

# Performance Management Plan

2021 - 2022



Taxation • Motor Vehicles • Specialized Business Group • Lottery





# Performance Management Plan

Fiscal Year: 2021-2022 (July 1, 2021 - June 30, 2022)



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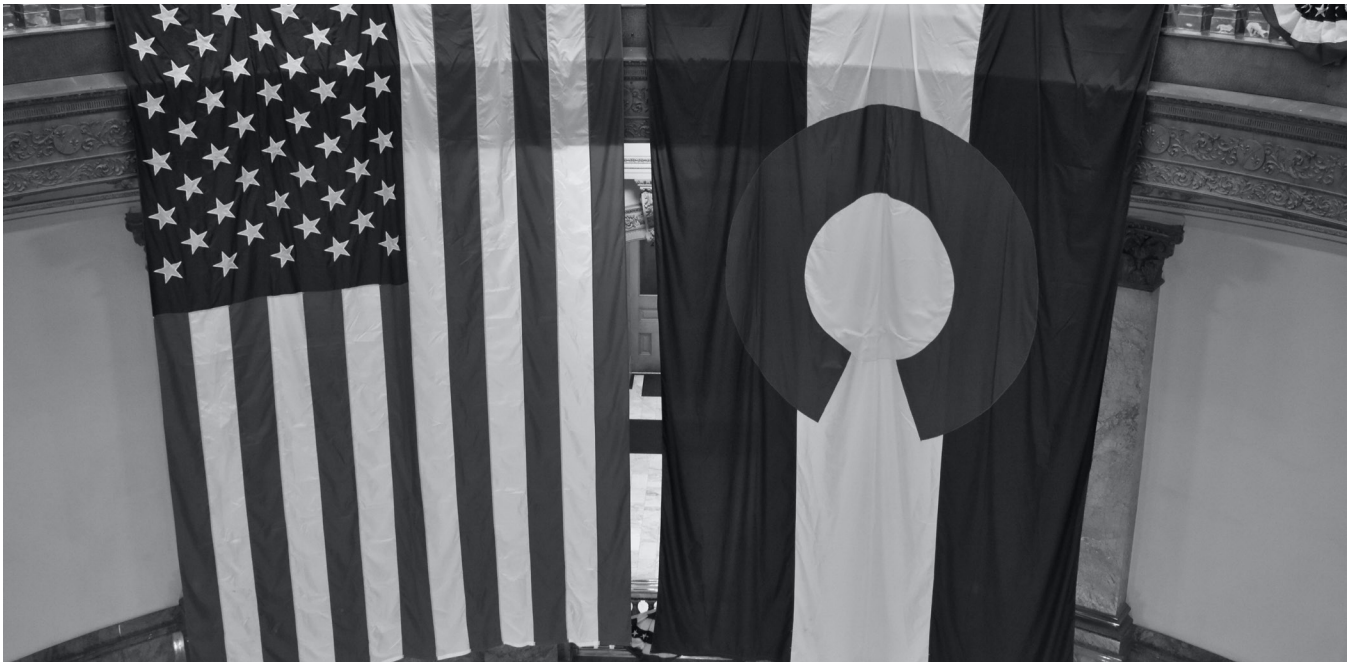
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## Vision

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.

## From the Executive Director



Greetings,

I am thrilled to release the Department of Revenue's (DOR) Performance Management Plan for fiscal year 22, in this document you will find that the core of our Wildly Important Goals (WIGs) is to meet our customers where they are. As Executive Director, I am here to build on DOR's focus for greater access for all Coloradans, expanded digital services, employee empowerment and enhanced customer service.

I have been a public servant for my entire career, which came from growing up with two lifelong educators who emphasized the importance of giving back to communities. I've had many roles within federal and state agencies including my work as a legislator, where I proudly served as the House Minority Leader and as the Speaker of the House. Most recently, I worked as the Chief Operating Officer and Chief Financial Officer for Denver Public Schools over the past six and half years.

I joined the department because I see the importance of the services we provide for Colorado residents, and that means we have an incredible impact on people's lives.

Department of Revenue's Four WIGs:

- **Increased Digital Government Service** - As we continue to expand online and other self service options, we will shift our goals to measure higher adoption rates. Accomplishing this it will result in convenient services for customers, more focus on higher used services, and allow staff to focus on in person customers who need extra time and support.
- **Support for Underserved and Underrepresented communities** - As we move to a more self-service model it is important that we look at how subgroups of the population are or are not able to access those methods. These groups could include BIPOC, Rural, economically disadvantaged, age (70+) and others. For FY22, the department will execute on a plan to provide instructions, applications, forms and guidance in Spanish. As we look to the future, we will identify gaps in service and information accessibility for other populations.
- **Increase Customer and Economic Benefits** - 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 support and protect public safety. Our programs and messaging will be focused on ways we add value - through saved time, saved fees and a greater emphasis on education over enforcement.
- **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. As we transition to a 70% remote work environment for our staff it is essential that we focus on staff engagement in order to be successful with the transition to remote work. We will work on creating shared values, a common culture, and a clear leadership based approach. Through this work staff will feel empowered and will result in them having a positive attitude to working at DOR resulting in less turnover and better recruitment of candidates.

