

Department of Revenue

Division of Motor Vehicles Driver License Services

Performance Audit
August 2022
2172P



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August 31, 2022

Members of the Legislative Audit Committee:

This report contains the results of a performance audit of the Department of Revenue, Division of Motor Vehicles, Driver License Services. The audit was conducted pursuant to Section 2-3-103, C.R.S., which authorizes the State Auditor to conduct audits of all departments, institutions, and agencies of state government, and Section 2-7-204(5), C.R.S., which requires the State Auditor to annually conduct performance audits of one or more specific programs or services in at least two departments for purposes of the SMART Government Act. The report presents our findings, conclusions, and recommendations, and the responses of the Department of Revenue.

Kerri L. Hunter



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Report Highlights

Division of Motor Vehicles, Driver License Services

Department of Revenue • Performance Audit • August 2022 • 2172P



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Key Concern

The Department of Revenue (Department) and its Division of Motor Vehicles (Division) need to improve how they measure the timeliness of driver license services provided by the state-run driver license offices, and measure the Division's performance in implementing online self-services. Inaccuracies in these areas have resulted in the Department under reporting the timeliness of its driver license services, and over reporting customers' use of online services.

Key Findings

- In 2021, the Division met its internal goal for its 35 state-run driver license offices to complete 75 percent of customer transactions within 30 minutes. Yet, a system error caused the Division to miscalculate the time that about 4 percent of customers waited for services. On average, the wait time was overstated by 23 minutes. The Division needs to calculate timeliness accurately because the information is used to allocate resources to state driver license offices.
- For the period July to December 2021, the Department over-reported the Division's progress on its goal to increase customers' use of online services by 2.5 percent. Progress toward the 2.5 percent goal was overstated by 1 percent. The Department lacks a precise method to measure and report its performance for this goal. When performance is measured in small increments in this manner, accurate measurement and reporting are key because they can affect the Division's budget and appropriations, and legislative perception of its performance.

Background

- The Division provides driver and identification services, such as Colorado driver licenses and identification (ID) cards. In Calendar Year 2021, 1.49 million of these types of services were provided in Colorado.
- Most services are provided by 35 state-run driver license offices that are overseen by the Division. Some counties help provide services through 17 county-run driver license offices that are overseen by elected county officials.
- Customers can access all driver and identification services in-person at an office, and can access some services—such as ID renewals, non-commercial driver licenses, and commercial driver licenses—online through a website and the State's myColorado mobile phone app.
- The SMART Act requires departments to submit annual performance plans to the General Assembly, which include performance goals and progress updates. The Department has a performance goal to increase customers' use of online driver license services by 2.5 percent. The Department reports its goal performance to the public, the General Assembly, and the Governor.

Audit Recommendations Made

3

Department Responses

Agree: **3**

Partially Agree: **0**

Disagree: **0**



Chapter 1

Overview

The Division of Motor Vehicles (Division), within the Department of Revenue (Department), is responsible for providing driver and identification services to the public, such as state driver licenses and identification (ID) cards. Exhibit 1.1 shows the types and number of driver license and ID services provided in the State during Calendar Year 2021.

Exhibit 1.1
Driver License and ID Services
Calendar Year 2021

Service Type	Total Issued
Non-Commercial Driver License	1,110,996
Non-Commercial Learner Permit	148,650
State ID	143,870
Commercial Driver License	41,557
Commercial Learner Permit	14,872
Restricted Non-Commercial Driver License	11,226
Restricted Non-Commercial Learner Permit	8,305
Temporary Paper Credential ¹	6,986
Motorcycle Permit	3,313
Probationary Non-Commercial Driver License	766
Total	1,490,541

Source: Office of the State Auditor analysis of data provided by the Division of Motor Vehicles.

¹ A temporary paper credential is issued to an individual in special circumstances. Examples include when someone needs a temporary rehabilitation driving permit that documents that they have a severe brain or other injury, or when someone with a suspended driver license, such as for lack of vehicle insurance, needs a temporary driving permit while they are awaiting a hearing to reinstate their license.

Service Delivery

In Colorado, customers can access all driver license and ID services in-person at an office, and can access some services—such as ID renewals, non-commercial driver licenses, and commercial driver licenses—online through a website and the State’s myColorado mobile phone app. Customers can also access some services, such as requesting driver records, through the mail.

Most in-person services are provided by state driver license offices, which the Division administers. In addition, some counties assist the Division in providing these services through county-run driver license offices, as follows:

- **State Offices.** 35 state driver license offices serve the general public and handle about 92 percent of in-person driver license and ID transactions. These state offices are operated by the Division and its state employees.
- **County Offices.** 17 county offices process about 8 percent of in-person driver license and ID transactions for the general public in their areas. These counties voluntarily and autonomously provide driver license services on behalf of the State through interagency agreements with the Division. Counties do not provide these services unless they have one of these signed, written agreements in place with the Division. Counties can choose how many and what types of driver license and ID services they provide, and can set fees for their services. These county offices are overseen by county clerks and recorders and administered by county employees.

Exhibit 1.2 lists the locations of all state driver license offices and county offices providing driver license and ID services, using the Division's region categorization.

Exhibit 1.2
State and County* Driver License Locations by Region
Calendar Year 2021

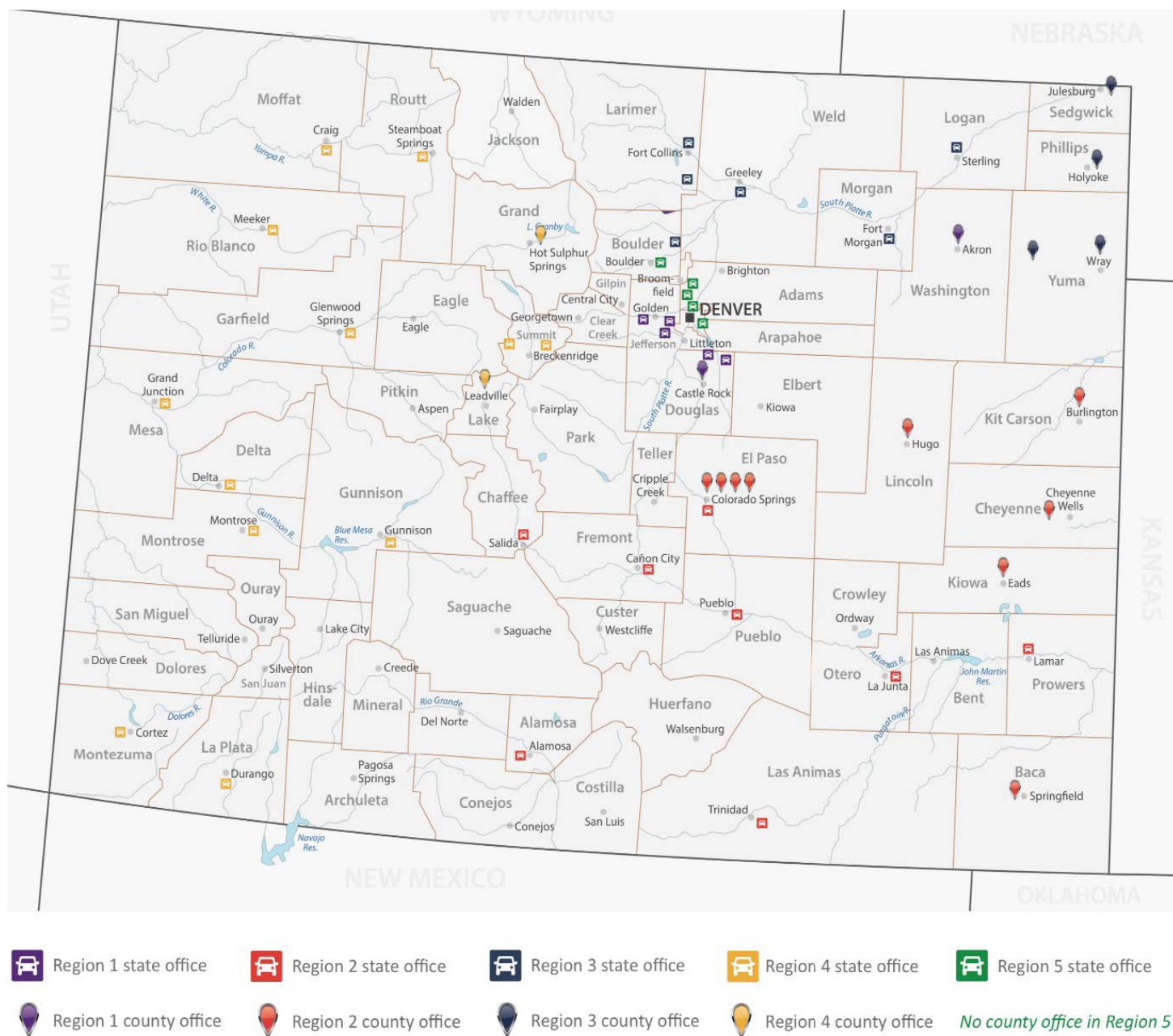
Region	Office Locations
1	Akron*, Centennial, Douglas County*, Golden, Lakewood, Parker, Westgate (Lakewood)
2	Alamosa, Burlington*, Canon City, Cheyenne Wells*, Colorado Springs, Colorado Springs Chapel Hills*, Colorado Springs Fort Carson*, Colorado Springs Garden of the Gods*, Colorado Springs Powers*, Eads*, Hugo*, La Junta, Lamar, Pueblo, Salida, Springfield*, Trinidad
3	Fort Collins, Fort Morgan, Greeley, Holyoke*, Julesburg*, Longmont, Loveland, Sterling, Wray*, Yuma*
4	Cortez, Craig, Delta, Durango, Frisco, Glenwood Springs, Grand Junction, Gunnison, Hot Sulphur Springs*, Leadville*, Meeker, Montrose, Steamboat Springs
5	Aurora, Boulder, Denver Northeast, Northglenn, Westminster

Source: Division of Motor Vehicles.

