

STATE OF COLORADO

DEPARTMENT OF REVENUE

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Bill Ritter, Jr.
Governor

Roxanne Huber
Executive Director

November 6, 2009

Dear Colorado Citizens:

The Colorado Department of Revenue is proud to present its Strategic Plan for FY 2010-011. The plan provides a blueprint for moving the Department forward as well as an opportunity to reflect upon our accomplishments over the last year.

The Department continues to make progress on several technological initiatives. One major initiative is the Colorado Integrated Tax Architecture system. This project, which will be implemented over a five-year period, is in the process of completing Phase II in November, 2009. Although a significant investment for Colorado taxpayers, this project will replace an antiquated, disparate tax processing system with a single, contemporary, and integrated taxpayer account-centric system that incorporates business best practices for state tax administration.

The Department of Revenue continues to partner with the Statewide Internet Portal Authority for the provision of on-line products and services. For FY 2008-09, 323,584 transactions were completed on the portal totaling nearly \$56.4 million. Highlights of these services include on-line renewal of motor vehicle registrations, which has expanded to now include 22 counties; on-line individual and corporate income tax payments; and gambling intercept to capture delinquent child support payments. In addition, a number of services are expected to go on-line in the next year including the ability to take credit card payments at DMV offices and at CSTARS county offices; on-line sales tax filing and payment for single location; and on-line appointment scheduling for driver's licenses. Maximizing the utilization of the portal to provide on-line services will enable the Department to provide these services more efficiently and effectively while enhancing customer service and convenience.

Several legislative initiatives over the last year have impacted the Department of Revenue and the programs it administers. Most significantly, the funding mechanism for the Division of Motor Vehicles changed for FY 2009-10 from general fund to cash fund to include fees from various driver's licenses, permits and identification cards. The Department is committed to working with the Governor and Legislature to secure a reliable funding source for Division activities for future years.

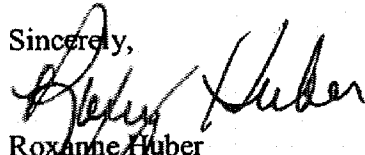
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Amendment 50, which was approved by Colorado voters in November 2008 expanded gaming to include roulette and craps, increased the maximum amount of an initial bet, and repealed the limitation on the hours of operation to be effective July 1, 2009. Additional staff and associated funding was provided to the Division of Gaming to regulate and enforce the expansion of limited gaming.

As the Department seeks to enhance its revenue collections through fair administration of Colorado's tax laws, the Department continues to look for ways to increase audit revenues and the number of delinquent tax collections. In FY 2010 the Department received positions and funding to expand the Department's auditing presence outside of Colorado to include new locations in Chicago, Houston, and Los Angeles and expand existing offices in New York, Dallas, and San Francisco. The tax audits conducted by this staff are some of the most valuable and productive audits conducted by the Department.

Despite the challenging fiscal environment we find ourselves in, the Department of Revenue is committed to finding new ways to provide services cost efficiently and effectively, while meeting the needs of the public we serve. Making critical investments in technology and maximizing our human capital, the Department is positioned to succeed even in the most difficult economic times.

Sincerely,



Roxanne Huber
Executive Director

STRATEGIC PLAN – Colorado Department of Revenue

Introduction

The Department of Revenue is one of a few state agencies that have a relationship with every citizen of the state. Paying taxes, registering a vehicle, obtaining a driver's license, and playing the lottery are a few of the activities that require citizens to interact with it.

The Department administers Colorado's tax system, inclusive of state sales, fuel, motor vehicle, gaming, liquor, income, racing, cigarette, severance, and estate taxes. This effort requires support that ranges from handling mail and payments to auditing and fielding taxpayer questions through a call center. Every year, the Department processes approximately 4.2 million pieces of incoming mail and approximately 5.6 million pieces of out-going mail. Incoming mail may contain taxes due the state and, along with electronic payments that are also processed, contain approximately \$7.0 billion in tax revenues deposited into the state's General Fund.

