Colorado Department of State Strategic Plan

Submitted November 1, 2021

Jena Griswold
Secretary of State

STATE OF COLORADO
Department of State

1700 Broadway
Suite 550
Denver, CO 80290

Jena M. Griswold
Secretary of State

Christopher P. Beall
Deputy Secretary of State

Main Number   (303) 894-2200
Administration (303) 860-6900
Fax   (303) 869-4960
TD/TYY   (303) 869-4847

www.coloradosos.gov
administration@coloradosos.gov

November 1, 2021

Dear Coloradans,

I am honored to serve as your 39th Secretary of State. This office continues to be a model for government integrity, election security, valuable business and charitable services, and public transparency.

Under my leadership, the dedicated employees at the Secretary of State's office will further our core mission of making government easy and accessible for people to further democracy and support economic opportunity for all Coloradans, all while demonstrating a standard of excellence.

While the ongoing pandemic has been difficult for us all, the Department of State staff and I remain dedicated to the service of Coloradans. Over the last year, the Department's staff continued to work creatively and tirelessly to innovate across a variety of services to better support hard-working Coloradans.

We're proud to support Colorado businesses, which are vital to our economy and our communities. The Department offers top-notch service and support for businesses – from easy and affordable filing to ongoing technological advances like our remote notary program, designed to enhance efficiency and convenience. Owning and running a business can be challenging. That's why we're working hard to eliminate red tape so businesses can focus on their day-to-day operations.

Colorado was lifted up into the national spotlight when Major League Baseball decided to relocate the All-Star Game to Colorado in response to voter suppression laws passed in Georgia, demonstrating Colorado's national leadership on ballot access and election security. We built on Colorado's success during the 2020 election by passing legislation with bipartisan support to improve our elections for all voters, including multilingual ballot access and key improvements to Colorado's election process. One year after implementing automatic voter registration (AVR), the State saw just over 250,000 registrations through the new system. AVR continues to expand access to elections and allows more eligible Colorado voters to participate in democracy.

From the Front Range to the Western Slope, in the Eastern Plains and in the Valley, Coloradans have pulled together to support one another and find solutions to the unforeseen challenges created by the ongoing pandemic. I am proud of our work to keep Colorado on the road to economic recovery and ensure that all Coloradans have a voice in our collective future.
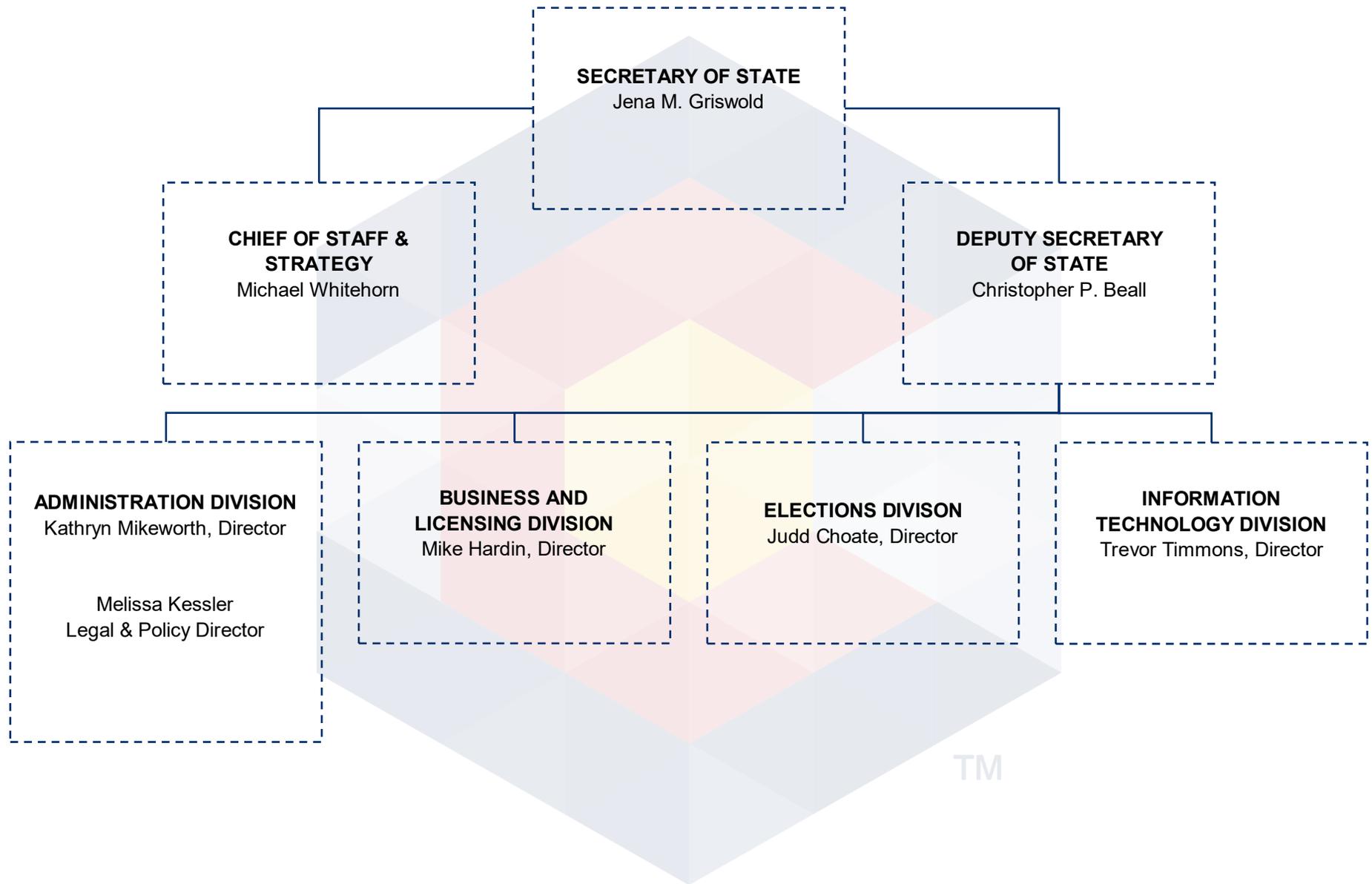
Sincerely,