*County office

Exhibit 1.3 shows the state and county driver license office locations, with the five regions denoted by color, and state offices distinguished from county offices by icon.

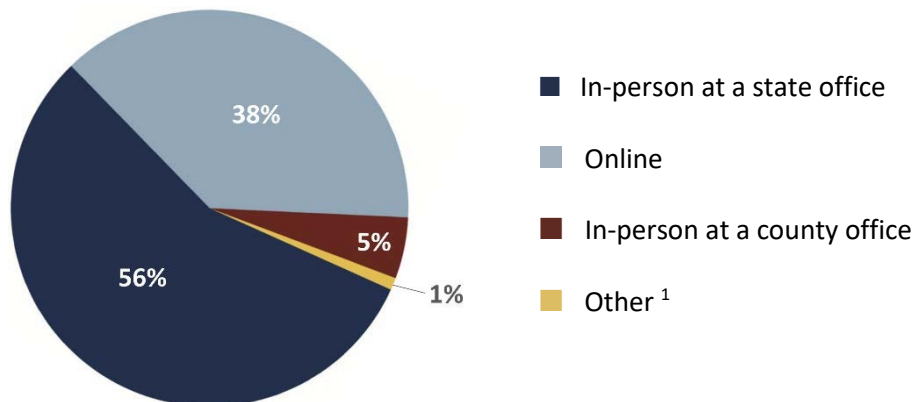
Exhibit 1.3
State and County Driver License Office Locations
Calendar Year 2021



Source: Office of the State Auditor analysis of information provided by the Division of Motor Vehicles.

Exhibit 1.4 shows the percentage of services provided by each type of delivery method.

Exhibit 1.4
Driver License and ID Services by Delivery Method
Calendar Year 2021



Source: Office of the State Auditor analysis of data provided by the Division of Motor Vehicles.

¹ The “Other” category represents services available to inmates in correctional facilities.

Administration

State Offices. Statute empowers the Department to administer and enforce motor vehicle laws, carry out Division duties, promulgate rules related to driver license and ID services, and manage the statewide information technology related to these services [Sections 42-1-201, 202, 204, and 211, C.R.S.]. The Division has a senior director and senior deputy director who provide administrative oversight and strategic direction to more than 500 state employees who work in the state-run offices or Division headquarters, most of whom provide driver license and ID-related services. The Division also has regional managers who provide guidance to state and county offices, such as on the use of statewide systems and implementation of rules. The Division has three sections that help provide or support driver license- and ID-related services, as follows:

- **Driver License Section** issues licenses, ID cards, and driving permits, and provides supervision for the state-run driver license offices.
- **Driver Control Section** maintains records of all individuals with a Colorado driver license; tracks drivers who violate vehicle and traffic laws and sanctions drivers by suspending or revoking their license when appropriate; handles license reinstatement; and works to prevent and detect identity and vehicle fraud.
- **Administration** provides administrative support and training to state and county staff, including information technology support.

County Offices. Elected county clerks and recorders administer the county offices and are responsible for overseeing the customer service and service delivery in these offices. As such, the Department does not hold county driver license offices to the Department's and state-offices' performance goals and measures.

Federal Oversight. At the federal level, the Federal Motor Carrier Safety Administration, within the U.S. Department of Transportation, regulates commercial driver licenses and trucking, and interstate busing through federal audits of states. The federal government also monitors state compliance with the federal REAL ID Act and Driver's Privacy Protection Act, but does not regulate state operations in any other areas related to driver license and ID services. The REAL ID Act establishes minimum security standards for all state-issued IDs to ensure that personal identification is reliable; since 2012, all Colorado driver licenses and IDs have been REAL ID compliant, except for IDs issued to undocumented or temporary lawful status immigrants, as allowed by the 2013 Road and Community Safety Act passed by the General Assembly. The Driver's Privacy Protection Act limits the release of a driver's personal information stored by the Division.

Key Systems

Colorado Driver License, Record, Identification, and Vehicle Enterprise Solution (DRIVES). In 2014 and 2015, the Division replaced its legacy Driver License System used since 1995. Both the state and county offices use the new system, DRIVES, to process and track services. According to the Division, DRIVES allows for greater statewide standardization and monitoring of operations compared to the legacy system.

State Office Queue Management System and Appointment System. The Division's queue management system captures customer experience time, which is wait time plus service time, in the state-run driver license offices. The Division also has an appointment-based system for providing services in state driver license offices. The Division implemented the appointment system following the outbreak of the COVID-19 pandemic in Spring 2020, to limit crowds and virus exposure in its offices. State offices have continued to use this appointment system based on positive feedback from customers and employees. The Division contracts with a vendor that helps it operate these state office systems. The State does not provide the queue management or appointment systems to county offices, but counties may choose to separately purchase these types of systems.

Funding

For Fiscal Year 2022, the Division's expenditures were about \$21.48 million for state driver license employee wages and benefits. The Division receives funding from the General Fund, cash funds from fees, and re-appropriated funds. Most Division revenues and expenditures for driver license and ID services are from the License Service Cash Fund. The License Service Cash Fund is funded with document fees, such as for the issuance of driver licenses, driving permits, and IDs. Statute

authorizes the county offices to retain a portion of the revenue from certain service fees, and transmit the remaining revenue to the Division's DRIVES Cash Fund.

Audit Purpose, Scope, and Methodology

We conducted this performance audit pursuant to Section 2-3-103, C.R.S., which authorizes the State Auditor to conduct audits of all departments, institutions, and agencies of the state government, and Section 2-7-204(5), C.R.S., the State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act. Audit work was performed from November 2021 through July 2022. We appreciate the cooperation and assistance provided by the management and staff of the Department of Revenue during this audit.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The key objectives of this audit were to evaluate: (1) if the Division ensures that key services in state-run driver license offices are delivered effectively and timely; and (2) if Department reporting of SMART Act performance plan information related to driver license services is accurate and reliable. The audit focused primarily on services provided by state-run driver license offices because the State lacks authority over the counties' provision of these services. The scope of the audit did not include reviews of commercial licensing, compliance with federal REAL ID requirements, or the provision of other motor vehicle services such as titling and registration.

To accomplish the audit objectives, we performed the following audit work:

- Reviewed Colorado statutes and rules; Division performance measures for state offices; Department agreements with counties; and Division policies, guidance, and training for state and county offices relevant to driver license service expectations and timeliness.
- Surveyed and received responses from all 35 state-run and 17 county-run driver license offices to understand service delivery, Division communication and monitoring of services, and tracking and reporting of performance.
- Analyzed the Division's Calendar Year 2021 data on driver license and ID services statewide, customer experience times and appointment wait times for services in state offices, and customer service satisfaction survey results.
- Evaluated Division processes to ensure services are provided timely, and to resolve concerns raised by customers in customer satisfaction surveys.

- Analyzed data from four county offices that tracked the timeliness of their county services to understand the customer experience time in the counties and how this time was measured.
- Interviewed Division management and staff on operations and monitoring of state and county services, and processes for measuring and reporting performance.
- Interviewed staff from the state and county offices to understand service delivery, operations, performance monitoring, and communication practices.
- Reviewed the Department's SMART Government Act performance plan for Fiscal Year 2022, and interviewed the Division to understand how internal and SMART Act performance goals are set, monitored, and communicated.
- Analyzed Department data on its Fiscal Year 2022 SMART Act goal related to customers' use of online and self-serve services from July through December 2021, and evaluated the Department's methodology for measuring performance and reporting on this goal.
- Reviewed national and state office best practices on driver license service provision and performance goals.

As required by auditing standards, we planned our audit work to assess the effectiveness of those internal controls that were significant to our audit objectives. Details about the audit work supporting our findings and conclusions, including any deficiencies in internal control that were significant to our audit objectives, are described in the remainder of this report.

The Department reviewed a draft of this report and we have incorporated the Department's comments into the report where relevant. The written responses to the recommendations and the related implementation dates are the sole responsibility of the Department.



