



Colorado Department of State Strategic Plan

Submitted January 15, 2020

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Secretary of State



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January 15, 2020

Dear Coloradans,

I am honored to serve as your 39th Secretary of State. This office is a model for integrity in government, election security, business and charitable services and public transparency. Under my leadership, the dedicated staff at the Secretary of State's office will further our core mission of making government easy and accessible for people in order to further democracy, and support economic opportunity for all Coloradans, all while demonstrating a standard of integrity and excellence.

As a result of our work with the legislature last year, we passed campaign finance reform; increased transparency in lobbying; expanded automatic voter registration; and increased voting access for all eligible Coloradans. This pro-democracy package includes increased polling locations and drop boxes in the days leading up to election day, and guaranteed polling locations or drop boxes on public universities and tribal lands. It also includes significant campaign finance reforms that will help shine light on secret political spending and will prevent special interests, corporations, and the well-connected from sidestepping the law.

We are also continuing to work to make starting a business in Colorado even easier. At over 750,000, we have a record number of business entities registered in our state. The Business & Licensing Division is consistently working to improve its electronic filing system and produce innovations that support current and future Colorado business owners.

I am proud of our work to ensure that all Coloradans have a voice in our future, and of supporting Coloradans and their businesses.

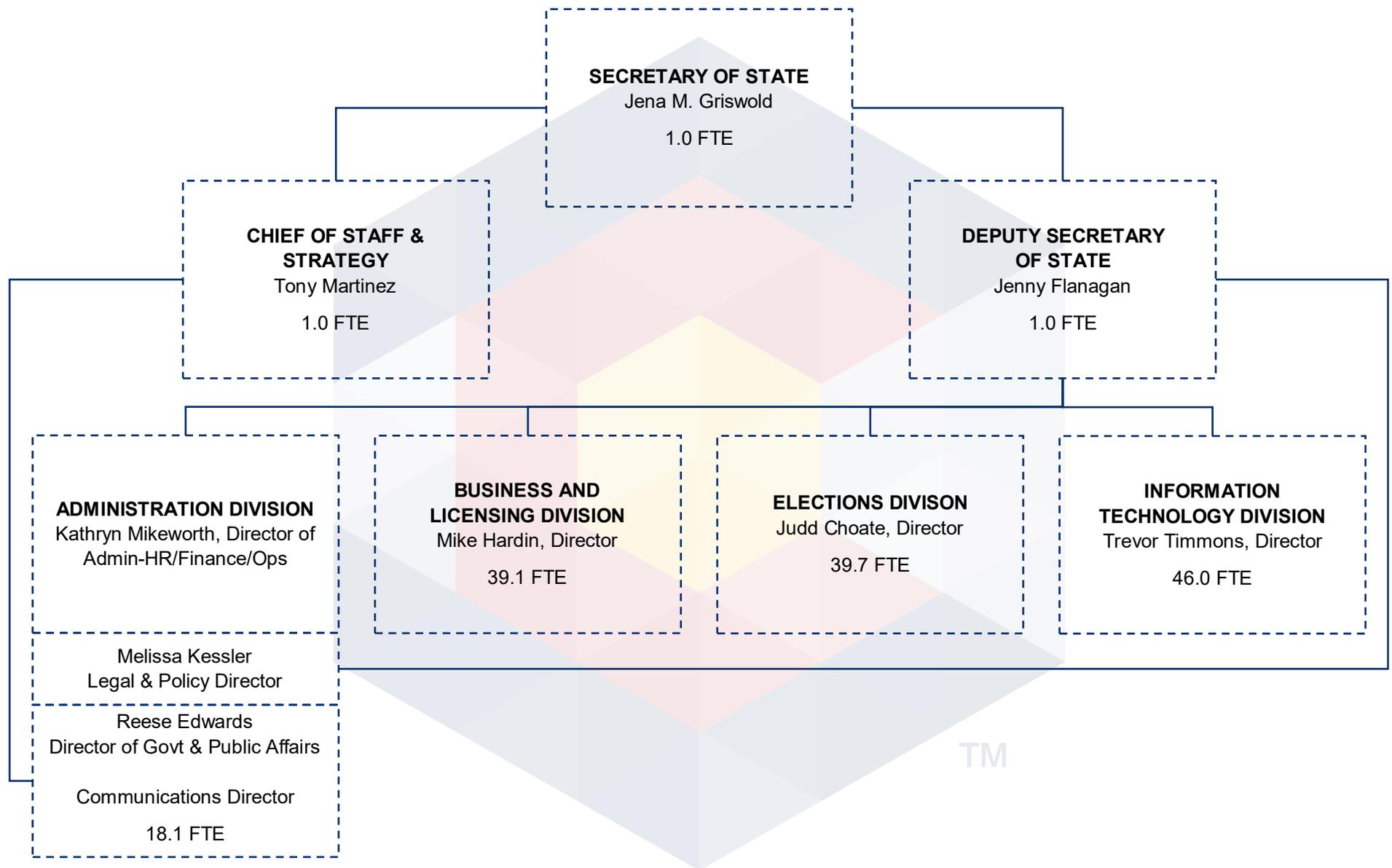
Sincerely,

Jena M. Griswold
Secretary of State

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BACKGROUND

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 exclusive 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.

