



Colorado Department of Revenue

# Performance Plan

FY 2015-16



**COLORADO**  
Department of Revenue

## **Vision**

To become a premier Department of Revenue known for its outstanding customer service, innovation, and dedicated employees.

## **Mission**

The Department of Revenue will provide quality service to our customers in fulfillment of our fiduciary and statutory responsibilities while instilling public confidence through professional and responsive employees.

## **Values**

**C** - Communication

**D** - Dedication

**O** - Ownership

**R** - Responsible Government

**T** -Teamwork

**R** - Respect

**U** - Unity

**S** - Stewardship

**T** -Transparency

## Values

**Communication** - Encourage an inclusive environment that fosters ongoing creative exchange of information and ideas between employees, management, and the public

**Dedication** - Demonstrate a strong support for the mission of the organization and service to the people of Colorado

**Ownership** -

- Promote active and constructive participation in the organization
- Take pride in the organization and what you do
- Create a sense of community

**Responsible Government** - Guarantee responsiveness, accountability, and pursue policies and ideas that are prudent and consistent.

**Teamwork** - Work collaboratively to achieve a common goal

**Respect** - Value customers' and employees' opinions and thoughts and treat them with dignity

**Unity** - Foster a unified Department of Revenue

**Stewardship** - Ensure careful and responsible collection and distribution of the public's money and information

**Transparency** - Utilize processes, procedures, and forms that are understandable and easy to use

## Goals

The Department's FY 2015-16 Strategic Plan focuses on five overarching goals which are also the strategic policy initiatives for the Department:

- *Customer Service*
- *Fiduciary Responsibility*
- *Statutory Responsibility*
- *Employees*
- *Public Confidence*

Customer Service - Be respectful to our customers by providing processes that are clear, simple, timely, and convenient.

Fiduciary Responsibility - Provide responsible financial, resource, and project management that builds a sustainable foundation utilizing a high standard of care.

Statutory Responsibility - Promote fairness and consistency in the application of the law.

Employees - Recruit, develop, retain, and value a high-quality, diverse workforce in an environment that promotes collaboration, professional development, and employee innovation.

Public Confidence - Maximize public trust through responsible stewardship and transparent processes.

This plan outlines, by strategic policy initiative, the performance measures that the Department will employ to achieve these goals.

## Department Description

The **Executive Director's Office** provides central budgeting, fiscal note coordination, revenue and expenditure accounting, purchasing and contract administration, human resources, internal auditing, project management, facilities safety and security, and a hearings division for the Department. The office is funded through direct and indirect costs charged to divisions. In addition, the Executive Director's Office includes a Citizen's Advocate who assists citizens and taxpayers with problems, grievances or inquiries. It also includes a Communications Director who is the primary contact for all media queries and requests for information and a Legislative Liaison who directs all legislative matters for the Department. Additionally, the Executive Director's Office supports the Office of Research and Analysis that develops reports, such as the Department's annual report as well as monthly and quarterly sales tax reports. They also develop analytical data and estimate the refunding of State of Colorado excess revenues under Article X, Section 20 of the State Constitution.

Physical locations:

- Denver and Lakewood

The **Taxation Business Group** is charged with the collection, administration, audit, and enforcement responsibilities pertaining to all taxes, fees, bonds and licenses covered under Colorado's tax laws. The business group is directed by an administrative section. Senior management, policy-making, and budgetary support for the division are contained in this section. This division is primarily funded from General Fund appropriations, but does receive some moneys from the Highway Users Tax Fund (HUTF) and federal programs.

The *Taxation and Compliance Division* utilizes various methods to assist in the collection of monies due the State such as: filing bankruptcy claims; recording and releasing tax liens and judgments; garnishment of wages and bank accounts; income tax distraint warrants; resolution of taxpayer disputes; and the utilization of private collection agencies. The Division also audits or examines Colorado tax returns both at the Department through its Discovery program and at business locations through its Field Audit program. Audits are also conducted for the purpose of ascertaining whether royalties have been properly submitted to the State from operating and royalty mineral interests in Colorado.

The *Taxpayer Service Division (TPS)* administers the State's tax programs and provides assistance and information to Colorado taxpayers. The division maintains five service centers in Colorado Springs, Denver, Fort Collins, Grand Junction, and Pueblo, as well as a tax information call center. The division produces public information campaigns, administers tax classes to promote voluntary compliance, and distributes information to the public to explain the State's tax laws and policies. TPS also issues licenses and permits, processes tax forms and requests for refunds, resolves taxpayer problems, and intercepts income tax refunds for payment of debts owed to other State agencies and the Internal Revenue Service.

The *Tax Conferee* serves as an intermediary in the hearing process and acts as the Executive Director's official designee for tax hearings. These can include tax assessment disputes and

refund denials. Employees in this unit conduct reviews, legal research, investigations, interviews, and negotiations. They also assist taxpayers in clarifying decisions. If a meeting with the Tax Conferee fails to achieve a successful resolution, then a formal hearing with the Executive Director is granted. Finally, if a feasible resolution is not attained, the aggrieved party may elevate the dispute to the judicial system.

Physical locations:

- Field Audit District Offices: Colorado Springs, Denver (headquarters), Fort Collins, Grand Junction, and Pueblo, Colorado; San Francisco and Los Angeles, California; Chicago, Illinois; Secaucus, New Jersey; Dallas and Houston, Texas
- Tax Auditing and Compliance District Offices: Colorado Springs, Denver, Grand Junction, and Pueblo
- Taxpayer Service Centers: Colorado Springs, Denver, Fort Collins, Grand Junction, and Pueblo

The **Division of Motor Vehicles** consists of Administration, Driver Services, and Vehicle Services programs. These programs are responsible for the enforcement and administration of the laws governing driver licensing, and vehicle titling and registration. For FY2015-16, this division is primarily funded with cash fund appropriations.

*Motor Vehicle Administration* provides oversight, investigative resources, budgetary and administrative support for the Driver Services and Vehicle Services programs. This includes investigating fraud related to driver licenses, identification documents and vehicle ownership documents.

The responsibilities of *Driver Services* include: issuing driver licenses, identification cards, and permits; verifying documents presented for identification, including the status of the applicant's legal presence in the U.S.; maintaining and updating driver records; identifying and assessing administrative sanctions against drivers, including all restraints for alcohol related driving offenses, and suspension of driving privileges for uninsured motorists. The section also provides oversight to interlock ignition device providers and regulating commercial driving schools and commercial driver license testing units.