Jena Griswold

Jena M. Griswold

TABLE OF CONTENTS

SECRETARY OF STATE
Jena M. Griswold

CHIEF OF STAFF & STRATEGY
Michael Whitehorn

DEPUTY SECRETARY OF STATE
Christopher P. Beall

ADMINISTRATION DIVISION
Kathryn Mikeworth, Director

Melissa Kessler
Legal & Policy Director

BUSINESS AND LICENSING DIVISION
Mike Hardin, Director

ELECTIONS DIVISON
Judd Choate, Director

INFORMATION TECHNOLOGY DIVISION
Trevor Timmons, Director

™

Colorado
Secretary of State

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.

TM

Colorado
Secretary of State

NOTABLE PRIOR YEAR LEGISLATION

The Colorado Votes Act (SB21-250 – Fenberg, Gonzales, Lontine, Caraveo) makes a host of improvements to Colorado's elections, including enhancing online voter registration by allowing voters to register with their social security number, requiring Risk-Limiting Audits for recall elections, and establishing rules clarifying that election judges may not wear slogans that support or oppose a particular candidate or ballot measure while at a voting center. The law includes many other technical changes.

Multilingual Ballot Access for Voters (HB21-1011 – Caraveo, Gonzales, Moreno) creates a multi-lingual hotline at the Secretary of State's Office starting with the 2022 general election, The hotline will be offered in languages that are spoken by at least 2,000 Coloradans 18 years-old and over. The bill also requires county clerks to provide a minority language sample ballot, creating even more access for Colorado voters, and requires counties that meet certain criteria to provide ballots in a minority language upon request. This bill helps ensure that every Coloradan who is eligible to vote can access their ballot.

Electronic Recording Technology Board (HB21-1225 – Bird, Will, Bridges, Kirkmeyer) extends the Board, which provides grants to county offices to fund technological advancements in recording, through 2026. The legislation also expands the Board's ability to provide grants to electronic security upgrades for counties. By allowing grants for security upgrades, counties will be able to enhance protections for vital elements of our election infrastructure.

Ranked Choice Voting in Nonpartisan Elections (HB21-1071 – Kennedy, Fenberg, Winter) will allow for municipalities that wish to use ranked choice voting for nonpartisan, municipal contests to be able to do so starting in 2023. The legislation requires that the Secretary of State establish rules and systems by which municipalities can conduct Ranked Choice Voting in nonpartisan elections.

Ballot Access for Voters with Disabilities (SB21-188 – Danielson, Duran, Ortiz) affords voters who are blind, visually impaired, or otherwise unable to physically manipulate their ballot the ability to privately cast a ballot by allowing them to securely transmit their ballot to their county clerk through a secure online transfer portal.

