



# **Colorado Department of State Strategic Plan**

December 2023

Jena Griswold  
Secretary of State

December 2023

Dear Coloradans,

I am honored to serve as Colorado's Secretary of State. The Colorado Department of State continues to set the standard for government integrity; election security and valuable services for businesses, charities and nonprofits. The dedicated employees at my office continue to promote our core mission of making government easy and accessible for people to further democracy and support economic opportunity for all Coloradans.

Over the last year, Department staff delivered new programs and continued to innovate across a variety of services to better support hardworking Coloradans. We are proud to support Colorado businesses, which are vital to our economy and our communities. The Department offers top-notch service and support for businesses – from easy and affordable filing to ongoing technological advances like our remote notary program, enhancing efficiency and convenience. In fact, nearly all of the services we provide to the business community are available online, giving Coloradans the ability to receive services wherever they are in the state.

The Department is currently working on a significant multi-year system upgrade designed to make interactions with the Department even easier. Already we have implemented text notifications for business filings and have launched a new periodic reporting system, as well as additional tools to protect businesses from business identity theft and fraud. Owning and running a business can be challenging, which is why we work hard to eliminate red tape so businesses can focus on their day-to-day operations.

When it comes to elections, the Department continues to deliver for Colorado voters. The 2023 Coordinated Election was a great success, and eligible Coloradans will be able to make their voices heard in three safe, secure, and accessible elections in 2024.

My office is dedicated to offering voters the most secure and accessible elections in the nation. We continue to innovate to make sure our elections lead the way and, through the expansion of cutting-edge programs like BallotTrax and Txt2Cure, voters can participate in democracy with 21st century tools.

It has been a privilege to work across the State to build Colorado's economic and democratic strength. I am proud of the entire Department's efforts to ensure all our programs and services have a positive impact on Colorado's communities. Together, we will continue to build a stronger Colorado where business and democracy thrive.

Sincerely,



Jena M. Griswold



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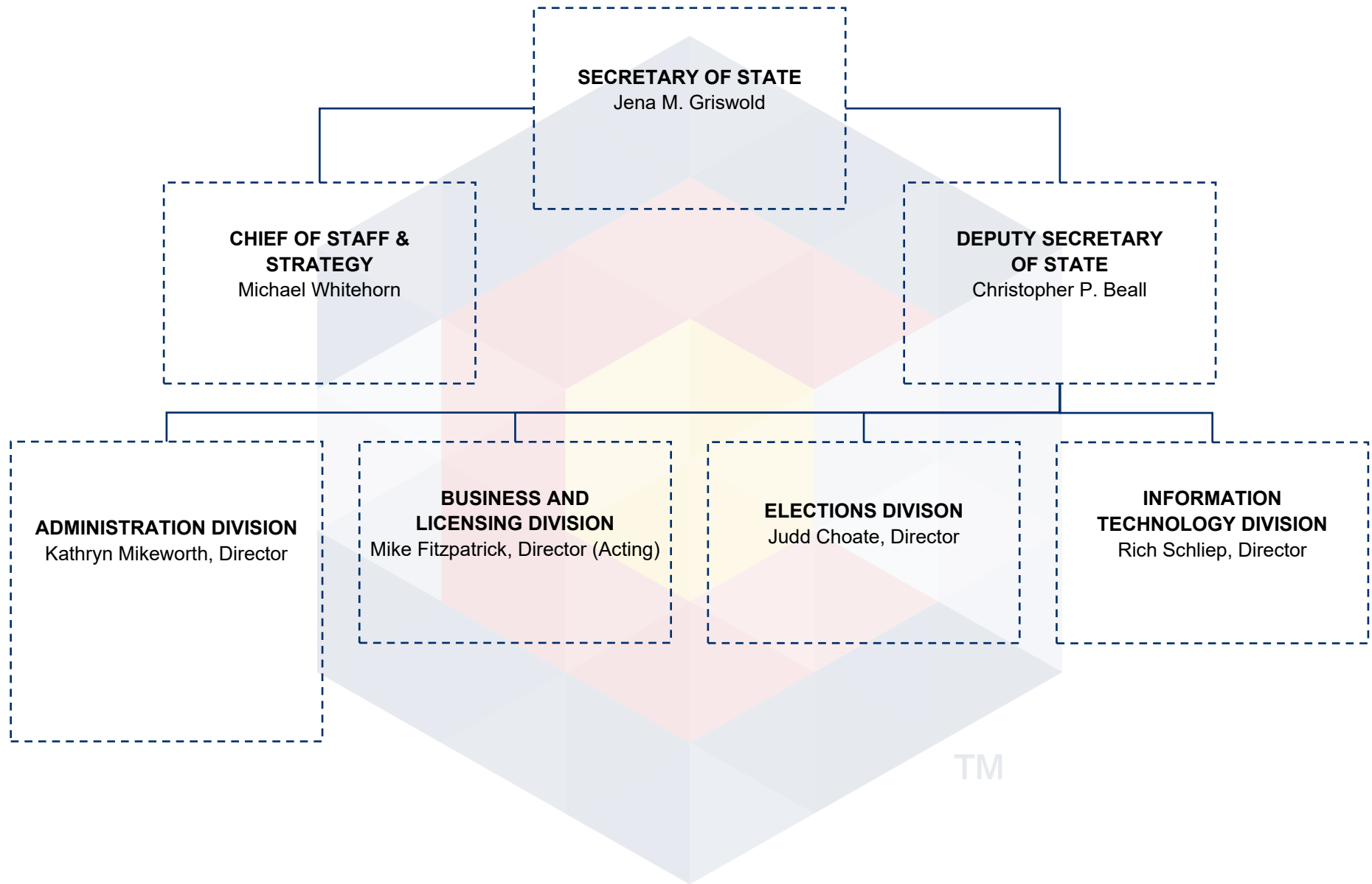
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## BACKGROUND

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The Department of State performs several functions, ranging from registering businesses to overseeing elections. **The Business and Licensing Division** receives filings such as business and nonprofit registrations, trade names, secured liens, notary public applications, and bingo and raffle reports. Additionally, the Division licenses durable medical equipment providers, promotes availability of government data, and makes performing rights society information accessible. Most filings are submitted electronically, and the office disseminates this information to the public through its website.

