

Department of Revenue
FY 2026-27 Joint Budget
Committee Hearing Agenda

Thursday, December 18th 2025
9:00 AM – 10:00 AM

9:00 – 9:10 Introductions and Opening Comments

Presenter: Heidi Humphreys, Executive Director

9:10 - 9:20 General Fund Reductions

Main Presenters:

- Heidi Humphreys, Executive Director

Topics:

- R1: DOR GF Reductions: Page 4, Question 1 in the packet, Slide 7
- Staff GF Reductions: Page 4, Question 1 in the packet, Slide 7

9:20 – 9:30 R3 Taxation Services

Main Presenters:

- Heidi Humphreys, Executive Director

Topics:

- R3 Taxation Services Resources: Page 4, Question 2 in the packet, Slides 8-11

9:30 – 9:40 DMV Realignment

Main Presenters:

- Electra Bustle, Senior Director, Division of Motor Vehicles

Topics:

- R2 DMV Realignment: Page 5, Question 3 in the packet, Slides 12-15
- DMV Operational Challenges: Page 5, Questions 4 & 5 in the packet, Slides 12-15

9:40 - 9:50 Marijuana Enforcement Division / MTCF / MCF

Main Presenters:

- Dominique Mendiola, Senior Director, Marijuana Enforcement Division

Topics:

- Intoxicating hemp and synthetic cannabinoids: Page 6, Questions 6-8 in the packet, Slides 16 & 17
- MTCF: Page 8, Question 9 in the packet, Slide 18
- Marijuana Enforcement Division: Page 8, Questions 10-12 in the packet, Slide 18

9:50 – 10:00 Colorado Lottery

Main Presenters:

- Heidi Humphreys, Executive Director

Topics:

- Colorado Lottery Update: Page 9, Questions 13-17 in the packet, Slides 19-21

Department of Revenue
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Common question For Department Hearings (Written-only Response)

1. Please provide a breakdown of your department's total advertising budget for the current and prior fiscal year. Specifically:
 - a. What is the total amount budgeted and expended on advertising and media placement type?
 - Tax (SUTS campaign): \$200,000 was budgeted and fully spent on the electronic sales and use tax simplification system (SUTS) campaign (HB23-1017).
 - Lottery
 - FY 2024-25 budget was \$8,315,463 of which \$7,569,469 was spent
 - FY 2025-26 budget is \$9,923,949
 - b. How are those advertising dollars allocated across different media types (e.g., television (national/local/cable), radio (terrestrial vs streaming), SEM, digital (display, YouTube), connected TV, social media, print, outdoor, etc.)?
 - Tax (SUTS campaign)
 - \$144,753 for advertising spots, including: Programmatic Video/Display (\$39,602), LinkedIn (\$7,370), Google Search (\$5,992), and local media (business journals, \$24,500)
 - \$200 on Facebook for tax help en español.
 - Lottery (approximate allocation)
 - Outdoor (out of home) advertising: 41%
 - Television: 21%
 - Digital Video: 13%
 - Radio: 10%
 - Social: 7%

- Display: 6%
 - Digital Audio: 2%
- c. How much of that spending is directed to Colorado-based or local media outlets? How is the media currently purchased?
- Tax (SUTS campaign)
 - \$24,500 was spent for ad placements in business journals throughout the state (Denver, Colorado Springs and Grand Junction)
 - Lottery
 - Media is purchased through the Denver-based Agency of Record, Cactus Inc.
 - All media placements are within the state of Colorado.
 - Approximately half of the TV and radio spend is with traditional “local” media outlets; the other half is through cable, streaming, and other digital mediums.
- d. What performance metrics or evaluation tools does the department use to measure the effectiveness of these advertising campaigns? What are the goals of the campaigns, and what key performance indicators are measured for success?
- Tax (SUTS Campaign): To increase new businesses signing up for SUTS. Key campaign results were
 - First-time filers increased by 130.4%
 - New registrations increased by 35.6%
 - Business filings increased by 38.2%
 - Lottery
 - High-level campaign goals: Increase sales and initiative awareness.
 - KPIs by channel: Include social engagement, video completion rate, cost per view, listen-through rate, click-through rate, cost per click, and impressions.
 - Evaluation tools: KPIs are compared to prior campaigns and industry benchmarks. Brand lift studies measure awareness, ad recall, and purchase interest. Quarterly consumer research tracks sentiment and advertising awareness.
- e. If any portion of advertising is managed through third-party vendors (or ‘partners’;) or media buying firms, please provide any available data or reporting from those companies on campaign performance and spending. How often do the departments discuss media placements with these vendors?

