

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

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**Strategic Plan Performance Evaluation for Fiscal 2016-17**

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For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Performance Plan for FY 2016-17. 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 15-16	FY 16-17
In-person training offerings	Target	18	22
	Actual	27	17

The Department provides opportunities for professional development by offering in-person training on a wide range of topics. The Department will continue to prioritize training opportunities in FY 16-17 and expects that all staff members will attend multiple course offerings.

*Goal: Align learning opportunities with business objectives*

Performance Measure		FY 15-16	FY 16-17
eLearning courses that support SOS programs	Target	35	37
	Actual	35	36

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 FY16-17 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 15-16	FY 16-17
By FY17-18, achieve 85% redundancy in critical Division tasks	Target	50%	75%
	Actual	77%	83%

In FY 14-15 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 prioritized our cross-training efforts and engaged personnel in targeted training opportunities. In FY 14-15 and FY 15-16 we exceeded our targeted redundancy goals by achieving 43% and 77% respectively. The Division met this year’s performance goal of 75%.

*Goal: For the Charities Program, increase customer satisfaction through improved system usability and efficiency.*

Performance Measure		FY 15-16	FY 16-17
By FY15-16, reduce rejection rate for charitable registration filing to 8%.	Target	8%	8%
	Actual	7.37%	6.5%

In August of 2013 the rejection rate stood at 14.7%. In an effort to improve filers’ experience we gathered information on the most common reasons a filing was rejected, and in September 2013 we posted educational materials and added data validation to our e-filing application, virtually eliminating the most common reason for rejecting a filing. As a result of those steps, the reject rate was 7.36% for

FY14-15 and 7.37% for FY 15-16. The Division has exceeded targets for this performance measure and anticipates removing the measure in future SMART Act documents.

**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 15-16	FY 16-17
OLVR New Registrants	Target	39,000	75,000
	Actual	36,302	129,366

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.

*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 15-16	FY 16-17
Issue Ballot	Target	100,000	150,000
	Actual	17,891	200,714

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		Actual FY 15-16	Estimated FY 16-17
Number of business unit SharePoint environments established	Target	4	6
	Actual	4	5*
% of scrum implementation across development teams**	Target	-	75%
	Actual	-	100%*

\* *To-date*

\*\* *New performance measure*

These performance measures show our progress in improving office functionality and efficiencies by leveraging technologies that will increase users’ abilities to do their jobs.

### *Goal: Enhanced Security Reporting and Tracking*

Performance Measure		Actual FY 15-16	Estimated FY 16-17
Number of control audits	Target	2	5
	Actual	2	0*
Number of change management board reviews conducted**	Target	-	25
	Actual	-	0*

\* *To-date*

\*\* *New performance measure*

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.