Through its Division of Motor Vehicles, the Department of Revenue licensed approximately 600,000 drivers, issued approximately 120,000 identification cards and approximately 154,000 permits in FY 2008-09. Dramatic increases are expected in the next five years as license renewals become due. It administers a statewide effort to title and register motor vehicles. In FY 2008-09, the Department received approximately 1.4 million title applications. Total vehicle registrations for that year were 5.1 million.

The Motor Carrier Services Division inspects commercial vehicles to ensure compliance with statutory size and weight restrictions and federal Motor Carrier Safety Assistance Program regulations. The Division is required to file an annual State Size and Weight Enforcement Plan for Federal Highway Administration approval, which qualifies Colorado for Federal funding of its highway infrastructure. The Colorado Port of Entry clears approximately 8.6 million vehicles a year. In fiscal year 2008-09, the Port of Entry collected \$7.5 million in fines and fees, most of which are deposited into the Highway Users Tax Fund.

The Department of Revenue is tasked with enforcing the liquor and tobacco laws of the state, as well as oversight of Colorado's limited gaming and racing industries. From a liquor enforcement standpoint, its primary responsibilities are to license or grant permits to manufacturers, importers, wholesalers, and retailers. Tobacco enforcement focuses on ensuring laws prohibiting sales to those less than eighteen years of age are enforced. Limited gaming is allowed in three towns: Black Hawk, Central City, and Cripple Creek. The Department enforces the limited gaming laws, conducts background checks on prospective employees and owners of casinos and conducts audits of gaming revenues to ensure that limited gaming is conducted honestly and is free from criminal and corruptive elements. Proceeds from Limited gaming are distributed to a number of agencies including, but not limited to, Colorado Historical Society, Colorado Department of Transportation, Colorado Tourism Promotion Fund, Local Government Limited Gaming

Impact Fund, the cities of Black Hawk, Central City and Cripple Creek, and the counties of Gilpin and Teller.

The Colorado State Lottery is responsible for an amount in excess of \$300 million in prizes that result from sales of about \$500 million on four game types. The state participates in Powerball; however, in terms of sales, the Lottery's scratch games are the most popular. Proceeds from the Colorado State Lottery are distributed to the Conservation Trust Fund, Great Outdoors Colorado, parks and recreation grants, and a school contingency reserve fund.

Statutory Authority

~ The statutory authority for the Department's taxation administration is found at Article 35 of Title 24, Colorado Revised Statutes (2008).

~ The statutory authority for the Department's oversight of motor vehicle and driver licensing and registration (Uniform Motor Vehicle Law) is found at Article 1 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Emissions program is found at Article 3 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Vehicle Titles and Registration program (Certificate of Title Act) is found at Article 6 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Motorist Insurance Identification Database program is found at Article 7 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Motor Carrier Services Division is found at Article 8 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Division of Gaming is found at Article 47.1 of Title 12, Colorado Revised Statutes (2008) and Section 9 of Article XVIII of the Colorado Constitution.

~ The statutory authority for the Liquor Enforcement Division is found at Article 47 of Title 12, Colorado Revised Statutes (2008).

~ The statutory authority for the Tobacco Enforcement Division is found at Article 35 of Title 24, Colorado Revised Statutes (2008).

~ The statutory authority for the Division of Racing Events is found at Article 60 of Title 12, Colorado Revised Statutes (2008).

~ The statutory authority for the Hearings Division is found at Articles 2, 4, and 7 of Title 42, Colorado Revised Statutes (2008).

~ The statutory authority for the Motor Vehicle Dealer Licensing Board is found at Article 6 of Title 12, Colorado Revised Statutes (2008).

~ The statutory authority for the State Lottery Division is found at Article 35 of Title 24, Colorado Revised Statutes (2008) and Section 2 of Article XVIII of the Colorado Constitution.