As you can see, we will have a busy year. I look forward to reporting back DOR's many accomplishments for the people of Colorado.

Sincerely,

Mark Ferrandino  
Executive Director

# Performance Management Plan



**T**he 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, 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.

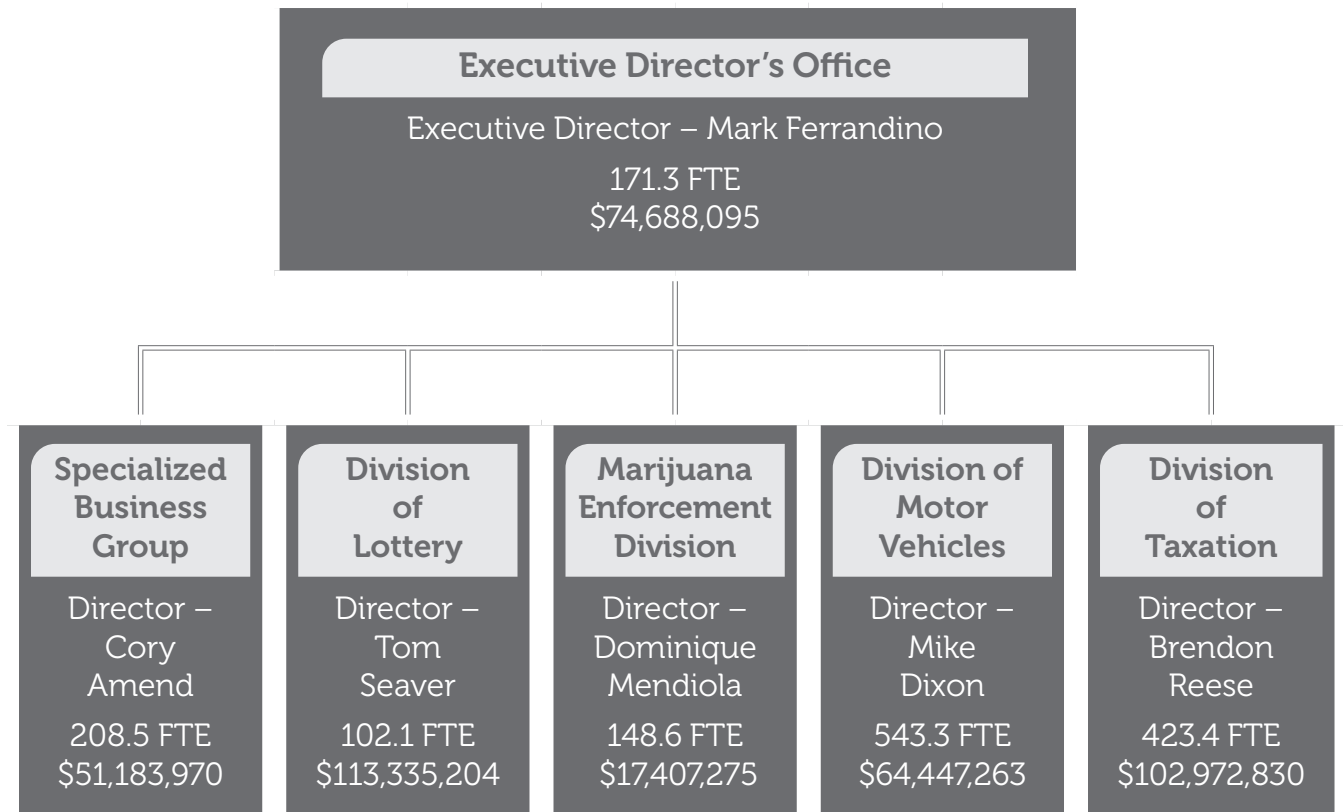
## Our Process

**T**his 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 with lead measures that depend 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.

