



COLORADO
Department of Revenue



2023-2024 PERFORMANCE MANAGEMENT PLAN



Performance Management Plan

Fiscal Year: 2023-2024 (July 1, 2023 - June 30, 2024)



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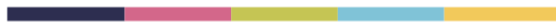
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Vision

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.

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.



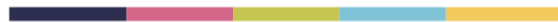
Accountability – We are responsible stewards of public resources, follow through on our individual and shared commitments, and move past setbacks to achieve growth.



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 2024 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 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:



- **Increased Self-Service Options** - Improve self-service capabilities through an enhanced customer experience by an average of 9% by June 30, 2024, through increased self-service tools and improved processes for self-service tools (e.g., online applications or kiosks).



- **Expand Tools for Underserved Coloradans** - Increase access to DOR services for 1,700 underserved customers by June 30, 2024, by decreasing barriers for underserved business owners, reducing obstacles to DOR services, and enhancing website accessibility.



- **Increase the Keep Colorado Wild Pass Opt-in Rate** - Increase the statewide average of the number of vehicle customers that opt into the Keep Colorado Wild (KCW) Pass as part of their motor vehicle registration to 30% through June 30, 2024.





Internally, we are aligning our value of Accountability with monthly performance reviews during leadership meetings. 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,

A handwritten signature in black ink that reads "Mark Ferrandino". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

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 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.

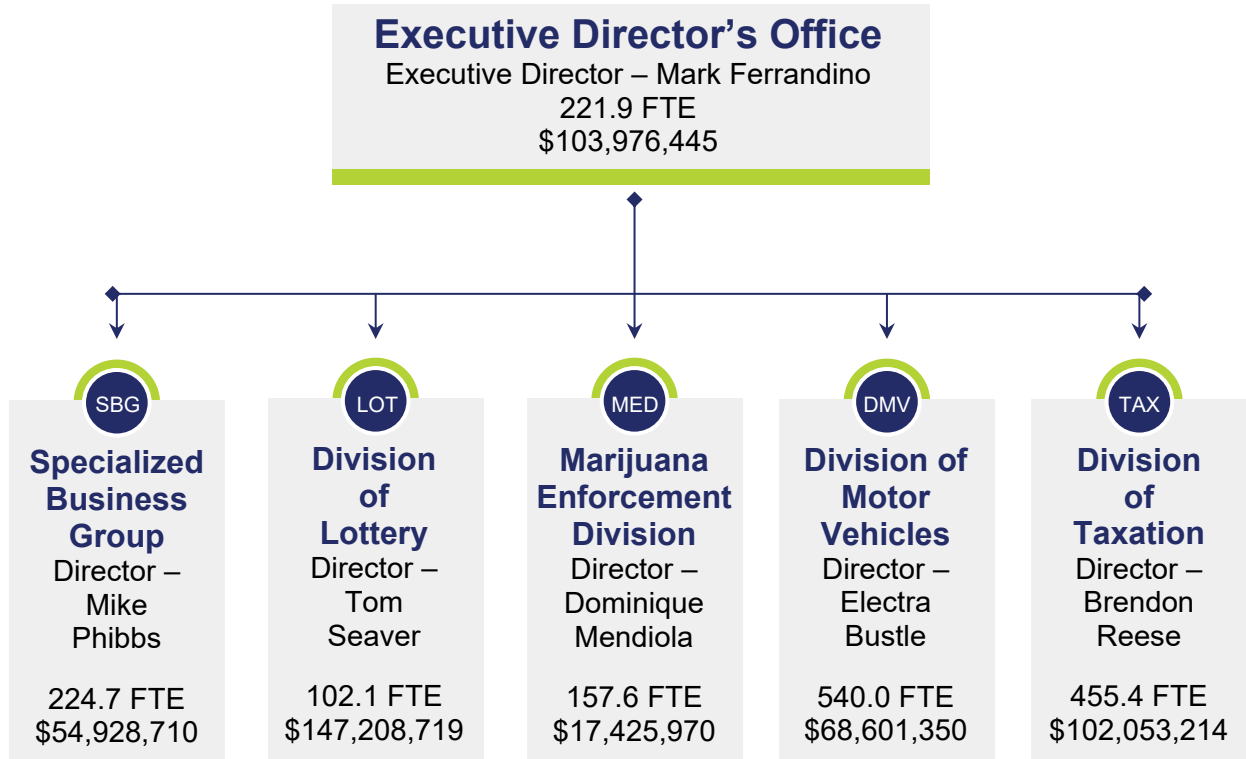
This year's plan features three key Wildly Important Goals (WIGs) and leading measures dependent on divisional work. The focus of the Department of Revenue is on bold change for Coloradans in order to deliver top flight customer service. DOR serves the public sector and always seeks to do the greatest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



Total Department full time employees (FTE) & budget breakdown (based on Fiscal Year 2023-24 appropriations)

DOR	1,701.7 FTE
Total Funds	\$494,194,408
General Funds	\$148,514,239
Cash Funds	\$336,350,158
Re-appropriated Funds	\$7,882,293
Federal Funds	\$1,447,718



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.

