COLORADO DEPARTMENT OF STATE

STRATEGIC PLAN

FY 2024-2025

Jena Griswold

Secretary of State

LETTER FROM THE SECRETARY

Dear Coloradans,

I am honored to serve as your 39th Secretary of State. The Colorado Department of State continues to set the standard for government integrity; election security and voter access; and valuable services for businesses, charities and nonprofits. The dedicated employees at my office continue to promote our core mission of making government easy and accessible to further democracy and support economic opportunity for all Coloradans.

Over the last year, Department staff delivered new programs and continued to innovate across a variety of services to better support hardworking Coloradans. We are 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 of business documents to ongoing technological advances like our remote notary program, which enhances efficiency and convenience. In fact, nearly all of the services we provide to the business community are available online, giving Coloradans the ability to receive services wherever they are.

In elections, the Department continues to deliver for Colorado voters. The 2024 Presidential Primary, State Primary, and General Election were great successes. Colorado enacted vote-by-mail for all in 2013, and we continue to lead when it comes to reducing barriers to casting a ballot for every eligible person.

My office is dedicated to offering voters the most secure and accessible elections in the nation. We continue to innovate to make sure our elections set the standard and, through the expansion of mobile-first programs like BallotTrax and Txt2Cure, voters can participate in democracy with 21st-century tools.

It has been a privilege to work across the State to support Colorado's economic strength and the vibrancy of our democracy. I am proud of the entire Department's efforts to ensure all our programs and services have a positive impact on Colorado's communities. Together, we will continue to build a Colorado where business and democracy thrive.
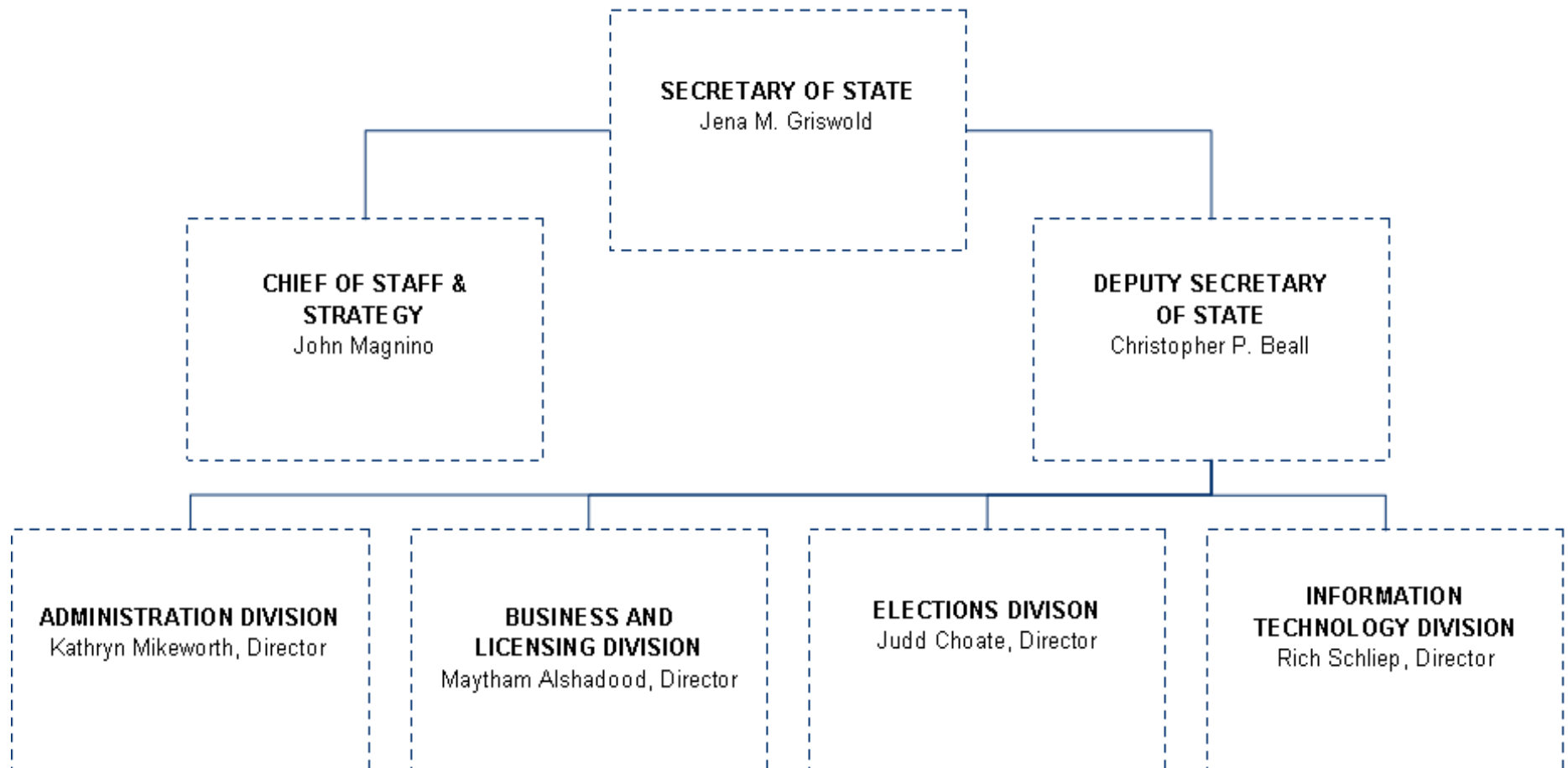
Sincerely,

