



ENFORCEMENT

LOTTERY

MOTOR VEHICLE

TAXATION



PERFORMANCE MANAGEMENT PLAN

2019-2020



COLORADO
Department of Revenue

colorado.gov/revenue



Performance Management Plan Fiscal Year 2019-2020

July 1, 2019 - June 30, 2020

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COLORADO

Department of Revenue

Motto

Always Help

Vision

To empower businesses and individuals through quality customer service, innovation and collaboration.

Mission

To become a Trusted Partner to every Coloradan to help them navigate the complexities of government so they can thrive.

Values

- C Communication**
Encourage an inclusive environment that fosters ongoing creative exchange of information and ideas between employees, management, and the public.
- D Dedication**
Demonstrate a strong support for the mission of the organization and service to the people of Colorado.
- O Ownership**
Promote active and constructive participation in the organization. Take pride in the organization and what you do. Create a sense of community.
- R Responsible Government**
Guarantee responsiveness, accountability, and pursue policies and ideas that are prudent and consistent.
- T Teamwork**
Work collaboratively to achieve a common goal.
- R Respect**
Value customers' and employees' opinions and thoughts and treat them with dignity.
- U Unity**
Foster a unified Department of Revenue.
- S Stewardship**
Ensure careful and responsible collection and distribution of the public's money and information.
- T 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, 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.

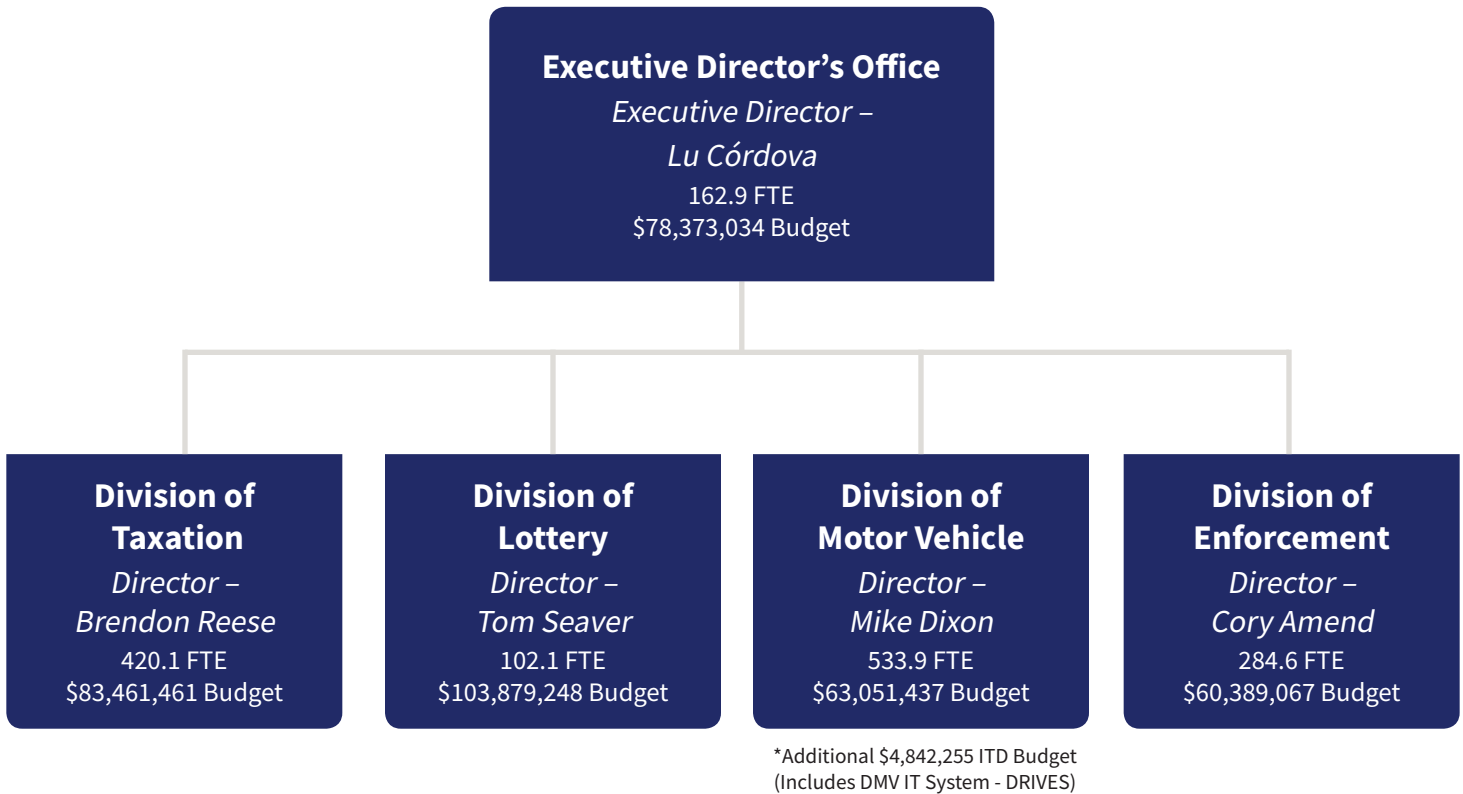
This performance plan summarizes the near-term strategic and operational priorities for the department, connecting organizational objectives to a system for achieving these priorities. This plan contains an overview of the department, down to the level of individual processes by which we deliver goods and services to our customers, the residents of Colorado. This plan is a living document that CDOR uses to set objectives to be achieved and to 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 Wildly Important Goals 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 FY2018-2019.**

