PERFORMANCE MANAGEMENT PLAN

2018-2019

COLORADO
Department of Revenue

colorado.gov/revenue

CDOR COLORADO
Department of Revenue

Performance Management Plan
Fiscal Year 2018-2019
July 1, 2018 - June 30, 2019

Michael Hartman
Executive Director

Heidi Humphreys
Deputy Executive Director

Lawrence Pacheco
Director of Communications

Meghan Tanis
Deputy Communications Director

Rick Johnson
Chief Administrative Officer

Janet Sutton
Project Manager

Contents

Vision

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

Mission

The Colorado Department of Revenue (DOR) 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

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
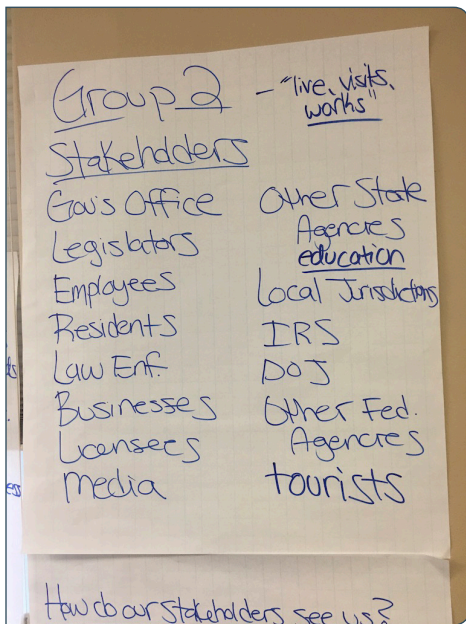
Performance Management Plan

The State Measurement for Accountable, Responsive, and Transparent Government (SMART) Act formalizes a performance management system in Colorado by providing broad parameters for the key elements of performance management: planning, management, data collection and reporting, and evaluation. The SMART Act provides the framework for a customer-focused approach to the delivery of government goods and services through a variety of requirements, including this Performance Management Plan.

This performance plan summarizes the near-term strategic and operational priorities for the department, connecting organizational objectives to a system for achieving these priorities. This plan contains an overview of the department, down to the level of individual processes by which we deliver goods and services to our customers, residents of Colorado. This plan is a living document that DOR uses to set objectives to be achieved and measure progress throughout the year.
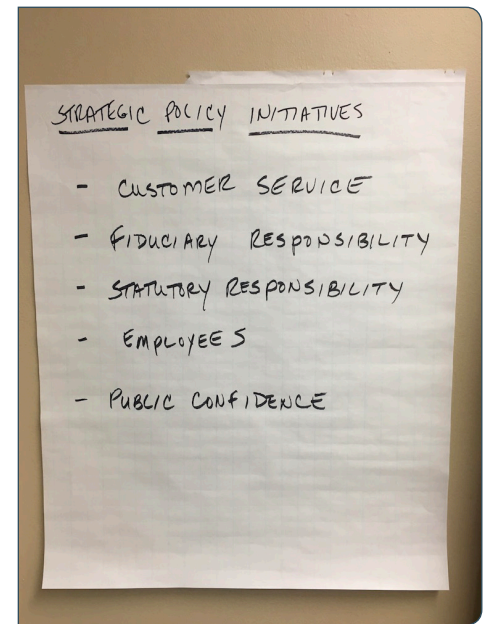
Our Process

This plan was created through a series of interactive stakeholder sessions with all members of the Executive Management Team, program managers and division staff to incorporate all aspects of the work of the Department and its four divisions.

This year's plan has a new look with enhanced goals, clearer strategic policy objectives and a refined focus on our customers. We hope this plan becomes a valuable document for all employees as a strategic roadmap to fulfilling the Governor's vision and ultimately our core mission. **Please note, all input and output data, as well as "actual" numbers are through 3rd quarter of FY2017-2018.**
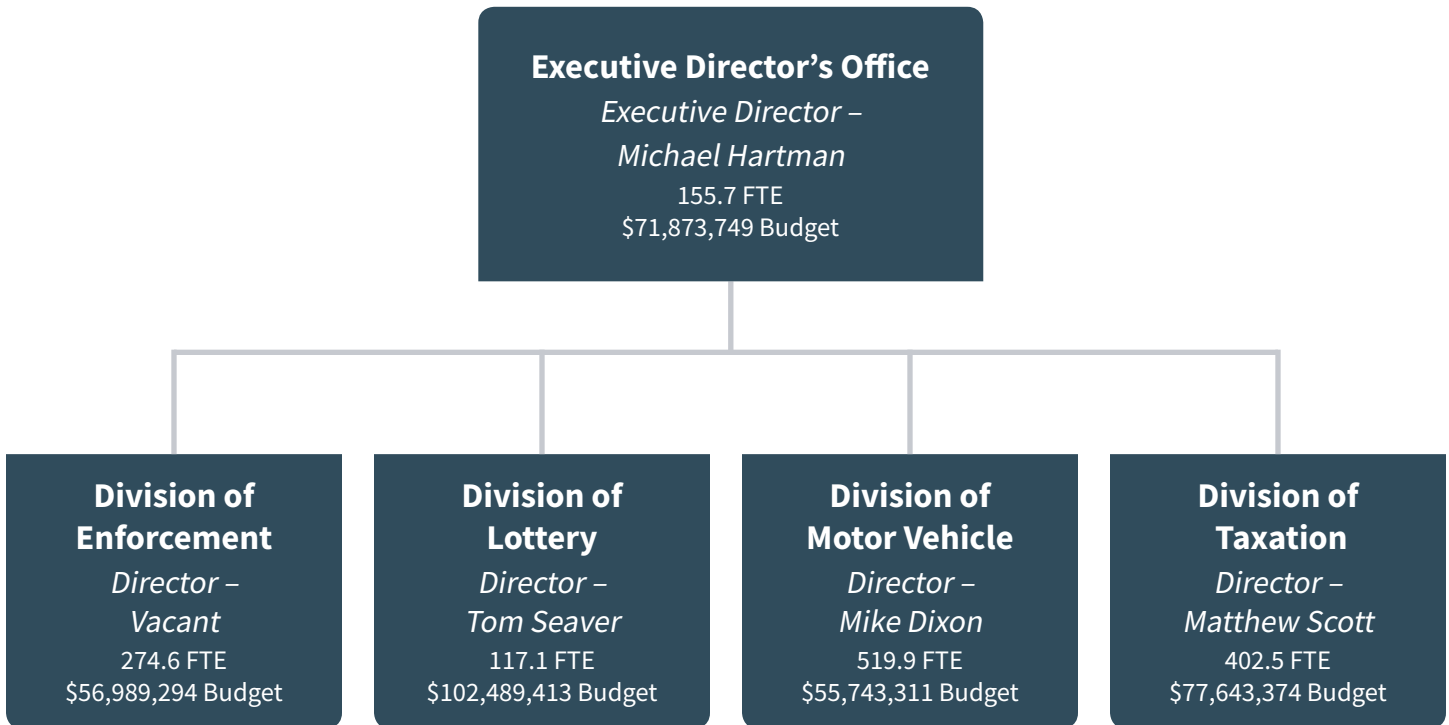
Colorado Department of Revenue