Jena M. Griswold
Secretary of State

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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.

NOTABLE PRIOR YEAR LEGISLATION

Modifications to Laws Regarding Elections (SB24-210 - Senators Fenberg, Pelton, B., Representative Sirota) -- Modernizes and clarifies various aspects of Colorado's elections laws. Notable provisions include lowering the age for people to pre-register to vote from 16 to 15, aligning post-election deadlines with current federal requirements, and allowing voters present in the state for less than 22 days to cast a ballot for President and Vice President – aligning CO law with Federal law.

Candidate Election Deepfake Disclosures (HB24-1147 – Representatives Joseph, Titone, Senators Buckner, Hansen) -- Increases safeguards for Colorado's elections by regulating the use of 'deepfakes' of candidates produced using generative artificial intelligence in communications. This bill prohibits AI-generated content of candidates without clear disclosures. Failure to properly disclose covered communications are subject to campaign finance complaints through the SOS office or civil actions by candidates featured in the communications.

SOS Review of Municipal Campaign Finance Complaints (HB24-1283 – Representatives Willford, Marvin, Senator Mullica) -- Creates a process for the clerk of a municipality to refer campaign finance complaints to the Secretary of State (SOS) if they meet certain criteria. Municipalities can refer campaign finance complaints to the SOS if the complaint creates a conflict of interest for the clerk or their staff, and the municipality has adopted an ordinance that authorizes the municipality to refer complaints to the SOS.

Implement Fraudulent Filings Group Recommendations (HB24-1137 – Representatives Mauro, Taggart, Senators Winter, Bridges) -- Protects Colorado's business community by implementing the recommendations made by the Fraudulent Business Filings Working Group, established through SB22-034. Each recommendation targets different avenues that fraudsters have taken to defraud the business community through the Colorado business registration process. Changes include requiring Registered Agents to have a valid Colorado Driver's License or State ID, prohibiting the use of commercial post boxes as the Registered Agent's address, and allowing law enforcement to submit a fraudulent filing complaint with the office on behalf of suspected victims.

Bingo-Raffle Licensing Sunset Review (HB24-1326 - Representatives Ricks, Brown, Senators Zenzinger, Smallwood) -- Continues the regulation of Charitable Gaming under the Department of State for the next 7 years. Modifies the Bingo-Raffle Advisory Board, sunsetting the current board and its membership, and establishes a new board structure. Increases the max fine to $250 per violation.

