

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

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**Department of State**  
**Strategic Plan Performance Evaluation for Fiscal 2017-18**

April 1, 2018

For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Performance Plan for FY 2017-18. 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*

<b>Performance Measure</b>		<b>FY 16-17</b>	<b>FY17-18</b>
In-person training offerings	Target	22	25
	Actual	23	30

The Department provides opportunities for professional development by offering in-person training on a wide range of topics. The Department has already exceeded the target in-person training offerings for the current fiscal year. Areas of focus include leadership, team development, customer service, and a variety of courses focused on technical skills.

*Goal: Align learning opportunities with business objectives*

Performance Measure		FY 16-17	FY17-18
eLearning courses that support SOS programs	Target	37	40
	Actual	37	42

The Department continues to design and develop eLearning courses that support SOS programs. In addition to revising and updating courses already available in the eLearning library, the Department has prioritized new development and has already exceeded the course estimate for the current fiscal year.

### **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 16-17	FY17-18
Percentage of critical Division tasks with backup resources trained	Target	75%	85%
	Actual	83%	88%

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. 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. Despite the increased workload, as of the end of the third quarter of FY 17-18 the Division has exceeded the overall fiscal year goal by three percentage points.

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

Performance Measure		FY 16-17	FY17-18
Percentage of electronic quarterly reports submitted	Target	50%	62.5%
	Actual	54%	65%

This performance measure is added to the Business and Licensing Division for FY 17-18. 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. As of March 2018 the Division has achieved 65% adoption, exceeding its current fiscal year goal by two and a half percentage points.

### **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 16-17	FY17-18
OLVR New Registrants	Target	75,000	25,000*
	Actual	130,898	10,741

\*The FY17-18 target number was adjusted down from the report dated Oct. 1, 2017 from 85,000 to 25,000 because FY17-18 does not include a high turnout election, which the original target number was meant to reflect. The previous target was set erroneously.

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 16-17	FY17-18
Issue Ballot	Target	150,000	30,000
	Actual	200,110	11,790

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		FY 16-17	FY17-18
Number of business unit SharePoint environments established	Target	6	10
	Actual	8	10
% of scrum implementation across development teams	Target	75%	100%
	Actual	75%	100%
% of teams aligning to support a DevOps model	Target	**	25%
	Actual	**	0%

*\*\* New performance measure*

These performance measures relate to our ability to improve our service delivery model for internal and external customers. This includes improving internal tools for efficiencies and refining project prioritization and our value stream to improve time-to-market and product quality.

*Goal: Enhanced Security Reporting and Tracking*

<b>Performance Measure</b>		<b>FY 16-17</b>	<b>FY17-18</b>
Number of control audits	Target	5	5
	Actual	2	4
Number of change management board reviews conducted	Target	25	50
	Actual	9	39

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.