Colorado
Secretary of State

HOT TOPICS

Colorado's reputation as national elections leader on display during MLB All-Star Game. Colorado was lifted up into the national spotlight when Major League Baseball decided to relocate the All-Star Game to Colorado in response to voter suppression laws passed in Georgia. The All-Star Game provided a chance to elevate Colorado's national leadership on ballot access and election security.

Colorado SOS engaged in passage of bills and new rules to modernize elections. The Department worked on a series of bills and rule changes that further modernized and enhanced the state's administration of elections. These changes included expanded avenues for online voter registration, expanded access to the ballot for voters who speak in languages other than English, clarifications in the law to prevent political influence at polling places, prohibitions on unaccredited third party, partisan election reviews, and much more.

SOS Office expands services for easy, secure, and efficient business filings. The Department implemented a new text program to remind Colorado of upcoming filing dates, helping small businesses avoid late fees. The Department also helped move filers for the bingo-raffle program to online filings and away from more expensive paper filings. The Department continues to promote our Secure Business Filing tool to protect businesses against identity theft.

Colorado issues rules for redistricting and reapportionment lobbying. For Colorado's inaugural redistricting process with the new processes enacted by voters in Amendments Y and Z, the Department issued new rules and a new online disclosure tool for professional lobbyists advocating to the independent redistricting commissions. These rules and disclosures provided additional transparency into this new process for redrawing political boundaries.

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.

Automatic Voter Registration is a huge success. The Secretary of State worked closely with the legislature to pass the automatic voter registration (AVR) bill in 2019. One year after its implementation, the state saw just over 250,000 registrations through the new system. AVR continues to expand access to our elections and is allowing more eligible Colorado voters to participate in our democracy.

The Remote Notary Application is fully functional. After an emergency Executive Order due to the Pandemic, the Remote Notary law, and supporting rules, went into effect permanently on December 31, 2020. Since then the Department has created an online remote notary system that allows for the application, renewal, and resignation of remote notaries. It also allows for the application, renewal, and withdrawal of remote notary system providers. We currently have more than 850 active remote notaries and 13 remote notary providers.

Successful 2021 Election – [to be updated after November election]

Colorado
Secretary of State

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.

Values

| Service | Integrity | Inclusivity | | Innovation | Excellence |

Priorities

Empowering our Employees	Serving our Customers	Innovation and Technology	Improving Our Processes	Communication, Accessibility, and Visibility

Goals

Empowering our Employees	Serving our Customers	Innovation and Technology	Improving Our Processes	Communication, Accessibility, and Visibility
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 Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way	Ensure expanded and comprehensive support to our customers through a variety of enhancements to systems and staff	Focus on enhancing physical and cyber security for our Department, stakeholders, and staff Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt	Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work	Build credibility and public trust through transparency, accessibility, efficiency and communication Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions

Colorado
Secretary of State

EMPOWERING OUR EMPLOYEES

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
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	Through Department-wide information gathering, team building, communication, development opportunities, and assessments we will continue to work towards a more equitable and inclusive workplace Use established EDI efforts to assist in identifying the effects of unconscious bias, and addressing its unintended consequences Continue to build relationships and support for our internal customers through communication and increased visibility	Create a diverse representative council that will assist in the collaboration needed for continued team building, communication, information gathering, and development opportunities. Review any existing metrics to evaluate the program's progress. Revise or create new measures to ensure the program's continued effectiveness Use established internal and external resources to create procedures and measures to mitigate potential biases in organizational processes Incorporate lessons learned from EDI training into division policies and procedures Utilize new technologies to expand division content management system	Continue to partner with the council to create opportunities for equity and inclusion Research current global trends as it pertains to EDI to ensure that the agency is using best practices Continue to partner with the council to create opportunities for equity and inclusion Research current global trends as it pertains to EDI to ensure that the agency is using best practices Review division policies and procedures to evaluate progress in identifying and addressing unconscious bias and associated consequences

Colorado
Secretary of State

EMPOWERING OUR EMPLOYEES

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way	Increase core skills and advance employee skill levels across the office by utilizing existing eLearning platforms, conferences, and classes Developing staff internally with an emphasis on management and leadership training alongside technical skill development and collaboration	Continue professional development through seminars, conferences, and trainings. Regular attendance and possible leadership roles in MGIR, NASCO, NAGRA, and CSIA conferences and training. Continue support of staff training and development focusing on the importance of collaboration	Survey seminars, conferences, and trainings not currently attended for inclusion in/replacement of existing portfolio Build on the training and development of staff