Organizational Chart



Total Department FTE & budget breakdown (based on FY 2018-19 appropriations)	
DOR	1,503.6 FTE
\$393,996,502	Total funds
\$121,117,814	General funds
\$265,692,538	Cash funds
\$6,149,821	Re-appropriated funds
\$1,036,329	Federal funds

Department Overview

The Colorado Department of Revenue (CDOR) 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 empower businesses and individuals through quality customer service, innovation and collaboration. The EDO strives for efficient and effective 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.

Customers:

Residents of Colorado,
Law Enforcement,
Colorado Counties, State
and Federal Agencies

Division of Lottery

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 beneficiaries 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 beneficiaries. 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.

Customers:

Residents of Colorado, Lottery Players,
Retailers and Proceeds Recipients.

Department Overview

Enforcement Division

The Enforcement Division is responsible for licensing and regulation of the Auto Industry, Limited Stakes Gaming, Liquor and Tobacco, Marijuana and Racing in the State of Colorado. The Division strives to guide businesses and help achieve voluntary compliance.

- **Auto Industry Division** — Regulates Motor Vehicles and Powersports sales in Colorado.

Customers:

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

- **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

- **Liquor and Tobacco Enforcement Division** — Oversees enforcement and compliance with Colorado liquor and tobacco control laws.

Customers:

Public, Licensees, Law Enforcement, Local Licensing Authorities

- **Marijuana Enforcement Division** — Administers and enforces medical and retail marijuana laws and regulation.

Customers:

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

- **Racing Events 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

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 and effective which eliminates redundancy, and ensures integrity in its processes and data.

The Taxation Division is organized into four areas: Taxpayer Service, Tax Auditing and Compliance, Tax Conferee, and Tax Policy Analysis.

Customers:

Individual & Business Taxpayers, Tax Attorneys, Certified Public Accountants

Governor's Priorities

Governor Polis is focused on bringing down the high cost of living in our state and creating a Colorado where everyone has an opportunity to succeed. By working to provide free full-day kindergarten for every Colorado student, reduce the cost of health care, and harness the economic and societal benefits of clean energy, we can ensure our economy works for everyone while preserving Colorado's unique way of life.

