



# COLORADO DEPARTMENT OF STATE

*Strategic Plan*

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FY2018-19

SUBMITTED NOVEMBER 1, 2017

WAYNE W. WILLIAMS  
Secretary of State





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Department of State

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November 1, 2017

Dear Coloradans,

It has been another busy year at the Colorado Department of State. During the last legislative session, our office worked with lawmakers from both parties to continue strengthening Colorado's election and campaign finance laws. We also worked with a large group of stakeholders to help update and modernize our state's open records law, a great victory for the cause of transparency in government.

The 2016 presidential election was a great success. Colorado continues to claim the distinction of having the highest level of voter registration among eligible electors in any state. In August of this year, Colorado achieved an all-time record number of registered voters, at over 3.7 million. But Colorado's voter registration numbers are not the only thing that we should be proud of. With a voter turnout of 74% last year, Coloradans can be proud that their state boasts one of the highest voter participation rates in the country. The 2016 election marked the third straight presidential election in which Colorado ranked in the top five states for voter turnout. Colorado's status as a battleground state and the breadth of ballot issues are no doubt important factors in this level of participation, but the trust Coloradans have in the integrity of our system cannot be discounted. Since I took office nearly three years ago, I have always stressed that we must make it easy to vote but hard to cheat.

The 2016 election also presented us with challenges that will require vigilance and creativity as we continue to move forward. Many Coloradans have expressed concerns to me after hearing reports of foreign entities and other bad actors attempting to tamper with our elections. I am happy to say that our elections were not in any way compromised by these activities. We continue to work with the legislature as well as our partners in the federal, state, and local governments to guarantee that we have the most up-to-date security measures in place to protect the information of our voters as well as the integrity of the election.

My office also continues to reduce regulatory requirements and fees for Colorado's businesses. This year we established three more required business filings online, further eliminating the need for expensive and time-consuming paper filings. In the last year, we reduced two additional business fees that will make it cheaper to start a business in Colorado, and that will have the added benefit of improving the accuracy of our business registry.

It is a pleasure to serve the people of Colorado.

Sincerely,

Wayne W. Williams  
Secretary of State

# TABLE OF CONTENTS

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Department Descriptions	1
Strategic Plan	6
Strategies for Goals, Objectives and Performance Measures	8
Administrative	9
Business and Licensing	16
Elections	21
Information Technology Services	27



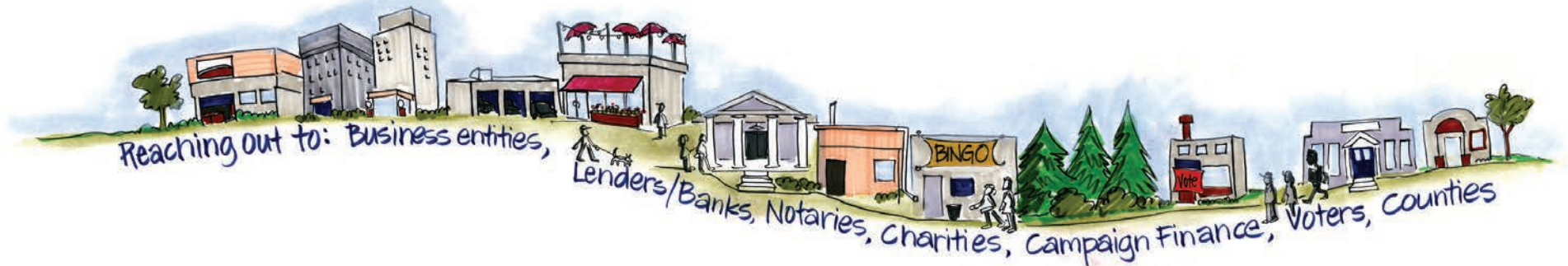


## BACKGROUND

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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. Additionally, the division licenses durable medical equipment providers, promotes availability of government data, and makes performing rights society information accessible. 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.



## PRIOR YEAR LEGISLATION

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**HB17-1088: Candidate Petition Signature Verification (Neville, Neville):**

The act enhances election integrity by requiring signature verification on candidate petitions.

**HB17-1155: Cure Campaign Finance Reporting Deficiencies (Thurlow, Gardner):**

The act allows candidates to cure minor deficiencies in campaign finance disclosures.

**HB17-1158: Charitable Solicitations (McKean, Martinez Humenik/Smallwood):**

The act clarifies and aligns registration requirements for charitable entities and aligns the appeals process for suspended registrations with the APA standard.

**SB17-040: Public Access to Files Maintained by Governmental Bodies (Kefalas, Pabon):**

The act modernizes and updates Colorado open records law.

**SB17-152: Amendment 71 Implementation (Court, Kennedy):**

The act implements the voter approved Amendment 71 and requires the Secretary of State's office to automatically conduct a line by line review for any constitutional initiative projected to have over 90% valid signatures.

**SB17-209: Access to the Ballot by Candidates (Priola, Weissman):**

The act creates more certainty in the candidate petition process by creating a cure for administrative errors in petition sections and completely updates and recodifies the state's vacancy statutes.

**SB17-132: Uniform Law on Notarial Acts (Gardner, Wist/Melton):**

The act adopts the revised uniform law on notarial acts, clarifies certain definitions as well as the powers and duties of a notary, and restructures entire notarial code to make it clearer and easier to read.

**SB17-232: Sunset Bingo Raffle Laws (Fenberg, Rosenthal):**

The act extends the constitutionally mandated bingo and raffle laws, standardizes the penalty period for licensees who have had their license suspended, and includes cleanup of the bingo-raffle statutes.

**SB17-305: Primary Elections (Lundberg/Fenberg, Foote/Neville):**

The act implements the voter approved Propositions 107 and 108. It eliminates the confusion associated with a single, combined ballot and instead allows unaffiliated voters to choose a party's ballot to vote in a primary election. The law modifies the deadline for presidential candidates to submit paperwork so the Secretary of State to ensure that ballot content is certified in time for military voters to participate in presidential primaries, and clarifies that presidential primaries will be paid for out of the state's general fund, relieving counties of the burden of paying for three separate elections during presidential cycles.



