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Message from the Director

It is with great pleasure that I present the Department of Revenue's Strategic Plan. Over the past year, an employee committee has been working with the Department's executive leadership team in developing a strategic plan that incorporates all aspects of the work we do to include: taxation, lottery, enforcement, and motor vehicles. Although it may seem that we perform diverse functions we really are similar in a lot of ways and we are all committed to the following five overarching goals:

- Be respectful to our customers by providing processes that are clear, simple, timely, and convenient.
- Provide responsible financial, resource, and project management that builds a sustainable foundation utilizing a high standard of care.
- Promote fairness and consistency in the application of the law.
- Recruit, develop, retain, and value a high-quality, diverse workforce in an environment that promotes collaboration, professional development, and employee innovation.
- Maximize public trust through responsible stewardship and transparent processes.

We are unique in that through our services, we touch every person in the State. Our success in accomplishing our goals is dependent on our relationships with our customers, stakeholders, and our employees. This plan aids us in meeting the Governor's goals of being more efficient, effective, and elegant.

I want to thank the employee working group for their time and dedication in formulating this plan. They are Brett Close from the Division of Motor Vehicles, Ro Silva from Taxation, Deanna Erstad from Budget and Financial Services, Andrew Gale from Human Resources, Tom Cargal from Lottery, Charles LaHeist from the Office of Information Technology, Dena Pisciotte from Central Department Operations and COWINS, Sue Spriggs from the Central Budget Office, and Heather Copp, our Deputy Executive Director who led the effort. Without their insight and knowledge of the Department, this could not have been possible.

I want you to know that every one of you is critical to our success. With this plan, you should be able to see how what you do every day aligns with the strategy and direction of the Department of Revenue.

We are committed to continuously improving so that we will reach our vision of becoming the "premier Department of Revenue known for its outstanding customer service, innovation, and dedicated employees."

Sincerely,

A handwritten signature in blue ink that reads "Barbara J. Brohl". The signature is written in a cursive, flowing style.

Barbara J. Brohl

Introduction

The Colorado Department of Taxation and Revenue was created by an act of the General Assembly in 1941. With the creation of this new department, the Department of Taxation was headed by the Colorado Tax Commission and the Department of Revenue was headed by the Director of Revenue which was created at that time and appointed by the Governor. Within the Department of Revenue, the Division of Enforcement was created and managed by another newly created position, the Deputy Director of Revenue, which was appointed by the Director of Revenue.

In 1945, the General Assembly created the Motor Vehicle Dealers Administration and named the Director of Revenue as the Motor Vehicle Administrator. Additionally, in 1955, the General Assembly determined that the Director of Revenue would head another newly created division, the Motor Vehicle Inspection Division, which would eventually become the Ports of Entry Division in 1968. Also in 1968, the General Assembly abolished the Department of Taxation and Revenue and created the Colorado Department of Revenue (CDOR) to be headed by the Executive Director appointed by the Governor. The newly formed CDOR was to include the Division of Enforcement, the Motor Vehicle Division, the Ports of Entry Division and the Liquor Enforcement Division which was transferred from the Secretary of State's Office.¹ Since then, the State Lottery Division was created in 1982, the Gaming Division was established in 1991, and most recently the Medical Marijuana Enforcement Division was created in 2010.

Today, CDOR is one of the few state agencies that provide services for almost every adult in the state. From administering the collection of sales and income taxes, issuing driver licenses and vehicle registrations, administering the state and multi-state lottery and scratch games, to the enforcement and regulation of gaming establishments, horse racing, liquor sales, auto dealers and most recently medical marijuana dispensaries, the scope of CDOR is broad and wide reaching. Additionally, CDOR conducts comprehensive programs to inform and educate the public and encourage voluntary compliance.

In FY 2011-12, CDOR maintained almost 125,000 active sales tax accounts and 178,000 active wage withholding accounts. During this same time period, 2.6 million individual income tax returns and almost 51,000 corporate income tax returns were processed. Overall in FY 2011-12, the CDOR collected almost \$9 billion in tax revenues including sales, use, income, alcoholic beverages, cigarette and tobacco, racing, gaming and severance taxes. This revenue was deposited into the General Fund, Highway User's Tax Fund or distributed to local jurisdictions.