**The Elections Division** oversees state elections and has responsibility for campaign finance disclosure, statewide ballot initiative certification, and lobbyist registration. Two other divisions in the Department, **Administration and Information Technology**, support the office's programs. Cash funds generated by business and other filings support nearly all of the Department's activities. Federal grants provide the remainder of funding. The Department of State's Long Bill is organized into sections by division. Appropriations are allocated based on the historical utilization of resources in each division.

## NOTABLE PRIOR YEAR LEGISLATION

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**The Modifications to Laws Regarding Elections (SB23-276)**, which clarified and modernized statute to correspond with 21<sup>st</sup> century election realities and put a first-in-the-nation process in place to automatically register to vote members of Colorado’s federally recognized Tribes. This legislation also reformed the way counties will be reimbursed by requiring the state to pay 45% of actual and direct costs of election expenses.

**The Deceptive Solicitations Act (SB23-037)**, which added protections for business owners from bad actors who attempt to mislead business owners into paying unnecessary and exorbitant fees for documents or filing services my office offers at little or no cost.

**Sunset Revised Uniform Law On Notarial Acts (SB23-153)** continued the regulation of notaries by the Department of State, and implemented the recommendations made in the 2022 sunset report by the department of regulatory agencies.

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## HOT TOPICS

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**\$945,000 in Election Security Grants awarded to counties thanks to Colorado Election Security Act.** Over two funding cycles, 56 counties were awarded grants to upgrade physical security in County election offices across the state. These grant funds were made possible by the Colorado Election Security Act, a first-in-the-nation law that safeguards against potential insider threats to voting equipment and election systems. It was one of Secretary Griswold's 2022 legislative priorities. Every county that applied received a grant award, and 28 counties received funding in each award cycle.

**\$515,000 in Printer Grants awarded to 25 Colorado counties with HAVA funds.** Counties are using the grant funding to acquire new printers for use with their Dominion ICX ballot marking devices. These new printers save paper and money on printing costs for counties. The Printer Grant Program continues Colorado's efforts to implement the uniform ballot statewide. The uniform ballot is a ballot printed at a VSPC that matches mail ballots.

**More than \$3 million awarded to counties by Electronic Recording Technology Board.** The awards from the ERTB are being used by Colorado's counties to modernize recording practices, protect data, and make documents and data more accessible to the public.

**Business fee relief saves Colorado business owners \$8.435 million.** More than 167,000 new LLCs and 40,000 new trade names were filed with the Department of State for just \$1 during the fee relief. The relief was made possible by the 2022 Business Fee Relief Act, one of Secretary Griswold's legislative priorities.

**Hardworking Coloradans protected from business identity theft.** The Department of State now offers Coloradans the opportunity to report fraudulent business. This resource protects Colorado businesses and individuals by allowing them to report when a bad actor has formed a new business fraudulently using someone else's address or personal information or taken over a legitimate business filing [in an attempt to](#) leverage it for fraud. This resource protects hardworking Colorado business owners from the increasing threat of business identity theft.

**Department awarded the prestigious IACA Merit Award.** The International Association of Commercial Administrators (IACA) recognized the Office with the Merit Award for Innovative Customer Service in a Post-Covid World for the office's modernized check-in process. The new process allows customers to easily check in using a QR code, enables staff to provide enhanced customer service, gives the office real-time data on customer service, and helps the office's employees feel valued and protected in a post-Covid environment. This award marks the Colorado Secretary of State's Seventh IACA Merit Award since 2011.

**Colorado celebrates 10 years of Vote-by-Mail for All.** In May 2013, Colorado became the third state in the nation to adopt Vote-by-Mail for All and ushered in a new term of accessibility, convenience, inclusivity, and security in the state's elections. In the decade since the adoption of Vote-by-Mail for All, Colorado has consistently ranked among the states with the highest voter turnout, with participation rates well above the national average. In the 2020 General Election, Colorado ranked second in terms of voter turnout nationally. Vote-by-mail has also made voting more accessible for Coloradans with disabilities, those who live in rural areas, and those who face transportation or work-related barriers to getting to the polls.

# INTRODUCTION

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The Department of State primarily receives and makes information publicly available. Internet-based electronic filing and retrieval of information with the Department is favored by the general public, and in many cases, is mandatory. The Department is continually web-enabling documents and information for its customers.

Even though each division within the Department has its own unique functions, some functions are consistent across programs, with the common thread being electronic information. For example:

**Licensing/Registering.** Businesses, charitable organizations, fund raisers, voter registration drives, lobbyists, and durable medical equipment providers register with the Department. Bingo-raffle organizations are licensed, and notaries public receive commissions from the State through the Department.

**Communicating/Educating.** Each division devotes significant time to communicating with and assisting its constituents, the public, the private sector, governmental bodies, media, and others who require information regarding the Department's programs.

**Records Disclosure.** Through its website, the Department's divisions make available information about businesses in Colorado, disclosure information of political candidates and committees, and the disclosure reports filed by registered charitable organizations.