PRIOR YEAR LEGISLATION

The Clean Campaign Act of 2019 (HB19-1318 - Weissman, Foote, Bridges): This legislation helps stop dark money and adds transparency to secret political spending by requiring organizations that give money to Colorado SuperPACs to disclose their funding sources. It also prevents all foreign nationals, foreign corporations, and foreign countries from spending money on any type of political communication in Colorado; ensures that corporations that spend money on ballot initiatives disclose that they paid for the communication; and requires "paid for by" disclaimers on communications to voters from any committee.

Campaign Finance Enforcement (SB19-232 - Weissman, Foote): This legislation codifies existing rules that the Secretary of State's office enacted in 2018 in response to a Federal District Court ruling. This legislation puts enforcement mechanisms into law and modernizes Colorado's enforcement process to be more fair, speedy, and constitutional.

Lobbyist Transparency Act (HB19-1248 - Foote, Cutter, Weissman): This legislation updates lobbyist disclosure requirements to give Coloradans better information about who is working to influence lawmakers' decisions. It also stops attorneys who lobby from hiding their lobbying activity. This legislation ensures that the legislature, the public, and the media will more readily know the identity of lobbyists' clients.

Automatic Voter Registration (SB19-235 - Fenberg, Danielson, Mullica, Esgar): This legislation streamlines automatic voter registration at drivers' license offices and expands the program to eligible Coloradans applying for Medicaid. Expanding automatic voter registration will increase access to voter registration for eligible Coloradans and help make our voter rolls more accurate.

Modifications to Uniform Election Code (HB19-1278 - Lontine, Fenberg): This legislation increases access to Voter Service & Polling Centers (VSPCs) and ballot drop boxes across Colorado, and gives county clerks the tools they need to run efficient elections in their communities. This bill also improves access to voting for college students by guaranteeing ballot drop boxes on small public higher education institutions and VSPCs on large public higher education institutions. It also expands access to voters living on Colorado's tribal lands. In addition to expanding access for voters, the legislation includes needed technical modifications to ballot access and other election laws.

HOT ISSUES

New laws made Colorado a national leader in campaign finance. Four new Campaign Finance laws went into effect in Colorado in 2019 to ensure voters know who is seeking to influence their vote: The Clean Campaign Act (HB19-1318), Contribution limits for candidates for county office (SB19-1007), Expanded Disclosure of Electioneering Communications (SB19-068), and Campaign Finance Enforcement (SB19-232). These laws make Colorado a national leader in transparency and accountability of money in politics.

Presidential Primary Election announced for March 3rd, 2020 restored. Secretary of State Jena Griswold with Governor Jared Polis announced March 3, 2020 as the new date for Colorado's presidential primary. The two were joined by leaders from the Democratic, Republican, Unity, American Constitution, and Approval Voting parties. In 2016, Colorado voters overwhelmingly approved Proposition 107, which restored primary elections in Colorado in presidential election years. The state previously used the caucus system.

Increased access to all voters in Colorado. Secretary Griswold's office supported and is implementing several laws to increase access to voting for all eligible Coloradans, including automatic voter registration, restored voting rights for Coloradans on parole, increased access for Coloradans with disabilities, and expanded drop boxes or Voter Service and Polling Centers (VSPCs) across Colorado, especially on tribal lands and public universities.

State of Colorado asked the U. S. Supreme Court to review "faithless electors" case. Secretary Griswold and Attorney General Phil Weiser petitioned the U.S. Supreme Court to review a federal appeals court decision that prevents Colorado from ensuring that presidential electors follow state law by casting their ballot for the candidate who wins the most votes in the state's presidential election. Twenty-two states joined Colorado's request to U. S. Supreme Court to review "faithless electors" case.

Secretary Griswold celebrated United States remaining in the Universal Postal Union. President Trump's Administration announced its intent to withdraw from the UPU on October 17, 2018. Secretary Griswold raised concerns about the proposed withdrawal and sent a letter to the Administration requesting a reversal. She spoke directly with the White House about her concerns and encouraged other Secretaries of State to do the same. Remaining in the UPU ensures that Colorado's military and overseas voters can rely on the mail service to send or receive their mailed ballots. On September 25th, the Federal Administration announced that the United States would remain in the UPU.

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HOT ISSUES CONTINUED

Colorado Withdrew from Interstate Voter Registration Crosscheck. In January 2019, Secretary Griswold formally withdrew the State of Colorado from the Kansas Crosscheck and urged other member states and jurisdictions to follow suit. Colorado joined Crosscheck in 2008 and since its inception, the program was riddled with problems including insufficient data and an inability to guarantee the privacy of Coloradans. In addition, the program had been used as a partisan charade, resulting in the potential disenfranchisement of eligible citizens from the voter rolls. The program was promoted as a data sharing tool for states to maintain their voter registration rolls, but faced lawsuits and extensive criticism for exposing voters' information. This program was disbanded completely in December 2019.

Secretary of State acted to increase cyber security with initiative to remove QR codes from ballots. Secretary Griswold announced that Colorado will stop using ballots with QR codes after 2021. The removal of QR codes will increase the security of vote tabulation and ensure voters can accurately verify that their ballots are correctly marked. With foreign countries actively trying to exploit voting vulnerabilities, this is a first-in-the nation added security measure. Colorado will be the first state to require voting systems to tabulate all ballots using only human-verifiable information and not QR codes. The decision to move away from QR codes furthers Colorado's status as the safest state in the nation to cast a ballot.