## HOT ISSUES



**Secretary Williams was elected Secretary of the National Association of Secretaries of State.** Secretary Williams was elected as Secretary of the National Association of Secretaries of State (NASS). He previously served as the Western region Vice President and as co-chair of the NASS Standing Committee on Elections.

**Colorado is making final preparations to become the first state in the country to validate election results through use of risk limiting audits.** Risk limiting audits, which will enhance voter confidence and election integrity, are sophisticated post-election audits that verify ballots were tabulated correctly. Colorado will be the first state in the nation to validate election results through this method.



**Colorado voter registration hit an all time high.** Colorado hit an historic record high voter registration level in August. There are currently 3,760,040 registered voters in Colorado. The Election Assistance Commission reports that Colorado continues to have the nation's highest percentage registration in the country among the voting eligible population.

**The Business Intelligence Center launched a platform to gather ideas for how public data can deliver business insights.** The Business Intelligence Center seeks to promote a healthy business environment statewide by making business-relevant data accessible and partnering with the private sector to drive innovation through the use of public data to solve business problems. The new platform allows business owners to provide feedback on BIC's attempts to make public data available and relevant for business decision making.

**The Secretary of State's office slashed more fees.** The fee charged to out-of-state entities to withdraw from doing business in Colorado was reduced from \$125 to \$10. Previously, the office reduced the fee for dissolving an in-state business from \$25 to \$10. These fee reductions will result in a more accurate business registry.

**The Department placed more business filings online.** The Department moved three more business filings online, including statement of change changing an entity name (for Colorado limited liability limited partnerships and limited liability partnerships), statement of change to add an attachment, and statement of correction correcting an entity name. The online option for these filings also makes them far cheaper for Colorado business owners.



**Constituted the remote notarization working group.** The Department volunteered to lead a working group to study the topic of remote notarization and to make recommendations for its adoption in Colorado. The working group, consisting of over a dozen representatives of government and private sector entities, met four times over the summer of 2017.





## INTRODUCTION

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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, lobbyists, and durable medical equipment providers 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

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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.



## STRATEGIES

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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.