*Vehicle Services* is responsible for: the issuance of legal, negotiable certificates of title to protect the public when purchasing motor vehicles. Program staff reviews all high-risk title applications to verify that the assignment of ownership has been properly made. The program provides operations support and coordination for the statewide vehicle titling and registration system (CSTARS), motor vehicle titling and registration process; license plate ordering and distribution, and all other registration products for county motor vehicle offices. This section is also responsible for verifying compliance with registration requirements for the federal International Registration Plan. The program facilitates the management of the Motorist Insurance Identification Database (MIIDB) which helps law enforcement officers verify driver compliance with the State's motor vehicle insurance requirements. The Emissions section licenses emissions testing site operators, inspectors, and mechanics; conducts inspections of the contractor's emissions testing facilities to ensure compliance with statutory requirements; and validates inspector and mechanic performance standards.

## Physical locations:

- Driver and Vehicle Services: Lakewood (headquarters)
- Full-Service Driver License Offices: Akron, Alamosa, Aurora, Boulder, Burlington, Canon City, Cheyenne Wells, Colorado Springs, Cortez, Craig, Delta, Denver (2 locations), Durango, Fort Collins, Fort Morgan, Frisco, Glenwood Springs, Golden, Grand Junction, Greeley, Gunnison, Holyoke, Hot Sulphur Springs, Hugo, Julesburg, La Junta, Lamar, Littleton, Longmont, Meeker, Montrose, Northglenn, Parker, Pueblo, Rangely, Salida, Springfield, Steamboat Springs, Sterling, Trinidad, Wray, and Yuma
- Limited Service Driver License Offices: Arapahoe County (Littleton), Arapahoe County (Aurora), Castle Rock, Centennial, Colorado Springs (4 locations), Eads, Lakewood, Leadville, Loveland, and Saguache
- Air Care Colorado (Emissions Contractor) Testing Stations: Arvada, Aurora (2 locations), Boulder, Broomfield, Castle Rock, Dacono, Denver (2 locations), Ft. Collins, Golden, Greeley, Littleton (2 locations), Longmont, Loveland, Northglenn, Parker, and Sheridan

The **Enforcement Business Group** regulates limited stakes gaming; enforces the State's liquor and tobacco laws through licensing and compliance checks; regulates the horse racing industry; regulates and licenses the motor vehicle dealer industry; and regulates and licenses the cultivation, distribution, and sale of medical and retail marijuana. With the exception of tobacco grants and a very small amount of General Fund to support the tobacco area, programs within this division are wholly supported by specific cash funds.

The *Limited Gaming Division* licenses and regulates the Colorado limited gaming industry including gaming devices, facilities, personnel, and activities. This division also enforces the laws contained in the Limited Gaming Act, as well as rules and regulations promulgated by the Colorado Limited Gaming Control Commission. The Commission has the constitutional authority to allocate moneys to the Division from the Limited Gaming Fund and is not subject to appropriation by the General Assembly.

The *Liquor Enforcement Division* licenses persons who manufacture, import, distribute or sell alcoholic beverages, and regulates the sale and distribution of liquor within the State by promoting awareness of and enforcing the provision of Liquor, Beer and Special Events Codes.

The *Tobacco Enforcement Program* enforces laws that prohibit the sale of tobacco products to minors. This allows the State to meet federal standards and qualify for the Substance Abuse Prevention and Treatment block grant.

The *Division of Racing Events* licenses and regulates horse racing events as well as off-track betting establishments; enforces all laws, rules and regulations related to racing activities; and are responsible for ensuring the health and welfare of horses racing in Colorado.

The *Motor Vehicle Dealer Licensing Board* is responsible for licensing and regulating the sale and distribution of motor vehicles, and promulgating consumer protection regulations. These responsibilities include licensing all salespersons and those with ownership interests in new and used auto dealerships.

The *Marijuana Enforcement Division* is responsible for the regulation and licensing of the cultivation, manufacture, distribution, and sale of medical and retail marijuana in the state.

Physical locations:

- Limited Stakes Gaming Offices: Golden (headquarters), Central City/Black Hawk, and Cripple Creek
- Liquor and Tobacco Enforcement Offices: Lakewood (headquarters), Colorado Springs, Grand Junction, and Greeley
- Marijuana Enforcement Offices: Denver (headquarters), Colorado Springs, Grand Junction, and Longmont
- Motor Vehicle Dealer Licensing Board: Lakewood (headquarters), Colorado Springs, Ft. Collins, and Grand Junction
- Racing Offices: Lakewood (headquarters), and Aurora

The **State Lottery Division** is designated as a TABOR enterprise under Article X, Section 20 of the Colorado Constitution and supports its operations through lottery ticket sales, all of which are deposited into the Lottery Fund. The Colorado Lottery Commission governs the overall activities of the Lottery. The Colorado Lottery offers the following jackpot games (Powerball, Lotto, Cash 5, Pick 3, and Mega Millions) and several scratch ticket games at more than 3,000 retailers statewide. Proceeds are distributed according to Article XXVII, Section 3 of the Colorado Constitution on a quarterly basis in the following manner: 40 percent to the Conservation Trust Fund for distribution to eligible municipalities and counties for parks, recreation, and open space purposes; 10 percent to the Colorado Division of Parks and Outdoor Recreation for the acquisition, development, and improvement of parks land; and remaining proceeds to the Great Outdoors Colorado Trust Fund (GOCO Fund) up to \$35 million per fiscal year that is adjusted each year according to the 1992 Consumer Price Index-Denver. Any amount exceeding the GOCO cap is distributed according to Section 22-43.7-104(2)(b)(III), C.R.S., to the Public School Capital Construction Assistance Fund to be used for supplemental assistance to school districts for capital expenditures to address immediate safety hazards or health concerns within existing school facilities. Due to increasing revenues, the Lottery has distributed proceeds to the Contingency Reserve Fund since FY 2001-02.