Executive Director's Office

Executive Director –
Michael Hartman

155.7 FTE
$71,873,749 Budget

Division of Enforcement

Director –
Vacant

274.6 FTE
$56,989,294 Budget

Division of Lottery

Director –
Tom Seaver

117.1 FTE
$102,489,413 Budget

Division of Motor Vehicle

Director –
Mike Dixon

519.9 FTE
$55,743,311 Budget

*Additional $4,842,255 ITD Budget
(Includes DMV IT System - DRIVES)

Division of Taxation

Director –
Matthew Scott

402.5 FTE
$77,643,374 Budget

| Total Department FTE & budget breakdown *(based on FY 2018-19 appropriations)*	
DOR	**1,469.8 FTE**
$369,581,396	**Total funds**
$113,169,403	General funds
$249,268,695	Cash funds
$6,318,910	Re-appropriated funds
$824,388	Federal funds

Department Overview

The Colorado Department of Revenue (DOR) oversees the Division of Motor Vehicles, the Enforcement Division, the Colorado Lottery and the Taxation Division. These services touch almost every Colorado Resident throughout the year.

Executive Director's Office

The Executive Director's Office (EDO) is committed to reaching our vision of becoming the premier Department of Revenue known for its outstanding customer service, innovation, and dedicated employees. The EDO strives for efficient, effective, and elegant service for the people of Colorado and consists of Administrative, Budget and Finance, Communications, Hearings, Legislative Liaison and Internal Audit.

Division of Motor Vehicles

The Division of Motor Vehicles (DMV) provides identification, driver and vehicle services used by nearly every resident of the state. Additionally, the DMV licenses and provides oversight of private businesses and government organizations that provide driver and emission testing services. The 64 county Clerk and Recorders serve as the department's authorized agents for motor vehicle titling and registration. Finally, the division works closely with other state agencies and programs to provide information and education to serve the public and encourage voluntary compliance.


DMV's Guiding Values: Mobility, Security, Quality, Convenience, Accuracy, Identity
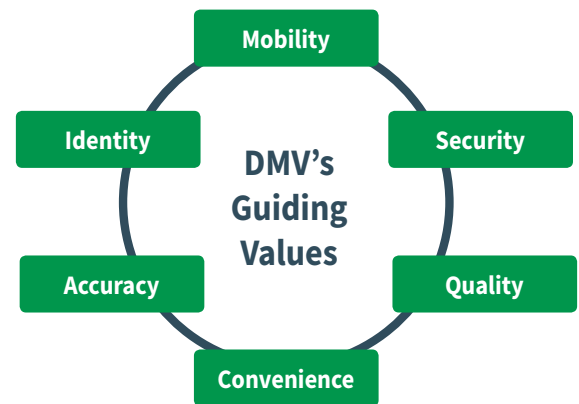
Customers
Residents of Colorado, Law Enforcement, Colorado Counties, State and Federal Agencies

Lottery Division

The Colorado Lottery Division creates and sells lottery games of chance that are held to the highest standards of public confidence, integrity, entertainment, and efficiency in order to maximize revenue for the beneficiaries and the people of Colorado. Since its inception in 1983, the Lottery has contributed more than $3 billion to the state, funding outdoor projects through its proceeds partners including Great Outdoors Colorado (GOCO), the Conservation Trust Fund (CTF), Colorado Parks and Wildlife (CPW), and the Public School Capital Construction - Building Excellent Schools Today (BEST) Program. These proceeds have helped fund and support parks, playgrounds, river corridors, trail restoration, open space conservation, wildlife habitats, and more. The Lottery is an industry leader built on strong relationships with players, retailers and proceeds partners. The Lottery encourages Coloradans to Expect the Unexpected through superior products, innovative and efficient processes, and a commitment to excellent customer service to accomplish the mission of improving the quality of life in Colorado and enhancing Colorado's great outdoors.