The Bold Four

Mission: Be a Governor who gets big things done!



ECONOMY *Foster an economy that works for everyone*



ENVIRONMENT & RENEWABLES *Move Colorado's electric grid to 100% renewable sources by 2040 and protect the environment for future generations*



HEALTH *Save Coloradans money on healthcare*



EDUCATION *Expand opportunity to fulfill every child's potential regardless of their zip code*

Wildly Important Goals

In connection with the Governor's Office of State Planning and Budgeting (OSPB), the Department of Revenue has identified major department-wide goals, or "Wildly Important Goals" (WIGs), 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.



WIG 1 - Culture of Empowerment

Empower employees to *always help* individuals and businesses in Colorado, serving as a bridge, not a barrier, guiding and advising our stakeholders through the complexities of government.



WIG 2 - Fiscal Stewardship

Implement effective and efficient business processes with a balanced emphasis on fiscal responsibility.



Empower employees to always help individuals and businesses in Colorado, serving as a bridge, not a barrier, guiding and advising our stakeholders through the complexities of government.



EXECUTIVE DIRECTOR GOAL 1A

Establish a Department of Revenue Net Promoter Score (NPS) Baseline and **increase that baseline by 25%.**



Key Strategies:

- Develop feedback tool to assess the performance and overall customer experience at CDOR offices.
- Add Net Promoter Score question to current customer surveys.

*This is a new goal for the Department of Revenue.

	FY19	FY20	FY21	FY22
Objective	N/A	Baseline +25%	+10%	+10%
Actual				
Difference				



**DIVISION
OF MOTOR
VEHICLES
GOAL 1A**

Increase FY19 customer feedback **response rate goal by 25%** 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.

**FY20
Target**

25%+

Key Strategies:

- Set individual division targets for customer feedback scores
- Explore tools to better compile and manage results
- Explore alternate survey techniques including tech
- Deploy selected pilot programs to test (i.e. automated smiley face, box with ticket)
- Include CDOR employees in a contest or competition to introduce new methods and ideas to capture customer feedback

Inputs for FY19:

- **7,971** surveys taken

Outputs for FY19:

- Number of closed feedback loops/department follow-up: **523**

	FY19	FY20	FY21	FY22
Objective	0.95%	1.19%	+10%	+10%
Actual	0.80%			
Difference	-0.15%			



**DIVISION
OF MOTOR
VEHICLES
GOAL 1B**

Reduce total customer experience times for walk-in DMV services* in high volume offices below 45 minutes and in low volume offices below 25 minutes more than **85%** of the time.

**FY20
Target**

85%

Key Strategies:

- 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
- Communication and marketing campaigns to promote online services

*Change to all DMV services from only driver license services

Inputs for FY19:

- Total of **344.5 FTE** staffed driver license offices where the Q-Flow customer queuing system is deployed
- **70 kiosks** were in use in **33** DMV offices.
- Total of **1,231,379 queuing tickets** were issued to customers

Outputs for FY19:

- High-volume offices: **610,928** walk-in customers served, **488,281** served within **45 minutes (79.9%)**
- Low-volume offices: **445,698** walk-in customers served, **340,565** served within **25 minutes (76.4%)**

High Volume Offices

	FY19	FY20	FY21	FY22
Objective	70%	85%	+10%	+10%
Actual	79.9%			
Difference	9.9%			

Low Volume Offices

	FY19	FY20	FY21	FY22
Objective	70%	85%	+10%	+10%
Actual	76.4%			
Difference	6.4%			



**DIVISION
OF MOTOR
VEHICLES
GOAL 1C**

Increase the number of online driver license renewals (for those eligible to renew online) by 10% over the previous year on an annual basis.