- Tax (SUTS campaign)
 - [SUTS campaign wrap report](#)
- Lottery
 - The agency provides formal reporting on a quarterly basis. As an example, [this is the most recent finalized quarterly report.](#)

f. Monthly or quarterly reporting - how is reporting delivered?

- Lottery
 - Performance is shared via presentation and comprehensive report on a quarterly basis.

2. [Sen. Bridges] Please provide your thoughts in writing on how to make taxes easier for the people of Colorado. What could we do to improve this system and make people's lives easier. IT system, Etc.

Colorado's tax system is complicated by the desire to offer relief to lower income taxpayers on the income tax form, resulting in complex forms and calculations for the taxpayers. As such, Colorado's tax system has many targeted, use-based tax credits, subtractions, and deductions all of which increase taxpayer burden and administrative complexity, and can incentivize fraud. Complexity is further introduced by means-testing and phase-out provisions. Tax simplicity is hard to achieve when the tax return is the only means by which some of these social benefits can be administered. If the tax system was restricted to true tax liability, simplification would be achievable. Maximizing conformity with the Federal Taxable Income baseline is the most effective policy tool to reduce taxpayer burden and stabilize the cost to administer. Simplification lacks flexibility.

Ironically, the Sales and Use Tax System (SUTS) also suffers from complexity which stems from decentralized state, county, statutory city, home-rule city, and special district taxes, each with varying bases and rules. Streamlining SUTS requires a comprehensive overhaul, including centralizing administration and standardizing tax bases, potentially requiring constitutional amendments for home-rule municipalities.

In conclusion, simplifying both income and sales tax systems fundamentally requires minimizing federal deviations, eliminating complex credits, and shifting social benefits administration away from the tax return, while also centralizing and standardizing the sales tax structure.

Discussion Questions for Department of Revenue Hearing

General Fund Reductions R1

1. Please discuss the General Fund reductions proposed by the Department of Revenue in the FY 2026-27 request as well as those proposed by staff. What impact would these reductions have on the Department's operations?

DOR met the identified reduction target for permanent and ongoing General Fund reductions.

These proposed reductions are mainly focused on the Executive Director's Office (EDO) and are expected to have a negligible negative impact on direct customer service and support delivery. The reduction in EDO personal services funding will be addressed through attrition and utilizing vacancy savings.

As JBC staff shared with the Committee during the Briefing, there is very little room for further GF reductions without directly impacting the service level that DOR currently provides to Coloradans. Since DOR is primarily cash funded, General Fund reductions mainly impact the Taxation Division and would likely be from personal services, reducing resources in an already underfunded/understaffed model from the Tax call center and service center support to taxpayers. There would be increased risk to the timely collection of state revenue from taxes and potential increase in time to issue income tax refunds to taxpayers.

Another reduction suggestion made by JBC staff was to again sweep funds from the License Plate Cash Fund (LPCF). This fund had over \$8 million swept last year through HB25-293. This bill required 80% of the remaining cash in the fund to be transferred out on June 30, 2025. The remaining cash balance equates to a 13% fund balance and is needed to pay for larger orders of license plates from Colorado Correctional Industries (CCi) and to cover the rising costs of aluminum in future orders.

R3 Taxation Services Resources

2. *[Sen. Amabile]* Given the small amounts for auditors, is there another way for the Department to recognize problems? Are those positions vital to capturing underpayments?

The federal enactment of H.R. 1 had significant implications on taxes, causing confusion in many areas. Overtime wages is a specific example of just one part of those impacts. The auditors identified in the budget request will be focused on ensuring that businesses are accurately reporting overtime compensation to their employees. This includes ensuring employees have the accurate amount to complete their Colorado income tax filings.

The Discovery resources requested will provide a similar function to ensure that employees are adding back the overtime income. The Discovery group uses data matching to identify gaps and discrepancies in tax filings and will leverage the employer reporting needed to administer the taxation of overtime. The Discovery group will then contact taxpayers to resolve those discrepancies.

DMV Organizational Realignment R2

3. *[Sen. Amabile]* Moving people away from driver's license services and into motor vehicle services seems to be the wrong direction if the problem is with driver's license issuance. Why are they moving in this direction?

This is not a new request to move positions. The positions (18 in total) identified in the R2 request are positions that were moved in 2021 to Driver Services (9) and Vehicle Services (9). However, the funding for the positions remained in the Driver License line item. This request merely aligns the funding of these positions with the programs they are assigned to. The Driver Services positions are assigned to the public call centers. The Vehicle Services positions support calls from the public and county partners and handle customer title work.

4. *[Sen. Amabile]* I am repeatedly hearing about the excessive time it takes for an appointment at the DMV. Many people are driving a significant distance from Denver to obtain an appointment in a reasonable time. What is the Department doing to address this issue? What is the plan?

