COLORADO DEPARTMENT OF STATE
PERFORMANCE PLAN

FY2017-18

WAYNE W. WILLIAMS
Secretary of State

STATE OF COLORADO
Department of State

1700 Broadway
Suite 250
Denver, CO 80290

Wayne W. Williams
Secretary of State

Gary Zimmerman
Chief of Staff

Main Number   (303) 894-2200
Administration   (303) 860-6900
Fax   (303) 869-4860
TD/TYY   (303) 869-4847

www.sos.state.co.us
administration@sos.state.co.us

November 1, 2016

Dear Coloradans,

After nearly two years as your Secretary of State I've had a chance to reflect on the important work done by my office. I am proud to say that we continue to set the standard for professionalism, responsiveness, and transparency in government.

This year, much time was devoted to preparing for the 2016 presidential election. Our office worked in a bipartisan manner during the last legislative session to pass meaningful reforms that strengthened Colorado's election system. This included reform of voter registration drives, improvements to the accuracy of the state's voter registration database, strengthening of Colorado's campaign finance system, and enhanced measures for election integrity, including signature verification for municipal elections and preventing double voting.

We are working with Colorado's county clerks to increase options for Coloradans to return their voted ballots. Through the use of federal Help America Vote Act grant money, we are helping counties to obtain additional 24 hour dropboxes for voters to utilize.

We conducted a careful and deliberate process resulting in new voting system standards for all of Colorado. This included evaluating multiple potential vendors and piloting four different systems in large and small counties during the 2016 primary election. New voting systems for our state ensure that voters will have the same voting experience no matter where they live, election administrator training will be done uniformly, and counties have more flexibility in reacting to unforeseen circumstances that might require replacement voting equipment.

We are looking to the future to ensure that Colorado's election system remains professional, easily accessible, open, and transparent. The Bipartisan Election Advisory Committee began meeting this summer to conduct a broad examination of Colorado's election landscape and to consider improvements to Colorado's election system.

The Department of State also volunteered to take the leadership role in reexamining Colorado's open records laws. We convened a CORA working group with a wide array of stakeholders to ensure that transparency and efficiency are properly balanced in serving the public with respect to the state's open records laws.

Our Business & Licensing Division continues to provide expert service to Coloradans who seek to put their ideas into action in the marketplace. This year we surpassed 600,000 business entities in good standing. With fees that are among the lowest in the nation, convenient online services, and first rate customer support, we truly do help Coloradans achieve the American dream.

As always, my office stands ready to serve the people of Colorado.

Sincerely,

Wayne W. Williams
Secretary of State

TABLE OF CONTENTS

```
                    ┌──────────────────────┐
                    │   SECRETARY          │
                    │   OF STATE           │
                    ├──────────────────────┤
                    │   Wayne W. Williams   │
                    │   1.0 FTE            │
                    └──────────────────────┘
```

SECRETARY OF STATE

Wayne W. Williams
1.0 FTE

DEPUTY SECRETARY OF STATE

Suzanne Staiert
1.0 FTE

CHIEF SECRETARY OF STATE

Gary Zimmerman
1.0 FTE

ADMINISTRATION DIVISION

Kathryn Mikeworth, Director
Administration Services

Lynn Bartels,
Communications Director

Tim Griesmer,
Legislative Director

Troy Bratton,
Legal & Policy Manager

16.0 FTE

BUSINESS AND LICENSING DIVISION

Mike Hardin, Director
48.1 FTE

ELECTIONS DIVISION

Judd Choate, Director
34.2 FTE

INFORMATION TECHNOLOGY DIVISION

Trevor Timmons, CIO
36.0 FTE

BACKGROUND INFORMATION

The Department of State performs several functions, ranging from registering businesses to overseeing elections. *The Business and Licensing Division* receives filings such as business and nonprofit registrations, trade names, secured liens, lobbyist registrations, notary public applications, and bingo and raffle reports. Most filings are submitted electronically, and the office disseminates this information to the public through its website. The *Elections Division* oversees state elections and has exclusive responsibility for campaign finance disclosure and statewide ballot initiative certification. Two other divisions in the Department, *Administration and Information Technology,* support the office's programs. Cash funds generated by business and other filings support nearly all of the Department's activities. Federal grants provide the remainder of funding. The Department of State's Long Bill is organized into sections by division. Appropriations are allocated based on the historical utilization of resources in each division.
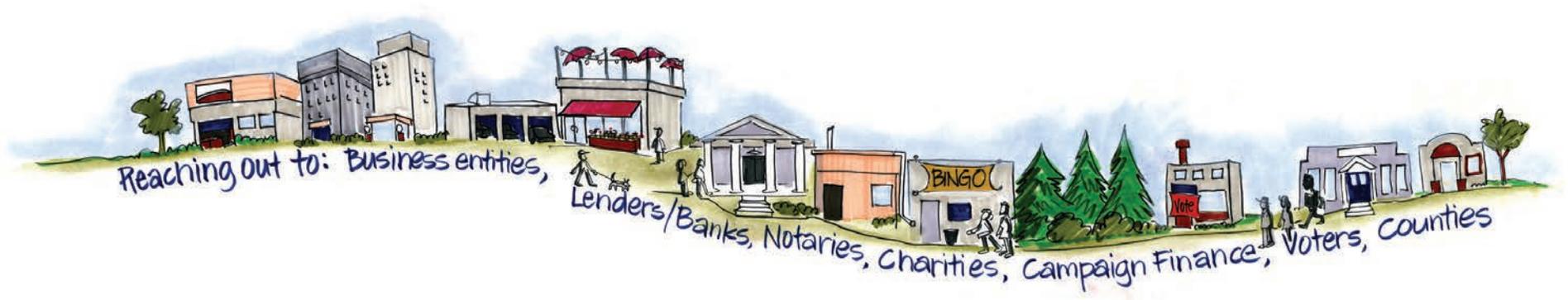
HOT ISSUES

SECRETARY WILLIAMS CONTINUED HIS LEADERSHIP ROLE IN THE NATIONAL ASSOCIATION OF SECRETARIES OF STATE.
Secretary Williams was elected as the Western region Vice President for the National Association of Secretaries of State (NASS), the first Colorado Secretary of State to hold that position. He previously served as co-chair of the NASS Standing Committee on Elections.

