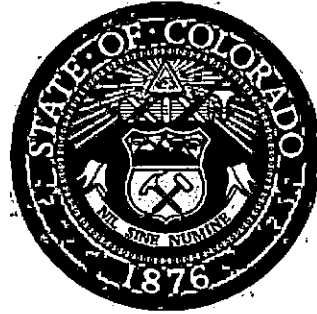


**STATE OF COLORADO**  
**Department of State**

1700 Broadway  
Suite 200  
Denver, CO 80290



**Wayne W. Williams**  
Secretary of State

**Gary Zimmerman**  
Chief of Staff

**Department of State**  
**Annual Performance Report for Fiscal 2016-17**  
November 1, 2017

**Summary of Performance Plan**

For Fiscal Year 2016-2107, the Department of State focused on maintaining and improving its award-winning customer service and productivity improvement via its LEAN-based process improvement and mapping initiative. The Department also focused on the execution of the 2016 general election.

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 2016-17, and evaluated in the periodic evaluations dated October 1, 2016 and April 1, 2017.

**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 15-16	FY 16-17
In-person training offerings	Target	18	22
	Actual	27	23

The Department provides a variety of training offerings for staff and continues to prioritize training as part of its strategic planning. The Department was successful in meeting the FY 16-17 target.

*Goal: Align learning opportunities with business objectives*

Performance Measure		FY 15-16	FY 16-17
eLearning courses that support SOS programs	Target	35	37
	Actual	35	37

The Department continues to prioritize the design and development of eLearning courses that support SOS programs. The Department successfully met the target for FY 16-17 and is on track to continue to expand the eLearning library over the next 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 15-16	FY 16-17
By FY17-18, achieve 85% redundancy in critical Division tasks	Target	50%	75%
	Actual	77%	85%

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, FY 15-16 and FY 16-17 we exceeded our targeted redundancy goals by achieving 43%, 77% and 85% respectively.

*Goal: For the Charities Program, increase customer satisfaction through improved system usability and efficiency.*

Performance Measure		FY 15-16	FY 16-17
By FY15-16, reduce rejection rate for charitable registration filing to 8%.	Target	8%	8%
	Actual	7.37%	6.1%

In August of 2013 the rejection rate stood at 14.7%. In an effort to improve filers' experience we gathered information on the most common reasons a filing was rejected, and in September 2013 we posted educational materials and added data validation to our e-filing application, virtually eliminating the most common reason for rejecting a filing. As a result of those steps, the reject rate was 7.36% for FY14-15, 7.37% for FY 15-16 and 6.1% for FY 16-17. Having achieved the goal of lower than 8% the Division will look to replace this metric starting in FY 17-18.

### **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.*

<b>Performance Measure</b>		<b>FY 15-16</b>	<b>FY 16-17</b>
OLVR New Registrants	Target	39,000	75,000
	Actual	36,302	130,898

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.*

<b>Performance Measure</b>		<b>FY 15-16</b>	<b>FY 16-17</b>
Issue Ballot	Target	100,000	150,000
	Actual	17,891	200,110

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 essentially served as an ePollbook, making it possible for election officials to know if an elector already voted a mail ballot or at another location prior to issuing a new ballot. 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 15-16	FY 16-17
Number of business unit SharePoint environments established	Target	4	6
	Actual	4	10
% of scrum implementation across development teams**	Target	-	75%
	Actual	-	100%

*\*\* New performance measure*

These performance measures show our progress in improving office functionality and efficiencies by leveraging technologies that will increase users’ abilities to do their jobs.

*Goal: Enhanced Security Reporting and Tracking*

Performance Measure		FY 15-16	FY 16-17
Number of control audits	Target	2	5
	Actual	2	2
Number of change management board reviews conducted**	Target	-	25
	Actual	-	25

*\*\* New performance measure*

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.