Lottery's Guiding Values: Integrity, Dreams, Entertainment, Availability
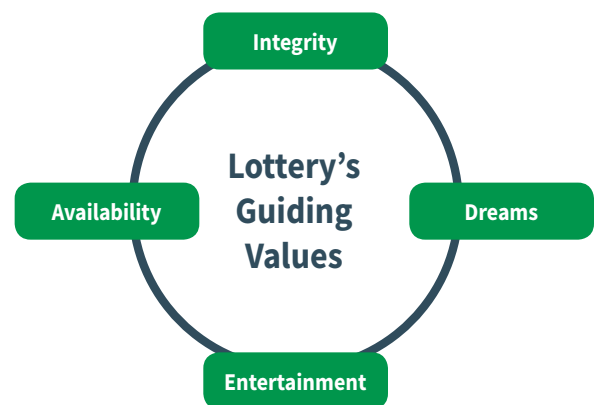
Customers
Residents of Colorado, Lottery Players, Retailers and Proceeds Recipients.

Department Overview

Enforcement Division

The Enforcement Division is responsible for licensing, regulation and law enforcement of the Auto Industry, Limited Stakes Gaming, Liquor and Tobacco, Marijuana and Racing in the State of Colorado. The Division enforces laws in a fair, consistent, and equitable manner through outreach, education, compliance and administration.

- **Auto Industry Division** — The Auto Industry Division (AID) regulates Motor Vehicles and Powersports sales in Colorado.

  ### Customers
  Motor Vehicle Dealer Board, Buying Public, Licensees, Law Enforcement

AID's Guiding Values: Responsiveness, Information, Service, Expertise
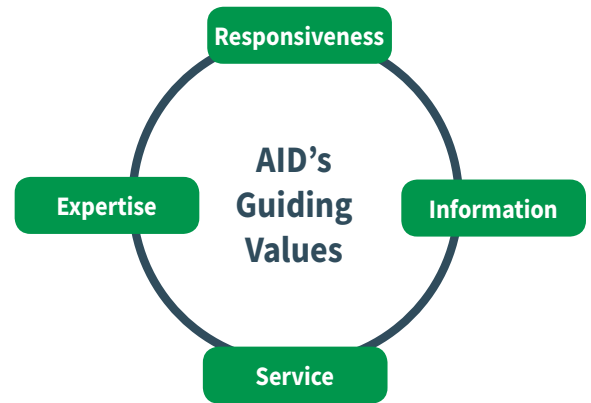
- **Division of Gaming** — The Division of Gaming ensures honesty and integrity in Colorado's gaming industry.

  ### Customers
  Colorado Limited Gaming Control Commission, Wagering Public, Licensees, Fund Recipients (i.e. Black hawk, Central City, Cripple Creek, Community Colleges, Law Enforcement

Gaming's Guiding Values: Fairness, Less Regulation, Consistency, Timeliness

- **Liquor and Tobacco Enforcement Division** — The Liquor and Tobacco Enforcement Division (LED) oversees enforcement and compliance with Colorado liquor and tobacco control laws.

  ### Customers
  Public, Licensees, Law Enforcement, Local Licensing Authorities

LED's Guiding Values: Safety, Partnership, Transparency, Economic Growth
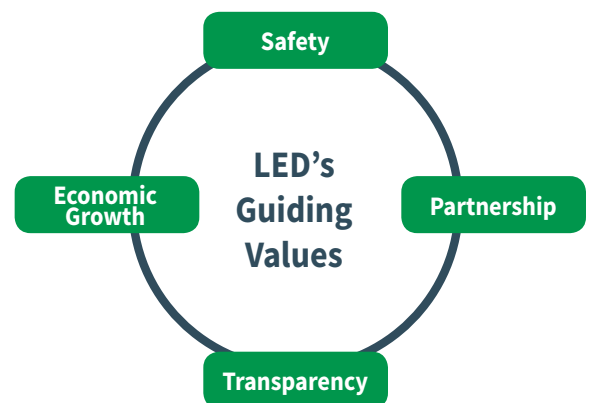
Department Overview

- **Marijuana Enforcement Division** — The Marijuana Enforcement Division (MED) administers and enforces medical and retail marijuana laws and regulation.

    Customers
    Public, Licensees, Consumers, Local Licensing Authorities, Patients, Physicians, Federal Agencies, Law Enforcement

Safety

MED's Guiding Values

Information

Accessibility

Consistency

- **Racing Events Division** — The Racing Division promotes and fosters public confidence in the pari-mutuel industry and protects the welfare of all racing participants.

    Customers
    Colorado Racing Commission, Wagering Public, Horsemen, Equine Athletes, Fund Recipients, Veterinarians, Law Enforcement

Safety

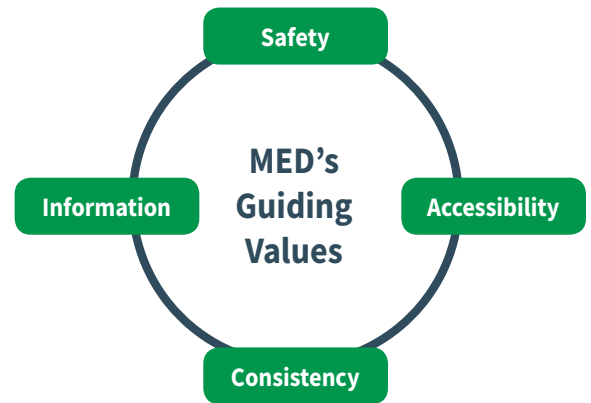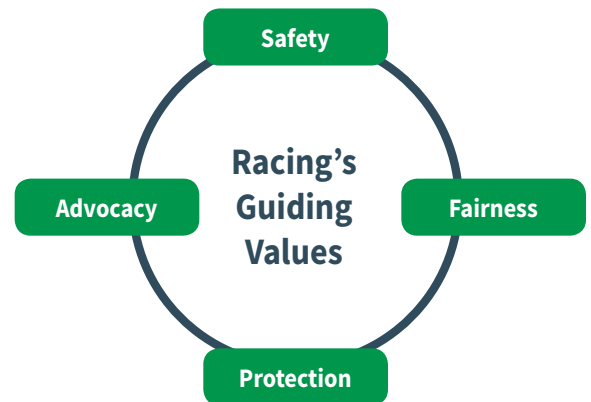Racing's Guiding Values

Advocacy

Fairness

Protection

Taxation Division

The Taxation Division is charged with collection, administration, audit and enforcement responsibilities for all taxes, fees, bonds and licenses under Colorado tax laws. The mission of the Taxation Division is to promote voluntary compliance with all Colorado state tax laws through information, education, assistance and customer service. The Division strives to provide its services to the taxpayers of Colorado in a manner that is efficient, effective and elegant, which eliminates redundancy, and ensures integrity in its processes and data.