The eligibility pool for Standard credentials increased significantly starting April 1, 2025, with the implementation of SB24-182, resulting in an influx of thousands of new customers each month. Crucially, this massive new volume is being pushed through the exact same appointment funnel that existed before the legislation, with no corresponding increase in staffing or appointment capacity. This critical mismatch between soaring demand and static supply is one of the main causes of the severe bottleneck and backlog currently being experienced. This, coupled with an outdated and rigid appointment system that lacks the flexibility needed to adjust to fluctuations in customer demand (such as surges in first-time appointments versus renewals) is preventing the DMV from optimally serving customers. Any changes made to the allocation of available appointments don't reflect in the actual customer-facing appointment choices until 90 days after the changes are made, because appointments are made available to the public and booked out 90 days in advance.

The approach to mitigating appointment lead times is multi-faceted, focusing on four key areas. First, enhance digital services through a social media campaign educating customers

about online services and eligibility, website revamp, a customer portal, and a rewrite of e-services explanations/guidance. Second, improve customer contact by revamping the website and rewriting other customer communications. Third, the strategy includes implementing a Flexible Appointment System Management through the procurement of a new appointment system and piloting hybrid models in some offices. Finally, optimizing staffing and resources. Five full-time employees (FTE) have been added to the most impacted driver license offices. Advisors (less expensive FTE) are being added to busier offices to serve as greeters, allowing technicians to remain focused on the counter to ensure that as many customers as possible are being served.

5. *[Sen Bridges]* How is the Department going to get this back on track to where it was a few years ago when customer satisfaction with the DMV was high?

Customer satisfaction remains at a high level (excluding the appointment lead time). Once a customer is at an office, customers regularly rate the service high. In July 2024, the DMV implemented a new, more sophisticated and robust customer feedback software. Customer satisfaction scores remain at 3.6 out of a 4 rating scale. Our staff continue to go above and beyond to ensure our customers are served.

Marijuana Enforcement Division / MTCF / MCF

6. *[Sen. Amabile]* The GA is looking at a bill to allow the sale of intoxicating Hemp beverages in bars, convenience stores, etc. Is there a way to tax those items and put that money toward MTCF/MCF? Could we do that?

This will ultimately depend on the language / details of any such proposal. However, we anticipate this would require new statutory authority and a commensurate regulatory framework.

Absent intoxicating hemp-derived THC beverages being more clearly defined as “regulated marijuana” (due to the product’s THC content) and incorporated into the current regulatory framework for regulated marijuana (for example, to designate hemp-derived THC beverages as “regulated marijuana” in order to be subject to the current state excise and special sales tax), it may require a ballot initiative to separately establish and direct any new tax revenue to the MTCF and/or MCF.

The hemp-derived THC beverage proposal seeks to distinguish THC beverages derived from hemp from the State’s regulated marijuana framework such that it would **not** be taxed or regulated similarly, despite the same THC concentration as products in the regulated

marijuana market (e.g. 10 milligrams of THC per serving).

Recent federal action separates industrial hemp from cannabinoid hemp in a manner that would deem the THC beverages derived from hemp (as proposed by the Hemp Beverage Alliance) as “marijuana” under federal law. However, that federal law does not take effect for a year and conflicts between federal and state law would remain. A summary of those recent changes to federal law can be found [here](#).

7. *[Sen. Amabile]* Also, how do they think unleashing the intoxicating hemp goods would impact marijuana sales and revenue?

While THC beverages in Colorado’s regulated marijuana framework are currently a small percentage of the regulated marijuana market, MED believes establishing allowances for additional intoxicating hemp products in Colorado will drive further decline in revenue to the MTCF. For example, the MED understands the Hemp Beverage Alliance proposal would allow hemp beverages at 10 milligrams THC to be made available in retail environments outside of the regulated marijuana market, while regulated marijuana products would remain restricted to regulated marijuana stores, are subject to strict packaging and labeling requirements, and are also subject to a 10 milligram limit of total THC per serving.

However, this will ultimately depend on the language / details of any such proposal.

8. *[Sen. Amabile]* How will changes to federal law impact state level efforts with intoxicating hemp? Could the state proceed with formal legalization even with the federal policy changes? How will all of this impact the marijuana industry and marijuana revenues?

Recent federal action separates industrial hemp from cannabinoid hemp, which would federally outlaw many products known as “intoxicating hemp products” and takes effect in approximately a year. However, it is unclear whether or when any federal enforcement may occur. Further, states are expected to address this differently from state to state based on a variety of factors. A summary of those recent changes to federal law can be found [here](#).

