



Wildly Important Goals

Department of Revenue FY22 Annual Performance Report (November 2022)

The Department of Revenue (DOR) identified several wildly important goals (WIGs) for FY 2021-22 and beyond. For this annual performance report, DOR updated progress on DOR's WIGs and goals identified in its FY 2021-22 Performance Plan and reflects the overall direction as identified by DOR leadership.

Additional detail for these WIGs is available in the Department's Performance Plan, which may be accessed [here](#). The FY22 plan outlined the work completed by DOR and its Divisions including the Division of Motor Vehicles (DMV), Executive Director's Office (EDO), Colorado Lottery (LOT), Marijuana Enforcement Division (MED), Specialized Business Group (SBG), and Taxation Division (TAX).

WIG #1: In an effort to provide excellent service to the people of Colorado that is relevant, efficient, and convenient, DOR will increase utilization of self-service options, such as online tools or kiosks, to complete necessary transactions with the state from 37.5% to 43.5% by June 30, 2022.

Summary: DOR fell just short of the overall WIG as did the Division of Motor Vehicles for their lead measure. However, the rest of DOR's divisions met or exceeded their lead measures to increase online and self-service options for Coloradans. DOR and DMV achieved a 40% self-service utilization rate.

Strategies:

- **Increase DMV self-service utilization:** Increased quantity of self-service kiosks and increased public awareness of self-service options through marketing and communications. DMV learned more about working with vendors and ways to increase awareness campaigns to support meeting the public's interest in self-service options.
- **Offer LOT claims services online:** Developed a standardized process and worked with vendors to create online submissions for all winning lottery tickets.
- **Increase utilization of online SBG/MED applications:** Increased awareness of online capabilities through awareness campaigns with stakeholders, such as trade associations and governing organizations.
- **Increase self-service utilization for TAX services:** Implemented new chatbot capabilities and regularly monitored the responses to improve the chatbot's ability to answer questions.
- **Digitize EDO forms for electronic routing:** Developed a standardized process to digitize internal forms.

WIG #2: In an effort to make services and interactions more accessible to all, each DOR division will develop a plan that outlines accessibility and utilization gaps, translation opportunities for highly utilized documents and forms, as well as increased overall accessibility for underserved and underrepresented communities. All division plans and initial translation activities will be completed from 0% to 100% by June 30, 2022.

Summary: DOR met the overall WIG and the divisions all met or exceeded their lead measures to increase language accessibility through Spanish translation.

Strategies:

- **Increase accessibility for Underserved and Underrepresented Customers:** Partnered with vendors, industry groups, and Division stakeholders to identify areas for opportunity and develop recommendations to address the needs for underserved and underrepresented customers to better serve all Coloradans.
- **Translate DMV informational forms, LOT public information, and SBG/MED forms to Spanish:** Created a multi-faceted team to analyze and identify translation needs, secure vendors, and complete a standardized process to work with a vendor. Used a comprehensive and holistic approach to



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translation services for full semantic content of the original material.

- **Translate the Property Tax / Rent / Heat Credit application to Spanish:** Worked with a vendor who used a comprehensive and holistic approach to translation services for full semantic content of the original material.

WIG #3: The Department will increase the value to our customers by \$21 million by June 30, 2022 over FY21 expenses. Value specifically means lower fees, delayed fee increases, time saved by individuals and businesses, as well as increased revenue to beneficiaries from Lottery proceeds.

Summary: DOR met the overall WIG and most of the divisions met or exceeded their lead measures to temporarily increase economic benefit for customers to help with financial recovery after the pandemic. TAX reached 50% of their lead measure.

Strategies:

- **Increase savings for customers through a temporary stay on DMV fee increases:** Analyzed fees and identified those that could temporarily be adjusted, including reduced fees or a stay on fee increases, in order to aid financial recovery from the pandemic for individual Coloradans and the wider-public.
- **Increase LOT proceeds to beneficiaries:** Collaborated with local partners and retailers to ensure information and communication was clear. Enhanced internal process efficiencies to maximize returns.
- **Increase savings for customers through a temporary reduction on SBG/MED licensing fees:** Partnered with local jurisdictions and law enforcement to analyze license fees and identify those that could temporarily be adjusted, including reduced or suspended fees or a stay on fee increases, in order to provide economic relief for new and existing licensees.
- **Increase TAX savings by adding home rule jurisdictions to the Sales & Use Tax System (SUTS):** Partnered with businesses and home-rule jurisdictions to increase usage of SUTS to streamline the sales tax reporting and payment for time and financial savings. Gained insight that technical challenges limited implementation and partnering with the vendor may help increase technical onboarding.
- **Increase EDO's internal customer satisfaction:** Identified gaps and areas for opportunity by surveying internal partners and stakeholders. EDO addressed internal customer feedback for more streamlined processes and enhanced collaboration opportunities.

WIG #4: The Department will work to increase the Pulse Survey Employee Engagement Index measure from 63.5% to 68.5% by June 30, 2022.

Summary: DOR met or exceeded the overall WIG and lead measures, which specifically focused on EDO-centric initiatives.

