2022-2023

Colorado Department of Revenue

PERFORMANCE MANAGEMENT PLAN

TAXATION ▪ DMV ▪ SPECIALIZED BUSINESS GROUP ▪ LOTTERY ▪ MARIJUANA

Performance Management Plan

Fiscal Year: 2022-2023 (July 1, 2022 - June 30, 2023)

Mark Ferrandino
Executive Director

Heidi Humphreys
Deputy Executive Director

Rick Johnson
Administrative Offices Division
Director

Meghan Tanis
Communications Director

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Vision

Empowering, Enhancing, and Enriching life in Colorado.

Mission

To become a Trusted Partner to every Coloradan to help them navigate the complexities of government so they can thrive.

Values

Service – We are dedicated to helping the residents and visitors of our state and our fellow employees to thrive.

Teamwork – We work collaboratively with one another toward a common goal, breaking down silos, and building mutual trust.

Accountability – We are responsible stewards of public resources, follow through on our individual and shared commitments, and move past setbacks to achieve growth.

Integrity – We do the right thing, acting with honesty, transparency and strong ethical principles.

Respect – We communicate, listen, and act with high regard for others, sharing information in a constructive manner, and treating others with dignity and grace.

From the Executive Director

Greetings,

As we look to a new fiscal year, I am honored to release the Fiscal Year 2023 Department of Revenue's (DOR) Performance Management Plan. This document serves as a roadmap for our agency, laying out our Wildly Important Goals (WIGs) of greater access, expanded digital services, employee engagement and a commitment to the customer experience.

With 1,600 employees working in all corners of the state, DOR is truly the front door to state government for millions of Coloradans. Our commitment to our values of Service, Teamwork, Accountability, Integrity and Respect is felt in everything that we do. Whether it is visiting the amazing parks, trails and open space across our state supported by the Colorado Lottery, or visiting a licensed brewery in Colorado's bustling craft brewery scene regulated by the Specialized Business Group, or renewing a driver's license or identification card online through the Division of Motor Vehicles (DMV).

These values are central to our mission and they are embedded in our WIGs; they are integrated in both our culture, and our vision for the future:

- **Increased Digital Government Service** - As we continue to expand online and other self-service options, we are shifting our goals to measure higher adoption rates of online services. Accomplishing this will result in convenient services for customers, more focus on higher volume services, and allow staff to focus on in-person customers who need extra time and support.

- **Support for Underserved and Underrepresented communities** - We've spent the last year working to identify potential barriers for the people we serve; through stakeholder outreach, research and a series of usability studies, we've mapped out very distinct populations where we are working to close gaps, increase access and enhance information so that everyone can seamlessly access our services.

- **Increase Customer Satisfaction** - As a state agency it is important that we are providing a high level of support to our customers. We are here to help navigate the complexities of government, provide guidance and compliance with laws and regulations while supporting public safety. Our programs and messaging will be focused on ways we add value - through proceeds that support the outdoors and our schools, saving people time and money, and a greater emphasis on education.

- **Increase Employee Engagement and Empowerment** - It is essential that employees in the Department feel engaged and empowered in order to retain and attract high performers to deliver the best of service to the people of Colorado.

Internally, we are aligning our value of Accountability with Quarterly Performance Reviews. These meetings allow our team to dive deep into the data to better understand the stories behind the numbers. These exercises are critical to amplifying successes and identifying obstacles in real time. In the end, our WIGs are informed by data and driven by Coloradans for Coloradans.

I am truly proud of the work we are doing at DOR and look forward to sharing our accomplishments with you.
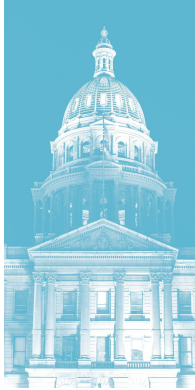
Sincerely,

Executive Director
Mark Ferrandino

Performance Management Plan

The State Measurement for Accountable, Responsive, and Transparent Government (SMART) Act formalizes a performance management system in Colorado by providing broad parameters for the key elements of performance management: planning, management, data collection, reporting and evaluation. The SMART Act provides the framework for a customer-focused approach to the delivery of government goods and services through a variety of requirements, including this Performance Management Plan.