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



Total Department FTE & budget breakdown (based on FY 2021-22 appropriations)	
<b>DOR</b>	<b>1597.2</b>
\$424,034,637	Total Funds
\$136,883,528	General Funds
\$277,724,783	Cash Funds
\$8,361,740	Re-appropriated Funds
\$1,064,586	Federal Funds

# 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 comprised 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, 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. 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



# Department Overview

## 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
- ▶ Licensees
- ▶ Buying Public
- ▶ Law Enforcement

### Division of Gaming

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

#### Customers

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

### Liquor and Tobacco Enforcement Division

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

#### Customers

- ▶ Public
- ▶ Law Enforcement
- ▶ Licensees
- ▶ 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
- ▶ Equine Athletes
- ▶ Wagering Public, Horsemen
- ▶ Fund Recipients
- ▶ Veterinarians
- ▶ Law Enforcement



# Department Overview

## 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



## FY21 Performance Summary

- ▶ Last year's WIGs featured one goal for every division within DOR. Please note, all updates reflect Q3 of FY21.
- ▶ The Department of Revenue has successfully transitioned more than 70% of employees to a hybrid work model with primary telework and hoteling options.
- ▶ The DMV set out to transform online service for residents, adding six additional services available on kiosks around the state. The DMV is also working to introduce new kiosk technologies that could allow more DMV services.
- ▶ SBG has moved from a baseline of 37% of services online to 41% with completely virtual rulemaking and an upgraded Drupal 8 website.
- ▶ The Lottery Division worked to increase proceeds to beneficiaries; numbers are expected to meet the WIG of a 9% increase in total sales for FY21.
- ▶ The Taxation Division has implemented new tools for customer service (chatbot named DORi, upgraded Drupal 8 website and enhanced training communication) to reduce service center visits quarterly from 89% to 84%.

As DOR looks to FY22, we are taking this progress a step further to ensure we are providing the right service for the right person, through the right method. New DOR WIGs focus on higher adoption rates, enhanced communication and value added for our stakeholders.

## Governor's Bold Four

Visit [dashboard.colorado.gov](https://dashboard.colorado.gov) to view key issues and performance



### Tax Reform & Economic Development

Fiscal reform that serves hard-working Coloradans



### Energy & Renewable

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

## Department of Revenue's Wildly Important Goals (WIGs)



Increase Digital Government Service



Support for Underserved and Underrepresented Communities



Increase Customer and Economic Benefits



Increase Employee Engagement and Empowerment





## Increase Digital Government Services

In an effort to provide excellent service to the people of Colorado that is relevant, efficient, and convenient, the Department of Revenue will increase utilization of self-service options, such as online tools or kiosks, to complete necessary transactions with the State from 37.5% as of June 30, 2021 to 43.5% by June 30, 2022.

FY21 Target: 43.5%

	FY 21-22	FY 22-23	FY 23-24
Objective	43.5%	48%	50%

### Lead Measures

#### DMV

##### Self Service Increase

The DMV will increase usage of self service options (e.g. DMV, Kiosks, myColorado App, etc.) from 40% to 45% by June 30, 2022.

#### Lottery

##### Online Lottery Claims Service

Lottery will go from offering 0% of claims services online to 100% by June 30, 2022.

#### SBG

##### SBG Self-Service Utilization

The Specialized Business Group (SBG) will achieve 15% self-service utilization by June 30, 2022.

#### Tax

##### Self Service Utilization (Chatbot, online)

Tax will increase successful use of the Revenue Online Chatbot (DORi) by expanding the number of topics covered in DORi and by refining answers so that its use will grow from an estimated 144,000 questions answered to 146,800 by June 30, 2022.

### Strategies

- ▶ Communications and advertising campaign
- ▶ County, Local Municipality and constituent stakeholdering to solicit support and promote eServices, improved interactions with our customers
- ▶ Partner with trade associations and national governing organizations
- ▶ Leveraging new or existing technologies to support online and digital services





## Support for Underserved and Underrepresented Communities

In an effort to make services and interactions more accessible to all, each Department of Revenue division will develop a plan that outlines accessibility and utilization gaps, translation opportunities for highly utilized documents and forms, as well as increased overall accessibility for underserved and underrepresented communities. All division plans and initial translations activities will be completed from 0% to 100% by June 30, 2022.

### FY21 Target: 100%

	FY 21-22	FY 22-23	FY 23-24
Objective	100% of planning	Implement Plan	Implement Plan

### Lead Measures

#### DMV Spanish Translation of Forms

The DMV will publish a plan to address meeting the needs of underserved and underrepresented Colorado residents obtaining services by the end of FY22. In addition, go from 26% to 75% of all informational online forms to Spanish by June 30, 2022 and leverage technology to implement other languages as feasible.

#### Lottery Lottery Accessibility

The Colorado Lottery will increase access to public information available in Spanish from 30% to 65% by June 30, 2022.

