



Department of Revenue FY2015 Annual Performance Evaluation (October 2015)

Strategic Policy Initiatives

In 2012, the Department of Revenue (DOR) developed its first integrated Strategic Plan. This plan was developed by an employee committee that worked in conjunction with the Department's executive leadership team to incorporate all aspects of the work the Department does to include: taxation, lottery, enforcement, and motor vehicles. Although it may seem that the Department performs diverse functions, they are similar in many ways.

The Department of Revenue has identified several strategic policy initiatives for FY 2014-15 and beyond. For this performance evaluation, the Department has updated progress on the selected initiatives used in the November 3, 2014 Annual Performance Report that best capture some of the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of June 30, 2015.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

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

The Department achieved 66% of its Customer Service Strategic Policy Initiative outcomes, with increased sales tax e-filings, and more timely service in the areas of Driver License assistance, Liquor Licenses issued and Auto Industry consumer complaints resolved. However, Driver License office wait times for customers with scheduled appointments and income tax e-filings were slightly under the stated goals.

DOR is unique in that through our services, we touch every person in the State. Because of this, our customer base is mainly outwardly focused. Even though most of our customers are required to interact with us, i.e. paying taxes or getting a license, DOR has the responsibility to treat our customers with respect. We strive to resolve matters at first contact, reduce the time it takes to interact with us, provide education to the public regarding what is required, and provide various ways that our customers can interact with us to get the services they desire.

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

The Department achieved 100% of its Fiduciary Responsibility Strategic Policy Initiative outcomes, by meeting the goals of depositing funds collected by the Department within established timeframes and achieving the targeted profitability percentage in the Lottery Division.

The Department of Revenue collects billions of dollars a year on behalf of the citizens of Colorado. It is our responsibility to ensure that those funds are collected in a fair and consistent manner and in accordance with the law. In addition, we have a responsibility with the funds that are allocated to the Department to ensure that the citizens are getting the best services possible with the dollars provided.

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

The Department achieved 50% of its Statutory Responsibility Strategic Policy Initiative outcomes by meeting the goal to inspect racing facilities within specified timelines. However, the goal to issue marijuana license applications within a specified timeframe was not met as the medical and retail marijuana licenses were assessed in the same measure. Going forward, medical marijuana and retail marijuana licensing activities will be measured separately as they have different statutorily required timeframes for issuance.

The DOR is governed by the statutes of the state of Colorado. In many areas, those statutes are subject to interpretation by the Department. We strive to offer opportunities for stakeholders and the public to provide input prior to rules and regulations being adopted as well as making sure that current rules and regulations are reviewed on a regular basis to ensure relevance, necessity, and ease in understanding and implementation.



FY2015 Annual Performance Evaluation (October 2015)

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

This Strategic Policy Initiative outcome is reliant on the DPA employee engagement survey results. This survey was not conducted during FY15 and therefore the Department does not have data for this measure. The survey is scheduled to be completed during Fall of 2015.

The employees of the Department of Revenue perform very important functions for the citizens of Colorado. To achieve our goals and serve the public, it is paramount that we recruit and hire the best possible employees, provide professional development to those employees, and create an environment where employees can be creative, innovative, and problem solvers.

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

The Department achieved 100% of its public confidence SPI outcome by meeting the goal of inspecting all slot machines in Colorado casinos within established timeframes.

So many of DOR’s regulatory functions exist to ensure that the public is protected, ranging from inspecting gaming machines, licensing liquor and marijuana establishments, ensuring that auto dealer claims are investigated, and ensuring the integrity of lottery games. It is paramount that the public have confidence that we are doing our job so that they feel protected when they partake in these activities. We do that through education, how we present ourselves, setting expectations and then living up to them.