This performance plan summarizes the near-term strategic and operational priorities for the department, connecting organizational objectives to a system for achieving these priorities. This plan contains an overview of the department, down to the level of individual processes by which we deliver goods and services to our customers, the residents of Colorado. This plan is a living document that the department uses to set objectives to be achieved and measure progress throughout the year.

Our Process

This plan was created through a series of interactive stakeholder sessions with all members of the Executive Management Team, program managers and division staff to incorporate all aspects of the work of the Department.
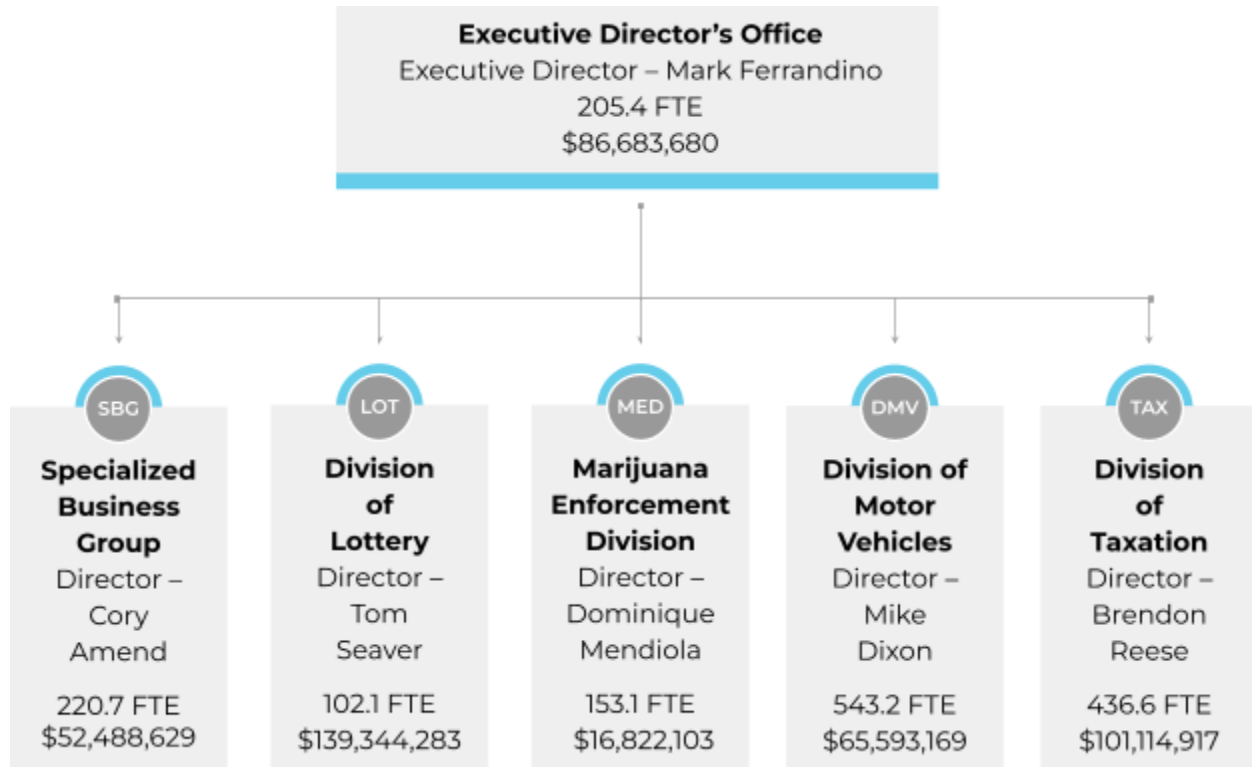
This year's plan features four key Wildly Important concepts with a Department of Revenue (DOR) goal for each and leading measures dependent on divisional work. We are focused on bold change for Coloradans to deliver top flight customer service. We serve in the public sector to do the greatest good for the most people.