# Office of the Secretary of State

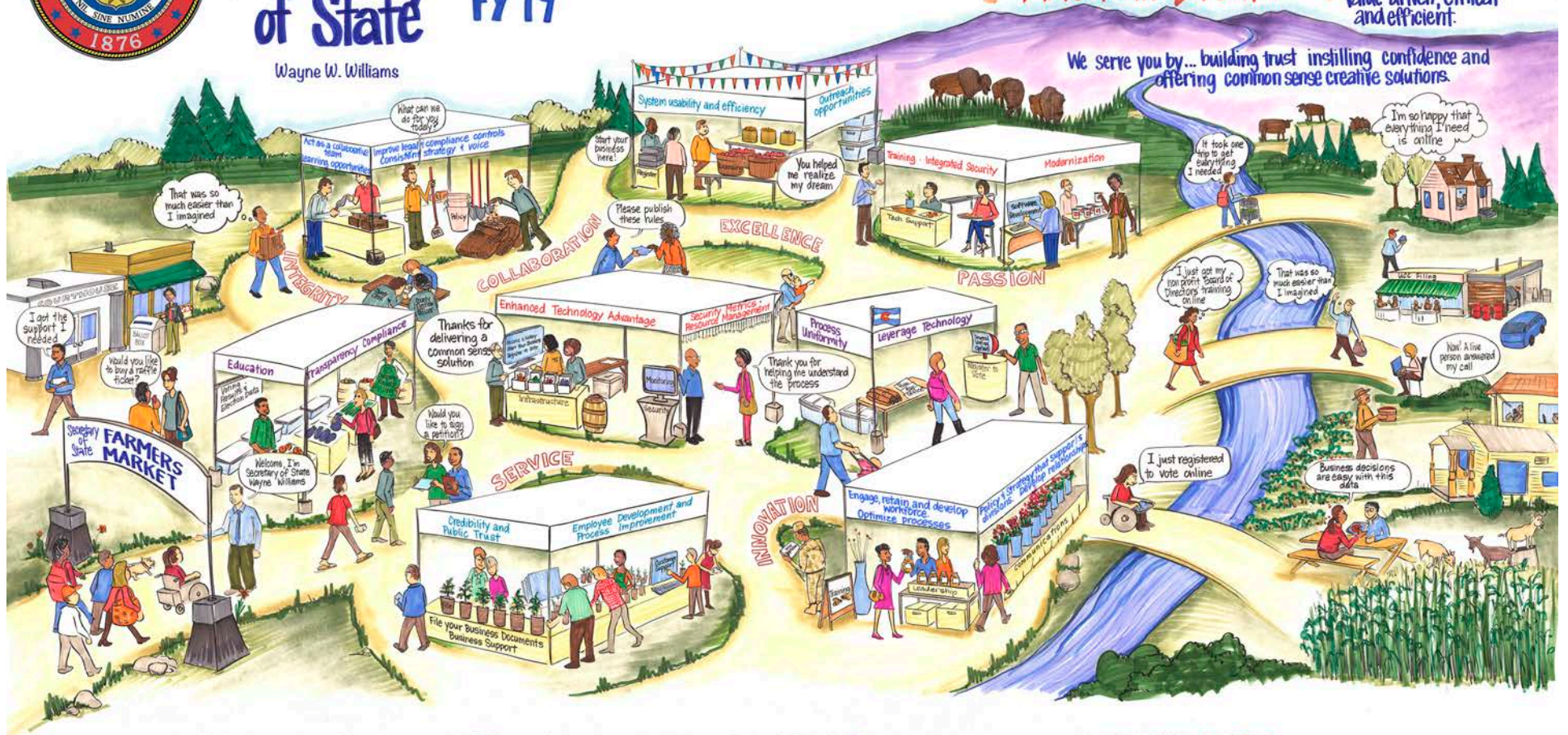
## FY18-FY'19

Wayne W. Williams

# STRATEGIC PLAN

## We serve the American Dream

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



### ADMINISTRATION BUSINESS and LICENSING ELECTIONS INFORMATION TECHNOLOGY

2015 Alchamy Strategy Group 305-981-1070



# ADMINISTRATION DIVISION



Office of the  
Secretary  
of State

## Administration

*We serve the American Dream*



Goals	Objectives FY 2018	Objectives FY 2019	Objectives FY 2020
Engage, retain, and develop a high-performing workforce	Expand and enhance developmental opportunities for all staff	Research and begin development of division-level succession planning model	Deploy division-level succession planning model to ensure continuity of operations
Optimize HR and Finance processes	Prioritize remaining improvement projects	Continue execution of improvement projects	Evaluate and refine
Work collaboratively to develop loyal relationships with customers	Cultivate informed and empowered customers	Reduce single points of failure and improve customer experience	Initiate cross-functional teams to identify and address Department-wide improvement opportunities
Align learning opportunities with business objectives	Strengthen partnerships to develop exceptional courses	Work with partners to measure results of course implementation	Refine and adjust development cycle
Optimize Policy processes and controls	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 documentation
Improve the Department's ability to fulfill its duties by developing and communicating legislative strategies that support program operations	Collaborate with divisions to identify priority legislative initiatives and create blueprints to pass each initiative; identify and respond to bills that affect Department programs	Evaluate active/previous policy endeavors to shape future agenda	Communicate Department recommendations in legislative oversight hearings and reports



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

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

### Objectives

- Expand and enhance developmental opportunities for all staff
- Research and begin development of division-level succession planning model
- Deploy division-level succession planning model to ensure continuity of operations

### Evaluation

- The Department will evaluate training opportunities available to staff and track the level of participation by supervisors and their direct reports
- The Department will track compliance with required training activities

### Activity

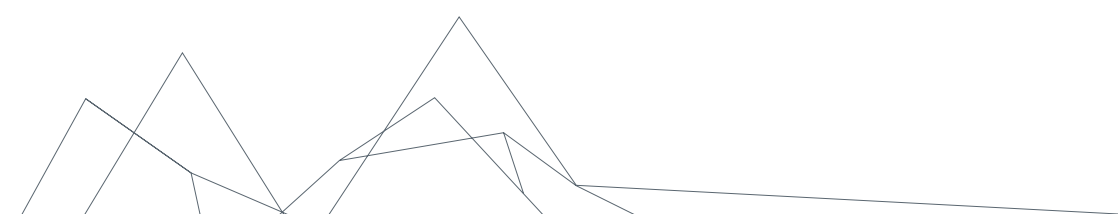
- Develop Position Description and job announcement templates to improve efficiencies in hiring process
- Educate managers on how to conduct employee evaluations and communicate informally with their staff
- Encourage frequent check-ins and discussions regarding employee performance
- Research succession planning models
- Develop and implement chosen succession planning model
- Continue to identify new opportunities for employee development
- Enhance training offerings relating to leadership, team development, and technical skills
- Develop internal leadership program geared towards emerging leaders
- Establish metrics tracking activity

### Discussion

- 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 started tracking training focused on leadership as it prepares to launch a leadership development program.

### Performance Measure

	ACTUAL FY12-13	ACTUAL FY13-14	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
In-person training offerings	4	7	13	27	23	25	26
Training offerings for leadership development	-	-	-	-	4	6	8



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### GOAL Optimize HR and Finance processes

#### Objectives

- 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
- Review progress at weekly update meetings

#### 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 FY 2018, communication will continue but most ongoing projects will be complete.
- The HR and Finance units started cataloging and prioritizing its improvement projects as well as reviewing progress at weekly update meetings. This process will continue for the foreseeable future.

#### Performance Measure

	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Completed process improvement projects	-	-	7	9	12
Percentage Finance processes cross trained	-	-	60%	71%	80%



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Work collaboratively to develop loyal relationships with customers

### Objectives

- Cultivate informed and empowered customers
- Reduce single points of failure and improve customer experience
- Initiate cross-functional teams to identify and address Department-wide improvement opportunities

### 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	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Completed process improvement projects	3	5	4	3	4
Percentage Finance processes cross trained	-	-	4	6	7





## 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

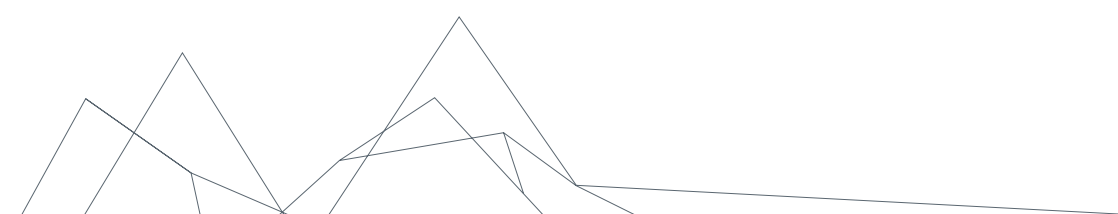
- Work with staff to identify opportunities for new eLearning courses and enhancements to existing courses
- Work with staff to identify eLearning goals and objectives
- Develop project schedule
- Work with staff to update existing courses
- Continue to stay up to date on eLearning standards and best practices
- Process map development cycle and identify opportunities for improvement

### Discussion

- The number of eLearning courses offered continues to steadily rise in support of SOS programs, internal staff development, and public outreach. Existing courses are also being enhanced and updated. Recent additions and enhancements include Notary Training, Bingo and Raffle Forms, and Preliminary Orientation. 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	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Total courses offered to the public using eLearning platform	37	39	42	45	50
eLearning courses that support SOS programs	33	35	37	40	43
eLearning courses for internal staff development	3	7	7	8	9
eLearning courses for public outreach	7	7	7	8	11