ESTABLISHED COLORADO VOTING SYSTEM STANDARDS.
Colorado carefully evaluated multiple vendors and tested different systems in large and small counties to establish voting system standards that will improve voter experience and election administrator training.

WORKING WITH COUNTY CLERKS TO EXPAND 24-HOUR DROPBOX AVAILABILITY.
The office established a grant program utilizing federal Help America Vote Act money to expand ballot return options for Colorado voters by installing additional 24-hour dropboxes in each county requesting one.

CONVENED THE BIPARTISAN ELECTION ADVISORY COMMITTEE.
The Bipartisan Election Advisory Committee (BEAC), the successor to the Colorado Voter Access and Modernized Elections Commission (COVAME), began a broad examination of Colorado's election landscape to consider improvements to Colorado's election system.

THE ACCOUNTABILITY IN COLORADO ELECTIONS (ACE) PLATFORM WAS A FINALIST FOR THE NASS IDEAS AWARD.
For the third year in a row, Colorado was a finalist for the National Association of Secretaries of State IDEAS (Innovation, Dedication, Excellence & Achievement in Service) award. The office submitted the Accountability in Colorado Elections (ACE) webpage for the award. ACE provides a single platform for elections-related information, including voter registration, elections cost data, and county performance information.
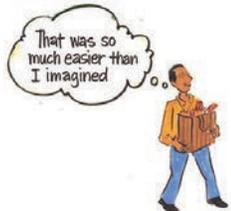
COLORADO IMPROVED THE ONLINE VOTER REGISTRATION EXPERIENCE.
Colorado became the first state in the country to allow voters to both update an existing voter registration or register for the first time online using a voter's social security number – when that voter's DMV file already included an SSN.

INTRODUCED A NEW "TEXT-TO-REGISTER" CAPABILITY.
The office introduced a text to register capability, by which a voter can text the word "Colorado" to "2Vote" in order to register to vote, update their address, change their party affiliation, view their sample ballot, or check the status of their voted ballot.

COLORADO WAS SELECTED TO HELP LEAD THE EFFORT TO INSTITUTE THE NATIONAL CHARITIES SINGLE FILING PORTAL.
Colorado is part of the multi-state leadership team working to institute a single online portal for registration of national charities soliciting in multiple states.

COLORADO BECAME THE FIRST STATE TO OFFER BUSINESS FILING CERTIFICATION SERVICES ONLINE.
Colorado became the first state in the nation to offer business certification services online, rather than requiring business owners to mail the office or visit in person. In recognition of this innovation, Colorado won an International Association of Commercial Administrators (IACA) Merit Award for an unprecedented fifth consecutive year.

DEVELOPING THE FIRST BINGO-RAFFLE ONLINE LICENSING FOR NONPROFITS.
The Department is developing online services for nonprofits to apply for bingo-raffle licenses or renew existing licenses. This will be the first time bingo licensees have this option. The project is expected to be completed in fall 2016.

THE BUSINESS INTELLIGENCE CENTER AND GO CODE COLORADO COMPLETED ITS THIRD YEAR.
Go Code Colorado, recipient of numerous public and private awards, completed its third year. Thirty-seven teams competed in this year's competition, while the volume of data available on the Colorado Information Marketplace grew to over 200 data sets.

CONSTITUTED THE STATEWIDE CORA WORKING GROUP. The Department volunteered to lead a review of the state's open records law and created a bipartisan working group composed of a wide range of stakeholders to conduct the study.

FORMED THE ELECTRONIC RECORDING TECHNOLOGY BOARD.
As required by SB16-115, the Secretary of State's office will house and provide support to the Electronic Recording Technology Board, which will modernize recording technology for Colorado's county clerks.

A PROJECTED TIME-LINE OF DEPARTMENT PROJECTS

For the period of July 2015 to March 2018 (Subject to Change)

Today

ID	Project Name	Timeline / Notes
1	**BUSINESS & LICENSING**	
2	BES-Commercial Registered Agent	FY15-$165k ★
3	BES-Charities System Redesign	FY14-$443k ★
4	BES-Web Enablement of Statement of Change & Corrections	FY14-$141k ★
5	BES-Web Enablement of Statement of Mergers	FY14-$141k ★
6	BES-Business Search Enhancements	FY15-$35k ★
7	BES-Business Association Tool	FY15-$283k ★
8	BES-Bingo-Raffle Online Development	FY14-$165k ★
9	Investigations CRM (Notary/DME)	
10	**ELECTIONS**	
11	OLVR changes & Updates	
12	Campaign Finance CRM	
13	Global Mobile- Text (election/voter info)	
14	TRACER online payment penalties	
15	**OUTSOURCED/VENDOR**	
16	**E-LEARNING**	
17	Service Center Process Improvement	
18	Notary e-Learning	

Time-line columns (fiscal year quarters with months):
Q1 FY15 (Jul, Aug, Sep) | Q2 FY15 (Oct, Nov, Dec) | Q3 FY15 (Jan, Feb, Mar) | Q4 FY15 (Apr, May, Jun) | Q1 FY16 (Jul, Aug, Sep) | Q2 FY16 (Oct, Nov, Dec) | Q3 FY16 (Jan, Feb, Mar) | Q4 FY16 (Apr, May, Jun) | Q1 FY17 (Jul, Aug, Sep) | Q2 FY17 (Oct, Nov, Dec) | Q3 FY17 (Jan, Feb, Mar) | Q4 FY17 (Apr, May, Jun) | Q1 FY18 (Jul, Aug, Sep) | Q2 FY18 (Oct, Nov, Dec) | Q3 FY18 (Jan, Feb, Mar)

Key:

Blue bar denotes the targeted project timeline
Green bar denotes % completion
BES – denotes Business Efficiency Suite

● Targeted Start Date
◆ Targeted Completion Date
★ Targeted Completion Date TBD

INTRODUCTION

FY2017-18 STRATEGIC PLAN

The Department of State primarily receives and makes information publicly available. Internet-based electronic filing and retrieval of information with the Department is favored by the general public, and in many cases, is mandatory. The Department is continually web-enabling documents and information for its customers.

Even though each division within the Department has its own unique functions, some functions are consistent across programs, with the common thread being electronic information. For example:

Licensing/Registering. Businesses, charitable organizations, fund raisers, voter registration drives, and lobbyists register with the Department. Bingo-raffle organizations are licensed, and notaries public receive commissions from the State through the Department.