INTRODUCTION

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.

ADMINISTRATION DIVISION

Goals	Objectives FY 2020	Objectives FY 2021	Objectives FY 2022
Create a more equitable and inclusive workplace through team building activities, communication, and development opportunities within the Department	<p>Identify team building activities and professional development opportunities to improve communication and promote inclusiveness</p> <p>Identify silos within the agency that impact operations, morale and overall organizational effectiveness</p>	<p>Implement identified activities and opportunities. Determine how to obtain feedback from participants and facilitators.</p> <p>Create and develop strategies to increase communication and collaboration</p>	<p>Review and revise team building activities and professional development opportunities</p> <p>Evaluate strategies to determine effectiveness</p>
Establish a program for identifying and addressing unconscious bias and its unintended consequences	<p>Conduct research/gather information as it relates to unconscious bias, its impact on diversity and inclusion, and other aspects of organizational life</p> <p>Research available tools and resources to determine ways to conduct a needs assessment</p>	<p>Conduct a needs assessment to determine the organization's awareness level of unconscious bias</p> <p>Utilize results of needs assessment to develop tools and training materials to enhance Department's understanding of diversity/inclusion and its relationship to unconscious bias</p>	<p>Implement tools and training materials Department-wide</p> <p>Evaluate effectiveness of training and tools provided</p>
Use multiple eLearning technologies to meet the Department's internal and external learning needs	<p>Increase usage of eLearning resources by employees</p> <p>Research eLearning technology options to address needs</p> <p>Enhance skills to create high-quality video tutorials</p>	<p>Develop high-quality audio recording capabilities and processes to enhance video content</p> <p>Enhance interactive courses with updated templates and features</p>	<p>Use microlearning to help divisions directly meet the learning needs of their customers</p>
Optimize Policy processes and controls	<p>Complete process mapping and documentation of to-be processes for rulemaking and CORA requests; implement improvements to CORA procedures and rules</p>	<p>Maintain on time performance for CORA and rulemaking; develop and implement internal training and reference guides</p>	<p>Evaluate and update internal procedures and documentation related to document retention</p>
Improve the Department's ability to fulfill its duties by developing and communicating legislative strategies that support program operations	<p>Collaborate with divisions to identify priority legislative initiatives and create blueprints to pass each initiative; identify and provide input on bills that affect Department programs</p>	<p>Evaluate active/previous policy endeavors to shape future agenda</p>	<p>Communicate Department recommendations in legislative oversight hearings and reports</p>

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Create a more equitable and inclusive workplace through team building activities, communication, and development opportunities within the Department.

Objectives

- Identify team building activities and professional development opportunities to improve communication and promote inclusiveness
- Identify silos within the agency that impact operations, morale and overall organizational effectiveness
- Implement identified activities and opportunities. Determine how to obtain feedback from participants and facilitators
- Create and develop strategies to increase communication and collaboration
- Review and revise team building activities and professional development opportunities
- Evaluate strategies to determine effectiveness

Evaluation

- Deliver results of team building activities, communication, and development opportunities
- The Department will track staff participation in activities focused on team building and professional development

Activities

- Develop a long-term plan to incorporate the goal with the entire Department.
- Identify team building activities and professional development opportunities
- Implement identified activities and opportunities
- Research various tools to assist with measurement and long-range planning
- Implement tools if needed/identify areas for improvement going forward
- Measure participation and the number of activities/opportunities that incorporate team building and professional development

Discussion

- As the Department reviews its strategy going forward, there is set of inter-connected objectives it will focus on to encourage overall success. While the Department will continue to prioritize its teambuilding and professional development activities, there will also be an emphasis on equity, inclusion, and improved communication to provide a framework that supports and values all employees. The Department will collaborate to identify silos within the organization and actively work to overcome them through training, knowledge sharing, and respectful communication.

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Number of organized team building activities	1	1	2	2
Number of professional development activities	2	1	3	4

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Establish a program for identifying and addressing unconscious bias and its unintended consequences

Objectives

- Conduct research/gather information as it relates to unconscious bias, its impact on diversity and inclusion, and other aspects of organizational life
- Research available tools and resources to determine ways to conduct a needs assessment
- Conduct a needs assessment to determine the organization's awareness level of unconscious bias
- Utilize results of needs assessment to develop tools and training materials to enhance Department's understanding of diversity/inclusion and its relationship to unconscious bias
- Implement tools and training materials Department-wide
- Evaluate effectiveness of training and

Evaluation

- Deliver research information, tools, and resources
- Record and analyze needs assessment results

Activities

- Conduct a needs assessment
- Research best practices based on results of the needs assessment
- Identify and develop tools and resources
- Conduct training/discussion groups
- Identify performance measures

Discussion

- The Department continues to research the topic of unconscious bias. The Department will conduct a needs assessment to determine the most appropriate way to address this issue. Over time, the Department will incorporate additional performance measures.