## 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

### Activity

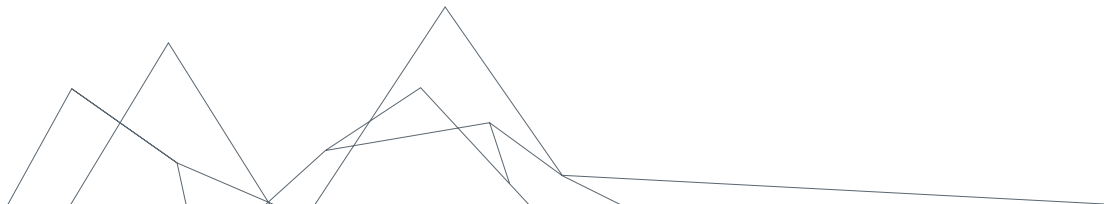
- Identify software and tools to improve management of responsive records for large CORA requests
- Implement additional internal procedures and rulemaking to improve CORA handling
- Complete process mapping and documentation of to-be processes and procedures for rulemaking and CORA

### Discussion

- In FY 16-17, the Department took a leadership role by hosting the CORA Working Group. The stakeholder group developed a consensus bill to improve access to digital records while ensuring custodians' ability to manage requests and protect confidential information.
- In FY 16-17, the Department received 311 CORA requests. Of those, 306 were filled completely within the statutory deadlines. The division is continuing to work on rules, policies, and technological tools to improve its response rates.
- The division has accomplished its goals related to avoiding internal delays in rulemaking, and is evaluating the need for additional procedures or documentation related to rulemaking.

### Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Percentage of CORA requests filled completely within statutory deadline / initial response provided within statutory deadline.	97.1% / 99.6%	98.4% / 99%	98% / 100%	98.5%/100%



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Improve the Department’s ability to fulfill its duties by developing and communicating legislative strategies that support program operations

### Objectives

- Collaborate with divisions to identify priority legislative initiatives and create blueprints to pass each initiative; identify and provide input on bills that affect Department programs
- Evaluate active/previous policy endeavors to shape future agenda
- Communicate Department recommendations in legislative oversight hearings and reports

### 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
- Track, communicate, and respond to bills that affect program areas as needed
- Timely submit all required reporting to the legislature

### Discussion

- In FY 16-17, the Department advocated for 22 bills related to its program areas. Of these, 17 were passed by the legislature and signed by the Governor.
- 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 Remote Notarization 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 FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Proportion of priority bills introduced into the legislature	-	85%	100%	100%
Meetings with divisions to define and evaluate legislative initiatives	-	5 (average)	3	3
Submit all required reports to the legislature, on time and complete	100%	100%	100%	100%
Contact appropriate committee members and stakeholders with appropriate supporting materials prior to committee hearing	100%	100%	100%	100%



# BUSINESS AND LICENSING DIVISION



Office of the  
Secretary  
of State

## Business and Licensing

*We serve the American Dream*



Goals	Objectives FY 2018	Objectives FY 2019	Objectives FY 2020
Build outreach opportunities and relationships with stakeholders	<ul style="list-style-type: none"> <li>Continue implementation of educational opportunities with an emphasis on eLearning</li> <li>Maintain leadership role in the single-filing portal project</li> <li>Collaborate with other state agencies on common initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Increase number of programs utilizing eLearning platform</li> <li>Charities program participate in Single Filing Portal</li> <li>Continue to collaborate with other state agencies on common initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Improve curriculum and make improvements to offered courses.</li> </ul>
Increase customer satisfaction through improved system usability and efficiency	<ul style="list-style-type: none"> <li>Validate new reporting tool</li> <li>Process improvement through data analysis</li> <li>Increase the online capabilities and transactions available to constituents</li> <li>Engage in requirements definition for Business system re-write</li> <li>Achieve 62.5% e-filing adoption rate for all Bingo-Raffle online filers</li> </ul>	<ul style="list-style-type: none"> <li>Expand use of reporting tool</li> <li>Expand division data analysis service to internal and external stakeholders</li> <li>Grow online capabilities and transactions available to constituents</li> <li>Support the development cycle for business filing system application re-write</li> <li>Achieve 70% e-filing adoption rate for all Bingo Raffle online filers</li> </ul>	<ul style="list-style-type: none"> <li>Continue to expand division data analysis service</li> <li>Improve online capabilities and transactions available to constituent</li> <li>Support implementation of business filing system application re-write</li> <li>Achieve 75% e-filing adoption rate for all Bingo Raffle online filers</li> </ul>
Enhance Division performance through employee development and process improvement	<ul style="list-style-type: none"> <li>Cross-train all key manager/supervisor tasks</li> <li>Catalog and consolidate division policy and procedure documents</li> <li>Expand employee knowledge through additional training opportunities</li> <li>Position division structure for DevOps model</li> </ul>	<ul style="list-style-type: none"> <li>Expand cross-training efforts to tier-2 operating tasks</li> <li>Continue to catalog and consolidate division policy and procedure documents</li> <li>Expand Service Center call support by one additional program</li> <li>Implement DevOps support plan</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate single points of failure in secondary tasks across division</li> <li>Broaden fluency and support for DevOps</li> </ul>
Build credibility and public trust through accurate and transparent program administration	<ul style="list-style-type: none"> <li>Continue processes for record cleanup</li> <li>Maintain leadership position in national and state level professional associations</li> </ul>	<ul style="list-style-type: none"> <li>Continue effort of image and record clean-up</li> <li>Expand leadership position in national and state level professional associations</li> </ul>	<ul style="list-style-type: none"> <li>Continue effort of image and record clean-up</li> </ul>



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*We serve you by... building trust instilling confidence and offering common sense creative solutions.*

## 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

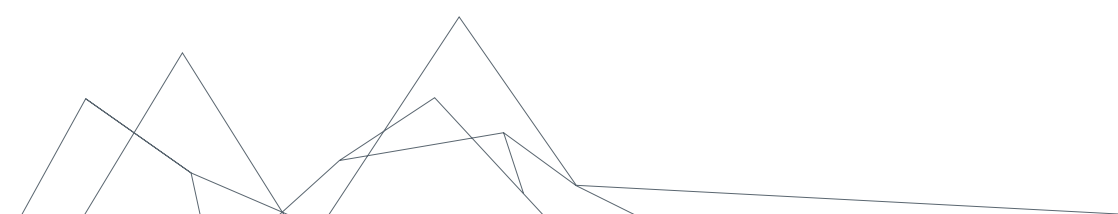
- Inventory all critical Division tasks, identifying which have or need redundancy
- Prioritize training plan based on risk and build tracking matrix to identify personnel to be trained
- Create protocol to track increase in redundancy in real time
- Build training curriculum and training plan for each 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.
- Due to legislation expanding Division responsibilities, the Division re-evaluated key Division tasks. This resulted in an increase in the total number of key tasks in FY17-18 to 60. The Division remains confident it will achieve its goal of 85% by the end of FY17-18.