Our role at the department is unique, our services are essential for Colorado residents, and that means we have an incredible impact on people's lives. We are here to educate, advise, and guide our stakeholders on laws and regulations. We are here to assist customers in answering questions. We are here to protect public safety. Every division in this department plays a role in empowering, enhancing and enriching life in Colorado.

Organizational Chart

Executive Director's Office
Executive Director – Mark Ferrandino
205.4 FTE
$86,683,680

SBG	LOT	MED	DMV	TAX
Specialized Business Group Director – Cory Amend 220.7 FTE $52,488,629	**Division of Lottery** Director – Tom Seaver 102.1 FTE $139,344,283	**Marijuana Enforcement Division** Director – Dominique Mendiola 153.1 FTE $16,822,103	**Division of Motor Vehicles** Director – Mike Dixon 543.2 FTE $65,593,169	**Division of Taxation** Director – Brendon Reese 436.6 FTE $101,114,917

Total Department full time employees (FTE) & budget breakdown
(based on Fiscal Year 2022-23 appropriations)

DOR	1661.1 FTE
Total Funds	**$462,046,781**
General Funds	$138,605,322
Cash Funds	$313,787,223
Re-appropriated Funds	$8,492,481
Federal Funds	$1,161,755

Department Overview

The Colorado Department of Revenue oversees the Division of Motor Vehicles, the Specialized Business Group, the Marijuana Enforcement Division, the Colorado Lottery, and the Taxation Division. These services touch almost every Colorado resident throughout the year.

Executive Director's Office

The Executive Director's Office (EDO) is committed to become a trusted partner to every Coloradan to help them navigate the complexities of government so they can thrive. The EDO consists of the Administrative Office, Financial Services, Communications, Hearings, the Office of the Legislative Liaison, and Internal Audit.

Division of Motor Vehicles

The Division of Motor Vehicles (DMV) provides excellent identification, driver, and motor vehicle services. The DMV is composed of: Driver License, Driver Control, Title and Registration, Emissions, and Investigations. In addition, the 64 County Clerks and Recorders serve as the Department's authorized agents for motor vehicle titling and registration.

Customers:

- Residents of Colorado
- Law Enforcement
- Colorado Counties, State Agencies, Federal Agencies

Lottery Division

The Colorado Lottery creates and sells lottery games of chance to support Colorado's beautiful outdoors. Games are held to the highest standards of integrity, efficiency, and entertainment, to maximize proceeds for the people of Colorado, while dedicating efforts to responsible gaming practices.. The Colorado Lottery began in 1983 with just a single scratch game. Today, there are a variety of scratch and jackpot games. Since its inception, the Colorado Lottery has contributed more than $3 billion to the state of Colorado.

Customers:

- Residents of Colorado
- Lottery Players
- Retailers
- Proceeds Recipients

Marijuana Enforcement Division

The Marijuana Enforcement Division (MED) is tasked with licensing and regulating the Medical and Retail Marijuana industries in Colorado. Our mission is to promote public safety and reduce public harm by regulating the Colorado commercial marijuana industry through consistent administration of laws, regulations and strategic integration of process management, functional expertise, and innovative problem-solving.

Customers:

- Public
- Licensees
- Law Enforcement
- Consumers
- Patients
- Physicians
- Local Licensing Authorities

Specialized Business Group

The Specialized Business Group (SBG) regulates the auto, gaming, racing and liquor and tobacco industries, helping them grow responsibly by creating a balance between the business needs of industry stakeholders and public safety. SBG focuses on ensuring consumer confidence and serving the citizens of Colorado by keeping them safe from fraud, unsafe products, unfair business practices and criminal activities.

Auto Industry Division

The Auto Industry Division (AID) regulates Motor Vehicles and Powersports sales in Colorado.

Customers:

- Motor Vehicle Dealer Board
- Buying Public
- Licensees
- Law Enforcement

Division of Gaming

The Division of Gaming ensures honesty and integrity in Colorado's gaming industry.

Customers:

- Colorado Limited Gaming Control Commission
- Wagering Public, Licensees
- Fund Recipients (i.e. Black Hawk, Central City, Cripple Creek, Teller County, Gilpin County, Community Colleges, Law Enforcement)

Liquor and Tobacco Enforcement Division

The Liquor and Tobacco Enforcement Division (LED) oversees compliance with Colorado liquor and tobacco control laws.

