Secretary of State's Annual Performance Report

Strategic Policy Initiatives

The Secretary of State's office identified several strategic policy initiatives aimed at growing commerce and fostering political freedom by being value-driven, ethical and efficient. For this evaluation report, the department selected a few initiatives that best capture our strategic and operational priorities, while also helping drive our mission and vision. Additional details for these and other strategic policy initiatives are available in the Department's Performance Plan, located on the Secretary of State's website.

Enhance eLearning Output – Shorten the eLearning development cycle, while expanding the number of courses available

Already recognized as a national governmental leader, the Colorado Secretary of State's eLearning platform continues to illustrate what an interactive and accessible public sector looks like. Developing on the successes of this platform, the department aims to more quickly develop, approve and roll out eLearning courses aimed at benefiting our stakeholders, both internal and external. Through our internal process mapping, we're continuing to refine and expedite our course development process allowing us to more quickly develop a wider array of courses.

Build Outreach Opportunities and Relationships with Stakeholders – Build lasting financial support for the Business Intelligence Center and GoCodeColorado

With one year under their belts, these successful initiatives have already broken down barriers with non-traditional government partners and awarded three up-and-coming Colorado startups with some investment dollars and exposure. We challenged the tech and entrepreneurial community to develop creative applications aimed at improving Colorado's business climate and opportunities—and Coloradans across the state delivered. Look for these initiatives to thrive in 2015, helping build a better business climate through better access to public data.

Leverage Technology – Improve data quality of voter rolls through coordination

As a pioneer involved with the Electronic Registration Information Center (ERIC), Colorado continues to improve the quality of its voter registration data by sharing information across state lines and with the federal government. In 2012, the Pew Center on the States found that 1 in 8 voter records was inaccurate. We're taking steps to vastly improve the quality of our data by integrating U.S. Postal information into the ERIC database and streamlining our data collection at the DMV.

Enhance IT Security – Expand reporting and tracking, while improving internal training

Our IT staff takes safeguarding our customer's information seriously. While we're constantly looking to adopt the latest innovations to further protect our information, we're also looking internally to improve the quality of our IT trainings and support integration of information security in our line of business. Staying ahead of the curve requires constant vigilance by updating our documented security plans and updating our cloud and service provider security requirements and strategies.

Operational Measures

Major Program Area – Business and Licensing Division
Process – Bingo-Raffle License Applications

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Goal	FY17 Goal
Number of Licensed Bingo Entities	1,275	1,237	1,245	1,310	1,325
Number of Bingo-raffle Licenses Rejected	214	158	125	151	132
Percentage of Bingo-raffled Licenses Rejected	17.5%	12.7%	10.0%	11.5%	10.0%

Development of the e-filing system began in earnest in FY 2014-15 with progress made toward deploying quarterly reporting and licensing registrations. Reject measurements will see only marginal improvements during this fiscal year without the deployment of the full online system which includes the license application. With full deployment in FY 2015-16, rejects will increase slightly as a result of reduced fees and the availability of online submissions. This in addition to the historically experienced learning curves with new on-line systems points toward the projection seen in FY 2015-16. With the expansion of the consultation model we anticipate increasing the knowledge level of both new and existing users of the application which will cause a decrease in FY 2016-17.

Process – Public Notary Applications

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Goal
Number of Notary Applications Filed	25,008	24,780	24,500	24,500
Number of Notary Applications Rejected	3,392	3,099	2,500	2,400
Percentage of Notary Applications Rejected	14.0%	12.5%	10.2%	9.79%

The Department will evaluate its success through daily performance dashboards and periodic ad hoc reporting tools. Continuous rejection rate monitoring will drive midstream adjustments while periodic comparisons between current rates, historical trends and initial estimated benchmarks will provide valuable feedback on progress toward our overall goal.

Process – Charity Program Filings

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Goal
Total charity program filings submitted	14,142	15,105	16,400	17,794
Number of filings rejected	1,831	1,266	1,800	1,423

Percentage of total charity program filings rejected	13.0%	8.4%	11.0%	8.0%

The growth in the number of registered charities was 10% annually in FY11 and FY12. This growth rate decreased in FY13 and FY14 to 8% and 6.4% respectively. This could be due to the economic landscape and well-publicized delays in processing time for new organizations applying with the IRS for a tax-exempt status. This has led to a corresponding slowdown in the growth rate of total filings. An analysis of the most common reject reasons suggested we add data validation to the process. By adding this validation to on-line application forms we have been able to dramatically reduce rejection rates.

<div align="center">

Major Program Area – Elections Division
Process – Online Voter Registration (OLVR)

</div>

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Goal
OLVR New Registrants	N/A	19,202	22,000	31,900
OLVR Updates	N/A	87,819	98,000	143,000
OLVR Updates by Last Four SSN Digits	N/A	5,000	8,000	10,000

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 technological trends to ensure the best user experience possible.

<div align="center">

Process – Campaign Finance Penalties

</div>

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY 16 Goal
Percentage of Fines Paid (including reduced amounts)	N/A	60.0%	63.0%	65.0%
Percentage of Fines Fully Waived	N/A	24.0%	24.0%	24.0%
Percentage of Open Fines	N/A	10.0%	8.0%	5.0%
Percentage of Fines Sent to Collections	N/A	6.0%	5.0%	6.0%

The Department aims to recodify campaign finance rules and will help to prevent fines from increasing to uncontrollable amounts. We'll also follow the Fair Debt Reduction Act.

Major Program Area – Information Technology Division
Process – Improve the agility, speed and quality of the I.T. Division

Measure	FY13 Actual	FY14 Actual	FY15 Est.	FY16 Goal
Percentage completion for modernization of production office systems, Windows and Unix	N/A	66.0%	95.0%	100%
Implement Agile-based methodologies across all software development projects	N/A	100%	100%	100%
Develop and institute formal process for quarterly project and portfolio management of agency projects	N/A	50.0%	100%	100%

The Department will evaluate these areas by tracking our infrastructure modernization projects and holding formal collaborative reviews with program stakeholders in the agency. Success will be achieved when we can provide historical review of actual versus estimated project achievements and predicatively plan and deliver projects in-line with stakeholder expectations.