Mission Statement

The Department of Revenue will fairly administer the State of Colorado's tax laws and the Colorado State Lottery; responsibly and securely license individuals and entities; enforce size and weight limits on Colorado's highway system; regulate persons and entities in the liquor, tobacco, gaming, and auto industries, and assure the vigorous and fair enforcement of the laws of Colorado under its charge.

Vision Statement

The Department of Revenue is in a unique position to leverage investments in its human resources and information technologies to achieve better outcomes and service standards that the citizens of Colorado deserve. The Department interacts with nearly every Coloradan because it administers the tax structure and driver's license issuance for the entire state. The Department of Revenue will seek creative solutions to enhance revenues, while fairly enforcing the tax structure of the state. It will look to technology to enhance productivity in its driver's license offices to limit the amount of time an individual needs to wait for services and to utilize the state's internet portal to offer alternative means of transacting business with the department.

The changes and outcomes envisioned by the strategic plan will to some extent be affected by the budget. The first priority of the Department is to optimize its employees' productivity within existing resources. Although it has received limited additional resources in recent years, the Department has made a point of requesting additional funds, where necessary, to achieve the goals in its broad core objectives, and also of the objectives of its many programs.

DOR CORE OBJECTIVES AND PERFORMANCE MEASURES

1. REVENUE GENERATION

Objective: Enhance its revenue collections through the fair administration of Colorado's tax laws through the utilization of productivity gains and initiatives with ideal returns on investment.

| Performance Measure | Total dollars assessed by income and business tax audits. | | | |
|---------------------|---|---------------|---------------|---------------|
| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 |
| Benchmark | \$258,687,545 | \$281,769,447 | \$281,769,447 | \$310,870,142 |
| Actual | \$365,372,893 | \$339,455,849 | TBD | TBD |

Strategy: Beginning in FY 2007-08, the Department began focusing on increasing the productivity of its current auditors. That year, the Department purchased audit selection software to assist its employees in data manipulation, which was made possible through a change request. Then in FY 2008-09, the Department received funding for an effort to increase the number of weeks its senior auditing staff can travel out-of-state. These audits, conducted on taxpayers whose headquarters are located outside of Colorado, are the most productive audit the Department performs.

It also happens to be an area where the Department believes its oversight should be strengthened because of the volume of gross sales of companies with headquarters out-of-state. For FY 2010-11, the Department will change its focus slightly and increase audit presence for out-of-state companies through the addition of new staff. It received funding to expand its three current offices and open three additional ones. Ultimately, the Department is concerned with administering the state's tax laws as fairly as possible. These initiatives will aid in achieving this goal.

Evaluation of Prior Year Performance: While the Department can control, to some extent, audit production there are extraordinary or atypical audits, which occur each year. For FY 2008-09, the Department's production from the field audit program dropped when compared to FY 2007-08 by over \$18.0 million because of atypical audits. While the Department received additional funding for out-of-state travel in FY 2008-09, most of the gains attributable to additional audits will be realized in FY 2009-10 and beyond. The Department anticipates productivity increases to appear in FY 2009-10, absent an extension of the hiring freeze implemented during FY 2008-09. Any significant increase in audit production related to the out-of-state office expansions will appear, at the earliest, FY 2010-11.

Key Workload Indicators:

| WORKLOAD INDICATORS | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|----------------------------|------------------------------|------------------------------|--------------------------------|--------------------------------|
| Total Assessments | \$368,466,935 | \$352,644,775 | \$297,810,646 | \$325,485,205 |
| by Taxpayer Services | \$21,187,604 | \$13,188,926 | \$16,041,199 | \$14,615,063 |
| by Field Audit | \$194,992,833 | \$176,630,423 | \$146,614,226 | \$168,957,160 |
| by Fair Share | \$152,286,498 | \$162,825,426 | \$135,155,221 | \$141,912,982 |
| Delinquent Collections | \$210,624,720 | \$188,530,290 | \$193,243,547 | \$207,309,836 |
| Website Hits | 17,196,369 | 13,395,661 | 13,395,661 | 13,395,661 |
| Agent Calls at Call Center | 305,265 | 307,029 | 315,000 | 315,000 |
| Walk-in Customers | 90,687 | 28,989 | 16,869 | 16,869 |
| Field Audits Conducted | 7,547 | 6,730 | 7,888 | 7,888 |
| Conferee Cases Closed | 145 | 150 | 129 | 129 |

