2012-2013

Colorado Department of Revenue Strategic Plan

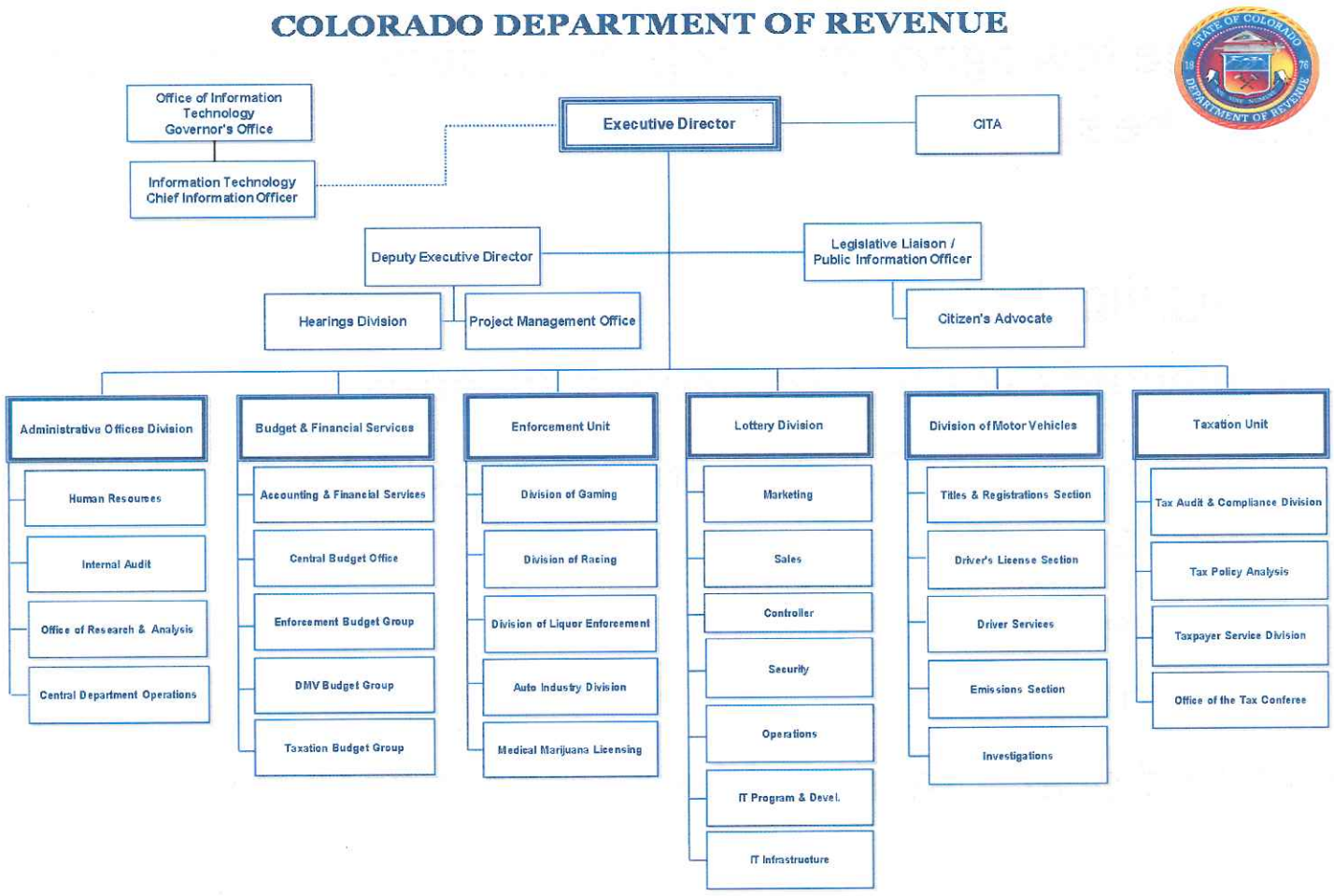
Attachment C

Overview of the Department

- DOR created by the General Assembly in 1941
  - Taxation and Revenue
  - Enforcement
- Changes made:
  - 1945 added Motor Vehicle Dealers Administration
  - 1955 added Motor Vehicle Inspection (Ports of Entry)
  - 1968 created Department of Revenue
  - 1982 added Lottery
  - 1991 added Gaming
  - 2010 added Medical Marijuana
  - 2012 Ports of Entry moved to DPS