¹ State of Colorado Department of Personnel and Administration, Colorado State Archives; Staff Archivist 1976

The Division of Motor Vehicles issues driver licenses and identification cards and maintains all driver records. Driver license issuance saw an increase of 13.2% in FY 2011-12 due to the expiration of both the five and ten year licenses. There were 1,332,547 driver license documents issued in FY 2011-12. The Motor Vehicle Division also provides oversight and support for the vehicle titling and registration processes and system as well as the State's vehicle emissions program. Motor vehicle title applications received by the department also saw a slight increase over the previous year as more than 1.5 million applications were received. The total number of registered vehicles for the state was almost 5.2 million for FY 2011-12.

The Motor Carriers Services Division of the department included the International Registration Plan, which registers interstate commercial vehicles. The International Registration Plan registers and issues license plates for more than 3,000 Colorado-based interstate commercial vehicles, generating over \$58 million in revenue for the state in FY 2011-12. The Colorado Ports of Entry enforces state and federal size, weight, and safety regulations for commercial vehicles. Approximately 5.6 million trucks were cleared through the Colorado Ports of Entry in FY 2011-12. HB12-1119 was passed by the General Assembly in the 2012 Legislative Session transferring the administration of the Colorado Ports of Entry from the CDOR to the Colorado Department of Public Safety effective July 1, 2012. At that time, the International Registration program was relocated in the Division of Motor Vehicles, effectively dissolving the Motor Carrier Services Division.

The Enforcement Business Group of CDOR has the responsibility of licensing and regulating a wide variety of businesses throughout the state through its various divisions, which include the Gaming Division, Racing Division, Liquor and Tobacco Enforcement Division, Auto Industry Division, and most recently, Medical Marijuana Enforcement Division. The charge of the Enforcement Business Group is to enforce the laws of the state concerning liquor, tobacco, and medical marijuana, have an oversight role in the gaming and racing industries and regulate motor vehicle sales. In FY 2011-12, 41 gaming establishments were licensed and active which produced \$102.1 million in Gaming tax revenues. The Liquor Enforcement Division performed 1,278 investigations in FY 2011-12 with 87% of those resulting in criminal penalties or administrative sanctions. There were 2,070 statewide compliance checks completed for sales of tobacco to minors with a 92% compliance rate. The Auto Industry Division licensed 12,919 auto dealers and sales representatives while the Racing Division collected over \$598,000 in racing related taxes. The Medical Marijuana Division received 4,681 occupational license applications in FY2011-12 which generated \$304,000 in license revenue. Due to the statutory moratorium on new medical marijuana business license applications from August 2, 2010 through July 1, 2012, no new business applications were accepted in FY 2011-12.

Lastly, the Colorado State Lottery increased gross sales by 5.1% in FY 2011-12 over the previous year. Consequently, the total proceeds increased substantially from 21.8% in FY 2010-11 to 22.6% in FY2011-12, thereby increasing distributions to the Conservation Trust Fund, Great Outdoors Colorado, Colorado Parks and Wildlife, and the Public School Capital Construction Assistance Fund. The FY 2011-12 proceeds totaled \$2.4 billion, the highest since the Lottery's inception in 1983.

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.

Values

C - Communication

D - Dedication

O - Ownership

R - Responsible Government

T -Teamwork

R - Respect

U - Unity

S - Stewardship

T -Transparency

Values

Communication - Encourage an inclusive environment that fosters ongoing creative exchange of information and ideas between employees, management, and the public

Dedication - Demonstrate a strong support for the mission of the organization and service to the people of Colorado

Ownership -

- Promote active and constructive participation in the organization
- Take pride in the organization and what you do
- Create a sense of community

Responsible Government - Guarantee responsiveness, accountability, and pursue policies and ideas that are prudent and consistent.

Teamwork - Work collaboratively to achieve a common goal

Respect - Value customers' and employees' opinions and thoughts and treat them with dignity

Unity - Foster a unified Department of Revenue

Stewardship - Ensure careful and responsible collection and distribution of the public's money and information

Transparency - Utilize processes, procedures, and forms that are understandable and easy to use

Goals

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

- *Customer Service*
- *Fiduciary Responsibility*
- *Statutory Responsibility*
- *Employees*
- *Public Confidence*

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.

This plan outlines the objectives and strategies that the Department will employ to achieve these goals.

Goal: Customer Service

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

Strategies:

The Department is highly focused on delivering excellent customer service. Over the last year, the Wait-Less program was implemented in two of the state's front-range driver license offices that provides online appointment scheduling and electronic queuing that automatically routes customers. This system is scheduled to be expanded into 11 additional offices by the end of 2012. In addition, the Department has and will continue to utilize LEAN tools to evaluate tax and driver license processes to identify changes that will improve the customer's experience and provide efficiencies.

