

**DEPARTMENT OF STATE  
FY 2015-16 JOINT BUDGET COMMITTEE HEARING AGENDA**

**Tuesday, December 2, 2014  
11:00 am – 12:00 pm**

**11:00-11:10 INTRODUCTIONS AND OPENING COMMENTS**

**11:10-11:20 QUESTIONS COMMON TO ALL DEPARTMENTS**

**(The following questions require both a written and verbal response.)**

**1. SMART Government Act:**

- a. **Please describe how the SMART Government Act is being integrated into the Department's existing processes (both in terms of service delivery and evaluating performance).**

*It's how we operate.*

- b. **How is the data that is gathered for the performance management system used?**

*We use it to evaluate our employees.*

- c. **Please describe the value of the act in the Department.**

*I believe it's been a good opportunity for us to evaluate and implement our processes.*

- 2. Do you have infrastructure needs (roads, real property, information technology) beyond the current infrastructure request? If so, how do these needs fit in with the Department's overall infrastructure priorities that have been submitted to the Capital Development Committee or Joint Technology Committee? If infrastructure should be a higher priority for the Department, how should the Department's list of overall priorities be adjusted to account for it?**

*No. The Department's infrastructure maintenance and modernization has generally been funded through our base "asset management" Long Bill line. We've purposefully modernized our server infrastructure over the past two years. By improving our agency data center environmental systems our energy utilization has dropped by 23% compared to four years ago. We've also moved almost entirely from physical servers to virtualized servers, which run more efficiently, increase our flexibility, and improve our security posture.*

- 3. Describe the Department's experience with the implementation of the new CORE accounting system.**

- a. **Was the training adequate?**

*CORE training continues to be inadequate. The CORE training environment had several significant issues that adversely impacted the quality of training:*

1. *Persistent Outages – The training environment frequently crashed, which resulted in significant time lost in classes. Several staff members from the Department were*

*in training sessions where the system crashed and students were sent home without completing any exercises in the system. These issues affected multiple classes and were common throughout the May and June 2014 CORE training classes.*

- 2. Differences between Training and Production Environments – Between early training classes and the launch of CORE, some policies and procedures changed. These changes were poorly communicated to employees, which led directly to a number of inefficiencies and mistakes made by employees in multiple state agencies when the system launched.*
- 3. Workflow – The training experience did not replicate workflow in the live system. As a result, employees were left to sort out the mechanics of approving and rejecting documents on their own in the live system.*
- 4. No Ongoing Training – Since the launch of CORE in July, no CORE training classes have been offered at the State level and the Department does not have access to a training environment. The result is that new staff members must be trained with close supervision in the live system, which places a significant strain on the resources of the Department and makes onboarding new staff members both more challenging and more time consuming.*

**b. Has the transition gone smoothly?**

*The transition to CORE has been difficult and, we have heard of similar experiences from agencies throughout the State. Among the critical issues that the Department has experienced:*

- 1. Reporting – The CORE InfoAdvantage reporting module continues to produce inconsistent and often inaccurate reports. The State is five months into the CORE-era and yet it does not have access to reliable financial reports. This is unacceptable.*

*The Department appreciates and supports the current statewide effort that is underway to confirm the veracity of all of the InfoAdvantage reports, however, this action should have been taken much sooner. Of particular concern to the Department is that, five months after the launch of CORE, there is still not an expense report that can be reconciled to actual expenditures. It took several months of work at the State level to produce a revenue report that the Department was able to reconcile to its actual revenue totals.*

- 2. Policies – In the transition from COFRS to CORE, many policies and procedures have changed. The transition was made more difficult because complete policy and procedures narratives were not immediately available on the CORE website at launch. Until mid-September, virtually all policy and procedure information on the CORE website was limited to copies of PowerPoint slides from CORE training classes, which were often vague or incomplete with respect to providing guidance on day-to-day activities.*

3. *Payroll – The interfacing of payroll data into CORE has been a significant challenge for the State. July 2014 payroll data was not imported into CORE until late September. August and September 2014 payroll data was not imported into CORE until late October. As of November 25th, data from the October monthly payroll still had not been imported into CORE. In addition, several key payroll reports in Documents Direct stopped functioning as a result of the CORE transition. It is only in late November that the Department (and many other agencies in the State) have been provided with the data to complete a proper payroll reconciliation.*
4. *Problematic Transactions – Processing a number of routine financial transactions in CORE (some journal entries, procurement documents, etc.) remains a challenge. In several cases, these transactions were simply impossible to process without modifications to the CORE system. While these issues have been reported to the Help Desk, support for the more complex items has taken weeks or months. We've heard similar experiences from our colleagues at other departments.*

**c. How has the implementation of CORE affected staff workload during the transition?**

*After five months of experience with CORE, transactions continue to take longer to process in CORE than in COFRS. In particular, purchase orders, journal entries, and interagency transfers require greater time and effort to process.*

**d. Do you anticipate that CORE will increase the staff workload on an ongoing basis? If so, describe the nature of the workload increase and indicate whether the Department is requesting additional funding for FY 2015-16 to address it.**