Customers:

- Public
- Licensees
- Law Enforcement
- Local Licensing Authorities

Racing Events Division

The Racing Division promotes and fosters public confidence in the pari-mutuel industry and protects the welfare of all racing participants, including the horses.

Customers:

- Colorado Racing Commission
- Wagering Public, Horsemen
- Equine Athletes
- Fund Recipients
- Veterinarians
- Law Enforcement

Taxation Division

Roads, schools, parks and so much of the vital infrastructure that makes Colorado a wonderful place to live is powered by tax dollars. The Taxation Division is responsible for collecting those dollars as well as administering, auditing, and encouraging voluntary compliance with all taxes, fees, bonds and licenses under Colorado tax laws. The Taxation Division strives to serve the more than five million Colorado taxpayers as efficiently as possible, and in a way that protects the security of their personal information.

The Taxation Division is organized into four areas: Taxpayer Service, Tax Auditing and Compliance, Tax Conferee, and Tax Policy Analysis. While each section functions separately, they unite to achieve the departmental goals of being the premier Department of Revenue known for its outstanding customer service, innovation and dedicated employees.

Customers:

- Individual & Business Taxpayers
- Tax Attorneys
- Certified Public Accountants

Fiscal Year 22 Performance Summary

- Last year's WIGs featured Division-specific goals, to allow for tailored activities under the overarching category. **Please note: all updates reflect data through Quarter 3 of Fiscal Year 2022.**

- The Division of Motor Vehicles continues to increase online, on-demand services and evaluate how to create public awareness for convenient online services; exceeded their language translation goal; identified key underserved and underrepresented communities and their needs; and is on track to meet their goal to **save Coloradons $1.8M in fees.**

- The Lottery Division is on target to have 100% of claims services available online by the end of the fiscal year; exceeded their language translation goal; and is on track to meet their goal to **increase proceeds to beneficiaries to $216M.**

- The Specialized Business Group exceeded their goal to **use self-service applications by over 20%**, exceeded their language translation goal by over 10%; and is on track to meet their goal to provide economic relief of $7.5M for licensees.

- The Taxation Division exceeded their goal to **increase on-demand customer support assistance by over 16%**; met their language translation goal; and continues to leverage relationships with community partners to learn how to streamline the Sales and Use Tax System for the economic benefit of Coloradons.

