



The Government SMART Act

The Colorado Secretary of State's Office
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House & Senate State, Veteran's and Military Affairs
Committees

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I. Introduction: The Secretary of State is focused on customer service

My remarks today will focus on our number one priority in the Secretary of State's office—customer service. Providing top-notch customer service is the driving force across all divisions.

Our Information Technology Division employs industry best practices to maintain round-the-clock public access to our databases. We maintain the statewide voter registration system and provide support to our county election officials. We also aggressively utilize technology to become more efficient and save money.

In our Business and Licensing Division, great customer service means being a national leader in keeping business costs low and ensuring 24/7 online accessibility. It means providing responsive and knowledgeable answers to our customers' questions. And it means providing new services that help make Colorado a more business friendly state.

In our Elections Division, great customer service means helping Coloradans register to vote or run for office and helping our county election officials save money in conducting elections. It means improving the integrity of our election system and fostering participation in our political process.

My presentation will walk you through the activities of each of our divisions. Afterwards, I will explain how we are implementing the strategic planning process and frankly describe the additional work we have before us.

II. Information Technology Division performance objectives

A. Our IT services are improving the customer experience

1. We are creating a website built on industry best practices for usability.

Our website contains thousands of pages and millions of records in public databases. When I entered office, I commissioned a study by the industry leader in evaluating website usability. At the same time, we have ramped up use of surveys and user groups. We started an extensive overhaul early last year, and that work continues.

The bottom line is this: hundreds of thousands of people use the Secretary of State's web site. It is a top priority to enable people to find the information they need, quickly.

2. We engage in extensive outreach to keep the public informed about important issues affecting them.

Last year, a scam letter went out asking Colorado businesses to send \$225 in order to renew their business registrations, even though the fee is only \$10. Within 12 hours, we were able to reach almost 300,000 customers by email and warn them not to fall for this scam.

This episode taught us the need to be able to reach our customers. Customers can sign up for email updates on the topics they are concerned about. For example, 90% of our active businesses have given us email addresses, so we can combat business identity theft by notifying them of record changes. Greater use of updates allows us to reach our customers directly with important information.

3. We have expanded our online survey capabilities to obtain feedback and make improvements.

With dozens of applications on our website and scores of services, we seek constant feedback from our customers. If you use our services, we want to know what you thought about the experience. We use surveys to help guide us in nearly every improvement we make.

4. Customer Relationship Management will improve service and save money.

Currently, my office has five call centers. In general, I believe that we provide excellent customer service, but there are two challenges. First, we are not good at measuring exactly how well we do. Second, as more services go online, demand for help desk personnel increases. We're seeking authorization to roll out proven Customer Relationship Management software. This will help us better understand the customer experience and will allow us to handle increased call volume with the same number of people. It is proven technology in the private sector and long overdue at the state.

5. We will provide better and more convenient training online.

Advances in e-learning capabilities allow for greater dissemination of knowledge with greater convenience. My office already conducts training for the public in a variety of areas, ranging from elections to notary public licensing. For that reason, we are currently implementing a pilot project for a more robust e-learning platform, to help both the public and our internal operations. This will save money and offer greater convenience for everyone, regardless of where they live in Colorado – or the world.

B. We are saving money through IT efficiencies

1. We have already saved hundreds of thousands a year by restructuring some maintenance and hosting operations.

SCORE, the statewide voter registration database, was built in 2008 with federal dollars. This year we brought a team of programmers in-house, which has saved about \$600,000 per year, while increasing our flexibility.

Our office operates a sophisticated data center, so it made sense to merge our campaign finance reporting database with our other hosting services. This shift will save about \$30,000 per year.

2. New equipment has reduced our maintenance costs.

It was necessary for our office to update equipment, which has substantially reduced our maintenance and energy usage costs. And we're following best practices in getting the most out of each piece of equipment in order to run lean and efficiently.

C. We employ industry best practices for IT services

1. My office has installed back-up connection for Election Day.

During the 2010 election, the state network went down just before the polls closed. This prevented access to the SCORE system; some voters had to vote provisionally, and county results were substantially delayed. After much study, last month we implemented back-up connections to avoid any mission-critical failures on Election Day. In short, we now have safeguards in place so the integrity of our system remains intact.