Chapter 2

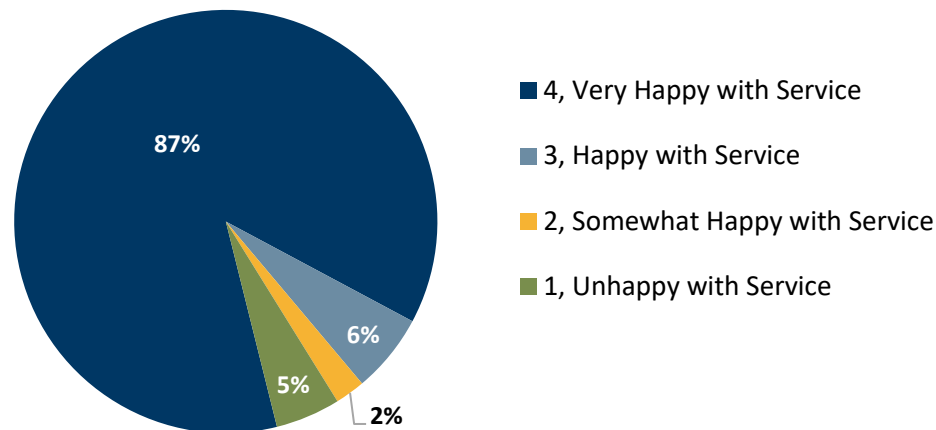
Delivery of Driver License Office Services

Our audit assessed, in part, whether the Division of Motor Vehicles (Division) ensures that state-run driver license office services are delivered effectively and timely. We identified steps that the Division has taken over the past several years that have helped to improve the effectiveness and timeliness of these services. Some key steps are as follows:

- **Ongoing customer satisfaction surveys to improve service delivery in state offices.** Each of the 35 state-run offices has displayed signage prompting customers to complete a customer satisfaction survey, and customers are asked to complete a survey after each service. Customers can complete surveys online via a QR code on the signs and on receipts, or via physical paper copies available in offices. Online customers may also complete surveys after an online service. The survey asks customers to review their experience on a 1 to 4 scale, with a rating of 1 being unhappy with the service and a rating of 4 being very happy with the service. Customers may also provide narrative comments regarding their service. The Division uses the survey results to assess each state office's performance. During Calendar Year 2021, about 29,400 customers who were served by one of the 35 state-run offices or online (approximately 2 percent) completed the survey and provided an overall experience rating.

We reviewed the Division's survey data for Calendar Year 2021 to evaluate trends in customer responses. Exhibit 2.1 shows customers' ratings of their services on the 1 to 4 scale, and that 87 percent of customers rated their service delivery as a 4. During 2021, state offices averaged a 3.8 overall rating for the year, and each state office received at least a 3.3 average rating for every month in 2021.

Exhibit 2.1
Overall Experience Survey Responses
Calendar Year 2021



Source: Office of the State Auditor analysis of the Division of Motor Vehicles' customer survey data.

We found that the Division monitors the survey results and addresses comments to improve services and operations. For example, Division staff review the survey results daily to identify customers who request follow-up or leave a comment that warrants investigation, and staff forward these survey responses to the appropriate regional manager. The regional manager or an office manager contacts the customer who requested follow-up within 24 hours of the survey comment, or forwards the issue to the Division's statewide operations manager if the comment requires higher-level management attention to address. Division management told us that the majority of issues are handled at the office and regional manager level, and if multiple customers comment on the same issue at the same office, the Division addresses the issue based on the situation, which can vary from providing training to office staff to conducting an investigation of an incident. Additionally, the Division recognizes high-performing offices and employees named in positive customer comments.

Examples of improvements that the Division has implemented based on comments received through customer service surveys and trends in survey results have included having office staff attend training when there are complaints about their service, and changing website information based on customers who express confusion about the supporting documentation they need to provide for certain services.

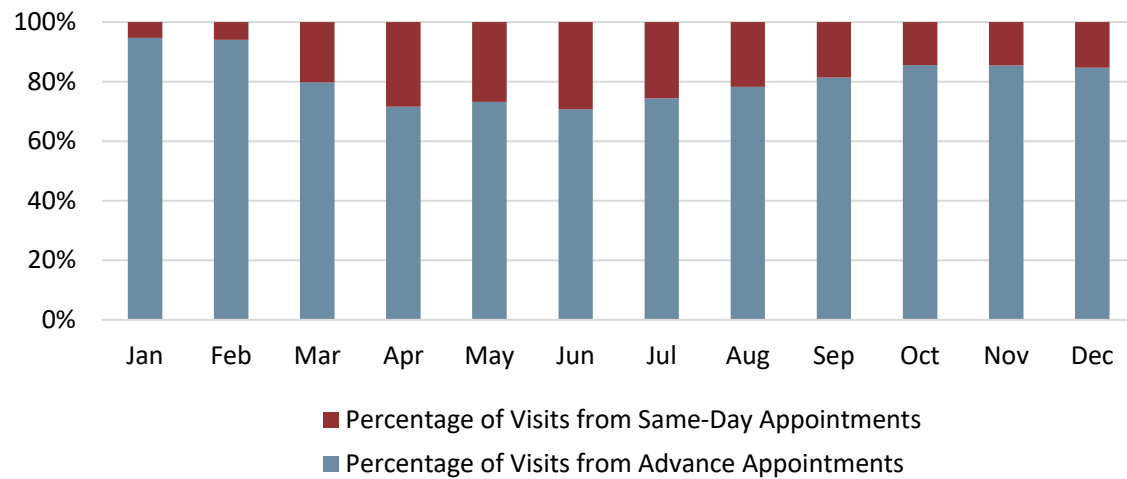
If the Division receives complaints pertaining to a county office, the regional manager will pass on those complaints to the county, and offer state support, as appropriate, to help the county address the comments.

- **DMV Anywhere campaign to promote timely services.** For Fiscal Year 2022, the Division received an appropriation of \$331,227 for a statewide marketing campaign called “DMV Anywhere. Yes, Anywhere.” to encourage customers to use the Division’s online services, such as renewing their driver license or updating their address on their identification card (ID). The campaign began in Winter 2021 to raise awareness for the different methods in which a consumer can access services online and through the myColorado app. The Division expects this campaign to increase the number of customers obtaining services online, which is intended to reduce in-person volume at offices and increase the timeliness of services for customers. Between December 15, 2021, and May 2, 2022, the Campaign’s online marketing attracted just over 30,000 customers who clicked on an advertisement or link that directed them to the Division’s DMV Anywhere homepage.
- **Appointment-based services to improve timeliness in state offices.** Prior to the outbreak of the COVID-19 pandemic in Spring 2020, state driver license offices offered customers the option to schedule an appointment for their service, but fewer than 10 percent of in-person visits were via appointment. Following a 6-week closure due to the pandemic in March and April 2020, state offices began reopening in early May 2020 with an appointment-only system, in which customers can schedule an appointment online or by phone. Division management decided to make the appointment-only system permanent due to positive feedback from customers and employees.

In November 2020, the Division began providing same-day appointments, in which customers can walk into a state office without an appointment and the office will provide them an appointment during an available time, such as if there was an appointment cancellation. While same-day appointments are available, the Division’s public communications strongly encourage customers to make appointments in advance to help ensure efficiency and predictability in wait times. Exhibit 2.2 shows that most customers who received in-person services in state offices during Calendar Year 2021 had scheduled an advance appointment.

Exhibit 2.2

Percentage of Office Visits with Advance Appointments versus Same-Day Appointments Calendar Year 2021



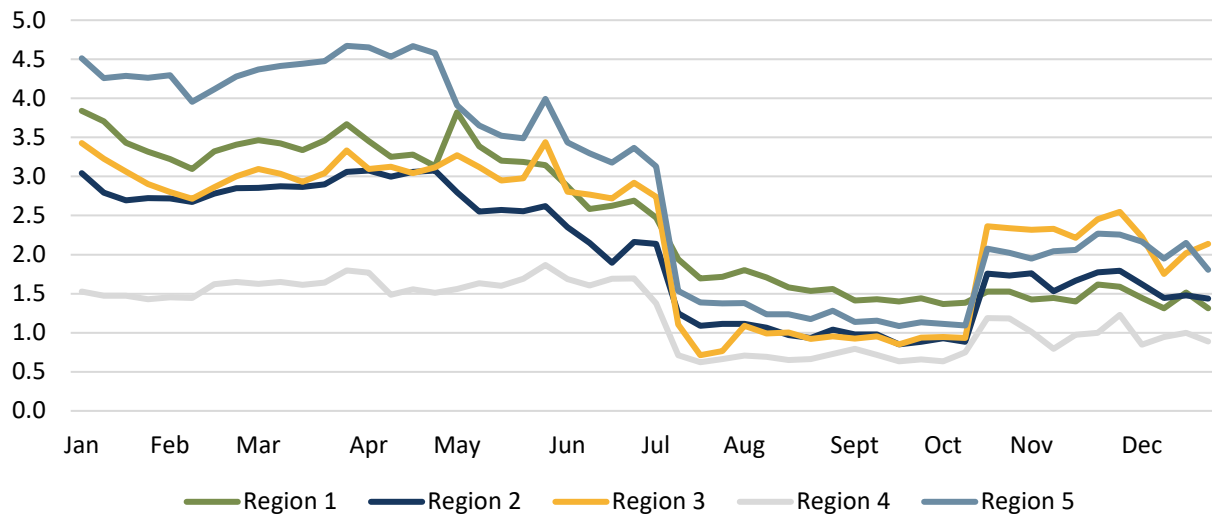
Source: Office of the State Auditor analysis of the Division of Motor Vehicles' data.