Colorado Department of Revenue

Organization Chart



Overview of the Department

- One of the few agencies that provide services for almost every adult in the state

- FY 12 Highlights
  - Collected over $11.6 billion in revenue
  - Processed over 2.5 million individual and corporate tax returns
  - Received over 1.9 million individual tax returns electronically
  - Issued over 1 million driver licenses or id cards

Overview of the Department

- FY 12 Highlights – Cont'd
  - Liquor enforcement performed over 1,519 investigations with 82% resulting in criminal or administrative actions
  - Tobacco enforcement performed 2,572 compliance checks for sales of tobacco to minors with 90% compliance rate
  - Auto Industry licensed 18,059 auto dealers and sales reps
  - Racing conducted 586 horse drug tests with a 95% compliance rate

Overview of the Department

- FY 12 Highlights – Cont'd
  - Medical Marijuana licensed 311 centers and infused product businesses
  - Gaming collected $102.1 million in revenue of which $91.2 million was distributed to constitutional and statutory fund recipients
  - Lottery proceeds for distribution to beneficiaries were up 8.8%

Accomplishments

- Strategic Plan
- DMV
  - Waitless
  - Driver License IT Network Upgrades
  - REAL ID

Accomplishments

- TAX
  - CITA
  - Work with Stakeholders
- LEAN Projects
  - Pipeline

Accomplishments

- LEAN Projects (cont'd)
  - Rules
  - Tax
  - External Outreach

Accomplishments

- LEAN Projects (cont'd)
  - DOR/DOC ID for Offenders
- Project Management Process
- Lottery Proceeds

Major Initiatives

- DMV Strategy
  - Cost Accounting Study
  - Assessment of Current Business Processes and Systems
  - DLO Lean Project

Major Initiatives

- Pipeline Project Implementation
- Tax Lean Project Implementation
- Amendment 64 Task Force
- Conservation Easement Audit Recommendations

Strategic Plan

- Employee Group worked with Department's Executive Leadership Team to develop over last year

- The Plan incorporates all aspects of what we do
  - Taxation
  - Lottery
  - Enforcement
  - Motor Vehicles

Strategic Plan

- Success is dependent on our relationships
  - Customers
  - Stakeholders
  - Employees
- Focused on key areas
- Focused on outcomes not outputs

Strategic Plan

- OSA SMART Audit
  - Department Compliance with Strategic Plan Requirements – 100%
  - Performance Measures – Compliant with the exception of Employee Input and Certified Employee Groups
  - Performance Measure Coverage of Budget Lines and Key Programs – 93% covered with Budget and 52% covered with key program

Vision and Mission

Vision

- To become a premier Department of Revenue known for its outstanding customer service, innovation, and dedicated employees.

Mission

- The Department of Revenue will provide quality service to our customers in fulfillment of our fiduciary and statutory responsibilities while instilling public confidence through professional and responsive employees.

Goals

The Department's FY 2012-13 Strategic Plan focuses on five main goals:

Customer Service - Be respectful to our customers by providing processes that are clear, simple, timely, and convenient.

Fiduciary Responsibility - Provide responsible financial, resource, and project management that builds a sustainable foundation utilizing a high standard of care.

Statutory Responsibility - Promote fairness and consistency in the application of the law.

Employees - Recruit, develop, retain, and value a high-quality, diverse workforce in an environment that promotes collaboration, professional development, and employee innovation.

Public Confidence - Maximize public trust through responsible stewardship and transparent processes.