HOT TOPICS

$5 million made available to Counties in election security and accessibility grants. The Secretary of State's Office has made $5 million available to Colorado counties in the spring to upgrade security and accessibility of election infrastructure. As of this writing, the Department has already awarded nearly $2.5 million to 44 counties. These grants have been used to fund overtime pay for security guards on election day; add camera and door upgrades, as well as other physical security features to reinforce elections buildings; add additional lighting to drop box locations and reinforce drop boxes; install backup power for voting systems; and add accessible voting booths and lighting to voting centers, among other additions. Every county that applied received a grant award.

Stopping bad actors. The Office supported legislation in 2024 that combats the impact of artificial intelligence and deepfake technology in Colorado elections and that prohibits engaging in fake electors schemes. The Candidate Election Deepfake Disclosures law requires clear disclaimers on communications that have been generated or substantially altered by AI and falsely depict what a candidate or elected official has said or done. The false slates of electors law expressly criminalizes efforts to engage in fake electors schemes to overturn presidential electoral results. It was the first enacted bill in the nation to do so.

Hardworking Coloradans protected from business identity theft. The Department of State enables Colorado businesses and individuals to report when a bad actor has formed a new business fraudulently using someone else's address or personal information or taken over a legitimate business filing in an attempt to utilize it for fraud. Since February 2023 when the process was implemented, more than 2,500 fraudulent businesses have been flagged as such in the Department's business database.

The office also prioritized legislation this year to codify recommendations from the Fraudulent Filings Working Group into law, convened by the Secretary of State's Office in 2022 and 2023. Those changes included amending requirements for registered agents and for renewing a previously delinquent entity.

Department awarded the prestigious IACA Merit Award. The International Association of Commercial Administrators (IACA) recognized the Office with the Merit Award for the Business Fraud Complaint Process mentioned above. The award recognized both the process enhancements made to make the reporting process as efficient as possible for consumers. This award marks the Colorado Secretary of State's Eighth IACA Merit Award since 2011.

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.

CDOS MISSION, VISION & VALUES

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 act with integrity: We put honesty and public service at the forefront of everything we do.

We continuously innovate: We work collaboratively to improve what 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.

CDOS PRIORITIES AND GOALS

Empowering our Employees

➢ Goal #1: Through partnership and collaboration between all divisions, we will continue to work towards a more equitable and inclusive workplace for all employees.

➢ Goal #2: 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.

Serving Our Customers

➢ Goal #1: Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.

Innovation And Technology

➢ Goal #1: Focus on enhancing physical and cyber security for our Department, stakeholders, and staff.

➢ Goal #2: Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt.

Improving Our Processes

➢ Goal #1: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work.

Communication, Accessibility, And Visibility

➢ Goal #1: Build credibility and public trust through transparency, accessibility, efficiency and communication.

➢ Goal #2: Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions.

EMPOWERING OUR EMPLOYEES

Goal #1: Through partnership and collaboration between all divisions, we will continue to work towards a more equitable and inclusive workplace for all employees.

FY	Objectives
24-25	• Build the partnership amongst the established diverse representative council and continue to create opportunities for team building, communication, information gathering, and development on both a Division and Department-wide level.
25-26	• Create a sustainable EDI model by empowering and supporting Division-led strategies, so that each team may optimize and focus on its diverse contribution to the agency. • Expand involvement of division staff to increase participation and overarching reach of Division Inclusion Council.
26-27	• Sustain an EDI model which empowers and supports Division-led strategies, so that each team is optimized and focused on its diverse contribution to the agency. • Evaluate Inclusion Council's objectives, goals, and accomplishments and identify improvement areas to ensure the continuous success of the council's work.

Strategies:

- Implement activities and trainings selected and vetted by the Inclusion Council 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.
- Utilize the Inclusion Council to 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.
- Using the EDI mission statement and values as the guide, the Inclusion Council will continue to create opportunities for equity and inclusion and foster diversity throughout the department.
- Research current global trends as it pertains to EDI to ensure that the agency is using best practices.
- Host EDI-themed events to celebrate and promote diversity.