Each week, the Division monitors the amount of time that customers must wait to schedule the next available appointment for each in-person service at each state office. Division management considers any wait for an appointment longer than 4 weeks to be problematic and works with offices that exceed this threshold by increasing the number of appointments available at that office or moving employees from another office to help improve timeliness. The Division determined this 4-week threshold is the most feasible timeframe for Division intervention in the long-term.

We reviewed Division data on appointment scheduling for Calendar Year 2021 to determine the typical wait for a customer to schedule the next available appointment for services in a state-run driver license office. Overall, the wait for a customer to schedule the next available appointment was about 1 1/2 weeks, on average, statewide.

Exhibit 2.3 shows the average number of weeks that a customer waited until the next available appointment for driver license services, by region, in 2021. The steep drop in July 2021 occurred because the Division increased available appointments in offices that had longer wait times and began releasing cancelled appointment times back into the available appointment pool.

Exhibit 2.3
Number of Weeks Until Next Available Appointment, by Region
Calendar Year 2021

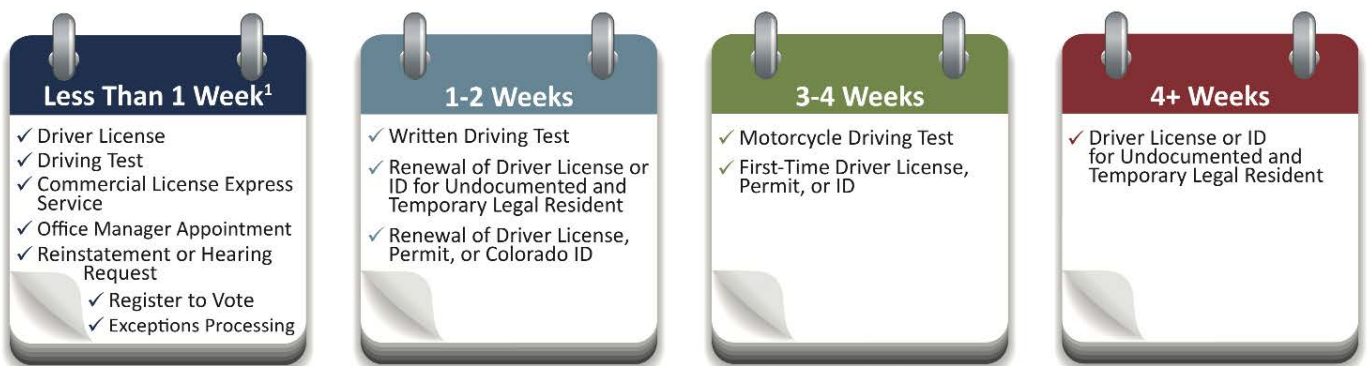


Source: Office of the State Auditor analysis of the Division of Motor Vehicles' data.

See Appendix A for an exhibit showing each state office's average wait time for the next available appointment for each month in Calendar Year 2021.

Exhibit 2.4 shows the breakdown of appointment wait time by service type, statewide in 2021.

Exhibit 2.4
Statewide Appointment Wait by Service Type¹
Calendar Year 2021



Source: Office of the State Auditor analysis of the Division of Motor Vehicles' data.

¹ The Division revised its wait tracking categorization for some services in 2021. For example, it stopped tracking New IDs as a standalone service and began tracking it in the "First-Time Driver License, Permit, or ID" category. Service categories that are no longer used by the Division are not included in the exhibit.

As shown in Exhibit 2.4, the one appointment type that exceeded the Department's 4-week threshold is driver license or ID for undocumented and temporarily legal residents, which is authorized under the 2013 Colorado Road and Community Safety Act [Sections 42-2-501, et. seq., C.R.S.]. There was a longer than average wait time for this service due to the technicality of the requirements for this service—it requires more customer documents and must be processed by office staff with specialized skills—and due to customers not showing up for these appointments or making appointments for incorrect services. In Calendar Year 2021, the Division offered this service at 11 offices but expanded to offer this service at 19 offices in Spring 2022, with the goal of reducing appointment backlog.

- **Monitoring services using DRIVES.** The Division uses its statewide IT system used by state and county offices to monitor overall volume of service transactions and volume by service type to identify improvements to the quality of services, such as by reviewing the performance of state office staff to help ensure that they properly process required documentation for driver licenses and IDs.

While the Division has taken steps to improve the effectiveness and timeliness of driver license and ID services, we identified two areas where the Division should make additional improvements related to service monitoring and performance reporting. The remainder of this chapter includes our findings and recommendations to help the Division improve its monitoring of service delivery across state offices and its reporting of online service performance in line with the State Measurement for Accountable, Responsible, and Transparent Government Act (SMART Act).

Finding 1—Timeliness of Driver License Services

As part of the Division's customer service strategy, it equips each of the 35 state-run driver license offices (state offices) with a queue management system (queue system or system) that measures total customer experience time in each office. This system assigns a unique identifier to each customer and tracks the time from when the customer enters the office to when they exit, including their wait time and service time. For example, the system tracks the number of minutes the customer waited to be called to the service counter by staff and the number of minutes the customer was served at the counter. If a customer needs to leave the service counter while in the middle of a transaction, such as to go to the restroom, retrieve documents from their car, or take a written test, the system tracks the number of minutes the customer is gone before returning to be served.

The Division contracts with a vendor to provide the queue system; the current contract has been in effect since 2015. The vendor developed the queue system software and provides the Division a standard data report (system report) that shows each element of the customer experience time (e.g., wait time, service time, and customer task time) and sums these subparts to show the total minutes from when the customer enters the office to when they leave. The Division then subtracts any time

that a customer spends on tasks outside of the office's control and uses the result to monitor whether state offices are delivering driver license services in a timely manner.

County clerks and recorders, who administer the 17 county-run driver license offices, are separately responsible for monitoring the timeliness of their county services, as they deem appropriate. Five of the 17 county offices have purchased software to internally monitor the timeliness of their office's services, but the remaining 12 county offices do not track customer wait time quantitatively.

What was the purpose of the audit work, how were the results of the work measured, and what work was performed?

The purpose of the audit work was to determine the extent to which the state-run offices provide services in a timely manner and assess the reliability of the data that the Division uses to monitor timeliness of state-run offices. Specifically:

- **Services should be delivered timely.** Statute states, "Since it is the government that requires citizens to register, license, and undertake other actions concerning their motor vehicles, it is thus the duty of government to provide convenient and easily accessible motor vehicle services to the public" [Section 42-1-210(2), C.R.S.]. The Division utilizes its queue system to track whether driver license services in state-run offices are timely, and therefore convenient. Since July 2020, the Division has had an internal performance goal for state offices to complete 75 percent of customer transactions within 30 minutes or less, from the time the customer enters an office to the time they leave. This Division goal does not apply to county offices, because they set their own goals as they see fit.

Division staff analyze the queue system report weekly to assess whether individual state offices, and all state offices as a whole, are meeting the 30-minute timeliness goal. Division staff inform office managers, regional managers, and Division management about the timeliest and least timely offices. Regional managers follow-up with the offices that do not meet the goal to provide them assistance to become timely, such as by reallocating state staffing or other resources from one office to another.

To assess whether state offices deliver driver license services timely, in line with the Division's goal, we reviewed the Division's data for Calendar Year 2021, which included about 1.03 million records showing the experience time of each customer served in the 35 state-run driver license offices. We surveyed management from each state office to understand how they use the queue system and communicate with the Division, and interviewed Division staff about processes to monitor timeliness and address untimely services.

We also surveyed management from each of the 17 county offices to determine how they assess timeliness of services in comparison to how state-run offices assess timeliness. We reviewed self-

reported data from four county offices that track timeliness to understand their processes for serving customers timely.

- **State data used to monitor service timeliness should be reliable.** As a best practice, Division management should use quality data to monitor operations and identify improvements. Colorado’s State Controller requires all state agencies to follow the *Standards for Internal Control in the Federal Government* (Green Book), published by the U.S. Government Accountability Office. These internal controls should be in compliance with guidance in the Green Book, requiring management to “use quality information to achieve the entity’s objectives” and “evaluate both internal and external sources of data for reliability” (Green Book, Principle 13). As such, the Division should ensure that it uses reliable data reporting to measure and monitor the timeliness of services, and when determining whether to reallocate resources to help ensure that services are timely.

To assess the reliability of the Division’s data, we reviewed the queue system reports and Division calculations of timeliness for Calendar Year 2021; interviewed Division staff about how they receive system reports from the vendor and how they provide the data to Division management; assessed the Division’s methodology for analyzing the data; and reviewed the Division’s state-staff training on operating the queue system.