Major Program Areas

- Taxation Division
- Motor Vehicle Division
- Lottery Division
- Enforcement Division
- Executive Director's Office / Administration

Taxation Division

Tax Call Center

Strategies:

- Provide updated information on the website and through automated phone system scripts
- Offer account maintenance to individuals including the ability to file online, track refunds, and assign duly authorized representatives through the GenTax system and Revenue Online
- Continue to hire temporary personnel to augment permanent staff assigned to the Call Center to answer calls during times of high call volume
- Refine the Department's approach to tax administration by adopting Lean management principles to evaluate tax processes and implement changes
- Work towards a balance between call wait times and blocked calls to allow more customers to receive assistance

Tax Call Center

Process: Answer telephone calls at the Tax Call Center

Outcomes:

- The Tax Call Center will answer calls within an average of 10 minutes of entering the queue for FY 2012-13.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	0:05:00	0:05:00	0:05:00	0:10:00	0:10:00	0:09:30
Actual	0:08:35	0:13:05	0:08:38	0:11:21		
Difference	0:03:35	0:08:05	0:03:38	0:1:21		

- The Tax Call Center will block less than 25% of calls in FY 2012-13.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	25.00%	25.00%	24.00%
Actual	17.00%	51.00%	41.00%	26.00%		
Difference	N/A	N/A	N/A	1.00%		

Electronic Filing of Income and Sales Tax Returns

Strategies:

- Continue to work with stakeholders to encourage voluntary e-filing and e-payment
- Continue to increase the adoption of e-filing particularly in the area of sales tax over the next few years
- Publicize information regarding e-filing options in tax booklets and form instructions, press releases, public events, interviews, and public service announcements
- Partner with other government agencies to promote income tax e-filing with their constituents

Electronic Filing of Income and Sales Tax Returns

Process: File taxes online

Outcomes:

- Increase e-filed individual income tax returns as a percentage of total income tax returns filed by 5% over the previous year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	84.00%	84.00%	88.20%
Actual	64.00%	74.00%	80.00%	52.80%		
Difference	N/A	N/A	N/A	31.20%		

- Increase e-filed sales tax returns as a percentage of total sales tax returns filed by 20% over the previous year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	42.00%	42.00%	50.40%
Actual	13.00%	13.00%	35.00%	47.70%		
Difference	N/A	N/A	N/A	5.70%		

Tax Audit Assessments

Strategies:

- Continue to expand auditing efforts of businesses headquartered outside of Colorado but operating within the state which represent a large portion of Colorado business activity
- Continue the use of a new audit selection system capable of automatically comparing different data sets to ensure that audits are being conducted on entities with high potential for tax liability changes
- Focus on individual taxpayers earning non-employee compensation within Colorado but not properly filing and paying tax on that income
- Train staff to ensure tax audits are completed efficiently and accurately

Tax Audit Assessments

Process: Audit and assess tax filings

Outcomes:

- Taxation will strive to have $385,000,000 in audit assessments each year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	$281,769,447	$281,769,447	$379,592,528	$385,000,000	$385,000,000	$385,000,000
Actual	$349,962,657	$483,926,076*	$532,696,470*	$292,808,641		
Difference	$68,193,210	$202,156,629	$153,103,942	$92,191,359		

*In FY11 and FY12, the Department conducted several audits that generated large assessments, which are not expected to occur in FY13 and FY14.

Motor Vehicle Division

Driver Services Call Center

Strategies:

- Continually strive to improve customer service
- Meet the informational needs of customers in an efficient manner (average of 4 minutes per call)
- Provide basic information through automated scripts and on the Department website
- Achieve an average abandoned call rate of less than 20% of all calls

Driver Services Call Center

Process: Answer calls at the Driver Services Call Center

Outcomes:

- The Driver Services Call Center will answer all calls within 8 ½ minutes of entering the queue on an annual basis.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	15:00	15:00	12:00	08:30	08:30	08:00
Actual	12:59	12:27	08:41	08:09		
Difference	02:01	02:33	03:19	00:21		

- The Driver Services Call Center will block less than 5% of calls on an annual basis.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	5.00%	5.00%	5.00%
Actual	N/A	N/A	N/A	2.40%		
Difference	N/A	N/A	N/A	2.60%		

*The outcomes for these two objectives are interdependent.