**Electronic Filings.** Most of the records filed with the Department are filed electronically, including business filings, voter registrations, campaign finance disclosure, administrative rules, lobbyist reports, and charitable organization reports.

In addition to serving as the "keeper of records", the Secretary of State is the chief election official of the state, charged with administering statutes that relate directly or indirectly to the conduct of elections for the State of Colorado.

**Legal Authority:** The position of Secretary of State is created in Article IV of the Colorado Constitution. The statutory duties for the Department of State are found in Title 24, Article 21, Colorado Revised Statutes.



# STRATEGIC PLAN

## Mission

We make government easy and accessible for people in order to further democracy, support economic opportunity for all Coloradans, and demonstrate a standard of integrity and excellence.

## Vision

Our vision is to ensure all Coloradans have a voice in our future, help Coloradans and their businesses thrive, and be the best at what we do.

## Values

**We serve:** We strive to put the customer first and be responsive to their needs. We believe in government meeting Coloradans where they are.

**We continuously innovate:** We work collaboratively to improve what we do.

**We act with integrity:** We put honesty and public service at the forefront of everything we do.

**We strive for excellence:** We take pride in setting high standards and aren't satisfied with the status quo.

**We are inclusive:** We believe in being accessible, empowering all people, and ensuring that everyone's voice is heard.

## Values

Service

Integrity

Inclusivity



Innovation

Excellence

## Priorities

Empowering our Employees

Serving our Customers

Innovation and Technology

Improving Our Processes

Communication, Accessibility, and Visibility

## Goals

Through partnership and collaboration between all divisions, we will continue to diminish the effect of unconscious bias and work towards a more equitable and inclusive workplace for all employees

Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way

Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders

Focus on enhancing physical and cyber security for our Department, stakeholders, and staff

Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt

Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work

Build credibility and public trust through transparency, accessibility, efficiency and communication

Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions

# EMPOWERING OUR EMPLOYEES

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
<p>Through partnership and collaboration between all divisions, we will continue to diminish the effect of unconscious bias and work towards a more equitable and inclusive workplace for all employees</p>	<p>Through Department-wide information gathering, team building, communication, development opportunities, and assessments we will continue to work towards a more equitable and inclusive workplace</p> <p>Use established EDI efforts to assist in identifying the effects of unconscious bias, and addressing its unintended consequences</p> <p>Increase division participation and support of the department Inclusion Council</p>	<p>Build the partnership amongst the established diverse representative council and continue to create opportunities for team building, communication, information gathering, and development</p> <p>Review any existing metrics to evaluate the program's progress. Revise or create new measures to ensure the program's continued effectiveness.</p> <p>Use established internal and external resources to create procedures and measures to mitigate potential biases in organizational processes</p> <p>Solicit regular office-wide feedback on unconscious bias to promote inclusivity, and expose any hidden biases within the organization</p> <p>Division employee plans and PDs have an EDI component/focused goal centered around unconscious bias</p>	<p>Evaluate the goals and accomplishments of the representative council to assess its success and progress.</p> <p>Research current global trends as it pertains to EDI to ensure that the agency is using best practices</p> <p>Analyze the created procedures and measures to continue the improvement of organizational processes and establish a cultural norm of questioning potential areas of bias</p> <p>Create additional and varied ways to collect office-wide feedback. Deliver resources and communications around unconscious bias in many formats to promote inclusion.</p> <p>Expand the best practices used to address unconscious bias in our hiring and managing of personnel</p>

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# EMPOWERING OUR EMPLOYEES

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Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
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Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way

Increase division participation in eLearning platform training and national conferences

Expand our division skillset on the use of Lectora and eLearning best practices

Conduct internal training for program managers to promote the best use of eLearning tools



# SERVING OUR CUSTOMERS

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
<p>Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders</p>	<p>Improve and expand on the Department's diverse eLearning technologies to meet the evolving learning needs of both internal and external customers</p> <p>Expand the Division's eLearning courses to address internal and external education gaps</p> <p>Expand online and targeted resources for counties including training for newly elected clerks. Provide additional one-on-one resources for counties.</p>	<p>Streamline the internal learning experience by consolidating training resources</p> <p>Review existing content and incorporate best practices to enhance website usability and customer experience through the use of eLearning technology</p> <p>Continued professionalization of elections administration, including additional resources and training for new clerks and staff</p>	<p>Modernize courses with the latest eLearning technology and best practices</p> <p>Enhance, modernize, and promote eLearning library content to accommodate customer needs and feedback</p> <p>Continued professionalization of elections administration, including new and updated online and in-person courses and advanced training options for seasoned election administrators</p>

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# INNOVATION AND TECHNOLOGY

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
<p>Focus on enhancing physical and cyber security for our Department, stakeholders, and staff</p>	<p>Expanding scope of county inspections and security assessments</p> <p>Continuing to expand partnership with state and county IT staff to foster information sharing and best practices</p> <p>Continue work under the Whole of State plan to improve local government's security posture; objective is to increase coverage of county systems under CISA Cyber Hygiene by 7-10% every year</p>	<p>Continuing to expand partnerships with federal and state partners to improve security postures</p> <p>Continuing to support counties in improving overall security posture of county networks. Expedite implementation available federal grant programs</p> <p>Continue work under the Whole of State plan to improve local government's security posture; objective is to increase coverage of county systems under CISA Cyber Hygiene by 7-10% every year</p>	<p>Continue to maintain and expand partnerships with federal and state partners to improve security postures</p> <p>Continue to support counties in improving overall security posture of county networks. Assist counties in identifying potential state and federal grant funds</p> <p>Continue work under the Whole of State plan to improve local government's security posture; objective is to increase coverage of county systems under CISA Cyber Hygiene by 7-10% every year</p>