Regarding state level efforts, the MED does not have jurisdiction over the retail sale of intoxicating hemp-derived products. The MED’s enforcement team currently has 28 FTE prioritizing preventing youth access and product safety efforts. This team inspects over 1,000 regulated marijuana licenses, conducts over 400 underage compliance checks, and handles over 200 product safety investigations.

MED has seen increased needs to focus more resources towards investigating intoxicating

hemp-related issues, which include matters that are outside MED’s jurisdiction but still requires deployment of resources. For example, when receiving reports of youth access concerns or reports of an adverse health event, the MED deploys resources to verify whether these matters involve the sale of regulated marijuana (which is within MED’s jurisdiction), or whether the products in question are in fact intoxicating hemp products (the sale of which the MED has no jurisdiction). If it is determined to be outside of MED jurisdiction, the MED works to identify and coordinate with the appropriate state and/or local agency authority to further address the concern.

9. *[Sen. Bridges]* What is the interaction between MTCF and MCF to fund enforcement within MED? Is MED able to effectively regulate the industry given the constrained cash fund?

While the MTCF (funded by tax) now provides partial support (\$3.5M restored) to the MCF which is funded by fees, it is insufficient to fully restore capacity for MED enforcement resources. Based on market trends, the MED anticipates it will continue to encounter budget and resource constraints that will impact its regulatory oversight and enforcement capabilities for regulated marijuana licensees. Any additional increase in funding from the MTCF will allow MED to move in a positive direction towards restoring full capacity operations.

State agencies (MED, CDPHE, AGO) are restricted in the ability to enforce existing prohibitions on the sale of IHP at retail due to factors such as:

- Enforcement of IHP retail sales prohibitions require local law enforcement action/interest.
- The MED lacks delegated regulatory authority over IHP retail sales.
- CDPHE authority is limited to manufacturing and storage of IHP.
- CO AG has jurisdiction pursuant to the state’s Consumer Protection Act, but with limited resources (3 FTE) and case complexities.

(From Marijuana Tax Policy Briefing 11/12)

10. *[Sen. Amabile]* Do we have data on what is the ratio of concentrates that are being sold relative to the amount of “bud”. If so, what is that split?

In terms of gross revenues, flower and trim comprise 55% of annual sales to consumers while concentrates comprise 32% of annual sales to consumers.

11. *[Rep. Taggart] Do we know if we have hit the bottom from a supply side?*

Prices have continued on a downward trend over the last 12 months. Flower products are down approximately 3.6% in average price per gram and concentrates are down 1.5% in average price per gram over the last 12 months.

Supply numbers in terms of plants being cultivated or inventory on shelves continue on a downward trend as well based on the continued reduction in the number of regulated marijuana licenses statewide.

12. *[Sen. Amabile] We know prices are going down but is consumption going down also?*

While not specific to either Colorado or regulated marijuana, The National Institute of Health recently released findings that cannabis use among adults remains steady.

<https://nida.nih.gov/news-events/news-releases/2024/08/cannabis-and-hallucinogen-use-among-adults-remained-at-historic-highs-in-2023>

Additional Info from NIH: “Cannabis use in the past year and past month remained at historically high levels for both adult age groups in 2023. Among adults 19 to 30 years old, approximately 42% reported cannabis use in the past year, 29% in the past month, and 10% daily use (use on 20 or more occasions in the past 30 days). Among adults 35 to 50, reports of use reached 29%, 19%, and 8%, respectively. While these 2023 estimates are not statistically different from those of 2022, they do reflect five- and 10-year increases for both age groups.”

Colorado Lottery

13. *[Sen Bridges] Are the dollars the State has given to the Lottery for additional marketing and sales initiatives dollars at the cost of beneficiaries? If we reduced the Lottery administration funds, would the dollars flow through to Lottery beneficiaries?*

- **Beneficiary Proceeds Calculation:** Proceeds equal sales minus all expenses (prizes, retailer commissions, vendor fees, and all personnel, administrative, and operating costs). A \$1 reduction in any expense increases beneficiary proceeds by \$1.
- **FY 2025-26 Spending Authority:** Increased spending authority for staffing, Marketing & Communications, and Vendor Fees has not been fully committed for this first year.
 - Staffing will increase based on need.

- Marketing & Communications spending is carefully evaluated for leverage and effectiveness (e.g., campaign for the new "Millionaire for Life" game replacing "Lucky for Life" in February).
- Vendor Fees generally increase only if sales increase, as they are largely based on a percentage of sales.
- **Focus on Maximizing Beneficiary Proceeds:** The Lottery team's primary goal is to maximize beneficiary proceeds, and all spending is scrutinized toward this objective.
- **Expense Control Success:** Personnel, Marketing & Communications, and operating and administrative expenses have been 3.5% or less of total sales over the past 4 years, down from an average of 4.5% in the preceding five years.

