

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

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**Department of State -- Annual Performance Report for Fiscal Year 2021-22**

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**Summary of Performance Plan**

For Fiscal Year 2021-22, the Department of State focused on providing a safe, secure and accessible 2021 Coordinated Election, namely with effective support and guidance to counties and expanded public outreach. The Department focused on building relationships with business stakeholders and increasing customer satisfaction through improved system usability and efficiency. The Department focused on enhancing our technology, security, and resource management advantage. And the Department also focused on creating a more equitable and inclusive workplace, while also expanding development opportunities for staff.

For this performance report, the office has provided a final update on the selected goals described in the Colorado Department of State Performance Plan for FY 2021-22. These selected goals were assessed in the periodic evaluations from [October 2021](#) and [April 2022](#). The Department of State's FY2021-22 Performance Plan can be found [here](#).

**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: Use multiple eLearning technologies to meet the Department's internal and external learning needs*

Performance Measure		FY 21-22
Number of eLearning videos created	Target	29
	Actual	36
Number of interactive courses enhanced with updated templates and features	Target	5
	Actual	6

The Department has developed a substantial library of eLearning courses. Last year, the Department successfully migrated those offerings to a new Learning Management System. To better meet the needs of learners, the Department is expanding and improving those offerings by creating more short video tutorials and modernizing its interactive courses.

*Goal: Improve the Department's ability to effectively and efficiently complete most financial transactions in a remote work environment*

Performance Measure		FY 21-22
Proportion of invoices sent to Finance inbox	Target	95%
	Actual	90%

The Department has inserted language into all contracts and purchase orders directing vendors to send invoices to the Finance mailbox. This process allows the finance team to efficiently complete transactions in a remote/hybrid work environment and to directly communicate with vendors. To work towards this goal, the Department continues to collaborate with contract managers and program level staff to request that vendors send invoices to the Finance mailbox instead of program contacts.

### **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 licenses durable medical equipment, 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		FY 21-22
Percentage of Bingo-Raffle electronic quarterly reports submitted	Target	85%
	Actual	90%

While the past two years were challenging due to the global COVID-19 pandemic, as it related to Bingo-Raffle quarterly reports, an opportunity to increase our online filing adoption rate presented itself. We were able to connect with paper filers, share with them our reduced ability to process paper filings due to remote working conditions, communicate to them not only the ease of online filing but also the benefits they could realize by shifting to online (lower filing fees and less time dealing with mail turnaround time), and ultimately assist them in making the transition. As the state began to reopen, adoption rates remained consistent with very little recidivism. As FY22-23 progresses, we have implemented additional high-touch strategies for late adopters of electronic filing and anticipate moving incrementally closer to 100% participation.

*Goal: Increase eLearning modules on the SoS platform to improve customer satisfaction and compliance.*

Performance Measure		FY 21-22
Add/update eLearning modules	Target	44

	Actual	45
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Since its inception in 2012, the Department’s eLearning platform has proven to be popular with constituents and an effective way for programs to deliver information and training to an ever-changing and ever-growing customer base. The Business and Licensing Division is an enthusiastic supporter of the Secretary’s drive to educate and empower the Department’s customers and constituents in cost-effective ways and has developed over 40 education/training offerings on a wide range of topics. Many eLearning opportunities are suggested from feedback received by the Division’s Customer Support Services (CSS) team. The Division has even trained staff in course development in order to amplify the Department’s resources. The Division leverages the eLearning platform to provide not only training but certification modules that can be accessed from anywhere in the state with an internet connection any time a customer wants to get a given certification. As FY22 ends, we exceeded our goal of 44 modules, by publishing a 45<sup>th</sup> aimed at further educating bingo raffle filers on the benefits of online filing. Additionally, we are focusing resources on internal modules designed to refresh our frontline staff on a number of topics, thus providing an even better customer experience.

**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 21-22
OLVR new registrants	Target	75,000
	Actual	15,888

The Department has updated OLVR in a number of ways, both internally and for improved customer experience. Recently, the Department made general usability updates, and added a new X option for gender to allow voters to make a non-binary selection. While it is difficult to know for certain, the division suspects the broad success of the recently implemented automatic voter registration system may be leading to fewer individuals registering to vote online.

*Goal: Increase accessibility and remove barriers to access for military and overseas voters*

Performance Measure		FY 21-22
Number of military and overseas voters issued a ballot for the November election	Target	31,000
	Actual	36,000

The Department continues to implement changes to assist military and overseas voters in registering and voting. Recently, the Department has updated the electronic ballot delivery system to make administrative changes and enhance usability.

**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 21-22
Reduce the number of tracking systems	Target	4
	Actual	4

The division has been working for several years to eliminate older legacy tracking systems and working to centralize project and activity tracking into a unified platform. This will enable improved visibility of resources, projects both current and planned, and supports our goal of minimizing unplanned work. All of our technical teams have moved entirely to this platform, and we have deployed the system for one of our line-of-business units. Of special significance, we did complete the decommissioning of our last major legacy tracking system during the 2022 fiscal year.

*Goal: Enhance our Security Advantage*

Performance Measure		FY 21-22
Number of change management board reviews conducted	Target	50
	Actual	50
Percentage of critical vulnerabilities closed within time expectations	Target	100%
	Actual	100%

The division has continued to follow change management best practices with regular reviews of scope and impact of changes prior to approval of major changes.

The division has continued to meet our goal of mitigating critical vulnerabilities within the time expectations set in our cybersecurity policies. The department has also devoted significant time on offering guidance to counties in improving their own cybersecurity practices and posture. We have partnered with local, state, and federal partners to establish monthly phone calls with technical and cybersecurity resources across the state for information sharing and community building. The department is also working closely with state and local partners on a state plan for funding from CISA under the federal Infrastructure Investment and Jobs Act (IIJA). The Notice of Funding Opportunity (NOFO) for IIJA grants is expected to be published before the end of the summer.