**FY20
Target**

10%+

Key Strategies:

- Promote online renewal services to eligible customers through integrated marketing campaign
- Create kiosks in all DLO offices to promote online renewal for eligible drivers

Inputs for FY19:

- Number of persons eligible to renew online: **252,077**

Outputs for FY19:

- Online renewals: **150,276 (59.6%)**
 - **141,571** adult driver licenses
 - **8,705** identification cards

	FY19	FY20	FY21	FY22
Objective	55%	65%	+3%	+3%
Actual	59%			
Difference	4%			



**DIVISION
OF MOTOR
VEHICLES
GOAL 1D**

All Department of Motor Vehicle Call Centers* will have an average call wait time of **nine minutes (9:00)** on an annual basis.

**FY20
Target**

0:09:00

Key Strategies:

- Cross train staff
- Explore technology solutions that would enhance efficiencies and workflows in the call center
- Implement call center reorganization in Vehicle Services Section
- Consolidate call center in Driver License to Westgate office
- *Change to all DMV services from only driver license services

Inputs for FY19:

- Total call volume was **758,415**.
- Total of **72** FTE, plus an average of **2.11** temporary employees answering calls

Ouputs for FY19:

- Total number of calls answered was **606,383** with an average wait time of **10:33**

	FY19	FY20	FY21	FY22
Objective	0:09:00	0:09:00	0:08:30	0:08:00
Actual	0:10:33			
Difference	0:01:33			



LOTTERY DIVISION GOAL 1A

Achieve World Lottery Association (WLA) **level 2 certification** in responsible gaming and submit application for **level 3 certification by May 1, 2020***

Key Strategies:

- Strengthen retail & sales education on responsible gaming, including developing a retailer education program
- Implement strategies from WLA Level 2 application, incorporating feedback from WLA review panel
- Provide stronger support/increased funding to Colorado Coalition for Problem Gambling
- Sponsor and send Lottery staff volunteers to support the 33rd National Conference on Gambling Addiction and Responsible Gambling taking place in Denver July 17-20, 2019

*This is a new goal for the Department of Revenue.

Inputs for FY19:

- Total of **3,052** Lottery retailers

Outputs for FY19:

- Submitted WLA application for **level 2 certification** by April 29, 2019 (feedback from WLA is expected within 6-8 weeks of application submission)

	FY19	FY20	FY21	FY22
Objective	Submit Level II Application	Implement Application Recommendations	Submit Level III Application	Implement Level III Recommendations



**TAXATION
DIVISION
GOAL 1A**

Goal for FY20 is to **increase response rate by 10%** and implement a closed loop feedback system in the Taxation Division in order to move from a level 2 to a level 3 on the Customer Feedback Maturity Index.



Key Strategies:

- Establish a feedback loop for customers taking survey
- Increase responses by having advisors hand out written surveys and promote online surveys
- Set individual division targets for customer feedback scores
- Explore alternate experience gathering techniques (i.e. automated smiley face, box with ticket)

Inputs for FY19:

- Surveys were implemented 2/14/19
- Surveys Taken: **374**
- Includes all surveys for general call center/service center visits, collections/audit, conferee and Revenue Online.
- **88** contacted or asked to be contacted by the Department

Outputs for FY19:

- Closed Feedback loops: **374**
- All **88** that asked to be contacted were followed up with by the Department, two of those never responded to our attempts to reach them.

	FY19	FY20	FY21	FY22
Objective	N/A	410	+10%	+10%
Actual	374			
Difference	N/A			



**TAXATION
DIVISION
GOAL 1B**



The Tax Call Center will reduce customer wait times in high seasonal volume months (January through April) **below thirteen minutes and thirty seconds (0:13:30)** and in average volume months (May through December) **below six minutes and twenty seconds (0:06:20)** in normal volume seasons entering the queue for FY2019-20 with a 10% reduction annually in FY 2020-21 and FY 2021-22.*

Key Strategies:

- Identify realistic customer wait times and goals by segregating times for normal volume seasons vs. high volume tax seasons
- Through improved usability of Revenue Online, anticipate a decrease in customer calls
- Leverage new technology; Implementation of new technology to improve call center workflow (Screen Pop) in place by end of FY19
- Review and implement consultant recommendations for enhanced efficiency and customer experience
- Explore “work from home” opportunities for call center employees
- Continue to explore technological solutions that will introduce efficiencies into call center workflows to decrease customer wait times
- Get rid of blocked calls and replace with callback technology.