### Performance Measure

	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18
Number of critical Division tasks	58	55	58	60
Number of tasks with redundancy (no less than 2 employees trained and fully documented)/percentage	25/43%	33/60%	48/83%	51/85%



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Increase customer satisfaction through improved system usability and efficiency

### Objectives

- By end of FY 19-20, increase e-filing adoption rate for Quarterly Reporting filers in the Bingo Raffle program to 75%

### Evaluation

- In the third quarter of FY 15 the Bingo-Raffle Program introduced electronic filing for the statutorily-mandated quarterly reports. Because the demographics of the Bingo-Raffle community skew older, it was anticipated that moving a high percentage of the approximately 1100 report filers to the online process would occur over several years. Through natural adoption, electronic filing is currently used by 54% of the filers at the end of two and a half years of availability. The Program is interested in getting more nonprofits to file electronically, and has set a goal of 62.5% electronic filing adoption by the end of FY 17-18, with higher adoption rates targeted in subsequent years.

### Activity

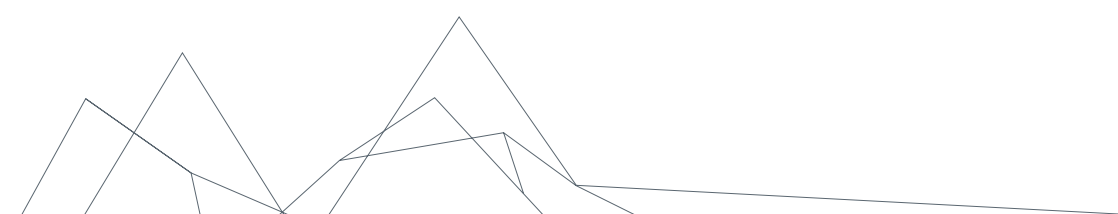
- Gather analytics around adoption rates
- Obtain feedback from live classes and public on ease of use and filing issues
- Survey filers to identify barriers to mandatory online filing
- Targeted outreach and education to online filers

### Discussion

- The Division continues to provide online filing services in support of program customers. The Bingo Raffle program specifically is the last division program to move in this direction. The program currently offers both paper and online Quarterly Reporting options. Ultimately, the program would like to make online Quarterly Reporting mandatory and increasing adoption rates will make this transition easier.

### Performance Measure

	ESTIMATED FY17-18	PROJECTED FY18-19	PROJECTED FY19-20
Total number of Bingo-Raffle filings	1100	1100	1100
Number of filings online/percentage	688/62.5%	770/70%	825/75%



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Increase customer satisfaction through improved system usability and efficiency

### Objectives

- By FY 18-19, 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

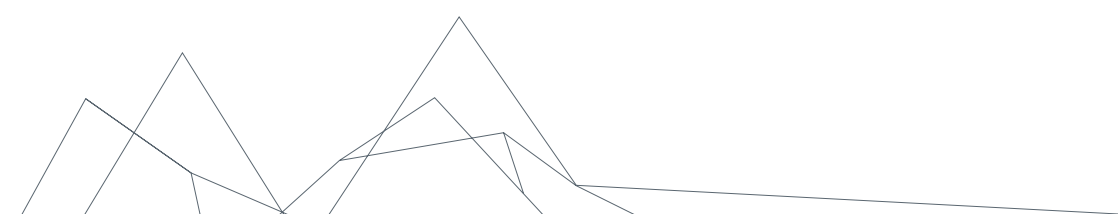
### Discussion

- 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. With reject data and user feedback we have identified improvements to user training and system interfaces to clarify application requirements and facilitate compliance.
- We modified the online system to improve the application attachment process. In addition, an e-learning certification training program was implemented that includes instructions on the application process. As a result, the reject rate at the end of FY 17 was 6.7%. The Revised Uniform Law of Notarial Acts (RULONA) goes into effect on July 1, 2018. This law increases the requirements to become a notary. We anticipate the number of applications to drop off.

### Performance Measure

	ACTUAL FY12-13	ACTUAL FY13-14	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Number of notary applications filed	25,008	24,780	25,094	26,255	22,982	25,000	20,000
Number of notary applications rejected/percentage	3,392/13.6%	3,099/12.5%	3,205/12.8%	2,649/10.1%	1,558/6.7%	1,750/7.0%	2,000/10.0% <i>*(See note below)</i>

\* Note: After July 1, 2018, a renewing notary will need to meet the same standards as new notaries which we expect will temporarily increase the reject rate to 10% at the end of FY 19.





## 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

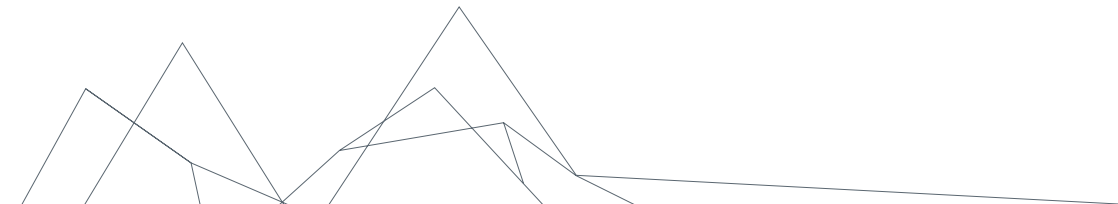
- Enhance consultation services to include education on the new system for both new and renewing applicants
- Through training and outreach efforts, educate potential applicants on the requirements for operating charitable gaming, prerequisites for licenses, and the application process
- Develop and 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 FY 12-13 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 FY 15-16 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 saw favorable adoption rates for Bingo-Raffle Licenses similar to those experienced for the recently deployed Quarterly Reporting system. However, due to the newness of the system, there was a greater increase in reject rates than anticipated. As the licensees continue to become more familiar with the system and through additional education from our office we expect the reject rate to decline.
- The majority of Bingo Raffle licensing applications occur between November and February each year. Due to this seasonality the improvement cycle tends to be longer.

