



Department of Revenue FY 23 Annual Performance Report (November 2023)

Wildly Important Goals

The Department of Revenue (DOR) identified several wildly important goals (WIGs) for FY 2022-23 and beyond. For this compliant annual performance report, DOR updated progress on DOR's WIGs and goals identified in its FY 2022-23 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](#). The FY23 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). This report is more than four pages long to meet Americans with Disabilities Act of 1990 (ADA) compliance requirements.

WIG #1 Increase Self-Service Options: Increase utilization of self-service options, such as online tools or kiosks, from 39% in FY22 to 42% by June 30, 2023, in an effort to provide relevant, efficient, and convenient service to the people of Colorado.

Summary:

DOR achieved the overall WIG goal and three out of the four lead measures to increase online and self-service options for Coloradans. The SBG/MED regulatory Divisions did not meet their lead measure goal of 50% self-service applications. DOR had only implemented the online application in the previous year, thus the data was not clear to set a wild yet achievable goal and to understand data trends.

Strategies:

- **DMV self-service Tools:** DMV drove awareness of online tools and additional DMV services (e.g., DMV2Go).
- **Lottery Digital Application:** The Lottery Division completed their digitization of the retail renewals application.
- **SBG/MED self-service applications:** SBG/MED is nearing the anniversary of their second year of online applications. They continue to seek to increase awareness and end-user upskilling for the online application process. They have benefited from data to inform trends, seasonality, and end-user preferences and challenges. As they learn from their historical data, SBG/MED will continue to drive convenience for online users.
- **TAX self-service utilization:** TAX has benefited the customer experience overall through additional staffing in call centers and still continues to drive self-service options with chatbots.



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Increase Self-Service Options (DMV, LOT, SBG, MED, TAX)

Measure	FY20 Actual	FY21 Actual	FY22 Actual*	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23 Goal	3-Year Goal
Increase Self-Service Options	Not Applicable	Not Applicable	39%	44%	39%	46%	44%	42%	42%
DMV Self-Service Tools	Not Applicable	Not Applicable	39%	41%	38%	44%	44%	42%	42%
LOT Digital Application*	Not Applicable	Not Applicable	Not Applicable	0%	50%	100%	100%	100%	100%
SBG/MED Self-Service Applications	Not Applicable	Not Applicable	35%	36%	33%	36%	38%	50%	50%
Tax Self-Service Utilization*	Not Applicable	Not Applicable	Not Applicable	35%	22%	36%	38%	20%	20%

*Divisions tracked different lead measures in FY23 relative to FY22, thus metrics were measured differently (DOR's FY22 Annual Performance Report).

WIG #2 Expand Tools for Underserved Coloradans: Enhance the accessibility of services and communications for underserved populations by successfully completing the following three activities: ADA compliance testing, accessibility analysis and enhancements, and a needs assessment of translation services by June 30, 2023.

Summary:

DOR did not achieve WIG #2 overall due to missing 1 of the 3 lead measures. DOR missed WIG #2 overall and the ADA compliance Testing due to challenges presented in identifying vendors for the ADA compliance testing vendor and funding for the testing.

Strategies:

- **ADA compliance testing:** DOR completed revising the top 100 forms used at DOR to make them ADA accessible. For the website testing, DOR ran into funding and vendor identification challenges. Components of this WIG will continue in FY 24 with additional support from the Technology Accessibility Cleanup Bill (Senate Bill 23-244).
- **Accessibility Assessment and Enhancement:** DOR leveraged technology to meet a variety of needs for underserved populations, including language barriers, time and location restrictions, and further understanding the specific needs of our customers and stakeholders through in-depth analysis.



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- **Translation Services Needs Assessment:** DOR leveraged technology to analyze access frequency and effectiveness of translation services.

Expand Tools for Underserved Coloradans (All Divisions)

Measure	FY20 Actual	FY21 Actual	FY22 Actual*	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23 Goal	3-Year Goal
Expand Tools for Underserved Coloradans	Not Applicable	Not Applicable	Not Applicable	18%	48%	65%	72%	100%	100%
ADA Compliance Testing	Not Applicable	Not Applicable	Not Applicable	5%	5%	10%	15%	100%	100%
Accessibility Assessment and Enhancement	Not Applicable	Not Applicable	Not Applicable	28%	66%	93%	100%	100%	100%
Translation Services Needs Assessment*	Not Applicable	Not Applicable	Not Applicable	20%	71%	94%	100%	100%	100%

*Divisions implemented translation services in FY22 whereas FY23 continued work for underserved communities measuring impact of translation services and further identifying translation service needs.

