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Strategic Plan Performance Evaluation for Fiscal 2019-20
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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 2019-20. 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 18-19 | FY 19-20 |
|------------------------------|--------|----------|----------|
| In-person training offerings | Target | 32 | 34 |
| | Actual | 40 | 6 |

The Department continues to prioritize training opportunities and professional development for staff. In addition to building upon the specific skillsets of Department staff, training will be offered that focuses on leadership development, management/supervision, compliance topics, technical expertise, and equity.

Goal: Align learning opportunities with business objectives.

| Performance Measure | | FY 18-19 | FY 19-20 |
|---|--------|----------|----------|
| eLearning courses that support SOS programs | Target | 51 | 62 |
| | Actual | 55 | 58 |

The eLearning program works with Department staff to develop interactive online training courses. The public can access these resources anytime, outside of a traditional classroom. The program also creates shorter video-based tutorials for quick help on specific topics. Notable course offerings include Voter Registration Drive Training, Notary Public Training, and Games Manager Training. Most recently, the Department developed an Online Data Workshop in partnership with the University of Colorado Leeds School of Business. We continue to identify opportunities where eLearning can help Coloradans, and new course development is likely to continue over the next year.

Business and Licensing Division

The Business and Licensing Division provides document filing, records management, information retrieval, and educational services. It registers business names, organizations, trade names, and trademarks; and files secured transaction records and notary applications, making them, as well as other document filings, accessible to the public. The division 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 valuable tools for business decision-making.

Goal: Enhance Division performance through employee development and process improvement.

| Performance Measure | | FY 18-19 | FY 19-20 |
|---|--------|----------|----------|
| Percentage of critical Division tasks with backup resources trained | Target | 85% | 100% |
| | Actual | 100% | 100% |

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 in FY 14-15, and since then have applied a training regimen to create redundancy and capacity across all division programs. As of the end of FY 18-19, 100% of critical division tasks have been documented. Moving forward, we anticipate migrating to secondary tasks within each program to broaden employee expertise and maintain customer service levels.

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

| Performance Measure | | FY 18-19 | FY 19-20 |
|--|--------|----------|----------|
| Percentage of electronic quarterly reports submitted | Target | 70% | 75% |
| | Actual | 71% | 73% |

In the third quarter of FY 14-15, the Bingo-Raffle Program introduced electronic filing for the statutorily-mandated quarterly reports. Because this was a new requirement for an established community of Bingo-Raffle members, it was anticipated that moving a high percentage of the approximately 1,100 report filers to the online process would occur over several years. The Program is actively implementing strategies to increase electronic filing, and has surpassed the FY 18-19 goal of 70%. FY 19-20 adoption goal is 75%. As of the end of the first quarter of FY 19-20, the online adoption rate is 73%. We continue our efforts to improve access to online filings through targeted education and the development of eLearning courses for organizations yet to file online. Our intent is to make online filing the main choice for all users in the future.

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 18-19 | FY 19-20 |
|----------------------|--------|----------|----------|
| OLVR New Registrants | Target | 80,000 | 65,000 |
| | Actual | 32,188 | 11,178 |

Online Voter Registration (OLVR) was updated during the last fiscal year in a number of ways, both internally and for improved customer experience. One recent change allows voters to register for the first time 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. During the last fiscal year, the Department added various security features to protect the data collected through OLVR, including CAPTCHA (*Completely Automatic Public Turing test to tell Computers and Humans Apart*).

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 18-19 | FY 19-20 |
|----------------------------|--------|-----------------|-----------------|
| Issue Ballots | Target | 120,000 | 80,000 |
| | Actual | 126,401 | 0 |

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 ePollbook allows counties to issue a ballot to voters in real-time across the state. This allows an eligible voter to register and vote up to 7pm on election day, while ensuring no one is able to cast a ballot twice in the election. 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’s mission is 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: Improve Visibility on Online Service Delivery.

| Performance Measure | | FY 18-19 (Actual) | FY 19-20 (Year to date) |
|---|--------|------------------------------|------------------------------------|
| Percent of major change activities communicated to business units | Target | 100% | 100% |
| | Actual | 100% | 100% |
| Percent of web service outages communicated to office | Target | 100% | 100% |
| | Actual | 100% | 100% |

These performance measures relate to our efforts to improve communication to Department leadership of our ability to sustain our online service delivery performance for external customers. The searching and filing services available via our website account for the vast majority of the transactional activity performed by our customers and clients. This goal of providing high visibility into our online service performance and availability has been identified as the most impactful measure desired by our divisions’ leadership to assist in understanding our product quality and operational success.

Goal: Enhanced Security Reporting and Tracking

| Performance Measure | | FY 18-19 (Actual) | FY 19-20 (Year to date) |
|---|--------|------------------------------|------------------------------------|
| Percent of critical vulnerabilities closed within time expectations | Target | 100% | 100% |
| | Actual | 100% | 100% |
| Number of change management board reviews conducted | Target | 50 | 50 |
| | Actual | 50 | 13 |

These performance measures are relevant to our process in developing methods for ensuring adherence to security standards and following rigorous cybersecurity practices. We continue to look for ways to improve reporting of our cybersecurity posture, events and incidents, and potential threats to the security of our systems up to executive leadership and to our operating divisions and work units.