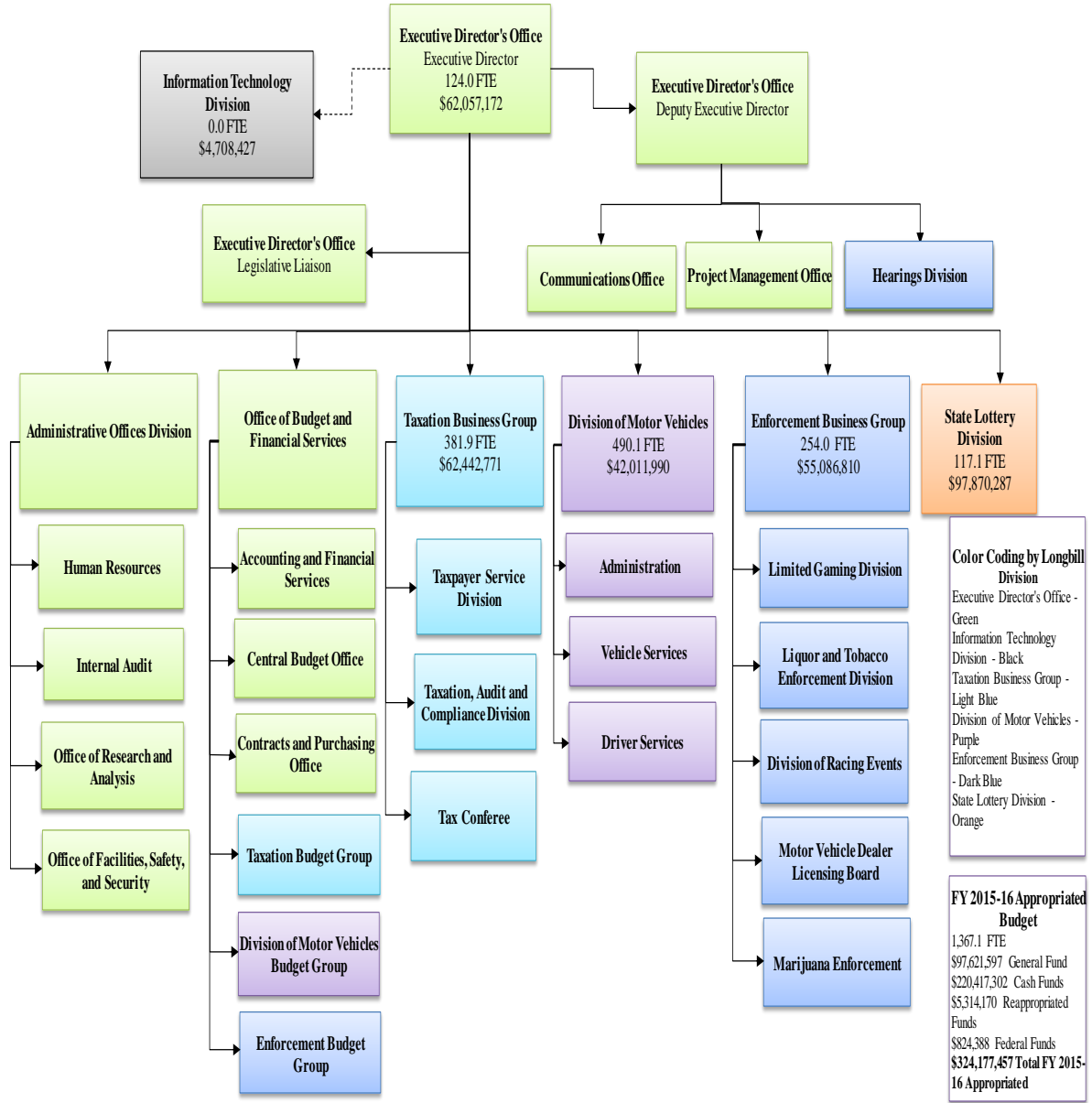
Physical locations:

- Pueblo (headquarters), Denver, Fort Collins, and Grand Junction



# Colorado Department of Revenue

## Organizational Chart FY2015-16



\*Budget amounts include long bill plus special bill appropriations.

In 2012, the Colorado Department of Revenue (CDOR) developed its first integrated strategic plan. This plan was developed by an employee working group that worked in conjunction with the Department’s Executive Leadership Team to incorporate all aspects of the work of the Department for its four divisions. The divisions within the CDOR include Taxation, Motor Vehicles, Enforcement and Lottery. These four divisions impact almost every citizen within the state in some way. Because of that, the Department is focused on providing outstanding customer service and guidance to assist the citizens of Colorado in complying with the state’s laws, rules and regulations. This is a living document that the Department uses to set objectives to be achieved and measure progress throughout the year.

## **Strategic Policy Initiatives**

### **Major Program Area – Customer Service**

The CDOR customer base is mainly outwardly focused. Even though most of our customers are statutorily required to do business with this Department, i.e. paying taxes or getting a license, CDOR still maintains a sense of responsibility that customers are to be treated with respect. In doing so, the staff strives to resolve matters at first contact, reduce the time it takes to obtain the services needed, provide education to the public to assist them in having a successful outcome and to offer a variety of options for citizens to use to transact business.

#### **Call Centers (Tax, Title & Registration and Driver Control)**

***Processes:***

- Answer telephone calls at the Tax Call Center.

**Inputs:**

- Total call volume was 419,464 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 26 FTE and up to 10 temporary staff assigned to the Tax Call Center through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total number of calls answered was 170,238 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of calls blocked was 157,669 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of calls abandoned was 90,341 through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The Tax Call Center will answer calls within an average of 9:30 minutes of entering the queue for FY15, with a reduction annually.\*\*

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15*	FY16	FY17	FY18
Objective	0:10:00	0:09:30	0:09:30	0:09:30	0:09:30	0:09:30	0:09:30	0:09:25	0:09:20	0:09:15
Actual	0:09:34	0:09:08	0:11:01	0:10:01	0:11:45					
Difference	0:00:26	0:00:22	0:01:31	0:00:31	0:02:15					

**Outcomes:** The Tax Call Center will block less than 23% of calls in FY 15 and ongoing.\*\*

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15*	FY16	FY17	FY18
Objective	25.00%	24.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%	23.00%
Actual	23.75%	23.24%	29.91%	27.84%	37.59%					
Difference	1.25%	0.76%	6.91%	4.84%	14.59%					

\*The Department will not achieve its performance goals for either call center objective for FY15. Because these measures are cumulative, it is possible and somewhat typical each year that the actual will exceed the objective for the first two quarters and still meets the objective by the end of the 4<sup>th</sup> quarter. However, in response to an increase in fraudulent income tax filing activity, the Department stopped issuing refunds for several weeks during February and early March. As a result, a significant number of taxpayers attempted to contact the call center. During this time, approximately 167,000 taxpayers contacted the call center, while during the same period in FY 14 approximately 106,000 taxpayers contacted the call center. This increase in call volume is attributable to the delay in refund issuance while the Department updated its fraud detection capabilities.

\*\*The outcomes of these two objectives are interdependent.

**Strategy:** The Tax Call Center strives to provide updated and relevant information to taxpayers when they call with questions regarding their sales or income tax obligations. The Department continues to improve customer service for taxpayers through reducing the wait time for calls to be answered and blocking a smaller amount of calls, allowing more taxpayers to speak with an agent. Additionally, the Department continues to improve online services that provide the capability for customers to find answers to questions online as well as file returns and query their account status. It is envisioned that by expanding online services, calls will be reduced over time.

