STATE OF COLORADO
Department of State

1700 Broadway
Suite 200
Denver, CO 80290

Wayne W. Williams
Secretary of State

Gary Zimmerman
Chief of Staff

Department of State
Strategic Plan Performance Evaluation for Fiscal 2015-16
April 1, 2016

For this performance evaluation, the Office has updated progress on selected goals described in the Colorado Department of State Performance Plan for FY 2015-16. 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.

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

Performance Measure		FY 14-15	FY 15-16
Percentage of employees that have attended training	Target	100%	100%
	Actual	100%	98.4%

The Department provides opportunities for professional development through eLearning course offerings and in-person training. We are currently on track for all staff in the Department to attend training in FY15-16.

Goal: Enhance eLearning output

Performance Measure		FY 14-15	FY 15-16
eLearning courses that support SOS programs	Target	19	35
	Actual	33	40

Attachment H

Main Number (303) 894-2200
Administration (303) 860-6900
Fax (303) 869-4860
TDD/TTY (303) 869-4867
Web Site www.sos.state.co.us
E-mail administration@sos.state.co.us

The Department continues to design and develop eLearning courses that support SOS programs. The Department has already exceeded the FY15-16 target.

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 administers the lobbyist program, licenses entities involved in charitable bingo and raffle, registers charitable organizations, and publishes the Code of Colorado Regulations. The division's Business Intelligence Center harnesses the state's public data and knowledge resources and, in concert with Colorado's technology community, delivers value added software tools for business decision-making.

Goal: Enhance Division performance through employee development and process improvement.

Performance Measure		**FY 14-15**	**FY 15-16**
By FY17-18, achieve 85% redundancy in critical Division tasks	Target	25%	50%
	Actual	43%	60%

In FY14-15 we developed the framework necessary to track and execute on this performance measurement. We identified key division tasks, the documentation associated with each, the number of staff trained to perform the key tasks, and how many tasks existed with no back-up person trained. We then conducted a gap analysis to prioritize our cross-training efforts and began to engage personnel in targeted training opportunities. This led to the division exceeding the FY 14-15 target of 25% redundancy. Applying the same process resulted in a 48% redundancy rate at the end of Q1 FY15-16, and a 60% redundancy rate at the end of Q3 FY15-16, essentially exceeding the FY15-16 target a quarter early. The Division continues to drive toward the greater than 85% redundancy goal for all key tasks by FY '17.

Goal: Increase customer satisfaction through improved system usability and efficiency.

Performance Measure		**FY 14-15**	**FY 15-16**
By FY15-16, reduce rejection rate for charitable registration filing to 8%.	Target	11%	8%
	Actual	7.36%	7.17%

The 12-month average rejection rate from Sept. 1, 2012 – Aug. 31, 2013 was 14.7%. We gathered information on the most common reasons why a filing was rejected, and in Sept. 2013, we posted educational materials and added data validation to our e-filing

application that virtually eliminated the most common reason for rejecting a filing. As a result of those steps, the reject rate was reduced to 7.91% in fiscal year 2014, 7.36% for fiscal year 2015, and 7.17% through Q3 of FY2016. At the conclusion of the redesign effort that is currently underway, the e-file application will feature more data validation and interactive guidance, and we project this will result in a reject rate no greater than 8% going forward.

Elections Division

The Elections Division supports the Secretary of State as the state's chief election official by administering and supervising statutory and constitutional provisions that relate directly or indirectly to the conduct of Colorado elections. These include certifying content to the ballot, publishing the abstract of vote totals, as well as overseeing the verification of petitions for ballot issues, campaign finance filings, voting equipment certifications, requirements of the National Voter Registration Act and Help America Vote Act, and maintaining the statewide voter registration system.

Goal: Improve Online Voter Registration (OLVR) to enhance the end-user experience.

Performance Measure		FY 14-15	FY 15-16
OLVR New Registrants	Target	22,000	39,000
	Actual	21,624	21,815

Online Voter Registration (OLVR) has been updated in a number of ways, both internally and for improved customer experience. These improvements have translated to increased usage for new registrations and better system stability.

Goal: Develop/implement a statewide voter registration ePollbook module that combines the ability to register voters, update voter records (VR), and issue ballots for use at Voter Service and Polling Centers (VSPC) during elections.

Performance Measure		FY 14-15	FY 15-16
Issue Ballot	Target	75,000	100,000
	Actual	101,060	13,115

The Voter Service and Polling Center (VSPC) ePollbook module made it possible for county election officials to seamlessly check-in voters and issue ballots without a login to the main SCORE system, which was difficult and created security concerns. The VSPC module exceeded expectations in look, feel, and ease of use – and voters had a convenient way to receive reissued ballots at vote centers and on Election Day. This number is currently zero because there has not been an election held in this fiscal year.

Information Technology Division

The Information Technology Division provides technical and project management services, system development, and support to programs administered by the division and other divisions in the department. The division has developed its own mission statement to express its purpose: "To provide continuous commitment in delivering innovative, cost-effective, and secure Information Technology Solutions that support the unique and individual goals of all divisions within the Department."

Goal: To maintain a strong security posture.

Performance Measure		FY 14-15	FY 15-16
% of employees undergoing information security training during the year	Target	100%	100%
	Actual	100%	100%
% of new employees completing information security training within 10 business days of work start	Target	100%	100%
	Actual	93%	85%**
% of critical vulnerabilities closed within 15 days	Target	100%	100%
	Actual	100%	100%**

These performance measures show our progress in identifying and closing potential vulnerabilities and maintaining a workforce trained in information security practices and principles.

Goal: To improve agility, speed, and quality of the I.T. Department.

Performance Measure		FY 14-15	FY 15-16
% completion for modernization of production office systems, Windows and unix-based	Target	100%	n/a*
	Actual	100%	-
Implement agile-based methodologies across all software development projects	Target	100%	100%
	Actual	100%	100%**
Develop and institute formal process for quarterly project and portfolio management of agency projects	Target	100%	100%
	Actual	75%	100%**

** Projects completed in FY 14-15*
***Actual to-date*

These performance measures evidence our progress in improving our success in project delivery by modernizing our infrastructure and instituting more formal reviews of our agile development methodologies.