Trust

Tax's Guiding Values

Communication

Fairness

Speed

The Taxation Division is organized into four areas: Taxpayer Service, Tax Auditing and Compliance, Tax Conferee, and Tax Policy Analysis. While each section functions separately, they unite to achieve the Departmental goals of being the premier Department of Revenue known for its outstanding customer service, innovation and dedicated employees.

    Customers
    Individual & Business Taxpayers, Tax Attorneys, Certified Public Accountants
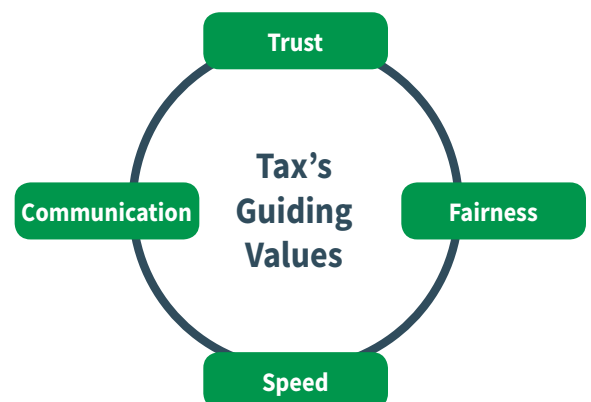
Strategic Policy Initiatives

In connection with the Governor's Office of State Planning and Budgeting (OSPB), the Department of Revenue has identified major department-wide goals, or "strategic policy initiatives" (SPIs), that drive our organization towards our mission and vision, as well as the high-impact strategies we must employ to achieve our priorities and goals. This focus on performance allows us to determine what is working and what needs improvement, and we believe that planning, monitoring and reviewing data about our service delivery and work objectives yields more effective, efficient and elegant government service to the people of Colorado.

SPI 2
Guide and assist Colorado residents in complying with the state's laws, rules and regulations.

SPI 1
Put Colorado residents and DOR employees at the center of every decision we make.

SPI 3
Instill public trust and confidence through transparency, customer service and responsive employees.

Put Colorado residents and DOR employees at the center of every decision we make.

EXECUTIVE DIRECTOR GOAL

Through the HomeAdvisor Usability Lab, the department will redesign the DMV website to improve customer satisfaction of website usability scores by at least **10%** between establishment and June 30, 2019.

This is a new goal for the department in FY2018-2019.

Strategy

- Collect baseline measurements on customer satisfaction of website usability prior to and after website enhancements are made.
- Simplify online processes so Colorado residents spend less time completing their on-line license renewal, appointment scheduling and proof of address verification transactions via the website.

EXECUTIVE DIRECTOR GOAL

By the end of FY18, establish a baseline for customer feedback scores, increase responses by **10.00%**, and develop a closed loop feedback system for in office services in the Motor Vehicle Division in order to move from a **level 2** to a **level 3** on the Customer Feedback Maturity Index.

This goal supports the Governor's Dashboard goal to improve the experience at the DMV.

Inputs:

Please note that the new survey has been in place since 01/20/18.
- **3,718** surveys taken

Outputs:

- Number of closed feedback loops/department follow-up: **248**

Strategy for FY19

- Establish feedback loop for customers taking the survey.
- Increase responses by having advisors hand out written surveys and promote online surveys.
- Set individual targets for customer feedback scores.

	FY18	FY19	FY20	FY21
Objective	N/A	+10.00%	+10.00%	+10.00%
Actual	3,718			
Difference	N/A			

EXECUTIVE DIRECTOR GOAL

Reduce total customer experience times for walk-in driver license customers in high volume offices below **60 minutes** and in low volume offices **below 30 minutes** more than **70.00%** of the time.

This goal supports the Governor's Dashboard goal to improve the experience at the DMV. By identifying realistic customer duration goals in the third quarter of FY18 and splitting them up by high volume and low volume offices, the division can better understand the customer experience throughout the state. The previous metric simply measured the initial wait time: the length of time between the customer taking a queueing ticket from the kiosk and the customer being called to the intake counter. This only accounts for roughly 30% of the total customer experience. The new metric measures from the time the customer takes a queueing ticket from the kiosk until their transaction is completed. DMV is still focused on reducing initial wait times for customers.

Inputs:

- Total of **327 FTE** staffed driver license offices where the wait-less system is deployed.
- **70 kiosks** were in use in 31 driver license offices.
- Total of **1,228,986 queuing tickets** were issued to customers.

Outputs:

- Total of **98,035 customers** had pre-scheduled appointments.
  - Total of **96.5%** of customers **(90,239)** with pre-scheduled appointments were called to the counter within 15 minutes of their scheduled appointment time.
- Total of **1,138,777 transactions** were completed in the driver license offices where Wait-Less was deployed through 3rd quarter FY2017-18. 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).