2. Safeguarding our system's security is a top priority.

As we move to real-time, online systems, maintaining a 24-hour presence is key to our filers and our customers. Our office is subjected to millions of internet-based attacks per year. My IT staff reviewed the recent audit from the state and though we performed well, there was room for improvement. We've made strides to remedy the few deficiencies and continue to work closely with the state's Chief Information Security Officer and the Governor's Office of Information Technology to ensure we can continue to provide high quality, secure access to our systems.

D. Customer service will continue to drive performance in the IT Division.

Our web site is the primary way of communicating with our customers and constituents. In December 2010, we delivered 6.5 million page views, for an average of 211,000 page views every day. By December 2011, web site usage had increased to 7.95 million page views during the month, an average of 257,000 per day. We had 242,000 unique visitors to our web site in December 2011. For many of our customers, the web site of the Secretary of State's office is the only way they interact with our office. We are dedicated to making our page the easiest and most efficient web site in the public sector.

Over the last year, we have focused extensively on making improvements to our site, and measuring those improvements through user testing. We have seen measurable gains in quality. We continue to make changes to better meet the needs of our various customer groups. This year, we expect further enhancements to enrich the usability of the web site even more. And continued user testing means that we will closely measure and evaluate our performance.

We are tracking improvements of our web site in a couple significant ways: outside group assessments, formal user testing, and usability measures. We have seen measurable improvements in both areas.

1. Elections Division

The Pew Center on the States published a report which ranked state elections web sites in a variety of areas. The assessment was conducted in mid-2010 and rated Colorado's election website at 68.4 points out of 100, which ranked Colorado about 30th in the country.

Since taking office, I have made web site usability a high priority. We have implemented "user-centered design," in which we focus on common tasks performed by web site visitors and make the user experience as efficient as possible.

We have seen real improvement in our web site. One recent study from the Election Law Society of William & Mary Law School **ranked Colorado as tied for first in the country** in "usefulness to the average voter."

The main measure we use is the System Usability Scale, or "SUS." Web site usability experts use SUS as a key usability metric. Users are asked a standard set of ten questions after using a web site. SUS is measured on a one-hundred-point scale with an average score of 66 across many domains and types of web sites.

Last month, our web site scored 74.32 in the recent tests, significantly better than the 66 average. This means our web site has a perceived usability greater than 74% of all products tested, which essentially translates into a grade of B.

Another measure we use is “lostness.” This usability factor essentially measures how quickly a user can succeed in performing a task relative to the absolute minimum number of steps required for completion. A perfect lostness score is zero, indicating a user completed a task in the minimum number of website pages required. Any score of 0.5 or greater indicates a user is “lost.”

A December 2011 usability test performed on our web site showed very good “lostness” scores for several key tasks of our Elections web site:

- Users attempting to find out if they were registered to vote had an average lostness score of 0.23. Ninety percent of these users completed the task in two minutes;
- Users attempting to register to vote or update their voter registration or had an average lostness score of 0.04. Users completing this task did so in under two minutes; and,
- Users attempting to find information for military and other overseas voters had an average lostness score of 0.37. Two-thirds of these users were able to complete this task in less than five minutes.

2. Business & Licensing Division

We are also using this focus on user-centered design in our Business and Licensing Division. Some of the key tasks for business users were also tested in our recent usability tests:

- Users attempting to register a fictional company as a Limited Liability Company had an average lostness score of 0.11. Users completed this task in just over ten minutes; and,
- Users attempting to look up a charity to determine if the charity was legitimate had an average lostness score of 0.19.

Usability testing is also giving us insight into specific areas where improvements are needed on our web site:

- Users attempting to discover if a legitimate charitable organization is eligible to run a raffle for fund-raising had an average lostness score of 0.52. This highlights the need to have more understandable and easy-to-access content in this area; and,
- Users attempting to discover the basic legal requirements for applying for a commission as a notary public averaged a lostness score of 0.61.

3. Overall

Our commissioned analysis in December also produced a “word cloud” that represents the adjectives users chose and the frequency they were chosen. The larger the font, the more often users chose the word. Red represents negative adjectives and green represents positive adjectives.



III. Business and Licensing Division performance objectives

We've built upon our IT initiatives to provide relentless customer service to our Business and Licensing Division customers. My office has implemented some key strategies and innovations aimed at generating efficiencies for our customers and lowering business fees at the same time, all while maintaining top-notch customer service.

