



Strategic Policy Initiatives

The Department of Revenue has identified several strategic policy initiatives for FY 2019 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY 2019 Performance Plan that capture the Department’s strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of October 1, 2019. Additional detail for these, and other, strategic policy initiatives is available in the Department’s Performance Plan, which may be accessed [here](#).

Strategic Policy Initiative 1

Put Colorado residents and Department of Revenue (DOR) employees at the center of every decision we make.

Strategic Policy Initiative 2

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

Strategic Policy Initiative 3

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

Operational Measures

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

Division of Motor Vehicles (DMV)

Process – Serve walk-in customers with in-person transactions using wait-Less technology

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year Goal
Reduce total customer experience times for walk-in driver license customers in high volume offices below 45 minutes (previously 60 minutes*) and in low volume offices below 25 minutes (previously 30 minutes*) more than 70.00% of the time.	N/A	High - 78.2%* Low - 81.8%*	High - 68% Low - 70%	High - 76% Low - 75%	High - 88% Low - 82%	High - 88% Low - 81%	High - 82% Low - 78%	70.00%	80.00%

*Metrics were revised, new metric initiated November 2018

Through a marketing campaign and focus on the improvement of online services, including the Home Advisor Usability study, DMV has seen an increase in the utilization of online services. The increase in online service utilization reduces in office customer visits leading to the reduction of wait times.



Process – Enhance the customer experience at the DMV through customer feedback

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year Goal
By the end of FY18, establish a baseline for customer feedback scores, increase responses by 10%, 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.	N/A	0.08% Baseline	0.71%	0.94%	0.65%	0.46%	0.70%	+10.00% (to 0.95%)	+10.00%

Through incentivizing online surveys and a focus on written survey responses, the DMV captured survey responses and DMV management staff implemented a closed loop feedback process. Expanding on this goal, the Division is currently exploring additional tools and technology to expand survey response rates, capture feedback and manage the closed loop feedback process.

Process – Provide convenient online options for customers to renew their driver’s license

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year Goal
Increase the number of online driver license renewals (for those eligible to renew online) by 2% over the previous year on an annual basis. Baseline for FY19 will be 55%.*	207,801	209,281	58%	55%	66%	63%	60%	+2.50%	+3.00%

*Enhanced reporting functionality can now identify total number of online eligible renewals from the total population of renewals. Metric reporting is updated to reflect this. In FY 2015, there was an 11% increase (164,336) in the number of licenses issued. Many if these individuals are eligible to renew online now so this is one contributor to the increase seen. An analysis of online renewals indicate the average age of customer renewing is 33 years old and residing in the front range highest density counties, indicating this demographic is taking advantage of the online tools.

**Guide and assist Colorado residents in complying with the state’s laws, rules, and regulations
Enforcement Business Group**

Process – Conduct compliance inspections and increase compliance rates



Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year 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.	85.00%	97.27%	91.7%	92.6%	97.78%	100%	95.82%	95.00%	97.00%
The Marijuana Enforcement Division will increase the number of underage compliance checks by 10.00% at licensed retail marijuana businesses.*	N/A*	220 Underage checks	120 Underage checks	148 Underage checks	121 Underage checks	137 Underage checks	526 Underage checks	+10.00%	+10.00

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

A focus on underage sales and compliance checks lead to the division exceeding the outlined goal.

Process – Review and issue liquor licenses

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year 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 FY 2018-19.	91.00%	77.2%	77.8%	88.1%	82.7%	84%	83.2%	80.00%	80.00%

The LED continues to look for ways to increase efficiencies and to ensure all applications are approved in the appropriate and timely fashion, even though the number of new application has increased year over year. A final review of year end averages is underway and will be updated.

**Instill public trust and confidence through transparency, customer service, and responsive employees
Executive Director’s Office (EDO)**

Process –Dashboard metrics will ensure that each division has business related to measures to monitor and improve upon for enhanced customer service and streamlined operations



Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year Goal
Implement one page executive dashboard reports for all four divisions and a global dashboard for the department. *	N/A*	N/A*	Initiated	In process	In process	Implemented	Implemented	Implemented	N/A

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

Taxation

Process – Improve customer service by reducing call wait times

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year Goal
The Tax Call Center will answer calls within an average of six minutes and twenty seconds (06:20) entering the queue for FY2018-19, with a reduction annually.	09:07 min	06:21 min	04:51 min	04:34 min	15:19 min	10:71 min	08:55 min	06:20 min	06:10 min

The Tax Payer Services implemented CenturyLink’s “screen pop” technology to reduce call wait times; early estimates indicate a time savings of 20-30 seconds by facilitating pre-population of customer information while in queue. There were a number of tax law changes that resulted in increased volume to the call centers, coupled with understaffing the call wait times exceeded the goal. TPS continues work with CenturyLink and OIT to establish a road map of operational and technology solutions that will assist in reduced call wait time and call blockage.

Lottery

Process – Implement a market strategy to increase sales and profits

Measure	FY17 Actual	FY18 Actual	Q1 FY19	Q2 FY19	Q3 FY19	Q4 FY19	FY19 Actual	1-Year Goal	3-Year 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.	23.70%	23.50%	24.8%	26.1%	25.3%	21.8%	24.5%	23.3%	23.7%