Walk-in Customer Service in Driver License Offices

Strategies:

- Continually strive to improve customer service
- Implementation of new information technology network and office equipment
- Implementation of Wait-Less system in 13 Front Range offices
- Conduct a Lean project to better serve customers more efficiently and effectively
- Implement additional technology solutions to improve service

Walk-in Customer Service in Driver License Offices

Process: Serve walk-in customers

Outcomes:

- Driver License customer transactions will be completed within an average of 60 minutes in Driver License offices where Wait-Less is deployed 70% of the time.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	70.00%	70.00%	75.00%
Actual	N/A	N/A	N/A*	67.00%		
Difference	N/A	N/A	N/A	3.00%		

- Driver License customers with pre-scheduled appointments will be called to the counter within 15 minutes of their scheduled appointment time in Driver License offices where Wait-Less is deployed 90% of the time.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	90.00%	90.00%	90.00%
Actual	N/A	N/A	N/A*	87.50%		
Difference	N/A	N/A	N/A	2.50%		

*While the Department does have some FY12 data for the Wait-Less deployed offices, the data provided through the reporting functionality was incomplete. The Department continues to refine the reporting capabilities to ensure valid data for FY12-13.

Online Renewal and Payment

Strategies:

- Continue to provide online driver license services to enhance customer service
- Continue partnership with Donor Alliance and use of "Guy VROOM" marketing campaign
- Continue to provide online driver license renewal information on Colorado.gov website
- Develop additional strategies to increase outreach to the public

Online Renewal and Payment

Process: Renew and accept payment of driver licenses online

Outcomes:

- Increase the number of driver license renewals processed online by 20% over the previous year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	163,860	194,513 (20%)	194,513 (20%)	233,416 (20%)
Actual	21,609	109,242	162,094 (48.4%)	91,385		
Difference	N/A	N/A	1,766 (28.4%)	103,128		

Title and Registration Call Center

Strategies:

- Continually strive to improve customer service
- Meet the informational needs of customers in an efficient manner (average of 2 minutes/call)
- Provide basic information through automated scripts and on the Department website
- Achieve an average abandoned call rate of less than 5% of all calls

Title and Registration Call Center

Process: **Answer telephone calls at the Title and Registration Call Center**

Outcomes:

- Title and Registration Call Center will answer 100% of calls within an average of 1 minute of entering the queue on an annual basis.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	93.00%	92.00%	82.00%	46.00%		
Difference	7.00%	8.00%	18.00%	54.00%		

International Registration Plan (IRP) Electronic Registration

Strategies:

- Continue to provide alternative electronic customer service option to motor carriers
- Continue integration of IRP unit into Title and Registration Section
- Improve outreach to motor carrier industry

International Registration Plan (IRP) Electronic Registration

Process: **Issue and renew IRP registrations through electronic filing**

Outcomes:

- The percentage of IRP registrations completed through electronic filing will increase 5% each year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	25.00%	25.00%	30.00%
Actual	52.10%	3.80%*	20.20%	24.60%		
Difference	N/A	N/A	N/A	0.40%		

*The Department migrated from the Commercial Vehicle Electronic Credentialing system to the GenTax system for electronic filing in August of 2010. Electronic registration activities decreased during this time due to the unavailability of the electronic registration option for a portion of the year and customer uncertainty in utilizing the new system.

3rd Party Commercial Driving Schools

Strategies:

- Continue to ensure customers receive driver testing equivalent to Department standards
- Maintain proper audit management and reporting procedures
- Continue improving training of audit staff

3rd Party Commercial Driving Schools

Process: Audit and evaluate 3rd party Commercial Driving Schools

Outcomes:

- Complete required audits of 3rd party Commercial Driving Schools on an annual basis.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	100.00%	62.00%		
Difference	0.00%	0.00%	0.00%	38.00%		

Commercial Driver License Testing Units

Strategies:

- Continue to ensure customers receive commercial driver testing equivalent to FMCSA standards
- Maintain proper audit management and reporting procedures
- Continue improving training of audit staff

Commercial Driver License Testing Units

Process: Audit Commercial Driver License Testing Units

Outcomes:

- Complete required audits of Commercial Driver License Testing Units on an annual basis.*

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	77.24%	89.05%	85.60%	48.00%		
Difference	22.76%	10.95%	13.60%	52.00%		

*While there is not an actual number of required audits, if the state is found to be out of compliance with FMCSA regulations, federal highway moneys provided to the state could be at risk.

