Colorado Department of State
Strategic Plan

Submitted December 31, 2020

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Secretary of State

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December 31, 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, and business and charitable services. 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.

With the onset of the pandemic in March 2020, my staff and I remain dedicated to the service of Coloradans. As one of the first agencies to transition to a near-fully remote office, my staff worked creatively and tirelessly to provide the same level of service to Colorado in a safe and efficient manner. For example, at the outset of the pandemic, our office rapidly implemented remote notary rules, allowing Coloradans to continue to conduct important business from the safety of their homes.

My office also successfully administered three elections in 2020, culminating in the general election this past November. In addition to the traditional duties of running secure and accountable elections, the office worked to ensure that voters and election officials were as safe as possible from COVID-19. In addition to providing every county with sufficient personal protective equipment for staff and voters, I implemented comprehensive rules on COVID-19 protocol at the polls.

While it has been a challenging year, the Secretary of State's office has risen to the occasion. 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,

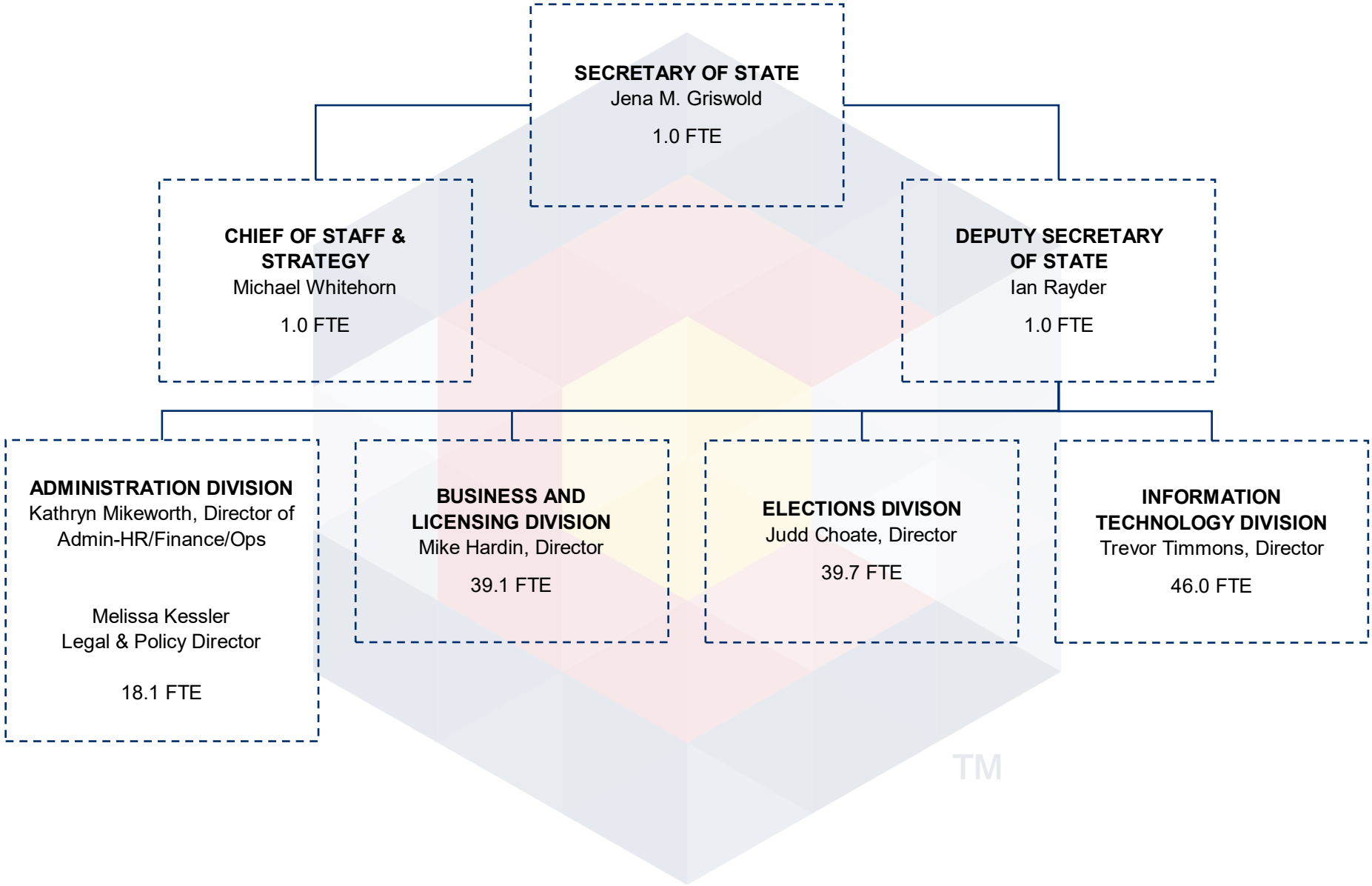
Jena Griswold

Jena M. Griswold
Secretary of State

TABLE OF CONTENTS

Department Descriptions	1
Strategic Plan	7
Strategies for Goals, Objectives, and Performance Measures	8
Administration	8
Business and Licensing	15
Elections	18
Information Technology	23

DECEMBER 31, 2020



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 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

Administration of Late Ballots (HB20-1313) Sullivan, Todd: This legislation specifies new procedures governing the administration of ballots mailed to an elector toward the end of the voting period. This includes, but is not limited to, a new timeline for clerks to process voter registration applications commencing the fifteenth day before an election through the eighth day before an election, changes to procedures regarding the issuing of replacement ballots, and the handling of lost, stolen or untimely delivered of mail ballots.

County Reimbursement for Local Election Supplies (HB20-1132) Lontine, Fenberg: This legislation expands the types of election equipment and supplies for which counties can be reimbursed from the local elections assistance cash fund. Counties can also be reimbursed for the incremental increase in costs to lease that equipment, in addition to purchases of equipment that are currently eligible for reimbursement.