**Processes:**

- Answer telephone calls at the Title and Registration Call Center.

**Inputs:**

- Total call volume was 111,351 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 7 FTE answered calls through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total number of calls answered was 102,107 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of abandoned calls was 9,244 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total calls answered within 1:30 minutes of entering the queue was 79,592 (77.92%) through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Title and Registration Call Center will answer 100% of calls within an average of 1:30 minute of entering the queue on an annual basis and maintain this percentage each year going forward.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15**	FY16	FY17	FY18
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	63.68%*	100.00%	100.00%	100.00%	77.92%					
Difference	36.32%	0.00%	0.00%	0.00%	20.00%					

\*In January 2014 an error was discovered that was inaccurately reporting the customer wait times.

\*\*This objective will not be met this fiscal year due to high turnover rate in the call center. The training for these positions is extensive, making it difficult to work at full capacity quickly.

**Processes:**

- Answer telephone calls at the Driver Services Call Center.

**Inputs:**

- Total call volume was 334,015 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 12.5 FTE answered calls through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total number of calls answered was 251,952 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of blocked calls was 18,864 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of abandoned calls was 76,324 through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The Driver Services Call Center will have an average call wait time of 9:00 minutes for FY2014-15 increasing to 10:00 minutes beginning FY2015-16.\*

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	0:08:30	0:08:30	0:09:00	0:09:00	0:09:00	0:09:00	0:09:00	0:10:00*	0:10:00	0:10:00
Actual	0:08:27	0:07:48	0:09:57	0:10:48	0:10:43					
Difference	0:00:03	0:00:42	0:00:57	0:01:48	0:01:43					

\*This increase in the objective anticipates increased phone calls due to legislation related to HB13-1240 which changes the penalties for persistent drunk drivers and adds the new requirement to complete an investigation for the reinstatement of drivers with felony charges.

**Outcomes:** The Driver Services Call Center will block less than 5% of calls on an annual basis.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Actual	4.10%	5.50%	6.10%	7.40%	6.10%					
Difference	0.90%	0.50%	1.10%	2.40%	1.10%					

**Strategy:** The Department continues to improve customer service provided by the Motor Vehicle Call Centers to meet the informational needs of all customers in an efficient manner. In doing so, the Department strives to reduce the number of callers by providing comprehensive and easily understandable information online. The Department has recently completed a web migration updating the Department of Revenue website. This new platform makes it easier for citizens to find and access the necessary information, and also makes it easier for staff to update. This allows Department staff the ability to assure that the information on the website is accurate and relevant as statutes, rules and requirements change. The goal is that the updated website will make general information more accessible and fewer calls will come to the call center. This will allow the call center agents to provide more specialized assistance when contacted which supports the strategy of providing all information required to resolve the issue the first time the customer calls.

**Customer Service in Driver License Offices**

**Processes:**

- Provide driver license services in statewide offices.

**Inputs:**

- Total of 208.5 FTE staffed Driver License offices where the Wait-Less system is deployed through 3<sup>rd</sup> quarter of FY 2014-15.
- 30 kiosks were deployed in Driver License offices through 3<sup>rd</sup> quarter of FY 2014-15. This is a decrease from last year as two kiosks have been removed and are being utilized for parts.
- Total of 1,166,392 queuing tickets were issued to customers through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total of 759,202 (65%) tickets were completed within 60 minutes in Driver License offices where Wait-Less was deployed through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 161,265 (22%) customers had pre-scheduled appointments through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 78,916 (86%) customers with pre-scheduled appointments were served within 15 minutes of their scheduled appointment time through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 647,748 transactions were completed in the Driver License offices where Wait-Less was deployed through 3<sup>rd</sup> quarter of FY 2014-15. Transactions include: initial issuance of driver licenses, identification cards, and instruction permits; out of state driver license transfers; renewal of Colorado driver licenses and identification cards; issuance of commercial driver permits and licenses; obtaining motor vehicle records; changes of addresses; and testing (written and drive).

**Outcomes:** Driver License customer transactions will be completed within an average of 60 minutes 65% of the time on an annual basis in Driver License offices where Wait-Less is deployed.

	FY13*	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16**	FY17
Objective	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%	65.00%		
Actual	64.99%	74.99%	56.68%	58.70%	63.48%				
Difference	0.01%	9.99%	8.32%	6.30%	1.52%				

\*FY13 goal was changed from 70% to 65% mid-year with permission from the Governor's Office.

\*\*This objective is being replaced with the objective below to better represent the implementation of the DMV strategic plan, expansion of Wait-Less queuing, the addition of more staff and the continuation of the DRIVES project.

**Outcomes:** Driver License customers will be called to the counter within an average of 15 minutes 50% of the time for FY 16 and increase annually.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50.00%	65.00%	80.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Outcomes:** Driver License customers with pre-scheduled appointments will be called to the counter within 15 minutes of their scheduled appointment time 90% of the time on an annual basis in Driver License offices where Wait-Less is deployed.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15*	FY16	FY17	FY18
Objective	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%
Actual	91.89%	95.36%	85.15%	84.87%	85.97%					
Difference	1.89%	5.36%	4.85%	5.13%	4.03%					

\*This objective will not be met this fiscal year due to funding issues during FY2013-14. Although the Department received additional funding for FY2014-15, those funds were not available until 7/1/14. The Driver License section was unable to fill vacancies for eleven months and therefore did not have the resources to meet this goal.

**Strategy:** 34 additional full time and 37 part time employees were hired in FY2014-15 to work in driver license offices. Approximately 30% have completed training and 70% are in the training process. The objective is to increase the resources available to meet customers' needs through peak times including lunch breaks and provide upfront customer service to help customers be prepared when they are called to the counter. Managers and assistant managers in the Driver License offices continue to be trained to improve their understanding of the Wait-Less system and how to actively manage resources and report results. It is the desire of the Department to become more efficient when processing transactions and serving customers that utilize the Wait-Less system and make appointments for their driver license needs.

### **Online Renewal and Payment – Driver License**

#### ***Processes:***

- Renew and accept payment of driver licenses online.

#### **Inputs:**

- Total of 688,529 adult driver licenses issued through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 105,504 identification cards were issued through 3<sup>rd</sup> quarter of FY 2014-15.