Objectives:

- The Tax Call Center will answer calls within an average of 10 minutes of entering the queue for FY 2012-13.
- The Tax Call Center will block less than 25% of calls in FY 2012-13.
- The Driver Services Call Center will decrease the average call wait time by 17% in FY 2012-13.
- The Driver Services Call Center will block less than 5% of calls on an annual basis.
- Titles and Registrations Call Center will answer 100% of calls within an average of 1 minute of entering the queue on an annual basis.
- Driver License customer transactions will be completed within an average of 60 minutes in Driver License offices where Wait-Less is deployed.
- 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.
- Increase the number of driver license renewals processed online by 20% over the previous year.
- Increase e-filed individual income tax returns as a percentage of total income tax returns filed by 5% over the previous year.

- Increase e-filed sales tax returns as a percentage of total sales tax returns filed by 20% over the previous year.
- 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.
- 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.
- The percentage of International Registration Plan (IRP) registrations completed through electronic filing will increase 5% each year.

Goal: Fiduciary Responsibility

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

Strategies:

The Department of Revenue performs a pivotal function in the funding of Colorado's legislative and executive branches. Nearly all of the funds collected for Colorado government functions flow through the Department. It is the Department's goal to accomplish these objectives through better enforcement, auditing, and improved processes.

Objectives:

- 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.
- Increase the percentage of funds deposited within 24 hours of being received to reach a goal of 95%.
- Taxation will strive to have \$385,000,000 in audit assessments each year.
- The Department will complete 80% of projects that have committed deliverables, funding, and identified timelines.

Goal: Statutory Responsibility

Promote fairness and consistency in the application of the law.

Strategies:

The Department will comply with statutory responsibilities by ensuring compliance with applicable federal and state laws. Additionally, when reviewing existing rules and regulations or creating new rules and regulations, staff will ensure that the rule is relevant and required, easy to understand, not unreasonably burdensome and has stakeholder involvement.

Objectives:

- 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.
- 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.
- 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.
- Complete required audits of 3rd party Commercial Driving Schools on an annual basis.
- Complete required audits of Commercial Driver License Testing Units on an annual basis.
- Complete required audits of Emissions Testing Facilities on an annual basis.

Goal: Employees

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

Strategies:

The Department will utilize the employee newsletter, deploy a more formal and deliberate employee appreciation process, develop an employee recognition program, and utilize the employee survey that was previously administered by the Department of Personnel and Administration (DPA) as a baseline for future measurement of growth as it relates to employee satisfaction.

Objectives:

- The average number of days it takes the Department to fill 100% of vacant positions from the submittal of the personnel request form to Human Resources, to the job offer will be reduced by 10% each year.
- Improve employee satisfaction by a rate of 5% points for each of the three categories below from the baseline established by the DPA employee survey.
 - Capacity to act on innovative ideas.
 - Satisfied with opportunities for career growth and advancement.
 - Leaders give a clear picture of direction.

Goal: Public Confidence

Maximize public trust through responsible stewardship and transparent processes.

Strategies:

Maximizing the public trust is vital due to the kind of work required of the Department, such as collecting revenues, enforcing statutes and regulations which ensure the safety of citizens against unfair, fraudulent, and dangerous business practices. These objectives will be met through better communication with stakeholders and customers through the creation and implementation of an outreach plan, updating the CDOR continuity of operations plan, and overall timeliness, thoroughness, and transparency of inspections and rules.

Objectives:

- Ensure integrity of games in gaming and lottery.
 - 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.
 - The Lottery Division shall conduct Integrity Compliance Investigations on 100% of retailers identified as having a track record for inconsistent application of the rules and laws governing the Lottery and its retailer base.
 - The Lottery Division shall increase the percentage of regular compliance investigations annually designed to assist retailers with best business practices related to security, fraud and integrity issues to instill confidence by the playing public and the retailer force.

Appendix A

Goal: Customer Service

Objective: 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	FY14
Objective	0:05:00	0:05:00	0:05:00	0:10:00	0:09:30
Actual	0:08:35	0:13:05	0:08:38		
Difference	-0:03:35	-0:08:05	-0:03:38		

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	25%	24%
Actual	17%	51%	41%		
Difference	N/A	N/A	N/A		

*The outcomes for these objectives are interdependent.

Objective: The Driver Services Call Center will decrease the average call wait time by 17% in FY 2012-13.