Emissions Testing Facilities

Strategies:

- Continue focus on improving customer service at Emissions Testing facilities
- Maintain proper audit management and reporting procedures
- Continue improving training of audit staff
- Audit each Emissions Testing facility twice annually

Emissions Testing Facilities

Process: Audit Emissions Testing Facilities

Outcomes:

- Complete required audits of Emissions Testing Facilities on an annual basis.*

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	94.82%	104.10%*	98.78%**	50.00%		
Difference	5.18%	4.10%	1.22%	0.00%		

*Based on the statute as it existed in FY11, some testing facilities were audited more than every 90 days resulting in an actual percentage of greater than 100%. SB12-012 amended the requirement for audits from every 90 days, to at least twice per year.
**The transition effective July 1, 2012 to the new requirements of SB12-012 caused some facilities to be audited less than the pre-SB12-012 quarterly requirement.

LOTTERY DIVISION

Lottery Sales and Profits

Strategies:

- Continue to increase Lottery sales and maximize proceeds to beneficiaries under the current established plan
- Encourage ongoing system and process improvements, which is anticipated to result in decreased costs and achieve a profitability percentage of 23.13% in FY 2012-13
- Continue to support marketing objectives with existing resources to achieve increased sales goals
- Focus on systematic improvements and enhancements to optimize, maximize, and energize the profitable sales of Lottery using the following methods:
  - optimize product mix to maximize profitability without negatively impacting sales
  - prioritize marketing and sales efforts towards the most profitable games in the portfolio by placing a more focused media and marketing effort on Jackpot games
  - maximize its retail network sales performance by implementing the minimum sales requirements in FY 2012-13 to ensure that all retailers are contributing a positive return on investment

Lottery Sales and Profits

Process: Market the Lottery

Outcomes:

- Grow Colorado Lottery sales and profits to maximize proceeds for recipients that are receiving funding at levels defined by the state and achieve profitability percentage levels. These percentages are determined by dividing proceeds distributed by total sales.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	22.53%	23.68%	22.80%	23.13%	23.13%	24.32%
Actual	22.31%	21.88%	22.60%	24.67%		
Difference	.22%	1.80%	.20%	1.54%		

Lottery Compliance Investigations

Strategies:

- Continue to conduct investigations on retailer fraud and scams using notifications received from Lottery players about retailers not following the rules and statutes related to Lottery operations
- Continue independent compliance investigations and covert operations at retail locations to deter theft of winning tickets and to ensure Lottery transactions are handled correctly by store personnel

Lottery Compliance Investigations

Outcomes:

- The Lottery Division shall conduct integrity compliance investigations on 100% of retailers identified as having a track record of inconsistent application of the rules and laws governing the Lottery and its retailer base.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	100.00%	100.00%	100.00%	100.00%
Actual	N/A	N/A	100.00%	100.00%		
Difference	N/A	N/A	0.00%	0.00%		

- The Lottery Division shall increase the percentage of regular compliance investigations annually.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	12.00%	25.00%	25.00%	33.00%
Actual	N/A	N/A	8.00%	7.40%		
Difference	N/A	N/A	4.00%	17.60%		

*The percentages identified are the percentages of the total retailers of which compliance investigations are anticipated to be completed (objective) or have been completed (actual) in a fiscal year.

ENFORCEMENT DIVISION

Liquor Licensing Processing

Strategies:

- Review and issue liquor licenses in a timely manner
- Continue refining processes in the new licensing system to avoid any potential delays in application processing
- Closely monitor the effectiveness of license processing using the new licensing system
- Employ process improvements to further streamline the liquor licensing process

Liquor Licensing Processing

Process: Process liquor license applications

Outcomes:

- By the end of the fiscal year, the Liquor Enforcement Division will reach the objective of initiating final agency action* of licenses within 60 days of local approval.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	90.00%	90.00%	90.00%
Actual	N/A	N/A	N/A	58.00%		
Difference	N/A	N/A	N/A	32.00%		

*Final agency action means license issued/renewed or license denied.