14. [Sen Bridges] Please provide a return on investment from the funding that Lottery has received from the General Assembly in recent years? How have these dollars generated value for Lottery beneficiaries? Can Lottery trace the impact of the additional sales, marketing, and advertising expenditures? How has total Lottery revenue grown as a result of these investments?

The Lottery has experienced a high return on investment (ROI) from its operational strategy and past funding, demonstrated by a significant increase in proceeds for beneficiaries and improved administrative efficiency. While the impact of the increased marketing spending authority is still unfolding, the overall trend confirms that the actions taken have paid off for beneficiaries.

Key Takeaways and Growth Metrics

Lottery has grown its financial output for beneficiaries while becoming more efficient:

Table 1: Lottery Sales, Beneficiary Proceeds, and Admin Costs

Metric	FY 2017 - 19 (3 year average)	FY 2023 - 25 (3 year average)	Percentage Change
Total Annual Sales	\$615.7 million	\$872.8 million	+41.7%
Annual Proceeds for Beneficiaries	\$146.9 million	\$187.2 million	+27.4%
Admin Costs as % of Sales	4.6%	3.3%	-28.3% (Efficiency Gain)

- **Value Generation:** Proceeds for beneficiaries have grown by nearly \$40 million on average per year, showing a clear, positive return.
- **Efficiency:** Administrative costs have dramatically dropped relative to sales, demonstrating that the Lottery is operating more efficiently as it grows.

Impact of Sales, Marketing, and Advertising Expenditures

1. Increased Spending Authority Impact:

- The largest increase in marketing spending authority is for the current fiscal year, making it too early to assess the full ROI.
- Early Results (YTD through November): Scratch sales are up 3.3% (\$8.1 million), and Jackpot sales are up 39.1% (\$36.0 million), suggesting a positive early impact.

2. Measurable Investment Success:

- A \$5 million investment in additional vending machines yielded an \$11 million increase in scratch sales between FY 2023-24 and FY 2024-25, demonstrating a strong ROI for that specific capital expenditure.

3. Risk of Underspending on Marketing:

- While spending less on marketing would save money immediately, it is considered a risk to long-term sales and beneficiary proceeds.
- The Lottery's marketing outlay is currently about 1.6% of sales, significantly lower than typical retailers (4–6%) or consumer goods companies (18–25%). Cutting this low level of spending would likely lead to a long-term decline in sales, hurting the beneficiaries the most.

In conclusion, the Lottery has successfully generated increasing value for its beneficiaries through sales growth and improved efficiency. Specific investments have demonstrated a strong ROI, and continued, strategic spending on marketing is viewed as essential to sustaining and growing the current level of beneficiary funding. The Lottery's operational strategy and past funding have yielded a high ROI, significantly increasing beneficiary proceeds and administrative efficiency. The overall trend confirms the payoff for beneficiaries.

15. [Sen. Amabile] Regarding the authority to use credit cards for lottery. How did Lottery get that authority? What changed? And how has that impacted revenues?

- The Commission holds the exclusive authority to set lottery rules, including the method of ticket sales (CRS 44-40-109).

- HB22-1402, enacted in June 2022, removed the cash-only sales requirement.
- The Lottery completed a thorough rulemaking process, which included public review and a rescheduled hearing for full notice.
- The Commission approved the rule for non-cash purchases on November 19, 2025.
- Currently, the Lottery has not implemented credit card usage at retailers. The Lottery will not enable credit card usage until best practices and responsible gaming support for these types of transactions have been established.
- Allowing credit card use is expected to offer convenience, expand the player base, and potentially increase sales, retailer commission, and proceeds for beneficiaries. Allowing credit card use provides an opportunity for Coloradans who don't routinely carry cash to play the lottery and be more convenient for our current players.

16. [Sen Bridges] The Governor vetoed a bill allowing people to gamble on credit in casinos but is now allowing people to gamble on credit on their phones. How do those two decisions align? Please explain.

This is a question best answered by the Governor.

17. [Sen Bridges] Specifically, how does allowing gambling on cell phones with credit cards fit with this statement Gov. Polis made in his [veto letter of SB23-259](#)?

“...My focus is on saving Coloradans money, not exposing them to loans ...that could be their financial ruin. To be clear, anyone of sound mind has the legal right to enter into a financially disastrous loan or transaction, but I am skeptical of the ability of a person with a gambling disorder to provide meaningful informed consent while engaged in gambling.”

This is a question best answered by the Governor.