TM

Colorado
Secretary of State

SERVING OUR CUSTOMERS

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Ensure expanded and comprehensive support to our customers through a variety of enhancements to systems and staff	Use and expand the Department's multiple eLearning technologies to meet the evolving internal and external learning needs	Use diverse delivery methods to directly meet the learning needs of both internal and external customers	Streamline the internal learning experience by consolidating training resources
	Provide expanded and comprehensive support and oversight to counties	Analyze feedback to improve the customer experience	Incorporate best practices to enhance website usability and customer experience
	Increase the development staff to meet the backlog of project work	Update eLearning courses with latest eLearning technology	Publicize availability of Charities data to Coloradans and work cooperatively with the national nonprofit sector on regulatory issues
		Expand online and targeted resources for counties including training for newly elected clerks. Provide additional one-on-one resources for counties	Transition Bingo-raffle program to 100% online filing
		Work with new staff to downsize the backlog of project work	Continued professionalization of elections administration

™

Colorado
Secretary of State

INNOVATION AND TECHNOLOGY

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Focus on enhancing physical and cyber security for our Department, stakeholders, and staff	Help counties improve physical and cyber security for election-related infrastructure to ensure the safety of staff and election materials Work with and support our Department and its partners to have secure systems by addressing high-impact vulnerabilities	Expanding scope of county inspections and security assessments Continuing to expand partnership with state and county IT staff to foster information sharing and best practices Continually reevaluate new potential vulnerabilities to our Department and its partners	Continuing to expand partnerships with federal and state partners to improve security postures Continuing to support counties in improving overall security posture of county networks. Expedite implementation available federal grant programs Stay up-dated and knowledgeable about potential vulnerabilities

™

Colorado
Secretary of State

INNOVATION AND TECHNOLOGY

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt	Evaluate current technologies for opportunity to modernize, reduce costs and improve the overall user experience	Incorporate new technologies to modernize, reduce costs and improve the customer experience	Complete value-added features for high volume business system customers
	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 contract, interagency agreements, and grant agreements	Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation

™

IMPROVING OUR PROCESSES

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work	Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency	Improving transparency and readability of public facing reports	Developing ability to conduct RLA of instant run-off voting races
	Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations	Expanding online training and other resources for campaign finance and lobby laws and regulations	Development of enhanced campaign finance and lobbyist reporting systems
	Provide visibility and integrate performance monitoring and diagnostic tools into all critical systems	Expand the scope of dashboards and other monitoring tools and applications	Incorporate dashboards and additional monitoring tools to new systems across the department where possible
	Utilize project priority management and process improvement to reduce unplanned work to <10%	Sustain level of unplanned work	Maintain automated processes and incorporate the new processes where possible
	Integrate development pipeline processes, including automation and testing, across all new software development work underway in the department	Continue to evaluate and increase the percentage of build, test, and release process that is automated	

™

COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Build credibility and public trust through transparency, accessibility, efficiency and communication	Communicate with the public, as well as internally, in accessible, efficient and innovative ways Evaluate and improve interface as well as other interactions with the public to increase accessibility and remove barriers to access	Continually asses CORA and rule making procedures and remove possible barriers to accessibility Expanding remote participation options for boards and meetings Continue to improve and implement compatibility with ADA needs	Create opportunities for communication between staff and senior leadership Expanding partnerships to continue improving the accessibility and usability of voter resources Ensure State accessibility standards are being met or exceeded

TM

COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

Goal	Objectives FY 2022	Objectives FY 2023	Objectives FY 2024
Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions	Fully implement and utilize a common office collaboration platform and project tracking information across divisions Cross training of knowledge within teams to insure smooth continuation of operations	Improve buy-in from all office staff in utilizing collaboration platform and project tracking Continue confluence knowledge base and sustain 100% cross training of all key division tasks	Evaluate collaboration and project tracking systems for potential improvements Ensure confluence knowledge base is maintained and cross training remains up-to-date

™

EMPOWERING OUR EMPLOYEES

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

Objectives

- Through Department-wide information gathering, team building, communication, development opportunities, and assessments we will continue to work towards a more equitable and inclusive workplace
- Use established EDI efforts to assist in identifying the effects of unconscious bias, and addressing its unintended consequences
- Continue to build relationships and support for our internal customers through communication and increased visibility