High Volume Office

	Jul-Dec 2017	Jan 2018	Feb 2018	Mar 2018	3Q18	FY18
Objective	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%
Actual	74.30%	81.50%	80.50%	77.70%	79.80%	76.20%
Difference	4.30%	11.50%	10.50%	7.70%	9.80%	6.20%

Low Volume Office

	Jul-Dec 2017	Jan 2018	Feb 2018	Mar 2018	3Q18	FY18
Objective	70.00%	70.00%	70.00%	70.00%	70.00%	70.00%
Actual	75.40%	79.30%	81.00%	77.70%	79.20%	76.70%
Difference	5.40%	9.30%	11.00%	7.70%	9.20%	6.70%

Performance in FY18

- Performance metrics indicate wait times are lower than expected but it is important to note that June, July and August are busiest months for DMV.

Strategy for FY19

- The division can now break down the experience into individual segments to better determine where efficiencies and effectiveness can be improved to better serve customers.
- Decrease the initial wait times for customers through DRIVES 2 rollout with more online services for customers.

EXECUTIVE DIRECTOR GOAL

Increase the number of online driver license renewals (for those eligible to renew online) by **2.00%** over the previous year on an annual basis.*

This goal supports the Governor's Dashboard goal to improve the experience at the DMV. This is also a new goal for the department in FY2018-2019.

Inputs:

- Total of **148,447** adult driver licenses were issued online.
- Total of **7,894** identification cards were issued online.
- Number of eligible driver license renewals*: N/A (data was not measured prior to December 2017).

Outputs

- Total of **156,341** driver license and identification card renewals and payments were processed online.

	FY18	FY19	FY20	FY21
Objective	205,798	+2.00%	+2.50%	+3.00%
Actual	156,341			
Difference	49,457			

Strategy for FY19

- Promote online renewal services to eligible customers.
  — The communications team spearheaded a marketing plan that includes website search engine optimization (SEO), radio and news spots, social media, as well as various types of billboard advertising.

* There are certain circumstances in which driver's can renew online. This metric targets driver's eligible to renew online. Eligibility requirements are as follows:

- You are a U.S citizen or permanent resident
- You have a regular adult driver license or ID card that is valid OR expired for less than one year.
- Your name is the same as the name on your current document. (You have not gotten married, divorced, etc., and changed your name.)
- Your Social Security number is on file with the department.
- You have a good payment record with the department, no bad checks on file.
- You are 21 to 65 years old.
- All outstanding tickets are paid.
- There are no pending or final departmental actions on your record.
- Your last driver license was issued in a driver license office, or you have not renewed online the last two times.
- No tests are required (written or road) to renew the driver license or ID.

By the end of FY2018-19, establish a **baseline for customer feedback scores** and develop a closed loop feedback system for the Taxation Division.

	FY18	FY19	FY20	FY21
Objective	N/A	+10.00%	+10.00%	+10.00%
Actual	N/A			
Difference	N/A			

Strategy

- Set individual targets for customer feedback scores and establish a closed loop feedback process for customers who provide suggestions or negative feedback.
- Establish feedback survey functions for each customer facing section in the division and explore customer feedback options for callers.

GOAL

The Auto Industry Division will reach the objective of concluding the initial investigation on consumer complaints within **180 days** of case initiation **92.00%** of the time .

Inputs:

- Total of **789** consumer complaints received.
- Total of **12 FTE** (including criminal and compliance investigators) were assigned to investigate consumer complaints.
- There are **214** open investigations (this number encompasses cases from the previous fiscal year).

Outputs:

- Total of **775** consumer complaints initial investigations were concluded, while **95.80% (739)** were concluded within 180 days.

	FY17	FY18	FY19	FY20	FY21
Objective	84.00%	86.00%	92.00%	92.00%	92.00%
Actual	92.43%	95.80%			
Difference	8.43%	9.80%			

Performance for FY18

- The Auto Industry Division increased the FY19 objective by 6.00% from FY18 to a 92.00% completion rate for cases closed within 180 days.

Strategy for FY19

- Increase proficiency in using a new computer database that enhances the reporting component of the timeliness of completed investigations.
- Implement, a new case tracking system for Investigation's that will give an instantaneous "snap-shot" of each investigator's case load.
- The Agent in Charge will use the information to further scrutinize and evaluate cases that are in danger of the 180 day target and will use supervisory discretion to ensure compliance.
- Investigative supervisory staff will meet, at least monthly, with the sole purpose of complex case review. This will allow supervisory staff to evaluate the need for assigning additional resources to cases that are onerous in nature.

Improve employee satisfaction by an average rate of **5.00%** points on a biennial basis for each of the three categories each year.

Please note, this is a previous goal for the department based on the 2015 Department of Personnel and Administration survey results with measured progress using the 2017 survey results.

- **Lean** — **Increase familiarity with Colorado's Lean initiative, increase the number of Lean projects in progress throughout the Department, and increase visibility of Department leadership's support of Lean and process improvement initiatives.**

	FY16	FY17	FY18
Objective	N/A	N/A	56.23%
Actual	51.00%	N/A	57.00%
Difference	N/A	N/A	0.77

- **Leadership** — **Increase employee knowledge of Department direction and increase employee trust and confidence in Department leadership.**

	FY16	FY17	FY18
Objective	N/A	N/A	39.69%
Actual	36.00%	N/A	41.00%
Difference	N/A	N/A	1.31

- **Middle Level Management** — **Increase middle level management favorable survey scores in the areas of engagement, efficiency, effectiveness and elegance.**

	FY16	FY17	FY18
Objective	N/A	N/A	55.13%
Actual	50.00%	N/A	58.78%
Difference	N/A	N/A	3.65%

Performance for FY18

Beginning in FY 2016-17, department leadership focused on three areas to improve employee satisfaction through engagement which were Lean and process improvement awareness and training, trust and confidence in Department leadership and increasing engagement of middle level managers. An Employee Engagement Action Plan was developed to address these initiatives.