A. Colorado keeps costs low for businesses.

1. Colorado's business fees are among the lowest nationwide.

My office prides itself on maintaining some of the lowest business filing fees in the country. Every four months or so, we compare Colorado's 95 separate fees against other states. Though there are some differences between states' business incorporations, two thirds of our filing fees are in the lowest five, one third in the lowest three, and Colorado probably has the second lowest fees in the nation overall. This year, we reduced five separate fees – one because we moved more services online and four other fees to help Colorado businesses and nonprofits.

2. New customer service technologies keep costs low.

Since merging our Business and Licensing divisions, we've consolidated two call centers, and we are seeking to expand our call center capabilities by rolling out proven Customer Relationship Management software technology.

Moving services online helps Colorado's businesses, it helps us internally, but it also increases call center traffic. The new Customer Relationship Management initiative will enable us to handle more call center traffic more efficiently, thus enabling us to grow our capabilities and minimize office personnel costs.

3. Our office is engaged in major process reengineering to identify cost savings.

In order to promote greater efficiencies both internally and externally, we are currently training staff in process mapping and re-engineering based on LEAN/Six Sigma methodology. We are currently working on six internal projects, ranging from human resources to enforcement of laws for notaries public. Already, we've found redundancies and efficiencies. In fact, I expect this initiative in our office to produce huge results across all of our operational units.

B. The Secretary of State is continually offering new online services.

As Colorado's Gateway to Business, I want to make a strong first impression as the economy rebounds and businesses look to Colorado. We can promote our business friendly environment through our online services.

1. The Secretary of State is helping create one-stop-shopping for new businesses.

As Coloradans or out-of-state companies look to start their own businesses here, we hope they find the Colorado Business Express a useful tool. I'm proud to collaborate with the Governor's office and other state agencies as we further develop this important application. As we move to a one-stop-shop for business start-ups, I think it sends a strong message to the rest of the country that we mean business.

2. Out-of-state companies can now register online in Colorado.

Late this past summer, we transitioned one of our last paper filings entirely online. These filings were for out-of-state businesses looking to register in Colorado. This move also allowed us to reduce the fee that was once \$160, required internal paper processing, and resulted in wasted time and effort due to a high rejection rate. Since lowering the fee and moving online, we've seen a greater acceptance rate for filings in this category.

3. Soon, all secured transaction filings will be online.

We have another initiative known as Darwin, which will streamline online filings for secured transactions. This effort was in desperate need of some better project management. The office began working on Darwin in 2004 and has been on our customer's wish lists ever since. The project aims to streamline both internal and external processes and I'm excited to announce that we are on schedule to finish development next month, after which we can start the 90-day statutory waiting period before rolling out the new service in May of this year.

4. All notary public applications will soon be online.

My office is also pursuing another online enhancement for our notaries public. Currently, notary public applicants apply and pay their fee online. But the process still requires a paper component, such as an ink signature. We've identified 5,000 online notary public applications that have pending paperwork. We're working with Representative Keith Swerdfeger to implement a faster process where all documents can be submitted electronically, making the process easier for our customers and our staff.

5. My office has consolidated and expanded Spanish-language resources.

As many of you know, my office also offers services to our Spanish-speaking community. Earlier this year, we created a Spanish-language clearinghouse page for all of our Spanish language options. The previous system did not work well, because it required Spanish speakers to first click through numerous English-only pages. We've rewritten many of the materials, and I've assembled an advisory group to suggest recommendations and outreach strategies. This will foster participation and help safeguard our customers from scammers.

C. We have plans to offer new, innovative products that will help Colorado businesses.

1. Colorado is the nation's leader in combating business identity theft.

As you remember from last session, we'll soon allow business owners and registered agents to password protect their business filing records. We expect to roll out this service at the end of this month. Colorado leads the nation in safeguarding its businesses from business identity theft and our residents have been incredibly receptive and cooperative in these efforts. We started 2011 with 273,000 subscribers to email notices alerting customers to changes to their business records. I'm happy to say that number has ballooned to almost 600,000 as of last month, more than double. We are making bold strides toward ensuring that business assets are protected

and available for owners and executives to grow. Between the email notifications and password protection, Colorado clearly is a hard target for identity thieves.

2. A new business efficiency suite will save businesses time and money.

There are many new products our office can offer to help business. First and foremost, we want to allow our customers to consolidate their business filings and choose a filing date that fits their schedules. We have many filers with multiple LLC's or partnerships and this initiative could save them time and resources. But these new services require permission from the General Assembly to deploy our resources to develop new products. I'm calling this my Business Efficiency Suite that Senator Scott Renfroe will carry this session so we can begin the necessary programming.