Communicating/Educating. Each division devotes significant time to communicating with and assisting its constituents, the public, the private sector, governmental bodies, media, and others who require information regarding the Department's programs.

Records Disclosure. Through its website, the Department's divisions make available information about businesses in Colorado, disclosure information of political candidates and committees, and the disclosure reports filed by registered charitable organizations.

Electronic Filings. Most of the records filed with the Department are filed electronically, including business filings, voter registrations, campaign finance disclosure, administrative rules, lobbyist reports, and charitable organization reports.

In addition to serving as the "keeper of records", the Secretary of State is the chief election official of the state, charged with administering statutes that relate directly or indirectly to the conduct of elections for the State of Colorado.

LEGAL AUTHORITY

The position of Secretary of State is created in Article IV of the Colorado Constitution. The statutory duties for the Department of State are found in Title 24, Article 21, Colorado Revised Statutes.

Mission Statement
We believe in... growing commerce and fostering political freedom by being value-driven, ethical and efficient.

Vision Statement
We serve you... by building trust, instilling confidence and offering common sense creative solutions.

Passion   Service   Integrity   Excellence   Innovation   Collaboration

We serve the American Dream

STRATEGIES

The Department will maintain and improve its award-winning customer service and productivity improvement via its LEAN-based Process-Improvement and Mapping Initiative by maintaining a trained staff of 80+%.

The Department will maintain its national Top-5 ranking in the percentage of registered in-state voters and improve the accuracy of Colorado voter rolls through leadership and growth of the ERIC Project and refinement and use of other available data matching tools.

The Department will lead the improvement of election administration and minimize county capital expenditure and maintenance costs via implementation of a statewide Uniform Voting System.

The Department will maintain its customer service and compliance rate leadership via continued expansion of eLearning, data and analysis tools, and consultative services in order to reduce the cost and to simplify regulatory compliance for its elections, business, and charitable program customers. And the Department will continue to introduce innovative technology products, services, and infrastructure for the purpose of reducing customer costs and improving compliance when interacting with the Department.

The Department will maintain and enhance internal support through accelerated and improved recruiting, cross-unit and division training, and expanded eLearning. And the Department will grow and retain its human capital by maintaining and improving its employee engagement activities.

ADMINISTRATIVE DIVISION

GOALS

- Engage, retain, and develop a high-performing workforce
- Optimize HR and Finance processes
- Work collaboratively to develop loyal relationships with customers
- Align learning opportunities with business objectives
- Optimize Policy processes and controls
- Promote the Department's agenda by developing and communicating legislative strategies that support program needs and goals

OBJECTIVES FY2017

- Provide additional developmental opportunities for the Department's workforce
- Identify and prioritize remaining improvement projects
- Define and consistently apply policies
- Strengthen partnerships to develop exceptional courses
- Complete process mapping and documentation of to-be processes for rulemaking and CORA requests; implement improvements to CORA procedures and rules
- Collaborate with each division to identify priority legislative initiatives and create blueprints to pass each initiative; work within unit to develop needed materials and communications

OBJECTIVES FY2018

- Develop division-level succession planning model to ensure continuity of operations
- Continue execution of improvement projects
- Cultivate informed and empowered customers
- Work with partners to measure results of course implementation
- Maintain on time performance for CORA and rulemaking; develop internal training and reference guides
- Evaluate active/previous policy endeavors to shape future agenda

OBJECTIVES FY2019

- Continuously improve and refine hiring processes
- Evaluate and refine
- Reduce single points of failure and improve customer experience
- Refine and adjust development cycle
- Evaluate internal procedures documentation
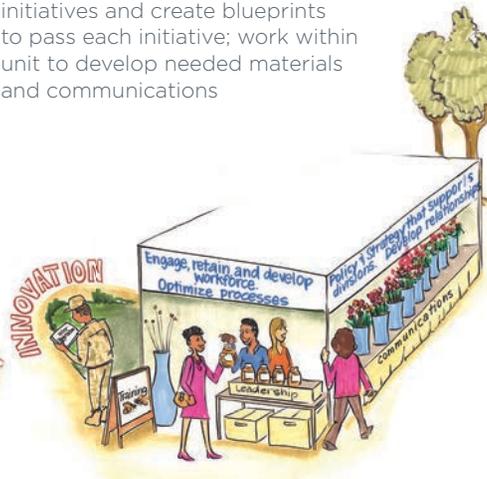
GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Engage, retain, and develop a high-performing workforce

OBJECTIVES

- Provide developmental opportunities for the Department's workforce
- Develop division-level succession planning model to ensure continuity of operations
- Continuously improve and refine hiring processes

EVALUATION

- The Department will monitor the total days in the recruitment cycle to fill open vacancies with the best candidate in the shortest amount of time
- The Department will evaluate training opportunities available to staff and track the level of participation by supervisors and their direct reports

ACTIVITY

- Develop Position Description and job announcement templates to improve efficiencies in hiring process and recruit talent that are qualified for the position
- Continuously improve comparative analysis processes
- Educate managers on how to conduct employee evaluations and communicate informally with their staff
- Research succession planning models
- Develop and implement chosen succession planning model
- Continue identifying opportunities for employee development

DISCUSSION

- Prior to 2011 the Department hiring process often took as much as 120 days. In 2012, the Department initiated a process improvement project focused on the hiring process. The result was a more collaborative process for Department managers and a streamlined recruitment cycle. The Department continued to review and improve the recruitment cycle over the next few years, conducting two additional process improvement exercises. As a result, the timing of the recruitment cycle now remains fairly steady as the focus has turned towards educating staff on the hiring process and providing helpful resources.
- Over the last few years, the Department has encouraged staff to participate in professional development opportunities ranging from in-person, hands on training, to eLearning offerings. The result has been a steady increase in the number of training offerings attended by staff and the number of in-person courses made available to staff. The Department seeks to continue this trend.

PERFORMANCE MEASURE

	Actual FY 11-12	Actual FY12-13	Actual FY13-14	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Average number of calendar days in selection process	87.25	73	68	65	65	65	65
Percentage of employees that have attended training	69%	88%	100%	100%	100%	100%	100%
In-person training offerings	11	4	7	13	27	22	25

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Optimize HR and Finance processes

OBJECTIVES

- Identify and prioritize remaining improvement projects
- Continue execution of improvement projects
- Evaluate and refine

EVALUATION

- The Department will continue to initiate process improvement activities for HR and Finance. The process improvement list will be defined, progress on each project will be reported, and total cycle time for project implementation will be tracked.

