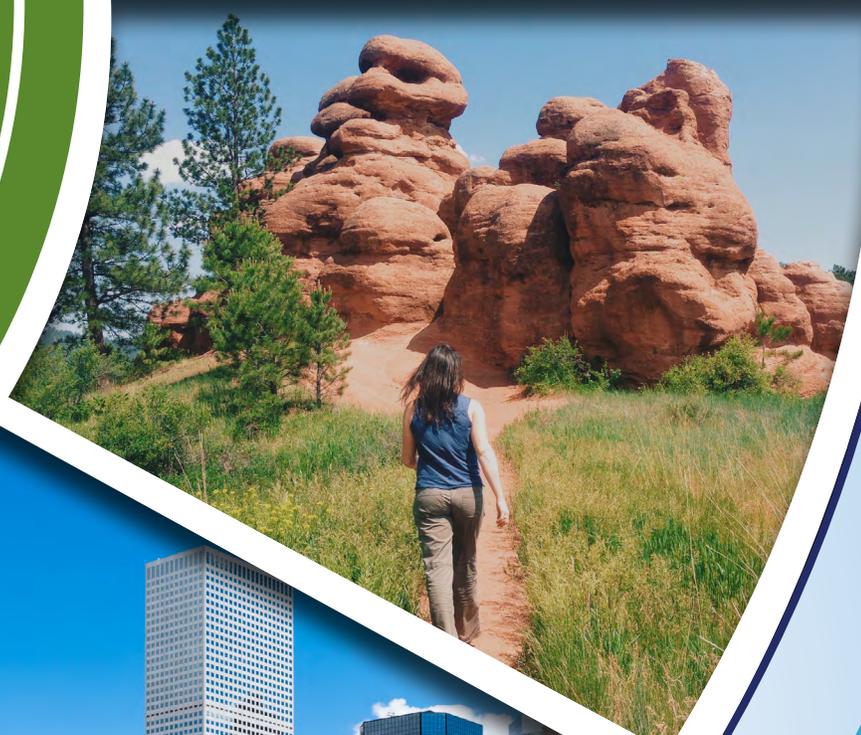




COLORADO  
Department of Revenue

2024-2025



# PERFORMANCE MANAGEMENT PLAN

TAXATION • DMV • SPECIALIZED BUSINESS GROUP • LOTTERY • MARIJUANA • NATURAL MEDICINE



# Performance Management Plan

Fiscal Year: 2024-2025 (July 1, 2024 - June 30, 2025)



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Executive Director

**Meghan Tanis**  
Chief Operating Officer /  
Deputy Executive Director

**Rick Johnson**  
Chief Administrative Officer

**Michael Arrington**  
Chief Strategy Officer

**Elizabeth Kosar**  
Communications Director

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## Vision

To empower businesses and individuals through quality customer service, innovation and collaboration.

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## Mission

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

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## 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 2025 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, and a commitment to a positive parks experience by fostering accessibility, beautification, and management.

With over 1,700 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:



- **Online Service Quality** - Increase customer satisfaction rate for Marijuana Enforcement Division and Specialized Business Group online licensee applications from 85% to 90% by June 30, 2025.



- **Increase Access** - Provide real-time translation services to 3,000 taxpayer customers in FY24-25 (vs. 1,395 in FY23-24).



- **Increase the Keep Colorado Wild Pass Opt-in Rate** - Increase the percentage of vehicle registration renewals that opt-into the Keep Colorado Wild pass from 27% to 29% by June 30, 2025.

Internally, we are aligning our value of Accountability with monthly 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

Heidi Humphreys





## 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 the overview of the department, including individual processes by which the department delivers goods and services to the residents of Colorado. This plan is a living document that the department uses to set objectives to be achieved and to measure progress towards those objectives throughout the year.

### Our Process

This plan was created through a series of interactive stakeholder sessions with members of the Executive Management Team, program managers, and division staff to incorporate the varied aspects of the work of the Department of Revenue.

This year's plan features three key Wildly Important Goals (WIGs) and leading measures dependent on divisional work. The focus of the Department of Revenue is on bold change for Coloradans in order to deliver top flight customer service. DOR serves the public sector and always seeks to do the greatest amount of good for the most people.