Strategies

- 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
- Evaluate communication and collaboration strategies to mitigate organizational silos by using inclusive practices
- Create a diverse representative council that will assist in the collaboration needed for continued team building, communication, information gathering, and development opportunities
- Continue to partner with the council to create opportunities for equity and inclusion
- Research current global trends as it pertains to EDI to ensure that the agency is using best practices
- Use EDI efforts to gather information as it relates to unconscious bias, its impact on diversity and inclusion, and other aspects of organizational life
- Use data to inform discussions, along with tools and resources to determine the best path forward
- Use established internal and external resources to create procedures and measures to mitigate potential biases in organizational processes
- Solicit regular office-wide feedback on unconscious bias to promote inclusivity, and expose any hidden biases within the organization
- Evaluate effectiveness of ongoing training and activities
- Complete division content management system with focus on ease of access
- Build Jira projects with feedback, visibility, and communication across the department

Measures

- Use measurement tools such as surveys, focus group feedback
- Number of EDI related trainings offered
- Number of unconscious bias trainings offered
- Number of procedures in SharePoint
- Hold retrospectives after projects or sprints are completed to determine where improvements can be made
- Build customer facing dashboards to increase visibility of work

™

Colorado
Secretary of State

EMPOWERING OUR EMPLOYEES

GOAL: Enhance Department performance and increase the knowledge and skill level of employees by encouraging consistent use of eLearning platforms, conferences, and classes in an equitable and measurable way

Objectives

- Increase core skills and advance employee skill levels across the office by utilizing existing eLearning platforms, conferences, and classes

Strategies

- Focus on developing staff internally with a emphasis on management and leadership training alongside technical skill development and collaboration
- Participate and reward professional development through LinkedIn Learning, seminars, conferences, and trainings
- Regular attendance and leadership roles in MGIR, NASCO, NAGRA, IIBA, IACA, NPA, ACR and CSIA conferences and training
- Utilize performance plans requiring minimum Pluralsight or LinkedIn learning training
- Encourage staff to attend conferences and external training
- Encourage staff to maintain or attain new certifications

Measures

- Number of training courses attended
- Number of conferences attended
- Number of training courses attended
- Track and report on staff completed coursework, conferences, and training

Colorado
Secretary of State

SERVING OUR CUSTOMERS

GOAL: Ensure expanded and comprehensive support to our customers through a variety of enhancements to systems and staff

Objectives

- Use and expand the Department's multiple eLearning technologies to meet the evolving internal and external learning needs
- Provide expanded and comprehensive support and oversight to counties
- Increase the development staff to meet the backlog of project work

Strategies

- Enhance user experience through expanded eLearning systems capabilities
- Increase usage of eLearning resources by employees
- Collect customer feedback through surveys and usage data
- Use diverse delivery methods to directly meet the learning needs of both internal and external customers
- Analyze feedback to improve the customer experience
- Streamline the internal learning experience by consolidating training resources
- Build eLearning courses for remote notary, UCC and business rebuild tasks
- Successfully transition online training courses for county election officials and the public to new e-learning platform
- Regularly update all online training courses for legislative and administrative rule changes and evolving best practices
- Identify and develop new online training courses to meet needs of county clerks (e.g., create a signature verification training course integrating the Secretary of State's Signature Verification Guide and featuring video of a FBI-accredited forensic document examiner)
- Create a structured County Support Call schedule with topical County Support Memos to better align and integrate county support program with demands of each election cycle, online training courses, SCORE user documentation, and other training and support resources offered by the Election Division
- Expand on-site county interaction (support, oversight, auditing)
- Continue to update and modernize voter registration and elections management system, including improving list maintenance and integration, administrative auditing and reporting, development of signature collection for voters without a state ID, and geospatial integration
- Add additional development headcount through legislation or budget supplemental

Measures

- Number of eLearning videos created
- Number of interactive courses enhanced with updated templates and features
- Hours of eLearning content viewed by employees
- Number of courses completed
- Regularly solicit county feedback regarding the quality and efficacy of existing Election Division training and support programs
- Use county feedback and questions into SCORE customer support to identify deficiencies in existing support programs and additional training and support needs
- Use information collected during county onsite visits to identify training and support needs in particular counties
- Report on additional development staff hired