*This is a new goal for the Department of Revenue.

Inputs for FY19:

- Total call volume was **254,323**
- Total of **50 FTE** (including six supervisors and two managers) and up to **12 temporary staff** assigned to the Tax Call Center.

Outputs for FY19:

- Total number of calls answered was **176,789**
- Total number of calls blocked was **44,122**
- Total number of calls abandoned was **49,591**

High Volume Offices

	FY19	FY20	FY21	FY22
Objective	N/A	0:13:30	-10%	-10%
Actual	N/A			
Difference	N/A			

Low Volume Offices

	FY19	FY20	FY21	FY22
Objective	N/A	0:06:20	-10%	-10%
Actual	N/A			
Difference	N/A			



TAXATION DIVISION GOAL 1C

Through a usability lab study, the department will establish requirements to redesign the Revenue Online website by **December** and implement redesign by **the end of FY20**. The department's FY21 goal is a **25% increase in customer satisfaction** of website usability scores in the year following the re-deployment of the improved Revenue Online website.*



Key Strategies:

- Utilize professional web usability study services to establish recommendations for improved system and user interface
- Increase awareness of Revenue Online
- Simplify online processes so Colorado residents spend less time completing online tax returns
- Introduce Net Promoter Score

*This is a new goal for the Department of Revenue.

Inputs for FY19:

- Number of online tax filings utilizing Revenue Online in FY19

Outputs for FY19:

- Of the **329 respondents** since the survey was modified in March, 2019, **299** were either dissatisfied or very dissatisfied with their experience using Revenue Online.

	FY19	FY20	FY21	FY22
Objective	N/A	Establish Baseline	+25%	+10%
Actual				
Difference				

Implement effective and efficient business processes with a balanced emphasis on fiscal responsibility.



EXECUTIVE DIRECTOR GOAL 1B

Reduce the Department of Revenue’s overall operational expenses by **5%**



Key Strategies:

- Develop feedback tool to assess the performance and overall customer experience at CDOR offices
- Explore and implement new technology and tools to create introduce efficiencies into work flows
- Track reduction in operating expenses

*This is a new goal for the Department of Revenue.

	FY19	FY20	FY21	FY22
Objective		-5%	-3%	-2%



EXECUTIVE DIRECTOR GOAL 1C

Provide **a single portal sales tax administration software solution** for retailers to more easily comply with destination sourcing.



Key Strategies:

- Collaborate with key communities in Colorado to implement a consortium-based single-source software solution for defining, collecting and remitting taxes to all Colorado entities.
- Collaborate with the Governor’s Office of Information Technology (OIT) to convene working groups.

*This is a new goal for the Department of Revenue.



LOTTERY DIVISION GOAL 1B

Increase Colorado Lottery's proceeds transfer to the Building Excellent Schools Today (BEST) fund by **10%** in **FY20**.

FY20 Target

\$13.2 million*

Key Strategies:

- Increase overall sales of the Colorado Lottery to ensure more proceed money is available to BEST
- Reintroduce Lotto in September of 2019 to stimulate Lotto sales
- Continue Jackpot support advertising, including participating in New Year's Eve 2020 promotional campaign, to stimulate sales for Power Ball
- Implement industry best practices for scratch games
- Revamp sales representative's bonus incentive plan to focus on both jackpot and instant games
- Develop a more robust marketing plan containing objective strategies and tactics
- Introduce additional new games

* "This amount may change, depending on the FY19 amount that is distributed to BEST."