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Percent of major change activities communicated to business units	-	0	2	3
Percent of web service outages communicated to office	-	1	2	3

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GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Use multiple eLearning technologies to meet the Department’s internal and external learning needs

Objectives

- Increase usage of eLearning resources by employees
- Research eLearning technology options to address needs
- Enhance skills to create high-quality video tutorials
- Develop high-quality audio recording capabilities and processes to enhance video content
- Enhance interactive courses with updated templates and features
- Use microlearning to help divisions directly meet the learning needs of their customers

Evaluation

- The Department will track the number of eLearning videos created and the number of interactive courses updated with new templates and features
- To track internal usage, the Department will track hours of eLearning content viewed

Activities

- Interview program managers to identify learning needs for customers and staff
- Increase staff usage of our eLearning resources through promotional campaigns and outreach to managers
- Research technology options and enhance skills through tutorials, webinars, and training opportunities
- Setup improved audio recording capabilities for voice-over and narration

Discussion

- The Department continues addressing the learning needs of external customers and internal staff. For external customers, more short video tutorials are available at the point of need. There is also a growing catalog of interactive courses. These resources target specific topics and learning goals throughout the Department. Our divisions have new ideas for tutorials and courses all the time. At the same time, we want to enhance our capabilities and improve existing courses. For internal learning, we will increase usage of eLearning resources available to staff. We will do this through promotional campaigns and program manager outreach.

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Number of eLearning videos created	12	15	18	21
Number of interactive courses enhanced with updated templates and features	2	3	4	6
Hours of eLearning content viewed by employees	869	1043	1100	1200

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Optimize Policy processes and controls

Objectives

- Complete process mapping and documentation of to-be processes for rulemaking and CORA requests; implement improvements to CORA procedures and rules
- Maintain on time performance for CORA and rulemaking; develop and implement internal training and reference guides
- Evaluate and update internal procedures and documentation related to document retention

Evaluation

- The division will continue to track fulfillment of CORA requests to ensure all requests are filled on a timely basis within the Department's technical capacity

Activities

- Identify software and tools to improve management of responsive records for large CORA requests
- Implement an office-wide document retention policy
- Implement additional internal procedures and rulemaking to improve CORA handling
- Complete process mapping and documentation of to-be processes and procedures for rulemaking and CORA

Discussion

- In FY 18-19, the Department received 491 CORA requests. The division filled 100 percent of the requests within the statutory deadlines. As the Department receives larger requests requiring review, it will assess the need for additional software to maintain timely responses.
- The division has accomplished its goals related to avoiding internal delays in rulemaking, and is evaluating the need for additional procedures or documentation related to rulemaking

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Percentage of CORA requests filled completely within statutory deadline / initial response provided within statutory deadline	-	98.4% / 99%	98% / 100%	100%

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GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Improve the Department’s ability to fulfill its duties by developing and communicating legislative strategies that support program operations

Objectives

- Collaborate with divisions to identify priority legislative initiatives and create blueprints to pass each initiative; identify and provide input on bills that affect Department programs
- Evaluate active/previous policy endeavors to shape future agenda
- Communicate Department recommendations in legislative oversight hearings and reports

Evaluation

- The division will meet with Department leadership and divisions to assess past legislative initiatives and identify future needs and concerns

Activities

- Hold scheduled meetings with divisions/programs and Department leadership in advance of the session to determine and develop priority legislative initiatives
- Define strategies to pass priority initiatives, and create all necessary supporting materials and communications
- Track, communicate, and respond to bills that affect program areas as needed
- Timely submit all required reporting to the legislature

Discussion

- The Department continues to collaborate with active stakeholder groups to identify ways its programs can better serve constituents and, where needed, propose legislative solutions. These include informal working groups such as the Business Advisory Council and the Remote Notarization Working Group, as well as formally constituted bodies such as the Bingo Raffle Advisory Board, the Bipartisan Election Advisory Commission, and the Electronic Recording Technology Board.
- In FY 19-20, 100 percent of the Department’s priority bills were both introduced and passed by the legislature

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Proportion of priority bills introduced into the legislature	-	85%	100%	100%
Meetings with divisions to define and evaluate legislative initiatives	-	5 (average)	3	3
Submit all required reports to the legislature, on time and complete	-	100%	100%	100%
Contact appropriate committee members and stakeholders with appropriate supporting materials prior to committee hearing	-	100%	100%	100%