3. Improved judicial training in commercial litigation will help Colorado businesses.

Also this session, I will again be pursuing a judicial training bill, which allows my office to work with the courts to help fund a robust commercial litigation training program. In particular, I want to thank Rep. Waller for his help last session to help pass this bi-partisan bill out of the House. It sounds as though we simply ran out of time in the Senate last session, so we'll introduce that bill early this coming session and I hope I can count on your support again.

4. The office is partnering with the University of Colorado to provide economic indicators based on aggregate business filings.

Streamlined filings, coupled with some of the country's lowest fees, signal that Colorado is open for business. But more information for businesses can help them make better decisions. As a result, we are partnering with CU to use our business formation data to develop business economic indicators. This will help businesses and policy-makers better gauge the health of our economy and provide business leaders with information to make informed capital investment decisions.

D. The office seeks to reduce rejected filing documents as its performance based goal.

Although our office has much work to do in developing performance-based goals as part of a strategic plan, one example of our thinking is to reduce the number of rejected documents. Fewer rejections mean fewer customer complaints, savings in customer time and money, and increased efficiencies within the Business and Licensing Division.

What follows is a summary, but detailed analysis is included in Appendix A to this report.

1. Reduce rejection rate of Notary Public applications from 21% to 17%.

By fiscal year 2013-14, the Notary Public program will reduce the number of application rejections by 14%. To accomplish that, we will:

- Seek amendments to the Notary Act.
- Streamline the online application system.
- Increase education and outreach.
- Deploy customer relations management software.
- Convert existing reports into performance measurement dashboard.

2. Reduce Uniform Commercial Code (UCC) rejections from 1.9% to 0.1%.

By fiscal year 2012-14, the Uniform Commercial Code program will reduce the document rejection rate to 0.1%. To accomplish this we will:

- Enable online filing of all UCC documents, except federal tax liens.
- Improve testing efficiency.
- Perform better outreach to customers.
- Use customer relations management software.

3. Reduce the number of Bingo-Raffle application rejections from 13.2% to 9.8%.

By fiscal year 2013-14, the Bingo-Raffle program will reduce the number of application rejections by 26%. To accomplish this we will:

- Develop and implement an online application system.
- Conduct research study of the Bingo-Raffle community.
- Use customer relations management software.
- Convert existing reports into performance measurement dashboard.

4. Reduce rejected document rate filed by Charities from 14% to 11%.

By fiscal year 2013-14, the Charitable Solicitations program will reduce the filing rejection rate from 14% to 11%. We will accomplish this by redesigning the online application system to streamline the filing process.

IV. Election Division performance objectives

Moving now to my Elections Division, I've also focused on cost savings, improving the integrity of our system and fostering participation in our political process.

I've been touring the state and visiting with our county clerks individually. I have the utmost respect for them, their duties and their offices. I agree that running elections is tough work and that the criticism isn't always fair.

A. We are working to reverse spiraling election costs.

1. We need better financial data and analysis of election costs.

As we look to the future of election administration, we need to grasp our election costs. County by county and vendor by vendor we see varying application of costs and mandates choking local governments. We need a thorough analysis that utilizes best practices and experiences, in order to provide baseline measurements. This will help us understand the overall costs to taxpayers statewide, and it is a critical step toward reducing overall costs.

2. The office is extending its federal funds to maintain a statewide voter database.

Over the past decade, Colorado and the nation have witnessed incredible changes in elections. Following 2002 passage of HAVA – Help America Vote Act – Colorado implemented its statewide voter registration system, and counties purchased fleets of accessible voting equipment. But our HAVA funding is nearly gone, and without backfilling those dollars Colorado will no longer be able to maintain a statewide voter database and comply with federal law. As noted earlier, we have reduced our SCORE expenses by about \$600,000 annually. Now, we need to backfill the diminishing federal funding dollars by financing the SCORE system out of state moneys. We have the funds to do this and have submitted a budget proposal to the Joint Budget Committee.

3. We are developing a statewide solution for voting systems, in concert with stakeholders statewide.

The number of different voting systems among counties makes administering an election extremely complex and unnecessarily costly. In addition, the voting equipment purchased by counties shortly after HAVA will soon reach the end of its lifespan. This year, I've been working with the counties to identify a path forward for counties to purchase new or supplemental

equipment. We've been working closely with national experts and looking at other states' experiences for ways to efficiently deploy certified election equipment statewide.