#### **Outputs:**

- Total of 97,806 driver license and identification card renewals and payments were processed online through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Increase the number of driver license renewals processed online by 5% over the previous year on an annual basis.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	194,513	186,928	148,621	148,621	148,621	148,621	148,621	156,058	163,861	172,055
Actual	178,027	141,550	42,834	65,632	97,806					
Difference	16,486	45,378	105,787	82,989	50,815					

**Strategy:** Citizens may now renew their driver license and identification card online for two consecutive renewal cycles. Previously, only one online renewal was allowed. In conjunction with this change, the Department strives to enhance online services in an effort to increase the number of customers that renew online by 5% each year. To achieve this, the Department utilizes advertising and outreach efforts such as the “Guy VROOM” advertising campaign,

notifications to citizens to inform them if they are eligible to renew online, and by providing information regarding online renewal on the State of Colorado website. The Department also partners with the Donor Alliance organization to promote the online renewal option. Knowing that it is not likely that all eligible customers will use the online renewal option, the Department's goal is for 90% of all eligible customers to renew online, reducing the number of walk-in customers and in turn reducing wait times for those required to complete their transactions in a Driver License office.

### **Electronic Filing of Income and Sales Tax Returns**

***Processes:***

- File taxes online.

**Inputs:**

- Total number of individual taxpayers that filed income tax returns was 1,645,877 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total number of sales tax returns filed was 1,750,728 through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total of 1,464,200 individual income tax returns were filed electronically through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 1,217,629 sales tax returns were filed electronically through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Increase e-filed individual income tax returns as a percentage of total income tax returns filed to 82.80% in FY 15 and increase annually.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	84.00%	82.00%*	82.80%	82.80%	82.80%	82.80%	82.80%	83.60%	84.50%	85.00%
Actual	80.40%	81.00%	73.89%	72.45%	88.96%					
Difference	3.60%	1.00%	8.91%	10.35%	6.16%					

\*Objective lowered for FY14 due to lower participation rate of late filers in FY13.

**Outcomes:** Increase e-filed sales tax returns as a percentage of total sales tax returns filed to 60.70% in FY 15 and increase annually.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16*	FY17*	FY18
Objective	42.00%	55.20%	60.70%	60.70%	60.70%	60.70%	60.70%	75.00%	77.00%	80.00%
Actual	48.00%	60.80%	66.94%	72.04%	68.75%					
Difference	6.00%	5.60%	6.24%	11.34%	8.05%					

\*This objective has been consistently met and therefore the objectives for FY16 and FY17 were re-evaluated in April 2015. Original objective for FY16 was 66.70% and FY17 was 73.50%.

**Strategy:** The Department continues to make strides in providing online options for taxpayers to file their returns to encourage timely and accurate filing. Through outreach and information sharing efforts, the Department strives to increase the number of returns filed online annually. Without a statutory mandate to file electronically, some taxpayers will continue to file paper documents. Therefore, the Department estimates that 90% of tax returns will be filed

electronically when online options are fully utilized.

## **Liquor License Processing**

### ***Processes:***

- Process liquor license applications.


### **Inputs:**

- Total of 11,855 liquor licenses were received through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 4 licensing clerks processed license applications through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

- Total of 7,745 liquor licenses received final agency action through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 7,151 liquor licenses received final agency action within 60 days of local approval through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** By the end of the fiscal year, the Liquor Enforcement Division will reach the objective of initiating final agency action of licenses within 60 days of receipt of local approval 90% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16*	FY17
Objective	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%	90.00%		
Actual	92.03%	94.40%	91.70%	91.90%	92.30%				
Difference	2.03%	4.40%	1.70%	1.90%	2.30%				

\*The process to issue a new license and the process to renew a license vary and therefore it has been determined to measure these two objectives separately in the two following measures.

**Outcomes:** By the end of the fiscal year, the Liquor Enforcement Division will reach the objective of initiating final agency action of renewal license applications within 60 days of receipt 95% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	95.00%	95.00%	95.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Outcomes:** By the end of the fiscal year, the Liquor Enforcement Division will reach the objective of initiating final agency action of new license applications within 90 days of receipt 75% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	75.00%	75.00%	75.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Strategy:** The Department continues its commitment to reviewing and issuing liquor licenses as soon as possible upon receipt of local approval. To provide good customer service for the liquor



industry, the Liquor Division continues to refine processes. In doing so, the Liquor Division strives to maintain a 75% or better completion rate for initiating final agency action for new liquor license applications within 90 days of receipt of local approval which will allow businesses to begin operating both sooner and lawfully. Because the Department is limited to issuing the licenses only after the local government has approved the issuance, it is important that the Department’s process is efficient and timely.

**Auto Industry Complaint Resolution**

***Processes:***

- Resolve consumer complaints.

**Inputs:**

- The Division has a total of 447 open investigations through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 865 consumer complaints were received through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 10 FTE (including criminal and compliance investigators) were assigned to investigate consumer complaints through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total of 868 consumer complaints initial investigations were concluded through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 755 consumer complaints initial investigations were concluded within 180 days through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** By the end of the fiscal year, the Auto Industry Division will reach the objective of concluding the initial investigation on complaints within 180 days of case initiation.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	70.00%	73.00%	76.00%	76.00%	76.00%	76.00%	76.00%	82.00%*	84.00%	86.00%
Actual	84.15%	81.49%	86.10%	86.66%	87.89%					
Difference	14.15%	8.49%	10.10%	10.66%	11.89%					

\*This objective has been consistently met and therefore the objectives for FY16 and FY17 were re-evaluated in April 2015. Original objectives for FY16 was 79.00% and FY17 was 82.00%.

**Strategy:** Consumer protection continues to be a critical component in effectively regulating the auto industry. The Auto Industry Division (AID) continues to identify and place a high priority on processing those complaints that negatively impact consumers. AID is working toward the implementation of a new tracking computer system that is utilized by the other Enforcement Divisions within the Department. This new system in combination with updated internal processes, will allow the AID to continue to work towards improving the percentage of consumer complaint cases that are concluded within 180 days of case initiation. Because consumer complaints drive a high priority and are sometimes high profile, the AID would ultimately like to continue to increase its percentage of investigation conclusion within 180 days by streamlining existing procedures. Timely investigations support the overarching goal of achieving greater compliance throughout the industry resulting in fewer consumer complaints.

## **International Registration Plan (IRP) Electronic Registration**

### ***Processes:***

- Issue and renew IRP registrations through electronic filing.