ACTIVITY

- Identify and prioritize processes in need of improvement
- Develop project schedules and project leads
- Begin implementation of projects and lean process improvements

DISCUSSION

- Credit card settlement exceeding one day incurs a premium merchant processing cost. Prior to process improvement, those fees amounted to approximately $20,000 per year.
- The implementation of CORE has increased the total hours required of staff to complete year-end close. It is expected that this will remain fairly steady over time.
- The Finance unit was restructured in 2014 and has focused on streamlining and improving HR and Finance policies. The restructure has resulted in many process improvement activities and regular meetings between the HR and Finance staff. By FY2018, communication will continue but most ongoing projects will be complete.

PERFORMANCE MEASURE

	Actual FY13-14	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Average number days to settle credit card transactions	2	2	1	1	1
Number of hours to process financial close	120	120	120	120	115

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Work collaboratively to develop loyal relationships with customers

OBJECTIVES

- Define and consistently apply policies
- Cultivate informed and empowered customers
- Reduce single points of failure and improve customer experience

EVALUATION

- The Department will catalog the total training opportunities relating to HR and Finance provided to staff. The Department will also capture the amount of time utilized to communicate policies and procedures to staff (through training opportunities and meetings) to demonstrate the increased frequency of these communications.

ACTIVITY

- Proactively communicate with staff about applicable policies
- Ensure proper messaging and project delivery implementation so that all internal users are informed
- Continue to encourage a culture of collaboration and customer service within the Division
- Cross-train staff to reduce single points of failure and improve customer experience

DISCUSSION

- To better serve internal customers, the Finance unit has instituted regular meetings with Division staff. Additionally, the unit has reviewed and streamlined internal processes to improve customer service. Following process improvement activities, the unit has educated staff through regular communications and meetings.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of financial reporting meetings held	40	55	55	60
Number of initiatives implemented relating to communication and collaboration	3	5	4	3

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Align learning opportunities with business objectives

OBJECTIVES

• Strengthen partnerships to develop exceptional courses
• Work with partners to measure results of course implementation
• Refine and adjust development cycle

EVALUATION

• Collect analytics including the total enrollments and completions for each course. Utilize a test group to review and provide recommendations prior to launching each course. Send follow-up survey for feedback when courses have been launched. Track total courses developed for both internal staff and external customers.

ACTIVITY

• Work directly with staff to identify eLearning needs
• Develop project schedule
• Review courses available and work directly with staff to make updates and enhancements
• Continue to stay up to date on eLearning standards and enhancement opportunities
• Work with staff to identify areas where an eLearning course is needed
• Process map development cycle and identify opportunities for improvement
• Implement proposed changes

DISCUSSION

• The number of eLearning courses offered continues to steadily rise in support of SOS programs, internal staff development, and public outreach. Notable recent additions include Notary Authentications, Election Night Reporting for Counties, and Election Judge Cyber Security Training. In addition to offering more courses, we want to ensure their effectiveness through improved needs analysis and measurement of impact on business objectives.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Total courses offered to the public using eLearning platform	37	39	42	45
eLearning courses that support SOS programs	33	35	37	40
eLearning courses for internal staff development	3	7	7	8
eLearning courses for public outreach	7	7	7	8

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Optimize Policy processes and controls

OBJECTIVES

- Complete process mapping and documentation of to-be processes for rulemaking and CORA requests; implement improvements to CORA procedures and rules
- Maintain on time performance for CORA and rulemaking; develop internal training and reference guides
- Evaluate internal procedures and documentation

EVALUATION

- The Division will continue to track fulfillment of CORA requests to ensure all requests are filled on a timely basis within the Department's technical capacity
- The Division will track rulemaking proceedings to ensure deadlines are not extended due to internal delays

ACTIVITY

- Identify software and tools to improve management of responsive records for large CORA requests
- Implement additional internal procedures and rulemaking to improve CORA handling
- Complete process mapping and documentation of to-be processes and procedures for rulemaking and CORA

DISCUSSION

- In FY15-16, the Department received 284 CORA requests. Of those, 276 were filled completely within the statutory deadlines. In seven cases, the Department could not respond within deadlines due to the extraordinary number of records involved and the limitations of the Department's search and processing tools. In each case, the Division advised the requestors of the issues and negotiated an extended deadline. Additional tools and improved procedures should allow complete responses in some of the cases involving larger numbers of records.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Percentage of CORA requests filled completely within statutory deadline / initial response provided within statutory deadline	-	97.1%/99.6%	98%/100%	98%/100%
Percentage of rulemakings completed without extending deadlines due to internal delays	-	100%	100%	100%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Promote the Department's agenda by developing and communicating legislative strategies that support program needs and goals

OBJECTIVES

- Collaborate with divisions and stakeholders to identify priority legislative initiatives and create blueprints to pass each initiative; work within unit to develop needed materials and communications
- Evaluate active/previous policy endeavors to shape future agenda

EVALUATION

- The Division will meet with Department leadership and divisions to assess past legislative initiatives and identify future needs and concerns

ACTIVITY

- Hold scheduled meetings with divisions/programs and Department leadership in advance of the session to determine and develop priority legislative initiatives
- Define strategies to pass priority initiatives, and create all necessary supporting materials and communications

DISCUSSION

- The Department continues to collaborate with active stakeholder groups to identify ways its programs can better serve constituents and, where needed, propose legislative solutions. These include informal working groups such as the Business Advisory Council and the CORA Working Group, as well as formally constituted bodies such as the Bingo Raffle Advisory Board, the Bipartisan Election Advisory Commission, and the Electronic Recording Technology Board.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Proportion of priority bills introduced into the legislature	-	100%	100%	100%
Meetings with divisions to define and evaluate legislative initiatives	-	-	3	3
Contact appropriate committee members and stakeholders with appropriate supporting materials prior to committee hearing	-	100%	100%	100%

BUSINESS AND LICENSING

GOALS

- **Build outreach opportunities and relationships with stakeholders**
- **Increase customer satisfaction through improved system usability and efficiency**
- **Enhance Division performance through employee development and process improvement**
- **Build credibility and public trust through accurate and transparent program administration**