TM

Colorado
Secretary of State

INNOVATION AND TECHNOLOGY

GOAL: Focus on enhancing physical and cyber security for our Department, stakeholders, and staff
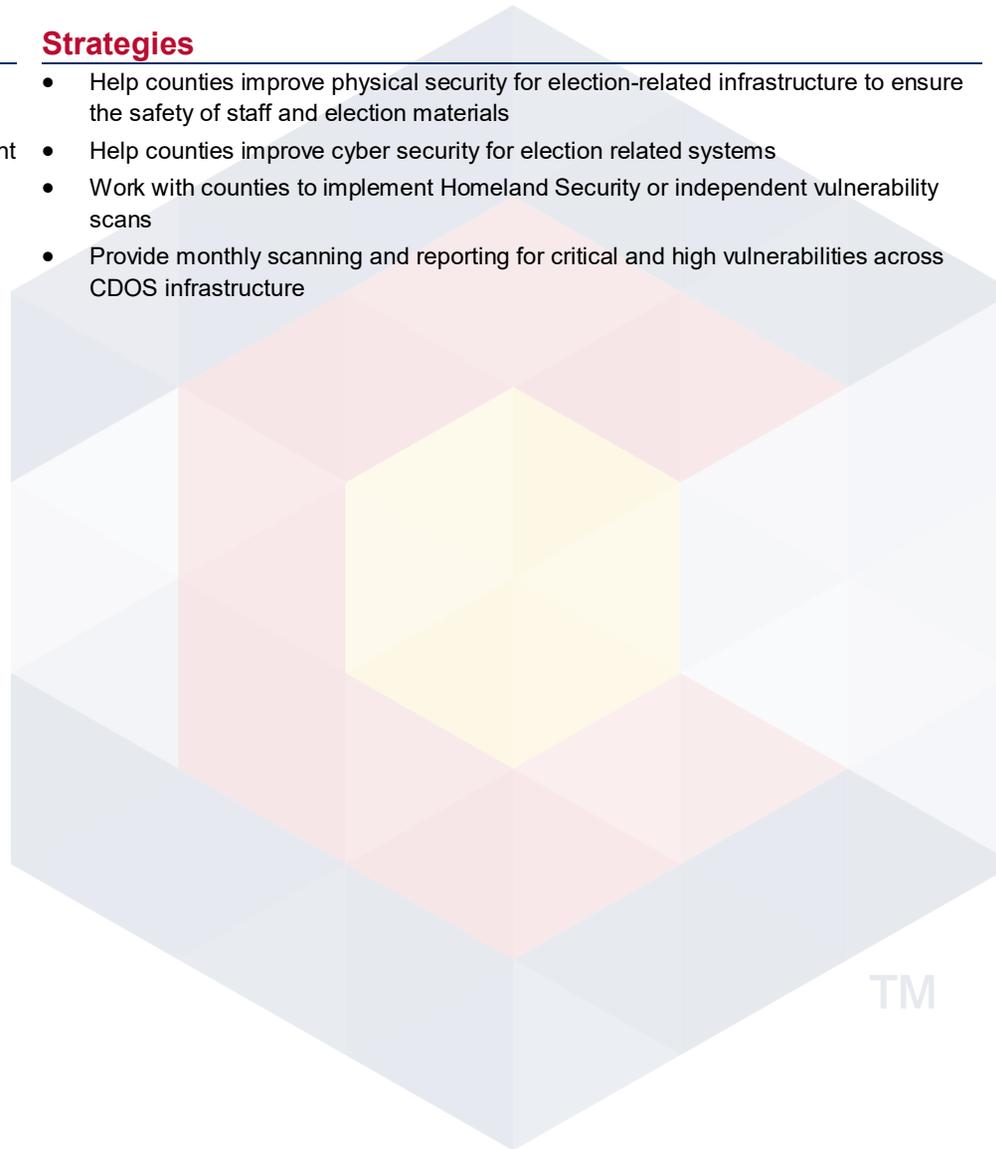
Objectives

- Enhance Colorado's Physical and Cyber Election Security
- Work with and support our Department and its partners to have secure systems by addressing high-impact vulnerabilities

Strategies

- Help counties improve physical security for election-related infrastructure to ensure the safety of staff and election materials
- Help counties improve cyber security for election related systems
- Work with counties to implement Homeland Security or independent vulnerability scans
- Provide monthly scanning and reporting for critical and high vulnerabilities across CDOS infrastructure

