Department of State
Strategic Plan Performance Evaluation for Fiscal 2021-22

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For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Strategic Plan for FY 2021-22. 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: Use multiple eLearning technologies to meet the Department's internal and external learning needs

Performance Measure		FY 20-21	FY 21-22
Number of eLearning videos created	Target	18	29
	Actual	26	33*
Number of interactive courses enhanced with updated templates and features	Target	3	5
	Actual	4	5*

* Progress to FY 21-22 target as of April 2022

The Department has developed a substantial library of eLearning courses. Last year, the Department successfully migrated those offerings to a new Learning Management System. To better meet the needs of learners, the Department is expanding and improving those offerings by creating more short video tutorials and modernizing its interactive courses.

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Goal: Improve the Department's ability to effectively and efficiently complete most financial transactions in a remote work environment

Performance Measure		FY 20-21	FY 21-22
Proportion of invoices sent to Finance inbox	Target	85%	95%
	Actual	90%	90%*

* Progress to FY 21-22 target as of April 2022

The Department has inserted language into all contracts and purchase orders directing vendors to send invoices to the Finance mailbox. This process allows the finance team to efficiently complete transactions in a remote/hybrid work environment and to directly communicate with vendors. To work towards this goal, the Department continues to collaborate with contract managers and program level staff to request that vendors send invoices to the Finance mailbox instead of program contacts.

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 also administers the lobbyist program, 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: Increase customer satisfaction through improved system usability and efficiency.

Performance Measure		FY 20-21	FY 21-22
Percentage of Bingo-Raffle electronic quarterly reports submitted	Target	82%	85%
	Actual	89%	90%*

*Progress to FY 21-22 target as of late-March 2022

While FY20-21 was a deeply troubling year from a public health perspective, as it related to Bingo-Raffle quarterly reports, an opportunity to increase our online filing adoption rate presented itself. We were able to connect with paper filers, share with them our reduced ability to process paper filings due to remote working conditions, communicate to them not only the ease of online filing but also the benefits they could realize by shifting to online (lower filing fees and less time dealing with mail turnaround time), and ultimately assist them in making the transition. As the state began to reopen, it would have been easy for entities to revert to paper

filing, however, due to our education, support and the above referenced benefits being realized, almost no organizations have done so. As of March 2022 we have exceeded our goal of 85% and anticipate maintaining this position for the remainder of FY 21-22.

Goal: Increase eLearning modules on the SoS platform to improve customer satisfaction and compliance.

Performance Measure		FY 20-21	FY 21-22
Add/update eLearning modules	Target	42	44
	Actual	42	44*

*Progress to FY 21-22 target as of late-March 2022

Since its inception in 2012, the Department's eLearning platform has proven to be popular with constituents and an effective way for programs to deliver information and training to an ever-changing and ever-growing customer base. The Business and Licensing Division is an enthusiastic supporter of the Secretary's drive to educate and empower the Department's customers and constituents in cost-effective ways, and has developed over 40 education/training offerings on a wide range of topics. Many eLearning opportunities are suggested from feedback received by the Division's Customer Support team. The Division has even trained staff in course development in order to amplify the Department's resources. The Division leverages the eLearning platform to provide not only training but certification modules that can be accessed from anywhere in the state with an Internet connection any time a customer wants to get a given certification. As of March 2022 we have met our goal of 44 eLearning modules and plan on adding to this total before the end of FY 21-22.

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 20-21	FY 21-22
OLVR new registrants	Target	41,000	75,000
	Actual	114,626	6,688*

*Progress to FY21-22 target as of late-March 2022

The Department has updated OLVR in a number of ways, both internally and for improved customer experience. Recently, the Department made general usability updates, and added a new X option for gender to allow voters to make a non-binary selection.

Goal: Increase accessibility and remove barriers to access for military and overseas voters

Performance Measure		FY 20-21	FY 21-22
Number of military and overseas voters issued a ballot for the November election	Target	38,000	31,000
	Actual	38,370	35,762

The Department continues to implement changes to assist military and overseas voters in registering and voting. Recently, the Department has updated the electronic ballot delivery system to make administrative changes and enhance usability.

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 20-21	FY 21-22
Reduce the number of tracking systems	Target	4	4
	Actual	5	5*

*Progress to FY21-22 target as of April 2022

The division has been working for several years to eliminate older legacy tracking systems and working to centralize project and activity tracking into a unified platform. This will enable improved visibility of resources, projects both current and planned, and supports our goal of minimizing unplanned work. Many of our technical teams have moved entirely to this platform. The division is currently deploying this platform for use by some of our line-of-business units, and we expect to achieve our goal of retiring all legacy tracking systems by the end of the 2022 fiscal year.

The division's planned retirement of one existing legacy system within the next several months will result in the development of a new set of performance measures in this goal area.

Goal: Enhance our Security Advantage

Performance Measure		FY 20-21	FY 21-22
Number of change management board reviews conducted	Target	50	50
	Actual	50	41*
Percentage of critical vulnerabilities closed within time expectations	Target	100%	100%
	Actual	100%	100%

*Progress to FY21-22 target as of April 2022.

The division has continued to follow change management best practices with regular reviews of scope and impact of changes prior to approval of major changes.

The division has continued to meet our goal of mitigating critical vulnerabilities within the time expectations set in our cybersecurity policies. The department has also devoted significant time on offering guidance to counties in improving their own cybersecurity practices and posture. The department evaluated grant requests submitted by counties and approved fourteen (14) grant requests for funding from the department to improve election security in the state. The department is also engaged with state and local partners to develop and plan for funding requests from Colorado entities for funding from CISA under the federal Infrastructure Investment and Jobs Act.