OBJECTIVES FY2017

- Develop and implement targeted educational offerings
- Expand stakeholder engagement opportunities
- Utilize CRM to improve customer service efficiency
- Improve Customer Journey through online navigation enhancements
- Bingo-Raffle - Achieve 60% e-filing adoption rate for all quarterly filings
- Offer electronic licensing application for Bingo-Raffle
- Achieve 85% cross-training on key tasks
- Develop infrastructure to catalog & consolidate Division policy and procedure documents
- Enhance Division communication to all employees
- Develop and implement record clean-up process

OBJECTIVES FY2018

- Continue implementation of educational opportunities
- Strengthen stakeholder relationships
- Lobbyist: Lower delinquency rate for all groups by 10%
- Improve Customer Journey through in-person service enhancements
- Bingo Raffle: Achieve 60% e-filing adoption rate for all online filers
- Expand cross-training efforts to secondary tasks
- Continue to catalog and consolidate Division policy and procedure documents
- Continue internal Division communication flow to all Division employees
- Continue processes for record cleanup
- Maintain leadership position in national and state level professional associations

OBJECTIVES FY2019

- Clarify enforcement procedures for professional lobbyists and state liaisons
- Expand number of data providers and share inter-agency information
- Bingo Raffle: Reach 70% adoption rate of online filing of quarterlies and license applications and determine if moving forward with mandatory online filing.
- Eliminate single points of failure in secondary tasks across Division
- Continue to catalog and consolidate Division policy and procedure documents
- Expand Service Center call support

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Enhance Division performance through employee development and process improvement

OBJECTIVES

- By end of FY17-18 achieve greater than 85% redundancy in critical Division tasks. A task is redundant when no less than two employees are trained and the task has been fully documented.

EVALUATION

- The Department will evaluate success by creating a matrix that incorporates critical tasks, personnel trained & overall percentage of tasks that are documented and have at least two people trained in them

ACTIVITY

- Inventory all critical Division tasks, identifying which have or need redundancy
- Prioritize training plan based on risk and build tracking matrix to identify personnel to be trained
- Create protocol to track increase in redundancy in real time
- Build training curriculum and training plan for each critical Division task
- Execute on training plan and incorporate into performance evaluations and reward strategies

DISCUSSION

- 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 and are applying a training regimen to create redundancy and capacity across all Division programs. Given the success of our first year efforts we continue to challenge ourselves by increasing FY17-18 estimates to greater than 85%.
- We have implemented a semi-annual review protocol of Division top tasks. As the Division continues to move to an online environment, the review protocol will inform our cross-training efforts as well as Smart Act content.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of critical Division tasks	58	55	58	58
Number of tasks with redundancy (no less than 2 employees trained and fully documented)/percentage	25/43%	33/60%	44/75%	50/85%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Increase customer satisfaction through improved system usability and efficiency

OBJECTIVES

- By end of FY15-16, reduce the rejection rate for charitable registration filings to 8%

EVALUATION

- The Department will evaluate its success through daily performance dashboards and periodic ad hoc reporting tools. Continuous rejection rate monitoring will drive midstream adjustments while periodic comparisons between current rates, historical trends and initial estimated benchmarks will provide valuable feedback on progress toward our overall goal.

ACTIVITY

- Conduct outreach and training to educate potential registrants who are involved with charitable organizations, charitable solicitations and professional non-profit fundraising on registration requirements with the State
- Release new online filing system to incorporate customer-driven enhancements & conduct root cause analysis on high volume rejects to guide process improvement effort

DISCUSSION

- The Charities program has achieved a 6.6% rejection rate in FY15-16. This rate is 1.4 percentage points better than the performance objective. The Division will continue to monitor performance in this area, but having surpassed our goal will remove it from the Smart Act moving forward.
- Our leadership role in the multi-state charities registration portal effort is likely to increase accuracy of filing data and reduce costs for charities who operate in multiple states.

PERFORMANCE MEASURE

	Actual FY12-13	Actual FY13-14	Actual FY14-15	Actual FY15-16
Total charity program filings submitted	14,142	15,105	16,084	17,327
Number of filings rejected/percentage	1,831/13%	1,266/8.4%	1,185/7.4%	1,150/6.6%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Increase customer satisfaction through improved system usability and efficiency

OBJECTIVES

• By FY18-19, reduce the number of rejected notary public commission applications to 9%

EVALUATION

• The Department will evaluate success through performance dashboards and periodic ad hoc reporting tools. Continuous rejection rate monitoring will drive adjustments while periodic comparisons between current rates, historical trends and initial benchmarks will provide valuable feedback on progress toward our overall goal.

ACTIVITY

• Work with web design team to identify improvement opportunities related to usability

• Conduct internal process compliance review to ensure accurate reject categorization and communication to applicant

• Analyze reject reasons with new system data to determine trends and educational opportunities – enhance curriculum and update FAQ/training hand-outs

• Release Notary e-learning certification training that includes detailed instructions on the application process

DISCUSSION

• After implementing a fully online filing system in December of 2013, we continue to focus on increasing the number of applicants who are successful upon their initial submission. As with any new system there was a user learning curve that resulted in temporary increases in application reject rates. Using this reject data and user feedback we have identified improvements to user training and system interfaces to clarify application requirements and facilitate compliance. Additionally, process improvement efforts have identified frequent rejections for application attachments. We are implementing a new system application to address this ongoing issue. As a result, we expect our rejection rate to decrease faster than originally planned. The performance measures below assume a rate of approximately 25,000 applications per year, which tracks the average over the prior four years.

PERFORMANCE MEASURE

	Actual FY12-13	Actual FY13-14	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18	Projected FY18-19
Number of notary applications filed	25,008	24,780	25,094	26,255	25,000	25,000	25,000
Number of notary applications rejected/percentage	3,392/13.6%	3,099/12.5%	3,205/12.8%	2,649/10.1%	2,475/9.9%	2,400/9.6%	2,250/9.0%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Increase customer satisfaction through improved system usability and efficiency

OBJECTIVES

- By end of FY17-18, reduce the number of rejected bingo-raffle license applications to 10%

EVALUATION

- The Department will evaluate its success through daily performance dashboards and periodic ad hoc reporting tools. Continuous rejection rate monitoring will drive midstream adjustments while periodic comparisons between current rates, historical trends and initial estimated benchmarks will provide valuable feedback on progress toward our overall goal.