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# INNOVATION AND TECHNOLOGY

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt	<p>Evaluate current technologies for opportunity to modernize, reduce costs and improve the overall user experience</p> <p>Modernize online services to improve overall user experience (external oaths)</p> <p>Continue to eliminate technical debt and migrate to newer technologies</p> <p>Improve the Department's ability to effectively and efficiently complete most financial transactions in a remote work environment</p>	<p>Modernize online services to improve overall user experience (authentications and mergers)</p> <p>Continue to eliminate technical debt and migrate to newer technologies, with an emphasis on secure cloud-hosted options</p> <p>Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation</p>	<p>Modernize online services to improve overall user experience (commercial registered agent)</p> <p>Continue to eliminate technical debt and migrate to newer technologies, with an emphasis on secure cloud-hosted options</p>

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# IMPROVING OUR PROCESSES

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
<p>Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work</p>	<p>Improving transparency and readability of public facing reports</p> <p>Expanding online training and other resources for campaign finance and lobby laws and regulations</p> <p>Iteratively improve effectiveness of performance monitoring of critical systems</p> <p>Maintain an acceptable level of "unplanned work" relative to business projects, technical projects, and planned maintenance and operational work</p> <p>Continue integration of modern development practices to all new development and retrofit legacy apps into new pipelines as appropriate</p>	<p>Develop and implement ability to conduct RLA of instant run-off voting races</p> <p>Develop and deploy of enhanced campaign finance and lobbyist reporting systems</p> <p>Extend performance and diagnostic monitoring to non-critical systems as appropriate</p> <p>Maintain an acceptable level of "unplanned work" relative to business projects, technical projects, and planned maintenance and operational work</p> <p>Continue integration of modern development practices to all new development and retrofit legacy apps into new pipelines as appropriate</p>	<p>Continue to improve the RLA process to create efficiency, reduce erroneous discrepancies, and increase public transparency</p> <p>Expand online training and other resources for campaign finance and lobby laws and regulations following implementation of new system</p> <p>Continue to evaluate and extend performance and diagnostic monitoring to non-critical systems as appropriate</p> <p>Maintain an acceptable level of "unplanned work" relative to business projects, technical projects, and planned maintenance and operational work</p> <p>Continue integration of modern development practices to all new development and retrofit legacy apps into new pipelines as appropriate</p>

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# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
Build credibility and public trust through transparency, accessibility, efficiency and communication	<p>Intentionally commit capacity through Public Engagement and Public Affairs staff to engagement with Chambers of Commerce, business groups, voting rights organizations, and POC-led organizations</p> <p>Utilize data analysis software to support internal decision making and external stakeholder education</p> <p>Increase public trust through outreach and transparent program administration.</p> <p>Expand remote participation options for boards and meetings</p> <p>Improve public interface and advocacy to increase awareness in under served communities</p> <p>Complete initial work for compliance with state accessibility standards</p> <p>Foster an environment of openness and community by providing visibility on engagement of IT resources supporting division and department projects and programs</p>	<p>Increase level of external engagement and build internal capacity to provide data analysis services</p> <p>Enhance public consultation programs</p> <p>Expanding partnerships to continue improving the accessibility and usability of voter resources</p> <p>Communicate effectively with news media, community groups, the public, and other stakeholders on the execution of the 2024 Presidential Election</p> <p>Expand delivery methods to stakeholders from under served communities</p> <p>Refine and improve accessibility of department websites, published materials, and official meeting recordings and materials</p> <p>Refine and improve strategies for inclusiveness on department initiatives requiring technology resources</p>	<p>Incorporate data analysis services in public outreach efforts</p> <p>Continue expanding and maintaining partnerships to continue improving the accessibility and usability of voter resource</p> <p>Refine and improve accessibility of department websites, published materials, and official meeting recordings and materials</p> <p>Refine and improve strategies for inclusiveness on department initiatives requiring technology resources</p>

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# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

Goal	Objectives FY 2023	Objectives FY 2024	Objectives FY 2025
<p>Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions</p>	<p>Refine and improve integration of accessible collaboration platforms across the department</p> <p>Maintain key task redundancy and cross-training of knowledge within teams to insure smooth continuation of operations</p> <p>Continue buildout of knowledge base and standard operating procedure assets to ensure efficient and effective knowledge sharing</p>	<p>Refine and improve integration of accessible collaboration platforms across the department</p> <p>Broaden peer-to-peer training within division work units</p> <p>Continue buildout of knowledge base and standard operating procedure assets to ensure efficient and effective knowledge sharing</p>	<p>Refine and improve integration of accessible collaboration platforms across the department</p> <p>Enhance cross-training with the use of eLearning tools</p> <p>Continue buildout of knowledge base and standard operating procedure assets to ensure efficient and effective knowledge sharing</p>

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# EMPOWERING OUR EMPLOYEES

**GOAL:** Through partnership and collaboration between all divisions, we will continue to diminish the effect of unconscious bias and work towards a more equitable and inclusive workplace for all employees

## Objectives

- Through Department-wide information gathering, team building, communication, development opportunities, and assessments we will continue to work towards a more equitable and inclusive workplace

## Strategies

- Implement activities and trainings selected and vetted by the Inclusion Council that support equity and inclusion. Create opportunities to solicit feedback and monitor the process to ensure that it is adhering to best practices for data collection, inclusiveness, and equity.
- Evaluate communication and collaboration strategies to mitigate organizational silos by using inclusive practices
- Utilize the Inclusion Council to assist in the collaboration needed for continued team building, communication, information gathering, and development opportunities
- Review any existing metrics to evaluate the program's progress. Revise or create new measures to ensure the program's continued effectiveness.
- Using the EDI mission statement and values as the guide, the Inclusion Council will continue to create opportunities for equity and inclusion and foster diversity throughout the department
- Research current global trends as it pertains to EDI to ensure that the agency is using best practices