- Since then, 32 employees have completed Lean Practitioner training and several Lean projects are in various stages of implementation throughout the Department.
- The Executive Director holds monthly Town Hall meetings that are live broadcasts allowing employees to tune in real time or watch a recorded version at a later time. Employees have the opportunity to email or text questions before and during the broadcast to be answered by the Executive Director or other Executive staff. This has become a vehicle to provide information to employees about projects taking place in the department as well as the vision of the Executive Director and Executive leadership for the divisions within the department.
- The Executive Director's Office also launched a new Intranet for employees to provide current and relevant information that is easily accessible.
- Implemented a flex time and flex place policy for employees.

Improve employee satisfaction by an average rate of **5.00%** points on a biennial basis for each of the three categories each year.

Please note, this is a new goal for the department based on the 2017 Department of Personnel and Administration employee survey.

- **Leadership** — **Increase employee knowledge of Department direction and increase employee trust and confidence in Department leadership.**

	FY18	FY19	FY20
Objective	N/A	N/A	46.00%
Actual	41.00%	N/A	
Difference	N/A	N/A	

- **Growth and Development** — **Increase employee satisfaction with career opportunities for growth and advancement.**

	FY18	FY19	FY20
Objective	N/A	N/A	54.00%
Actual	49.00%	N/A	
Difference	N/A	N/A	

- **Innovative Ideas and Recognition** — **Increase employee capacity to implement promising new/ innovative ideas.**

	FY18	FY19	FY20
Objective	N/A	N/A	45.00%
Actual	40.00%	N/A	
Difference	N/A	N/A	

Strategy for FY19

Leadership Strategies:

- Revise the department performance plan format to make more concise and employee relevant to ensure employees have a clear vision for the future.
- Develop departmental dashboard of metrics that will be understood at all levels within DOR.
- Develop and deliver supervisor training to include all supervisory levels. (OHR – Training)
- Continue the DOR Town Hall live broadcasts allowing for employees to ask questions and develop topics for discussion.
- Incite leadership to be more transparent in their decision making, when possible, to allow employees to understand the "why".
- Each division will create a "Chat with" button so the employees have a direct line of communication to the Division Directors.

Growth and Development Strategies:

- Develop and deliver Supervisor training to include all supervisory levels.
- Develop a professional development and tuition reimbursement policy.

Innovative Ideas and Recognition Strategies:

- Develop an incentive policy
- Divisions will create an idea forum and report the results of the suggestions to all employees.
- The department will publish the top 10 implemented ideas.

- Implement lunch and learns.
- Implement a competency based pay structure and individual development plan.
- Develop an Intranet page specific to report all promotions of internal candidates.

- Implement new recognition coin program for peer to peer recognition. .

Guide and assist Colorado residents in complying with the state's laws, rules and regulations.

GOAL

The Marijuana Enforcement Division will increase the number of underage compliance checks by **10.00%** at licensed retail marijuana businesses.

This is a new goal for the department for FY2018-2019.

Inputs:

- Total of **104.5 FTE** assigned to the Marijuana Enforcement Division.
- There are **20 investigators** (Criminal Investigator I and II) whose responsibility includes underage check operations.

Outputs:

- Total of **498** licensed medical marijuana and **538** retail marijuana stores

	FY18	FY19	FY20	FY21
Objective	N/A	+10.00%	+10.00%	+10.00%
Actual	181			
Difference	N/A			

GOAL

The Marijuana Enforcement Division will increase the compliance rate of underage sales at retail marijuana licensees through enhanced statewide enforcement, education, training and engagement of stakeholders and problem solving from a baseline of **85.00%** established in FY2016-17 to **95.00%** in FY2018-19.

	FY17	FY18	FY19	FY20	FY21
Objective	N/A	87.50%	95.00%	96.00%	97.00%
Actual	85.00%	95.00%			
Difference	N/A	9.00%			

Performance for FY18

- The MED increased the FY19 objective by **7.50%** from FY18 to a **95.00%** underage compliance rate.

Strategy for FY19

- Enhance state-wide enforcement with age compliance operations involving underage operatives.
- Expand education and training outreach for licensees and; increasing the number of regular meetings with stakeholder groups to include public safety and health advocates, as well as industry representatives.

⚖️ GOAL

The Marijuana Enforcement Division will Increase the number of final agency actions (defined as approvals or notices of denial) for renewal applications for medical and retail marijuana business licenses within **90 days** from the baseline of **70.00%** to **85.00%** by the end of FY2018-19.

Inputs:

- Total of **104.5 FTE** assigned to the Marijuana Enforcement Division.
- Total of **64 FTE** assigned to processing retail and medical licenses.
- Total of **168** new retail marijuana license applications received final agency action. Final agency action includes license issuance, denial or voluntary withdrawal.
- Total of **41** new medical marijuana license applications received final agency action.
- Total of **1798 (918 medical and 880 retail)** renewal marijuana license applications received final agency action.

Outputs:

- Total of **168** new retail marijuana license applications received final agency action within 90 days.
- Total of **39** new medical marijuana license applications received final agency action within 90 days.
- Total of **1544** renewal marijuana license applications received final agency action within 90 days.

	FY17	FY18	FY19	FY20	FY21
Objective	70.00%	75.00%	85.00%	90.00%	95.00%
Actual	93.00%	85.60%			
Difference	23.00%	10.60%			

Performance for FY18

- The MED continues to see new and more complex funding sources and arrangements on renewal applications, requiring a more thorough financial investigation. The division committed to more thoroughly reviewing the sources of funding for licensees and much of this is disclosed and vetted as part of the renewal process. MED now has several dedicated staff in a Financial Investigations Unit with certified fraud examiner and anti-money laundering certifications that engage on renewal investigations.