*The Department believes staff workloads will be increased on an ongoing basis as a result of the CORE implementation. While the Department has not requested additional funding for FY 2016 as a result of CORE, the CORE transition has impacted how the Department plans to fill an existing Finance Unit vacancy.*

**11:20-11:30 ELECTIONS DIVISION REQUESTS**

**Local Election Reimbursement**

**4. Please describe the steps counties must complete to receive reimbursement for elections costs from the Department, and address the following questions.**

*Counties must complete the request for reimbursement form and submit it to our office no later than 90 days after an election in which a state question or issue is on the ballot. The Department revised the form used in 2013 based on feedback from the counties. The revised form will be available by December 15<sup>th</sup>.*

*We use the data collected from these reimbursement forms to drive our Accountability in Colorado Elections (ACE) as a transparency tool for voters, taxpayers and filers. At our web site, viewers can graphically see uniform elections information from county elections costs, to*

voter registration statistics, to election administration measurements. This is the first of its kind in the nation. In fact, *electionlineWeekly* wrote, "There's a lot of talk these days about transparent and open governments and recently the Colorado Secretary of State's office put their money where their mouth is and created a statewide elections data portal...This is a big step forward in the world of elections." University of Minnesota's Humphrey School of Public Affairs Director of Program for Excellence in Election Administration Doug Chapin agreed saying, "This is a HUGE development in the field and one which other states should look to emulate if they have not done so already. Kudos to Colorado for their leadership on this issue..."

a. **Is the Department aware of any issues with counties obtaining reimbursement for past elections?**

*The Department is not aware of any problems counties experienced in obtaining reimbursement for past elections.*

b. **When does the Department expect to distribute funds to counties for the 2014 election?**

*The Department will distribute funds to counties as quickly as forms are received.*

c. **How does the expected length of time between the 2014 election and receipt of reimbursements by counties compare to previous years?**

*In general, it's faster. Before the 2013 cycle counties often received reimbursements in late February or March. Now, counties can receive funds as early as December. As in the 2013 cycle, we will issue checks to counties as quickly as the reimbursement forms are received.*

d. **How does the process for obtaining reimbursements affect the amount of time it takes for counties to receive payment?**

*As stated in 4c, the Department used to wait to receive all county reimbursement requests before issuing any reimbursement payments. Under the old system, counties were often not paid until February or March following the election.*

*For counties that submit their requests quickly, the new process results in much faster payment disbursement. For the November 2013 election, reimbursement payments were sent out to counties beginning in December 2013. The Department anticipates a similar timeline for the processing of reimbursement requests linked to the November 2014 election.*

5. **Please provide the Department's position on whether current rates for reimbursements to counties are sufficient to accommodate the complexity of administering elections. Do rates need to be increased?**

*As background, the legislature increased the reimbursement rate by 11% in 2012. With the passage of HB13-1303 causing an increase in the number of active voters, the Secretary of*

*State reimbursed counties an additional \$350,000 per election. Between the 2013 and 2014 elections, my office has seen its reimbursement amount increase by 14%. Additionally with the introduction of HB-1303, counties estimated saving as much as \$15 million per year. With the recent reimbursement increases coupled with the alleged \$15 million savings from HB-1303, the Department does not support increasing this burden on businesses and non-profits. In fact, I believe that our filers should share in the cost savings by reducing the reimbursement rate.*

- 6. Does the Department anticipate revisions to the number of active registered voters on November 4, 2014, or any future need to adjust spending authority for local election reimbursements during FY 2014-15 using the 1331 process?**

*No. The JBC recently approved the Department's \$405,224 emergency supplemental request for FY 2015. The number of active registered voters used in calculating the supplemental request was the actual number of active registered voters on Election Day.*

### **Elections Administration**

- 7. Please provide an update on the online certification classes for county clerks and elections staff, and include any feedback from counties about the training available on the internet.**

*The department currently offers 20 online courses, including three public trainings, four trainings specifically for election judges on use of the SCORE and webSCORE systems, and 13 certification classes.*

*516 people took online certification classes in FY 2013-2014. Since July 1, 438 people have taken online certifications. The increase in participation in the current fiscal year is driven in part by two factors: first, the deadline for certified election officials to complete recertification requirements was July 31, 2014, and second, election rules require supervisor judges and registration staff to complete a minimum number of online classes before the election.*

*The last survey to counties about the online offerings was conducted in 2012. A summary of the county responses follows:*

- 83% of respondents say online training is a cost savings to counties*
- 79% say that online training makes it easier to obtain Election Official Certification*
- 83% say online training is more convenient*
- 69% strongly agree or agree that they learn as much in an online class as they do in a classroom setting*
- 59% strongly agree or agree that they would rather take an online class than an in-person class*

*This past summer, the National Association of Secretaries of State (NASS) awarded my office with its IDEAS Award for our eLearning application.*

8. **How much would it cost if all mail ballots were sent out with postage pre-paid? Please provide data on how many ballots were mailed back and how many ballots were dropped off in person for the 2014 election.**

*Counties pay for their own printing and mailing of ballots. This question should be directed at the county clerk and recorders. In the future, we can work with counties to collect this information as part of our Accountability in Colorado Elections program to include a study to identify costs associated with postage, pre-paid postage and ballot weight.*