## Measures

- Number of EDI related activities and trainings offered
- Number of visits to the EDI SharePoint pages monthly
- Number of office communications specifically promoting EDI
- Number of EDI strategic dashboard items added and accomplished

## Numerical Metric Goals (FY23-24)

- 5 EDI related activities and trainings offered
- 30 views monthly
- 12 office communications around EDI
- 1 per subcommittee - 6 items added and accomplished

# EMPOWERING OUR EMPLOYEES

**GOAL:** Through partnership and collaboration between all divisions, we will continue to diminish the effect of unconscious bias and work towards a more equitable and inclusive workplace for all employees (*Continued*)

## Objectives

- Use established EDI efforts to assist in identifying the effects of unconscious bias, and addressing its unintended consequences
- Increase division participation and support of the department Inclusion Council

## Strategies

- Use EDI efforts to gather information as it relates to unconscious bias, its impact on diversity and inclusion, and other aspects of organizational life
- Use data to inform discussions, along with tools and resources to determine the best practices and strategies for addressing biases
- Use established internal and external resources to create procedures and measures to mitigate potential biases in organizational processes
- Solicit regular office-wide feedback on unconscious bias to promote inclusivity, and expose any hidden biases within the organization
- Evaluate effectiveness of ongoing training and activities
- Explore ways to quantify the hard-to-measure elements of unconscious bias (employee engagement, etc.)
- Encourage participation and allot appropriate time for employees to attend and support Inclusion council meetings and activities. Present monthly briefing to division staff on current inclusion council activities

## Measures

- Number of unconscious bias trainings offered
- Number of educational resources provided to employees
- Number of internal norms and best practices reviewed and improved to address unconscious bias
- Create an open forum and SharePoint dashboard for feedback and projects to challenge unconscious bias
- # of employees attending Inclusion council
- # of division staff meeting briefings

## Numerical Metric Goals (FY23-24)

- 3 unconscious bias trainings offered
- 24 education resources provided
- 5 internal norms and best practices reviewed and improved
- 1 SharePoint dashboard created
- 2 employees attending
- 10 briefings

# EMPOWERING OUR EMPLOYEES

**GOAL:** Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way

## Objectives

- Increase core skills and advance employee skill levels across the office by utilizing existing eLearning platforms, conferences, and classes

## Strategies

- Increase usage of LinkedIn learning and seminars attendance using employee performance plans to set expectations
- Regular attendance and leadership roles in MGIR, NASCO, NAGRA, IIBA, IACA, NPA, ACR and CSIA conferences and training
- Utilize performance plans requiring minimum Pluralsight or LinkedIn learning training
- Encourage staff to attend conferences and external training
- Encourage staff to maintain or attain new certifications

## Measures

- # of training courses attended
- # of conferences attended
- # of training courses attended
- Track and report on staff completed coursework, conferences, and training

## Numerical Metric Goals (FY23-24)

- 88 training courses attended
- 24 conferences attended
- All employees complete 100% of mandatory training
- All employees participate in at least one seminar, conference, or training session relevant to professional improvement
- All employees complete at least 2 formal training classes relevant to regular work duties outside of mandatory training

# SERVING OUR CUSTOMERS

**GOAL:** Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders

## Objectives

- Improve and expand on the Department's diverse eLearning technologies to meet evolving learning needs and address the learning gaps for both internal and external customers

## Strategies

- Continue to develop interactive eLearning to solve Department training needs
- Continue to develop short video tutorials to address single learning objectives
- Identify frequently asked questions and feedback for common areas for improvement
- Use diverse delivery methods to directly meet the learning needs of both internal and external customers
- Analyze feedback to improve the customer experience
- Leverage resources at OIT and Cornerstone to improve LMS user experience
- Build eLearning courses for remote notary, UCC and business rebuild tasks and identify, review and update three existing courses

## Measures

- Number of eLearning videos created
- Number of interactive courses enhanced with updated templates and features
- Hours of learning content viewed by employees
- Number of interactive courses created
- Areas of improvement identified and improved
- Number of courses completed
- Number of courses w/ content updated

## Numerical Metric Goals (FY23-24)

- 40 videos created
- 15 courses enhanced
- 532 hours
- 86 courses created
- 6 areas identified and improved
- 3 courses updated
- 3 courses completed

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# SERVING OUR CUSTOMERS

**GOAL:** Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders (*Continued*)

## Objectives

- Provide expanded and comprehensive support and oversight to counties
- Increase the development staff to meet the backlog of project work

## Strategies

- Regularly update all online training courses for legislative and administrative rule changes and evolving best practices
- Identify and develop new online training courses to meet needs of county clerks (e.g., create a signature verification training course integrating the Secretary of State's Signature Verification Guide and featuring video of a FBI-accredited forensic document examiner)
- Continue developing a structured County Support Call schedule with topical County Support Memos to better align and integrate county support program with demands of each election cycle, online training courses, SCORE user documentation, and other training and support resources offered by the Election Division
- Expand on-site county interaction (support, oversight, auditing)
- Continue to update and modernize voter registration and elections management system, including improving list maintenance and integration, administrative auditing and reporting, development of signature collection for voters without a state ID, and geospatial integration
- Add additional development headcount through legislation or budget supplemental