Additionally, we are looking to transition Colorado to a statewide uniform voting system. Such a transition will increase state purchasing power and significantly reduce lifecycle costs. We are working with clerks and recorders on a solution and I hope to work with the legislature to introduce legislation this year to outline a path forward.

4. We are helping counties implement cost savings that will help free up resources for election budgets.

I've heard loud and clear that county election costs continue to grow while revenues stagnate or decline. My aim is to help counties save money for election budgets and to help implement efficiencies to relieve some of the financial burden on county taxpayers. I'm partnering with the clerks and Representative Coram to implement an elections cost savings package.

B. Improved election system integrity will lead to voter confidence.

1. We have proposed a solution to provide clear guidance for public access to ballots.

Certainly free and fair elections begin with preserving the integrity of our system. We've learned some valuable lessons from the 2010 elections in Saguache County. We know that transparency in the elections process inspires voters, while employing shortcuts and turning a blind eye rock voter confidence. I'm working collaboratively with the county clerks, the press association, and others to apply the Colorado Open Records Act to voted ballots in an effort to meet the transparency standards voters expect. The goal is to open ballots for public view, while never compromising voter anonymity. We currently have a framework in place that may result in new proposed legislation.

2. We are refining the risk limiting audit process to improve voter confidence.

Robust risk limiting audits will improve voter confidence. To accomplish this, my office obtained a federal grant and has retained leading national experts in risk limiting audits. My staff is working closely with a workgroup of clerks and county staffers to implement a refined risk limiting audit of election results. We're looking inside and outside Colorado to identify best practices in order to give voters the peace of mind they're looking for.

3. By joining the Pew Project, we will improve the integrity of our voter rolls and foster participation.

I'm also excited to announce a partnership with the Pew Center on the States to improve the integrity of our voter rolls through a secure and thorough voter database. This new system should be available next year and will allow cross-state data sharing so our county clerks can quickly and precisely maintain the accuracy of our records. As part of this project, my office will be conducting the state's largest-ever voter registration drive in an effort to clean up our voter rolls and reach out to those people who are not registered to vote, which includes almost one million Colorado citizens.

4. We are continuing to identify ways to ensure voter rolls are current and accurate.

In addition to the PEW project, we continue to look for ways to ensure that our voter databases are accurate. That includes cross-checks between counties, cross-checks against other states, and cross-checks against other databases. Currently, Colorado does not update its voter databases based upon death records issued by another state, nor does the state make any effort to confirm citizenship of voters, even when we have knowledge that a person provided evidence of non-citizenship in the recent past. I will continue to explore ways to ensure accurate voter rolls.

C. Better experiences with government will lead to greater civic participation.

1. We are modernizing the campaign finance filing system to promote engagement, not hinder it.

When we improve the integrity of our elections, we inspire civic engagement. You've undoubtedly heard quite a bit recently about my office's efforts to clarify and improve campaign finance reporting. I think you'll agree that our campaign finance laws and reporting structure are complex. The laws and fines fall most heavily on grass-roots groups.

Our office analyzed all campaign fines for the 2010 election. The results of this analysis showed that large independent groups made up about a quarter of all spending, but paid less than 1% in fines. Add in large issue committees, and the two groups made up 52% of the money raised in Colorado, but only about 10% of the fines. Smaller groups and campaigns make up the remaining 48% of spending, and pay 90% of the fines.

2. We are working to provide clear campaign finance guidance for Colorado filers.

Over and over I hear about the complexity of Colorado campaign finance laws and the fear people have that they will make an error and violate the law. Coloradans deserve clear guidance on the rules, which I believe will help inspire civic engagement. Several months ago, we revised the campaign finance waiver guidelines. For the first time, those guidelines are public, and they treat everyone equally. I'm pleased to say that we have already processed over 250 waiver requests since May, and we see more consistency and fairness in the waiver process than ever before.

My goal is to reduce the number of fines levied against committees for late filings. Overwhelmingly, candidates and smaller committees suffer late fines, not because they are intentionally hiding their finances, but because they simply forgot or were confused by the filing schedules. Currently, state and county committees have five separate filing calendars. Last year, some issue committees planned on filing with the infrequent schedule. But once they identified a local issue to support or oppose, they unknowingly needed to file on a separate reporting calendar. Many of these issue committees and local voters were caught up in this calendar confusion.

Some have suggested hiring a lawyer is merely the price everyone must pay in order to participate. I disagree. This wasn't what voters were promised in 2002.

