

STATE OF COLORADO
Department of State

1700 Broadway
Suite 550
Denver, CO 80290



Jena Griswold
Secretary of State

Christopher Beall
Deputy Secretary of State

Department of State
Strategic Plan Performance Evaluation for Fiscal Year 2022-23

Published: November 1, 2023

For Fiscal Year 2022-23, the Department of State focused on providing a safe, secure, and accessible 2022 General Election, namely with effective support and guidance to counties. The Department focused on building relationships with business stakeholders and increasing customer satisfaction through improved system usability and efficiency. The Department focused on enhancing our technology, security, and resource management advantage. And the Department also focused on creating a more equitable and inclusive workplace, while also expanding development opportunities for staff.

For this performance report, the office has provided a final update on the selected goals described in the [Colorado Department of State Performance Plan for FY 2022-23](#). These selected goals were assessed in the periodic evaluations from [October 2022](#) and [April 2023](#).

Administration Division

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

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

Division Strategy: Implement selected activities that support equity and inclusion. Create opportunities to solicit feedback and monitor the process to ensure that it is adhering to best practices for data collection, inclusiveness, and equity.

Performance Measure		FY 22-23
Number of EDI related trainings offered	Target	6
	Actual	9

Through collaboration with a diverse representative council and with the facilitation and support of Administration personnel, the Department continues to create opportunities for team building, communication, and development to work towards a more equitable and inclusive workplace.

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

Division Strategy: Where possible within existing rules and laws, enable electronic approvals of contract, interagency agreements, and grant agreements.

Performance Measure		FY 22-23
Proportion of invoices sent to Finance inbox	Target	95%
	Actual	86%

The Department has inserted language into all contracts and purchase orders directing vendors to send invoices to the Finance mailbox. In FY23, it worked with contract managers and other program level staff to follow up with vendors that are sending invoices to program contacts, instead of to the Finance mailbox. Some vendors have been more resistant to making this change or have reverted to sending invoices only to program staff. The unit plans to redouble these efforts in FY24. This process allows the finance team to efficiently process transactions in a remote work environment, to directly communicate with vendors, and to mitigate the risk of invoices being lost or otherwise unpaid.

Business and Licensing Division

The Business and Licensing Division provides document filing, records management, information retrieval, and educational services.

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

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

Division Strategy: Increase bingo/raffle quarterly online filing with focused outreach.

Performance Measure		FY 22-23
Percentage of Bingo-Raffle electronic quarterly reports submitted	Target	91%
	Actual	95%*

The Program’s strategies to increase online adoption have seen almost zero recidivism, allowing staff to continue focusing on an ever-decreasing number of entities that still file on paper. Beginning in FY 2022-23, the Division has delivered personalized letters to paper filers, upon completion of processing their documents, which highlighted the benefits of online filing along with offers of tutorials and staff support to make the shift to online filing. These letters were often accompanied by individual outreach efforts by program staff. The program has started running reports that identify success rates in adoption for this population, while continuing to identify individual high-touch contact opportunities. The Division anticipates incremental movement toward 100%, with discussions regarding exclusive online reporting to be determined at a future date.

Department-wide Goal: Ensure expanded and comprehensive support to our customers through a variety of enhancements to systems and staff.

Division Strategy: Use and expand the Department’s multiple eLearning technologies to meet the evolving internal and external learning needs.

Performance Measure		FY 22-23
Build eLearning courses for remote notary, UCC, and business rebuild tasks	Target	47
	Actual	47

The Division is focusing resources on building internal modules to assist as refresher content for our frontline staff that will ensure enhanced experiences for our customers when they contact our office. To increase the Department’s support of diverse communities, it is actively translating existing modules into Spanish -

with 5 courses having been converted thus far. The Division leverages the eLearning platform to provide training and certification modules that can be accessed from anywhere in the world with an internet connection any time a customer wishes to access them.

Elections Division

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

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

Division Strategy: Consistent and strong enforcement of campaign and political finance laws.

Performance Measure		FY 22-23
Average resolution of campaign finance complaints	Target	90 days
	Actual	114 days

Within statutorily defined timelines and parameters, the Division seeks to conduct a thorough review and investigation into each complaint and reach uniform and consistent enforcement as evidenced by granted motions to dismiss and approved settlement agreements. Consistent enforcement of campaign and political finance complaints provides notice to candidates, committees, and others on what is expected for compliance. Ensuring complaints that do not allege violations are dismissed upon initial review, issuing requests for information during the cure and investigation stages, and conducting thorough reviews, all assist the Division in the timely resolution of complaints, either through dismissal, settlement, or by a hearing officer.

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

Division Strategy: Facilitate a complaint process that is transparent and easy to navigate by complainants, respondents, the press and external third parties.

Performance Measure		FY 22-23
Number of third-party complaints filed with the Division	Target	40
	Actual	101

Any person can file a complaint with the Elections Division regarding a potential campaign and political finance violation. Timely and consistent handling of complaints, that result in consistent enforcement of rules and regulations, builds trust in the compliant process, greater compliance by those required to register and report, and provides clarity on those seeking to comply with campaign and political finance regulations. A significant increase in third-party complaints could be evidence of loopholes or lack of clarity in our rules and regulations, where otherwise compliant candidates or committees are failing to comply with registration and reporting requirements. Tracking the complaints over time allows us to see how the public has become more aware of the enforcement process, possible confusion and loopholes that can be resolved, and provide notice to those who register and report.

Information Technology Division

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

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

Division Strategy: Build Jira projects with feedback, visibility, and communication across the department.

Performance Measure		FY 22-23
Build customer facing dashboards to increase visibility of work	Target	80% of active, large projects have a specific project dashboard, and work units are progressing toward having unit-specific boards
	Actual	100% of active, large projects (5 current active, large projects) have customer-facing dashboards; six individual work units have dashboards for daily activity and project tracking

The Department is focused on creating dashboard views for large projects to allow all project stakeholders to obtain on-demand access to real-time project status. This allows line of business stakeholders to be active, engaged members of project teams and improves accountability of all project team members. The Department is also encouraging the adoption of team dashboards for individual work units to allow daily task management, tracking, and historical reporting.

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

Division Strategy: Provide monthly scanning and reporting for critical and high vulnerabilities across CDOS infrastructure.

Performance Measure		FY 22-23
Report on time to mitigate or resolve critical and high vulnerabilities	Target	100% of all vulnerabilities rated “critical” and “high” are mitigated or resolved within the timeline specified in our vulnerability management policy (30 and 60 days respectively)
	Actual	100% of known current “critical” and “high” vulnerabilities have been mitigated or resolved within the applicable timeframe

The Department’s cybersecurity program is committed to addressing vulnerabilities rapidly and effectively. By utilizing internal and external vulnerability scanning, in concert with regular penetration testing, the Department endeavors to identify potential vulnerabilities and apply protections to prevent exploitation of those vulnerabilities. “Critical” and “High” rated vulnerabilities must be closed within 30 and 60 days of initial discovery under its vulnerability management policy.