Align Precinct Caucus Eligibility Dates (HB20-1289) Kennedy, Foote, Hulbert: This legislation changes the period of time in which an individual must have been a resident of a precinct from the previous requirement of 30 days before caucus to 22 days, and the affiliation requirement of two months before caucus to 22 days prior. This legislation also clarifies that any elector who has preregistered to vote, is 17 years of age on the date of a precinct caucus, and will be 18 years of age on the date of the next general election may either vote at any caucus, assembly, or convention or be elected as a delegate to any assembly or convention even though the elector has been affiliated with the political party for less than 22 days.

Ballot Access Modifications Public Health Concerns (HB20-1359) Garnett, Neville, Fenberg, Holbert: This legislation extended many ballot access deadlines due to public health concerns, i.e., COVID-19. Remote participation in assemblies and conventions was also expanded.

Remote Notaries Protect Privacy (SB20-096) Rodriguez, Holbert, Duran, Carver: This legislation relaxed laws requiring in-person notarization for documents that need to be notarized. The legislation allowed for the use of real time audio/video communication to perform a remote notarization with respect to electronic documents.

Create Twenty-third Judicial District (HB20-1026) Van Winkle, Weissman, Fields, Gardner: This legislation creates a new twenty-third judicial district by removing Douglas, Elbert, and Lincoln counties from the eighteenth judicial district and creating a new twenty-third judicial district comprised of these counties.

HOT ISSUES

Successful Elections. Colorado's General Election was fair, safe, and secure and very successful. The office worked closely with the Department of Homeland Security and the Cybersecurity Infrastructure Security Agency (CISA) to protect Colorado's voter registration database, voting systems, and election night reporting system from foreign and domestic interference. Finally, Colorado continues to perform the gold standard of post-election audits. This year, bipartisan teams of election judges in every Colorado county compared thousands of ballots to the scanned tabulation for those ballots. This analysis found exactly "zero" scanning errors. In other words, Colorado's voting system operated in a fair and secure way and we know this because we verified it.

Furthermore, participation was extraordinarily high:

- Over 90% of eligible Coloradans were registered to vote and received a ballot.
- Colorado's turnout among active voters was 87%. Colorado's 76.4% turnout among eligible voters was second highest in the country.
- The U.S. Voting-Eligible Population (VEP) turnout was 66.7%, which means that Colorado's turnout was once again nearly 10% higher than the national average.

Election Security Team. The office stood up an election security unit, the Rapid-Response Election Security Cyber Unit (RESCU), to counter foreign disinformation on the electoral process through a public awareness effort. This included the "Opinions are fun, but Facts are better" initiative, which reached millions. RESCU also implemented a county elections threat and response initiative to increase county awareness of threats and ways to combat them, including: 1) weekly and ad hoc briefings on election security threats; 2) an email alert system with timely threat warnings; 3) verification of 64 county social media accounts; and 4) cooperative venture to assist a Colorado county to stand up its own disinformation website.