- The Executive Division Office is on track to meet their goal to digitize internal, administrative forms; on track to enhancing administrative services; and met the **69% employee engagement goal**.
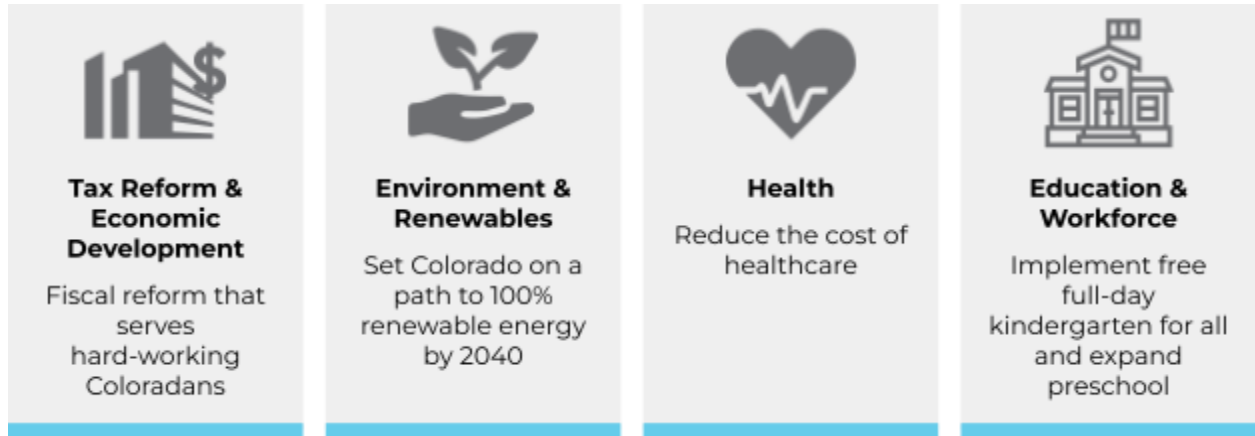
As DOR looks to Fiscal Year 2023, we continue to seek to empower and enable Coloradons to access government services online and on-demand that meet government requirements and provide the correct accommodations to meet individual accessibility needs and preferences. New DOR WIGs focus on enhancing the customer experience with services and processes, enhanced communications, and further engagement with key internal and external stakeholders and partners.
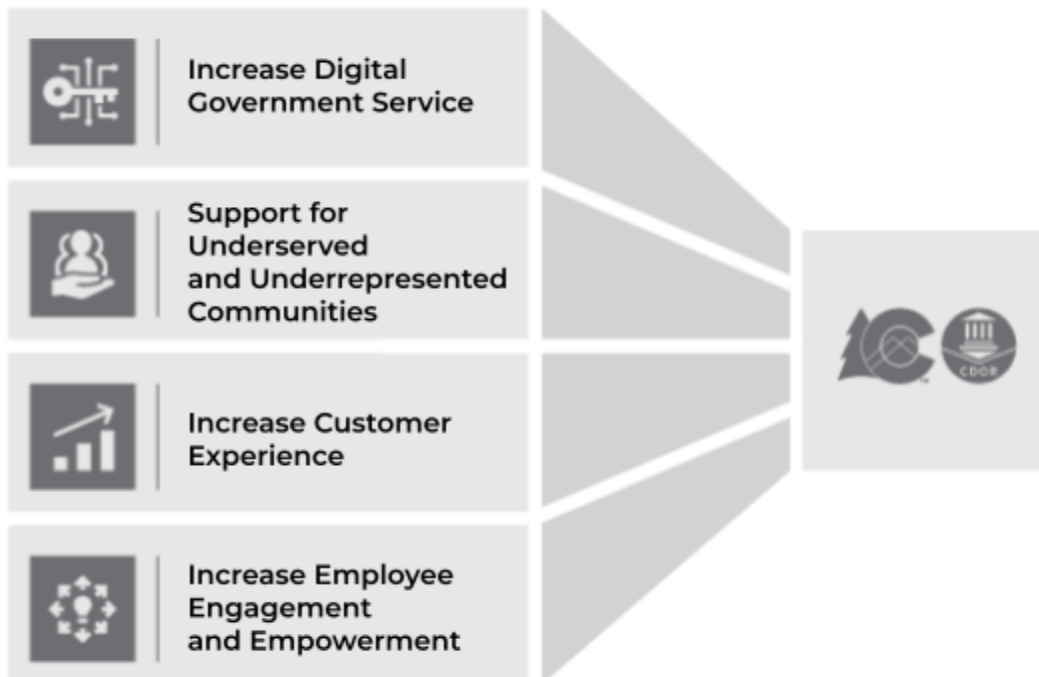
Governor's Bold Four

Visit dashboard.colorado.gov to view key issues and performance

Tax Reform & Economic Development

Fiscal reform that serves hard-working Coloradans

Environment & Renewables

Set Colorado on a path to 100% renewable energy by 2040

Health

Reduce the cost of healthcare

Education & Workforce

Implement free full-day kindergarten for all and expand preschool

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Department of Revenue's Wildly Important Goals (WIGs)

Increase Digital Government Service

Support for Underserved and Underrepresented Communities

Increase Customer Experience

Increase Employee Engagement and Empowerment

Increase Digital Government Services

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

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	42%	49%	55%

Lead Measures

DMV – DMV Self-Service Tools
The DMV will increase usage of self-service options (e.g. myDMV, Kiosks, myColorado app etc.) from 39% to 42% by June 30, 2023

Lottery – Lottery Digital Application
The Lottery will provide a fully digital retailer application and renewal option by June 30, 2023

SBG – SBG Self-Service Applications
The Specialized Business Group (SBG) will increase the percentage of applications submitted through online self-service options from 35% to 50% by June 30, 2023