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 Office, Financial Services, Innovation, Strategy and Delivery (ISD), 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 \$4 billion to the state of Colorado.

Customers:

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





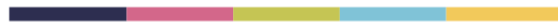
Marijuana Enforcement Division

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.

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, 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
- 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 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)

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 23 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 2023.
- **The Division of Motor Vehicles is on target to meet their goal of 42% of DMV services provided through self-service options;** met their goal to enhance access for underserved individuals through an at-home, 24/7 testing program for non-CDL drivers and implementing translation services through PocketTalk; and met their goal to increase accessibility and visibility for mobile services through community partnerships.
- The Lottery Division met their goal to enhance online access by digitizing their retail renewals application form; met their goal to increase understanding of retailers' needs and the public's use of translated materials; and is **on track to meet their goal to increase proceeds to beneficiaries to \$254M.**
- The Specialized Business Group and Marijuana Enforcement Division continue to strive to enhance self-service options and public awareness for convenient online services; met their goal to enhance access for underserved individuals by implementing translation services through PocketTalk and assessing translated services; and is **on track to meet the goal to streamline their application process by 5%.**
- **The Taxation Division implemented new self-service options and is on track to meet their goal of 20% of customer support achieved through these self-service tools;** is on track to meet their goal to understand their underserved customer needs and assess their translated forms; and is on track to simplify the tax form for wage filers by 50%.





- The Executive Division Office is not on track to complete website accessibility testing during this year due to funding and vendor testing challenges and will continue this effort in the next fiscal year; is on track to complete the strategic communications plan to enhance employee awareness and alignment with departmental core values; is on track to complete a comprehensive review of all positions and compensations; met their goal to develop and implement innovative professional development opportunities for individuals and supervisors; is on track to meet their goal to streamline and enhance onboarding processes; and **is on track to meet the 70% employee engagement goal.**

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 enhanced accommodations. New DOR WIGs focus 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.

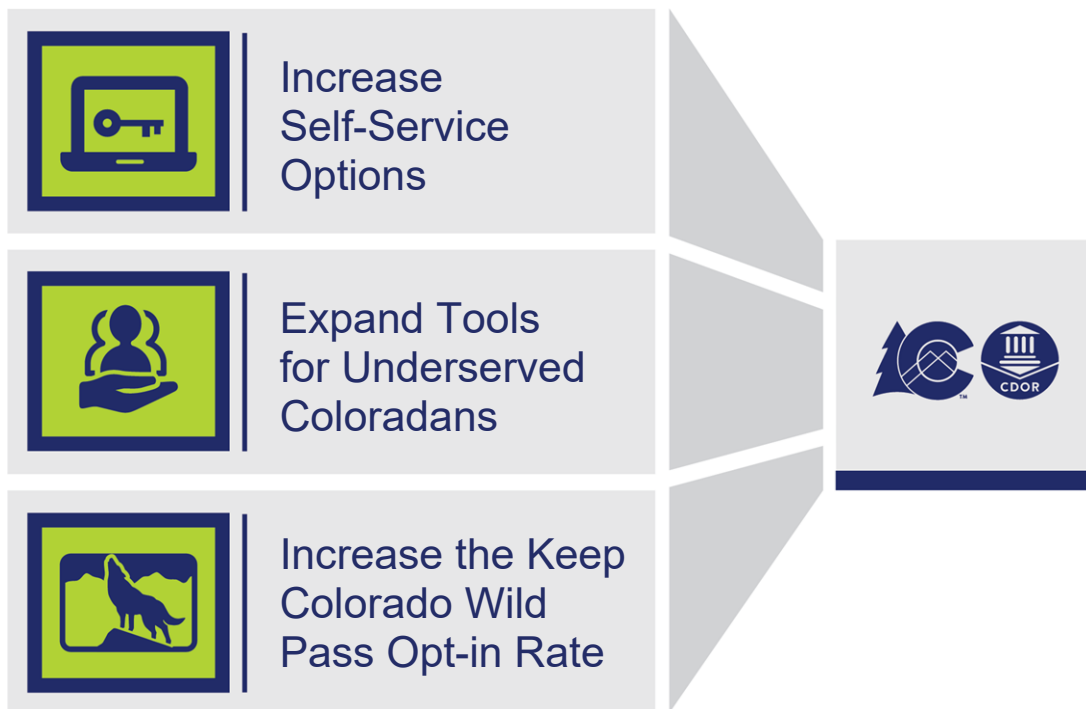




Governor’s Key Statewide Goals

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 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 Environment and 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 for more information on key issues and performance.