- Distribute newsletters to division staff.
- Create mechanism to rotate council membership (volunteer).
- Create Division Team Member 'spotlight'.
- Employ diverse communication channels.

Performance Measures:

- 5 EDI related activities and trainings offered.
- 30 visits per month to the EDI SharePoint pages.
- 12 office communications specifically promoting EDI.
- 6 EDI strategic dashboard items added and accomplished, 1 per each subcommittee.

Goal #2: 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.

FY	Objectives
24-25	- Establish tailored professional development offerings for staff at the program level. - Encourage staff development and improve skillsets.
25-26	- Expand use of educational tools and resources throughout each division, focusing on establishing best practices. - Continue professional development with focus on cloud and more advanced cybersecurity controls.
26-27	- Utilize best practices and lessons learned to establish baseline (road map) coursework specific to roles for new hires to use as career path guidance. - Continue professional development with focus on cloud and more advanced cybersecurity controls.

Strategies:

- Determine and assign coursework necessary for program level success.
- Participate in conferences, events, and networking events specific to program disciplines.
- Utilize cross-training to establish task redundancies.

- Encourage staff to attend conferences, complete assigned training, and seek additional training to continually improve our technology advantage.

Performance Measures:

- Courses completed by program staff:
    - Operations Support: 2 per team member
    - Customer Support: 2 per team member
    - Bingo: 3 per team member
    - Investigations: 2 per investigator
    - Charities Support: 3 per team member
    - Legal Analyst: 2
- 10 conferences, events, networking events, etc. attended to by program staff.
- 100% of B&L staff complete annual refresher training (e.g., CSS team members completing Charities training).
- 80% of IT staff complete a skills enhancement course, attends one conference, or completes one certification.

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SERVING OUR CUSTOMERS

Goal #1: Ensure expanded and comprehensive support to our customers through enhancements to systems and upgrades to learning resources for staff and stakeholders.

FY	Objectives
24-25	• Improve and expand on the Department's diverse eLearning technologies to meet evolving learning needs and address the learning gaps for both internal and external customers. • Review existing content and assess the need for new content, incorporating best practices to enhance website usability and customer experience using eLearning technology. • Continued professionalization of elections administration, including additional resources and training for new clerks and staff. • Enhance and grow our application development support with additional resources including hiring, training, contracting, artificial intelligence, and pipeline automation.
25-26	• Meet accessibility standards for 100% of public, county, and internal-facing courses. • Enhance, modernize, and promote eLearning library content to accommodate customer needs and feedback. • Continued professionalization of elections administration, including new and updated online and in-person courses and advanced training options for seasoned election administrators. • Improve software development lifecycle with automation and artificial intelligence.
26-27	• Implement industry-leading technology to modernize courses with the latest eLearning authoring tools and best practices. • Identify opportunities to tailor website usability and eLearning library to prioritize constituent needs. • Continued professionalization of elections administration, including evaluation of courses and advanced training options. • Continued Improvements to software development lifecycles with automation and artificial intelligence.

Strategies:

- Develop interactive eLearning courses to solve Department training needs.
- Develop short video tutorials to address single learning objectives.
- Use diverse delivery methods to directly meet the learning needs of both internal and external customers.

- Analyze feedback to improve the customer experience.
- Leverage resources at OIT and Cornerstone to improve LMS user experience.
- Remediate catalog of public-facing courses to meet accessibility standards.
- Increase visibility and utilization of new and existing offerings using available channels.
- Audit existing division modules/trainings for best practice enhancements, changes in rules and legislation, and determine if there's a need to update or build new content.

Performance Measures:

- 20 eLearning videos created.
- 15 interactive courses enhanced with updated templates and features.
- 100% of public courses meet accessibility standards.
- Increase traffic by 5% on educational resources by 6/30/25.
- Create/build up a module to guide affected customers regularly dealing with notaries by June 30th, 2025.
- Review and update as needed 100% of FAQs relating to Business & Licensing by June 30th, 2025.