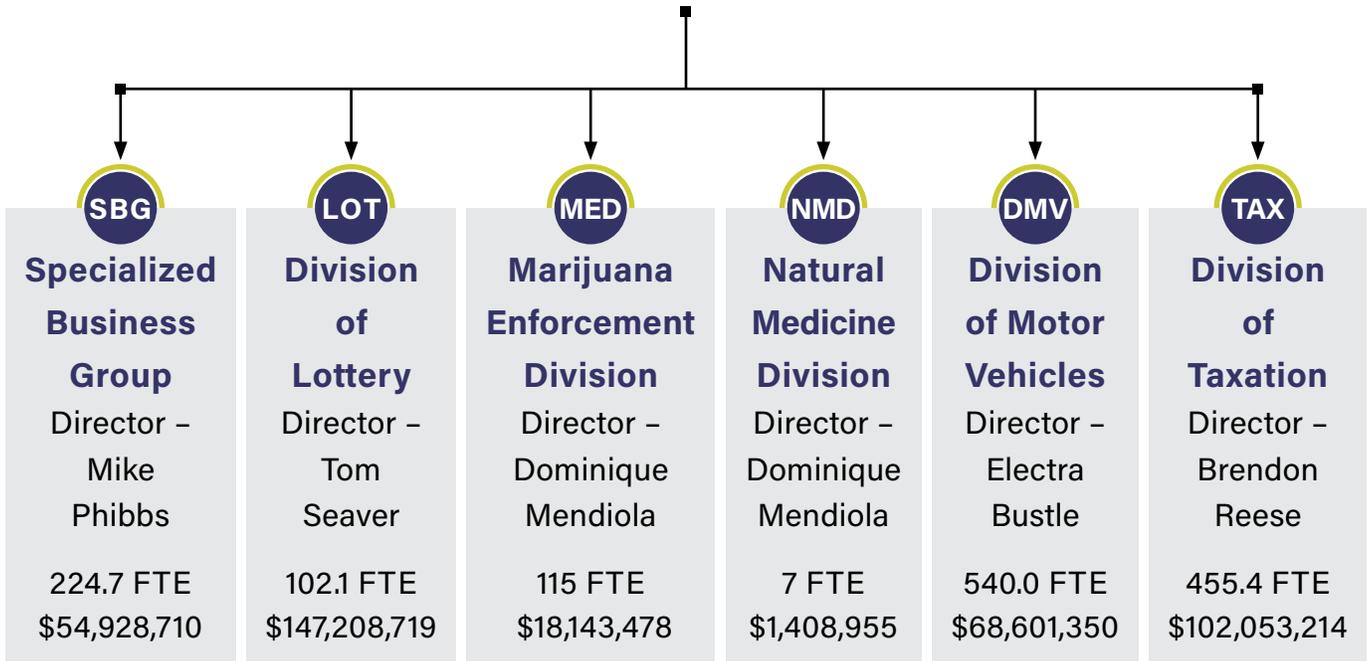
The role of DOR is unique, because the services the Department provides are essential for Colorado residents and have a considerable impact on their lives. DOR exists to educate, advise, and guide stakeholders on relevant laws and regulations. DOR exists to assist customers in answering questions. DOR exists to protect public safety. Every division in the Department of Revenue plays a role in empowering, enhancing, and enriching life in Colorado.





# Organizational Chart

**Executive Director's Office**  
 Executive Director – Heidi Humphreys  
 221.9 FTE  
 \$103,976,445



**Total Department full time employees (FTE) & budget breakdown**  
 (Based on Fiscal Year 2024-25 appropriations)

<b>DOR</b>	<b>1,739.4 FTE</b>
<b>Total Funds</b>	<b>\$525,369,300</b>
General Funds	\$156,468,782
Cash Funds	\$358,439,946
Re-appropriated Funds	\$9,608,440
Federal Funds	\$852,132





## 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. One or more of these services touch almost every Colorado resident throughout the year.

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### Executive Director's Office

The Executive Director's Office (EDO) is committed to being a trusted partner that assists Coloradans in navigating the complexities of government. The EDO consists of the Administrative Offices Division, Office of Human Resources, Financial Services, Innovation, Strategy and Delivery (ISD) Division, the Office of Communications, Hearings Division, the Office of the Legislative Liaison, and Internal Audit.

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### 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 \$4 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. MED's 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
- Recommending Providers
- Local Licensing Authorities

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## Natural Medicine Division

In November 2022, Colorado voters passed Proposition 122, the Natural Medicine Health Act, which decriminalized the personal use of natural medicines and legalized regulated access to natural medicines. In order to effectively regulate access to natural medicines for facilitated use, the Marijuana Enforcement Division was tasked with establishing the new Division of Natural Medicine. The Division of Natural Medicine will be responsible for the licensing and regulation of natural medicine businesses to include healing centers, cultivations, manufacturers and testing facilities.

### Customers:

- Public
- Licensees
- Law Enforcement
- Consumers
- Participants
- Local Jurisdictions





## 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 unsafe products, unfair business practices, and unlawful 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, sports betting, and fantasy sports industries.

