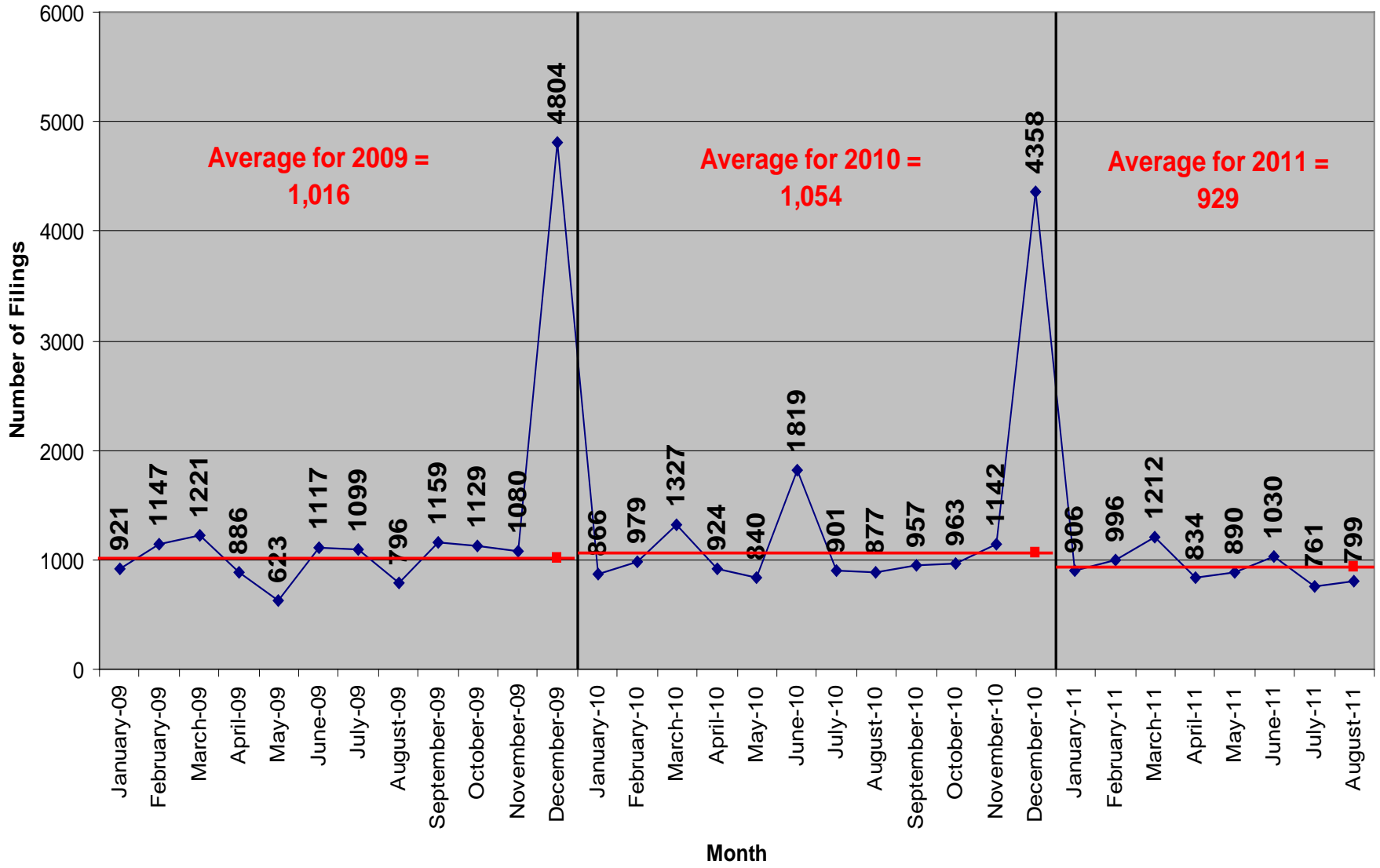


Formations of All Types of Partnerships

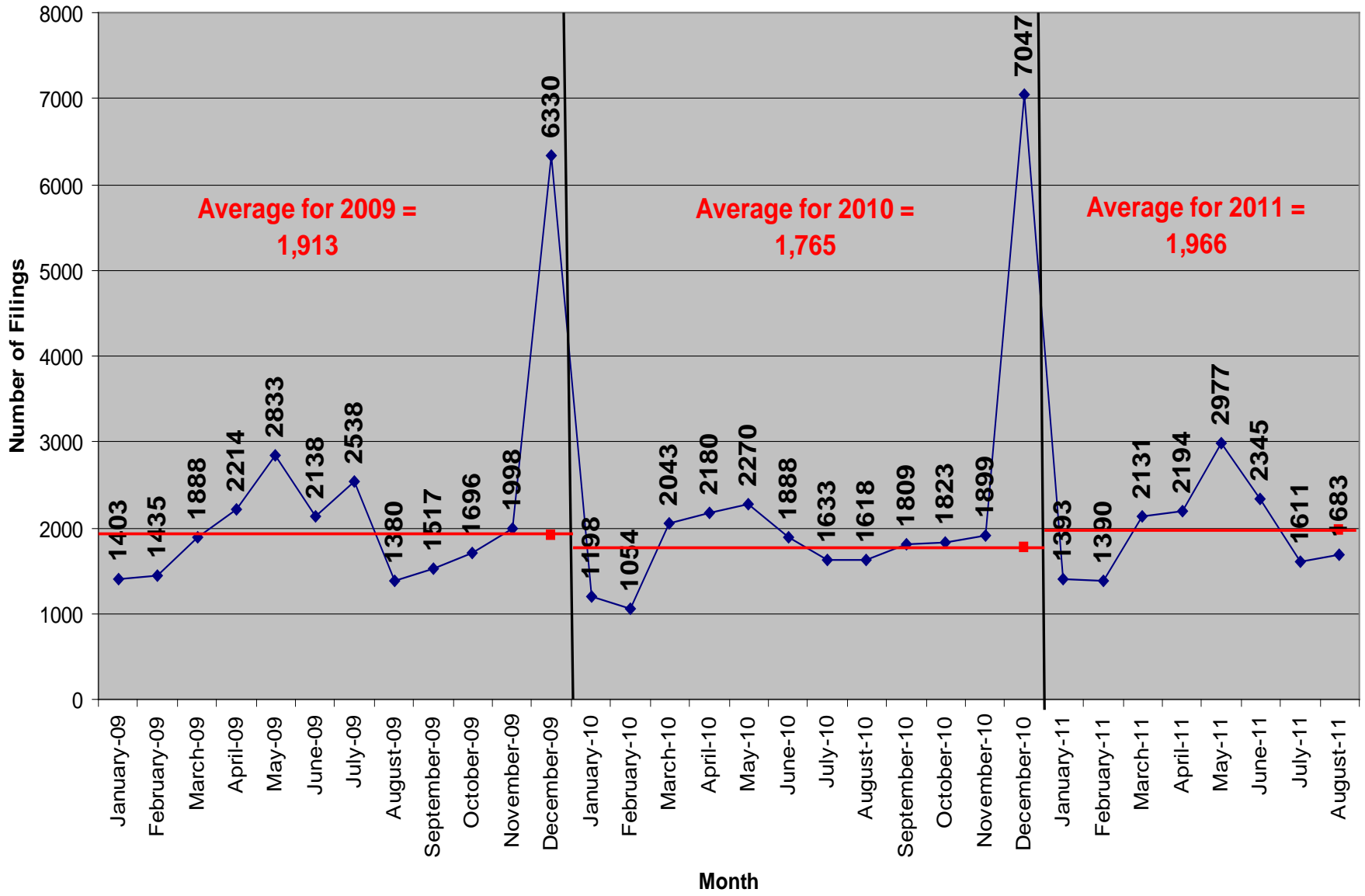


Note this chart includes: Limited Partnerships, General Partnerships, Limited Liability Partnerships, and Limited Liability Limited