Joint Budget Committee FY 2026-27 Hearing

December 18, 2025

Agenda

- Department Overview
- General Fund Reductions
- Discussion Topics from the Briefing



DOR Organizational Chart

Executive Director's Office

Legislative Liaison

Financial Services

Deputy Executive Director

Divisions

Motor
Vehicles

Taxation

Lottery

Marijuana

Natural
Medicine

Auto
Industry

Gaming &
Sports Betting

Racing

Firearms
Dealer

Liquor &
Tobacco

[Specialized Business Group]

Administrative Office
Division

Communications

Hearings Division

Human Resources

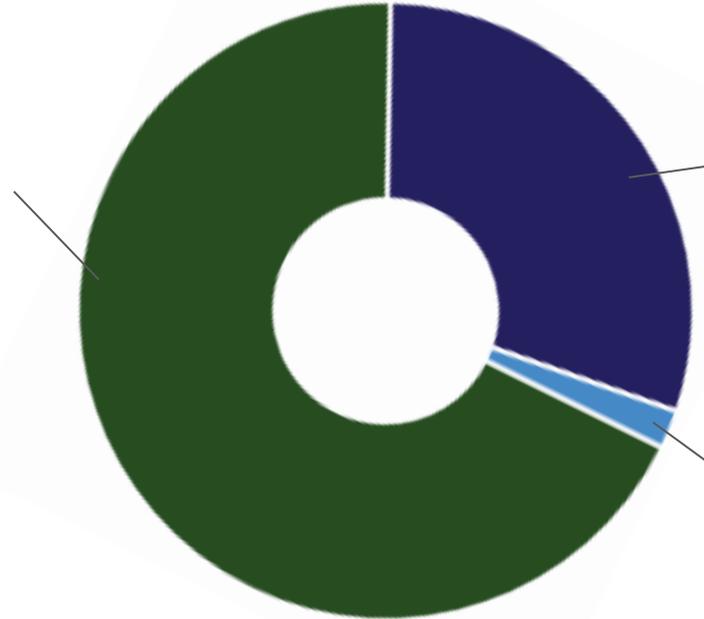
Innovation, Strategy
and Development

Internal Audit

Funding Summary

70%
Cash
Funds

DOR manages 24
separate cash
funds



28%
General
Fund

2% Reappropriated
and Federal Funds





Discussion Topics from the Briefing

Topics

- 10 mins - General Fund Reductions
- 10 mins - R-03 H.R. 1 Tax Resources & Programming
- 10 mins - DMV Appointments
- 10 mins - Intoxicating Hemp Products
- 10 mins - Lottery



Summary of Decision Items

Req. #	Title	Request Summary
R-01	DOR General Fund Reduction	(\$638K GF) in FY 2025-26 (\$1.3M GF) in FY 2026-27 and ongoing
R-02	DOR General Fund Reduction & Alignment	(\$21K GF) in FY 2026-27 and ongoing
S-01/R-03	Taxation Division: H.R. 1 Tax Resources & Programming	\$35K GF in FY 2025-26 \$2.1M GF + 23.0 FTE in FY 2026-27 \$2.3M GF + 26.0 FTE in FY 2027-28 and ongoing

