



## Strategic Policy Initiatives

The Department of Revenue has identified several strategic policy initiatives for FY 2015-16 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2016 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 September 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.**

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 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 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.

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

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.**

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	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Driver License customers will be called to the counter within an average of 15 minutes 50% of the time beginning in FY16 and increase annually*	N/A	N/A	52.00%	56.40%	54.70%	54.10%	50.00%	80.00%
Driver License customers with pre-scheduled appointments served within an average of 15 minutes in offices with Wait-Less 90% of the time	95.36%	87.01%	88.75%	89.65%	89.90%	90.90%	90.00%	90.00%

\*This is a new measure beginning in FY16.

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

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Increase the percentage of e-filed sales tax returns annually	48.00%	60.80%	70.22%	75.10%	76.60%	77.30%	75.00%	80.00%
Increase the percentage of e-filed income tax returns annually	80.40%	81.00%	82.36%	75.43%	74.58%	84.07%	83.60%	85.00%



**Department of Revenue**  
**Q4 FY2016 Performance Evaluation (June 2016)**

**Process – Review and issue liquor licenses**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Percentage of liquor license renewals issued with final agency action within 60 days of local approval*	N/A	N/A	99.10%	99.10%	98.70%	98.20%	95.00%	95.00%
Percentage of new liquor licenses issued with final agency action within 90 days of local approval*	N/A	N/A	64.30%	72.10%	77.10%	80.90%	70.00%	70.00%

\*This is a new measure beginning in FY16.

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

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Percent of Auto Industry complaints concluded within 180 days	84.15%	81.49%	87.43%	86.52%	87.22%	87.57%	82.00%	86.00%

**Fiduciary Responsibility**

**Process – Handle cash responsibly by making timely deposits**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Percentage of funds deposited within 24 hours of receipt	92.75%	93.00%	95.00%	98.00%	98.00%	79.00%	95.00%	95.00%

**Process – Implement a market strategy to increase sales and profits**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Grow Lottery sales and profits to maximize proceeds to beneficiaries to 24.5% by FY18	23.83%	23.87%	23.79%	22.50%	21.00%	24.15%	22.50%	24.50%



**Department of Revenue**  
**Q4 FY2016 Performance Evaluation (June 2016)**

**Statutory Responsibility**  
**Process – Inspect horse racing facilities**

Measure	CY14 Actual	CY15 Actual	C1 CY16	C2 CY16	C3 CY16	C4 CY16	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%	N/A	N/A	100.00%	100.00%

**Process – Process marijuana license applications**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Percentage of new retail marijuana business license applications completed within 90 days*	N/A	N/A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Percentage of new medical marijuana business license applications completed within 90 days*	N/A	N/A	100.00%	83.00%	86.00%	86.00%	75.00%	80.00%
Percentage of medical and retail marijuana renewal license applications completed within 90 days*	N/A	N/A	100.00%	93.00%	80.00%	86.00%	70.00%	70.00%

\*This is a new measure beginning in FY16.

**Employees**  
**Process – Conduct an employee satisfaction survey**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Favorable responses to leaders give clear direction through employee survey	34.00%	N/A*	N/A*	N/A*	N/A*	34.00%	42.00%	46.00%

\*Survey conducted every other year. Data recorded when received from DPA.



**Department of Revenue**  
**Q4 FY2016 Performance Evaluation (June 2016)**

**Public Confidence**

**Process – Conduct compliance inspections in casinos**

Measure	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Year Goal	3-Year Goal
Conduct compliance inspections of Colorado casinos to ensure 90% compliance*	N/A	N/A	95.31%	95.70%	94.00%	95.07%	90.00%	90.00%

\*This is a new measure beginning in FY16.