Measures

- Amount of presentations provided to and engagements with counties on cyber and physical threats
- Number of DHS' free cyber and physical security reviews provided to counties
- Percentage of total available grant funding provided to counties, and amount of additional funding identified for counties, either through legislation, additional election related money, or otherwise
- Report on percentage of counties performing Homeland Security scans or independent party scans against the county infrastructure
- Report on time to mitigate or resolve critical and high vulnerabilities

INNOVATION AND TECHNOLOGY

GOAL: Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt

Objectives

- Evaluate current technologies for opportunity to modernize, reduce costs and improve the overall user experience
- Improve the Department's ability to effectively and efficiently complete most financial transactions in a remote work environment

Strategies

- Create Oaths online to provide ease of use for customers and a more efficient process for authentications
- Release additional business filing system products to include annual reports, address verification, and amendments
- Attain 88% bingo/raffle quarterly online filing with focused outreach
- Release new BIC program dashboard with improved data access
- Help counties improve physical security for election-related infrastructure to ensure the safety of staff and election materials
- Help counties improve cyber security for election related systems
- Rewrite biz application removing the struts framework and replacing it with REACT
- Review all new application builds for opportunities to upgrade other Frameworks
- Build SCORE 3 moving from the legacy published Citrix application to new REACT framework
- Improve the ability of Finance staff to answer requests for information from division and executive leadership in a remote work environment
- Where possible within existing rules and laws, enable electronic approvals of contract, interagency agreements, and grant agreements
- Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation

Measures

- Oaths online number of online filings of total filings
- Address verification implemented
- Annual reports released
- Amendments in-progress
- Number of online filings of total filings
- BIC program dashboard released
- Amount of presentations provided to and engagements with counties on cyber and physical threats
- Number of DHS' free cyber and physical security reviews provided to counties
- Percentage of total available grant funding provided to counties, and amount of additional funding identified for counties, either through legislation, additional election related money, or otherwise
- Track percentage of applications that have been moved over to new frameworks
- Track each application migration percentage as the new framework is implemented
- Report on number of ticketing and tracking systems
- Report on cost savings from product elimination
- Report on e-mail migration user percentage
- Proportion of invoices sent to Finance inbox
- Number of contracts and grant agreements signed using DocuSign
- Number of Procedures modified to reflect electronic approvals

IMPROVING OUR PROCESSES

GOAL: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work

Objectives

- Continue to improve the RLA process to make the process more efficient, reduce erroneous discrepancies, and increase public transparency
- Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations
- Provide visibility and integrate performance monitoring and diagnostic tools into all critical systems
- Utilize project priority management and process improvement to reduce unplanned work to <10%
- Integrate development pipeline processes, including automation and testing, across all new software development work underway in the department

Strategies

- 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
- Consistent and strong enforcement of campaign and political finance laws
- Increase accountability and compliance with CPF regulations including campaign contribution limits, candidate and committee registration, and full and timely disclosure of contributions and expenditures
- Facilitate a complaint process that is transparent and easy to navigate by complainants, respondents, the press, and external third parties
- Expand Dynatrace or build other tools to monitor additional applications
- Expand Orion Monitoring across systems infrastructure components
- Provide dashboards for critical systems across the department
- Utilize tempo timesheets across the IT operations group
- For new projects utilize CI/CD process

Measures

- Audit until the risk limit is met
- Investigate reported discrepancies or anomalies to identify training, process, or technology improvements for future audits
- Track complaint resolution timelines to ensure complaints are handled in a timely manner including ensuring that all statutory complaint timelines are met
- Evaluate campaign and political finance complaints for common issues or patterns of noncompliance to develop plan to increase compliance in those areas
- Track number of TRACER reports filed with audit warnings and number of audit warnings per reporting period including identifying repeat violators
- Track number of motions to dismiss that are denied or actions from the Deputy Secretary or OAC that differ from Enforcement Teams decisions and strategy
- Report on the number of systems monitored
- Report on the number of applications monitored
- Report on the number of critical applications available in department dashboards
- Report on unplanned work percentage in IT Department report
- Evaluate the percentage of build, test, and release process that is automated

TM

Colorado
Secretary of State

COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

GOAL: Build credibility and public trust through transparency, accessibility, efficiency and communication

Objectives

- Communicate with the public, as well as internally, in accessible, efficient and innovative ways
- Build credibility and public trust through relationships, outreach and accurate and transparent program administration
- Evaluate and improve interface as well as other interactions with the public to increase accessibility and remove barriers to access