9. **Members have heard reports that the SCORE system did not function properly during the 2014 election. Please discuss the performance of SCORE during the most recent election cycle, what the Department was able to learn from any issues that arose, and identify any corrections needed or steps taken to avoid future problems.**

*As many of you remember, I expressed significant concern about the mandates included in HB-1303. One of the items I referred to as a single point of failure, was an internet-based statewide pollbook, the first of its kind in the country. We attempted to find an off-the-shelf solution, but no one in the nation has built this kind of system and none was available. In turn, we were required to develop the entire application internally in a limited time.*

*I'm very proud of my team whose development worked incredibly well and received rave reviews from election administrators. On the morning of the election, OIT's Internet went down; luckily my office invested in a fail-over and we quickly regained access but couldn't fully recover. We had some issues through the rest of the day and plan to fully delve into those as the clerks wind down their elections. We're planning an after-action review to work with election administrators, IT professionals and others to identify issues and opportunities for improvement.*

*I want to reiterate, we built the nation's first statewide electronic pollbook in less than a year that worked very well. I'm very proud of this team and the election administrators who made that possible.*

#### **11:30-11:40 BUSINESS INTELLIGENCE CENTER AND GO CODE COLORADO**

10. **How did the Department come to the decision to start the Business Intelligence Center and Go Code Colorado events?**

*Beginning in 2012, the Department began publishing the Quarterly Business and Economic Indicators Report, following a regression analysis that found new business registrations are a leading indicator for changes in employment. But many in the business community desired more insights, including economic data specific to their industry or region. Such insights could be provided if public data from across state agencies was combined and analyzed. This presented an opportunity to expand service delivery to the business community in an impactful way. But until recently there has not been a statewide effort to make public data available for use by citizens and the business community.*

*A common data platform with regularly maintained and updated data is a public asset for Colorado citizens and the business community. In order to increase demand for public data to be published to the platform, the Department—in partnership with the Governor’s Office, the Office of Economic Development and International Trade, the Governor’s Office of Information Technology, and the Statewide Internet Portal Authority—hosted a statewide application challenge called Go Code Colorado, which brings together a community of entrepreneurs, business partners, and software developers to make use of public data through a series of events.*

**11. Please discuss the primary goals of the Business Intelligence Center and Go Code Colorado, including: increasing access to data on the Colorado Information Marketplace, creating interest in open database development, and increasing business development in Colorado.**

*The Business Intelligence Center’s mission is to: Make business-relevant data accessible and useable for informed decision-making and promote economic growth and good governance; and create and nurture a vibrant environment where Colorado business challenges are addressed.*

*The primary goal to execute this mission is to get more public data published to the state’s common data platform—the Colorado Information Marketplace (CIM). In the current fiscal year, \$250,000 of the appropriated funds are dedicated to a contractor with technical expertise that assists agencies across state government with inventorying and publishing public data in a common and usable format.*

*In order to help demonstrate the demand for, and beneficial uses of, public data, the Business Intelligence Center launched the Go Code Colorado app challenge. Go Code Colorado allows the program to execute on goals of generating private-sector demand for public data while building a community of developers and entrepreneurs who see the value in using public data to help businesses make more-informed decisions.*

**12. Please provide any available data on program outcomes, and discuss the relationship between the objectives of the Business Intelligence Center and anticipated performance measures for Go Code Colorado events.**

*In its first year, BIC published 38 datasets to the Colorado Information Marketplace. Attached is an analytics report for CIM—the time range begins just before Go Code Colorado’s Challenge Weekend (March 21-23, 2014) through present. There is a noticeable spike from March into May—the period when the Go Code Challenge ran in 2014. Also, near the bottom of the report, there is a table labeled “Top Applications,” which shows Beagle Score and BizLink Colorado—the top two teams from Go Code Colorado year one—are the second and third highest applications making requests against the data on the platform. You can see more of the CIM traffic spikes in the attached reports.*

*Also in its first year, 25 teams across the state participated in the Go Code Colorado app challenge. Three teams were awarded licenses for applications that solved business problems. Further, the broader business community has fully embraced this solution—supporting the*

effort through time as mentors and judges, and financially with 29 business partners, including industry leaders such as Google, Esri, and Sendgrid providing \$75,000 in cash donations and \$112,000 of in-kind contributions during the first year.

The Department anticipates increased private-sector support in the way of cash and in-kind donations, as well as mentorship hours, during the second year of the program. Further, the Department anticipates growing overall participation in the challenge, including adding a challenge weekend location on the Western Slope.

**13. What are the expected direct and indirect benefits and costs of Go Code Colorado events?**

The expected benefits of the Go Code Colorado events are: outreach to demonstrate existence and value of public data; increased entrepreneurial activity surrounding public data used for business services; engagement of Colorado's rich and growing tech community, creating business solutions that make Colorado a better place to do business; and greater transparency in government operations that comes with more easily accessible public data.

Roughly half of the \$775,000 Business Intelligence Center budget request for FY2015-16 will pay for running the Go Code Colorado challenge and events.

**14. Please provide any available data on how often apps are being used. What is the Department's plan to track the utilization of the apps and report on usage in the future?**

The winning teams will provide analytics to the Department. These analytics will be public record and available for inspection or inclusion in ongoing reports or publications of the program.