BUSINESS & LICENSING DIVISION

Goals	Objectives FY 2020	Objectives FY 2021	Objectives FY 2022
Build outreach opportunities and relationships with stakeholders	<p>Release Business eLearning module focused on next steps for businesses.</p> <p>Release Bingo Raffle eLearning module focused on filing best practices</p> <p>Establish Senior Outreach Program to educate at risk communities</p> <p>Collaborate with SIPA and OEDIT to increase participation in demographic survey and MyBizCO</p> <p>Increase data access to external stakeholders</p>	<p>Release Charities eLearning on how to form a nonprofit</p> <p>Identify outreach opportunities in the Notary and DME programs</p> <p>Incorporate case studies in Senior Outreach Program content</p>	<p>Initiate Notary and DME outreach initiative</p> <p>Expand internal investigations to include fraudulent solicitations from Senior Outreach Program</p>
Increase customer satisfaction through improved system usability and efficiency	<p>Support implementation of business filing system application re-write</p> <p>Achieve 75% e-filing adoption rate for all Bingo Raffle quarterly report submissions</p> <p>Expand utilization of investigation tracking tool</p> <p>Incorporate customer feedback into system enhancements</p> <p>Increase Bingo-Raffle License application submission success rate to 85%</p> <p>Continue to provide guidance for public users of the Colorado Register and Code of Colorado Regulations</p>	<p>Continue to work to develop business filing system application</p> <p>Achieve 78% e-filing adoption rate for all Bingo Raffle quarterly report submissions with focus on mitigating recidivism</p> <p>Release Business Intelligence Center website</p> <p>Evolve GoCode Colorado event finals into conference format</p> <p>Conduct functional study on walk in customer support</p> <p>Increase Bingo-Raffle License application submission success rate to 87%</p> <p>Incorporate video and chat into division customer user experience</p>	<p>Implement tools and training materials Department-wide</p> <p>Achieve 80% e-filing adoption rate for all Bingo Raffle quarterly report submissions and explore feasibility of mandatory online filing</p> <p>Enhance resources available on BIC website</p> <p>Implement eApostille</p> <p>Implement customer self-serve kiosk model</p> <p>Increase Bingo-Raffle License application submission success rate to 90%</p>
Enhance Division performance through employee development and process improvement	<p>Identify, document and train tier 2 tasks to 75%</p> <p>Conduct analysis on unsuccessful filings CCSA/Notary</p> <p>Build Cybersecurity knowledge within division staff</p> <p>Periodically review & update division policy & procedure documents</p>	<p>Achieve 95% cross-training in all tier 2 tasks</p> <p>Implement CCSA system enhancements to address unsuccessful filers</p> <p>Cross-train Investigators in CCSA, BR, Notary and DME to increase capacity</p> <p>Incorporate technology to streamline investigations and inspections</p> <p>Expand internal data analysis services</p>	
Build credibility and public trust through accurate and transparent program administration	<p>Continue effort of image and record clean-up</p> <p>Expand diverse stakeholder partnerships</p> <p>Serve in leadership positions in national and state level professional associations</p> <p>Deliver data workshops to underserved communities</p>	<p>Continue effort of image and record clean-up</p> <p>Serve in leadership positions in national and state level professional associations</p> <p>Expand data workshop partners</p>	

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Increase customer satisfaction through improved system usability and efficiency

Objectives

- By the end of FY21-22 increase e-filing adoption rate for Bingo-Raffle Quarterly Reports to 80%

Evaluation

- Q3 FY15 saw the introduction of e-filing capabilities for statutorily required quarterly reports by Bingo-Raffle organizations
- Since introduction we have enjoyed a steady quarter-over-quarter increase in adoption rate
- Success will be measured by the number of licensees who file using our online service as a percentage of all licensees

Activities

- Discounted filing fee rates to incentivize online filing vs paper. Currently licensees receive ½ percentage discount when filing online.
- Conducted analysis of licensees who have not filed online to provide targeted training and outreach opportunities
- Distributed educational materials (e.g. postcard, newsletter, email) to highlight the benefits of online filing (time, money and resources)
- Provide additional communication, education and support to fraternal organizations. Fraternal organizations comprise close to 90% of the remaining entities that continue to file on paper.

Discussion

- Over the next two fiscal years we will continue to refine our targeted communications to organizations who have not transitioned to online filing. We will also continue to analyze these organizations to further understand their individual barriers.
- We will evaluate ongoing success in adoption rate to determine feasibility of mandatory e-filing
- Management of existing licensees who have adopted online filing remains important due to high turnover within nonprofit organizations

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Total number of licensees	1056	1046	1036	1035
Total number of licensees filing online/Percentage	759/71.8	784/75%	808/78%	828/80%

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GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Increase customer satisfaction through improved system usability and efficiency

Objectives

- By FY 21-22, increase the number of successful notary public commission applications to 88%

Evaluation

- The Department will evaluate success through performance dashboards and periodic ad hoc reporting tools
- Continuous monitoring of the acceptance rate will drive adjustments, such as internal training and communication with applicants
- Periodic comparisons between current acceptance rates and historical trends will provide valuable feedback, keeping in mind that the Revised Uniform Law of Notarial Acts (RULONA) has only been effective since July 1, 2018. We anticipate that it may take four years from the effective date of RULONA to see a significant change. This is due to the length of the notary commission (four years). All current notaries will complete the renewal process in the next four years.

Activities

- Update Renewal Reminder emails to include helpful filing information
- Enhance FAQs to include common ways to be successful when filing a notary commission application
- Expand reasons for non-approval so that we have more visibility into the areas where applicants struggle and so that applicants receive better feedback
- Release Notary eLearning tutorial specifically for the application process

Discussion

- The Revised Uniform Law of Notarial Acts (RULONA) went into effect on July 1, 2018. This law increases the requirements to become a notary. Since then, the number of overall applications has decreased. Renewing notaries are required to meet the same standards as new notaries which has resulted in a decrease of the acceptance rate. Recent experience suggests that existing notaries don't want to take the training and exam and often fail to attach certificates of completion to their applications.
- Data collection process changed after implementation of RULONA therefore historical data is not applicable
- FY 19-20 is estimated to achieve an 84.7% success rate
- We anticipate achieving an 88% acceptance rate by FY 21-22

Performance Measures

	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Number of notary applications filed	19,318	20,863	21,906
Number of notary applications approved/percentage	16,362.35/84.7%	17,942/86%	19,277/88%

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Increase customer satisfaction through improved system usability and efficiency

Objectives

- By the end of FY21-22, increase the rate of successful Bingo-Raffle license applications to 90%

Evaluation

- The Division will evaluate its success through quarterly performance dashboards and periodic ad hoc reporting tools. Continuous success rate monitoring will drive mid-stream adjustments while periodic comparisons between current rates, historical trends and initial estimated benchmarks will provide valuable feedback on progress toward the overall goal.
- Success rate is defined as number of successful first-time application submissions divided by total number of applications received

