Department of State Strategic Plan Performance Evaluation for Fiscal Year 2024-25

Published: December 2024

This performance evaluation reflects progress on selected goals described in the [Colorado Department of State Strategic Plan for FY 2024-25](). The selected goals in this report best capture the priorities of the Department's divisions.

Administration Division

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

Department-wide Goal: Through partnership and collaboration between all divisions, we will continue to diminish the effects of unconscious bias and work towards a more equitable and inclusive workplace for all employees.

Division Objective: Build the partnership amongst the established diverse representative council and continue to create opportunities for team building, communication, information gathering, and development on both a Division and Department-wide level.

Strategy & Performance Measure	FY 24-25	
Utilize the Inclusion Council to assist in the collaboration needed for continued team building, communication, information gathering, and development opportunities. Number of office-wide communications promoting EDI.	Target (by end of FY)	12 office-wide EDI communications
	Progress to Date	5 office-wide EDI communications

Through collaboration with a diverse representative council, guidance from Administration personnel, and the empowerment of division-based leadership, the Department's EDI efforts continue to foster a more equitable and inclusive workplace using various communication strategies and development methods.

Department-wide Goal: Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.

Division Objective: 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.

Strategy & Performance Measure	FY 24-25	
Remediate catalog of public-facing courses to meet accessibility standards.	Target (by end of FY)	100% of public courses meet accessibility standards
	Progress to Date	94% of public courses meet accessibility standards

The Department continues to improve and expand on its diverse eLearning technologies to meet evolving learning needs and address the learning gaps for both internal and external customers. The Department will work to ensure they provide valuable training and information for constituents with diverse needs.

Business and Licensing Division

The Business and Licensing Division provides document filing, records management, information retrieval, and educational services. It registers business names and organizations, trade names and trademarks, and files secured transactions records and notary applications, making them, as well as other document filings, accessible to the public. The division also licenses durable medical equipment, licenses entities involved in charitable bingo and raffle, registers charitable organizations, and publishes the Code of Colorado Regulations.

Department-wide Goal: Strengthen credibility and public trust through relationships, outreach and accurate and transparent program administration.

Division Objective: Continue public trust building to include relationship building, outreach, and accurate and transparent program administration.

Strategy & Performance Measure		FY 24-25
Host or participate in events (e.g., consultation programs) by various division programs to engage with and better educate their respective communities and customer bases.	Target (by end of FY)	11
	Progress to Date	7

The Business & Licensing Division is committed to engaging with and building connections with the communities that we serve across our broad array of program services. These efforts will help us build relationships, increase engagement, better understand the needs of these communities and to ensure that our resources provide information and education in ways that are of value to our customers. Through a variety of outreach efforts, we will increase our understanding of the communities, hear from our constituents and work to improve the ways in which we connect with, support and serve them.

Department-wide Goal: Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt.

Division Objective: Modernize online services to improve overall user experience.

Strategy & Performance Measure		FY 24-25
Prioritize, plan and execute on collaboration with internal partners to drive development of business application enhancements, providing all necessary support deliverables through to release.	Target (by end of FY)	4 rewrite releases
	Progress to Date	0

The continued modernization of the systems and tools through which our customers conduct business with our office is a tantamount focus for our division. Through collaboration with our internal and external partners, we will work to ensure accessibility, ease of use and accuracy of information provided. Our efforts in backlog management, User Acceptance testing and release planning will ensure that products released for public use continue to envision a future where we meet our customers where they are.

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.

Department-wide Goal: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work.

Division Objective: Develop and implement ability to conduct RLA of instant run-off voting races.

Strategy & Performance Measure		FY 24-25
Total audited contests without discrepancies	Target(by end of FY)	99% of contests audited with zero discrepancies
	Progress to Date	97% of contests audited with zero discrepancies

The Division continues to evaluate implementation of the risk-limiting audit. Following each statewide audit the Division staff investigate reported discrepancies or anomalies to identify training, process, or technology improvements for future audits

Department-wide Goal: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work.

Division Objective: Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations.

Strategy & Performance Measure	FY 24-25	
• Percentage of complaints set up and acknowledge day of receipt • Percentage of timely filed notices on complaints and administrative complaints • Percentage of motions to dismiss granted • Percentage of settlement agreements granted	Target (by end of FY)	• Set up and acknowledge complaints same day as received 100% of the time • File notices on complaints and administrative complaints within statutory time limits 100% of the time • 80% or more of motions to dismiss granted • 80% or more of settlements agreements approved
	Progress to Date	• Set up and acknowledge complaints same day as received 100% of the time • File notices on complaints and administrative complaints within statutory time limits 100% of the time • 92% or more of motions to dismiss granted • 93% or more of settlements agreements approved

The Division is committed to timely acknowledgement and set up all complaints received and meet statutory deadlines concerning notices and filings. The Division strives accurate disposition of complaints. Ensure the vast majority of motions to dismiss filed with the Deputy Secretary are granted and settlement agreements approved.

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."

Department-wide Goal: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work.

Division Objective: Extend performance and diagnostic monitoring to non-critical systems as appropriate.

Strategy & Performance Measure		FY 24-25
Increase monitoring, reporting, and alerting services across more systems and applications.	Target (by end of FY)	5 new external application monitors setup
	Progress to Date	2 new external application monitors setup

The Division is dedicated to uptime of our systems and website. Through improved monitoring and automation, we plan to ensure faster response to outages and with automation, hopefully avoid outages altogether.

Department-wide Goal: Focus on enhancing physical and cyber security for our Department, stakeholders, and staff.

Division Objective: Continue working with State and local partners to improve local government's security posture; Host and support a monthly county support call along with providing templates and resources for best cybersecurity practices to other government entities.

Strategy & Performance Measure		FY 24-25
Host statewide cybersecurity collaboration calls highlighting cybersecurity best practices for any State and Local government entity that participate.	Target (by end of FY)	10 Cybersecurity Partner Calls hosted
	Progress to Date	6 Cybersecurity Partner Calls hosted

The Division is dedicated to continually improving the cybersecurity posture of our Department and all our partners across the State. Through continual collaboration, threat reporting, and improved systems we will ensure Colorado continues to be a leader in cybersecurity across the nation.