### Performance Measure

	ACTUAL FY12-13	ACTUAL FY13-14	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18
Number of licensed bingo entities	1,275	1,237	1,215	1,172	1,158	1,140
Number of bingo-raffle licenses rejected/percentage	214/16.7%	158/12.8%	81/6.7%	112/9.6%	263/22.7%	171/15%



# ELECTIONS DIVISION



Office of the  
Secretary  
of State

## Elections

*We serve the American Dream*

Passion

Service

Integrity

Excellence

Innovation

Collaboration

Goals	Objectives FY 2018	Objectives FY 2019	Objectives FY 2020
Improve SOS and County Partnership	Formalize schedule for SCORE 3.0 and begin development Work with CDOR to improve wording and data Publish Elections Costs Best Practices Guide for Counties	Roll out Scanning and NCOA/ERIC platforms Analyze progress toward 75% usage Fully standardize cost collection process	Roll out additional platforms Work with CDOR to add SCORE address library to DRIVES Host county summit to discuss cost reduction ideas
Improve Election Integrity and Operations	Make end-point protection for county SCORE users mandatory Implement the first round of RLAs Reassess ACE data to determine areas for expansion Conduct off-year SCORE ADA audits Collect compliance data on county list maintenance	Employ newest security procedures for SCORE users Take RLA on the road for presentation to other jurisdictions Continue ACE improvement efforts Continue work to create 100% audit compliance Improve list maintenance data collection and compliance	Improve multifactor authentication SCORE user process Improve RLAs for 2020 election Add ACE categories and review host program Audit all VSPCs for 2020 Presidential Election Work with counties to establish 100% compliance
Update Voting System Technology	Expand Dominion rollout to additional counties Implement upgrade to Democracy Suite 5.2	Expand Dominion rollout to final counties Address additional certifications	Improve and maintain Rollout of all additional certified equipment
Expand Elections Public Outreach	Create ePayment options for CPF fines Develop SCORE eLearning curriculum Expand Secure Ballot Return for other voter services	Work with stakeholders to perfect these guides Make ePayment available for all elections payments Develop and expand boot camp/odd-year training season model Expand Secure Ballot Return to include emergency/disabled	Expand to other areas, as necessary Improve and maintain Include new module trainings in SCORE eLearning curriculum Rollout for 2020 Presidential Election
Identify and Respond to Service Trends	Collect and maintain data Revise CPF penalty payment process Develop CPF training tracking system	Use data to improve CPF responsiveness Implement revised payment process Develop efficient training model	Make improvements for 2020 Presidential Election Review and monitor for improvement opportunities Continue modifications and expand offerings



*We serve you by... building trust instilling confidence and offering common sense creative solutions.*

# 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
- Implement 107 and 108 application development and train counties
- Formally acquire CCCA website
- Public elections costs best practices guide for the counties
- Improve county support for 2018 General Election

### Evaluation

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

### Activity

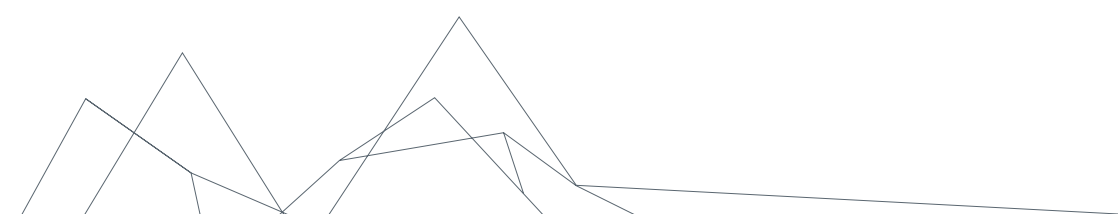
- Tracking of every call and email received by the support team for technical and functional support. Create reports in CRM to track call content for the purpose of targeted training.
- SCORE 3.0 module rollout
- County election official training opportunities for both the newly certified and those with 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
- Consultative visits with every Colorado county
- Collaboration with the Colorado County Clerks' Association (CCCA)

### Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Number of county support calls fielded by SCORE team	14,472	9,162	15,000	10,000
Number of county support emails fielded by SCORE team	5,280	5,431	6,000	5,500
Number of consultative visits to Colorado counties by Secretary Williams	42	36	34	40
Number of consultative visits to Colorado counties by SOS Staff	88	181	140	175
SCORE 3.0 modules available to the counties for use in live elections	1	1	1	1
County officials newly certified by SOS	61	36	50	55
County officials currently certified by SOS	280	371	390	400
Number of county officials who attended at least one in-person training	298	222	275	260



# GOALS, OBJECTIVES AND PERFORMANCE MEASURES

## GOAL Improve Election Integrity and Operations

### 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

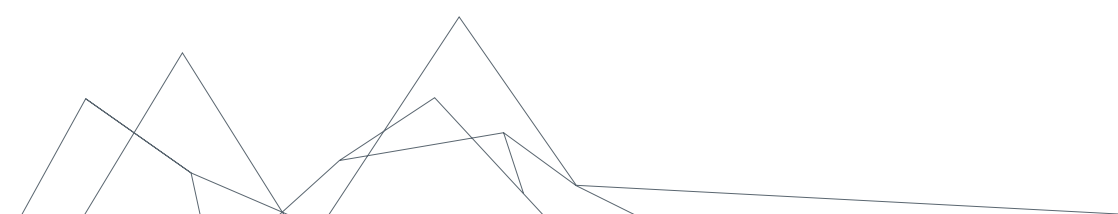
- Develop, deploy, and maintain a series of interactive charts, maps, and tables on the Secretary of State website using publicly available elections data
- Develop, roll out, and improve a VSPC module of the SCORE system to allow for new registrations and update of existing voter registrations
- Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance
- First statewide signature verification for candidate petitions and municipal elections