Department of Revenue’s Wildly Important Goals (WIGs)






FY24
Target:
18%

Increase Self-Service Options

Improve self-service capabilities through an enhanced customer experience by an average of 9% by June 30, 2024, through increased self-service tools and improved processes for self-service tools (e.g., online applications or kiosks).

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	18%	19%	20%

Lead Measures

DMV – Self-Service Tools

The DMV will increase the use of kiosks to complete vehicle registration renewals from 9.4% to 12.4% by June 30, 2024

DMV – Mobile Drivers License

The DMV will increase mobile credential (mDL) enrollment numbers by 4% by June 30, 2024

DMV – First Trip Success

The DMV will increase the success rate of first-time Colorado credentialing customers from 70% to 80% in the first-trip pilot program by June 30, 2024

LOT – Lottery Digital Claims

The Lottery Division will increase digital claims by 25% by June 30, 2024

SBG/MED – Self-Service Applications

The Marijuana Enforcement Division (MED) and Specialized Business Group (SBG) will improve the online application process by 60% by June 30, 2024 by focusing on addressing the most impactful customer concerns, such as the licensing process





Strategies

- Provide digital support for customers through employee training and dedicated staff for tailored assistance
- Develop and deploy communications and advertising campaigns
- Solicit support from county, local municipalities, and constituent stakeholders to promote eServices and streamline operations for end-user benefits
- Partner with technology platforms, trade associations, and national governing organizations
- Leverage customer feedback to prioritize the most frequent and significant challenges
- Conduct market research on key demographics






FY24
Target:
1700

Expand Tools for Underserved Coloradans

Increase access to DOR services for 1,700 underserved customers by June 30, 2024, by decreasing barriers for underserved business owners, reducing obstacles to DOR services, and enhancing website accessibility.

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	1,700	Not Applicable	Not Applicable

Lead Measures

DMV – Free Credentials

The DMV will increase the number of free credentials issued for Free ID over 60, letters, and vouchers for underserved populations from 23,500 to 24,675 credentials by June 30, 2024

EDO – ADA Compliance

DOR will make the newly simplified 2024 EZ1040 and the Property Tax Credit forms ADA accessible by June 30, 2024

MED – Social Equity Licensees

The Marijuana Enforcement Division (MED) will assist 25 Social Equity (SE) Licensees become operational by June 30, 2024

TAX – Real-Time Translation Pilot

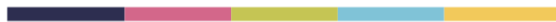
The Taxation Division will increase accessibility for 500 customers who speak languages other than English through a real-time translation service pilot program by June 30, 2024





Strategies

- Partner with stakeholder and affinity groups to increase awareness of and access to DOR programs
- Leverage tools and resources shared by partnership relationships with OIT and accessibility compliance testing vendors
- Develop and deploying communications and advertising campaigns
- Leverage lessons learned and best practices from historical efforts and feedback from program graduates
- Study best practices and use-case data from other state taxation divisions, trade associations, and national governing organizations to aid with implementing the pilot program





Increase the Keep Colorado Wild Pass Opt-in Rate

Increase the statewide average of the number of vehicle customers that opt into the Keep Colorado Wild (KCW) Pass as part of their motor vehicle registration to 30% through June 30, 2024.

Objective	Fiscal Year 23-24	Fiscal Year 24-25	Fiscal Year 25-26
Goals	30%	30%	30%

Lead Measures

DMV – Increase Colorado Wild Pass Opt-in

The DMV will increase the counties that are at a 30% or higher opt-in rate for the Keep Colorado Wild (KCW) Pass from 20 to 25 counties by June 30, 2024

Strategies

- Coordinate with county partners to maximize in-person communications
- Analyze current vendor data on customer engagement in the KCW pass to develop regionally-specific awareness campaigns
- Leverage data on regional geographic features to emphasize benefits and design regionally-specific campaigns
- Determine barriers to engagement with the KCW Pass
- Conduct stakeholder feedback sessions to gain insights into regionally and locally specific preferences and deterrents