### **Inputs:**

- Total of 4,637 registration applications were processed through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 3 FTE processed IRP registrations through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

- Total of 1,298 IRP registrations were processed electronically through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The percentage of International Registration Plan (IRP) registrations completed through electronic filing will increase to 35% in FY15.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	25.00%	30.00%	35.00%	35.00%	35.00%	35.00%	35.00%	30.00%**	35.00%	40.00%
Actual	26.43%	29.46%*	29.92%	28.83%	27.62%					
Difference	1.43%	0.54%	5.08%	6.17%	7.38%					

\*An error was discovered in the formula used to calculate FY14 actual data and has been corrected.

\*\*A survey is being conducted to determine why this service is not more utilized by the trucking industry. This objective will be re-evaluated based on the survey results.

**Strategy:** The Department offers online registration for motor carriers in an effort to provide better customer service. The goal is to steadily increase the number of motor carriers using the online IRP registration application process for new registrations, renewals, and supplemental requests. The Department would also prefer to register the majority of motor carriers online to reduce the number of walk-in customers and increase customer convenience. The Department continues to work with the Colorado Motor Carrier Association (CMCA) to educate the industry on utilizing online registration through training and a web link that resides on the CMCA website that links to the Department's website Revenue Online. Additionally, the Department has conducted a survey of motor carriers regarding the online services and possible areas of improvement. The Department will have the results of the survey by July 1, 2015.

## **Major Program Area – Fiduciary Responsibility**

The CDOR collects more than twelve billion dollars per year on behalf of the citizens of Colorado. It is the Department's responsibility to ensure that those funds are collected in a fair and consistent manner as well as in accordance with the law. Additionally, it is the Department's responsibility to provide the best services possible for the citizens of Colorado in accordance with state fiscal rules and within its appropriation.

## **Lottery Sales and Profits**

### ***Processes:***

- Marketing strategy.

### **Inputs:**

- Total of 3,012 Lottery retailers through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 35 sales representative FTE through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of \$10,227,240 was spent on marketing through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of \$29,935,859 was spent on Colorado Lottery administrative costs through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

- Total sales for the Colorado Lottery were \$402,129,307 through 3<sup>rd</sup> quarter of FY 2014-15.
- Total proceeds distributed were \$96,161,251 through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Grow Colorado Lottery sales and profits to maximize proceeds for beneficiaries that are receiving funding at levels defined by the state and achieve a profitability percentage of 24.5% by FY18.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	23.13%	24.00%	23.50%	23.50%	23.50%	23.50%	23.50%	23.80%	24.00%	24.50%
Actual	23.83%	23.87%	23.80%	23.60%						
Difference	0.70%	0.13%	0.30%	0.10%						

**Strategy:** The Lottery is focused on increasing sales and continuing the upward trend in proceeds distribution percentage to its beneficiaries. Additionally, the Lottery continues to develop system and process improvements, resulting in decreased administrative costs. Through targeted initiatives to reduce operating expenses, enhance Lottery brand loyalty, engage players through new technology, and deploy new and enhanced games for the players, the Lottery strives to strengthen its overall performance each year. The new gaming system has been in place since November and has provided opportunities to increase sales, new distribution channels for players, and new technologies that are improving service levels throughout the state.

## **Cash Handling**

### ***Processes:***

- Receive and deposit cash.

### **Inputs:**

- Total of \$10,011,361,311 was deposited through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

- Total of \$9,669,264,378 was deposited within 24 hours of receipt through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Deposit funds within 24 hours of being received 95% of the time on an annual basis.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Actual	92.75%	93.00%	96.00%	96.00%	98.00%					
Difference	2.25%	2.00%	1.00%	1.00%	3.00%					

**Strategy:** The goal to deposit funds with 24 hours of receipt maximizes interest earned on the funds deposited and ensures the funds are accounted for properly and securely. The Department has been working on several initiatives to improve the timely deposit of funds. These include encouraging the use of online payments to process funds faster and more securely. In addition, the Department is implementing a new imaging system that will image mailed checks, significantly decreasing processing time. This new process enables the Department to deposit check images electronically to the bank rather than depositing paper checks. Electronic check image deposits sent to the bank for processing is called CHECK 21. It is projected that the majority of checks collected will be processed through CHECK 21 by early FY2016.

### **Project Management**

***Processes:***

- Manage projects.

**Inputs:**

- Total number of 7 FTE (1 Program Manager and 6 Project Managers) were assigned to the Project Management Office through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total of 48 bills passed in the 2015 legislative session requiring implementation activities.

**Outcomes:** The Department will complete 100% of its projects related to legislation implementation within the required implementation date.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	90.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	N/A	100.00%	100.00%	100.00%	100.00%					
Difference	N/A	10.00%	0.00%	0.00%	0.00%					

**Strategy:** In the past, the Department has had difficulties implementing projects in a timely manner. This includes legislative changes that require process and/or programming changes impacting primarily the Taxation and Motor Vehicle lines of business. Recognizing how important it is to implement legislative changes within the statutory timeframe, the Department developed criteria for project prioritization whereby these projects are rated as higher priorities. Additionally, the Department performs a gap analysis to determine what discretionary projects are put on hold, to focus our resources on those projects that are statutorily mandated. These projects are then selected and tracked monthly as part of the Executive Project Dashboard and are reviewed by the Executive Director’s management team to ensure the projects are on track.

## **Major Program Area – Statutory Responsibility**

As with all other state services, CDOR is governed by the statutes of the State of Colorado. Many times, those statutes are subject to interpretation by Department staff. The management staff of CDOR works hard to provide opportunities for stakeholders and the public to provide input as rules and regulations are being drafted to further define the statute. Also, it is a priority of the Department that all current rules and regulations are reviewed on a regular basis to ensure that the existing rule is still relevant, necessary, easy to understand and can be implemented.

### **Rule and Regulation Review**

#### ***Processes:***

- Review and update rules and regulations.

#### **Inputs:**

- As of December 31, 2014, the Department currently had 1,976 rules and regulations published. This data is reported every six months and will be updated upon the close of the fiscal year.

#### **Outputs:**

- The Department reviewed 437 or 21% of its rules during calendar year 2014. This includes rules that remained as is, were adopted, amended or repealed based on the review.

**Outcomes:** The Department will review 20% of its rules and regulations each year to ensure compliance with Executive Order 11-5, Executive Order 12-2, and House Bill 12-1008.