## Measures

- Regularly solicit county feedback regarding the quality and efficacy of existing Election Division training and support programs
- Use county feedback and questions into SCORE customer support to identify deficiencies in existing support programs and additional training and support needs
- Use information collected during county onsite visits to identify training and support needs in particular counties
- Report on additional development staff hired

## Numerical Metric Goals (FY23-24)

- County officials currently certified by the Secretary of State: 365
- Online courses for election official certification: 20
- Number of county consultative visits or audits: 60
- Goal is contingent on legislative action during the 2023 session

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# INNOVATION AND TECHNOLOGY

**GOAL:** Focus on enhancing physical and cyber security for our Department, stakeholders, and staff

## Objectives

- Enhance Colorado's Physical and Cyber Election Security
- Work with and support our Department and its partners to have secure systems by addressing high-impact vulnerabilities

## Strategies

- Help counties improve physical security for election-related infrastructure to ensure the safety of staff and election materials
- Help counties improve cyber security for election related systems
- Work with counties to implement Homeland Security or independent vulnerability scans
- Provide monthly scanning and reporting for critical and high vulnerabilities across CDOS infrastructure

## Measures

- Amount of presentations provided to and engagements with counties on cyber and physical threats
- Number of DHS' free cyber and physical security reviews provided to counties
- Percentage of total available grant funding provided to counties, and amount of additional funding identified for counties, either through legislation, additional election related money, or otherwise
- Report on percentage of counties performing Homeland Security scans or independent party scans against the county infrastructure
- Report on time to mitigate or resolve critical and high vulnerabilities

## Numerical Metric Goals (FY23-24)

- Presentations to counties on physical and cyber security: 10
- Free DHS physical and cyber reviews for counties: 10
- Onboard additional 5 new counties during FY23-24
- 100% of all vulnerabilities rated "critical" and "high" are mitigated or resolved within the timeline specified in our vulnerability management policy (30 and 60 days respectively)



# INNOVATION AND TECHNOLOGY

**GOAL:** Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt

## Objectives

- Evaluate current technologies for opportunity to modernize, reduce costs and improve the overall user experience

## Strategies

- Release online Oaths system to external customers and conduct customer training to include offering an eLearning course
- Release additional business filing system products to include LLC amendments, articles of incorporation for profit, and mergers
- Attain 93% bingo/raffle quarterly online filing with focused outreach
- Release additional BIC program dashboards to increase visibility of program and improve on customer awareness of public data
- Improve efficiencies and reduction of unnecessary physical printing between divisions and internally for Finance
- Rewrite biz application removing the struts framework and replacing it with REACT
- Review all new application builds for opportunities to upgrade other Frameworks
- Build SCORE 3 moving from the legacy published Citrix application to new REACT framework
- Consolidate ticketing and tracking systems across department

## Measures

- # of webinar trainings offered
- Release no less than 2 biz rewrite component/ transaction
- # of online filings of total filings
- # of BIC program dashboards released
- Collaborate with the Business & Licensing to reduce remaining paper processes (e.g., Cash Bag Checkout Process, unnecessary receipts provided by CSS to Finance, etc.)
- Track percentage of applications that have been moved over to new frameworks
- Track each application migration % as the new framework is implemented
- Report on number of ticketing and tracking systems
- Report on cost savings from product elimination
- Report on e-mail migration user percentage

## Numerical Metric Goals (FY23-24)

- 10
- 2 released
- 93% adoption
- 1 new BIC dashboard released
- 1 paper process eliminated
- All new development is done on modern frameworks
- Application migration percentages are measured based on transaction volume of filing activity on modernized applications
- No specific monetary goal for cost savings (since we retire based on need and opportunity) but we track cost savings
- Achieve 100% migration of user and shared email accounts from on-premise to hosted