2. REGULATION, ENFORCEMENT, AND EDUCATION

Objective: Protect Colorado's citizens through the fair enforcement of laws and regulations related to industries that include limited stakes gaming, auto dealers, liquor and tobacco retailers, and motor carriers.

| Performance Measure | Percent compliance of tobacco sales to minors at or above federal requirements. | | | |
|---------------------|---|------------|------------|------------|
| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 |
| Benchmark | 90.0 % | 90.0 % | 90.0 % | 90.0 % |
| Actual | 89.6 % | 92.4% | TBD | TBD |

Strategy: Achieving this goal is best accomplished through a combination of training and enforcement. Pursuant to federal requirements, the Department must conduct 1,000 compliance checks of tobacco retailers. This is accomplished through a statistical sample of retailers from October 1 to June 30 of every year. In addition, the Department works closely with local health agencies to target areas of concern in a particular jurisdiction. When those requests are received, compliance checks are performed in those specific areas. During these compliance checks and other routine inspections, investigators offer training to discuss issues related to prevention of selling cigarettes to persons under the age of 18. These steps ensure the Department is meeting the federal requirements to receive the substance abuse block grant provided by the Substance Abuse and Mental Health Services Administration. While this grant is provided to the Department of Human Services as the sole recipient of these moneys in Colorado, the Department of Revenue recognizes the important regulatory and enforcement functions it provides to the state so that it may receive Synar money.

Evaluation of Prior Year Performance: The Department deliberately sets its goal above the 80.0 percent compliance rate required by federal law. There are factors that may affect compliance rates that the Department cannot control: societal, economic, and other substance abuse programs in communities and schools. The Department employed its strategies last fiscal year and will continue to do so.

Workload Indicators:

| WORKLOAD INDICATORS | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---------------------------------|------------------------------|------------------------------|--------------------------------|--------------------------------|
| Liquor Investigations Conducted | 1,565 | 1,640 | 1,400 | 1,400 |
| Auto Dealer Licenses Issued | 2,721 | 2,453 | 2,232 | 2,232 |
| Hearings Conducted | 35,620 | 34,000 | 28,000 | 28,000 |
| Gaming Licenses Issued | 3,183 | 4,310 | 3,595 | 3,595 |
| Racing Investigations Completed | 250 | 104 | 100 | 100 |

3. ALTERNATIVE SERVICE DELIVERY

Objective: Identify methods to deliver services in an alternative manner that speeds its delivery of services in all aspects of the Department's line of business.

| Performance Measure | Number of Department applications on the State internet portal. | | | |
|---------------------|---|------------|------------|------------|
| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 |
| Benchmark | 7 | 11 | 22 | 27 |
| Actual | 7 | 17 | TBD | TBD |

Strategy: The Department is actively looking for applications to place on the state's internet portal and provide alternative forms of payment for in-office transactions.

By creating alternative methods of interacting with citizens and increased flexibility through multiple payment options, the Department hopes to improve its customer service and productivity. For instance, wait-times can be reduced in driver's license offices through on-line driver's license renewal. The time it takes to receive, balance, deposit, and refund money to taxpayers can be reduced through on-line tax payment. Citizens will be able to use credit cards and eChecks in various Department service locations. Providing alternative means of payment, citizens will have payment flexibility, increasing service to the citizen. The Department has an aggressive schedule to place more applications on the state's internet portal through FY 2009-10.