	CY13	CY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	CY15	CY16	CY17	CY18
Objective	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%	20.00%
Actual	20.00%	21.00%	N/A							
Difference	0.00%	1.00%	N/A							

**Strategy:** It is understood that in order to instill public confidence, the Department needs to have rules that are relevant, relate to state statutes, and provide guidance to the public on complex matters. The Department conducted a Lean project to review internal rulemaking processes and determined that there were nine different processes being utilized throughout the Department. These processes have been consolidated into one process requiring stakeholder workshops and the development of forms that can be accessed online by citizens to use to request new rules and provide feedback. Additionally, the goal to review 20% of all rules each year was developed. The Department developed its first regulatory agenda that was published on November 1, 2012 utilizing the knowledge gained from the previous regulatory review process and ensured that at least 20% of all rules would be reviewed each year. The Department changed this objective to a calendar year to align with the regulatory agenda report. By reviewing at least 20% of all rules each year, the Department ensures that every five years all rules will be reviewed to determine whether they are relevant and should remain unchanged, be modified, or be repealed.

## **Racing Compliance**

### ***Processes:***

- Inspecting horse racing facilities. Facilities include the racetrack and all stables on the premises.

### **Inputs:**

- Total of 111 horse racing facilities through 1st quarter of CY 2015.
- Total of 3 investigators conducted racing compliance inspections through 1st quarter of CY 2015.

### **Outputs:**

- Total of 111 inspections were conducted by the Racing investigators through 1st quarter of CY 2015.
- Total of 111 inspections were completed within 45 days through 1st quarter of CY 2015.

**Outcomes:** The Division of Racing shall conduct facility inspections for its racetrack licensees 100% of the time prior to opening and all stables within 45 days after opening to ensure compliance with the Colorado Racing Act and Colorado racing regulations on an annual basis.

	CY13	CY14	CY15 1st Quarter	CY15 2nd Quarter	CY15 3rd Quarter	CY15 4th Quarter	CY15	CY16	CY17	FY18
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	100.00%							
Difference	0.00%	0.00%	0.00%							

**Strategy:** In order for horse racing to continue in Colorado, it is necessary for the Division of Racing to inspect all stables. By inspecting all stables, the Department ensures the integrity of racing in Colorado and continues to promote animal welfare throughout the industry. The Department will continue to inspect 100% of the stables within 45 days after opening. These inspections provide proactive and invaluable feedback to the Division concerning compliance with statutory and regulatory requirements within the racing industry.

## **Marijuana License Processing**

### ***Processes:***

- Process license applications.

### **Inputs:**

- Total of 52 FTE assigned to the Marijuana Enforcement Division through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 596 marijuana license applications received final agency action through 3<sup>rd</sup> quarter of FY 2014-15. Final agency action includes license issuance, denial or voluntary withdraw.

**Outputs:**

- Total of 557 marijuana license applications received final agency action within 90 days through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The Marijuana Enforcement Division will approve and issue business licenses, or issue a notice of proposed denial for 100% of completed business license applications within 90 days of receipt on an annual basis beginning with FY2013-14.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16*	FY17
Objective	90.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Actual	92.50%	96.00%	86.00%	86.00%	93.45%				
Difference	2.50%	4.00%	14.00%	14.00%	19.00%				

\*100% of all retail marijuana licenses are required to be processed within 90 days of receipt, while there is no mandated timeframe for medical marijuana licenses to be processed. Therefore, it was determined that it would be more representative to measure these two types of licensing activities separately in the following two measures.

**Outcomes:** The Marijuana Enforcement Division will approve and issue medical marijuana business licenses, or issue a notice of denial for 75% of completed business license applications within 90 days of receipt on an annual basis beginning in FY16 and increasing in FY17.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	75.00%	80.00%	80.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Outcomes:** The Marijuana Enforcement Division will approve and issue new retail marijuana business licenses, or issue a notice of denial for 100% of completed business license applications within 90 days of receipt on an annual basis beginning in FY16.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100.00%	100.00%	100.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Strategy:** The Department continues to refine processes and procedures to accommodate the licensure of retail marijuana facilities as well as the continued licensing of medical marijuana businesses. The Marijuana Enforcement Division established rules regarding retail marijuana enforcement and licensure that the Division will continue to uphold in an effort to meet their goal of processing 100% of license applications within 90 days of receipt. The Division will continue to work with all stakeholders to ensure that this industry is properly licensed within the statutory timeframes and proper enforcement mechanisms are in place. In doing so, the Division will strive to maintain an annual processing rate of 100% of retail marijuana license applications within 90 days of receipt.

## **Commercial Driver Training and Testing**

### **3<sup>rd</sup> Party Commercial Driving Schools**

#### ***Processes:***

- Audit and evaluate 3<sup>rd</sup> party Commercial Driving Schools.

#### **Inputs:**

- Total of 135 3<sup>rd</sup> party Commercial Driving Schools in Colorado through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 3 FTE audited 3<sup>rd</sup> party Commercial Driving Schools through 3<sup>rd</sup> quarter of FY 2014-15.

#### **Outputs:**

- Total of 114 3<sup>rd</sup> party Commercial Driving Schools audited through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Complete required audits of 3<sup>rd</sup> party Commercial Driving Schools on an annual basis 100% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15*
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	13.00%	39.00%	84.00%		
Difference	0.00%	0.00%	87.00%	61.00%	16.00%		

\*This objective has consistently been met and therefore will be discontinued at the end of FY15.

### **Commercial Driver License Testing Units**

#### ***Processes:***

- Audit Commercial Driver License Testing Units.

#### **Inputs:**

- Total of 113 Commercial Driver License Testing Units through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 3 FTE audited Commercial Driver License Testing Units through 3<sup>rd</sup> quarter of FY 2014-15.

#### **Outputs:**

- Total of 113 Commercial Driver License Testing Units were audited in FY 2012-13.



**Outcomes:** Complete required audits\* of Commercial Driver License Testing Units on an annual basis 100% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15**
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	30.00%	63.00%	91.00%		
Difference	0.00%	0.00%	70.00%	37.00%	9.00%		

\*While there is not an actual number of required audits, if the state is found to be out of compliance with FMSCA regulations, federal highway moneys provided to the state could be at risk.

\*\* This objective has consistently been met and therefore the measure will be discontinued at the end of FY15.

## **Emissions Testing Facilities**

### ***Processes:***

- Audit Emissions Testing Facilities.

### **Inputs:**

- Total of 102 Emissions Testing Facilities through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 5 FTE audited Emissions Testing Facilities performing multiple audits per facility as required by statute through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

Total of 102 Emissions Testing Facilities were audited through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** Complete number of statutorily required audits of Emissions Testing Facilities on an annual basis 100% of the time.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15**
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.78%*	100.00%	24.85%	53.53%	79.91%		
Difference	0.78%	0.00%	75.15%	46.57%	20.09%		

\*The transition effective July 1, 2012 to the new requirements of SB12-012 caused some facilities to be audited more than the pre-SB12-012 quarterly requirement in FY13.