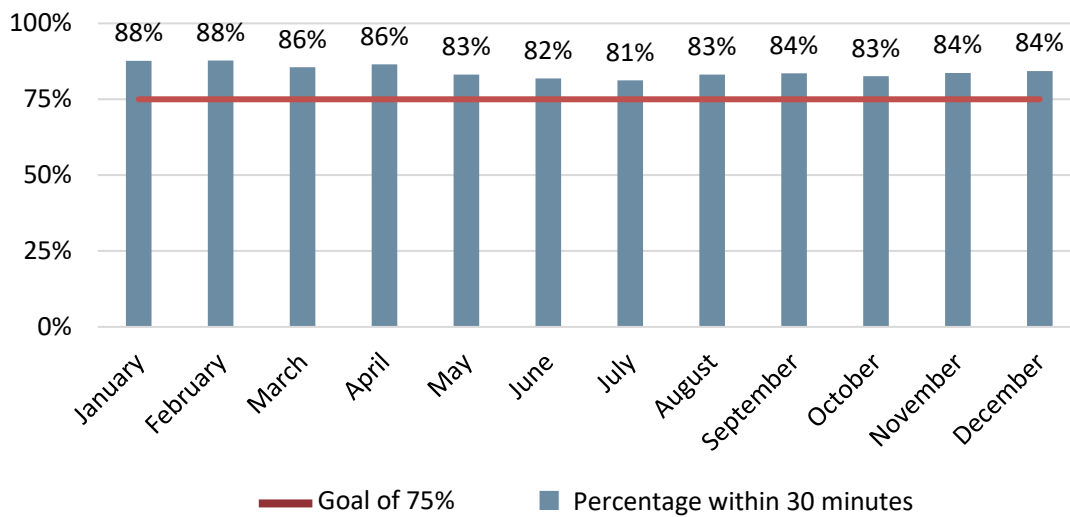
What problem did the audit work identify?

Overall, we found that, in Calendar Year 2021, the Division met its internal goal to complete 75 percent of customer transactions within 30 minutes or less, and that the Division’s method for measuring timeliness has resulted in making state offices appear less timely than they are actually performing. Over the year, state offices provided driver license services within 30 minutes or less 84 percent of the time, and state offices completed the average customer transaction in about 19 minutes. Additionally, state office managers who responded to our survey told us that the Division communicates the goal and information about it to offices well, and that offices use the goal to monitor timeliness.

Exhibit 2.5 shows the Division’s monthly performance on the goal for all state offices in Calendar Year 2021. As the exhibit shows, services were somewhat less timely in the summer months, which, according to queue system data, is due to more customers typically seeking driver license services during the summer. Appendix B shows a breakdown of each office’s monthly performance for the goal in Calendar Year 2021.

Exhibit 2.5

Overall Performance of State Offices on Timeliness Goal, by Month Calendar Year 2021

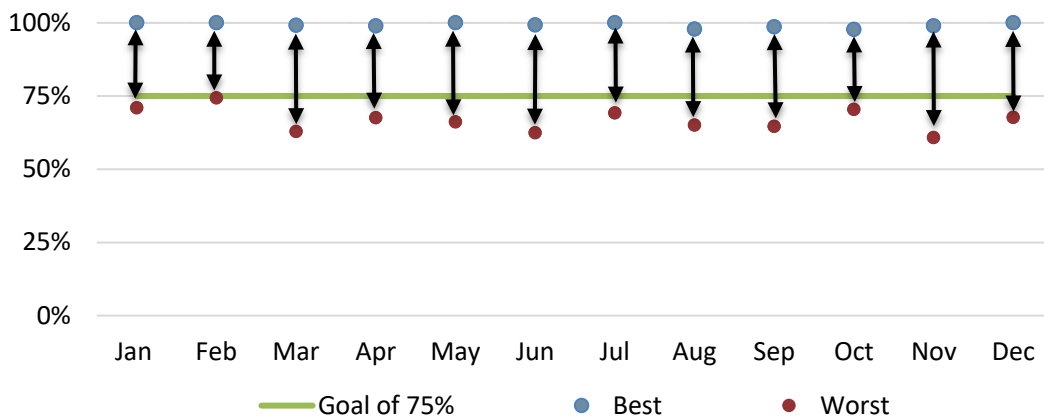


Source: Office of the State Auditor analysis of the Division of Motor Vehicles' queue system data.

In Calendar Year 2021, state office performance ranged from 100 percent of transactions completed within 30 minutes for offices in some months, to one office having 61 percent of transactions completed within 30 minutes in one month. Exhibit 2.6 shows the range of performance on the timeliness goal, by month.

Exhibit 2.6

Range of Office Performance on Timeliness Goal, by Month Calendar Year 2021



Source: Office of the State Auditor analysis of the Division of Motor Vehicles' queue system data.

Although the counties are not required to use the Division’s 30-minute goal to monitor timeliness, through our survey, management from county offices did not indicate that they had concerns about the timeliness of county services. Additionally, the county offices that provided us their timeliness data served customers timely, within less than 25 minutes, on average, per customer transaction from January to March 2022.

While state driver license offices are meeting the Division’s goal to deliver driver license services timely, we identified an issue with the queue system report that the Division uses to measure timeliness that has resulted in making state offices appear less timely than they are actually performing. Specifically, we found an error in the system that causes the report to overstate the customer experience time for state offices. We identified this error in 23,612 of the 539,749 customer records (4.3 percent) in the vendor’s system reports from July through December 2021. For these 23,612 records, the system reports overstated customer experience time by 23 minutes, on average.

Exhibit 2.7 shows examples of the errors we identified. For some records, the vendor’s system report overstated an office’s time to serve customers by a few minutes, while for other records, like the examples below, the report overstated the time by hours.

Exhibit 2.7
Examples of Customer Experience Time Records with Timeliness Calculation Errors
July to December 2021

Examples of Records with Errors	Minutes of Customer Wait Time	Minutes Customer Left Service for Task Outside of Office’s Control	Minutes Customer Was Served	Division-Reported Customer Experience Time, Deducting Customer’s Task Minutes	Auditor-Calculated Customer Experience Time, Deducting Customer’s Task Minutes	Total Minutes Customer Experience Time Was Overstated by Division
Customer A	23.6	0.0	8.6	507.5	32.2	475.3
Customer B	3.2	0.0	7.4	481.2	10.6	470.6
Customer C	9.2	16.1	15.9	449.6	25.1	424.5
Customer D	5.4	0.0	3.3	24.3	8.7	15.6
Customer E	6.4	44.2	5.5	27.7	11.9	15.8

Source: Office of the State Auditor analysis of the Division of Motor Vehicles’ queue system data.

We were not able to identify any clear trends in the records with errors; they were across all state offices between July and December 2021, were across a variety of driver license services, and overstated customer experience time for customers who had appointments and who walked into a state office and received same-day services.

Why did this problem occur?

The Division could not identify a definitive cause for the errors. The Division was not aware of the errors in its queue system reports until it was brought to management's attention during the audit. After we notified Division staff of the errors, they contacted the system vendor and learned that the standard system report that the vendor created for the Division does not include four fields of queue system data related to instances when the customer leaves and does not return and when a transaction is aborted due to inactivity. Division staff theorized that having those fields may help the Division resolve the summation errors, but the Division did not have access to the missing fields during the audit. Division staff told us that during a system upgrade in summer 2021, the vendor updated the standard system report and the Division staff's review of the report did not check the accuracy of the calculation of customer experience time. Division staff said it would take them time to work with the vendor to develop a system report that includes the missing fields and determine if this is the cause of the errors. Since the Division did not have access to all fields of data from the system, we could not determine whether the fields caused or would resolve the errors.

Division lacks a sufficient process to ensure system reports are reliable. The Division does not have a process to ensure that the standard system report that it receives from its vendor is reliable and can be used to measure timeliness of service delivery. The Division relies on its vendor to review the subtotal calculations that make up total customer experience time.

Why does this problem matter?

State office timeliness not always assessed accurately. When the Division does not have accurate system reports for measuring customer experience time, it affects how the Division evaluates office performance. If the Division had used accurate calculations of timeliness, the reports would have shown an increased rate at which state offices met the Division's timeliness goal. For example, Exhibit 2.8 shows the seven offices that did not appear to meet the Division's timeliness goal for 10 particular weeks between July and December 2021 based on the vendor's report, but had met the goal based on the audit team's calculations.