Activities

- Conduct analysis on current unsuccessful applications to identify specific reject reasons
- Incorporate analysis results into eLearning modules and outreach opportunities
- We are developing a Bingo-License Application e-Learning module to educate entities prior to application submission. This module will cover application requirements and other helpful pointers.
- Initiate educational mailings (e.g. Postcards, Newsletters, Emails) to provide specific guidance on application process
- Explore content modifications in Games Manager training to support cross-training initiatives in participating entities
- Conduct outreach on the benefits of internal training (cross-training, multiple personnel trained), to avoid loss of institutional knowledge upon the departure of organization staff
- Proactive outreach to specific licensees upon identification of due or soon-to-be-due filings or documents

Discussion

- Prior to FY16-17, Bingo-Raffle License application success rates were above 90%. With the advent of the online system as well as a fee holiday that drove additional entity creation, the rate fell to approximately 77% with another slight decrease in FY17-18 (to 76%).
- Improvements in training and familiarization with the online system by organizations saw improvements in success rate for FY18-19 to 81%. FY19-20 is projected to achieve 85%.
- With the advent of online Quarterly Filing capabilities, organizations are more and more likely to interface with our office electronically. This repeat utilization, in conjunction with improved training and increased outreach will have a positive impact on success rates.
- With the execution of the activities listed above, over the next two fiscal years, we will achieve a success rate of 90%

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Total number of applications	1056	1046	1036	1035
Total number of successful applications/Percentage	863/81.7%	889/85%	901/87%	931/90%

ELECTIONS DIVISION

Goals	Objectives FY 2020	Objectives FY 2021	Objectives FY 2022
Provide effective support, training, and guidance to counties	<p>Improve and update online training courses for county clerks, their staff, and election judges</p> <p>Refine schedule for the new statewide voter registration and election management system (SCORE 3.0) and continue development</p> <p>Provide a wider range of topics that benefit county clerks, their staff members, and election judges</p>	<p>Add more online training modules for election judges</p> <p>Integrate weekly county support calls with election official certification training to ensure consistency and continuity</p> <p>Target training opportunities to address trends based on county call data</p>	<p>Add more online training modules for election judges</p> <p>Enhance content of weekly support calls to further integrate with election official certification</p> <p>Diversify the training program so classes can be taught in both online and in-person formats</p>
Enhance VSPC module of the SCORE system to improve usability and efficiency	<p>Transition to a single SCORE user account for all environment access</p> <p>Improve multifactor authentication SCORE user process</p> <p>Track SCORE's CDOR related data to ensure compliance with statute</p>	<p>Develop new web-based SCORE Registration, ePollbook, and List Maintenance applications</p> <p>Enhance automatic voter registration</p> <p>Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance</p>	<p>Develop new web-based SCORE election management and redistricting/precincting related applications</p>
Expand elections public outreach	<p>Update and improve VRD training</p> <p>Celebrate more Eliza Pickrell Routt Award winning schools and increase participation of high school registrars</p> <p>Expand Secure Ballot Return for other Voter services</p>	<p>Enhance automatic voter registration</p> <p>Expand usage of online voter registration</p> <p>Refine Secure Document/Ballot Return functionality</p>	<p>Increase participation in college voter registration challenge</p>
Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency	<p>Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct</p> <p>Continue refining training and processes to eliminate discrepancies attributable to auditor error</p> <p>Increase public understanding of risk-limiting audit methodology</p>	<p>Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct</p> <p>Continue refining training and processes to eliminate discrepancies attributable to auditor error</p> <p>Increase public confidence in outcomes of elections</p>	<p>Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct</p> <p>Continue refining training and processes to eliminate discrepancies attributable to auditor error</p> <p>Continue increasing public understanding of the methodology and confidence in the outcomes</p>

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Provide effective support, training, and guidance to counties

Objectives

- Improve and update online training courses for county clerks, their staff, and election judges
- Add more online training modules for election judges
- Refine schedule for the new statewide voter registration and election management system (SCORE 3.0) and continue development
- Integrate weekly county support calls with election official certification training to ensure consistency and continuity

Evaluation

- Use county call data to identify training and support needs
- Use data from county consultative and audit visits to identify training and support needs
- Survey post-training and post-election to evaluate efficacy of training

Activities

- Create reports in CRM to track call content for purpose of targeting training
- SCORE 3.0 rollout
- Increase training opportunities for county clerks, their staff, and election judges
- Target training opportunities to address trends based on CRM data
- Schedule regular review of course content for updating and maintenance

Discussion

- The Division is working to continue providing a high level of technical and functional support to all election officials and staff required to use SCORE to maintain voter registration records and manage elections
- Working collaboratively with counties, the Division will also continue to enhance training and support through expanded online offerings and consultative visits

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Number of consultative visits to Colorado counties by other Department staff	122	180	151	95
County officials currently certified by Secretary of State	370	375	400	400
Online courses for Election Official Certification credit	15	15	15	16

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Enhance VSPC module of the SCORE system to improve usability and efficiency

Objectives

- Expand rollout of end-point monitoring and protection for county SCORE users
- Enhance and improve SCORE VSPC module (e-pollbook)
- Collect and evaluate VSPC wait time data

