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Department of State

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Annual Performance Report for Fiscal 2017-18
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Summary of Performance Plan

For Fiscal year 2017-2018, 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 continued improvements to its election processes, including preparation for the 2018 midterm elections. For the performance report, the office has provided a final update on the selected goals described in the Colorado Department of State Performance Plan for FY 2017-2018, and evaluated in the periodic evaluations dated October 1, 2017 and April 1, 2018.

Administration Division

The Administration Division supports the Secretary of State and the Business and Licensing, Elections, and Information Technology divisions by providing personnel, finance, and general administrative support.

Goal: Engage, retain, and develop a high-performing workforce

| Performance Measure | | FY 16-17 | FY17-18 |
|------------------------------|--------|----------|---------|
| 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 continues to expand these offerings and was able to exceed the target in-person training courses in both FY 16-17 and FY 17-18.

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 |

In FY 17-18, we expanded the eLearning training library and continued to focus on the needs of our customers. As a result, we developed new courses that support SOS programs, maintained and updated previous courses, and identified courses that will be built in the future. Overall, the Department exceeded original projections and continues to focus on eLearning development in the future.

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 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% | 95% |

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. In FY 17-18 legislation expanded Division responsibilities and 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 FY 17-18 the Division has exceeded the overall fiscal year goal by ten 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% | 64.5% |

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 the end of FY 17-18 the Division achieved 64.5% adoption, exceeding its current fiscal year goal by two 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 | 21,235 |

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 | 57,390 |

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 | 14 |
| % 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

| Performance Measure | | FY 16-17 | FY17-18 |
|---|--------|----------|---------|
| Number of control audits | Target | 5 | 5 |
| | Actual | 2 | 5 |
| Number of change management board reviews conducted | Target | 25 | 50 |
| | Actual | 9 | 50 |

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.