

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

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**Department of State**  
**Annual Performance Report for FY 2014-15**

November 1, 2015

**Summary of Performance Plan**

For Fiscal Year 2014-2105, the Department of State focused on activities to improve its use of technology and utilization of other resources to better serve its customers, and to ensure the integrity of elections. The Department of State employed the following strategies to achieve its Performance Plan:

- The Department accelerated its LEAN-based Process-Improvement and mapping Initiative by leveraging multi-layer process analysis for the purpose of ongoing customer service and productivity improvement.
- The Department strove to increase the percentage of registered Colorado 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 led the improvement of election administration and minimized county capital expenditure and maintenance costs via planning and implementation of a statewide Uniform Voting System.
- The Department provided expanded 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 continued to introduce innovative online products and services for the purpose of reducing customer costs when interacting with the Department.

**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		Actual FY 13-14	Actual FY14-15	Estimated FY 15-16
Percentage of employees who have attended training	Target	100%	100%	100%
	Actual	90%	100%	100%

The Department continues to provide training opportunities for all staff as indicated in FY 14-15 actuals, and anticipated for FY 15-16 actuals.

### **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		Actual FY 13-14	Actual FY14-15	Estimated FY 15-16
Number of charity program filings rejected	Target	2,200	2,400	1,291
	Actual	1,266	1,184	1,291

In August, 2013, we began to focus attention on the rejection rate of charity program filings, which in FY 12-13 had spiked to 13%. We wanted to reduce that to 11% by FY 14-15 and then to 8% in FY 15-16, by which time it was assumed improvements to the e-file application would be deployed.

We identified the most common reasons for rejection and adopted a two-step approach to reducing the rejection rate. First, we created an “Avoiding Common Mistakes” FAQ on the website, then on Sept. 27, 2013, we implemented additional data validation in the registration forms to prevent inconsistency in two answers concerning the tax-deductibility of donations. Since then, we have been consistently below our target rate of 11%. Ongoing monitoring of practices helped us sustain performance, allowing us to reject only 1,184 total filings in FY 14-15 and to achieve an overall rejection rate of 7.36%.

While re-designing the e-filing application is still a work in progress, our day-to-day process improvement practices should nevertheless enable us to meet the 8% goal for FY 15-16.

## 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: Campaign Finance fine collection improvement*

Performance Measure		Actual FY 13-14	Actual FY14-15	Estimated FY 15-16
Percentage of fines paid (including reduced amounts)	Target	60%	63%	75%
	Actual	60%	76%	75%

The actual FY14-15 percentage of fines paid represents a large number of inactive committees that were terminated following waiver of penalty. As a result, the percentage is expected to decrease in FY15-16.

## 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*

Performance Measure		Actual FY 13-14	Actual FY14-15	Estimated FY 15-16
Percentage of new employees completing information security training within 10 business days of starting work	Target	100%	100%	100%
	Actual	97%	93%	100%

The IT Division collaborated with the Department's human resources team to emphasize completion of online information security training as a core component of our onboarding process. The division is working to improve the timeliness of completion, which lagged behind the target metric. The division recently began a program of targeted security training exercises for staff and are reporting the results to management. The division believes that this, along with other aspects of the security program, including an annual training requirement, will help achieve this goal.