Tax – Tax Self-Service Utilization
The Taxation Division will implement new chatbot capabilities at calls centers and its educational website to increase the use of self-service from 15% to 20% of interactions by June 30, 2023

Strategies

- Training and education at mobile community events
- Communications and advertising campaign
- County, Local Municipality, and constituent stakeholdering to solicit support and promote eServices, leading to improved interactions with our customers
- Partnering with trade associations and national governing organizations
- Leveraging new and existing technologies to support online and digital services

Enhance Accessibility for Underserved and Underrepresented Communities

FY23 Target: 100%

Enhance the accessibility of services and communications for underserved and underrepresented populations by successfully completing the following three activities: ADA compliance testing, accessibility analysis and enhancements, and translation services needs assessment by June 30, 2023.

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	100%	Not Applicable	Not Applicable

Lead Measures

All Divisions – ADA Compliance Testing

Complete manual OIT testing of all websites and 100 DOR forms by June 30, 2023

**All Divisions – Accessibility Assessment and Enhancement**

Identify the accessibility needs of key underserved and underrepresented demographic groups and address one identified accessibility concern by June 30, 2023

All Divisions – Translation Services Needs Assessment

Measure impact of translation services and identify translation services needs by June 30, 2023

Strategies

- Partnering with compliance testing vendors approved through the Office of Information Technology
- Hold feedback sessions with stakeholder groups
- Conducting a needs assessment for underserved and underrepresented populations
- Communications and advertising campaigns for Spanish-translated forms
- Monitoring document view and use statistics
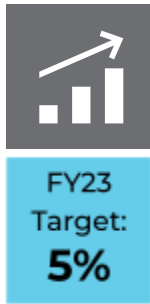
Increase Customer Experience

Enhance the customer experience by at least 5% by planning streamlined processes, removing barriers, or increasing proceeds by June 30, 2023.

FY23 Target: 5%

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	5%	5%	5%

Lead Measures

DMV – DMV2Go Community Events
Increase accessibility of DMV services by 5% by leveraging new mobile units by June 30, 2023

Lottery – Lottery Economic Benefit
Lottery will increase funding to outdoor spaces, public schools and Lottery partners by 5% over Fiscal Year 2022 final value

SBG – SBG Application Streamlining Process
Explore the feasibility of implementing more efficient application processes to improve the customer experience by 5% by June 30, 2023

Tax – Income Tax Form Streamlining
Explore the feasibility of implementing and developing a 1-page income tax form that streamlines tax payers income tax form length by 60% by June 30, 2023

Strategies

- Coordinating with County and Local Municipal partners to maximize services provided to customers
- Holding feedback sessions with stakeholder groups
- Leveraging new and existing technologies to support online and digital services
- Assessing requirements with vendors to determine opportunities for streamlining
- Conducting process mapping to identify streamlining opportunities and identify time and resources constraints

Increase Employee Engagement and Empowerment

FY23 Target: 70%

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.

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	70%	70%	70%

Lead Measures

EDO – Core Values Communication Plan
The Department will develop and implement a strategic communications plan, centered around DOR's Core Values, to foster employee engagement and alignment on organizational effectiveness initiatives by June 30, 2023

EDO – Position and Compensation Analysis
The Department will conduct a position classification and compensation analysis of all (124) DOR employees classifications to identify long-term solutions for employee retention by June 30, 2023

EDO – Innovative Professional Development Opportunities
The Department will create and communicate to employees 2 innovative professional development opportunities as identified through employee feedback by June 30, 2023

EDO – Streamline Onboarding Process
Streamline the employee onboarding process by identifying 10 touchpoints to improve the overall satisfaction rate of new hires by June 30, 2023

Strategies

- Seeking employee engagement best practices to maximize resources
- Enhance insights on key focus areas for focus through higher-level statistical analyses
- Leveraging a strategic communications plan to demonstrate alignment within organizational effectiveness projects to demonstrate relationship to DOR's day-to-day activities
- Conduct process mapping to identify streamlining opportunities and identify time and resources constraints