ACTIVITY

- Enhance consultation services to include education on the new system for both new and renewing applicants
- Through training and outreach efforts, educate potential applicants on the requirements for operating charitable gaming, prerequisites for licenses, and the application process
- Develop and implement an online filing system that will assist applicants in determining if they meet prerequisites for a license, as well as guide them step-by-step through the application-filing process

DISCUSSION

- We have implemented ongoing efforts starting in FY12-13 to reduce the rejection rate on bingo-raffle licenses. In FY14-15 Bingo-Raffle rejection rates were below our targeted reduction rate of 10%. In FY15-16 there was an increase in the rejection rate that appears to be due to games managers not completing training. Online system enhancements will require selection of a certified games manager. We anticipate this improvement to reduce rejection rates for those who file online. As with any new system, we anticipate a user learning curve that will result in dramatic but temporary increases in reject rates due to the comparatively small volume of applicants for Bingo-Raffle licensure (e.g. ~85,000 Notaries Public vs ~1,200 Bingo-Raffle entities). With the expansion of the consultation model we anticipate increasing the knowledge level of both new and existing users of the application, which will cause an increase in successful filings in FY17-18.
- The Division expects favorable adoption rates for Bingo-Raffle Licenses similar to those experienced for the recently deployed Quarterly Reporting system. If realized, we will see a quicker reduction in rejection rates for licensing applicants.

PERFORMANCE MEASURE

	Actual FY12-13	Actual FY13-14	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of licensed bingo entities	1,275	1,237	1,215	1,172	1,200	1,250
Number of bingo-raffle licenses rejected/percentage	214/16.7%	158/12.8%	81/6.7%	112/9.6%	144/12%	125/10%

ELECTIONS DIVISION

GOALS

Improve SOS and County Partnership

Improve Election Integrity

Update Voting System Technology

Expand Elections Public Outreach

Identify and Respond to Service Trends

OBJECTIVES FY2017

- Formalize schedule for SCORE 3.0 and begin development
- Integrate SCORE with new CDOR DRIVES program
- Formally take over CCCA website
- Publish Elections Costs Best Practices Guide for Counties
- Improve county support for 2016 General Election
- Expand rollout of end-point protection for county SCORE users
- Develop Polices for RLA
- Update Election Disaster Mitigation Plan
- Expand and enhance ACE voter turnout data
- Develop ePollbook SCORE VSPC module
- SCORE AUP/ADA audits at VSPCs in all 64 counties
- Create centralized database for state and local felon data
- Collect and maintain county list mainte-nance data to track compliance
- Expand Dominion rollout to additional counties
- Plan for Dominion 4.21 Counties to 5.2
- Develop alternate language voter guides, including braille
- Update and improve VRD Training video
- Expand ePayment for CPF fines, VRDs, data requests, petition entity licenses
- Develop award and website for partnership with Inspire
- Develop SCORE eLearning curriculum
- Roll out CPF and TRACER eLearning offerings
- Assess performance of Secure Ballot Deliv-ery in 2016 election
- Implement CPF Customer Relationship Management System

OBJECTIVES FY2018

- Roll out Scanning and NCOA/ERIC platforms
- Review and improve DRIVES system integration with SCORE
- Consolidate main elements of CCCA web-site into SOS site
- Fully standardize cost collection process
- Create plan to deploy regional county support staff
- Make end-point protection for county SCORE users mandatory
- Implement the first round of RLAs
- Update Elections-related COOP plan
- Reassess ACE data to determine areas for expansion
- Implement ePollbook
- Conduct off-year SCORE ADA audits at all county clerk offices
- Improve collection of CDPHE death info for list maintenance
- Improve list maintenance data collection and compliance
- Expand Dominion rollout to additional counties
- Impliment upgrade to Democracy Suite 5.2
- Work with stakeholders to perfect these guides
- Expand VRD compliance requirements and update training
- Explore other areas for ePayment
- Strengthen Outreach to public officials to participate in Inspire
- Develop and expand boot camp/odd-year training season model
- Expand CPF and TRACER eLearning modules
- Expand Secure Ballot Delivery/Return for emergency voters
- Collect and maintain data

OBJECTIVES FY2019

- Roll out additional platforms
- Work with CDOR to add SCORE address library to DRIVES
- Improve and expand CCCA information on SOS website
- Host county summit to discuss cost reduction ideas
- Implement plan for permanent regional staff to support counties
- Employ newest security procedures for SCORE users
- Improve RLA Training
- Improve continuity activities by identifying single points of failure
- Continue ACE improvement efforts
- Respond to issues with ePollbook module and develop training for election judges
- Continue work to create 100% audit compliance
- Maintain and improve data collection for list maintenance
- Work with counties to establish 100% compliance
- Expand Dominion rollout to final counties
- Address additional certifications
- Expand to other areas, as necessary
- Continue to offer improved VRD training
- Make ePayment available for all elections payments
- Develop programs to make Inspire self-perpetuating
- Include new module trainings in SCORE eLearning curriculum
- Perfect CPF and TRACER eLearning Modules
- Expand Secure Ballot Delivery/Return to include disabled voters
- Perfect review process of customer contacts

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Solidify and Improve SOS and County Partnership

OBJECTIVES

- Formalize schedule for SCORE 3.0 and begin development
- Integrate SCORE with new CDOR DRIVES program
- Formally acquire CCCA website
- Public elections costs best practices guide for the counties
- Improve county support for 2016 General Election

EVALUATION

- The Department will use the information to determine priority for trainings and improve internal resources to meet county demands.