Exhibit 2.8**Offices for Which Errors Showed Not Meeting Timeliness Goal, When Offices Had Met Goal in Certain Weeks, July to December 2021**

State Office ¹	Week	Division's Calculation of Percentage of Services Meeting Goal	Auditor's Calculation of Percentage of Services Meeting Goal	Difference
A1	Oct. 4 – 8	69.4%	94.6%	25.2%
B1	Oct. 4 – 8	65.2%	89.8%	24.6%
A2	Oct. 25 – 29	67.0%	90.1%	23.1%
B2	Oct. 25 – 29	66.6%	87.4%	20.8%
C1	Nov. 8 – 12	73.4%	90.9%	17.5%
B3	Aug. 23 – 27	61.3%	77.5%	16.2%
C2	Nov. 22 – 26	73.6%	89.7%	16.1%
D	Sept. 27 – Oct. 1	72.8%	85.4%	12.6%
E	Aug. 16 – 20	72.8%	76.8%	4.0%
F1	Nov. 8 – 12	74.6%	78.5%	3.9%
F2	Nov. 29 – Dec. 3	74.8%	75.5%	0.7%
G	Oct. 11 – 15	74.8%	75.2%	0.4%

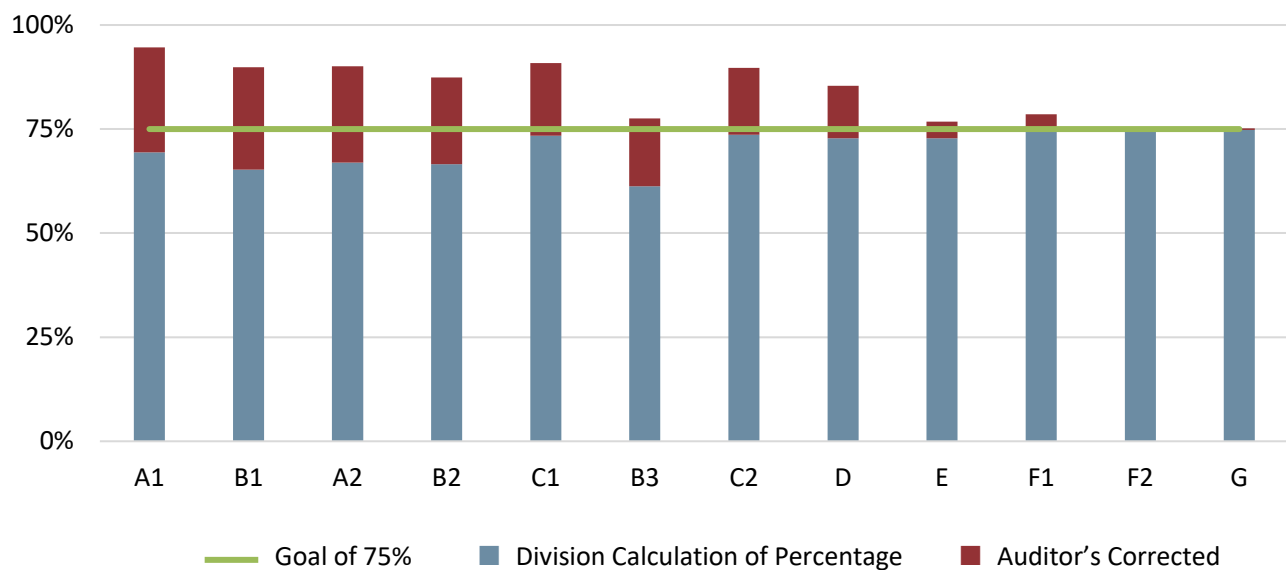
Source: Office of the State Auditor analysis of the Division of Motor Vehicles' queue system data.

¹ Each letter corresponds to an office and each number corresponds to a specific week of the calendar year. For example, A1 and A2 are the same office but different weeks of the year.

Illustrating the previous table, Exhibit 2.9 shows how the seven state offices actually met the Division's goal based on accurate timeliness calculations.

Exhibit 2.9

Offices for Which Errors Showed Not Meeting Timeliness Goal, When Offices Had Met Goal in Certain Weeks, July to December 2021



Source: Office of the State Auditor analysis of the Division of Motor Vehicles' queue system data.

Misinformed monitoring can result in the Division not optimizing State resources. When the Division relies on a system report to measure timeliness of services, and incorrectly calculates that an office is not meeting the timeliness goal, that office must provide the Division an explanation of why the office is not meeting the goal. The Division uses this information to increase monitoring and support for the office, such as increasing visits from management and adding temporary staff to the office to improve timeliness. As a result, the Division may be allocating or diverting resources to offices that do not actually need additional help improving their timeliness. For example, according to Division management, all seven offices in Exhibits 2.8 and 2.9 received some form of assistance between July and December 2021, such as increased visits from a regional manager or additional staff, when it does not appear to have been needed. Management in some state offices told us that, when staff are temporarily reallocated from higher performing offices to lower performing offices, it can place pressure and stress on staff in the higher performing offices to continue to provide timely services with fewer staff.

Recommendation 1

The Division of Motor Vehicles should improve processes for measuring and monitoring the timeliness of state driver license office services by:

- A. Working with its queue management system vendor to identify and correct the causes for the errors in its standard report on customer experience time.

- B. Improving processes to ensure the queue management system reports that are provided by the vendor and used to measure customer experience time are reliable before using the reports to measure and monitor office performance.

Response

Department of Revenue, Division of Motor Vehicles

- A. Agree

Implementation Date: December 2022

Colorado Department of Revenue's (DOR) Division of Motor Vehicles (DMV) will work with its queue management system vendor to identify and correct the causes for the omitted data in its standard report on customer experience time. This effort will aid with increasing the customer experience data accuracy. Guidelines in future policies will include requiring the vendor to add the missing columns of data. In addition, DMV data personnel will partner with the queuing vendor in order for DMV personnel to improve the processes for measuring and monitoring the timeliness of state driver license services as well as verify all data that is included in the standard reports and identify any potential issues when that data is transmitted for DMV consumption.

- B. Agree

Implementation Date: June 2023

DOR's DMV will implement a process to ensure the queue management system reports provided by the vendor are reliable before using the reports to measure and monitor office performance to increase customer experience data accuracy. Guidelines in future policies will include partnering with our Departmental Performance and Data Office (DPD) for an enhanced quality control check and audit mechanism for the data we receive from the vendor. The implementation timeline incorporates the following:

- DOR, DPD, and DOR's Innovation and Strategy Department (ISD) are currently going through organizational restructuring to include hiring and assigning the appropriate people to complete this work and create this process. Hiring may be delayed due to the tight labor market.
- DPD and ISD will need to familiarize themselves with this specific data and queuing vendor in order to properly audit and look for anomalies.

Finding 2—SMART Act Performance Reporting

In 2010, the General Assembly passed the SMART Act, which requires state departments to create strategic plans that outline their goals and describe how those goals will be evaluated through performance measures. In 2011, the General Assembly amended the SMART Act to also encourage departments to focus on increasing efficiency and effectiveness when developing their strategic plans. The SMART Act requirements are intended to help ensure that state government is “accountable and transparent in such a way that the general public can understand the value received for the tax dollars spent by the state” [Section 2-7-201(1)(a), C.R.S.]. The SMART Act requires each state department to submit an annual performance plan to the General Assembly that outlines the department’s major functions and performance over time, and conduct performance evaluations and send them to the General Assembly at least twice annually [Section 2-7-204(3)(a) and (4), C.R.S.].

The Department’s Fiscal Year 2022 Performance Plan includes one SMART Act performance goal that is relevant to the Division and driver license services—increase customers’ use of online self-service options. The Department reports its performance to the General Assembly annually, and provides monthly updates to the Governor’s Office, which publishes the updates online.

How were the results of the audit work measured, and what work was performed?

The SMART Act [Section 2-7-202(18), C.R.S.] requires performance measures to:

- Demonstrate the department’s efficiency and effectiveness in delivering goods or services to customers and taxpayers.
- Be reasonably understandable to the general public.

We evaluated the integrity of the Department’s Fiscal Year 2022 SMART Act performance goal to increase use of online self-service options for driver license services, in line with the SMART Act requirements listed above, and assessed the accuracy and validity of the performance results that the Department reported to the Governor’s office monthly from July to December 2021. The Department’s performance measure related to this goal is to increase use of self-service options provided via the Department’s website and the myColorado app, from 40.6 percent to 43.1 percent, or a 2.5 percent increase from the previous year.

We reviewed Division data on all online and in-person driver license services provided from July through December 2021 to determine the accuracy of the Department’s performance reporting on this measure. We also assessed Division processes for collecting, verifying, analyzing, and protecting these data.

What problem did the audit work identify and why does this problem matter?

We concluded that the Department's goal to increase online use of self-service options meets the two SMART Act requirements to (1) demonstrate the Department's efficiency and effectiveness in delivering services to customers and (2) be reasonably understandable to the general public. The goal demonstrates the Department's efficiency in providing services because online services provide more efficient options to customers. For example, online options are available when offices may be closed or customers may be able to complete transactions online in less time. The goal is reasonably understandable to the public as increasing online use of self-service options is a straightforward goal that can easily be comprehended.