**15. Please describe collaboration on Go Code Colorado events between the Department and any state agencies or other entities (e.g. cities, non-profits). Should other departments consider participating in this program?**

The Governor's Office, Office of Economic Development and International Trade, and Governor's Office of Information Technology all support the Business Intelligence Center and sit on the program's Advisory Board. Each of these offices have been important partners in the program's success to date. See attached the correspondence from state CIO and Secretary of Technology Suma Nallapati as an example.

The Statewide Internet Portal Authority (SIPA) also sends a staff member to the program's Advisory Board meetings and is a sponsor for the current year's challenge.

There is wide cooperation across state government—approximately 40 people from various state agencies attended the meeting in October referenced in Secretary Nallapati's email (attached) to discuss participation in Go Code Colorado and how the Business Intelligence Center program could help agencies meet the Secretary Nallapati's goal to increase usage of the Colorado Information Marketplace.

As noted above, 29 private-sector partners supported Go Code Colorado in the program's first year with \$75,000 in cash and \$112,000 of in-kind donations. For example, Google put



*its support behind the project by making a \$20,000 cash contribution to the effort, while ESRI donated \$10,000 and SendGrid gave \$7,500 and a host of in-kind donations.*

*The Colorado Technology Association cemented its support for Go Code Colorado by awarding it Technology Project of the Year at its 2014 APEX Awards dinner.*

**16. What are the positions of the Office of Economic Development and the Office of Information Technology on Go Code Colorado app challenge events?**

*OEDIT has been extremely supportive and has played an important role in the project. For more detail, please see the Department's response to question 15.*

**11:40-11:50 PROPOSED DEPARTMENT AUDIT**

**17. How does the Department use CORE data and how much of the challenge regarding financial records is due to issues with the CORE system? Is the Department having any other IT problems?**

*As described in the response to question 3b above, there is a statewide issue with the veracity of CORE InfoAdvantage reports. The absence of accurate financial reports for FY 2014-15 places a significant strain on the Department's staff and management. Based on conversations with our colleagues at other State agencies, and supported by the recent call from OSPB for a systematic effort to verify all of the financial reports in InfoAdvantage, this is clearly a common problem.*

*But these aren't the only issues affecting the CORE rollout. For the past six months, my finance unit has experienced long wait times for resolutions to tickets with the CORE help desk. We have documented the most egregious challenges facing our Department.*

*The Department is not experiencing any other IT problems.*

**18. Does the Department feel any loss of institutional memory has occurred with staff turnover? Is that memory recoverable and is it necessary to have going forward?**

*The Department is confident that the current Finance Unit is well positioned for the future and has addressed concerns that existed previously. There has been some loss of institutional knowledge with respect to the location of certain documents, but this is consistent with any turnover in staff and has not imposed an undue hardship on the Department.*

**19. What is the Department's position on undergoing a financial audit at this time?**

*The JBC analyst made two recommendations. The first recommends asking the auditor "to provide an opinion of the Department's current financial status" and the second recommends a full financial audit. The Department has already committed significant resources to prior audits and is currently closing out a performance audit with the State Auditor scheduled for completion in mid-February. We are confident in the results of this audit and it makes no sense to seek an audit midway through our current audit. Before committing to a \$200,000 taxpayer-funded audit and committing more resources internally, we feel it would be prudent to at least gauge whether the auditor feels it's even needed. If the auditor agrees everything in*

*our financial unit is in order, it seems wasteful to commit to another costly audit, further burdening our finance unit when its resources are stretched thin responding to CORE issues.*

*At six weeks, we recognize our current JBC analyst has a short history with our office. For example, the analyst referenced an EAC audit citing concerns about our 2012 media campaign. Had we known about this concern, we would have corrected the analyst and shared the latest EAC finding that states, "After reviewing the materials forwarded by the Office, EAC has determined that the media materials were sufficiently focused on educating voters and not focused on a voter registration campaign."*

*Our analyst shared concern about my staff's timeliness of submitting documents resulting from turnover in the finance unit. Fact is, we've been incredibly responsive, patient and supportive through the JBC analyst transitions. A review of our communications shows that we have been responsive and forthcoming to our JBC analysts requests and the analyst's concerns about my Department were first apparent at the briefing.*

*Also, to the extent committee members share the analyst's concerns about CORE and financial staff turnover, a full financial audit will not shed much light on these issues. I would recommend that until the analyst learns more about our department, the committee postpones consideration of this decision until next year.*

**20. How has the Department responded to previous audits? Did the Department come into compliance with audits prior to the conversion to CORE?**

*The Department implemented past audit recommendations prior to the CORE rollout. The Department is on schedule to address one performance audit recommendation designated for implementation during the current fiscal year. This recommendation includes improving procurement controls and internal purchasing policies. The Department has begun to address these items and plans to hire staff in the finance unit that will assist with procurement. Unfortunately, CORE problems have hindered us in this area, too. The state has not offered procurement training recently and the Department has had difficulty in obtaining responses from DPA regarding procurement questions. These issues have been attributed to the implementation of CORE and limited DPA staff availability.*

**11:50-12:00 BUSINESS FILING FEES**

**21. Please discuss the impact of fee holidays on the business community. Is there evidence more business are started due to fee holidays? Is there evidence that more jobs are created as a result of fee holidays?**

*Earlier this year, members of the Legislative Audit Committee clearly stated an intention of bringing cash-funded programs and agencies into compliance with the 16.9% cap<sup>1</sup>. My office proactively worked to meet our statutory obligation well in advance of the audit committee's recommendation through these fee holidays.*

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<sup>1</sup> Cash Funds Uncommitted Reserves Report Performance Audit, Office of the State Auditor, published February 2014.