ACTIVITY

- Tracking of every call and email received by the support team for technical and functional support. Create reports in CRM to track call content for the purpose of targeted training.
- SCORE 3.0 module rollout
- County election official training opportunities for both the newly certified and those with current certified

DISCUSSION

- Provide high level of technical and functional support to all election officials and staff required to use the Statewide Colorado Registration and Election (SCORE) system to maintain voter registration records and manage elections in addition to targeting training opportunities to reduce call volume.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of county support calls fielded by SCORE team	16,282	14,472	12,000	11,000
Number of county support emails fielded by SCORE team	7,805	5,280	8,000	8,500
SCORE 3.0 modules available to the counties for use in live elections	0	1	2	4
County officials newly certified by SOS	42	61	50	50
County officials currently certified by SOS	352	280	350	360
Number of county officials who attended at least one in-person training	269	298	275	275

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Improve Election Integrity

OBJECTIVES

- Expand rollout of end-point protection for county SCORE users
- Develop policies for post-election risk-limiting-audit for 2017 implementation
- Update election disaster mitigation plan
- Expand and enhance ACE voter turnout data
- Develop and improve ePollbook SCORE VSPC module
- SCORE AUP/ADA audits of all 64 counties prior to major elections
- Create centralized database for state and local felon data
- Collect and maintain county list maintenance data to track compliance

EVALUATION

- Reduce the number of non-compliant and non-participatory counties

ACTIVITY

- Develop, deploy, and maintain a series of interactive charts, maps, and tables on the Secretary of State website using publicly available elections data
- Develop, roll out, and improve a VSPC module of the SCORE system to allow for new registrations and update of existing voter registrations

DISCUSSION

- The principle behind this work is that the Department improve the transparency in Colorado elections in several ways. First, the Department is packaging publicly available data in an easily digestible format and then creating a single way for county officials to acquire the information necessary to register someone to vote or update the voter's registration

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
ACE Compliance data points collected	10	10	12	12
ACE Voter Registration data points reported	23	36	36	36
ACE Voter Turnout and Ballot Method data points reported	14	21	21	24
ACE Web views by the public	17,948	10,183	25,000	12,000
Voters registered for the first time using the VSPC module	0	1,147	33,000	1,000
Voters who updated their residential and mailing addresses with VSPC module	43,978	13,140	100,000	10,000
Voters who were issued a ballot using the VSPC module	101,060	17,891	150,000	10,000
Voters who updated keyline or affiliation using VSPC module	0	4,525	30,000	6,000

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Update Voting System Technology

OBJECTIVES

• Transition each Colorado county to a new voting system to ensure compliance with federal and state law, as well as administrative rules of the Secretary of State's office

EVALUATION

• Universal acceptance and use of a new voting system compliant with federal and state law, as well as the rules of the Colorado Secretary of State's office

ACTIVITY

• Certify one or more voting systems for statewide use under Colorado law

• Implement new Colorado Voting System statewide in selected counties for 2016 Primary and General Elections, and those that follow

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of Colorado counties using the Dominion Voting system – Certified by the SOS	0	18	58	62
Number of Colorado counties using other new systems certified by the SOS	0	0	0	0

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Expand Elections Public Outreach

OBJECTIVES

- Develop alternate language voter guides, including braille
- Update and improve VRD training
- Expand ePayment for CPF fines, VRDs, petition entity licenses, and data requests
- Develop award and website for partnership with Inspire Colorado
- Roll out CPF and TRACER eLearning offerings
- Expand usage of online voter registration

EVALUATION

- The Department will use the number of registration transactions to determine bandwidth and hardware necessary to accommodate users as necessary. The Department will continue to evaluate current technological trends to ensure the best user experience possible.

ACTIVITY

- Monitor the number of transactions monthly to establish usage parameters. Add email notification, voter registration wording changes for new, update and withdrawal, add the ability for voters to update their record using the last 4 digits SSN, make data entry format consistent on both Classic and Mobile (e.g. birth data field), create Voter Registration Drive access.
- Use the new credit card contract to facilitate ePayment link on TRACER for payment of CPF fines
- Oversee the submission of site specific data from each NVRA agency
- Monthly reporting reminder emails to each agency and follow-up emails as necessary to clarify reported data, quarterly newsletter sent via email to each agency, and periodic site visits
- Provide training and support to the counties that have not fully implemented UOCAVA ballot delivery program to assist them

DISCUSSION

- This goal here is to undertake several activities to improve the voter registration, CPF filer, VRD, and UOCAVA experience for constituents and provide more and better information

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
OLVR new registrants	27,206	36,302	75,000	41,500
OLVR updates	110,326	170,099	650,000	185,000
OLVR updates by last 4 digits of SSN	0	10,127	350,000	100,000
OLVR new registrations with SSN	0	0	25,000	37,500
Email notification of OLVR transaction	0	0	500,000	226,500
Percentage of fines paid by ePayment	0%	0%	25%	95%
Number of UOCAVA ballots accessed online	4,329	2,868	8,500	4,500
Number of total UOCAVA voters issued a ballot in Federal Election	15,367	10,787	22,000	11,000
Number of Voter Registration Drives using OLVR to register new voters	0	0	15	12
Number of mailings (ERIC)	178,000	0	210,000	0

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Identify and Respond to Service Trends

OBJECTIVES

• Implement Campaign Public Finance team customer relationship management (CRM) system to understand and adapt to customer service trends

EVALUATION

• Number of emails processed using CRM and posting that information to a spreadsheet used by the CPF to determine training and instruction upgrades

ACTIVITY

• Implement CRM software by fall 2016
• Train employees on use of software
• Develop analytics to track trends for training opportunities

DISCUSSION

• The CPF team receives thousands of customer contacts each year. The CRM improvement is designed to better track trends in those calls and to change trainings or call responses based on those trends.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of campaign finance emails processed using CRM	0	0	80%	100%

INFORMATION TECHNOLOGY (IT) DIVISION

GOALS

Implement IT Service Level Agreements (SLAs)

Enhance our Technology Advantage

Enhanced Security Reporting and Tracking

Improve Resource Management (Human Capital)

Training

Support integration of information security into CDOS line of business

OBJECTIVES FY2017

- Meet or exceed 92% of SLA expectations
- Update services in and for each IT unit
- Continue implementation of collaboration environment
- Execute on prioritized development projects
- Implement change management system (SharePoint)
- Maintain backups for resources
- Sustain repeatable, predictable IT operations
- Securing the Human completion rate at 100% within the first month of employment
- Complete full deployment of perimeter firewall

OBJECTIVES FY2018

- Meet or exceed 95% of SLA expectations
- Keep equipment up-to-date with current software releases/licenses
- Execute on prioritized departmental projects
- Increase number of control audits
- Achieve full coverage of data classification
- Cross-training and skilled backup support
- Meet or exceed 95% of professional development training for all staff
- Maintain daily operations in a secure manner

OBJECTIVES FY2019

- Meet or exceed 100% of all SLA expectations
- Execute on prioritized departmental projects
- Continue to enhance and increase number of control audits
- Sustain repeatable, predictable IT operations
- Meet or exceed 95% of professional development training for all staff
- Sustain repeatable, predictable security operations

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Implement IT Service Level Agreements (SLAs)

OBJECTIVES

- To provide timely responses to service requests received from the CDOS business units

EVALUATION

- The Department will continue to track metrics to ensure that response times and status communications are in line with the service level agreement

ACTIVITY

- Implement Service Level Agreements between the business units and IT
- Develop methods to improve customer support to the business units and ensure effective response times
- Implement the communication plan for major system changes
- Continuously improve communications with business units regarding support and expectations

.