\*\* This objective has consistently been met and therefore the measure will be discontinued at the end of FY15.

## **Major Program Area – Employees**

The employees of CDOR perform very important functions for the citizens of Colorado. To achieve the Department’s goals and serve the public in the manner necessary, it is paramount that the best possible employees are recruited and hired. The leadership staff is also committed to providing professional development for the employees and creating an environment where employees can be creative, innovative, and have the support to problem solve.

### **Hiring Personnel**

#### ***Processes:***

- Fill vacant positions.

**Inputs:**

- Total of 202 personnel request forms were submitted for the Department through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 6 FTE were assigned to facilitate the hiring process through 3<sup>rd</sup> quarter of FY 2014-15.

**Outputs:**

- Total of 202 permanent new employees were hired through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 161 employees (80%) were hired within 60 days from the date of the personnel request form arriving in Human Resources through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The average number of days it takes the Department to fill 100% of vacant positions from the submittal of the personnel request form to Human Resources to the job offer will be reduced each year.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	54.0	49.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0	44.0
Actual	51.4	43.0	58.9	51.9	50.4					
Difference	2.6	6.0	14.9	7.9	6.4					

**Strategy:** The Department’s employees are its greatest asset. Therefore, the Department has chosen to focus on the amount of time it takes to hire personnel for several reasons. First, the longer it takes to fill a position, the more likely the most qualified candidates will find other opportunities. Second, since a position cannot be filled until it becomes vacant, the longer it takes to fill a position, the more production time is lost resulting in diminished services to customers. Therefore, the Department’s immediate goal is to reduce the average number of days to fill a position from the time a personnel request form is submitted to HR to the time a job offer is made. Recent changes to personnel rules have allowed the Department to utilize different exam processes such as a comparative analysis to accelerate the hiring process. Additionally, the Department has begun to initiate continuous recruitment of high turn-over positions, automate forms, and utilize electronic signatures.

**Employee Satisfaction*****Processes:***

- Conduct employee satisfaction survey.

**Inputs:**

- There were a total of 1,291 permanent employees at the end of the 3<sup>rd</sup> quarter of FY 2014-15.
- This objective is measured using the Department of Personnel and Administration (DPA) Employee Satisfaction Survey to determine outcomes. It was assumed that a new survey would be administered by DPA during this fiscal year. However it was recently determined that the DPA survey would not be administered until Spring of 2016. Therefore, no employee surveys were completed through 3<sup>rd</sup> quarter FY 2014-15.

## Outputs:

- Because there were no surveys completed, there are no outputs for this measure. This data will be collected when the DPA survey is conducted during Spring of 2016.

**Outcomes:** Improve employee satisfaction by a rate of 5% points on an annual basis for each of the three categories.

- **Capacity to act on innovative ideas.\***

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	31.00%	39.00%	N/A	N/A	N/A		34.00%	37.00%	40.00%	43.00%
Actual	34.00%	31.00%	N/A	N/A	N/A					
Difference	3.00%	8.00%	N/A	N/A	N/A					

- **Satisfied with opportunities for career growth and advancement\***

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	39.00%	42.00%	N/A	N/A	N/A		36.00%	38.00%	40.00%	42.00%
Actual	37.00%	34.00%	N/A	N/A	N/A					
Difference	2.00%	6.00%	N/A	N/A	N/A					

- **Leaders give a clear picture of direction\***

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	33.00%	39.00%	N/A	N/A	N/A		40.00%	42.00%	44.00%	46.00%
Actual	34.00%	34.00%	N/A	N/A	N/A					
Difference	1.00%	5.00%	N/A	N/A	N/A					

**Strategy:** The Department continues to work on improving employee engagement and employee recognition through award programs and department-wide community service activities. It is the desire of Department leadership that recognizing employee's value and contributions to the Department will open the lines of communication between employees and management allowing the employees to realize their importance to the organization and the significant roles they play. Additionally, the Department has employed an Employee Development Coordinator to provide leadership and management training as well as development opportunities for all employees.

## Major Program Area – Public Confidence

So many of the Department's regulatory functions exist to ensure that the public is protected, ranging from inspecting gaming machines, licensing liquor and marijuana establishments, ensuring that complaints against auto dealers are investigated, and ensuring the integrity of lottery games. It is vital that the public have confidence that the CDOR staff are doing their job to allow the citizens to feel protected when they participate in these activities. This confidence is relayed through providing sound education for the public, presenting a positive image of the Department and the industries that it regulates, setting expectations for regulation and

enforcement and living up to those expectations.

## **Gaming Compliance**

### ***Processes:***

- Inspect new slot machines.

### **Inputs:**

- Total of 718 new slot machines were introduced through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 7 compliance investigators inspected new slot machines through 3<sup>rd</sup> quarter of FY 2014-15.

### **Outputs:**

- Total of 718 new slot machines were inspected through 3<sup>rd</sup> quarter of FY 2014-15.
- Total of 718 new slot machines were inspected within 90 days of introduction to the gaming floor in through 3<sup>rd</sup> quarter of FY 2014-15.

**Outcomes:** The Division of Gaming shall inspect 100% of new slot machines introduced to the gaming floor within 90 days to ensure compliance with the Gaming Act, Colorado Gaming Regulations, and internal control standards on an annual basis.\*

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		
Actual	100.00%	100.00%	100.00%	100.00%	100.00%				
Difference	0.00%	0.00%	0.00%	0.00%	0.00%				

\*This objective has consistently been met and therefore the measure will be replaced with the measure below at the end of FY15. The new measure is more reflective of all enforcement, audit and field operations activities required to provide the highest level of consumer protection.

**Outcomes:** The Division of Gaming shall conduct compliance inspections of licensed Colorado casinos on an annual basis to ensure 90% compliance with the Limited Gaming Act, Colorado Gaming Regulations, and minimum internal control standards.

	FY13	FY14	FY15 1st Quarter	FY15 2nd Quarter	FY15 3rd Quarter	FY15 4th Quarter	FY15	FY16	FY17	FY18
Objective	N/A	N/A	N/A	N/A	N/A	N/A	N/A	90.00%	90.00%	90.00%
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A			

**Strategy:** The Division of Gaming inspects all new slot machines placed into service by licensed casinos to ensure limited gaming is conducted honestly in accordance with the Colorado Limited Gaming Act. In order for the public to continue to have trust and confidence that Gaming in Colorado is conducted legally and that all gaming devices are operating properly, the Division continues to inspect 100% of the new slot machines introduced to the Gaming floor within 90 days. It is important that this level of confidence be maintained to protect the public and foster the stability and success of limited gaming.