INNOVATION & TECHNOLOGY

Goal #1: Focus on enhancing physical and cyber security for the Department, stakeholders, and staff.

FY	Objectives
24-25	• Expand partnerships with federal, state, and local partners to improve security postures. • Support counties in improving overall security posture of county networks. • Expedite implementation of available federal grant programs. • Host monthly County support calls and provide templates and resources for best cybersecurity practices to other government entities.
25-26	• Continue to maintain and expand partnerships with federal, state, and local partners to improve security postures. • Continue to support counties in improving overall security posture of county networks. • Assist counties in identifying potential state and federal grant funds. • Continue to work under the 'Whole of State' plan to improve local governments' security posture; objective is to increase coverage of county systems under CISA Cyber Hygiene by 7-10% every year.
26-27	• Continue to maintain and expand partnerships with federal, state, and local partners to improve security postures. • Continue to support counties in improving overall security posture of county networks. Assist counties in prioritizing improvements ahead of the 2028 election cycle. • Continue to work under the 'Whole of State' plan to improve local governments' security posture; objective is to increase coverage of county systems under CISA Cyber Hygiene by 7-10% every year.

Strategies:

- Involve trusted state and federal partners in tabletop preparedness trainings like EPIC and collaborate on other training and materials to help the counties build resilience.
- Assist counties in identifying potential state and federal grant funds.
- Host statewide cybersecurity collaboration calls highlighting cybersecurity best practices for participating State and Local government entities.

Performance Measures:

- Based on participant evaluations, at least 85% strongly or completely agree that including trusted partners is an excellent resource for learning.
- Presentations to counties on physical and cyber security: 10
- Free DHS physical and cyber reviews for counties: 10
- Increase HAVA sub-granting to counties by $3,500,000.
- 10 cybersecurity partner calls hosted.
- 25 different cybersecurity topics covered.
- 5 policy and cybersecurity templates provided.
- 10 threat briefs by external partners coordinated.

Goal #2: Streamline and modernize current technology in order to better serve the user and reduce costs and technical debt.

FY	Objectives
24-25	• Modernize online services to improve overall user experience. • Continue to eliminate technical debt and migrate to newer technologies, emphasizing secure cloud-hosted options. • Improve the Department's ability to efficiently complete most financial transactions in a remote work environment.
25-26	• Modernize online services to improve overall user experience (Continue Business Rewrite - features to be finalized). • Eliminate technical debt and migrate to newer technologies, emphasizing secure cloud-hosted options. • Mitigate environmental impact and reduce printing costs by eliminating unnecessary paper documentation.
26-27	• Continue modernization efforts of system to provide improved customer experience by identifying priority level of enhancements to be completed. • Eliminate technical debt and migrate to newer technologies, emphasizing secure cloud-hosted options.

Strategies:

- Utilize Scrum methodology to drive development of enhanced user experience.

- Maintain active backlog for prioritization and planning.
- Maintain cadence of UAT to match development and QA build releases.
- Utilize best practices for release planning.
- Improve efficiencies in a remote work environment and reduce unnecessary physical printing between divisions and internally for Finance.
- Build a secure cloud landing zone for core services providing redundancy, failover, and recovery.
- 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.

Performance Measures:

- 4 Business Rewrite releases (e.g., Reinstatements, Statements Curing Delinquency, registered agent ID verification, registered agent Good Standing) by 7/1/2025.
- Completion of CSS Business application release trainings by no later than 7/1/2025.
- 1 Paper process eliminated.
- Setup secure tunnel to Azure cloud for CDOS services.
- Setup one major failover service in the cloud.
- 35 contracts and grant agreements signed using DocuSign.

IMPROVING OUR PROCESSES

Goal #1: Dedicate time and resources to analyzing specific processes, and improving them in order to increase efficiency, ensure consistency and better our work.