Recently, I conducted a rulemaking hearing to revisit and clarify our campaign finance rules. This was the first full-scale rewrite of the campaign finance rules since Amendment 27 passed in 2002. We've learned many lessons while enforcing the law, and these rules seek to clarify the process wherever possible. Looking forward, I will continue to strive to have the best system possible under Colorado law.

3. We have substantially improved the online campaign finance filing system.

In keeping with our goal to improve customer usability, we have added user enhancements that make the system more intuitive. Additionally, we have added reminders and messages to help prevent late filings. We've also expanded the "Help" functions to provide clarity and guidance on the filings. I've heard many compliments about the improvements and hope to help filers stave off fines resulting from mistakes. Our goal is to make it easier for users to comply with campaign finance disclosure requirements.

4. We are making voting more accessible for military and overseas voters.

We've heard that mailing to locations overseas is somewhat unpredictable and that fax machines are becoming increasingly tougher to find. I personally experienced this when I served

overseas in the Army. As a result, my office has received funding and this year will deploy an online ballot delivery system that balances ease of use with the security and safeguards our voters deserve. The technology is well-tested and proven. It will be available for the 2012 election.

5. I'm engaging high school students through my Student Ambassador Program.

We continue to see 18-24 year olds among those age groups with the lowest turnout. We need to help them understand how our process works and invite them to participate. I will soon be rolling out my Student Ambassador program; a program aimed at high school juniors and seniors. After an online training, students will act as the subject matter experts in their high schools on the subjects of voter registration and the recruitment of fellow students to serve as election judges. I hope to inspire a new wave of young voters with the tools to inform their peers about our electoral process.

V. Preparing the Colorado Secretary of State's office for the future.

As you've heard, we had a busy year and we still have much to accomplish. You have the most recent version of our strategic plan. We're continuing to discuss and develop our five-year strategic plan and will have even greater detail for you next year.

A. Our office needs to do a better job of measuring performance.

Frankly, there are many ways we can do a better job in measuring our current activities. For example, I continually receive anecdotal evidence of good customer service from my office. In twelve months, I've heard only one complaint. And we take over 10,000 calls a month. Looking ahead, we need to measure our performance, and the Customer Relationship Management system is critical to doing so. We can begin to systematically analyze, categorize, and measure customer service calls and resolutions.

We can also identify measurable goals for our elections division. For example, we can look at past campaign finance late-filing penalties and monitor how those penalties were affected by improvements and warnings in the TRACER system. When we move into the Pew project, we can begin to track its success and monitor how many new registrations may have been generated by a mailing and how well we are maintaining voter rolls.

For the Business and Licensing Division, as we roll out our move to online notary applications, we can track the successful application rates and hopefully reduce our number of rejected applications.

B. My office is committed to developing a robust strategic plan that will be a practical tool to measure this office's performance.

Both my staff and I are committed to fully complying with the SMART Act. We are currently doing the following:

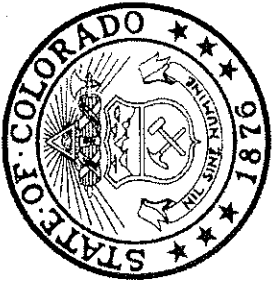
First, we started a major strategic planning workshop and plan to complete the project this quarter. This includes outside consultants to help us implement leading-edge methods.

Second, my office has begun mapping and engineering our department's functions. We are almost finished with six procedures and next month we launch another round of six, during a training scheduled for February 12 and 13. We have already initiated additional opportunities and ways to measure progress. As more staff members begin to use LEAN six-sigma tools, I expect great increases in efficiency and real, long-term cost savings.

Third, my office is in the process of developing measurable goals and metrics for every one of the activities or initiatives that I have described today. This is ongoing but I'm already starting to see some hints. Ultimately, we need to integrate those metrics into an overall strategic vision. I expect that next year at this time, you will receive a robust and comprehensive strategic plan.

We have a lot of work to do. But I believe that with the General Assembly's involvement, the Secretary of State's office will provide the nation's best customer service, the best products, and the best experience for citizens.

Thank you; I'm happy to answer any questions you may have.



Appendix A

Business & Licensing Division Strategic Plan



Strategic Plan Overview

Department Mission and Vision: Provide accurate and reliable information through improved services to customers. Use technology to increase access, assess reasonable fees and provide easier and faster service to the public.

Division Performance Based Goal: Reduce number of rejected documents.