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	0:15:00	0:15:00	0:12:00	0:08:30	0:08:00
Actual	0:12:59	0:12:27	0:08:41		
Difference	0:02:01	0:02:33	0:03:19		

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	5%	5%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

*The outcomes for these objectives are interdependent.

Objective: 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	FY14
Objective	100%	100%	100%	100%	100%
Actual	93%	92%	82%		
Difference	-7%	-8%	-18%		

Objective: Driver License customer transactions will be completed within an average of 60 minutes in Driver License offices where Wait-Less is deployed.

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	70%	75%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

Objective: 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.

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	163,860	194,513	233,416
Actual	21,609	109,242	162,094		
Difference	N/A	N/A	-1,766		

Objective: 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	FY14
Objective	N/A	N/A	N/A	84.0%	88.2%
Actual	64.0%	74.0%	80.0%		
Difference	N/A	N/A	N/A		

Objective: 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	FY14
Objective	N/A	N/A	N/A	42.0%	50.4%
Actual	13.0%	13.0%	35.0%		
Difference	N/A	N/A	N/A		

Objective: 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	FY14
Objective	N/A	N/A	N/A	90%	90%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

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

Objective: 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	FY14
Objective	N/A	N/A	N/A	70%	75%
Actual	N/A	N/A	N/A		
Difference	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.

Objective: The percentage of International Registration Plan (IRP) registrations completed through electronic filing will increase 5% per year.

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	25%	30%
Actual	52.1%	3.8 %*	20.2%		
Difference	N/A	N/A	N/A		

*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.

Goal: Fiduciary Responsibility

Objective: 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 the amount of proceeds distributed by the total sales.

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

Objective: 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	FY14
Objective	N/A	N/A	N/A	95%	95%
Actual	91%	92%	93%		
Difference	N/A	N/A	N/A		

Objective: Taxation will strive to have \$385,000,000 in audit assessments each year.

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

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

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	80%	80%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

Goal: Statutory Responsibility

Objective: 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 HB 12-1008.

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	20%	20%
Actual	N/A	N/A	N/A		
Difference	N/A	N/A	N/A		

Objective: 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	CY14
Objective	N/A	100%	100%	100%	100%
Actual	N/A	96%	100%		
Difference	N/A	-4%	0%		

Objective: 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	FY14
Objective	N/A	N/A	N/A	90%	90%
Actual	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 applications initiated as of July 1, 2012 and does not include the "backlog" of applications, from prior years that are being worked simultaneously.

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

	FY 10	FY 11	FY 12	FY 13	FY 14
Objective	100%	100%	100%	100%	100%
Actual	100%	100%	100%		
Difference	0	0	0		

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	100%	100%	100%	100%	100%
Actual	77.24%	89.05%	86.40%		
Difference	-22.76%	-10.95%	-13.60%		

*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.

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	100%	100%	100%	100%	100%
Actual	94.82%	104.10%*	98.78%**		
Difference	-5.18%	4.10%	-1.22%		

*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.

Goal: Employees

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

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

Objective: Improve employee satisfaction by a rate of 5% points within the three categories below from the baseline established by the DPA employee survey.

- Capacity to act on innovative ideas.*

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	31%	36%
Actual	N/A	N/A	26%		
Difference	N/A	N/A	N/A		

*A favorable rating was determined by answering the question with agree or strongly agree.

- Satisfied with opportunities for career growth and advancement.*

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	39%	44%
Actual	N/A	N/A	34%		
Difference	N/A	N/A	N/A		

*A favorable rating was determined by answering the question with agree or strongly agree.

- Leaders give a clear picture of direction.*

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	N/A	33%	38%
Actual	N/A	N/A	28%		
Difference	N/A	N/A	N/A		

*A favorable rating was determined by answering the question with agree or strongly agree.

Goal: Public Confidence

Objective: Ensure integrity of games in gaming and lottery.

- 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	FY14
Objective	100%	100%	100%	100%	100%
Actual	100%	100%	100%		
Difference	0	0	0		

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

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	100%	100%	100%
Actual	N/A	N/A	100%		
Difference	N/A	N/A	0		

- The Lottery Division shall increase the percentage of regular compliance investigations annually which are designed to assist retailers with best business practices related to security, fraud and integrity issues.*

	FY 10	FY 11	FY 12	FY 13	FY14
Objective	N/A	N/A	12%	25%	33%
Actual	N/A	N/A	12%		
Difference	N/A	N/A	0		

*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.