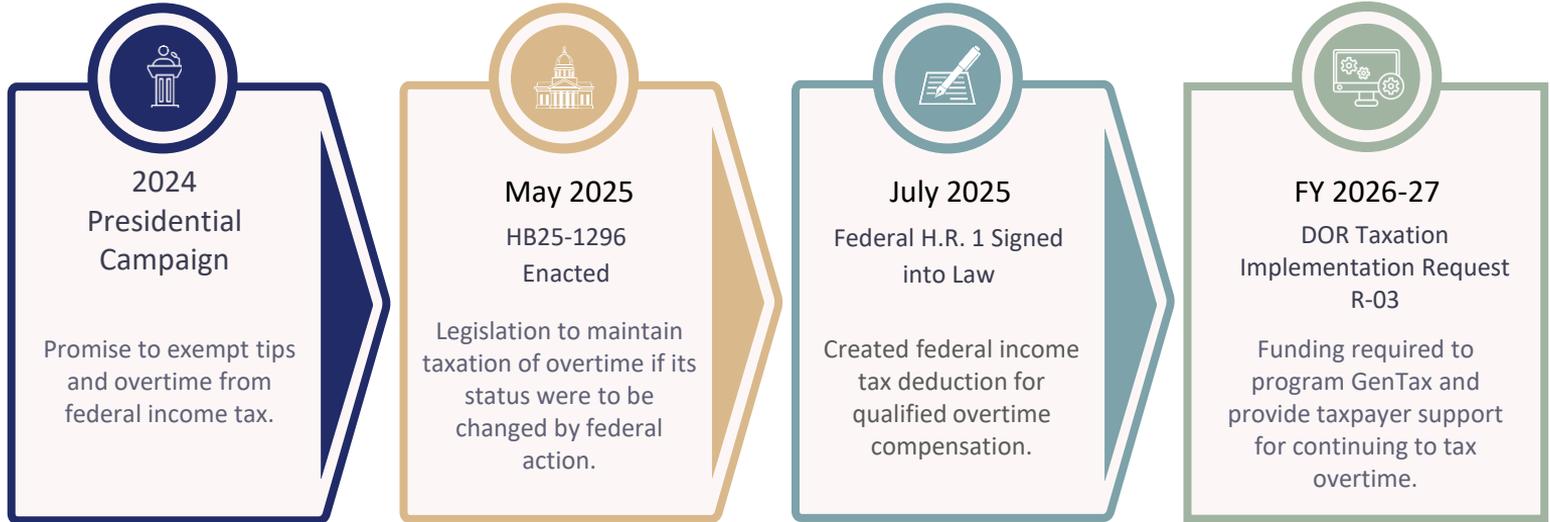




R-03 H.R. 1 Tax Resources & Programming 10 minutes

Timeline of Federal and State Action

Provisions of H.R. 1 will have significant effects on the State, which DOR will need to address through taxpayer education and other changes. One example is the taxability of overtime and tips.

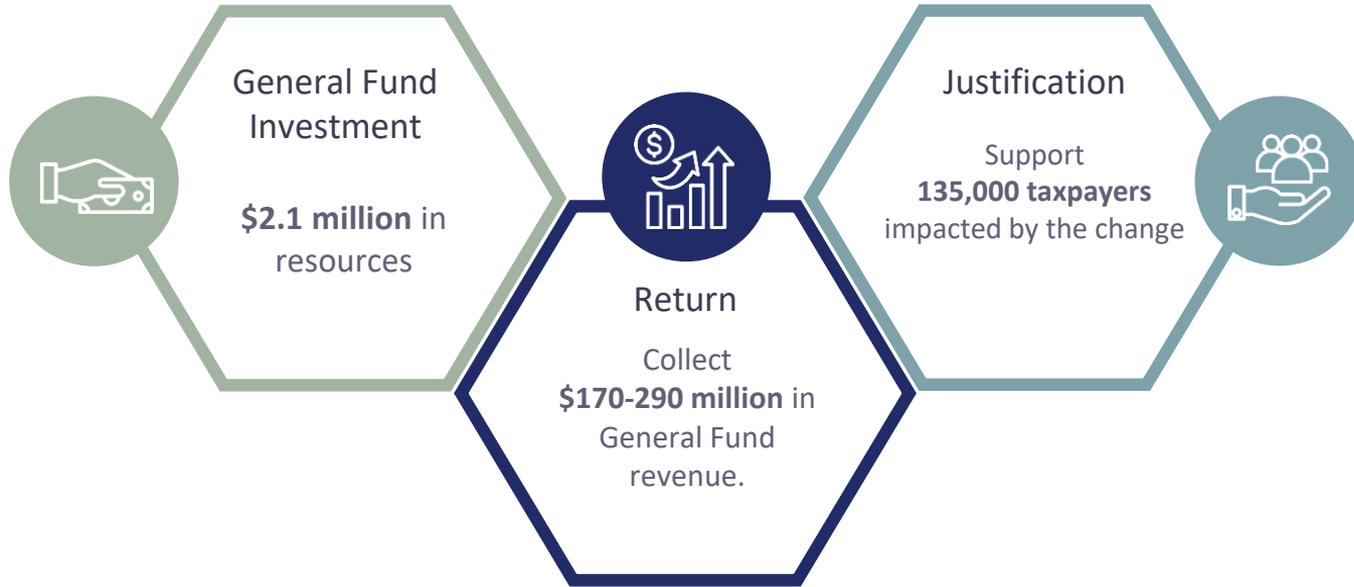


Implications of H.R. 1: Taxation of Tips and Overtime

Below is an example of the varying impacts of H.R. 1 on taxation of overtime.