Reduction in document rejections will lead to fewer customer complaints, save customers time and money, and increase efficiencies within the Business and Licensing Division.

Performance Measure: To support our performance based goals, the Business and Licensing Division has targeted rejections in the following programs over the next two years:

	Performance Measure for FY 13-14
Notary Public	Reduce the number of application rejections by 14%
Uniform Commercial Code	Reduce the document rejection rate to .1%
Bingo-Raffle	Reduce the number of application rejections by 26%
Charitable Solicitations	Reduce the filing rejection rate from 14% to 11%



Notary Public Rejections

Performance Measure:

By fiscal year 2013-14, the Notary Public program will reduce the number of application rejections by 14%.

The Strategies to Meet the Performance Based Goal:

Seek amendments to the Notary Act
Require the legal name on a notary stamp.
Eliminate confusion with official signatures.
Only require additional information for a renewal when information has changed.

Streamline the online application system
Allow filers to attach electronic documents.
Make the filing application more user friendly.

Increase education and outreach

Augment educational opportunities with e-learning technology, partner with the State Library system, cross-train staff to better meet customer demand.

Deploy customer relations management software

Software will increase responsiveness to customer inquiries and provide the basis for root cause analysis.

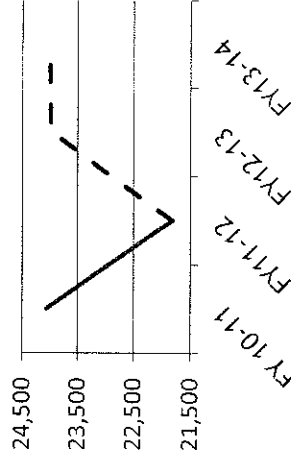
Convert existing reports into performance measurement dashboard

The dashboard will provide daily monitoring of rejection rates and drive corrective actions.

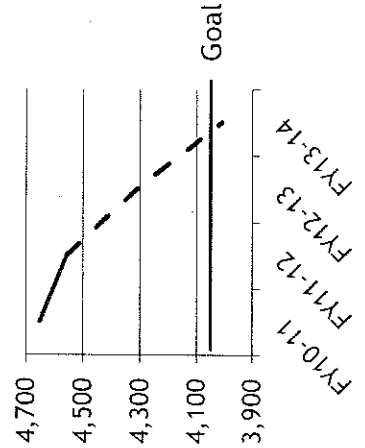
Performance Evaluation:

The Division will monitor rejections daily and will evaluate its measures and strategies on an annual basis.

Filed Applications



Application Rejections



	# Rejects	% Reduction
Benchmark FY 10-11	4,652	
Current Estimate	4,557	2%
FY12-13 Target	4,310	7%
FY13-14 Target	4,007	14%



Uniform Commercial Code Rejections

Performance Measure:

By fiscal year 2013-14, the Uniform Commercial Code program will reduce the document rejection rate to .1%.

	File Docs	# Rejects	Reject %
Bench Mark FY10-11	41,599	826	1.9%
Current Est.	32,826	639	1.9%
FY12-13 Target	13,242	24	0.1%
FY13-14 Target	13,639	20	0.1%

The Strategies to Meet the Performance Based Goal:

Mandate the filing of all Uniform Commercial Code documents, except federal tax liens

The Department will complete the Darwin Project in mid-May. The project will deploy a completely redesigned online filing system.

Key functionality of the new system will allow filers to attach electronic documents to filings, create a more user friendly filing process, and access and generate certified records online.

Improved testing efficiency by using formal test cases during user testing

Outreach to customers

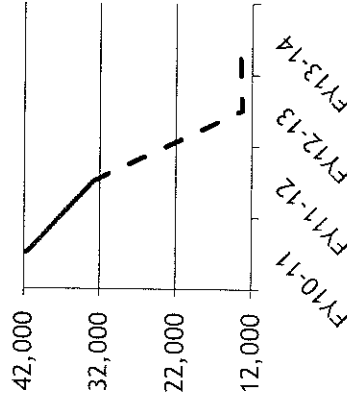
90 days prior to deploying the new system, the Department will begin a formal outreach effort to educate users on the new system.

Use customer relations management software
This software will allow staff to be track and address any customer issues once the new system deploys.