FY	Objectives
24-25	• Develop and implement ability to conduct RLA of instant run-off voting races required by HB24-1071. • Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations. • Extend performance and diagnostic monitoring to non-critical systems as appropriate. • Maintain an acceptable level of "unplanned work" relative to business projects, technical projects, and planned maintenance and operational work. • Integrate modern development practices to all new development and retrofit legacy apps into new pipelines as appropriate.
25-26	• Continue to improve the RLA process, per requirements of HB24-1071, to create efficiency, reduce erroneous discrepancies, and increase public transparency. • Expand online training and other resources for campaign finance and lobby laws and regulations. • Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations. • Continue to evaluate and extend performance and diagnostic monitoring to non-critical systems as appropriate. • Maintain an acceptable level of "unplanned work" relative to business projects, technical projects, and planned maintenance and operational work. • Continue integration of modern development practices to all new development and retrofit legacy apps into new pipelines as appropriate. Start containerizing applications.
26-27	• Evaluate RLA software and develop enhancements to improve usability and continue process improvements. • Evaluate training and resources and update as necessary. • Increased compliance with campaign and political finance and lobby regulations and consistent and strong enforcement of CPF and lobby rules and regulations. • Automate monitoring to include AI and automation to fix problems before they occur. • Continue to reduce unplanned work with automation, artificial intelligence, and process improvement. • All legacy web applications moved to modern architecture with more containerization.

Strategies:

- Complete UAT testing of the integrated software.
- Increase public understanding of risk-limiting audit methodology for IRV, per the requirements of HB24-1071.
- Investigate reported discrepancies or anomalies to identify training, process, or technology improvements for future audits.
- Complete procurement process to identify a vendor.
- Develop systems to documented requirements and fully test before deploying.
- Review complaints to determine the appropriate actions under enforcement statutes and rules.
- Review candidate and committee filings for potential violations of CPF laws when alerted to potential filing errors.
- Confirm departmental communications are up to date and accurately reflect campaign and political finance and lobbying laws and regulations.
- Increase monitoring, reporting, and alerting services across more systems and applications.
- Reduce unplanned work with automation, systems improvements, and improved processes.
- Move additional custom applications off legacy environments to more modern architectures.

Performance Measures:

- 99% of contests audited with zero discrepancies.
- Set up and acknowledge complaints - same day as received - 100% of the time.
- File notices on complaints and administrative complaints within statutory time limits 100% of the time.
- Have 80% or more of motions to dismiss granted.
- Have 80% or more of settlements agreements approved.
- Conduct campaign finance system flag review quarterly.
- Add 5 new external monitors with alerting for external applications.
- Add 5 automations to improve system performance and reliability.
- Add 5 new playbooks/procedures to reduce unplanned work.
- Move 10 application components/transactions to a new modern architecture.

COMMUNICATION, ACCESSIBILITY AND VISIBILITY

Goal #1: Build credibility and public trust through transparency, accessibility, efficiency and communication.

FY	Objectives
24-25	• Expand partnerships to continue improving the accessibility and usability of voter resources. • Communicate effectively with news media, community groups, the public, and other stakeholders on the execution of the 2024 Presidential Election. • Continue public trust building through relationship building, outreach, and accurate and transparent program administration. • Identify and remediate gaps inaccessibility of department website, published materials, and official meeting recordings and materials. • Refine and improve strategies for inclusiveness on department initiatives requiring technology resources.
25-26	• Utilize expanded partnerships to continue improving the accessibility and usability of voter resources. • Communicate effectively with news media, community groups, the public, and other stakeholders on the execution of the 2025 Coordinated Election and 2026 State Primary Election. • Collaborate with key partners to increase accessibility of Division resources for underserved communities. • Refine and improve accessibility of department website, published materials, and official meeting recordings and materials. • Refine and improve strategies for inclusiveness on department initiatives requiring technology resources.
26-27	• Continue expanding and maintaining partnerships to improve the accessibility and usability of voter resources. • Communicate effectively with news media, community groups, the public, and other stakeholders on the execution of the 2026 General Election. • Evaluate and improve both public and internal communications and interfaces to increase accessibility and remove barriers. • Assess benefits and impact of previous engagement efforts to improve policies, services and best practice as informed by solicited feedback. • Complete a more focused accessibility review and update for all internally facing systems. • Refine and improve strategies for inclusiveness on department initiatives requiring technology resources.