**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, Colorado Water Plan, and Problem Gaming Service Agencies)

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## 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 equine athletes.

### 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 Tax 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 Tax 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 Tax Division is organized into four areas: Taxpayer Services, 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 24 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 2024.
- The Division of Motor Vehicles is on track to meet their goal of issuing 29,100 free credentials for underserved populations; split success meeting their goal to increase the use of kiosks to complete vehicle registration renewals; split success increasing the rate of first-time Colorado credentialing customers in a first-trip pilot program; on track to meet their goals for marketing increased vehicle registration opt-in rates for the Keep Colorado Wild pass; and is not on track to meet their goal to increase mobile credential enrollment numbers relative to last fiscal year.
- The Lottery Division is on track to deliver an increase of 16% in digital claims, despite the impact of a significant post-COVID increase in foot traffic for in-person claims, which allows immediate payment to the player. Continuous improvement in speed to process digital claims will help grow utilization of digital claims.
- The Specialized Business Group and Marijuana Enforcement Division (MED) continue to enhance self-service options and public awareness for convenient online services; exceeding their goal to improve the online application process by 60%; and the MED is not on track to meet their goal of assisting 25 social equity licensees becoming operational.
- The Taxation Division implemented a new real-time translation service and met their goal of serving 500 customers whose primary language is something other than English; met their goal to implement the administrative rule associated with enabling electronic tax notices to improve customer processes and experience.
- The Executive Division Office met their goal to make the newly simplified 2024 EZ1040 and the Property Tax Credit forms Americans with Disabilities Act compliant.

As DOR looks to Fiscal Year 2024, we continue to seek to empower and enable Coloradans to access self-service options to meet their government needs and requirements. Additionally, DOR will continue to meet individual accessibility needs or preferences through increased access to real-time translation services. Another DOR WIG focuses on increasing customer awareness and engagement in the vehicle registration opt-in process for the Keep Colorado Wild pass. Healthy engagement with the Keep Colorado Wild pass helps support Colorado's beautiful parks that foster a high quality of life for Coloradans, encourage tourism and hospitality, and keep parks safe and accessible for the needs of individuals of all physical abilities.

