MiScorecard Performance Summary

Business Unit:	**Lottery**	Green	>90% of target
Executive/Director Name:	**Scott Bowen**	Yellow	>= 75% - 90% of target
Reporting Period:	**Jun 2013**	Red	<75% of target
Date Approved:	**7/16/2013**	Scorecard Status	**Final**

	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
Customer/Constituent								
1	Sales-Hold times for retailer calls	Green		30	14	13	Monthly	Retailers utilize the Call Center when they have questions or problems. Shorter wait times reflect positively on the Bureau. Target is maximum seconds on hold.
2	Sales-Number of retailer calls abandoned	Green		10%	1.9%	1.7%	Monthly	Retailers utilize the Call Center when they have questions or problems. We wish to consistently handle their issues and have a low percentage of abandoned calls. Goal is to remain below target.
3	Sales-Market penetration by $1 and $2 price point	Green		100%	99.73%	99.79%	Monthly	Penetration by instant game price point insures that retailer has necessary product inventory for customer satisfaction and to maximize sales. Participation measured as a percent of retailers that carry product to total number of retailers.
3b	Sales-Market penetration by $3 price point	Green		98%	98.92%	94.25%	Monthly	Penetration by price point insures that retailer has necessary product inventory for customer satisfaction and to maximize sales.
4	Sales-Market penetration by $5 price point	Green		98%	99.46%	99.72%	Monthly	Penetration by instant game price point insures that retailer has necessary product inventory for customer satisfaction and to maximize sales. Participation measured as a percent of retailers that carry product to total number of retailers.
5	Sales-Market penetration by $10 price point	Green		90%	98.71%	99.22%	Monthly	Penetration by instant game price point insures that retailer has necessary product inventory for customer satisfaction and to maximize sales. Participation measured as a percent of retailers that carry product to total number of retailers.
6	Sales-Market penetration by $20 price point	Green		80%	94.73%	95.2%	Monthly	Penetration by instant game price point insures that retailer has necessary product inventory for customer satisfaction and to maximize sales. Participation measured as a percent of retailers that carry product to total number of retailers.
10	Increase Bingo, Raffle, and Charity Game Ticket Inspections	Red		10%	3%	2%	Quarterly	Decrease fraudulent activity and identify profitability issues.
11	Increase Training Attendance	Red		10%	2%	1%	Quarterly	Provide organizations with a better understanding to prevent loss of proceeds.
Financial								
1	Adm- Maximize Return to the School Aid Fund			1.00	-3.3	-5.0	Monthly	Year to date amount transferred from the Lottery to the School Aid Fund for the current fiscal year. Measured monthly as a percent increase compared to the same period for the prior fiscal year.
2	Adm-Maximize Sales			1.00	0.7	-1.4	Monthly	Year to date Lottery sales total for the current fiscal year. Measured monthly as a percent increase compared to the same period for the prior fiscal year.
3	Adm-Controllable cost efficiencies	Green	=	.12	0.12	0.12	Monthly	Focusing on cost efficiencies increases return to the School Aid Fund. Includes all costs except prize expense, per dollar of Lottery ticket sales. Goal is to remain below target.
4	Sales-Maximize terminal efficiencies	Green		99.00%	99.99%	99.91%	Quarterly	Proper placement of terminals and self-service equipment in retailer base is necessary to maximize sales, return on investment, and customer satisfaction. Measured by percent of equipment performing above minimum sales requirements.
5	Mkt-Maximize media buying efficiencies	Green	=	90%	96%	96%	Twice a Year	Analysis conducted by a third-party media auditor. With effective media buys, the Lottery will receive more media for dollars spent. Measured as percent of delivered TRPs vs purchased TRPs of total monitored expenditures.
6	Mkt-Increase value added (or bonused) media	Green	=	13.00%	14%	14%	Monthly	Free media or bonus buy media allows the lottery to receive more media for dollars spent. Measured as a percentage of all TV and radio buys.
Internal Business Process								
1	Adm-Process weekly EFT to collect accounts receivable	Green	=	100%	100%	100%	Monthly	Lottery sales are collected weekly from retailers through the EFT process. Must be collected timely to maximize cash flow and minimize bad debt. Measured as percent of EFT files transmitted to bank within 10 hours of invoice availability.
2	Adm-Unqualified audit opinion for every semi-annual audit	Green	=	100%	100%	100%	Twice a Year	Sends a message to the Governor, Legislature, and public that the Lottery is run with integrity. Measured as a percent of audits receiving unqualified audit opinion.
3	Adm-Prepare Comprehensive Annual Financial Report (CAFR) to meet GFOA requirements for their Certificate of Achievement for Excellence in Financial Reporting	Green	=	100%	100%	100%	Annually	This award is only for those CAFRs with the highest standards in government accounting and financial reporting, and indicates integrity and transparency in financial reporting.
4	IT Sec-Maintain the security and integrity of lottery transactions through effective IT security access controls	Red		90%	60%	90%	Monthly	System oversight of Lottery gaming system transactions through the Internal Control System (ICS). Measurable through daily monitoring of system logs and enforcement of security policies. Controllable through authorizing access to transaction systems through request forms and verification of who accessed what from logs out of the firewalls, transaction servers, and the access control server. Measured as a percent of access problems discovered (e.g., violations and other issues).
6	CG-Improve Charitable Gaming license processing time.	Green	=	15	5	5	Quarterly	Streamline efficiencies in processing applications and licenses by further utilization of technology and software (i.e. HP Trim implementation.) These systems will provide the ability to process applications at a much faster pace. It will allow us to expand enterprise wide to enable us to reach a larger group to provide awareness and information to our customers. It will give CG the ability to allow electronic payment to significantly cut processing time and operating costs, i.e. less incoming mail, eliminate processing of hard copy checks, less data entry, quick licensing turn around time. Measured as the number of days to process an application. Goal is to remain below target.
7	P and O-Increase the average daily volume of test transactions generated within a single batch cycle (sales, cancels,	Green		705	847	1178	Quarterly	Testing a greater volume of transactions increases the likelihood that errors will be detected and the software being