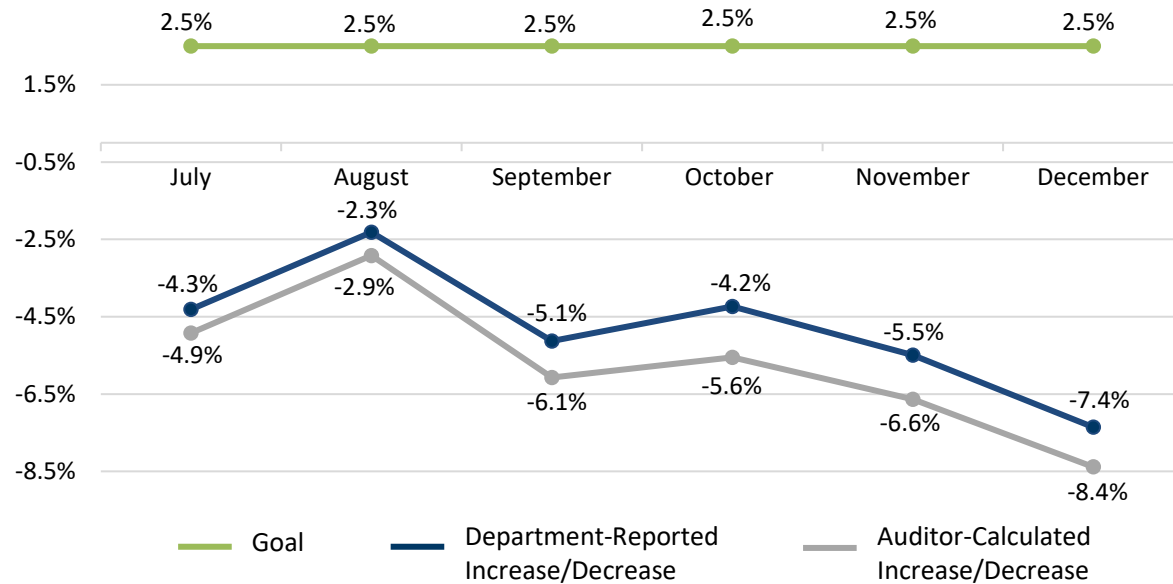
While the Department's goal meets the SMART Act requirements, we found that the Department over-reported monthly self-service use for July through December 2021. As shown in Exhibit 2.10, the Department reported performance that ranged from 2.3 to 7.4 percent below its goal during these months, when performance was actually 2.9 percent to 8.4 percent below its goal. Although the Department did not report reaching its goal to increase online service during the time period, the

...the Department overstated its progress in meeting the 2.5 percent goal by about 1 percent—more than one-third of the goal. When progress is measured in small increments in this manner, over-reporting is significant.

Department overstated its progress in meeting the 2.5 percent goal by about 1 percent—more than one-third of the goal. When progress is measured in small increments in this manner, over-reporting is significant.

Exhibit 2.10

Comparison of Self-Service Use Goal Performance Reported by Department versus Calculated by Auditor, July to December 2021



Source: Office of the State Auditor analysis of reported performance results and Department data on online and in-person transactions.

When the Department over-reports its performance to the public, the General Assembly, and the Governor, it is unclear the extent to which department driver license services have become more efficient or how performance has changed over time.

SMART Act performance goal reporting can affect budget requests, appropriations, and legislative perception of the Department's performance. In Fiscal Year 2022, the Department was appropriated \$2.5 million to support the Division's digital expansion. The initiative includes funding to expand self-services kiosks, creation of a virtual call center, a statewide marketing campaign to promote online services, and an establishment of mobile driver license offices to reach remote residents. By expanding the digital services offered, the number of trips customers have to make to physical driver license offices can be reduced and services can be delivered more efficiently. The Division's goal on self-service use is directly related to the Division's appropriation for digital transformation. If the Department over-reports its performance on self-service usage, it can affect the legislative perception of the Department's performance on its digital transformation and how the money was spent.

Why did this problem occur?

The Department does not accurately measure and report on the Division's performance related to online service use because the Department's methodology for measuring goal performance related to online driver license services is not precise. When the Department established its methodology

for measuring and reporting its performance in line with the goal, management decided to use a standard data report that is used by three of its Division sections—Driver Control, Vehicle Services, and Driver License. The Department adds all the online and self-service transactions for all three Division sections and divides those by all transactions or documents issued by those three sections. One section, Vehicle Services, processes more transactions and documents compared to the other two sections, yet the Department treats all sections equally when calculating this goal rather than weighting them based on the number of transactions processed for each Division.

The Division has a more accurate standard report for measuring usage of online services for the Driver License section, which the Department does not use for this measurement. The standard report that the Department uses does not accurately calculate the services provided online and in-person for the Driver License section because it calculates the usage of self-service options by dividing the number of online transactions for that month by the total number of issuances in the same month. The number of issuances is the number of physical documents the Division issued that month, such as licenses. The number of online transactions submitted, however, includes transactions that may not result in a document issued such as when someone begins a transaction to renew their license but it does not result in an actual license document being issued. Exhibit 2.11 shows the audit team’s calculations using the Division’s data compared to the information reported by the Department using the standard report.

Exhibit 2.11
Difference in Performance Reported by Department and Calculated by Auditor
July to December 2021

	Auditor’s Calculation of Number of Self-Services Based on Division Data	Department’s Report of Number of Self-Services Based on Standard Report	Difference	Auditor’s Calculation of Percentage of Services that are Self-Service Based on Division Data	Department’s Report of Percentage of Services that are Self-Service Based on Standard Report	Overall Percentage Over Reported by Department
Total/ Average	262,453	269,421	6,968	Avg: 34.8%	Avg: 35.8%	Avg: 1% of the 2.5% goal

Source: Office of the State Auditor analysis of transaction volume and performance goal data provided by the Department.

The Driver License section has an accurate report that takes the number of physical documents delivered via an online method out of the total number of documents issued, which the Department could use to measure and report performance more accurately on its SMART Act goal.

Recommendation 2

The Department of Revenue should ensure that it accurately reports the Division of Motor Vehicle's performance outcomes related to self-service online use by revising its methodology to use the most accurate data reports available for Driver License services.

Response

Department of Revenue, Division of Motor Vehicles

Agree

Implementation Date: June 2023

Colorado Department of Revenue (DOR) will revise our methodology to ensure that it accurately reports on the Division of Motor Vehicle's (DMV) performance outcomes related to self-service online use by using the most accurate reports available for Driver License services. For example, utilizing an issuance report versus an online transaction report will more accurately reflect where services are rendered. Guidelines in future policies will include partnering with our Departmental Performance and Data Office (DPD) in review of the data used to report metrics in order to ensure the data that DMV is utilizing for baselining and reporting metrics is the most accurate to measure with. The implementation timeline incorporates the following:

- DOR, DPD, and DOR's Innovation and Strategy Department (ISD) are currently going through organizational restructuring to include hiring and assigning the appropriate people to complete this work and create this process. Hiring may be delayed due to the tight labor market.



Appendix A



Department of Revenue, Division of Motor Vehicles
State Driver License Offices
Average Next Available In-Person Appointment Wait Time in Weeks
Calendar Year 2021, by Month

Office	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Office Average
Alamosa	1.7	1.7	1.8	2.0	1.5	1.4	0.5	0.3	0.3	0.4	0.5	0.5	1.1
Aurora	5.9	5.6	5.9	6.0	5.1	5.0	3.5	3.0	2.7	3.2	3.7	3.5	4.4
Boulder	3.6	3.2	3.4	3.4	2.9	2.1	0.9	0.5	0.5	0.8	1.3	1.1	2.0
Canon City	2.3	2.3	2.4	2.6	2.8	2.7	1.1	0.6	0.5	0.9	1.0	1.2	1.7
Centennial	4.1	3.8	4.2	4.2	3.9	3.8	2.1	1.9	1.5	2.0	2.5	2.2	3.0
Colorado Springs	5.6	5.2	5.5	5.7	5.2	4.4	3.6	2.8	2.3	3.5	4.4	3.9	4.4
Cortez	0.2	0.2	0.3	0.3	0.4	0.4	0.2	0.1	0.1	0.2	0.3	0.3	0.3
Craig	0.3	0.3	0.3	0.3	0.4	0.4	0.2	0.2	0.2	0.3	0.4	0.4	0.3
Delta	0.3	0.4	0.5	0.5	0.4	0.4	0.3	0.2	0.3	0.3	0.3	0.3	0.4
Denver Northeast	4.3	4.2	4.6	4.9	4.3	3.8	1.9	1.0	1.0	1.6	2.3	2.2	3.0
Denver Westgate	5.3	5.1	5.3	4.4	4.0	3.7	2.7	2.1	2.1	1.8	1.8	1.8	3.3
Durango	0.8	1.0	1.1	1.2	1.4	1.3	0.9	0.9	1.1	1.1	0.4	0.6	1.0
Frisco	2.6	2.1	2.1	1.9	2.0	1.7	0.8	0.5	0.6	1.0	1.7	1.4	1.5
Fort Collins	4.6	4.4	4.4	4.6	4.5	3.9	1.5	1.7	1.7	2.9	3.7	2.6	3.4
Fort Morgan	2.5	2.2	2.4	2.5	3.1	3.6	0.9	0.8	1.0	1.3	1.6	1.7	2.0
Glenwood Springs	3.2	3.5	3.5	3.3	3.3	3.3	2.0	1.5	1.5	2.0	2.4	2.3	2.7
Golden	3.5	3.1	3.5	3.5	3.1	2.6	1.7	1.4	1.2	1.3	1.2	0.9	2.2
Grand Junction	2.6	2.8	3.0	2.5	2.9	2.8	1.9	1.8	1.6	1.9	1.8	1.1	2.2
Greeley	3.4	3.0	3.4	3.6	3.7	3.5	2.0	1.3	1.2	1.9	2.8	2.8	2.7
Gunnison	2.2	2.3	2.2	1.7	0.8	0.7	0.3	0.2	0.3	0.5	0.7	0.7	1.1
La Junta	1.0	0.9	0.9	0.7	0.5	0.5	0.2	0.1	0.2	0.3	0.4	0.4	0.5
Lakewood	2.2	1.8	1.8	1.7	2.9	1.7	1.5	1.3	1.0	1.0	1.0	0.9	1.6
Lamar	1.8	1.9	1.7	2.0	1.4	0.7	0.5	0.4	0.4	0.6	1.0	0.4	1.1
Longmont	3.3	2.7	3.1	3.1	3.2	2.5	1.2	0.7	0.7	1.2	1.8	1.6	2.1
Loveland	3.0	2.6	3.1	3.1	3.2	3.0	1.7	1.3	1.0	1.5	1.9	1.7	2.3
Meeker	0.0	0.4	0.3	0.3	0.3	0.1	0.1	0.1	0.1	0.4	1.1	1.2	0.3
Montrose	1.0	1.1	1.4	1.4	1.5	1.6	0.6	0.4	0.4	0.5	0.5	0.5	0.9
Northglenn	3.2	3.0	3.4	3.6	3.3	2.6	1.4	0.8	0.7	0.9	1.1	1.2	2.1
Parker	3.8	3.5	3.8	3.9	3.7	3.2	2.4	1.9	1.7	1.7	1.8	1.9	2.8
Pueblo	4.6	4.7	4.9	5.2	4.3	4.2	2.7	2.0	1.7	2.3	2.6	2.3	3.5
Salida	3.2	2.8	3.2	3.2	3.4	3.2	2.3	1.5	1.4	1.9	2.7	2.5	2.6
Steamboat Springs	0.6	0.5	0.5	0.5	0.5	0.5	0.3	0.2	0.2	0.4	0.6	0.6	0.4
Sterling	1.3	1.6	1.5	1.3	1.3	1.5	0.6	0.4	0.4	1.0	1.7	1.8	1.2
Trinidad	1.0	1.2	1.3	1.3	1.1	0.8	0.5	0.3	0.3	0.3	0.4	0.4	0.7
Westminster	4.1	4.2	4.4	4.6	2.6	2.5	1.7	1.1	0.9	1.2	1.4	1.4	2.5
Statewide Monthly Average	2.7	2.5	2.7	2.7	2.5	2.3	1.3	1.0	0.9	1.3	1.6	1.4	1.9



