Department of State
Strategic Plan Performance Evaluation for Fiscal Year 2023-24

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For Fiscal Year 2023-24, the Department of State focused on providing safe, secure, and accessible elections during the 2023 Coordinated, 2024 Presidential Primary and 2024 Statewide Primary. 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. 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 2023-24.

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: *Use data to inform discussions, along with tools and resources to determine the best practices and strategies for addressing biases.*

Performance Measure		FY 23-24
Number of unconscious bias trainings offered.	Target	3
	Actual	6

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: *Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.*
Division Strategy: *Identify frequently asked questions and feedback for common areas for improvement.*

Performance Measure		FY 23-24
Number of interactive courses enhanced with updated templates and features.	Target	15
	Actual	30

The Department continues to improve and expand on its diverse eLearning technologies to meet evolving learning needs and address the learning gaps for both internal and external customers. Using frequently asked questions and feedback, the Department has successfully enhanced its catalog of interactive courses to ensure they provide valuable training and information for constituents with diverse needs.

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 23-24
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, and continuing since, 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 23-24
Build eLearning courses for remote notary, UCC, and business rebuild tasks.	Target	50
	Actual	60

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. The Division has incorporated eLearning modules into the front-

end protocols of our Business Fraud Complaint submission process. Understanding that complainants are often not business owners and have no experience navigating the secretary's website, modules were published to provide complainants detailed instructions as to how to navigate to the relevant information to include in their complaint documents and as a result has reduced the number of complaints that our office has to reject back to complainants. Our office continues 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: *Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.*
Division Strategy: *Identify and develop new online training courses to meet needs of county clerks.*

Performance Measure		FY 23-24
County officials certified by the Secretary of State.	Target	365
	Actual	435

A county clerk must become certified before serving as a designated election and Colorado law requires election staff in the county clerk's office to become certified. In administering this statutorily required Colorado Election Official Certification program, the Division seeks to deliver effective, expert-informed, and evaluation enhanced training that promotes uniformity and ensures county election officials are following the best practices in election administration. The Division uses a blend of on-person and online courses to maximize county resources and incentivize attendance.

Department-wide Goal: *Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.*
Division Strategy: *Identify and develop new online training courses to meet needs of county clerks.*

Performance Measure		FY 23-24
Online courses for election official certification.	Target	20
	Actual	19

In developing new online training content, the Division seeks to deliver timely, expert-informed training content to county election officials. Online courses are flexible, allowing learners to go at their own pace, and cost effective for learners seeking certification.

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

Division Strategy: *Fully implement and utilize a common office collaboration platform and project tracking information across divisions.*

Performance Measure		FY 23-24
Implement Jira with Big Picture Project Planning across the department.	Target	Two large projects are transitioned to Jira 'Big Picture'.
	Actual	Four new large projects are being tracked in Jira 'Big Picture': Express Route, M365, Data Governance, and Azure Cloud.

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 23-24
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.