Strategies:

- Deploy video on demand ASL services for public meetings.
- Engage with the Center for Civic Design to redesign voter registration forms to meet state accessibility requirements.
- Issue press releases and boosted social media posts to members of the media and the broader Colorado electorate in clear, concise, and accessible language.
- Respond in a timely manner to requests for information on deadlines, timelines, requirements, security, accessibility, and transparency of elections processes.
- 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.
- 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.
- Use data analysis to identify underserved communities for targeted outreach and enhanced collaboration.
- Provide resources for various division programs to engage with and better educate their respective communities and customer bases.
- Use data to enhance existing information/educational material available to constituents.
- Establish Investigation zones throughout the state to maximize inspection coverage.
- Maintain a highly efficient and impartial growing administrative hearing office that ensures fair and timely resolution of disputes and enhances public trust and satisfaction in the administrative adjudication process.
- Publish applications with accessibility improvements.
- Ensure staff are trained on building accessible documents.
- Host EDI-themed events to celebrate and promote diversity.
- Encourage staff to share their backgrounds and highlight their contributions to the office.

Performance Measures:

- Ensure ASL services are available for public meetings by September 1, 2024.
- Receive Initial draft of revised Voter Registration form by September 1 with rollout early in calendar 2025.
- All releases published with Flesch score of 80 or below.

- Reach 70% or more of all Coloradans who utilize social media.
- Three media stories per week with proactive election information with a CDOS or GoVoteColorado.gov citation.
- At least 500,000 visits to GoVoteColorado.gov per year.
- At least 10 releases sharing information with voters, and 20 organic social media posts pointing to those releases.
- Complete CORA requests 98% on time.
- 80% success on legal analysis turnaround time (for less complex requests).
- Host/participate in:
    - 3 community engagements relative to underserved communities
    - 4 Rules training sessions for other state agencies' rules coordinators
    - 1 Notary community engagement
    - 3 CCSA informational / training sessions to partner agencies/organizations
    - 3 CCSA Outreach events in FY25 (e.g. Rural Philanthropy Days)
- 4 quarterly Bingo-Raffle Newsletters.
- 10 Bingo-Raffle Games Manager trainings.
- While in training, 20 Bingo-Raffle inspections per zone (3).
- Provide pleadings to parties/hearing officer and post on web within 48 hours of issuance.
- Create and keep an updated docket of court appearances online by June 30th, 2025.
- Republish 5 applications with accessibility improvements.
- 100% of staff trained on building and reviewing accessible documents.
- Host 3 division wide events.

Goal #2: Establish innovative tools and procedures to improve Department-wide collaboration; increasing the ease and accessibility to communicate across divisions.

FY	Objectives
24-25	• Maintain and improve existing communication channels for information sharing across divisions. • Continue buildout of knowledge base and standard operating procedure assets to ensure efficient and effective knowledge sharing.
25-26	• Increase familiarity with Business and Licensing programs across divisions through program level educational modules. • Continue buildout of knowledge base and standard operating procedure assets to ensure efficient and effective knowledge sharing.
26-27	• Assess and refine cross-divisional approach (e.g., program level eLearning modules) based on feedback from interdivision partners. • Conduct post-completion evaluation and determine next steps.

Strategies:

- Establish prioritization protocols for constituent impacting situations (e.g., CSSI, DBA, setting urgency level).
- Build knowledgebase, SOPs, and governance repository policy documents.

Performance Measures:

- 4 Inter-divisional meetings to drive ticketing system improvements.
- 15 new Knowledgebase articles.
- 10 SOPs published.
- 5 policies and guides published to governance repository.