Campaign Finance Enforcement Team. In 2019, the Department created the campaign finance enforcement team. During the 2020 election year, this unit has fielded 87 campaign finance complaints. The CPF complaints included 83 public complaints and four enforcement team-initiated complaints. Fifty-six of the complaints were resolved with motions to dismiss, seven through settlements, and three were withdrawn. Twenty complaints are pending resolution, and two were heard by an ALJ and are pending final agency decisions.

Congressional Testimony on Election Security. On October 6, 2020, the Secretary of State appeared before the U.S. House Subcomittee on Election to inform Congress on the threats facing elections in the United States and make a proposal for federal action.

Secretary Griswold identified foreign interference as a paramount threat to election security. She detailed that Colorado combats such interference through close cooperation with state and federal intelligence counterparts and ongoing efforts of public outreach. Secretary Griswold urged Congress to take concrete steps to tackle foreign interference and to assist states in keeping their elections secure.

HOT ISSUES CONTINUED

Issuance of Remote Notary Rules. Legal notarization of everything from home sales to wills became a challenge with the onset of the pandemic. The Secretary of State acted quickly to respond with emergency rules permitting the use of remote notary, ensuring the continued security and privacy of the notary system. In June 2020, the legislature enacted SB20-096, making remote notary a permanent feature of Colorado.

U. S. Supreme Court decision supports Colorado law against "faithless electors." At the request of Secretary Griswold and Attorney General Phil Weiser, the U.S. Supreme Court upheld the right of Colorado to prohibit its presidential electors from voting for any candidate other than the candidate who won the most votes in the state. This is a victory not only for Colorado, but for all states who seek to ensure their presidential electors remain faithful to the will of voters.

Protection of the Mail-Ballot System. In the face of nationwide scrutiny of mail-in ballots in the 2020 Presidential election, the Secretary of State stood strong as an advocate for Colorado's time-tested, secure, and efficient mail-ballot system. When the United States Postal Service threatened to implement policy changes that would impact the timely delivery of ballots, Colorado joined multiple states to successfully enjoin those action. When USPS issued misleading mailers to Coloradans about the voting process, the Secretary of State successfully sued to stop such communications.

International Association of Commercial Administrators 2020 Merit Award. The Business and Licensing Division was recognized nationally and internationally for their Customer Support Services Model. This model maximizes available resources, enhances employee training opportunities, develops future division and department leaders, and has proven to be successful as the division customer base grows. By developing and implementing this innovative model, service significantly improved to our customer base which includes over 780,000 businesses, 84,000 notaries, 13,000 charities and the general public. Since winning this award several states have contacted us to learn more about how to execute on this model.

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 2021	Objectives FY 2022	Objectives FY 2023
Create a more equitable and inclusive workplace through team building activities, communication, and development opportunities within the Department	Using an equity lens, the agency will identify team building activities and professional development opportunities to improve communication and promote inclusiveness	Implement identified activities and opportunities that support equity and inclusion Research best practices on how to obtain feedback from participants and facilitators	Use feedback to review and revise team building activities and professional development opportunities
	Identify and determine root causes of silos within the agency that impact operations, morale and overall organizational effectiveness	Continue to create and develop strategies to increase communication and collaboration	Create metrics to evaluate strategies in order to determine their overall effectiveness
Establish a program for identifying and addressing unconscious bias and its unintended consequences	Conduct research/gather information as it relates to unconscious bias, its impact on diversity and inclusion, and other aspects of organizational life	Select the most appropriate needs assessment technique to determine the organization's awareness level of unconscious bias	Implement tools, training materials, and activities Department-wide
	Research current tools and resources to determine ways to conduct a needs assessment for the organization	Utilize results of needs assessment to develop tools, training materials, and activities to enhance the Department's understanding of diversity/inclusion and its relationship to unconscious bias	Evaluate effectiveness of training, tools, and activities
Use multiple eLearning technologies to meet the Department's internal and external learning needs	Increase usage of eLearning resources by employees	Enhance interactive courses with updated templates and features	Use microlearning to directly meet the learning needs of both internal and external customers
	Research eLearning technology options to address needs and increase usability	Collect and analyze customer feedback through surveys and usage data	Use customer feedback to offer high-quality video tutorials
Improve the Department's ability to effectively and efficiently complete most financial transactions in a remote work environment	Where possible within existing rules and laws, enable electronic approvals of finance-related transactions	Improve the ability of Finance staff to answer requests for information from division and executive leadership in a remote work environment	Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation
Optimize Policy processes and controls	Complete process mapping and documentation of to-be processes for rulemaking, including processes for effective collaboration between the Legal & Policy Unit and the subject matter experts of the rulemaking	Maintain on time performance for CORA and rulemaking; create systemic redundancies to ensure effective performance	Implement technological upgrades to facilitate efficient handling of large-scale CORA and discovery requests
Improve the Department's ability to fulfill its duties by developing and communicating legislative strategies that support program operations	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