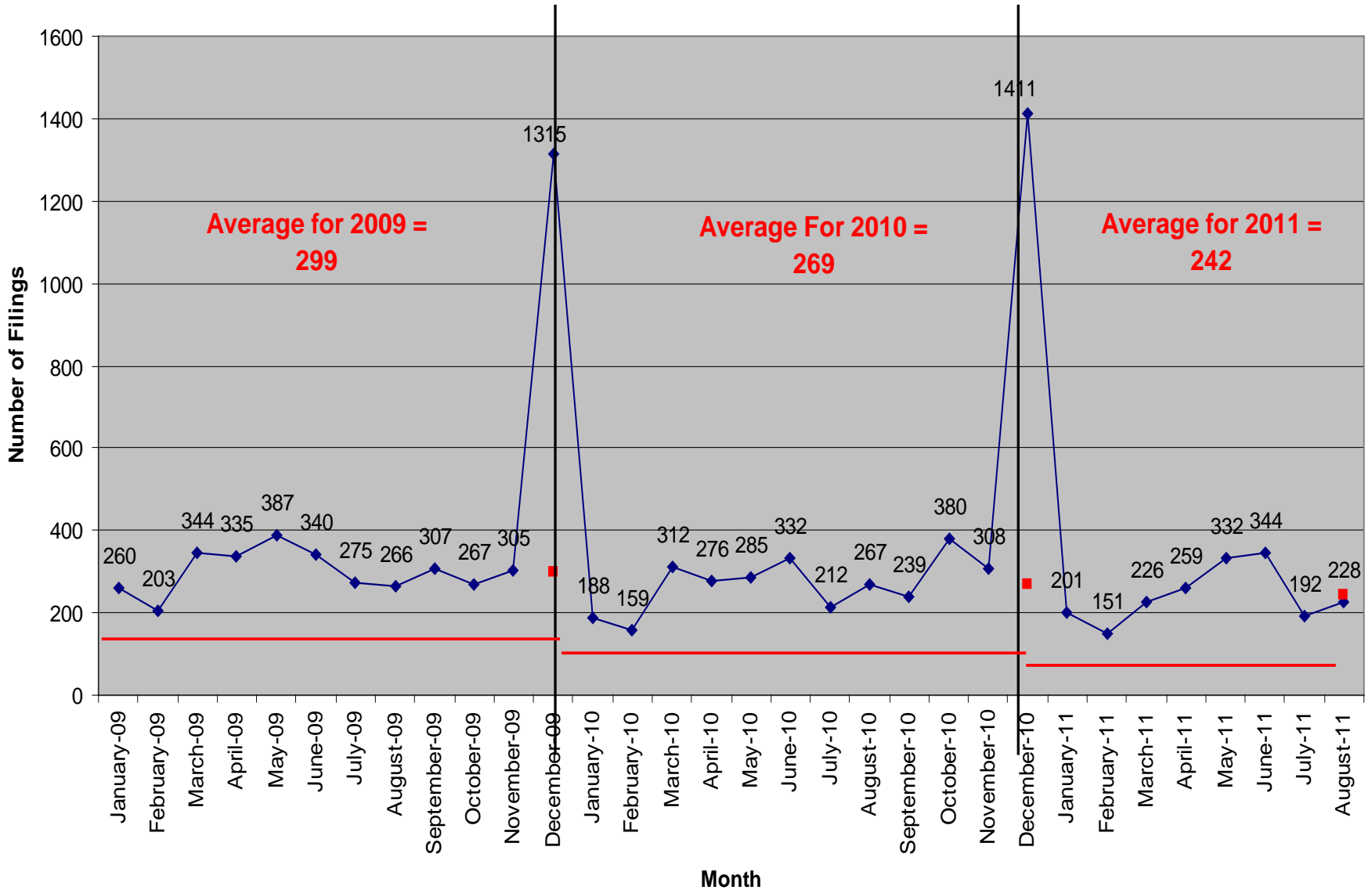
Corporations that Ended Existence



Filings that End LLC Existence

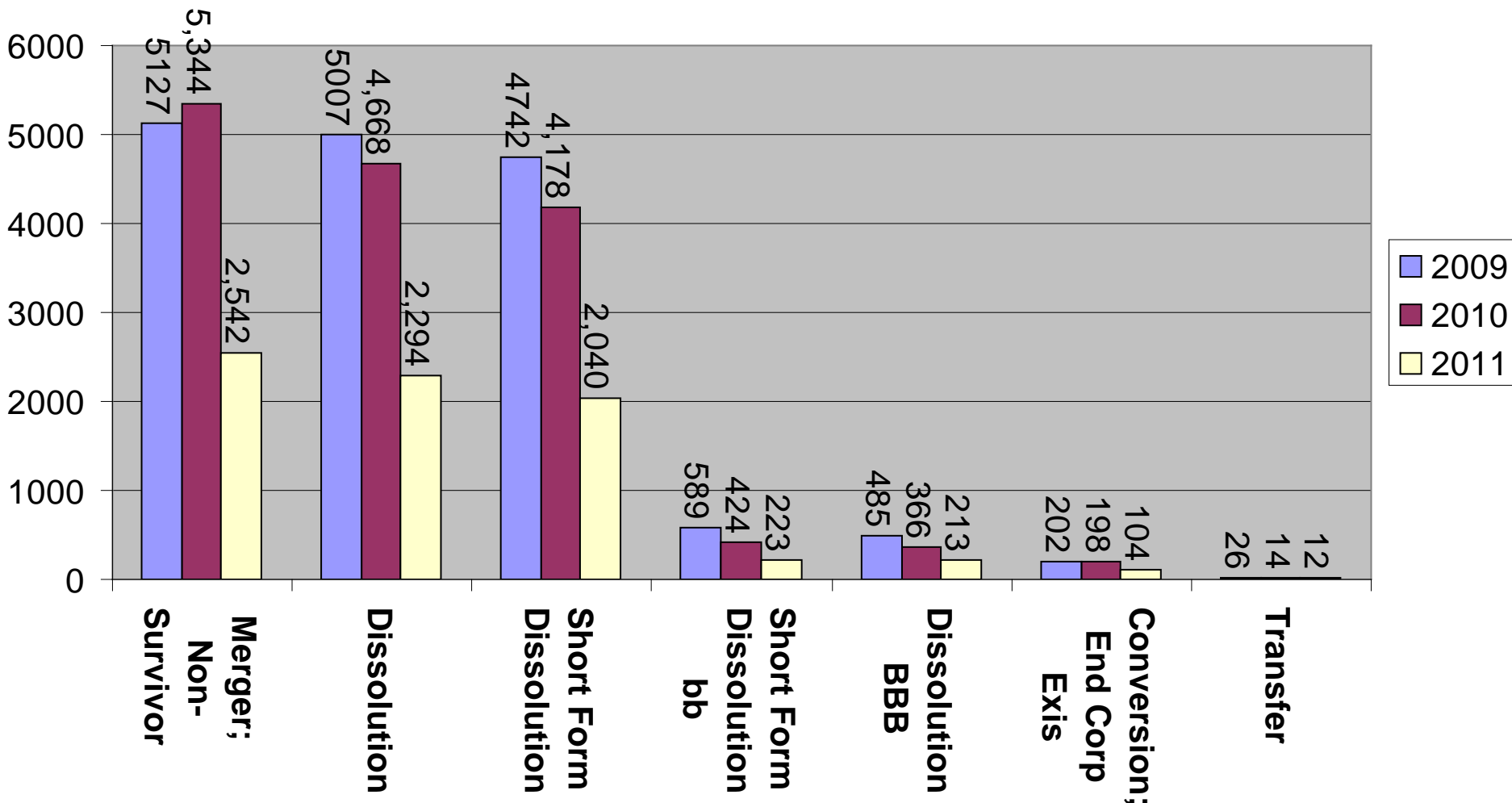


Partnerships that Ended Existence



Note this chart includes: Limited Partnerships, General Partnerships, Limited Liability Partnerships, and Limited Liability Limited

Types of Filings that Ended Existence



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**Comments /
Questions?**