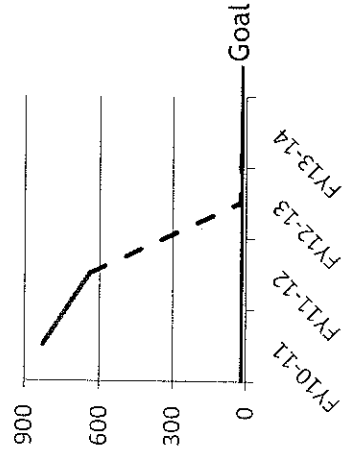
Performance Evaluation:

The Division will monitor rejections daily and will evaluate its measures and strategies on an annual basis.

Filed Documents



Rejected Documents





Bingo-Raffle Rejections

Performance Measure:

By fiscal year 2013-14, the Bingo-Raffle program will reduce the number of application rejections by 26%.

The Strategies to Meet the Performance Based Goal:

Develop and implement an online application system
This system will allow all bingo-raffle users to file applications and reports electronically.

Conduct research study of the Bingo-Raffle community
Partner with University of Denver Daniels Business School to research the bingo-raffle community to better understand filing challenges.

Increase education and outreach
Augment educational opportunities with e-learning technology, partner with the State Library system, cross-train staff to better meet customer demand.

Deploy customer relations management software
Software will increase responsiveness to customer inquiries and provide the basis for root cause analysis.

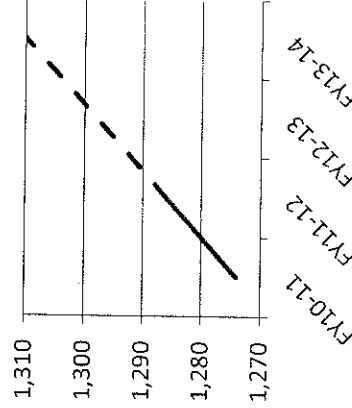
Convert existing reports into performance measurement dashboard

The dashboard will provide daily monitoring of rejection rates and drive corrective actions.

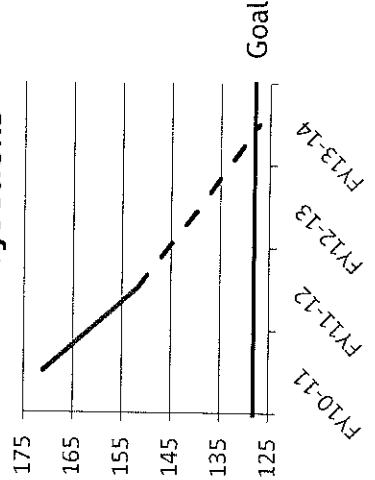
Performance Evaluation:

The Division will monitor rejections daily and will evaluate its measures and strategies on an annual basis.

Licensed Entities



License Rejections



	# Rejects	% Reduction
Benchmark FY10-11	171	
Current Estimate	152	11%
FY12-13 Target	139	19%
FY13-14 Target	127	26%



Charitable Solicitations Rejections

Performance Measure:

By fiscal year 2013-14, the Charitable Solicitations program will reduce the filing rejection rate from 14% to 11%.

The Strategies to Meet the Performance Based Goal:

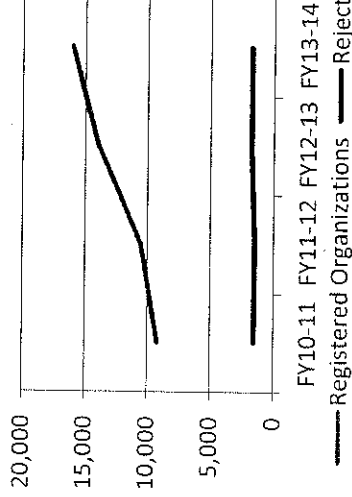
- Redesign the online application system to streamline the filing process.
Designed to increase filing accuracy and implement usability enhancements.
- Increase education and outreach
Augment educational opportunities with e-learning technology, partner with the State Library system, cross-train staff to better meet customer demand.
- Deploy customer relations management software
Software will increase responsiveness to customer inquiries and provide the basis for root cause analysis.
- Convert existing reports into performance measurement dashboard
The dashboard will provide daily monitoring of rejection rates and drive corrective actions.

	File Docs	# Rejects	Reject %
Bench mark FY10-11	9,168	1,521	16.59%
Current Est.	10,543	1,476	14.00%
FY12-13 Target	13,943	1,742	12.49%
FY13-14 Target	16,034	1,764	11.00%

Performance Evaluation:

The Division will monitor rejections daily and will evaluate its measures and strategies on an annual basis.

Number of Registered Organizations & Rejections



Percentage of Rejections

