

**STATE OF COLORADO**  
**Department of State**

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**Strategic Plan Performance Evaluation for Fiscal 2015-16**

October 1, 2015

For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Performance Plan for FY 2015-16. 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: Attract, retain, and develop a high-performing workforce*

Performance Measure		FY 14-15	FY 15-16
Percentage of employees that have attended training	Target	100%	100%
	Actual	100%	100%

The Department provides opportunities for professional development through eLearning course offerings and in-person training. All staff in the Department will attend training in FY15-16.

*Goal: Enhance eLearning output*

Performance Measure		FY 14-15	FY 15-16
eLearning courses that support SOS programs	Target	19	35
	Actual	33	35

The Department continues to design and develop eLearning courses that support SOS programs. Based on current projections, the Department is on track to meet the FY15-16 target.

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

Performance Measure		FY 14-15	FY 15-16
By FY17-18, achieve 75% redundancy in critical Division tasks	Target	25%	50%
	Actual	43%	48%

In FY 14-15 we developed the framework necessary to track and execute on this performance measurement. We identified key division tasks, the documentation associated with each, the number of staff trained to perform the key tasks, and how many tasks existed with no back-up person trained. We then conducted a gap analysis to prioritize our cross-training efforts and began to engage personnel in targeted training opportunities. This led to the division exceeding the FY 14-15 target of 25% redundancy. Applying the same process to FY 15-16 has resulted in a 48% redundancy rate at the end of 1<sup>st</sup> Quarter FY 15-16. At the current pace, it is anticipated that we will exceed performance measure goals for FY 15-16.

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

Performance Measure		FY 14-15	FY 15-16
By FY15-16, reduce rejection rate for charitable registration filing to 8%.	Target	11%	8%
	Actual	7.36%	7.37%

The 12-month average rejection rate from Sept. 1, 2012 – Aug. 31, 2013 was 14.7%. We gathered information on the most common reasons why a filing was rejected, and in Sept. 2013, we posted educational materials and added data validation to our e-filing application that virtually eliminated the most common reason for rejecting a filing. As a result of those steps, the reject rate was

reduced to 7.91% in fiscal year 2014, and 7.36% for fiscal year 2015. At the conclusion of the redesign effort that is currently underway, the e-file application will feature more data validation and interactive guidance, and we project this will result in a reject rate no greater than 8% going forward.

**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 14-15	FY 15-16
OLVR New Registrants	Target	22,000	39,000
	Actual	27,206	3,666

Online Voter Registration (OLVR) has been updated in a number of ways, both internally and for improved customer experience. These improvements have translated to increased usage for new registrations and better system stability.

*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 14-15	FY 15-16
Issue Ballot	Target	75,000	100,000
	Actual	101,060	0

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. This number is currently zero because there has not been an election held in this fiscal year.

**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: To maintain a strong security posture.*

<b>Performance Measure</b>		<b>FY 14-15</b>	<b>FY 15-16</b>
% of employees undergoing information security training during the year	Target	100%	100%
	Actual	100%	-
% of new employees completing information security training within 10 business days of work start	Target	100%	100%
	Actual	93%	83% **
% of critical vulnerabilities closed within 15 days	Target	100%	100%
	Actual	100%	100% **

These performance measures show our progress in identifying and closing potential vulnerabilities and maintaining a workforce trained in information security practices and principles.

*Goal: To improve agility, speed, and quality of the I.T. Department.*

<b>Performance Measure</b>		<b>FY 14-15</b>	<b>FY 15-16</b>
% completion for modernization of production office systems, Windows and unix-based	Target	100%	n/a*
	Actual	100%	-
Implement agile-based methodologies across all software development projects	Target	100%	100%
	Actual	100%	100% **
Develop and institute formal process for quarterly project and portfolio management of agency projects	Target	100%	100%
	Actual	75%	100% **

\* Projects completed in FY 14-15

\*\*Actual to-date

These performance measures evidence our progress in improving our success in project delivery by modernizing our infrastructure and instituting more formal reviews of our agile development methodologies.