WIG #3 Enhance the Customer Experience: Enhance the customer experience by at least 5% by planning streamlined processes, removing barriers, or increasing proceeds by June 30, 2023.

Summary:

DOR met and exceeded the overall WIG and all four lead measures to enhance the customer experience.

Strategies:

- **Increase DMV community partnerships:** DMV formalized their relationships with partners and sought out other partners to maximize the success of the DMV2Go events at partnership locations.
- **LOT economic benefit:** LOT leveraged social media for awareness, fun, and excitement of reward distributions.
- **SBG/MED Application Streamlining Process:** SBG/MED identified challenges associated with the fingerprinting process and features of the online application process and worked to improve those challenges to meet their 5% improvements to the online application process.



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- **Income Tax Form Streamlining:** TAX evaluated fields, schedules, and implications on the DR 0104 income tax form. TAX identified and eliminated 62% of the prior tax form, which exceeded their original goal of 50%.

Enhance the Customer Experience (DMV, LOT, SBG, MED, TAX)

Measure	FY20 Actual	FY21 Actual	FY22 Actual*	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23 Goal	3-Year Goal
Enhance the Customer Experience	Not Applicable	Not Applicable	Not Applicable	0%	25%	25%	100%	100%	Not Applicable
DMV Increase Community Partnerships	Not Applicable	Not Applicable	Not Applicable	0%	10%	26%	26%	5%	Not Applicable
LOT Economic Benefit	Not Applicable	Not Applicable	Not Applicable	0%	0%	0%	7%	5%	Not Applicable
SBG/MED Application Streamlining Process	Not Applicable	Not Applicable	Not Applicable	0%	40%	80%	100%	100%	Not Applicable
Income Tax Form Streamlining	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	100%	50%	Not Applicable

WIG #4 Increase Employee Engagement: The Department will work to achieve a 70% employee engagement index score by June 30, 2023 through the development and implementation of a new DOR -specific employee engagement survey.

Summary:

DOR met and exceeded the overall WIG and all four lead measures, which specifically focused on EDO-centric initiatives.

Strategies:

- **Core Values Communication Plan:** Completed a plan to enhance internal communications to align with the Core Values and developed the “Fill Your Pie” activity to highlight employee actions taken throughout FY 24 to represent each Core Value and further align with employee performance plans during the performance cycle



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- **Position and Compensation Analysis:** Leveraged foundational research on wage market data, developed a standardized strategy to review position descriptions, templated position descriptions where applicable, developed tools to draft long-term career solutions, and developed a foundation to assist with the classifications and compensations analyses occurring during FY 23 and FY 24.
- **Innovative Professional Development Opportunities:** Completed the design and implementation of supervisor training and individual contributor training opportunities.
- **Streamline Onboarding Process:** Completed an overhaul of the onboarding process to enhance to a formalized program, which included enhancing 10 aspects of the onboarding process which were multifaceted and included multiple enhancements within those 10 actions.

Increase Employee Engagement (EDO)

Measure	FY20 Actual	FY21 Actual	FY22 Actual*	Q1 FY23	Q2 FY23	Q3 FY23	Q4 FY23	FY23 Goal	3-Year Goal
Increase Employee Engagement	Not Applicable	Not Applicable	69%	Not Applicable	Not Applicable	Not Applicable	72%	70%	Not Applicable
Core Values Communication Plan	Not Applicable	Not Applicable	Not Applicable	25%	50%	75%	100%	100%	Not Applicable
Position and Compensation Analysis	Not Applicable	Not Applicable	Not Applicable	21	86	211	248	248	Not Applicable
Innovative Professional Development Opportunities	Not Applicable	Not Applicable	Not Applicable	1	2	Goal Attained	Goal Attained	2	Not Applicable
Streamline Onboarding Process	Not Applicable	Not Applicable	Not Applicable	0	4	6	10	10	Not Applicable

*The Department of Personnel & Administration's *Pulse Survey* was discontinued, but DOR continued to measure employee engagement and empowerment through an agency developed survey for FY23. DOR's strategy to increase employee engagement and empowerment utilized new lead measures for FY23 rather than continue with the FY22 ones.