Appendix B



Department of Revenue, Division of Motor Vehicles

State Driver License Offices

Percentage of Transactions Meeting Annual Goal to Complete 75 Percent of Transactions in 30 Minutes or Less
Calendar Year 2021, by Month

Office	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Office Average
Alamosa	71.7%	77.5%	78.0%	83.4%	83.4%	88.0%	87.4%	88.4%	92.9%	91.6%	90.2%	93.1%	85.5%
Aurora	89.3%	89.3%	88.2%	89.3%	82.7%	82.9%	75.3%	81.4%	79.3%	77.1%	81.5%	82.9%	83.3%
Boulder	94.0%	94.8%	93.2%	94.9%	83.1%	86.1%	80.7%	83.9%	88.5%	83.5%	81.5%	84.9%	87.4%
Canon City	93.2%	88.2%	88.5%	87.7%	82.4%	81.4%	79.3%	82.4%	79.1%	76.8%	83.1%	81.7%	83.6%
Centennial	91.6%	89.0%	88.9%	88.5%	82.4%	81.8%	75.9%	90.6%	78.5%	89.7%	92.3%	92.2%	86.8%
Colorado Springs	70.9%	74.4%	62.9%	69.9%	66.1%	62.4%	69.2%	65.1%	64.6%	70.4%	60.8%	67.7%	67.0%
Cortez	87.0%	96.0%	96.8%	98.5%	99.1%	98.0%	92.8%	93.8%	97.1%	96.0%	95.7%	96.9%	95.6%
Craig	97.5%	99.4%	99.2%	95.1%	97.6%	95.7%	94.5%	92.0%	94.1%	96.5%	95.1%	93.0%	95.8%
Delta	95.5%	98.6%	95.0%	97.2%	96.2%	96.9%	92.4%	93.8%	93.8%	93.0%	90.0%	91.6%	94.5%
Denver Northeast	92.9%	93.8%	94.0%	88.3%	87.2%	91.6%	82.3%	67.4%	84.2%	77.7%	82.5%	80.7%	85.2%
Denver Westgate	92.4%	90.9%	87.4%	85.5%	75.9%	76.2%	81.7%	78.2%	96.5%	74.6%	86.4%	74.4%	83.3%
Durango	95.8%	93.6%	90.2%	92.1%	90.7%	91.4%	86.4%	91.7%	92.4%	87.4%	84.3%	95.6%	91.0%
Frisco	96.8%	94.7%	95.2%	96.9%	97.3%	95.2%	92.6%	93.4%	87.2%	91.9%	90.0%	87.9%	93.3%
Fort Collins	82.9%	82.2%	75.7%	78.2%	70.9%	78.6%	88.9%	89.1%	82.5%	88.4%	90.1%	87.1%	82.9%
Fort Morgan	96.7%	94.5%	97.5%	97.3%	93.5%	91.9%	94.0%	96.5%	94.4%	90.6%	89.6%	85.5%	93.5%
Glenwood Springs	83.7%	85.2%	88.6%	90.8%	86.4%	92.6%	93.1%	90.6%	85.7%	82.8%	84.1%	85.2%	87.4%
Golden	93.4%	93.5%	95.4%	90.4%	85.1%	80.7%	79.0%	88.8%	88.9%	91.9%	85.1%	79.3%	87.6%
Grand Junction	94.3%	92.1%	88.8%	91.1%	88.1%	89.4%	92.1%	87.5%	87.2%	87.7%	91.3%	91.3%	90.1%
Greeley	95.3%	96.3%	94.1%	94.5%	95.8%	92.6%	88.9%	87.9%	80.7%	84.8%	65.3%	91.7%	89.0%
Gunnison	84.7%	93.7%	92.3%	97.1%	100.0%	99.3%	98.2%	97.8%	92.9%	95.0%	98.9%	95.4%	95.5%
La Junta	95.3%	96.2%	94.5%	96.4%	96.1%	95.2%	94.3%	94.2%	94.4%	90.5%	92.0%	92.8%	94.3%
Lakewood	84.1%	81.1%	82.5%	85.1%	78.2%	62.9%	69.7%	79.5%	80.2%	89.8%	86.2%	78.4%	79.8%
Lamar	90.0%	88.9%	90.8%	91.1%	92.6%	94.2%	93.8%	92.2%	95.8%	95.6%	97.3%	95.6%	93.1%
Longmont	88.6%	81.2%	81.5%	84.0%	88.1%	73.2%	85.2%	88.8%	76.4%	87.9%	90.2%	90.8%	84.7%
Loveland	83.3%	81.4%	78.8%	90.0%	84.3%	72.2%	87.7%	90.7%	83.0%	85.6%	88.1%	83.3%	84.0%
Meeker	96.7%	100.0%	95.5%	93.8%	100.0%	95.2%	100.0%	94.7%	95.5%	91.7%	95.8%	100.0%	96.6%
Montrose	87.8%	92.1%	92.1%	95.3%	95.8%	94.2%	92.0%	93.8%	94.4%	92.9%	91.9%	93.4%	93.0%
Northglenn	81.4%	85.7%	89.0%	87.3%	86.3%	89.9%	90.4%	89.7%	82.4%	72.7%	84.6%	90.3%	85.8%
Parker	90.4%	87.2%	78.0%	67.6%	83.2%	76.0%	69.2%	72.5%	87.0%	91.1%	87.0%	88.4%	81.5%
Pueblo	79.3%	88.0%	84.4%	85.7%	79.9%	87.3%	75.0%	81.1%	75.7%	76.9%	75.8%	76.3%	80.5%
Salida	100.0%	99.3%	96.3%	98.4%	97.3%	98.5%	98.3%	97.6%	93.9%	92.3%	90.9%	92.0%	96.2%
Steamboat Springs	98.7%	99.4%	97.3%	98.9%	99.2%	95.4%	91.8%	89.0%	93.1%	88.0%	91.7%	95.9%	94.9%
Sterling	99.0%	98.0%	96.9%	97.3%	96.7%	97.3%	96.7%	97.5%	98.6%	97.7%	98.1%	97.3%	97.6%
Trinidad	94.1%	92.9%	92.3%	94.0%	96.4%	92.9%	92.3%	96.1%	97.0%	97.2%	94.6%	94.2%	94.5%
Westminster	93.2%	95.7%	95.0%	94.4%	89.1%	84.5%	75.3%	79.6%	79.5%	76.6%	80.9%	86.0%	85.8%
Statewide Monthly Average	90%	91%	90%	90%	89%	87%	87%	88%	88%	87%	88%	88%	89%

■ Below the Department's annual goal for state offices to complete 75 percent of transactions in 30 minutes or less





**Office of the State Auditor
State Services Building
1525 Sherman Street, 7th Floor
Denver, CO 80203**

tel.
303.869.2800

email
osa.ga@state.co.us

website
www.colorado.gov/auditor

linkedin
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