# INNOVATION AND TECHNOLOGY

**GOAL:** Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt (*Continued*)

## Objectives

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

## Strategies

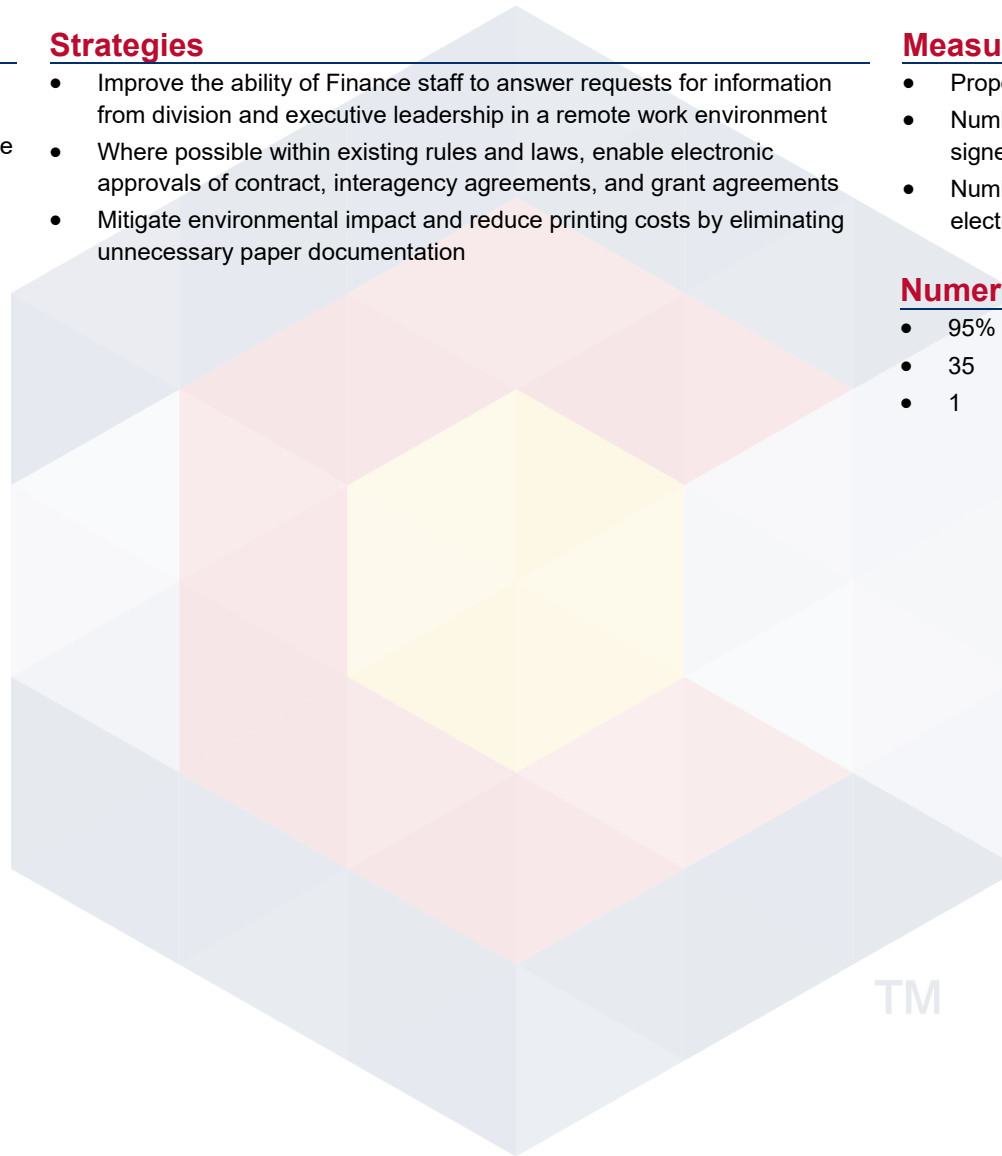
- Improve the ability of Finance staff to answer requests for information from division and executive leadership in a remote work environment
- Where possible within existing rules and laws, enable electronic approvals of contract, interagency agreements, and grant agreements
- Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation

## Measures

- Proportion of invoices sent to Finance inbox
- Number of contracts and grant agreements signed using DocuSign
- Number of Procedures modified to reflect electronic approvals

## Numerical Metric Goals (FY23-24)

- 95%
- 35
- 1



# IMPROVING OUR PROCESSES

**GOAL:** Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work

## Objectives

- Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency
- Provide visibility and integrate performance monitoring and diagnostic tools into all critical systems
- Utilize project priority management and process improvement to reduce unplanned work to <10%
- Integrate development pipeline processes, including automation and testing, across all new software development work underway in the department
- Continue to foster department-wide collaboration, buy-in, and communication around the development and advancement of the agency's legislative agenda

## Strategies

- Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct
- Continue refining training and processes to eliminate discrepancies attributable to auditor error
- Increase transparency of RLAs
- Increase accountability of county audit boards in conducting audits
- Increase public understanding of risk-limiting audit methodology
- Develop and deploy enhancements to the RLA software to incorporate IRV races into the audit
- Expand Dynatrace or build other tools to monitor additional applications
- Expand Orion Monitoring across systems infrastructure components
- Provide dashboards for critical systems across the department
- Utilize tempo timesheets across the IT operations group
- For new projects utilize CI/CD process
- Create and refine systems for sharing information across divisions relating to the creation and advancement of the legislative agenda and reactive legislative work

## Measures

- Audit until the risk limit is met
- Investigate reported discrepancies or anomalies to identify training, process, or technology improvements for future audits
- Report on the number of systems monitored
- Report on the number of applications monitored
- Report on the number of critical applications available in department dashboards
- Report on unplanned work percentage in IT Department report
- Evaluate the percentage of build, test, and release process that is automated
- Weekly legislative update call and/or email throughout months of the legislative session

## Numerical Metric Goals (FY23-24)

- Elections in which RLA is used: 3
- Total contest audited: 175,988
- Total audited contests with zero discrepancies: 175,863
- 90% of all systems monitored
- All critical applications monitored using application performance monitoring tools
- Enhance monitoring dashboards for all critical applications
- 70% of all work time categorized to allow us to measure and report on "unplanned work" time
- Achieve automated pipeline processes for build, regression testing, and release deployment for 100% of applications built using modern frameworks
- 18 legislative update meetings for department-wide staff

# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

**GOAL:** Build credibility and public trust through transparency, accessibility, efficiency and communication

## Objectives

- Evaluate and improve both public and internal communications and interfaces to increase accessibility and remove barriers

## Strategies

- Complete CORA requests in a timely way and make the CORA process more accessible by continuing to upgrade search capabilities, upgrading the CORA logging system, and promoting transparency
- Easing internal operations by effectively communicating rulemaking procedures through the upgrade the SharePoint website, reference materials for rulemaking and the on-time completion of the Department Regulatory Agenda
- Pertaining to policy and litigation, ensuring the timely turnaround of legal analysis, a proactive outreach to Divisions for services, and facilitating fast turnaround with the Attorney General's Office regarding inquiries
- Utilize Jaws to determine current accessibility standards across site in preparation for an external company assessment in future years
- Ensure all new projects and vendor implementations are taking ADA compliance into account
- Build Jira projects with feedback, visibility, and communication across the department