Auto Industry Complaint Resolution

Strategies:

- Ensure that complaints negatively impacting consumers are top priority
- Implement a new data base program to assist in tracking cases and assigning staff
- Implement process improvements to address case backlog and streamline existing procedures

Auto Industry Complaint Resolution

Process: Resolve complaints

Outcomes:

- By the end of the fiscal year, the Auto Industry Division will reach the objective of concluding the initial investigation* on complaints within 180 days of case initiation.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	70.00%	70.00%	75.00%
Actual	N/A	N/A	N/A**	N/A		
Difference	N/A	N/A	N/A	N/A		

*Cases are concluded by determinations of No Violation, Violation Resolved, Verbal Warning, Written Warning, or Motor Vehicle Dealer Board Review.

**The figures identified in the Inputs and Outputs are new cases only and do not include the "backlog" of cases from prior years that are being worked simultaneously. Therefore, the FY12 Actual data is not available.

Racing Compliance

Strategies:

- Inspect all stable and racing facilities annually to promote animal welfare and ensure the integrity of racing in Colorado
- Utilize inspection results to provide proactive feedback to the Division concerning compliance with statutory and regulatory requirements within the Colorado racing industry

Racing Compliance

Process: Inspect horse racing facilities

Outcomes:

- The Division of Racing shall conduct facility inspections for its racetrack licensees prior to opening and all stables within 45 days after opening to ensure compliance with the Colorado Racing Act and Colorado racing regulations.

	CY 10	CY 11	CY 12	CY 13 YTD Actual	CY 13	CY14
Objective	N/A	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	N/A	96.00%	100.00%	100.00%		
Difference	N/A	4.00%	0.00%	0.00%		

Medical Marijuana License Processing

Strategies:

- Monitor and prioritize the processing of applications based on notifications received from local authorities

Medical Marijuana License Processing

Process: Process license applications

Outcomes:

- By the end of the fiscal year the Medical Marijuana Enforcement Division will reach the objective of initiating final agency action*of license applications within 60 days of local approval.**

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	90.00%	90.00%	90.00%
Actual	N/A	N/A	N/A	N/A***		
Difference	N/A	N/A	N/A			

*Final agency action means license issued/renewed or license denied.

**This objective only applies to new cases initiated as of July 1, 2012 and does not include the "backlog" of cases from prior years that are being worked simultaneously. Therefore, the FY12 Actual data is not available.

***No local approval received until December of 2012.

Gaming Compliance

Strategies:

- Maintain public trust and confidence that gaming is being conducted honestly by ensuring that gaming devices are licensed and controlled
- Division compliance investigators shall physically inspect and test all new slot machines placed into service by licensed casinos to ensure they meet all statutory and regulatory requirements

Gaming Compliance

Process: Inspect new slot machines

Outcomes:

- The Division of Gaming shall inspect 100% of new slot machines introduced to the gaming floor within 90 days to ensure compliance with the Gaming Act, Colorado Gaming Regulations, and internal control standards.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Actual	100.00%	100.00%	100.00%	100.00%		
Difference	0.00%	0.00%	0.00%	0.00%		

EXECUTIVE DIRECTOR'S OFFICE / ADMINSTRATION

Cash Handling

Strategies:

- Encourage the use of electronic payments
- Employ front-end imaging and remittance processing of tax documents and payments to increase efficiency of deposits

Cash Handling

Process: Receive and deposit cash

Outcomes:

- Increase the percentage of funds deposited within 24 hours of being received to reach a goal of 95%.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	95.00%	95.00%	95.00%
Actual	91.00%	92.00%	93.00%	96.00%		
Difference	N/A	N/A	N/A	1.00%		

Project Management

Strategies:

- Continue implementation of the Project Management Office and processes
- Continue the collaborative effort with the Office of Information Technology (OIT) to ensure that all projects are implemented without duplication of effort

Project Management

Process: Manage projects

Outcomes:

- The Department will complete 80% of projects that have committed deliverables, funding, and identified timelines.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	80.00%	80.00%	80.00%
Actual	N/A	N/A	N/A	63.00%		
Difference	N/A	N/A	N/A	17.00%		

Rule and Regulation Review

Strategies:

- Comply with requirements of EO 11-5, EO 12-2, and H.B. 12-1008
- Continue to develop and refine rulemaking processes utilized by the various divisions within the Department

Rule and Regulation Review

Process: Review and update rules and regulations

Outcomes:

- The Department will review 20% of its rules and regulations each year to ensure compliance with Executive Order 11-5, Executive Order 12-2, and House Bill 12-1008.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	20%	20%	20%
Actual	N/A	N/A	N/A*	5%		
Difference	N/A	N/A	N/A	15%		

*This is a new objective for the Department. The data identified represents a fairly comprehensive department–wide review that took place in FY11-12. Going forward, the Department plans to review 20% of its rules and regulations to ensure that 100% of Department rules are reviewed every 5 years.