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

- Using an equity lens, the agency will identify team building activities and professional development opportunities to improve communication and promote inclusiveness
- Identify and determine root causes of silos within the agency that impact operations, morale and overall organizational effectiveness
- Implement identified activities and opportunities that support equity and inclusion Research best practices on how to obtain feedback from participants and facilitators
- Continue to create and develop strategies to increase communication and collaboration
- Use feedback to review and revise team building activities and professional development opportunities
- Create metrics to evaluate strategies in order to determine their overall effectiveness

Evaluation

- Use observation, interviews, surveys, and focus groups to evaluate the success of team building activities, improved communication, and professional development opportunities
- The Department will track staff activities focused on team building and professional development to ensure there were no barriers to participation

Activities

- Develop a long-term plan to incorporate the goal with the entire Department
- Using an equity lens, 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, it will focus on a set of inter-connected objectives to encourage overall success. The Department will continue to prioritize its teambuilding and professional development activities, while emphasizing equity, inclusion, and improved communication. This will provide a framework that supports and values all employees. The Department will also collaborate to identify silos within the organization and work to overcome them though training, knowledge sharing, and respectful communication.

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
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 current tools and resources to determine ways to conduct a needs assessment for the organization
- Select the most appropriate needs assessment technique to determine the organization's awareness level of unconscious bias
- Utilize results of needs assessment to develop tools, training materials, and activities to enhance the Department's understanding of diversity/inclusion and its relationship to unconscious bias
- Implement tools, training materials, and activities Department-wide
- Evaluate effectiveness of training, tools, and activities

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Deliver research information, tools and resources	-	0	2	3
Record and analyze needs assessment results	-	1	2	3

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 and increase usability
- Use customer feedback to create high-quality video tutorials
- Enhance interactive courses with updated templates and features
- Use microlearning to directly meet the learning needs of both internal and external 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
- Use survey to create content that address customer needs
- 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

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Number of eLearning videos created	15	18	21	24
Number of interactive courses enhanced with updated templates and features	2	3	4	6
Hours of eLearning content viewed by employees	493	550	600	650

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

Objectives

- Where possible within existing rules and laws, enable electronic approvals of finance-related transactions
- Improve the ability of Finance staff to answer requests for information from division and executive leadership in a remote work environment
- Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation
- Maintain internal control environment, while creating a more efficient approval documentation process

Evaluation

- Note number of invoices that vendors are not sending to Finance mailbox
- Track number of procedures modified
- Number of grant agreements and contracts signed through DocuSign

Activities

- Encourage all vendors to submit all invoices to Finance mailbox (currently an estimated 75-80 percent of vendors comply with this, despite such language being included in all POs and contracts)
- Determine which documents are suitable for a quick transition to electronic approvals (those without the need for DocuSign), in some cases this simply entails formalizing temporary policies put into place due to the pandemic
- Upload to CORE:
- Invoices all GAX and IN documents in CORE
- Summary R-Docs to all CR-type documents (CRs and CR3s)
- Applicable support to JV-type documents (JV1STND, JV1ADVN, ACL, ACC, etc.)
- Work with HR/Ops staff to enable the use of DocuSign for contracts
- Develop necessary Finance policies to allow for e-signatures of contracts and grant agreements
- Revise Finance Unit procedures to specify the requirements for electronic approvals of invoices, reimbursements (travel and miscellaneous), interagency payments, purchase orders, grant agreements, and contracts (including contract modifications)
- Meet with Department approvers to outline and explain new approval and submission requirements