Operational Measures

Customer Service

Process – Division of Motor Vehicles (DMV) serves walk-in customers with or without pre-scheduled appointments through in-person transactions or kiosks using Wait-Less technology

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Transactions completed within an average of 60 minutes 65 percent of the time in offices with Wait-Less*	N/A	64.99%	74.99%	63.48%	67.39%	67.39%	N/A	N/A
Driver license customers with pre-scheduled appointments served within an average of 15 minutes in offices with Wait-Less 90% of the time	N/A	91.89%	95.36%	85.97%	87.01%	87.01%	90.00%	90.00%

*This measure has been revised to better represent the DRIVES project plan and align with the Governor’s goals. The revised measure will be documented beginning in FY 2015-16.

Process – Provide online options for taxpayers to file their income and sales tax returns

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Increase the percentage of e-filed sales tax returns annually	35.00%	48.00%	60.80%	68.75%	70.22%	70.22%	75.00%	80.00%
Increase the percentage of e-filed income tax returns annually	80.00%	80.40%	81.00%	88.96%	82.36%	82.36%	83.60%	85.00%



FY2015 Annual Performance Evaluation (October 2015)

Process – Review and issue liquor licenses

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percentage of liquor licenses issued with final agency action within 60 days of local approval	N/A	92.03%	94.40%	92.30%	92.40%	92.40%	N/A	N/A

*In an effort to address concerns with new applications and renewal applications, it was determined that it would be more representative to measure these two types of licensing activities separately. The revised measures will be documented beginning in FY 2015-16.

Process – Resolve auto industry consumer complaints by conducting investigations as needed

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percent of Auto Industry complaints concluded within 180 days	N/A	84.15%	81.49%	87.89%	87.43%	87.43%	82.00%	86.00%

Fiduciary Responsibility

Process – Handle cash responsibly by making timely deposits

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percentage of funds deposited within 24 hours of receipt	93.00%	92.75%	93.00%	98.00%	95.00%	95.00%	95.00%	95.00%

Process – Implement a market strategy to increase sales and profits

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Grow Lottery sales and profits to maximize proceeds to beneficiaries to 24.5% by FY18	22.60%	23.83%	23.87%	23.60%	23.70%	23.70%*	22.50%	24.50%

*This is an estimate based on relevant data. The actual data will not be available until FY15 year end is complete in the CORE system.

Statutory Responsibility

Process – Inspect horse racing facilities

Measure	CY12 Actual	CY13 Actual	CY14 Actual	03/31/2015	06/30/2015	CY15 Actual	1-Year Goal	3-Year Goal
Inspections of racetrack facilities completed within 45 days (measured on calendar year)	100.00%	100.00%	100.00%	100.00%	100.00%	N/A	100.00%	100.00%



FY2015 Annual Performance Evaluation (October 2015)

Process – Process marijuana license applications

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percentage of marijuana business license applications completed within 90 days*	N/A	92.50%	96.00%	93.45%	89.00%	89.00%	100.00%	100.00%

*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. The revised measures will be documented beginning in FY 2015-16.

Employees

Process – Conduct an employee satisfaction survey each fiscal year

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Favorable responses to leaders give clear direction through employee survey	28.00%	34.00%	34.00%	N/A	N/A	N/A	42.00%	46.00%

Data will be collected upon completion of the DPA Employee Engagement survey.

Public Confidence

Process – Inspect new slot machines

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY15 Actual	1-Year Goal	3-Year Goal
Percent of gaming slot machines inspected within 90 days of introduction	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

FY2016 Performance Plan

FY 2016 Strategic Policy Initiatives

The Department of Revenue Strategic Policy Initiatives will remain the same for FY 2016 as they were in FY 2015. These SPIs represent the five overarching goals of the Department and those concepts that are considered to be most important to achieve, in working towards providing efficient, effective and elegant service to the citizens of Colorado.

FY 2016 Strategies and Operational Measures

Based on the year-end results of the FY 2015 Performance Management system, several measures that had been consistently met were replaced with new measures that the Department feels are more aligned with the goals that the Department is striving to achieve. These new measures have been developed and presented by management staff to address areas in which they would like to see performance improvement. The Performance Management plan is key to providing insight and guidance around the Department’s strategies to achieve desired outcomes that have been established by the Executive Director and the executive leadership team.