#### SBG SBG Forms Translation

The Special Business Group (SBG) will ensure forms are available in Spanish, increasing from 0% to 20% by June 30, 2022, with an initial focus on digital forms as part of the SBG conversion to ML 1.

#### Tax Translate Forms

Tax will utilize demographic and population data to identify the most under-served groups who transact with the division in Colorado, and develop a plan to provide the Property Tax/Rent/Heat Credit (PTC) Rebate application and instruction materials in languages in addition to English to enhance access, including development/deployment of tools to measure baseline needs for limited English proficiency (LEP) services from the division by June 30, 2022.

### Strategies

- ▶ Conduct a gap analysis of services/information in order to develop a targeted goal of translated informational documents to Spanish
- ▶ Translate Lottery marketing materials to Spanish, including website; retail point-of-sale materials
- ▶ Procurement & Contracting will support the research and procurement activities to hire the appropriate resources to support translation and/or ADA review. Project Management Office will assist in developing division scope and implementation plans with timelines. Communications will determine ongoing revisions and support to the divisions in the varied channels of communication. OHR will implement according to the FY 22 EDI plan in place.



## Increase Customer and Economic Benefits

The Department will increase the value to our customers by \$21 million by June 30, 2022 over FY21 expenses. Value specifically means lower fees, delayed fee increases, time saved by individuals and businesses, as well as increased revenue to beneficiaries from Lottery proceeds.

FY21 Target: \$21M

	FY 21-22	FY 23-24	FY 23-24
Objective	\$21M	\$16M	\$12M

### Lead Measures

#### DMV No Increase in DMV Fees

From July 1, 2021 through June 30, 2022, the DMV will not increase fees and implement authorized fee reductions to help the people of Colorado negatively or adversely impacted by the COVID-19 pandemic, reducing residents' DMV expenses an estimated \$1.8 million by June 30, 2022.

#### Lottery Lottery Economic Impact

Increase the economic benefit to proceed beneficiaries and Lottery retailers from proceeds as of June 30, 2021 to \$216M by June 30, 2022.

#### SBG SBG Increased Customer Satisfaction

Provide economic relief to existing licensees and expand business opportunities for new licensees by decreasing licensing fees, or delaying licensing fee increases, or suspending licensing fees. The anticipated savings to licensees is \$7.5M over FY 22.

#### Tax SUTS Savings for Businesses

The Division will recruit and add five home-rule jurisdictions to the current pool of participating jurisdictions in SUTS by June 30, 2022, resulting in approximately 25,000 additional returns filed using SUTS annually, saving DOR customers approximately 29,500 administrative hours related to filing at a value of approximately \$650,000.

### Strategies

- ▶ Promotion and outreach of Sales and Use Tax system (SUTS) to businesses and home-rule jurisdictions in order to promote "one-stop" option for sales tax reporting and payment in support of saving businesses time
- ▶ Partner with local jurisdictions and law enforcement to enhance Specialized Business Group outreach in order to increase stakeholder satisfaction
- ▶ Leveraging new or existing technologies to support online and digital services



## Increase Employee Engagement and Empowerment

The Department will work to increase the Pulse Survey Employee Engagement Index measure from 63.5% to 68.5% by June 30, 2022.

**FY21 Target: 68.5%**

	FY 21-22	FY 22-23	FY 23-24
Objective	68.5%	73%	75%

### Lead Measures

#### Values Based Org

Create and embed new DOR Values in all aspects of the organization. Use them as part of our management tools and conversations on how we expect people to act and hold them accountable. We will go from a baseline of 0% employees who can state our values to 50% of employees who can state our values by June 30, 2022.

#### Leadership Training

Train the top 35 leaders on leadership expectations by June 30, 2022 using the LPI (Leadership Practices Inventory) and have all senior leaders set a goal around leadership skills.

#### Mid-level manager communications

Engage with management and supervisor staff through meaningful communications, trainings, and other forums to drive employee engagement efforts, reaching 16 engagements by June 30th, 2022.

#### Employee Communication

Continue to increase communication with employees to include office hours with ED every 2 weeks, monthly email from ED, and visits to sites each month by ED, reaching 36 touchpoints by June 30, 2022.

### Strategies

- ▶ Implement Equity, Diversity and Inclusion (EDI) Strategic plan
- ▶ Move toward becoming a values-based organization
- ▶ Establish workplace norms and boundaries in our new remote work environment (e.g. limited meetings during lunch hour, emergent only late night/weekend/vacation/holiday email)
- ▶ Quarterly pulse surveys with open-ended feedback
- ▶ Create action plans in response to key takeaways in the pulse surveys
- ▶ Increased focus and approach to address “brand recognition” of the state as an “employer of choice”