Evaluation

- Evaluate VSPC transaction data and wait time data to help counties determine whether additional check-in stations or software enhancements are needed

Activities

- Track and evaluate wait time data
- Track and evaluate VSPC voter transaction data

Discussion

- The Division is working to improve the efficiency of elections operations, such by creating a single way for county officials to acquire the information necessary to register someone to vote or to update the voter's registration

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Voters registered for the first time using the VSPC module	13,311	10,000	20,000	9,000
Voters who updated their registration, including residential and mailing addresses with VSPC module	40,596	25,000	59,000	20,000
Voters who were issued a ballot using the VSPC module	126,401	80,000	206,000	64,000
Voters who updated keyline or affiliation using VSPC module	9,803	4,000	17,500	3,500

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Expand elections public outreach

Objectives

- Update and improve VRD training
- Celebrate more Eliza Pickrell Routt Award winning schools and increase participation of high school registrars
- Expand usage of online voter registration
- Enhance automatic voter registration

Evaluation

- 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

Activities

- Monitor the number of transactions monthly to establish usage parameters
- Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance

Discussion

- The Elections Division is constantly striving to improve the voter registration, campaign and political finance filer, voter registration drive, and military and overseas voter experiences, and to provide more and better quality information

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Online Voter Registration (OLVR) new registrants	32,188	65,000	41,000	35,000
OLVR updates	64,348	150,000	225,000	70,000
Number of Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) ballots accessed online	19,712	40,000	25,000	40,000
Number of total UOCAVA voters issued a ballot	28,929	30,500	38,000	34,000
Number of Voter Registration Drives using OLVR to register new voters	100	80	120	80
Number of mailings (Electronic Registration Information Center (ERIC))	112,224	0	700,000	0
Number of schools receiving the Eliza Pickrell Routt Award for registering 85% of senior class	12	15	20	25

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency

Objectives

- 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
- Increase public confidence in outcomes of elections

Evaluation

- Audit until the risk limit is met
- Investigate reported discrepancies or anomalies to identify training, process, or technology improvements for future audits

Activities

- Enhance RLA software user interface and continue county and audit board training to reduce RLA software user errors from current levels to zero
- Evaluate and refine best practices to ensure CDOS has custody of all requisite data artifacts immediately after RLA concludes
- Publicly release and post comprehensive RLA report before canvass deadline
- Complete a comprehensive after-action review and publish a report of all discrepancies

Discussion

- In 2017, Colorado conducted the first ever state-wide RLA
- Since the initial RLA, the Elections Division is working to improve the nascent RLA software application and to issue timely RLA reports to ensure sufficient transparency into the RLA results and procedures

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Elections in which RLA Used	1	3	1	2
Total Contests Audited	164,797	135,339	172,724	169,419
Total Audited Contests with Zero Discrepancies	164,396	135,142	172,682	169,374

INFORMATION TECHNOLOGY DIVISION

Goals	Objectives FY 2020	Objectives FY 2021	Objectives FY 2022
Improve Visibility on Online Service Delivery to Department	Publish service interruptions dashboard to department leadership	Publish realtime service delivery status dashboard to office	Enhance and modify service delivery publication and presentation to meet department needs
	Publish prioritized project catalog to division leadership	Provide access to realtime project tracking information	Enhance and modify project tracking publication and presentation to meet department needs
Enhance our Technology Advantage	Evaluate and select office collaboration and communications platform	Fully implement office collaboration platform	Enhance communications and collaboration through platform
	Execute on prioritized Work in Progress (WIP) for each IT work unit	Reduce unplanned work to < 10%	Maintain appropriate WIP limits and a low percentage of unplanned work
	Execute on prioritized department projects	Execute on prioritized department projects	Execute on prioritized department projects
Enhance our Security Advantage	Maintain closure of critical vulnerabilities within time expectation according to state and department policies	Maintain closure of critical vulnerabilities within time expectation according to state and department policies	Maintain closure of critical vulnerabilities within time expectation according to state and department policies
	Publish vulnerability disclosure policy (VDP) for CDOS web assets	Extend VDP coverage to all internal and third-party systems utilized by the department	Reduce number of vulnerabilities reported under VDP to bare minimum
	Oversee implementation of county cybersecurity assessment program	Create and begin execution of remediation plan for high-impact county vulnerabilities	Maintain cybersecurity resilience of Colorado's state and local election-related systems
Enhance our Resource Management Advantage	Increase core skills and skill levels across all IT	Increase core skills and skill levels across all IT	Increase core skills and skill levels across all IT
	Complete evaluation of tools and processes for CI/CD pipeline	Integrate CI/CD processes across all new software development work underway in the department	Integrate CI/CD processes across 50% of all software development work underway in the department
	Integrate performance monitoring and diagnostic tools into all new development	Integrate performance monitoring and diagnostic tools into all critical systems	Integrate performance monitoring and diagnostic tools into 50%+ of all department systems
Adopt Secure DevOps Model	Complete identification of all WIP across the division	Maintain WIP limits on resources across the division	Maintain WIP limits on resources across the division
	Integrate automated QA testing into all systems in active development	Integrate automated QA testing into 30% of all custom applications supported by the department	Integrate automated QA testing into 50%+ of all custom applications supported by the department
	Evaluate toolsets and processes to provide "on-demand" deployment of infrastructure assets for the software development lifecycle (SDLC)	Implement "on-demand" build processes within our SDLC	Maintain and enhance "on-demand" build processes within our SDLC