*From the very start, we were confident the fee holidays would improve Colorado's business environment. I can share with you numerous examples from our business and non-profit filers. For instance, a local business owner named Claire didn't say the fee holiday created jobs, but she says, "Your move to temporarily set the filing fee at \$1.00, especially for those of us who have been unemployed for so long, is very appreciated." Or, I can tell you that Jessica, a Lakewood notary, says her fee reduction, "helps in small ways many of us pro-actively searching for full and part time work like myself as [an] administrative assistant - while we use our public notary skills to get by financially." Or, I can tell you that the non-profit fee holiday will help the Fort Collins Lions group "to provide 53 more people per year with an eye exam and glasses (this is almost a 15% increase!)."*

*I can also share with you that according to a recent Denver Business Journal article, Colorado witnessed a 32 percent increase in business filings over a year ago. It states, "Thanks to a fee holiday in the quarter in which Gessler's office charged just \$1 instead of the regular \$50 fee for new business filings, the state recorded 27,640 new business filings in the quarter, compared with 20,912 in the third quarter a year ago."*

*And, new businesses generally mean new jobs, according to the University of Colorado's leading economist. According to our partnership with CU's Business Research Division at the Leeds School of Business, new business filings are a leading indicator of job growth.*

**22. Business filing fees provide most of the revenue for the Department of State Cash Fund, which supports all Department programs including local election reimbursements. Please address the following:**

**a. What is the Department's position on paying for elections using business filing fees?**

*I agree with many of my predecessors that we're on shaky legal ground using business filing fees to pay for election related expenses. Specifically, direct reimbursement to the counties will be a dead bang loser in court. My efforts as Secretary of State have focused on cost savings and generating efficiencies in elections, while reinvesting those business and non-profit filing fees back into those communities.*

**b. Have businesses expressed an opinion on the use of fee revenue to pay for elections?**

*No. I believe that businesses have been extremely satisfied with the lowest fees in the country coupled with the highest levels of service. Accordingly, they have not complained about fees in any respect.*

**c. Are businesses satisfied they are getting adequate service for the fees they are charged?**

*i. Businesses are extremely satisfied with the level of services and with the lowest fees in the country, Colorado is a national model. We routinely receive customer feedback such as the following quote from Ed Naylor, a business attorney with Moyer White LLP:*

*Alberta,*

*Looks like your office is still the best SOS in the country.  
Thanks for your and Mike's help.  
Ed*

*ii. In recent years, the Department has been recognized nationally with numerous awards from the International Association of Commercial Administrators (IACA). These include:*

- 1. Secured Business Filing System - the ability for system users to secure their business filing information.*
- 2. Uniform Commercial Code System – an online service to file UCC documents with the Department*
- 3. Service Center Model – an innovative approach to customer service*

*iii. Additionally, in the past two years, we've also been recognized by:*

- 1. National Association of State Chief Information Officers with its 2013 State Technology Innovator of the Year Award for GoVoteColorado.com*
- 2. StateScoop State Innovation of the Year for Go Code Colorado*
- 3. NASS Innovation Award, Uniform Electronic Legal Materials Act electronic publishing*
- 4. NASS IDEAS Award, statewide eLearning initiative*

**23. What portion of total fee revenue comes from the regulation of charitable gaming practices?**

*In FY 2013-14 (the most recently completed fiscal year), charitable gaming revenue provided 3.73 percent of the department's total fee revenues.*

**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED**

**1. Provide a list of any legislation that the Department has: (a) not implemented or (b) partially implemented. Explain why the Department has not implemented or has partially implemented the legislation on this list.**

*Our department continues to meet all legislative timelines.*

**2. What is the turnover rate for staff in the Department? Please provide a breakdown by office and/or division, and program.**

*The Department's turnover rate for FY 2013-14 was approximately 11 percent.*

**3. Please identify the following:**

**a. The Department's most effective program;**

*My office takes great pride in leading the state with our effective programs. We've invested significant resources into training employees on process-mapping and improving visual*

demonstrations. These efforts have positioned us as a state leader as witnessed by our employee engagement survey.