Hiring Personnel

Strategies:

- Develop an expedited exam process that identifies the qualified applicants in a shorter period of time in order to accelerate the hiring process

Process: Fill vacant positions

Outcomes:

- The average number of days it takes the Department to fill 100% of vacant positions from the submittal of the personnel request to job offer will be reduced by 10% each year.

	FY 10	FY 11	FY 12	FY 13 YTD Actual	FY 13	FY14
Objective	N/A	N/A	N/A	54 days	54 days	49 days
Actual	N/A	N/A	60 days	50 days		
Difference	N/A	N/A	N/A			

Employee Satisfaction

Strategies:

- Replicate the Department of Personnel Administration statewide employee survey in March of 2013
- Continue the implementation of the Department's strategic plan
- Continue to utilize LEAN principles to improve various Departmental processes
- Develop a communications outreach plan, scheduled to be completed by the end of January 2013

Employee Satisfaction

Process: Conduct employee satisfaction survey

Outcomes:

- Improve employee satisfaction by a rate of 5% points for each of the three categories below from the baseline established by the DPA survey.
- Capacity to act on innovative ideas.*

	FY 10	FY 11	FY 12	FY 13 YTD Actual **	FY 13	FY14
Objective	N/A	N/A	N/A	31.00%	31.00%	36.00%
Actual	N/A	N/A	26.00%			
Difference	N/A	N/A	N/A			

*A favorable rating was determined by answering the question with agree or strongly agree.
**Not available until March survey conducted.

- Satisfied with opportunities for career growth and advancement.*

	FY 10	FY 11	FY 12	FY 13 YTD Actual **	FY 13	FY14
Objective	N/A	N/A	N/A	39.00%	39.00%	44.00%
Actual	N/A	N/A	34.00%			
Difference	N/A	N/A	N/A			

*A favorable rating was determined by answering the question with agree or strongly agree.
**Not available until March survey conducted.

Employee Satisfaction

Process: Conduct employee satisfaction survey

Outcomes:

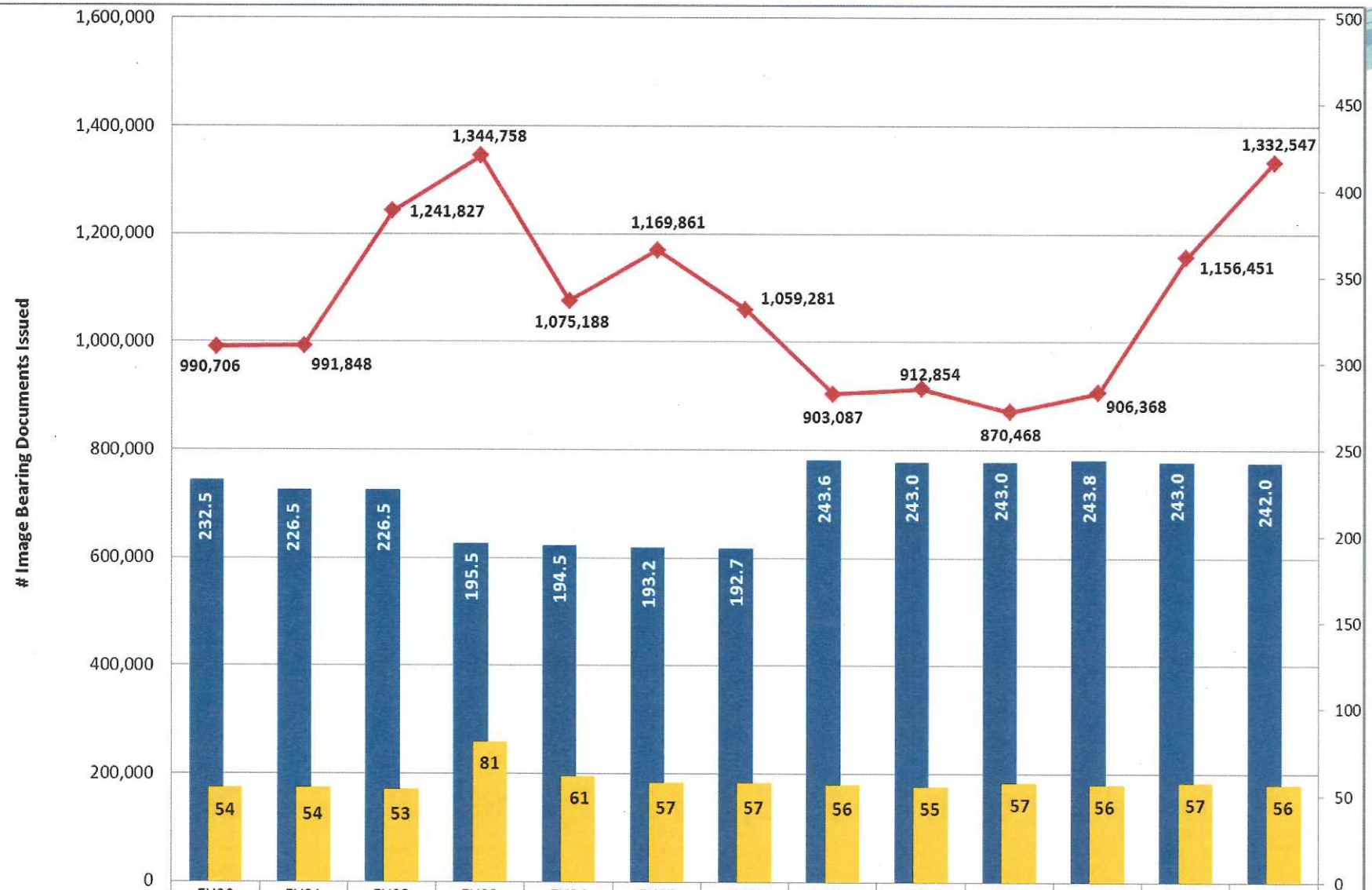
- Leaders give a clear picture of direction.*

	FY 10	FY 11	FY 12	FY 13 YTD Actual **	FY 13	FY14
Objective	N/A	N/A	N/A	33.00%	33.00%	38.00%
Actual	N/A	N/A	28.00%			
Difference	N/A	N/A	N/A			

*A favorable rating was determined by answering the question with agree or strongly agree.
**Not available until March survey conducted.

Regulatory Agenda

- Required by H.B. 12-1008
- Required to be posted by November 1, 2012 on website
- Conducted LEAN project to consolidate 9 processes into 1
- Compliant with EO 11-5, EO 12-2, and H.B. 12-1008



	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
FTE Appropriation	232.5	226.5	226.5	195.5	194.5	193.2	192.7	243.6	243.0	243.0	243.8	243.0	242.0
# of Offices	54	54	53	81	61	57	57	56	55	57	56	57	56
# Image Docs Issued	990,706	991,848	1,241,827	1,344,758	1,075,188	1,169,861	1,059,281	903,087	912,854	870,468	906,368	1,156,451	1,332,547
Regular Driver's License	$15.00	$15.00	$15.00	$15.60	$15.60	$15.60	$15.60	$21.00	$21.00	$21.00	$21.00	$21.00	$21.00
CDL	$25.00	$25.00	$25.00	$25.60	$25.60	$25.60	$25.60	$35.00	$35.00	$35.00	$35.00	$35.00	$35.00
Permit	$10.00	$10.00	$10.00	$10.00	$10.00	$10.00	$10.00	$14.00	$14.00	$14.00	$14.00	$14.00	$14.00
ID Card	$3.50	$3.50	$3.50	$4.10	$4.10	$4.10	$7.60	$10.50	$10.50	$10.50	$10.50	$10.50	$10.50