Evaluation of Prior Year Performance: The Department has the following services currently in service, in production, or planned through FY 2010-11.

- As of June 30, 2009, the Department has these applications available on-line: (1) vehicle registration (for 22 counties); (2) driver's license renewal; (3) tax payment (4 additional new tax types); (4) AID – auto dealers; (5) motorist insurance identification database; (6) SR-22 (accident reports from Insurance Companies); (7) gambling intercept; (8) emergency contact information added to driver's license record; (9) youthful driver monitoring for insurance companies; (10) validation of driver's license identification for lenders, law enforcement and others as approved; (11) DOR Main Website; (12) DOR DMV Website; (13) DOR Tax Website; (14) DOR Enforcement Website; (15) DOR Gambling, Liquor Website; (16) credit card acceptance at all 7 Ports of Entry; and (17) credit card acceptance in several county DMV sites.
- As of June 30, 2010, the Department plans the following additional applications: (1) single location sales tax filing; (2) control of interlock devices for DUI drivers; (3) schedule appointments for driver license office transactions; (4) tutorial to assist driver license applicants with documentation; and (5) acceptance of credit cards for all internal DOR locations.
- As of June 30, 2011, the Department plans the following additional applications: (1) multi-location sales tax filing; (2) aviation fuel; (3) reinstatements for driver's license (4) penalty assessments paid online; (5) phone system that will interface with online tax payment.

Key Workload Indicators:

| WORKLOAD INDICATORS | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|------------------------------|------------------------------|--------------------------------|--------------------------------|
| Colorado counties offering online vehicle registration renewal | 17 | 22 | 25 | 64 |
| Number of Citizens renewing registration online | 67,666 | 265,279 | 325,000 | 500,000 |
| Number of driver's license renewals online | 686 | 4,720 | 50,000 | 200,000 |
| Number of Auto Industry Division salesperson licenses applied for online | 137 | 359 | 450 | 550 |
| Tax payments, including NetFile, delinquencies, estimated income, and personal income made online | 20,505 | 47,504 | 190,000 | 247,000 |
| Number of alternative payments through Pay Port (credit card acceptance) | | 797 | 1,800,000 | 2,500,000 |

4. CUSTOMER SERVICE

Objective: Improve the accuracy and efficiency of services provided to all Department of Revenue customers.

| Performance Measure | Percent of customers processed in 35 minutes at driver's license offices. | | | |
|---------------------|---|------------|------------|------------|
| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 |
| Benchmark | 75.0 % | 75 % | 75 % | 75 % |
| Actual | 80% | 80% | TBD | TBD |

Strategy: The Department continues to improve technical infrastructure systems and provide excellent customer service. Regardless of financial challenges, the Department focuses on decreasing wait times and providing a pleasant, professional customer service experience. By the end of June 2010, all drivers' license office computers, fingerprint capture machines, cameras and signature capture machines will be upgraded with current hardware and software, making document issuance processes faster and more reliable.

The State Auditor audited the Department in 2008. One recommendation was to conduct refresher training for all drivers' license employees. Refresher training commenced at the beginning of FY10 and will continue through February 2010 until all employees have attended training.

Evaluation of FY09 Performance: Driver's license/ID renewals have not been at "typical" levels due to the change from 10 year to 5 year licenses in 2005. Due to the temporary decrease in workload, DMV offices have operated at a consistent pace and staffs have become well-qualified to carry out their tasks effectively. As the fiscal year 2009-10 approaches its fourth quarter large numbers of licenses and IDs become renewable, document issuance will increase significantly.