**b. The Department’s least effective program (in the context of management and budget);**

*In the world of campaign finance, the laws remain vague and ambiguous. Many of them are unconstitutional and state courts have refused to allow this office to interpret those laws in a manner that meets first amendment requirements. Indeed, the courts continue to refuse to give my office authority to provide clear guidance to our voters and those wanting to participate in their elections. The state regularly loses campaign finance lawsuits brought against it in state court, and I expect that confusion among the public – and ongoing federal court losses – will continue for the foreseeable future.*

**c. Please provide recommendations on what will make this program (2.b.) more effective based on the Department’s performance measures.**

*These laws need to be substantially re-written to provide clarity and consistency.*

**4. How much capital outlay was expended using either operating funds or capital funds in FY 2013-14? Please break it down between the amount expended from operating and the amount expended from capital.**

*The department spent a total of \$343,909.43 in capital expenses in FY 2013-14. The breakdown is provided in the table below.*

<b>Fund Category</b>	<b>Amount</b>	<b>% of Total</b>
Operating Funds	\$ 2,800.00	0.8%
Capital Funds	\$ 301,184.83	87.6%
Grants	\$ 39,924.60	11.6%
<b>Total</b>	<b>\$ 343,909.43</b>	

**5. Does the Department have any outstanding high priority recommendations as identified in the "[Annual Report of Audit Recommendations Not Fully Implemented](#)" that was published by the State Auditor's Office on June 30, 2014? What is the Department doing to resolve the outstanding high priority recommendations?**

*No. The Department does not have outstanding recommendations categorized as high priority in the report published by the State Auditor’s Office.*

----- Forwarded message -----

From: **Nallapati - OIT, Suma** <[suma.nallapati@state.co.us](mailto:suma.nallapati@state.co.us)>  
Date: Wed, Oct 1, 2014 at 1:17 PM  
Subject: Go Code Colorado  
To: Executive Leadership <[GOV\\_executiveleadership@state.co.us](mailto:GOV_executiveleadership@state.co.us)>

Dear Colleagues,

I write to request your continued assistance with a collaborative effort we began last year to harness state-collected public data and maximize the benefits it can bring to our work within state government and to our customers. Making public data available from a common platform enables business leaders, entrepreneurs, coders, fellow state agencies, and others to use the data to improve how we work, and allows the creation of new tools and applications or even to start a new business. To that end, we are utilizing the Colorado Information Marketplace at [data.colorado.gov](http://data.colorado.gov) (CIM) as a platform where state agencies are sharing public data, maps, charts, documents, and more. As with all publicly held data, we value privacy and adhere to all legal requirements to protect private information.

As you may also recall, last year we partnered with the Colorado Secretary of State to support the Go Code Colorado apps challenge. The program's success was due largely to the availability of the public data that your agencies shared through CIM. Through the collaboration between OIT and Go Code Colorado, 33 new data sets were published into the Colorado Information Marketplace - by agencies such as Revenue, Local Affairs, and Higher Education. Three apps came out of the challenge that were designed to support business development and business services in Colorado. Next year, a second apps challenge will take place and we will continue to collaborate with the Secretary of State's office to support the provision of data via the Colorado Information Marketplace.

My request to you is to support our work to bolster the Colorado Information Marketplace with public data that is already on your website to both support CIM itself and our collaborative work with Go Code Colorado. If you are unsure what data might be useful and/or would like assistance in getting the data onto CIM, please contact Dianna Anderson directly at [dianna.anderson@state.co.us](mailto:dianna.anderson@state.co.us) or [303.764.7718](tel:303.764.7718). Please also consider sending your IT liaisons or data stewards to the Go Code Colorado Kickoff Breakfast on Tuesday, October 21st (see below for more information) where they can ask questions about the process and how to identify and upload your public data to CIM.

By supporting CIM now and in the long term, you are helping an effort to make public information accessible from a reusable, transparent and trusted environment. Let's put our collective public data to use and support entrepreneurship and enable innovation!

Best Regards,

Suma

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**What:** Go Code Colorado Kickoff Breakfast

**When:** Tuesday, October 21, 2014

**Time:** 8:30 a.m. to 10:30 a.m.

**Where:** History Colorado - Martin Room | 1200 Broadway, Denver, Colorado 80203

**RSVP:** <https://www.eventbrite.com/e/data-kick-off-breakfast-tickets-13309044711>

**Who:** Agency data stewards, demographers, agency IT liaisons, business managers who manage your public facing data (e.g., those who provide the data posted on your websites), etc.

