Department of State
Strategic Plan Performance Evaluation #2 for Fiscal 2018-19

May 16, 2019

For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Performance Plan for FY 2018-19. The selected goals in this report best capture the priorities of the Department's divisions.

Administration Division

The Administration Division supports the Secretary of State and the Business and Licensing, Elections, and Information Technology divisions in the department by providing personnel, finance, and general administrative support.

Goal: Engage, retain, and develop a high-performing workforce

Performance Measure		FY 17-18	FY 18-19
In-person training offerings	Target	25	32
	Actual	30	35

The Department provides opportunities for professional development by offering in-person training on a wide range of topics. The Department has exceeded its goal for the current fiscal year. Areas of focus include leadership, team development, management/supervision, customer service, and courses focused on technical skills.

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Goal: Align learning opportunities with business objectives

Performance Measure		FY 17-18	FY 18-19
eLearning courses that support SOS programs	Target	40	51
	Actual	42	54

The Department continues to design and develop eLearning courses that support SOS programs. In addition to revising and updating courses already available in the eLearning library, the Department has prioritized new development and has already met the FY 2019 goal. Most courses that have been designed recently are utilized by external customers in support of SOS programs.

Business and Licensing Division

The Business and Licensing Division provides document filing, records management, information retrieval, and educational services. It registers business names and organizations, trade names and trademarks, and files secured transactions records and notary applications, making them, as well as other document filings, accessible to the public. The Division licenses entities involved in charitable bingo and raffle, registers charitable organizations, and publishes the Code of Colorado Regulations. The Division's Business Intelligence Center harnesses the state's public data and knowledge resources and, in concert with Colorado's technology community, delivers value added software tools for business decision-making.

Goal: Enhance Division performance through employee development and process improvement.

Performance Measure		FY 17-18	FY 18-19
Percentage of critical Division tasks with backup resources trained	Target	85%	85%
	Actual	95%	98%

As we evolve from paper-based and in-person interactions to online and virtual ones, it is important to position ourselves for customer service success. This includes building upon individual skills and expanding current capabilities through focused cross-training. We took a full inventory of tasks and skills in FY14-15, and since then have applied a training regimen to create redundancy and capacity across all division programs. Through three quarters of FY '18-'19, 98% of critical Division tasks have been documented and backup resources trained. We anticipate 100% of tasks completed by fiscal year end. We now actively manage the list to maintain full redundancy as tasks change and staffing levels change. We anticipate replacing this performance measure next fiscal year.

Goal: Increase customer satisfaction through improved system usability and efficiency.

Performance Measure		FY 17-18	FY 18-19
Percentage of electronic quarterly reports submitted	Target	62.5%	70%
	Actual	64.5%	71%

In the third quarter of FY15 the Bingo-Raffle Program introduced electronic filing for the statutorily-mandated quarterly reports. Because the demographics of the Bingo-Raffle community skew older, it was anticipated that moving a high percentage of the approximately 1,100 report filers to the online process would occur over several years. Through natural adoption, electronic filing is currently used by 71% of the filers. The Program is actively implementing strategies to increase electronic filing, and has surpassed the FY '18-'19 goal of 70%.

Elections Division

The Elections Division supports the Secretary of State as the state's chief election official by administering and supervising statutory and constitutional provisions that relate directly or indirectly to the conduct of Colorado elections. These include certifying content to the ballot, publishing the abstract of vote totals, as well as overseeing the verification of petitions for ballot issues, campaign finance filings, voting equipment certifications, requirements of the National Voter Registration Act and Help America Vote Act, and maintaining the statewide voter registration system.

Goal: Improve Online Voter Registration (OLVR) to enhance the end-user experience.

Performance Measure		FY 17-18	FY 18-19
OLVR New Registrants	Target	25,000	80,000
	Actual	21,235	103,986

Online Voter Registration (OLVR) has recently been updated in a number of ways, both internally and for improved customer experience. One recent change allows voters to register new or update an existing registration using their Social Security Number (SSN). Colorado is the first state in the country to allow registration or update by SSN. These improvements have translated to increased usage for new and updated registrations. The Department recently added various security features to protect the data collected through OLVR, including CAPTCHA.

Goal: Develop/implement a statewide voter registration ePollbook module that combines the ability to register voters, update voter records (VR), and issue ballots for use at Voter Service and Polling Centers (VSPC) during elections.

Performance Measure		FY 17-18	FY 18-19
Issue Ballot	Target	30,000	120,000
	Actual	57,390	124,384

The Voter Service and Polling Center (VSPC) ePollbook module made it possible for county election officials to seamlessly check-in voters and issue ballots without a login to the main SCORE system, which was difficult and created security concerns. The VSPC module exceeded expectations in look, feel, and ease of use – and voters had a convenient way to receive reissued ballots at vote centers and on Election Day.

Information Technology Division

The Information Technology Division provides technical and project management services, system development, and support to programs administered by the division and other divisions in the department. The division has developed its own mission statement to express its purpose: "To provide continuous commitment in delivering innovative, cost-effective, and secure Information Technology Solutions that support the unique and individual goals of all divisions within the Department."

Goal: Enhance our Technology Advantage

Performance Measure		FY 17-18	FY 18-19
Number of business unit SharePoint environments established	Target	10	15
	Actual	14	17
% of teams aligning to support a DevOps model	Target	25%	75%
	Actual	0%	56%

These performance measures relate to our ability to improve our service delivery model for internal and external customers. This includes improving internal tools for efficiencies and refining project prioritization and our value stream to improve time-to-market and product quality. We have currently involved members of five of our nine teams (5/9 or 56%) in DevOps practices, and are planning to extend these practices to the remaining four teams over the next several months. We expect to meet or exceed our target of 75% by the end of the fiscal year.

Goal: Enhanced Security Reporting and Tracking

Performance Measure		FY 17-18	FY 18-19
Number of control audits	Target	5	8
	Actual	5	7
Number of change management board reviews conducted	Target	50	50
	Actual	50	42

These performance measures are relevant to our process in developing methods for ensuring adherence to security standards and continuing to improve reporting practices to business units.