Strategies:

- **Increase employee engagement and satisfaction:** Enhanced the employee experience by aligning organizational strategy and core value anchors, developing leaders, and creating more opportunities for leadership to meet with and hear staff feedback and insights.
- **Increase employee recognition of DOR's core values:** Developed communication tools to highlight core values, such as videos, fliers, posters, newsletters, intranet banners, and standardized email signatures. Leveraged senior leadership engagement opportunities to share organizational priorities and their alignment with core values.
- **Train leaders on Leadership Practices Inventory (LPI):** Leveraged a cohort model to support dialogue and enhance curriculum learning and foster ongoing leadership learning and development by sharing in working sessions and developing interconnection through an inherent support network.
- **Increase senior leadership engagement opportunities with mid-level leaders:** Created enhanced connection through regular mid-level leader meeting



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cadence and tailoring content directly to support mid-level leaders in their people development, people management, team development, and program management skills.

- **Increase senior leader engagement opportunities with employees:** Established biweekly townhall meeting cadence to foster visibility with senior leadership, share organizational changes, highlight leadership and employee contributions, and live organizational values. Created senior leadership newsletters that highlighted statewide DOR facility tours and employee contributions.

Performance Measures

Increase Digital Government Services (All Divisions)

Measure	FY19 Actual	FY20 Actual	FY21 Actual*	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	FY22 Goal	3-Year Goal
Increase Digital Government Services	N/A	N/A	N/A	38%	38%	40%	40%	43.5%	42%**
Increase DMV self-service utilization	N/A	N/A	N/A	38%	38%	40%	40%	45%	42%**
Offer LOT claims services online	N/A	N/A	N/A	20%	60%	84%	100%	100%	100%***
Increase utilization of SBG/MED online applications	N/A	N/A	N/A	21%	29%	34%	36%	12%	50%
Increase self-service utilization for TAX services	N/A	N/A	N/A	21%	24%	36%	32%	15%	20%
Digitize EDO forms for electronic routing	N/A	N/A	N/A	2	10	11	22	20	N/A

*Divisions migrated services online in FY21 whereas FY22 included increasing awareness and increasing online options and capabilities, thus metrics were measured differently. **Collaboration with the vendor provided additional insight into the data analysis that was used throughout FY22's reporting period. The updated information led to adjustments in future goal numbers. Although it is less than the FY22 goal, it most accurately represents Coloradans using DMV online services. ***LOT digitized claim services in FY21 and will continue to digitize materials in FY22, thus the FY22 metric also assesses progress of digitization.

Increase Accessibility for Underserved/Underrepresented Customers (DMV, LOT, SBG, MED, TAX)

Measure	FY19 Actual	FY20 Actual	FY21 Actual	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	FY22 Goal	3-Year Goal*
Increase Accessibility for Underserved/Underrepresented Customers	N/A	N/A	N/A	25%	40%	65%	100%	100%	100%
Translate DMV informational forms to Spanish	N/A	N/A	N/A	50%	54%	85%	100%	75%	100%
Translate LOT public information to Spanish	N/A	N/A	N/A	30%	60%	65%	90%	65%	100%
Translate SBG/MED forms to Spanish	N/A	N/A	N/A	0%	2%	21%	27%	20%	100%
Translate the Property Tax / Rent / Heat Credit application to Spanish	N/A	N/A	N/A	25%	80%	100%	100%	100%	100%

*Divisions identified and outlined areas for developed and translated forms during FY21 whereas FY22 will include continued work for underserved communities to address items identified in FY21 but the metrics assess progress on implementation and effectiveness of translation.



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Increase Temporary Economic Benefits to Aid Pandemic Recovery (All Divisions)

Measure	FY19 Actual	FY20 Actual	FY21 Actual	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	FY22 Goal	3-Year Goal
Increase Temporary Economic Benefits to Aid Pandemic Recovery	N/A	N/A	N/A	\$14,087,390	\$34,087,330	\$44,604,760	\$52,533,809	\$21M	N/A
Increase savings for customers through a temporary stay on DMV fee increases	N/A	N/A	N/A	\$535,891	\$1,006,320	\$1,538,362	\$2,081,298	\$1.8M	N/A
Increase LOT proceeds to beneficiaries	N/A	N/A	N/A	\$60,693,729	\$127,360,025	\$185,545,181	\$242,502,607	\$216M	\$254M
Increase savings for customers through a temporary reduction on SBG/MED licensing fees	N/A	N/A	N/A	\$4,099,931	\$8,157,965	\$11,079,899	\$14,151,099	\$7.5M	N/A
Increase TAX savings by adding home rule jurisdictions to SUTS	N/A	N/A	N/A	\$7,839	\$60,020	\$191,318	\$326,084	\$650,000	N/A
Increase EDO's internal customer satisfaction	N/A	N/A	N/A	6.8	N/A	N/A	7.55	7.5	N/A

Increase Employee Engagement and Satisfaction (EDO)

Measure	FY19 Actual	FY20 Actual	FY21 Actual	Q1 FY22	Q2 FY22	Q3 FY22	Q4 FY22	FY22 Goal	3-Year Goal
Increase Employee Engagement and Satisfaction	N/A	N/A	N/A	61%	N/A	N/A	69%	68.5%	70%
Increase employee recognition of DOR's core values	N/A	N/A	N/A	0%	25%	40%	50%	50%	N/A
Train leaders on Leadership Practices Inventory	N/A	N/A	N/A	15	15	30	71	35	N/A
Increase senior leadership engagement opportunities with mid-level leaders	N/A	N/A	N/A	4	8	13	18	16	N/A
Increase senior leadership engagement opportunities with employees	N/A	N/A	N/A	9	15	25	41	35	N/A