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**Suma Nallapati**

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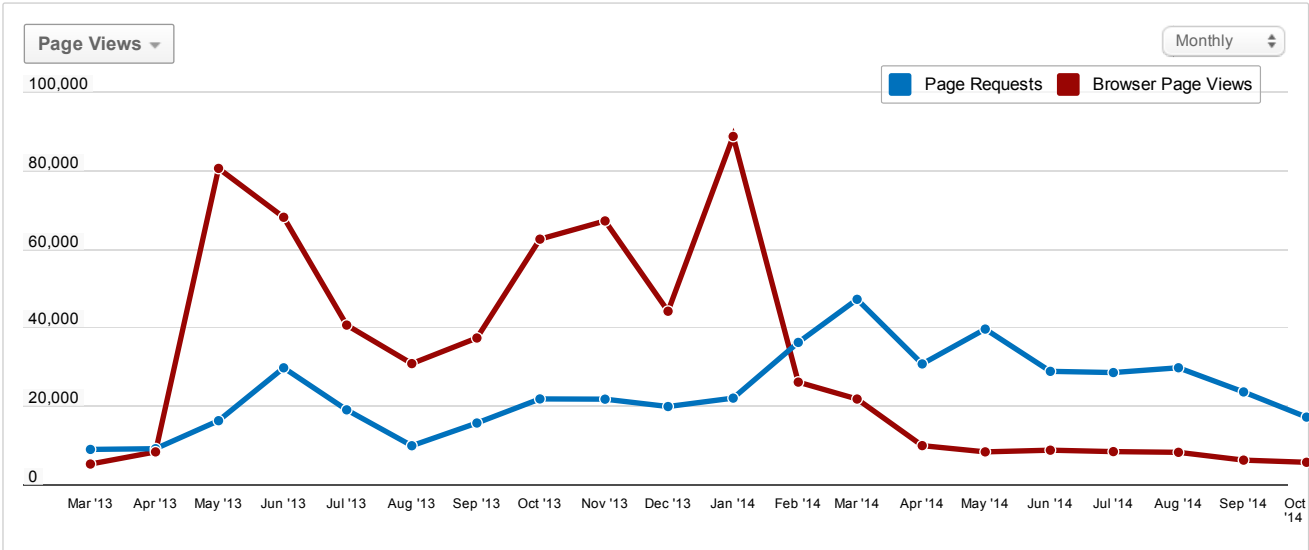
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**Site Analytics** Mar 1, 2013 - Dec 1, 2014 [Export](#)

<b>Page Views</b> <b>580,828</b> <span>+ 480,832</span>	<b>Total Datasets</b> <b>516</b>	<b>Total Rows</b> <b>26,795,576</b> <span>+ 26,666,560</span>	<b>Embeds</b> <b>1,910</b> <span>+ 1,568</span>
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<b>Charts</b> <b>83</b> <span>+ 76</span>	<b>Filters</b> <b>92</b> <span>+ 84</span>	<b>Maps</b> <b>47</b> <span>+ 36</span>	<b>Snapshots</b> <b>253</b> <span>+ 213</span>	<b>Downloadable Files</b> <b>99</b> <span>+ 61</span>	<b>External Datasets</b> <b>77</b> <span>+ 34</span>
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**Top Datasets**

Name	Count
<a href="#">DWR Water Right Net Amounts</a>	1,152
<a href="#">Map of Colorado Governmental Agencies</a>	1,079
<a href="#">DWR Well Application Permit</a>	1,067
<a href="#">OIT Playbook - FY14</a>	871
<a href="#">OIT Standards - Technology Standards Catalog</a>	779

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**Top Referrers**

Name	Referrals
<a href="http://search.daum.net">http://search.daum.net</a>	73,630
<a href="https://www.google.com">https://www.google.com</a>	6,255
<a href="http://water.state.co.us">http://water.state.co.us</a>	3,217
<a href="http://www.colorado.gov">http://www.colorado.gov</a>	2,880
<a href="http://www.socrata.com">http://www.socrata.com</a>	1,770

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**Top Search Terms**

Name	Count
<a href="#">health</a>	470
<a href="#">crime</a>	307
<a href="#">dwr</a>	288
<a href="#">permits</a>	251
<a href="#">housing</a>	223

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**Top Embeds**

Name	Embeds
<a href="http://www.socrata.com">http://www.socrata.com</a>	539
<a href="https://mj89sp3sau2k7lj1eq3k40hkeppgui6j-a-sites-opensocial.googleusercontent.com">https://mj89sp3sau2k7lj1eq3k40hkeppgui6j-a-sites-opensocial.googleusercontent.com</a>	442
<a href="https://www.google.com">https://www.google.com</a>	213
<a href="http://search.yahoo.com">http://search.yahoo.com</a>	66
<a href="http://www.cpr.org">http://www.cpr.org</a>	65

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**Top Applications**

Name	Requests
<a href="#">HydroBase Dataset Synchronizer</a>	504,193
<a href="#">Beagle</a>	4,371
<a href="#">BizLink Colorado</a>	4,348
<a href="#">BIC</a>	2,099
<a href="#">SocrataApp</a>	197

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**Top Downloads**

Name	Downloads
<a href="#">OIT Playbook - FY14</a>	488
<a href="#">Colorado Trademarks</a>	475
<a href="#">OIT Standards - Cloud First Policy 2012-13</a>	339
<a href="#">2013 Flood Information - Colorado Office of Emergency Management</a>	323
<a href="#">DWR Water Right Net Amounts</a>	294



**DEPARTMENT OF STATE  
FY 2015-16 JOINT BUDGET COMMITTEE HEARING AGENDA**

**Tuesday, December 2, 2014  
11:00 am – 12:00 pm**

**11:00-11:10 INTRODUCTIONS AND OPENING COMMENTS**

**11:10-11:20 QUESTIONS COMMON TO ALL DEPARTMENTS**

**(The following questions require both a written and verbal response.)**

1. SMART Government Act:
  - a. Please describe how the SMART Government Act is being integrated into the Department's existing processes (both in terms of service delivery and evaluating performance).
  - b. How is the data that is gathered for the performance management system used?
  - c. Please describe the value of the act in the Department.
  