- New rules have allowed for out of state investors and owners that need to be vetted as part of the renewal process, this has an impact on turnaround times for requested documents and potential interviews of licensees or new investors.

- The number of licenses that need to be renewed continue to increase year over year increasing the workload for investigators.

Strategy for FY19

The department continues to refine processes and procedures to accommodate the licensure and enforcement of retail marijuana facilities as well as the continued licensing of medical marijuana businesses.

- Evaluate checklists and FAQs available online to encourage submission of paperwork with all needed documents.
- Explore the ability to accept renewal applications online to help with the organization and submission of required documents.

⚖️ GOAL

The Division of Gaming will conduct compliance inspections of licensed Colorado casinos on an annual basis to ensure compliance with the Colorado Limited Gaming Act, Colorado Gaming Regulations, and minimum internal control standards increasing the rate to **97.00%** in FY2018-19.

Inputs:

- Total of **33** licensed casinos.
- Total of **4018** compliance criteria items reviewed within the **33** casinos.
- Total of **39 FTE** (including criminal investigators, auditors and compliance investigators) performed compliance inspections.

Outputs:

- Total of **441** casinos visits were conducted.
- Total of **148** instances of non-compliance were identified. This equates to an industry compliance rate of **96.30%** during this time fame.

	FY17	FY18	FY19	FY20	FY21
Objective	90.00%	90.00%	97.00%	97.00%	97.00%
Actual	95.07%	96.30%			
Difference	5.07%	6.30%			

Performance for FY18

- The Division of Gaming increased the FY19 goal by **7.00%** to a **97.00%** compliance rate.

Strategy for FY19

- In order for the public to continue to have trust and confidence that gaming in Colorado is being conducted legally and casinos are complying with the Colorado Limited Gaming Act, Colorado Limited Gaming regulations, and internal control minimum procedures, the Division continues to perform both criminal and compliance investigations as well as financial audits.

- Perform biannual compliance inspections on all areas of casino gaming operations in order to assess the control environment in which each casino operates.

- Perform underage gaming compliance checks on a quarterly basis ensuring each casino is checked at least annually. The division will also work with the casinos to ensure continuing education about underage gaming as well.

⚖️ GOAL

The Division of Racing will implement new testing methods (blood, urine and other biological test) on equine participants to ensure compliance with the Colorado racing regulations, increasing the rate to **98.50%** in CY2018.

Inputs:

- A total of **39 racing day**s are run in 2nd and 3rd quarter of the calendar year. The number of biological samples taken varies from season to season. This number will be used to determine the percentages of sample taken that are in compliance.

Outputs:

- Percentage of biological samples taken that are in compliance.

	CY17	CY18	CY19	CY20	CY21
Objective	95.50%	98.50%	98.50%	98.50%	98.50%
Actual	98.00%				
Difference	2.00%				

Performance for CY17

- The Division of Racing increased CY18 goal by **3.00%** to **98.50%**.

Strategy for CY18

In order for horse racing to continue to be fair and safe for all participants in Colorado, it is necessary for the Division of Racing to maintain a robust drug testing program.

- Implemented out-of competition testing pilot program for the 2017 racing season and has become part of the program protocol for the 2018 racing season.
- Implemented hair testing pilot program for the 2017 racing season and has become part of the program protocol for the 2018 racing season.
- Continue to educate licnesees on rules, regulations and standards through stakeholder meetings and outreach tools.

GOAL

The Liquor Enforcement Division will maintain a completion rate of **95.00%** of final agency actions (defined as approvals or notices of denial) for renewal license applications of liquor business licenses within 60 days of receipt in FY2018-19 and going forward.

Inputs:

- Total of **9,544** renewal liquor license applications were received.
- Total of **1,403** new liquor license applications were received.
- Total of **five licensing clerks** processed license applications.

Outputs:

- **Renewal Applications:**
  Total of 10,036 liquor license renewal applications received final agency action, while 93.1% (9,340) received final agency action within 60 days of local approval.

- **New Applications:**
  Total of 1,222 new liquor license applications received final agency action, while 78.00% (953) received final agency action within 90 days of local approval.

	FY17	FY18	FY19	FY20	FY21
Objective	95.00%	95.00%	95.00%	95.00%	95.00%
Actual	94.60%	93.1%			
Difference	-0.40%	-2.90%			

GOAL

The Liquor Enforcement Division will increase the number of final agency actions (defined as approvals or notices of denial) for new applications for liquor business licenses within 90 days from the baseline of **77.50%** to **80.00%** by the end of FY2018-19.

	FY17	FY18	FY19	FY20	FY21
Objective	75.00%	77.50%	80.00%	80.00%	80.00%
Actual	91.00%	78.00%			
Difference	16.00%	0.50%			

Performance for FY18

- In FY17, the LED received an average of 132 new applications each month and during the same period approved an average of 91% of those new applications within 90 days.

- In FY18 (year to date), the LED received an average of 161 new applications each month and approved an average of 78.00% of those new applications within 90 days.

- The number of new applications has increased 22.00% from FY17 to FY18 with no increase in staffing or FTE funding. The LED continues to look for ways to increase efficiencies and to ensure all applications are approved in the appropriate and timely fashion.

Strategy for FY19

The LED streamlines processes and continues to address staffing needs to ensure timely application and renewal processing.

- The overall management of the licensing section has changed to include an Office Manager and two Administrative III positions. Adding supervision ensures complex licenses are handled in a timely manner and issued correctly.

- Backfill any vacancies in licensing with temporary employees until permanent vacancy is filled.

- Implement a Clerk's Corner on the website to educate and communicate with local licensing authorities.

- Continue to host training courses and seminars with local licensing authorities.