### 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 FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
ACE Compliance data points collected	10	12	12	12
ACE Voter Registration data points reported	36	36	36	36
ACE Voter Turnout and Ballot Method data points reported	21	21	21	24
ACE Web views by the public	10,183	35,699	30,000	38,000
Voters registered for the first time using the VSPC module	1,147	29,135	2,200	14,000
Voters who updated their registration, including residential and mailing addresses with VSPC module	13,140	87,528	8,500	42,000
Voters who were Issued a ballot using the VSPC module	17,891	200,697	11,000	100,000
Voters who updated keyline or affiliation using VSPC module	4,525	12,577	5,000	9,000



## 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 2018 Primary and General Elections, and those that follow

#### Performance Measure

	ACTUAL FY14-15	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18
Number of Colorado counties using the Dominion Voting system – Certified by the SOS	0	18	54	60
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

- Update and improve VRD training
- Expand ePayment for CPF fines, VRDs, petition entity licenses, and data requests
- Work with Inspire Colorado to celebrate more Eliza Pickrell Routt Award winning counties
- Roll out CPF and TRACER eLearning offerings
- Expand usage of online voter registration, including leveraging text-to-vote technology

#### 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

#### 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 FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
OLVR new registrants	36,302	130,898	36,000	80,000
OLVR updates	170,099	328,910	195,000	320,000
Email notification of OLVR transaction	0	352,449	200,000	375,500
Percentage of fines paid by ePayment	0%	0%	40%	95%
Number of UOCAVA ballots accessed online	2,868	15,757	4,500	15,000
Number of total UOCAVA voters issued a ballot in November Election	15,049	30,985	17,000	34,000
Number of Voter Registration Drives using OLVR to register new voters	0	82	70	75
Number of mailings (ERIC)	0	103,774	0	99,999
Number of schools receiving the Eliza Pickrell Routt Award for registering 85% of senior class	1	4	6	20



## 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 e-mails 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 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 FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Number of campaign finance e-mails processed using CRM	20%	100%	100%	100%





# INFORMATION TECHNOLOGY DIVISION



Office of the  
Secretary  
of State

## Information Technology

*We serve the American Dream*



Goals	Objectives FY 2018	Objectives FY 2019	Objectives FY 2020
IT Service Level Agreements (SLAs)	<p>Rebase SLA expectation</p> <p>Publish catalog of Prioritized BP, ITP, WIP in and for each IT unit</p>	<p>Update services in and for each IT unit (as needed)</p> <p>Achieve agreement on baseline SLA expectations Model</p>	<p>Regular publication of performance measure aligned with SLA</p>
Enhance our Technology Advantage	<p>Execute on prioritized WIP in and for each IT unit</p> <p>Execute on prioritized IT departmental projects</p> <p>Execute on prioritized BP projects</p>	<p>Backlog focus in and for each IT unit</p> <p>Identify and baseline key value streams for the organization</p> <p>Baseline percentage of basic functions delivered through automation</p>	<p>Review MEFs incorporation into value stream analysis</p> <p>Increase percentage of basic functions delivered through automation</p>
Enhance our Security Advantage	<p>Increase number of control audits</p> <p>Internal review of critical infrastructure readiness for both B&amp;L and Elections</p>	<p>Establish biannual review of control audit findings and remediations</p> <p>Review and improve critical infrastructure readiness: both B&amp;L and Elections</p>	<p>Improve audit readiness; training, process, security</p> <p>Review and improve critical infrastructure readiness: both B&amp;L and Elections</p>
Enhance our Resource Management Advantage	<p>Build training plan for workflow direction of organization</p> <p>Cross-training and skilled backup support</p> <p>Meet or exceed 95% of professional development training for all staff</p>	<p>Increase core skills across all IT</p> <p>Establish core processes with other Divisions to engage IT</p> <p>Continue individual development paths</p>	<p>Increase core skills across all IT</p> <p>Maintain and enhance core processes with other Divisions to engage IT under DevOps model</p> <p>Continue individual development paths with focus on automation</p>
Move Towards DevOps Model	<p>Fill key Organizational Resources: CTO/EA and PM for DevOps transition</p>	<p>Define and Refine DevOps Metrics and Measurements</p>	<p>Regular reporting of Metrics and Measurements as agreed</p>



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

*We serve you by... building trust instilling confidence and offering common sense creative solutions.*

## 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

- Rebase SLA expectations between the business units and IT
- Enhance methods to improve customer support to the business units and ensure effective response times
- Continue the communication plan for major system changes
- Continuously improve communications with business units regarding support and expectations with a catalog of prioritized projects and services

### Discussion

- Rework SLA expectations and service catalog as we revise our organizational structure and processes

### Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Percent of major change activities communicated to business units	-	100%	100%	100%
Respond to service requests in the time outlined in the SLA	-	100%	100%	100%
Percent of web service outages communicated to office within SLA expectations	-	84%	95%	100%



# GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Enhance our Technology Advantage

## Objectives

- To execute on prioritized departmental projects for each business units and continue work in process

## Evaluation

- Evaluate and refine implementation of technology solutions within individual business units and programs by the end of 2018

## Activity

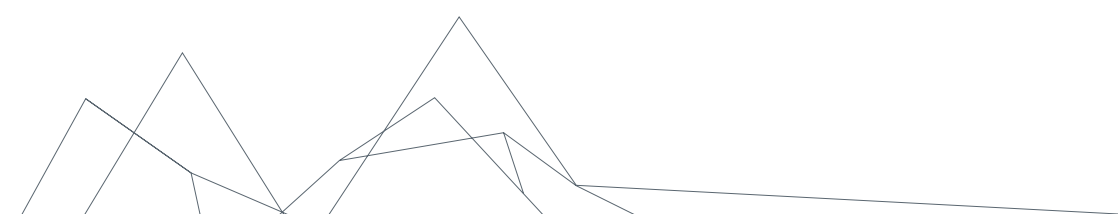
- Continue evaluation of open source options to replace costly closed source products
- Continuously improve development of SharePoint environments for each business unit
- Enable web applications to be integrated with diagnostic tools to help troubleshoot issues
- Keep equipment up-to-date with current compatible software releases (Current compatible production release minus one)
- Continue consolidation of test management tools
- Continue reducing the number of old development licenses not being used and purchase newer technologies
- Increase customer focus and feedback on current software via surveys
- Execute on prioritized departmental projects
- Increase visibility of work in progress and unplanned work