2. Do you have infrastructure needs (roads, real property, information technology) beyond the current infrastructure request? If so, how do these needs fit in with the Department's overall infrastructure priorities that have been submitted to the Capital Development Committee or Joint Technology Committee? If infrastructure should be a higher priority for the Department, how should the Department's list of overall priorities be adjusted to account for it?
  
3. Describe the Department's experience with the implementation of the new CORE accounting system.
  - a. Was the training adequate?
  - b. Has the transition gone smoothly?
  - c. How has the implementation of CORE affected staff workload during the transition?
  - d. Do you anticipate that CORE will increase the staff workload on an ongoing basis? If so, describe the nature of the workload increase and indicate whether the Department is requesting additional funding for FY 2015-16 to address it.

**11:20-11:30 ELECTIONS DIVISION REQUESTS**

Local Election Reimbursement

4. Please describe the steps counties must complete to receive reimbursement for elections costs from the Department, and address the following questions:
  - a. Is the Department aware of any issues with counties obtaining reimbursement for past elections?
  - b. When does the Department expect to distribute funds to counties for the 2014 election?

- c. How does the expected length of time between the 2014 election and receipt of reimbursements by counties compare to previous years?
  - d. How does the process for obtaining reimbursements affect the amount of time it takes for counties to receive payment?
5. Please provide the Department's position on whether current rates for reimbursements to counties are sufficient to accommodate the complexity of administering elections. Do rates need to be increased?
  6. Does the Department anticipate revisions to the number of active registered voters on November 4, 2014, or any future need to adjust spending authority for local election reimbursements during FY 2014-15 using the 1331 process?

#### Elections Administration

7. Please provide an update on the online certification classes for county clerks and elections staff, and include any feedback from counties about the training available on the internet.
8. How much would it cost if all mail ballots were sent out with postage pre-paid? Please provide data on how many ballots were mailed back and how many ballots were dropped off in person for the 2014 election.
9. Members have heard reports that the SCORE system did not function properly during the 2014 election. Please discuss the performance of SCORE during the most recent election cycle, what the Department was able to learn from any issues that arose, and identify any corrections needed or steps taken to avoid future problems.

#### **11:30-11:40 BUSINESS INFORMATION CENTER AND GO CODE COLORADO**

10. How did the Department come to the decision to start the Business Information Center and Go Code Colorado events?
11. Please discuss the primary goals of the Business Intelligence Center and Go Code Colorado, including: increasing access to data on the Colorado Information Marketplace, creating interest in open database development, and increasing business development in Colorado.
12. Please provide any available data on program outcomes, and discuss the relationship between the objectives of the Business Information Center and anticipated performance measures for Go Code Colorado events.
13. What are the expected direct and indirect benefits and costs of Go Code Colorado events?
14. Please provide any available data on how often apps are being used. What is the Department's plan to track the utilization of the apps and report on usage in the future?

15. Please describe collaboration on Go Code Colorado events between the Department and any state agencies or other entities (e.g. cities, non-profits). Should other departments consider participating in this program?
16. What are the positions of the Office of Economic Development and the Office of Information Technology on Go Code Colorado app challenge events?

**11:40-11:50 PROPOSED DEPARTMENT AUDIT**

17. How does the Department use CORE data and how much of the challenge regarding financial records is due to issues with the CORE system? Is the Department having any other IT problems?
18. Does the Department feel any loss of institutional memory has occurred with staff turnover? Is that memory recoverable and is it necessary to have going forward?
19. What is the Department's position on undergoing a financial audit at this time?
20. How has the Department responded to previous audits? Did the Department come into compliance with audits prior to the conversion to CORE?

**11:50-12:00 BUSINESS FILING FEES**

21. Please discuss the impact of fee holidays on the business community. Is there evidence more business are started due to fee holidays? Is there evidence that more jobs are created as a result of fee holidays?
22. Business filing fees provide most of the revenue for the Department of State Cash Fund, which supports all Department programs including local election reimbursements. Please address the following:
  - a. What is the Department's position on paying for elections using business filing fees?
  - b. Have businesses expressed an opinion on the use of fee revenue to pay for elections?
  - c. Are businesses satisfied they are getting adequate service for the fees they are charged?
23. What portion of total fee revenue comes from the regulation of charitable gaming practices?

**ADDENDUM: OTHER QUESTIONS FOR WHICH SOLELY WRITTEN RESPONSES ARE REQUESTED**

1. Provide a list of any legislation that the Department has: (a) not implemented or (b) partially implemented. Explain why the Department has not implemented or has partially implemented the legislation on this list.
2. What is the turnover rate for staff in the Department? Please provide a breakdown by office and/or division, and program.

3. Please identify the following:
  - a. The Department's most effective program;
  - b. The Department's least effective program (in the context of management and budget);
  - c. Please provide recommendations on what will make this program (2.b.) more effective based on the Department's performance measures.
4. How much capital outlay was expended using either operating funds or capital funds in FY 2013-14? Please break it down between the amount expended from operating and the amount expended from capital.
5. Does the Department have any outstanding high priority recommendations as identified in the "[Annual Report of Audit Recommendations Not Fully Implemented](#)" that was published by the State Auditor's Office on June 30, 2014? What is the Department doing to resolve the outstanding high priority recommendations?