Key Workload Indicators:

| WORKLOAD INDICATORS | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|------------------------------|------------------------------|--------------------------------|--------------------------------|
| Driver's Licenses, Permits, and Documents Issued | 886,798 | 792,307 | 900,000 | 1,125,000 |
| Driver Control Restraint Actions | 270,523 | 265,545 | 270,545 | 276,490 |
| Title Applications | 1,509,103 | 1,452,418 | 1,383,855 | 1,372,185 |
| Vehicle Registrations | 5,029,568 | 5,121,258 | 5,021,258 | 5,019,919 |
| Clean Screen Emissions Tests | 169,133 | 236,962 | 271,074 | 290,461 |
| Enviro-Test Facilities Emissions Tests | 778,676 | 680,272 | 809,823 | 871,386 |

ACCOUNTS, CONTROL, AND INFRASTRUCTURE

Objective: Maintain all accounts, controls, and infrastructure to effectively manage the Department's charges.

| Performance Measure | Percent of certified mail, motor vehicle titles, AARAP notices, and business tax documents mailed within 24 hours of receipt in the out-going mailroom or on the scheduled date. | | | |
|---------------------|--|------------|------------|------------|
| | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 |
| Benchmark | 100.0 % | 100% | 100.0 % | 100.0 % |
| Actual | 97.5 % | 98.8% | TBD | TBD |

Strategy: The Department recognizes that this benchmark is ambitious; however it utilizes communication and planning in its attempt to meet the goal. It prioritizes its workload every morning to process time sensitive material first. The Department will also identify large mailings, generally over 500 pieces that may affect performance and will begin to process these as quickly as possible. The Department expects its divisions to communicate its needs with the mail room to ensure processing runs as smoothly as possible. With these tools, the Department can process its out-going mailing needs to meet the public's expectations of quick tax refunds and timely communication regarding driver's license documents.

Evaluation of Prior Year Performance: The Department showed improvement in FY 2008-09 compared to FY 2007-08. Managers continually meet and confer with mail room staff and hear first hand of challenges, suggestions and improvements. This communication allows the Department to change its processes that result in greater productivity.

Key workload Indicators:

| WORKLOAD INDICATORS | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|----------------------|----------------------|------------------------|------------------------|
| Total Deposit Transactions by Check | 2,908,692 | 2,593,593 | 2,600,000 | 2,600,000 |
| Total Deposit Transactions by Third Party Payment Processing | 241,118 | 171,798 | 200,000 | 200,000 |
| Total Deposit Transactions by Electronic Funds Transfer | 835,347 | 923,914 | 1,016,305 | 1,117,936 |
| Total Individual Income Tax Returns | 2,400,627 | 2,402,727 | 2,426,754 | 2,451,022 |
| Individual Income Tax Refunds | 1,525,824 | 1,615,705 | 1,630,779 | 1,647,087 |
| Individual Income Tax Payments | 647,236 | 552,870 | 558,153 | 563,735 |
| Documents Microfilmed | 7,749,743 | 7,772,437 | 7,417,258 | 7,800,000 |
| Keystrokes Data Entered | 437,410,033 | 417,997,735 | 488,293,632 | 504,293,632 |
| Total Pieces Mailed | 5,921,300 | 5,624,281 | 5,624,000 | 5,524,000 |

OTHER REVENUE GENERATION MEASURES

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of tax dollars deposited within 48 hours. | Benchmark | 85% | 85% | 85% | 85% |
| | Actual | 86.3% | 92.9% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of delinquent accounts closed per year. | Benchmark | 70.0% | 70.0% | 70.0% | 70.0% |
| | Actual | 79.0% | 80.0% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Net Lottery proceeds for distribution (in millions) | Benchmark | \$116.7 | \$121.7 | \$129.3 | \$157.3 |
| | Actual | \$122.3 | \$119.6 | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Total Lottery sales excluding Powerball (in millions) | Benchmark | \$390.2 | \$407.3 | \$466.0 | \$466.0 |
| | Actual | \$396.2 | \$392.7 | TBD | TBD |

OTHER REGULATION, ENFORCEMENT, AND EDUCATION MEASURES

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Number of "Notice of Incomplete Applications" issued for Motor Vehicle document applicants | Benchmark | N/A | N/A | 32,266 | 30,653 |
| | Actual | 61,277* | 40,171 | TBD | TBD |

** FY 2007-08 figure is an annualized count based upon known volume from October 2007 through June 2008. Complete data is not available due to inadequate tracking mechanism early in the fiscal year. Significant decreases in volume beginning in FY 2008-09 are expected as new rules are passed. Additionally, Colorado cannot accept Texas driver's licenses as proof of lawful presence, since Texas does not require proof of lawful presence in order to issue; this is a recent change and others are expected.