## Measures

- Complete CORA requests 98% on time, separating non-public requests and not entering PII when avoidable
- Aim to have legal analysis with a turnaround time of 48 hours, if possible, and within a reasonable timeframe if a more complex request
- Report compliance page percentage in Jaws
- Report on new contracts ADA compliance percentage
- Hold retrospectives after projects or sprints are completed to determine where improvements can be made
- Build customer facing dashboards to increase visibility of work

## Numerical Metric Goals (FY23-24)

- Complete CORA requests 98% on time
- 80% success on legal analysis turnaround time (for less complex requests)
- Goal is Digital Certainty Index of 88/100
- 95% of all defined sprints conclude with a formal sprint retrospective meeting
- 80% of active, large projects have a specific project dashboard, and work units are progressing toward having unit-specific boards

# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

**GOAL:** Build credibility and public trust through transparency, accessibility, efficiency and communication (*Continued*)

## Objectives

- Strengthen credibility and public trust through relationships, outreach and accurate and transparent program administration

## Strategies

- Increase business leadership engagement and venture capital participation in InnovateCO initiatives
- Develop and release seven public data products across the state
- Increase capacity to handle Remote Notarization investigations by cross-training division staff
- Expand on diverse stakeholder feedback for division programs to include the "pulse of customer" dashboard
- Expand connections with county and municipal agencies to provide business-relevant datasets to CIM

## Measures

- # of business leaders participating in InnovateCO
- # of products offered
- # of personnel cross trained on RON
- # of programs receiving feedback
- # of dashboards created
- # of datasets added to CIM

## Numerical Metric Goals (FY23-24)

- 2 leaders
- 7 products
- 1 cross trained on process
- 2 new feedback methods
- 20 new data sources identified



# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

**GOAL:** Build credibility and public trust through transparency, accessibility, efficiency and communication (*Continued*)

## Objectives

- Utilize data analysis software to support internal decision making and external stakeholder education

## Strategies

- Update and improve VRD training
- Celebrate more Eliza Pickrell Routt Award winning schools and increase participation of high school registrars
- Explore ways to enhance automatic voter registration
- Expand opportunities to engage in public meetings and rulemaking processes
- Continue increasing Coloradan's resilience to disinformation and encouraging Coloradans to use trusted sources, through public awareness outreach, meetings, Op-Eds, and other articles
- Maintain and expand amplification partnerships to increase our ability to reach Coloradans by partnering with trusted community voices including, professional athletes, religious and minority groups, and political leaders
- Develop two new program dashboards using Power BI incorporating new data sources
- Identify two new stakeholder groups for targeted education

## Measures

- The Department will use the number of registration transactions to determine bandwidth and hardware necessary to accommodate users as necessary
- The Department will continue to evaluate current technological trends to ensure the best user experience possible
- Track emailed comments and remote engagement with Title Board and BEAC
- Track number of Coloradans reached through the public awareness outreach and success of partnering with trusted community voices
- # of program dashboards developed
- # of new stakeholder groups educated

## Numerical Metric Goals (FY23-24)

- Online Voter Registration, new registrations: 15,000
- Online Voter Registration: updates: 14,000
- Number of UOCAVA voters ballots accessed online: 11,000
- Number of UOCAVA voters issued a ballot in the general election:
  - Coordinated: 38,000
  - State Primary: 35,000
- Number of Voter Registration Drives using Online Voter Registration to register new voters: 65
- Number of schools receiving the Eliza Pickrell Routt award: 30
- 2 new program dashboards developed
- 2 new stakeholder groups educated

# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

**GOAL:** Build credibility and public trust through transparency, accessibility, efficiency and communication (*Continued*)

## Objectives

- Continue to foster greater connection to our customers and public through deepened community engagement and intentional communications.

## Strategies

- Intentionally commit capacity through Public Engagement and Public Affairs staff to engagement with Chambers of Commerce, business groups, voting rights organizations, and POC-led organizations
- Engage with Spanish language media on key initiatives and programs
- Increase number of senior community outreach presentations on fraudulent charitable solicitations

## Measures

- Engage directly on policy and programming organizations each year that represent business interests, voting rights, or are POC-led
- Engage with Spanish language media on key initiatives and programs
- # of outreach presentations conducted

## Numerical Metric Goals (FY23-24)

- Engagement with at least 30 different organizations throughout the FY, including engagement with nine organizations outside of the Denver Metro (with at least three specific to diverse communities)
- Two Spanish language media engagements for general public information
- 6 Outreach presentations



TM

# COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

**GOAL:** Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions

## Objectives

- Fully implement and utilize a common office collaboration platform and project tracking information across divisions
- Maintain key task redundancy and cross-training of knowledge within teams to insure smooth continuation of operations

## Strategies

- Implement Jira SCRUM boards across all development projects
- Implement Jira with Big Picture across department
- Implement Microsoft Teams, Office Suite and One Drive
- Identify key division tasks below 100% redundancy, train additional staff and update process documentation
- Implement confluence knowledge base for Staff support when opening IT issues
- Implement confluence knowledge base for IT Help Desk support
- Implement confluence knowledge base for Engineer cross-training

## Measures

- Tracking number of users with access to Jira
- Report on number of projects utilizing Jira SCRUM
- Report on number of projects utilizing Big Picture
- Measure user training and adoption
- Percent cross-training redundancy on key tasks
- Report on number of knowledge base areas implemented
- Report on number of knowledge base articles

## Numerical Metric Goals (FY23-24)

- 100% of users for ticketing; Goal is additional 2 work units using Jira for daily activity tracking, project tracking, etc.
- 100% of development projects are tracked used Jira scrum
- Transition two large projects to Big Picture
- 100% cross training on key tasks
- Expand categories of knowledge base articles by two additional work units
- Maintain cadence of 10 new knowledge base articles each quarter