Discussion

- The Department has long relied on a paper-based process for all finance related documents. The COVID-19 pandemic and remote work environment necessitated a number of temporary policies to enable remote approvals of some finance transactions. The pandemic forced a trial run that illustrated many benefits of electronic records and demonstrated that there was a minimal net impact on workload
- It is likely that the remote work environment driven by the pandemic will lead to lasting changes in how society functions. We need to ensure that the office is prepared to seamlessly continue operations with some or even most staff operating remotely.
- Uploading information into CORE leads to the more efficient researching of transaction history, potentially reducing the workload impact of audit inquiries and requests for information from other divisions
- By modernizing our approach, there is the potential to reduce physical storage space needs, reducing our footprint within the office. There is also the potential to reduce the costs (financial and environmental) of printing vast quantities of paper.
- While there are hurdles to e-signatures on contracts and grant agreements, e-signatures allow for more rapid execution of contract documents

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Proportion of invoices sent to Finance inbox	75%	85%	95%	100%
Number of contracts and grant agreements signed using DocuSign	-	5 (average)	3	3
Number of procedures modified to reflect electronic approvals	10	6	1	0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Optimize Policy processes and controls

Objectives

- Complete process mapping and documentation of to-be processes for rulemaking, including processes for effective collaboration between the Legal & Policy Unit and the subject matter experts of the rulemaking
- Maintain on time performance for CORA and rulemaking; create systemic redundancies to ensure effective performance
- Implement technological upgrades to facilitate efficient handling of large-scale CORA and discovery requests

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
- The division will continue to monitor efficiency of the rulemaking process to ensure that all necessary parties are involves and collaborating effectively

Activities

- Implement technological upgrades to CORA and discovery processing
    1. Internal unit collaboration to assess current technological needs
    2. RFIs and discussion to identify software and tools to improve management of responsive records for large CORA requests. Assess funding needs for potential solutions
    3. Solicit RFPs and select vendor
    4. Implement and refine software and tools
- Complete process mapping and documentation of to-be processes for rulemaking using the following steps:
    1. Internal unit collaboration on current rulemaking obstacles
    2. Internal climate assessment and feedback surveys to determine baseline for optimization
    3. Integrate feedback into process map
    4. Implement process mapping utilizing guidance documentation
- Expand training to include all individuals in the Legal & Policy Unit to ensure continuation of services during staff absences

Discussion

- In FY 19-20, the Department received 677 CORA requests, a 47% percent increase from FY 18-19. The division filled 100 percent of the requests within the statutory deadlines.
- The division has accomplished its goals related to process mapping for CORA responses, and is evaluating the need for additional procedures or documentation related to rulemaking

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Develop process for efficient handling of rulemaking processes	-	50% completion (Steps 1 & 2)	100% completion (Steps 3 & 4)	Continuous reevaluation
Secure technological support required for CORA and large-scale discovery	-	50% completion (Steps 1 & 2)	75% completion (Step 3)	100% completion (Step 4)

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.