	validations, adjustments, promotions, reports, etc.)							tested will be more accurate at implementation. Error-free software directly impacts customer satisfaction and Lottery integrity.
8	P and O-Balance daily and weekly test gaming systems between vendors, this includes all the following transactions: sales, cancels, validations, adjustments, promotions, reports.	Green	=	100%	100%	100%	Quarterly	It is necessary to balance all financial transactions between vendors, in order to verify that the software is functioning as intended. Error-free software directly impacts customer satisfaction and Lottery integrity. Measured as percent of days and weeks in balance during testing for that quarter.
9	Sec-Processing security checks for Lottery retailer licensing applications within 3 business days.	Green	=	90%	100%	100%	Monthly	All Lottery retailer licensing applicants are subject to a security check by Lottery Security. Efficient processing of these applications helps potential new retailers become operational and begin selling tickets. Measured as a percent of applications processed in 3 days.
Learning and Growth								
2	Adm-Increase the percentage of Lottery Champions by 10%	Yellow		72%	62%		CY Annually	Adm-Lottery's 2012 Employee Engagement Survey categorized 62% of our employees as Champions. The characteristics of these employees include a strong identification with organization objectives, a high level of loyalty to the organization, and a high level of willingness to cooperate and motivate colleagues. Data will be updated when the next annual survey results are available.
3	Adm-Increase the percentage of employees that are satisfied or very satisfied with the amount of feedback they received about the 2012 Employee Engagement Survey.	Yellow		72.00%	61.8%	61.40%	Quarterly	Lottery administered a pulse survey in January 2013 to measure the effectiveness of actions being taken as a result of the Employee Engagement survey. As our action plan continues to be implemented our goal is to increase the positive responses from employees. Pulse surveys will be conducted quarterly to measure this growth.
4	Adm-Increase the percentage of employees that are aware of the activities being implemented to address employee feedback from the survey.	Yellow		72.00%	59.9%	60.80%	Quarterly	Lottery administered a pulse survey in January 2013 to measure the effectiveness of actions being taken as a result of the Employee Engagement survey. As our action plan continues to be implemented our goal is to increase the positive responses from employees. Pulse surveys will be conducted quarterly to measure this growth.
5	Adm-Increase the percentage of employees that are hearing more frequent communication about employee engagement from the Commissioner.	Yellow		72.00%	54.4%	62.90%	Quarterly	Lottery administered a pulse survey in January 2013 to measure the effectiveness of actions being taken as a result of the Employee Engagement survey. As our action plan continues to be implemented our goal is to increase the positive responses from employees. Pulse surveys will be conducted quarterly to measure this growth.
6	Adm-Increase the percentage of employees that agree or strongly agree that the issues raised in the 2012 Employee Engagement Survey are being effectively addressed.	Red		72.00%	46.3%	50.00%	Quarterly	Lottery administered a pulse survey in January 2013 to measure the effectiveness of actions being taken as a result of the Employee Engagement survey. As our action plan continues to be implemented our goal is to increase the positive responses from employees. Pulse surveys will be conducted quarterly to measure this growth.