



Department of Revenue Q3 FY2017 Performance Evaluation (April 2017)

Strategic Policy Initiatives

The Department of Revenue has identified several strategic policy initiatives for FY 2016-17 and beyond. For this performance evaluation, the Department has updated progress on the initiatives identified in the FY2017 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 December 31, 2016. 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	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Reduce wait times for Driver License customers from the baseline of an average of 60 minutes 65% of the time established in FY14 to an average of 15 minutes 65% of the time in FY17.	N/A	N/A	54.10%	63.50%	69.40%	70.40%	65.00%	85.00%
Increase the number of Driver License customers with pre-scheduled appointments called to the counter within 15 minutes of their scheduled appointment time in offices with Wait Less, in accordance with the baseline of 90% to 92% in FY18-19.	95.36%	87.01%	90.90%	92.30%	93.20%	93.70%	90.00%	94.00%

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

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Increase e-filed sales tax returns as a percentage of total sales tax returns filed from the baseline of 13% in FY10 to 77% in FY17.	48.00%	70.22%	77.30%	80.00%	80.80%	81.10%	77.00%	82.00%
Increase e-filed individual income tax returns as a percentage of total income tax returns filed from the baseline 64% in FY10 to 84.5% in FY17.	80.40%	82.36%	84.07%	76.24%	75.28%	88.70%	84.50%	85.90%

Process – Review and issue liquor licenses

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Maintain the number of final agency actions (defined as approvals or notices of denial) for renewal applications for liquor business licenses within 60 days in accordance with the baseline of 95%.	N/A	N/A	98.20%	96.90%	95.40%	94.70%	95.00%	95.00%
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 67% to 75% by the end of FY17.	N/A	N/A	80.90%	91.80%	91.40%	91.30%	75.00%	80.00%



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

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Increase the number of initial investigations and complaints concluded within 180 days from the baseline of 70% in FY13 to 84% by the end of FY17.*	84.15%	87.43%	87.57%	88.17%	90.38%	91.60%	84.00%	88.00%

Fiduciary Responsibility

Process – Handle cash responsibly by making timely deposits

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Maintain the established FY13 baseline of 95% of funds deposited within 24 hours.	91.91%	95.34%	92.16%	99.19%	99.00%	99.00%	95.00%	95.00%

Process – Implement a market strategy to increase sales and profits

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Grow Colorado Lottery sales and profits to maximize proceeds for recipients that are receiving funding at levels defined by the state and achieve profitability percentage of 23.00% by FY18.	23.83%	23.79%	24.15%	26.00%	23.70%	24.00%*	22.20%	23.00%

*This is an estimate based on relevant data. The actual data will not be available until FY17 year end is complete in the CORE system.

Statutory Responsibility

Process – Inspect horse racing facilities

Measure	CY14 Actual	CY15 Actual	C1 CY16	C2 CY16	C2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Maintain the FY13 baseline of 100% of the 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%

Process – Process marijuana license applications

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Maintain the number of final agency actions (defined as approvals or notices of denial) for new applications for retail marijuana business licenses within 90 days from the baseline of 100% by the end of FY17 and ongoing.	N/A	N/A	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Increase the number of final agency actions (defined as approvals or notices of denial) for new applications for medical marijuana business licenses within 90 days from the baseline of 69% to 80% by the end of FY17.	N/A	N/A	86.00%	92.30%	93.30%	95.00%	80.00%	80.00%
Increase the number of final agency actions (defined as approvals or notices of denial) for renewal applications for medical marijuana business licenses within 90 days from the baseline of 63% to 70% by the end of FY17.	N/A	N/A	86.00%	88.00%	95.00%	94.00%	90.00%	92.50%

Employees

Process – Conduct an employee satisfaction survey

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Improve employee satisfaction rating in the area of Leadership from the FY12 baseline of 34% to 42% by the end of FY18.*	34.00%	N/A*	34.00%	N/A*	N/A*	N/A*	42.00%	46.00%

*Data obtained from DPA survey which is conducted biennially.

Public Confidence

Process – Conduct compliance inspections in casinos

Measure	FY14 Actual	FY15 Actual	FY16 Actual	Q1 FY17	Q2 FY17	Q3 FY17	1-Year Goal	3-Year Goal
Maintain the number of compliance inspections of licensed casinos ensuring 90% compliance with the FY16 baseline of 90% for FY17.	N/A	N/A	95.07%	95.35%	94.40%	92.60%	90.00%	92.50%