Inputs for FY19:

- Total of **3,052** Lottery retailers
- Total of **38 sales representatives** FTE
- YTD **\$10,828,070.03** has been spent on marketing in FY19
- YTD **\$709,323.49** has been spent on Colorado Lottery operations in FY19

Outputs for FY19:

- YTD total sales for the Colorado Lottery are **\$620,050,000** in FY19
- Total proceeds projected to be distributed to all beneficiaries is approximately **\$162 million** in FY19
- Total proceeds projected to be distributed to the BEST fund is approximately **\$11 million** in FY19.



**ENFORCEMENT
DIVISION
GOAL 1A**

The **Marijuana Enforcement Division** seeks to decrease underage sales by **20%** through increased advisory services and compliance checks.

**FY20
Target**

20%+

Key Strategies:

- 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
- Enhance state-wide enforcement with age compliance operations involving underage operatives

* As of end of May 2019

Inputs for FY19:

- 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 for FY19:

- Total of **459** licensed medical marijuana and **565** retail marijuana stores

	FY19	FY20	FY21	FY22
Objective	242	550	+10%	+10%
Actual	459			
Difference	217			



**ENFORCEMENT
DIVISION
GOAL 1B**

The **Division of Gaming** seeks to decrease underage gaming by **10%** through increased advisory services and compliance checks.

**FY20
Target**

10%+

Key Strategies:

- Expand education and training outreach for licensees and; increasing the number of regular meetings with stakeholder groups and industry representatives
- 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

* This is a new goal for the Division of Gaming

Inputs for FY19:

- Total of **33** licensed casinos
- Total of **3,336 compliance criteria reviewed within the 33 casinos**
- Total of **35 FTE** (including criminal investigators, auditors and compliance investigators) performed compliance inspections

Outputs for FY19:

- Total of **521** casinos visits were conducted

	FY19	FY20	FY21	FY22
Objective	N/A	50	+10%	+10%
Actual	45			
Difference	N/A			



**ENFORCEMENT
DIVISION
GOAL 1C**

The **Liquor Enforcement Division** will track citizen and industry liquor complaints and complete **80%** of investigative complaints within 90 days by the end of FY 2019-20.*



Key Strategies:

- Partnership with the community and liquor industry members to improve communication and solicit feedback to respond in a timely manner to address any complaints of violation of the liquor laws and regulations and provide higher level service.
- If a complaint is received, that is not a violation, the liquor enforcement division will educate the complainant about the laws and regulations.
- Track founded and unfounded complaints.
- Educate the licensees regarding complaint based violations to reach voluntary compliance with law and regulations.
- Reduce complaint violations by educating the licensee, so no further violation is received.
- Develop a system to track investigative and enforcement related complaints and determine the number of founded and unfound investigations.

*This is a new goal for the Department of Revenue.

Inputs for FY19:

- To There are **16** (Criminal Investigator I and II) whose responsibility includes underage liquor and tobacco compliance operations, inspections, seizure of fraudulent identification, and investigation of complaints.
- There are **3** (Criminal Investigator I and II) whose responsibility is complex liquor investigations.

Outputs for FY19:

- Total of **15272 liquor licenses**

	FY19	FY20	FY21	FY22
Objective	N/A	80%	+5%	+5%
Actual	N/A			
Difference	N/A			



**ENFORCEMENT
DIVISION
GOAL 1D**

The **Enforcement Division** will implement online licensing across all divisions, with a target to have 50% of all licensing activities online by the end of FY20.*



Key Strategies:

- Expand upon online services today to allow easier access to selected licensing activities

*This is a new goal for the Department of Revenue.

Inputs for FY19:

- **140** license types across the **4** divisions in the Enforcement Business Group
- **8.9%** of licenses available for submission online

Outputs for FY19:

- **Total 12 forms online**

	FY19	FY20	FY21	FY22
Objective	N/A	50%	+10%	+10%
Actual	11.6%			
Difference	N/A			