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Proportion of priority bills introduced into the legislature	-	85%	100%	100%
Meetings with divisions to define and evaluate legislative initiatives	-	Weekly during leg. session	Weekly during leg. session	Weekly during leg. session
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 2021	Objectives FY 2022	Objectives FY 2023
Build outreach opportunities and relationships with stakeholders	Enhanced dashboards for Notary, Bingo, and Charities programs	Data dashboards functional for remaining division programs	
	Create virtual Games Manager trainings and senior outreach meetings	Cross train investigators to expand external support for charities and bingo/raffle	Enhance Notary and DME outreach programs
	Provide virtual Admin Rules consultations and training sessions	Cross train staff on Admin Rules consultations	
	Re-establish BIC Advisory Board	Expand connections with county and municipal agencies to provide business-relevant datasets to CIM	Build deeper connections with universities, colleges and high schools to provide additional opportunities for competition participation
Increase customer satisfaction through improved system usability and efficiency	Release first Business Rewrite minimally viable product - Articles of Organization LLCs and texting capability	Release additional business filing system products to include annual reports, address verification, and amendments	Release additional business filing system products to include commercial registered agents
	Achieve 82% bingo/raffle quarterly online filing and focus outreach on late adopters	Attain 85% bingo/raffle quarterly online filing with focused outreach	Confirm sustained 85% bingo quarterly filing adoption rate and begin transition to mandatory online filing
	Offer BIC platform that enables business decision makers better access to public data	Incorporate feedback from FY'21 efforts enhancing BIC platform/products offering more information for stakeholder groups, e.g. State/county/municipality groups, education, and business groups	Build tracking mechanism to gauge community involvement and interest to drive new BIC services.
	Build data set relationship tool and roll out to business		
	Collaborate with other state agencies and national jurisdictions on business identity theft		
Enhance Division performance through employee development and process improvement	Achieve 95% cross-training in all tier 2 tasks	Release new program dashboard with improved data access	
	Launch Remote Notary training materials	Complete enterprise content management system	Complete Division succession plan
	Cross train Rules program manager-level tasks and validate training materials	Complete cross-training for both Rules program manager and Rules program staff duties	
	Drive participation in professional development by all division staff	Participate and reward professional development through LinkedIn Learning, seminars, conferences, and trainings	
	Launch eLearning courses in Charities, Notary, and Business programs	Build eLearning courses for remote notary, UCC and business rebuild tasks	Build additional eLearning courses for business rebuild tasks
	Implement and adjust to new COVID -19 work processes and flow changes	Regular attendance and leadership roles in MGIR, NASCO, NAGRA, IIBA, IACA, NPA, ACR and CSIA conferences and training	Regular attendance and leadership roles in MGIR, NASCO, NAGRA, IIBA, IACA, NPA, ACR and CSIA conferences and training
Build credibility and public trust through accurate and transparent program administration	Serve in leadership positions in national and state level professional associations	Serve in leadership positions in national and state level professional associations	Train secondary and tertiary users on creating investigation reports
	Develop investigation and disciplinary processes for Remote Notarization Complaints	Implement investigation and disciplinary processes for Remote Notarization Complaints	Identify Remote Notary violation trends through data analysis and create educational opportunities and materials
	Incorporate diverse stakeholder feedback in BIC, Charity, and Business programs operations	Expand on diverse stakeholder feedback for remaining programs to include the "pulse of customer" dashboard	
	Initiate business image clean-up and cross train on process	Complete 20% of image scanning	Complete an additional 30% of image scanning

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 85%

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
- Targeted outreach by program staff to provide support and guidance for online adoption was aided by delays in physical mail delivery due to COVID-19. Entities were thankful for the outreach and responded favorably as seen below in Performance Measures
- Quarterly newsletters over the past year have had online adoption specific articles and educational elements including the recommendation to train multiple people to address attrition issues
- Support documents published to the programs' website were updated to provide deeper education on filing online
- Over the next fiscal year we will develop an elearning offering that provides education on filing quarterly reports electronically

Discussion

- It is important to note that total number of licensees includes a small number of non-reporting organizations due to timing around license receipt and reporting deadlines
- Projected total licensee numbers for FY20-21 and FY21-22 demonstrate an assumption that the COVID-19 pandemic will continue to impact licensee activity for the foreseeable future, with marginal gains over the next two years
- 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 efiling
- Management of existing licensees who have adopted online filing remains important due to high turnover within nonprofit organizations

Performance Measures

	ACTUAL FY 18-19	ACTUAL FY19-20	PROJECTED FY20-21	PROJECTED FY21-22
Total number of licensees	1056	978	980	1000
Total number of licensees filing online/Percentage	759/71.8	684/83%	808/84%	828/85%

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL: Increase the inventory of business-related datasets and business-related data sources (maps, etc.) on the Colorado Information Marketplace (CIM)

Objectives

- By the end of FY 22-23 increase the number of BIC data assets on CIM to 405

Evaluation

- The Business Intelligence Center (BIC) Program Manager will query CIM annually to determine the number of data assets (both internal and externally linked) as part of the BIC inventory to determine the total data asset count compared to the target number

Activities

- Work with data contractor early each fiscal year to identify potential datasets and other business-related assets that would be of benefit to Colorado businesses
- Meet with state, county and municipal agencies to identify those agencies interested in providing datasets or access to business-related assets for inclusion on CIM
- Discuss relevant data sets with agencies to determine the most effective layout for data and necessary meta data to enhance the end user's ability to consume the data
- Canvas each event during the competition cycle and get input from participants as to desired datasets

Discussion

- Since 2014, the Business Intelligence Center (BIC) has been operating and was created in statute in 2016. BIC has been charged with improving access to public data in order support the best possible business environment in the state. (CRS 24-21-116)
- As part of that mission BIC engaged a data services contractor to assist in identifying, curating, posting and maintaining business-related datasets and other public digital assets
- These assets are made available free to the public on the Colorado Information Marketplace (CIM)
- As part of their contract, the data services contractor has a target number of datasets and business-related assets it agrees to add to the Marketplace each year, typically 35
- To date, over 300 datasets and business-related digital assets (geocoded map information, etc.) have been added to the CIM
- The data services contractor manages those assets by ensuring the data is updated with the most up to date information, reflective of any changes in source data schema, or reflective of changes in agency data management policies