Strategies

- Communicate critical elections and business and licensing information by issuing accurate and timely press releases
- Complete CORA requests in a timely way and make the CORA process more accessible by continuing to upgrade search capabilities, upgrading the CORA logging system, and promoting transparency
- Easing internal operations by effectively communicating rulemaking procedures through the upgrade the SharePoint website, reference materials for rulemaking and the on-time completion of the Department Regulatory Agenda
- Pertaining to policy and litigation, ensuring the timely turnaround of legal analysis, a proactive outreach to Divisions for services, and facilitating fast turnaround with the Attorney General's Office regarding inquiries
- Expand data dashboard creation to include all remaining division programs
- Increase program reach to include underserved communities across the state; identify specific industries that can amplify outreach and promote BIC goals; engage business leadership/venture capital organizations to participate as mentors/judges/local volunteer support
- Serve in leadership positions in national and state level professional associations
- Implement investigation and disciplinary processes for Remote Notarization Complaints
- Expand on diverse stakeholder feedback for division programs to include the "pulse of customer" dashboard
- Expand connections with county and municipal agencies to provide business-relevant datasets to CIM
- Explore virtual inspections and increase the number of smaller audits for investigations and remain engaged with the community to assist them as they transition back after COVID-19
- 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 and improve interface for voters without a state ID
- Explore ways to enhance automatic voter registration

Measures

- Complete CORA requests 98% on time, separating non-public requests and not entering PII when avoidable
- Aim to have legal analysis with a turnaround time of 48 hours, if possible, and within a reasonable timeframe if a more complex request
- Number of data sources identified
- Number of data sources extracted, transformed and loaded to data analysis platform
- Dashboards exist for all programs that desire them
- Number of products offered
- Number of industries engaged
- Number of companies within those industry groups contacted
- Number of leadership roles held
- Process created and trained
- Number of programs receiving feedback
- Number of dashboards created

COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

GOAL: Build credibility and public trust through transparency, accessibility, efficiency and communication *(Continued)*

Objectives

- Evaluate and improve interface as well as other interactions with the public to increase accessibility and remove barriers to access

Strategies

- Expand connections with county and municipal agencies to provide business-relevant datasets to CIM
- Explore virtual inspections and increase the number of smaller audits for investigations and remain engaged with the community to assist them as they transition back after COVID-19
- 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 and improve interface for voters without a state ID
- Explore ways to enhance automatic voter registration
- Expand opportunities to engage in public meetings and rulemaking processes
- Continue increasing Coloradan's resilience to disinformation and encouraging Coloradans to use trusted sources, through public awareness outreach, meetings, Op-Eds, and other articles
- Maintain and expand amplification partnerships to increase our ability to reach Coloradans by partnering with trusted community voices including, professional athletes, religious and minority groups, and political leaders
- Utilize Jaws to determine current accessibility standards across site in preparation for an external company assessment in future years
- Ensure all new projects and vendor implementations are taking ADA compliance into account

Measures

- Number of datasets added to CIM
- Number of virtual inspections
- Number of daily record audits
- Number of contacts made for the outreach presentation
- 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
- Track emailed comments and remote engagement with Title Board and BEAC
- Track number of Coloradans reached through the public awareness outreach and success of partnering with trusted community voices
- Report compliance page percentage in Jaws
- Report on new contracts ADA compliance percentage

TM

Colorado
Secretary of State

COMMUNICATION, ACCESSIBILITY, AND VISIBILITY

GOAL: Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions

Objectives

- Fully implement and utilize a common office collaboration platform and project tracking information across divisions
- Cross training of knowledge within teams to insure smooth continuation of operations

Strategies

- Implement Jira SCRUM boards across all development projects
- Implement Jira with Big Picture across department
- Implement Microsoft Teams, Office Suite and One Drive
- Cross train staff on Admin Rules
- Continue promotion of cross training between the Division work units
- Implement confluence knowledge base for Staff support when opening IT issues
- Implement confluence knowledge base for IT Help Desk support
- Implement confluence knowledge base for Engineer cross-training

Measures

- Tracking number of users with access to Jira
- Report on number of projects utilizing Jira SCRUM
- Report on number of projects utilizing Big Picture
- Measure user training and adoption
- Number of staff cross-trained
- 100% cross-training redundancy maintained
- Report on number of knowledge base areas implemented
- Report on number of knowledge base articles

™

Colorado
Secretary of State