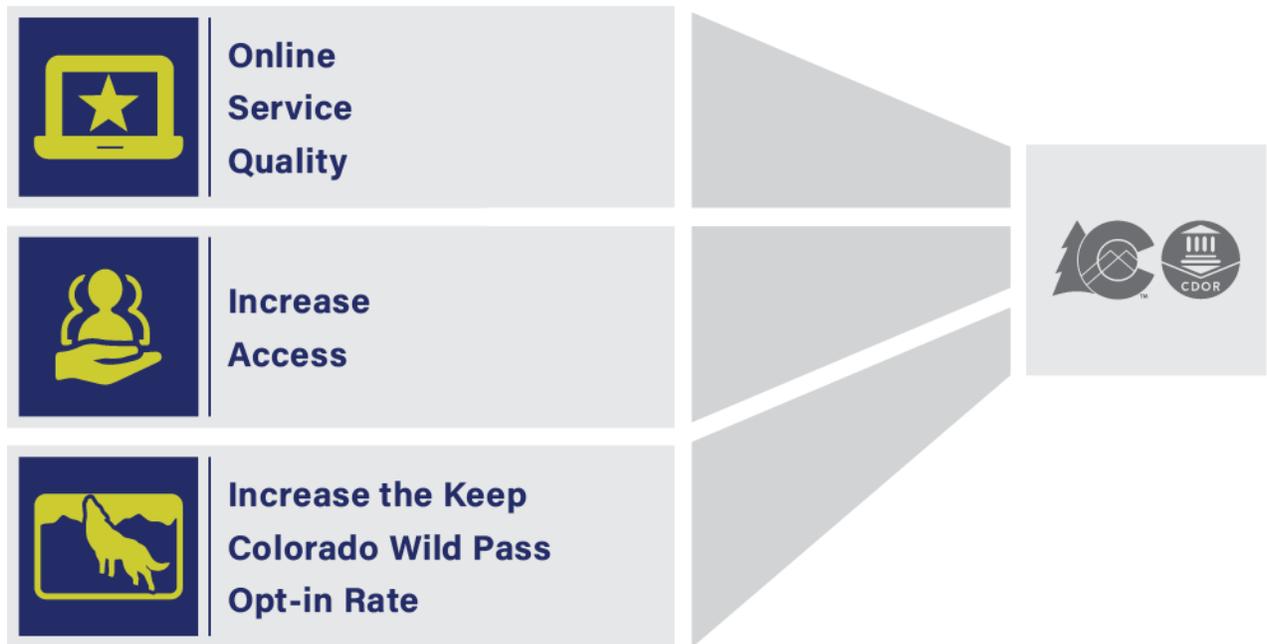


## Governor's Key Statewide Goals

The Department of Revenue's (DOR) FY24 Wildly Important Goals (WIGs) will focus on continuity with Governor Polis's legacy priorities to Increase Access to Virtual Services associated with "Reimagining State Government" and enhancing access to government services through [Executive Order D 2020 175](#), "Directing the Department of Personnel and Administration to Lead State Action on Equity, Diversity, and Inclusion for the State of Colorado." Additionally, DOR will also focus on Governor Polis's Renewables priority by fostering appropriate funding and programming for the conservation of our public lands and wildlife. To learn more, please visit [dashboard.colorado.gov](https://dashboard.colorado.gov) for more information on key issues and performance.

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





## Online Service Quality

Increase customer satisfaction rate for Marijuana Enforcement Division and Specialized Business Group online licensee applications from 85% to 90% by June 30, 2025.

Objective	Fiscal Year 24-25	Fiscal Year 25-26	Fiscal Year 26-27
Goals	90%	92%	94%

### Lead Measures & Milestones

#### SBG/MED - Self-Service Applications

The Regulatory Divisions will implement 40% of the actionable customer feedback for the online licensing application by June 30, 2025.

#### SBG/MED - Incorporate User Needs Into System Update

Capturing the survey feedback to implement in future licensing software within the department of revenue by June 2025 (milestone)

### Strategies

- Solicit survey feedback to promote eServices and streamline operations for end-user benefits
- Leverage customer feedback to prioritize the most frequent and significant challenges
- Partner technology platform with Division super user group to aid in implementation





## Increase Access

Provide real-time translation services to 3,000 taxpayer customers in FY24-25 (vs. 1,395 in FY23-24).

Objective	Fiscal Year 24-25	Fiscal Year 25-26	Fiscal Year 26-27
Goals	3000	3500	4000

### Lead Measures & Milestones

#### TAX - Marketing

Promote the real-time translation service by developing signage in the walk-in centers by Jan 1, 2025.

#### TAX - Social Media

Post real-time translation services on social media and Department website with a goal of 6,000 impressions by June 30, 2025.

#### TAX - Expanded Access

Deliver translation services to customers requesting support from both the Fuel Tax and Discovery offices by March 1, 2025.

### Strategies

- Develop and deploying communications and advertising campaigns
- Leverage lessons learned and best practices from historical efforts and feedback from customers
- Study best practices and use-case data from other state taxation divisions, trade associations, and national governing organizations to further aid with implementing the program
- Develop a plan to utilize available new technology to reduce call wait times by 5%





## Increase the Keep Colorado Wild Pass Opt-in Rate

Increase the percentage of vehicle registration renewals that opt-into the Keep Colorado Wild pass from 27% to 29% by June 30, 2025.

Objective	Fiscal Year 24-25	Fiscal Year 25-26	Fiscal Year 26-27
Goals	29%	Not Applicable	Not Applicable

### Lead Measures & Milestones

#### DMV - Increase Online Registration Opt-in

DMV will increase the percentage of online vehicle registration renewals that opt-into the KCW pass from 30% to 32% by June 30, 2025.

#### DMV - Increase Kiosk Registration Opt-in

DMV will increase the percentage of online vehicle registration renewals that opt-into the KCW pass by kiosks from 27% to 29% by June 30, 2025.

#### LOT - Social Media

Post videos and images on social media to promote KCW pass 1x per month on one of LOT's social accounts, beginning July 31, 2024.

#### LOT - Social Media Impressions

Measure Lottery Division's social media impressions on social media posts monthly, with a goal of averaging 800 impressions per monthly post.

#### LOT - Social Media Engagement

Measure Lottery Division's social media engagement on social media posts monthly, with a goal of 1% engagement rate per monthly post.

#### LOT - Email and Website Marketing

Begin using these channels to promote the Keep Colorado Wild Pass to Colorado drivers.

### Strategies

- Coordinate with Department of Natural Resources county partners to maximize both media and in-person communications
- Leverage LOT's social accounts and players to further promote KCW pass and its benefits





- Analyze social media and marketing efforts for the KCW pass to augment and refine awareness campaigns to meet impression and engagement rate goals
- Determine barriers to engagement with the KCW Pass
- Conduct stakeholder feedback sessions to gain insights into regionally and locally specific preferences and deterrents