DISCUSSION

- In FY14-15 the Service Level Agreement was in the planning and development phase. The SLA was informally implemented in FY15-16 within the IT Division, however it was not formally authorized for adoption. The document is ready for formal adoption and metric tracking will begin in FY16-17.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Percent of major change activities communicated to business units	-	-	100%	100%
Respond to service requests in the time outlined in the SLA	-	-	100%	100%
Percent of web service outages communicated to office within SLA expectations	-	-	85%	95%
Update services in and for each IT unit	-	-	92%	95%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Enhance our Technology Advantage

OBJECTIVES

- To improve office functionality and efficiency by leveraging technologies that will increase users' abilities to do their jobs

EVALUATION

- Evaluate and refine implementation of technology solutions within individual business units and programs by the end of 2017

ACTIVITY

- Virtualize all possible servers and workstations to reduce hardware requirements
- Provide increased storage options to keep pace with increasing needs
- Research open source options to replace costly closed source products
- Continuously improve development of SharePoint environments for each business unit
- Enable web applications to be integrated with diagnostic tools to help troubleshoot issues
- Keep equipment up-to-date with current compatible software releases (Current compatible production release minus one)
- Implement Scrum across Development teams
- Consolidate test management tools
- Reduce number of old development licenses not being used and purchase newer technologies
- Increase customer focus and feedback on current software via surveys, seminars, lunch and learns
- Execute on prioritized departmental projects (CRM, ID Management, etc.)
.

DISCUSSION

- No metrics are available for FY14-15 because SharePoint was not implemented within the Department. Scrum was implemented in FY16-17.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Percent of SharePoint implementation complete	-	100%	100%	100%
Number of business unit SharePoint environments established	-	4	6	10
Percent of devices up-to-date with current compatible software releases/licenses	-	82%	88%	84%
Percentage of scrum implementation across development teams	-	-	75%	100%

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Enhanced Security Reporting and Tracking

OBJECTIVES

- To develop methods for ensuring adherence to security standards and continue to improve reporting practices to the business units

EVALUATION

- Increased number of formal audits of systems and controls performed annually

ACTIVITY

- Provide monthly data classification reports to line of business units
- Audit and report on CIS hardening standards
- Develop audit schedule for systems
- Install additional physical security devices for monitoring
- Implement change management system (SharePoint)

DISCUSSION

- Change Management has been an ongoing activity for several years, however a system to track metrics was not in place. Moving Change Management to SharePoint will ensure security standards and system continuity are adhered to and allows for easier metric tracking.

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of control audits	-	2	5	8
Number of change management board reviews conducted	-	-	25	50

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Improve Resource Management (Human Capital)

OBJECTIVES

- To train members of the IT Division in multiple areas to provide overlap coverage for each position in IT

EVALUATION

- Increased number of documented procedures for standard activities

ACTIVITY

- Develop procedures for common IT processes, so that others can have a reference for performing the tasks
- Provide redundancy training so that every position has a secondary who can perform the duties of that position
- Implement a formal project authorization plan
- Refine policies/procedures and draft SOPs for undocumented policies
- Continue execution of improvement projects
- Provide better diagnostic tools to Development team
- Develop new SOPs and build knowledge base for system reporting errors

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Number of SOPs published	-	299	310	315
Percent of applications with skilled backup support	-	82%	86%	90%
Number of LEAN processes implemented	-	7	10	15

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Training

OBJECTIVES

• To provide quality and relevant training to all office personnel. Meet or exceed 95% of professional development training for all staff

EVALUATION

• The Department will evaluate its success by collecting and tracking detailed metrics on individual training results

ACTIVITY

• Security training of new employees is incorporated into the onboarding process

• Department supervisors will receive periodic reports of the training status of staff in their program areas

• Ensure all new employees, contractors, and interns complete Securing the Human training with the first week of their employment

• Encourage employees to continue education through Skillsoft training courses

• Provide regular training and practice simulations for incident response team

• Develop mentorship program for new IT staff and with new business unit staff

• Encourage outside professional development training opportunities

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Percent of users that completed SANS Securing the Human training within 30 days of work start	93%	90%	98%	100%
Percent of IT personnel to complete customer service and/or technology training	-	97%	100%	100%
Percent of users to complete security training in the past year	100%	100%	100%	100%
Number of managers that have attended outside training/professional development	8	8	8	8
Number of employees that have attended outside training/professional development	28	33	42	42

GOALS, OBJECTIVES AND PERFORMANCE MEASURES

GOAL Support integration of information security into CDOS line of business

OBJECTIVES
- To incorporate information security as part of the daily business practices

EVALUATION
- Increase in the number of secure procedures incorporated into business practices

ACTIVITY
- Develop plans for performing daily operations in a secure manner
- Build templates to structure, guidance, and ease of operation
- Configure separate ISP network and obtain approvals for firewall VIPs from OIT
- Configure perimeter firewall central management system
- Move PC and then VPC client systems to perimeter firewall gateway
- Configure wildfire malware detection and develop procedures for client rules and detection
- Migrate deep packet inspection rules on major client protocols
- Configure Virtual IPs and advertisements for all public facing services
- Migrate deep packet inspection rules on major VIP protocols
- Migrate IPSEC VPN Tunnels for SCORE and MIDS
- Configure Firemon firewall monitoring system
- Implement DLP and advanced deep packet inspection rules

DISCUSSION
- The perimeter firewall is a new security system that will be installed in FY16-17

PERFORMANCE MEASURE

	Actual FY14-15	Actual FY15-16	Estimated FY16-17	Projected FY17-18
Percent of users trained in secure email delivery	-	95%	97%	100%
Percent of machines hardened per CIS standards	-	90%	100%	100%
Percent of network devices forwarding logs to centralized logging server	-	98%	100%	100%
Progress toward full deployment of perimeter firewall	-	-	80%	100%