Instill public trust and confidence through transparency, customer service and responsive employees.

EXECUTIVE DIRECTOR GOAL

Implement **one page executive dashboard reports** for all four divisions and a global dashboard for the department.

This is a new goal for the department in FY2018-2019.

The department will develop division-specific dashboard models, establish a baseline and work to improve processes. Measuring dashboard metrics will ensure that each division has business related measures to monitor and improve upon for enhanced customer service and streamlined operations.

Strategy for FY19

- Contract with technical writer to perform strategic planning exercises with each business group.
- Include dashboard reporting requirement as Senior Director's performance appraisal plan.

EXECUTIVE DIRECTOR GOAL

The Tax Call Center will answer calls within an average of **six minutes and twenty seconds** entering the queue for FY2018-19, with a reduction annually.

Inputs:

- Total call volume was **265,111**.
- Total of **39 FTE** (including five supervisors and one manager) and up to **12 temporary staff** assigned to the Tax Call Center.

Outputs:

- Total number of calls answered was **184,154**.
- Total number of calls blocked was **26,459**.
- Total number of calls abandoned was **53,244.**

	FY17	FY18	FY19	FY20	FY21
Objective	0:09:20	0:09:15	0:06:20	0:06:15	0:06:10
Actual	0:09:07	0:05:48			
Difference	0:00:13	0:03:27			

GOAL

Block less than **13.00%** of calls to the Tax Call Center in FY2017-18 and decrease annually beginning in FY2018-2019.*

	FY17	FY18	FY19	FY20	FY21
Objective	23.00%	23.00%	13.00%	12.50%	12.00%
Actual	24.35%	9.98%			
Difference	1.35%	13.02%			

Performance in FY18

- The wait time is a 1.3% improvement over this year and 49% improvement since 2015.
- The blockage rate is a 5.5% improvement over this year and a 68% improvement over 2015.

Strategy for FY19

The Tax Call Center continues to improve customer service for taxpayers by reducing the wait time for calls to be answered and blocking fewer calls, which allows more taxpayers to speak with an agent.

- Update phone infrastructure to improve existing services and allow the department to expand its service offerings to taxpayers. Areas the department is looking at for expanded service delivery include: virtual hold, better reporting, queue management, and customer feedback surveys.

- Use temporary staff to minimize the vacancy rate of permanent staff.
- Continue to fine-tune our return processing and work processes in order to improve return processing time-frames.

GOAL

The Driver Control Call Center will have an **average call wait time of ten minutes** on an annual basis and decrease beginning in FY2018-19.

Inputs:

- Total call volume was **407,378.**
- Total of **16 FTE** plus an additional average of three temporary employees answered calls.

Outputs:

- Total number of calls answered was **278,803.**
- Total number of blocked calls was **3,592.**
- Total number of abandoned calls was **118,200.**

	FY17	FY18	FY19	FY20	FY21
Objective	0:10:00	0:10:00	0:09:00	0:08:30	0:08:30
Actual	0:08:38	0:10:01			
Difference	0:01:22	0:00:01			

GOAL

The Driver Control Call Center will block less than **4.00%** of calls for FY2017-18 and decrease to **1.50%** annually beginning in FY2018-19.

	FY17	FY18	FY19	FY20	FY21
Objective	4.50%	4.00%	1.50%	1.50%	1.50%
Actual	1.43%	1.31%			
Difference	3.37%	2.69%			

Performance for FY18

- The division is working to reduce the wait times by a full minute and reduce blockage rate by 2.50% percent.

Strategy for FY19

- Cross train staff at the call center in all areas of Driver Control. This allows a more efficient way to meet the informational needs of the customers as there is a goal of "first call resolution" with all customers. By cross training the staff they are able to address the questions of the customer without having to transfer the caller to another area. The cross training combined with "active management" of the supervisors and lead staff allows for a more efficient way of achieving first call resolution.

- The department implemented the first phase of the Driver License Record Identification and Vehicle Enterprise Solution (DRIVES) project on February 21, 2017. The cross training by the call center staff has prepared them to utilize the DRIVES tool in an efficient and effective manner ensuring that the combination of utilization of this new technology combined with staff trained in all areas of Driver Control allows for the department to build on past strategies to reduce wait times, reduce block rates and improved overall customer service.

GOAL

Grow Colorado Lottery sales and profits to maximize proceeds for beneficiaries that are receiving distributions at percentages as defined in CRS 33-60-104, and **achieve a profitability percentage of 23.30%** by the end of FY2018-19.

Inputs:

- Total of **3,052** Lottery retailers.
- Total of **34** sales representatives FTE.
- Total of **$9,087,168** was spent on marketing.
- Total of **$30,614,878** was spent on Colorado Lottery administrative costs.

Outputs:

- Total sales for the Colorado Lottery were **$463,196,933**.
- Total proceeds to be distributed were **$110,272,844**.

	FY17	FY18	FY19	FY20	FY21
Objective	22.20%	23.00%	23.30%	23.50%	23.70%
Actual	23.70%	23.50%			
Difference	1.50%	0.50%			

Performance for FY18

- Typically, the actual percentage is driven by the mix of jackpot and scratch sales. An increase in jackpot sales increases the percentage and an increase in scratch sales decreases the percentage, as scratch tickets are more expensive to produce. This year, the Colorado Lottery experienced record breaking scratch sales.

Strategy for FY19

The Lottery continues to develop system and process improvements to increase sales which results in higher proceed distribution to its beneficiaries.

- Place increased marketing focus on jackpot games since they have a prize payout that would help increase the proceeds percentage and new proceeds.
- Continue to expand our presence into the Walmart Supercenters.
- Continue to place Gemini Vending Machines in high-volume stores, such as Safeway.
- Look at staffing efficiencies across the entire organization.