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Improve Visibility on Online Service Delivery to Department

Objectives

- To provide timely insight into online service delivery metrics

Evaluation

- The department will continue to track metrics to ensure that response times and status communications are in line with expectations

Activities

- Enhance methods to improve customer support to the business units and ensure effective response times
- Continue the communication plan for major system changes
- Continuously improve communications with business units regarding support and expectations with a catalog of prioritized projects and services

Discussion

- Rework service delivery reporting as we revise our organizational structure and processes

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Percent of major change activities communicated to business units	100%	100%	100%	100%
Percent of web service outages communicated to office	100%	100%	100%	100%

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GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Enhance our Technology Advantage

Objectives

- To execute on prioritized departmental projects for each business units and continue work in process

Evaluation

- Evaluate and refine implementation of technology solutions within individual business units and programs

Activities

- Continue evaluation of open source options to replace costly closed source products
- Continuously improve deployment of collaborative environments for each business unit
- Enable web applications to be integrated with diagnostic tools to help troubleshoot issues
- Keep equipment up-to-date with current compatible software releases (Current compatible production release minus one)
- Continue expanding use of automated test management tools to achieve rapid, repeatable tests
- Continue reducing the number of old development licenses not being used and purchase newer technologies
- Execute on prioritized departmental projects
- Increase visibility of work in progress and unplanned work

Discussion

- Assessment of ticketing and tracking systems was completed; purchase and implementation of selected toolset is underway; evaluation of candidates for enterprise office productivity software currently underway; implementation of privileged access management system and improved email and browser security systems will be completed in FY 2019-20

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Reduce the number of tracking systems	6	5	5	4
Number of business unit SharePoint environments established	13	15	20	25
Percent of devices being tracked against current compatible software releases/licenses	85%	88%	90%	92%

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Enhance our Security Advantage

Objectives

- Continue outreach to federal, state, and local entities to build and enhance partnerships in the area of cybersecurity
- To develop methods for ensuring adherence to security standards and continue to improve reporting practices to the business units
- Continue to grow Colorado’s leadership profile in security awareness and practices with thought leaders in the public and private sector
- Continue work with state and local stakeholders to improve Colorado’s cybersecurity resilience

Evaluation

- Increased number of formal audits of systems and controls performed annually
- Responding to vulnerabilities within published timeframes according to severity and exposure

Activities

- Finalize and implement revised vulnerability management program
- Evaluate and respond to changing security requirements
- Participate and lead in national efforts to improve information sharing and incident response processes under DHS’ “Critical Infrastructure” designation
- Fulfill promise to counties to be an effective partner in cybersecurity events and incidents

Discussion

- Culture change is needed around data management practices. We are improving Change Management practices and need to continue improving. We are working with stakeholders on changes required with regards to critical infrastructure. We are participating on defining processes and practices for which Federal and industry practices are developing.

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Number of change management board reviews conducted	50	50	50	50
Percentage of critical vulnerabilities closed within time expectations	100%	100%	100%	100%

TM

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Enhance our Resource Management Advantage

Objectives

- Build training plan for implementation of new processes and systems
- Evaluate toolsets and processes for automated build processes for infrastructure assets
- Evaluate alternatives for implementing continuous integration and continuous delivery into our software development processes

Evaluation

- Increased number of documented procedures for standard activities

Activities

- Establish core processes with other Divisions to engage IT
- Continue development of procedures for common IT processes, so that others can have a reference for performing the tasks
- Provide redundancy training so that every position has a secondary who can perform the duties of that position
- Develop and implement training and processes around the approved project authorization plan
- Refine policies/procedures and draft SOPs for undocumented policies
- Focused research and analysis of automation toolsets and continuous integration/continuous delivery (CI/CD) pipelines
- Continue execution of improvement projects
- Continuing improvement of diagnostic tools
- Continue emphasizing professional development and core skills

Discussion

- Backup support has been identified for each application, however ongoing cross training is necessary to maintain skilled support; creation of working groups to focus on charter creation and focused decision making on process and technology improvements is paying dividends in increasing collaboration and shared sense of accomplishment; evaluation and research on automation and CI/CD toolsets is gaining momentum

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Percent complete of analysis of transition to automated build processes for infrastructure assets	5%	20%	100%	-
Percent complete of analysis of continuous integration/continuous delivery pipelines	5%	14%	100%	-
Percent of applications with skilled backup support	90%	92%	94%	95%

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Move toward DevOps Model

Objectives

- Unifying development and operations and monitoring the process throughout the entire life cycle

Evaluation

- Executing on plan for DevOps implementation

Activities

- Define and refine DevOps metrics and measurements
- Identify current Works in Progress (WIP)
- Identify key Secure DevOps practices for application to new projects
- Define and provide regular reporting of metrics and measurements
- Implement a formal project authorization plan
- Continue training and practice in implementation of Secure DevOps practices

Discussion

- The department is implementing Secure DevOps practices across our organization; performance measures need to be updated across the board as we continue this transition

Performance Measures

	ACTUAL FY18-19	ESTIMATED FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Percentage of progress toward documenting DevOps plan	75%	85%	90%	-
Percentage of IT managers trained in DevOps	100%	100%	100%	-
Percentage of IT staff trained in DevOps	80%	100%	100%	-
Percentage of line-of-business leadership trained in DevOps	60%	75%	100%	-