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Targeted data assets on CIM/percent target	300/74%	335/83%	370/91%	405/100%
Actual data assets on CIM/Percentage of target	300/74%	310/77%		

ELECTIONS DIVISION

Goals	Objectives FY 2021	Objectives FY 2022	Objectives FY 2023
Provide effective support, training, and guidance to counties	Add more online training modules for election judges	Add more online training modules for election judges	Add more online training modules for election judges
	Integrate weekly county support calls with election official certification training to ensure consistency and continuity	Enhance content of weekly support calls to further integrate with election official certification	Continue to enhance content of weekly support calls to further integrate with election official certification
	Target training opportunities to address trends based on county call data	Diversify the training program so classes can be taught in both online and in-person formats	Continue to diversify training content and expand online training content, leveraging video conferencing capabilities
Enhance VSPC module of the SCORE system to improve usability and efficiency	Develop new web-based SCORE Registration, ePollbook, and List Maintenance applications	Develop new web-based SCORE election management and redistricting/reprecincting related applications	Continue new web-based SCORE development
	Expand automatic voter registration to other state services	Continue developments to enhance automatic voter registration	Develop enhancements to online voter registration
	Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance	Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance	Maintain SCORE accuracy via ERIC, NCOA, and routine list maintenance
Expand elections public outreach	Expand automatic voter registration to other state services	Increase participation in college voter registration challenge	Increase participation in college voter registration challenge
	Expand usage of online voter registration	Expand use of ballot tracking	
	Refine Secure Document/Ballot Return functionality	Expand use of text2cure	
Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency	Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct	Satisfy the risk limit for each audit and provide Colorado voters with statistical confidence that election outcomes are correct	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	Continue refining training and processes to eliminate discrepancies attributable to auditor error	Continue refining training and processes to eliminate discrepancies attributable to auditor error
	Increase public confidence in outcomes of elections	Continue increasing public understanding of the methodology and confidence in the outcomes	Continue increasing public understanding of the methodology and confidence in the outcomes

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Number of consultative visits to Colorado counties by other Department staff	38[1]	10[2]	50	64
County officials currently certified by Secretary of State	331	400	350	350
Online courses for Election Official Certification credit	16	16	18	19

[1] *Travel during the second half of FY 2019-20 was restricted due to COVID-19*
[2] *Travel during FY 2020-2021 is restricted due to COVID-19*

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Voters registered for the first time using the VSPC module	25,643	20,000	9,000	15,000
Voters who updated their registration, including residential and mailing addresses with VSPC module	49,210	59,000	20,000	45,000
Voters who were issued a ballot using the VSPC module	79,327	206,000	64,000	150,000
Voters who updated keyline or affiliation using VSPC module	28,835	17,500	3,500	11,000

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
- Expand automatic voter registration to other state services

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Online Voter Registration (OLVR) new registrants	75,280	41,000	35,000	35,000
OLVR updates	225,221	225,000	70,000	80,000
Number of Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) ballots accessed online	57,450	25,000	40,000	30,000
Number of total UOCAVA voters issued a ballot	29,985	38,000	34,000	41,000
Number of Voter Registration Drives using OLVR to register new voters	102	120	80	80
Number of mailings (Electronic Registration Information Center (ERIC))	-	700,000	0	100,000
Number of schools receiving the Eliza Pickrell Routt Award for registering 85% of senior class	10[3]	12	15	18

[3] *The Department rebooted the program in FY2019-20, but COVID-19 affected school's registration efforts*

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 FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Elections in which RLA Used	3	1	2	1
Total Contests Audited	123,598	172,724	169,419	150,000
Total Audited Contests with Zero Discrepancies	121,670	172,682	169,374	149,900