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Perform compliance inspections of casinos in Central City, Black Hawk, and Cripple Creek | Benchmark | 95% | 95% | 97% | 97% |
| | Actual | 100% | 100% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Perform animal welfare inspecting of all racing kennels and stables | Benchmark | 100% | 100% | 100% | 100% |
| | Actual | 100% | 100% | TBD | TBD |

OTHER ALTERNATIVE SERVICE DELIVERY MEASURES

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Percentage of on-line vehicle registration renewals for participating counties | Benchmark | 13% | 13% | 14% | 16% |
| | Actual | 12% | 13% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Percentage of International Registration Plan (IRP) registrations completed through electronic credentialing | Benchmark | 50% | 50% | 50% | 55% |
| | Actual | 43.3% | 49.4% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percentage of trucks cleared through the PrePass system | Benchmark | 50% | 50% | 50% | 55% |
| | Actual | 49.4% | 49.4% | TBD | TBD |

OTHER CUSTOMER SERVICE MEASURES

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of individual income tax refunds processed within 21 days | Benchmark | 95% | 95% | 95% | 95% |
| | Actual | 99.06% | 97.50% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of business tax returns processed within 20 days | Benchmark | 90% | 90% | 90% | 90% |
| | Actual | 96.3% | 96.3% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Average wait time in minutes for the Taxpayer Services call center. | Benchmark | 5:00 | 5:00 | 5:00 | 5:00 |
| | Actual | 4:41 | 4:06 | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of income and business tax account issues with an age of 60 days or less handled by the Taxpayer Services Account Services program. | Benchmark | 75.0% | 75.0% | 75.0% | 75.0% |
| | Actual | 70.1% | 76.30% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Average wait time in minutes for the Motor Vehicle call center | Benchmark | 8:15 | 6:00 | 6:00 | 6:00 |
| | Actual | 15:00 | 14.17 | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of citizen complaint cases resolved within 15 days. | Benchmark | 95% | 95% | 95% | 95% |
| | Actual | 85% | 89% | TBD | TBD |

OTHER ACCOUNTS, CONTROLS, AND INFRASTRUCTURE MEASURES

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Number of electronic filed or elektronified (imaged) returns and payments. | Benchmark | 2,000,423 | 2,190,422 | 2,397,846 | 2,527,423 |
| | Actual | 2,092,232 | 2,269,903 | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of time core department information technology systems are operational. | Benchmark | 98.0% | 98.0% | 99.9% | 99.9% |
| | Actual | 99.9% | 99.9% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Percent of audit recommendations implemented by management | Benchmark | 100% | 100% | 100% | 90% |
| | Actual | 100% | 100% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|--|-----------|-------------------|-------------------|---------------------|---------------------|
| Percentage of personnel actions processed within 7 business days | Benchmark | 100% | 100% | 100% | 100% |
| | Actual | 100% | 100% | TBD | TBD |

| Performance Measure | Outcome | FY 2007-08 Actual | FY 2008-09 Actual | FY 2009-10 Estimate | FY 2010-11 Estimate |
|---|-----------|-------------------|-------------------|---------------------|---------------------|
| Number of procurement card transactions processed in lieu of traditional/manual method of payment | Benchmark | 9,264 | 9,495 | 9,732 | 9,976 |
| | Actual | 9,214 | 10,032 | TBD | TBD |