## Discussion

- Percentage of scrum teams implemented will be removed in FY 18-19. The percent of devices up-to-date with current compatible software releases and licenses is expected to decrease in FY 17-18 due to new software and licenses available. As these releases become available we will continue to updates. In FY 17-18 we plan to track all devices and infrastructure within the Division on a weekly basis.

## Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Reduce the number of tracking systems	-	9	7	6
Number of business unit SharePoint environments established	4	6	13	15
Percent of devices being tracked against current compatible software releases/licenses	82%	88%	80%	85%
Percentage of scrum implementation across development teams	-	75%	100%	-



# GOALS, OBJECTIVES AND PERFORMANCE MEASURES

## GOAL Enhance our Security Advantage

### Objectives

- Continue outreach to federal, state, and local entities to build and enhance partnerships in the area of cybersecurity
- To develop methods for ensuring adherence to security standards and continue to improve reporting practices to the business units
- Continue to grow Colorado’s leadership profile in security awareness and practices with thought leaders in the public and private sector

### Evaluation

- Increased number of formal audits of systems and controls performed annually
- Responding to vulnerabilities within published timeframes according to severity and exposure

### Activity

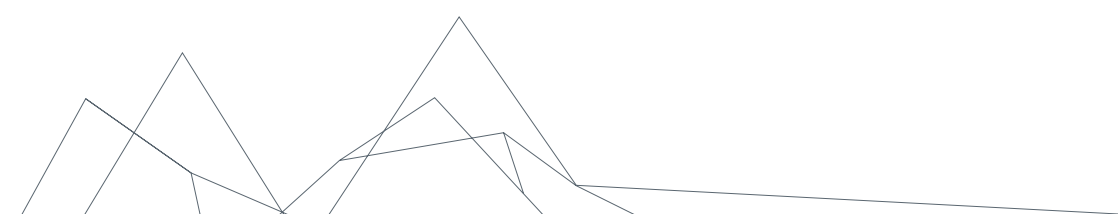
- Finalize and implement revised vulnerability management program
- Perform biannual review of audits and remediate against findings
- Evaluate and respond to changing security requirements
- Participate and lead in national efforts to improve information sharing and incident response processes under DHS’ “Critical Infrastructure” designation

### Discussion

- Culture change is needed around data management practices. We are improving Change Management practices and need to continue improving. We are working with stakeholders on changes required with regards to critical infrastructure. We are participating on defining processes and practices for which Federal and industry practices are developing.

### Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Number of control audits	2	2	5	8
Number of change management board reviews conducted	-	25	50	50
Percentage of critical vulnerabilities closed within time expectations	100%	100%	100%	100%



## GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Enhance our Resource Management Advantage

### Objectives

- Build training plan for work flow direction of people and processes

### Evaluation

- Increased number of documented procedures for standard activities

### Activity

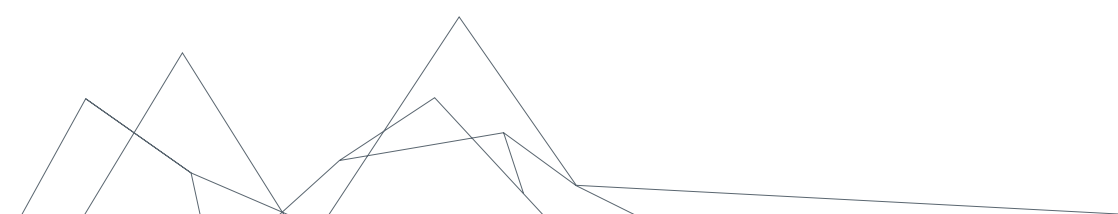
- Establish core processes with other Divisions to engage IT
- Continue development of procedures for common IT processes, so that others can have a reference for performing the tasks
- Provide redundancy training so that every position has a secondary who can perform the duties of that position
- Develop and implement training and processes around the approved project authorization plan
- Refine policies/procedures and draft SOPs for undocumented policies
- Continue execution of improvement projects
- Continuing improvement of diagnostic tools
- Continue emphasizing professional development and core skills

### Discussion

- Backup support has been identified for each application, however ongoing cross training is necessary to maintain skilled support

### Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Number of up-to-date SOPs published	299	310	320	350
Percent of applications with skilled backup support	82%	86%	90%	92%
Number of LEAN processes implemented	7	10	12	15



# GOALS, OBJECTIVES AND PERFORMANCE MEASURES

**GOAL** Move toward DevOps Model

## Objectives

- Unifying development and operations and monitoring the process throughout the entire life cycle

## Evaluation

- Will formulate a plan for DevOps implementation

## Activity

- Fill key Organizational Resources: CTO/EA and PM for DevOps
- Define and refine DevOps metrics and measurements
- Identify current Works in Progress (WIP)
- Identify a pilot DevOps project and team
- Provide regular reporting of metrics and measurements
- Implement a formal project authorization plan
- Define and implement revised organizational structure
- Build training plan for DevOps implementation

## Discussion

- The department will begin to evaluate its success by measuring our backlog and reducing lead time

## Performance Measure

	ACTUAL FY15-16	ACTUAL FY16-17	ESTIMATED FY17-18	PROJECTED FY18-19
Percentage of progress toward documenting DevOps plan	-	-	50%	75%
Percentage of IT managers trained in DevOps	-	-	100%	100%
Percentage of IT staff trained in DevOps	-	-	75%	100%
Percentage of line-of-business leadership trained in DevOps	-	-	50%	75%