INFORMATION TECHNOLOGY DIVISION

Goals	Objectives FY 2021	Objectives FY 2022	Objectives FY 2023
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
	Provide access to real-time project tracking information	Enhance and modify project tracking publication and presentation to meet department needs	Enhance and modify project tracking publication and presentation to meet department needs
Enhance our Technology Advantage	Fully implement office collaboration platform	Enhance communications and collaboration through platform	Enhance communications and collaboration through platform
	Reduce unplanned work to < 10%	Maintain appropriate WIP limits and a low percentage of unplanned work	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
	Create and begin execution of remediation plan for high-impact county vulnerabilities	Provide regular reporting to counties of potential 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
	Integrate CI/CD processes across all new software development work underway in the department	Integrate CI/CD processes across 30% of all software development work underway in the department	Integrate CI/CD processes across 50% of all software development work underway in the department
	Determine and implement actions needed to improve or enhance performance monitoring, quality improvements activities, and evaluation plans to understand the effects on inequities	Sustain implementation needed to improve or enhance performance monitoring, quality improvements activities, and evaluation plans to understand the effects on inequities	Sustain implementation needed to improve or enhance performance monitoring, quality improvements activities, and evaluation plans to understand the effects on inequities
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 30% of all custom applications supported by the department	Integrate automated QA testing into 50% of all custom applications supported by the department	Integrate automated QA testing into 75%+ of all custom applications supported by the department
	Implement "on-demand" build processes within our SDLC	Maintain and enhance "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

- The IT Division strives to provide timely insight into online service delivery metrics to Department staff. To achieve this, the division is working on enhancing its methods of providing customer support to business units throughout the Department in order to ensure effective response times. In addition, the division is working to improve communications with business units throughout the Department regarding support and expectations with a catalog of prioritized projects and services. In addition, the division is working to execute on the communications plan for major system changes.

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Percent of major change activities communicated to business units	100%	100%	100%	100%
Percent of web service outages communicated to office	93.3%	100%	100%	100%

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

- The IT Division is working to execute upon prioritized Department projects while simultaneously continuing work on ongoing projects. To achieve this, the division is working on increasing the visibility of work in progress and unplanned work. It is also improving deployment of collaborative environments for each business unit, enabling web applications to be integrated with diagnostic tools to help troubleshoot issues, and keeping equipment up-to-date with current compatible software releases (current compatible production release minus one). In addition, the division is continuing its efforts to consolidate test management tools and reducing the number of old development licenses that are no longer being used. At the end of FY20, the division was in the final stages of deploying a new activity and project tracking platform that is expected to replace several legacy tracking systems and help us achieve the first measure in this section.

Performance Measures

	ACTUAL FY19-120	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Reduce the number of tracking systems	5	5	4	4
Number of business unit SharePoint environments established	25	25	30	30
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

- Colorado is regarded as a leader in security awareness and practices. The IT Division seeks to maintain and grow the state's leadership profile. In pursuit of this goal, the division continues to participate in and to lead national efforts to improve information sharing and incident response processes under the Department of Homeland Security's "Critical Infrastructure" designation. The Department also is focused on fulfilling its promise to counties to be an effective partner in cybersecurity events and incidents, and to build and enhance partnerships with federal, state, and local government entities in the area of cybersecurity.

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Number of change management board reviews conducted	50	50	50	50
Percentage of critical vulnerabilities closed within time expectations	100%	100%	100%	100%

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

- The IT Division seeks to enhance the Department's Resource Management Advantage. This goal includes focusing on specific areas of improvement in our division's technology foundations, creating and updating standard operating procedures for common tasks, and providing effective employee training on new technologies. The division is implementing new, more secure technologies to enforce system access controls and is focused on building continuous integration and continuous delivery practices into our software development lifecycle.

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
Percent of applications with skilled backup support	92%	94%	95%	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 in the process of adopting a DevOps[1] model to gain efficiency while also improving the quality of software developed in-house
- The division has revised its structure and is applying Secure DevOps practices to new projects (e.g., integrating automated regression testing into all active development, incorporating "on demand" software build processes in the software development life cycle, building multi-disciplinary teams for all development projects). The division is also working to implement a formal project authorization plan.
- Future performance measures will be developed in collaboration with other divisions

Performance Measures

	ACTUAL FY19-20	ESTIMATED FY20-21	PROJECTED FY21-22	PROJECTED FY22-23
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%	-

[1]*Gartner defines DevOps as:*
"DevOps represents a change in IT culture, focusing on rapid IT service delivery through the adoption of agile, lean practices in the context of a system-oriented approach. DevOps emphasizes people (and culture), and seeks to improve collaboration between operations and development teams. DevOps implementations utilize technology — especially automation tools that can leverage an increasingly programmable and dynamic infrastructure from a life cycle perspective."
Source: http://www.gartner.com/it-glossary/devops (accessed September 12, 2017).