Return on Investment



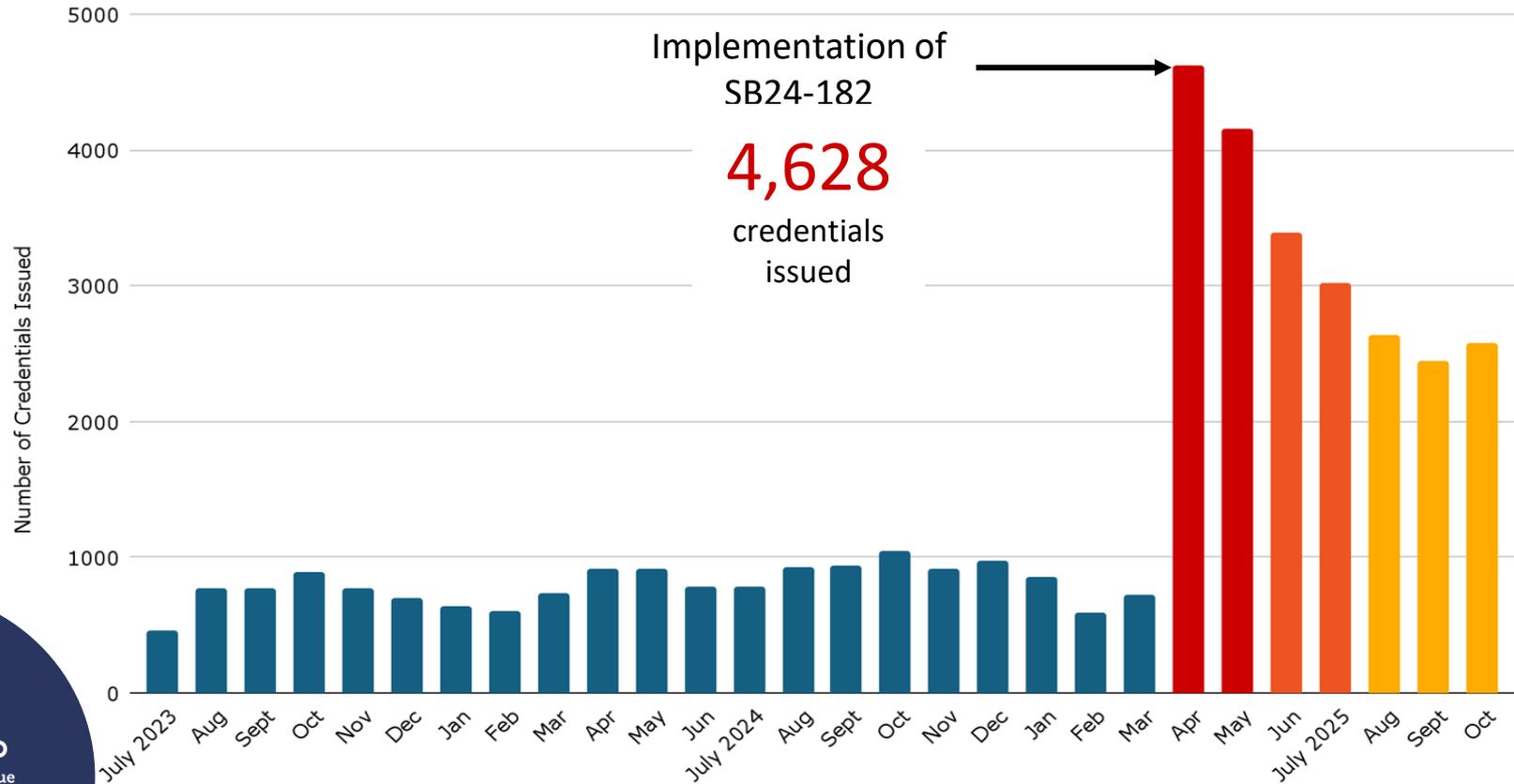
Without approval of these resources, DOR will be unable to fully assist Colorado taxpayers jeopardizing timely and accurate revenue collections due to the changes made in H.R. 1





DMV Appointments 10 minutes

Standard Credential New Issuance by Month



What is the DMV doing?

Key Focus Areas to mitigate appointment lead times:

1. Enhancing online digital services.
2. Improving first contact resolution.
3. Implementing a flexible appointment system.
4. Optimizing staffing and resources through analysis and hiring.



DMV Customer Satisfaction



83%
positive comments

3.6 out of 4
customer satisfaction score

fast quick service kind staff efficient patient breeze
easy great service great experience knowledgeable kind





Intoxicating Hemp Products

10 minutes

Impacts of Intoxicating Hemp Products (IHP)

- No MED jurisdiction over IHP retail sales
- Market pressure on licensed cannabis
- Product safety issues
- Not subject to marijuana taxes
- Reduced Marijuana Tax Cash Fund revenue



Reduced Enforcement Capacity

- MED is operating at significantly reduced capacity: Currently utilizing only 65% of its spending authority.
- MED Field Enforcement: 28 FTE prioritizing youth access prevention and product safety (down from 35 FTE in 2020).
- Total division staffing
 - Long Bill: 156 FTE
 - Actual filled: 87 FTE
- Marijuana Tax Cash Fund Support to Marijuana Cash Fund: Partial restoration of funding from MTCF in FY26 is insufficient to restore MED enforcement resources to full capacity.





Lottery

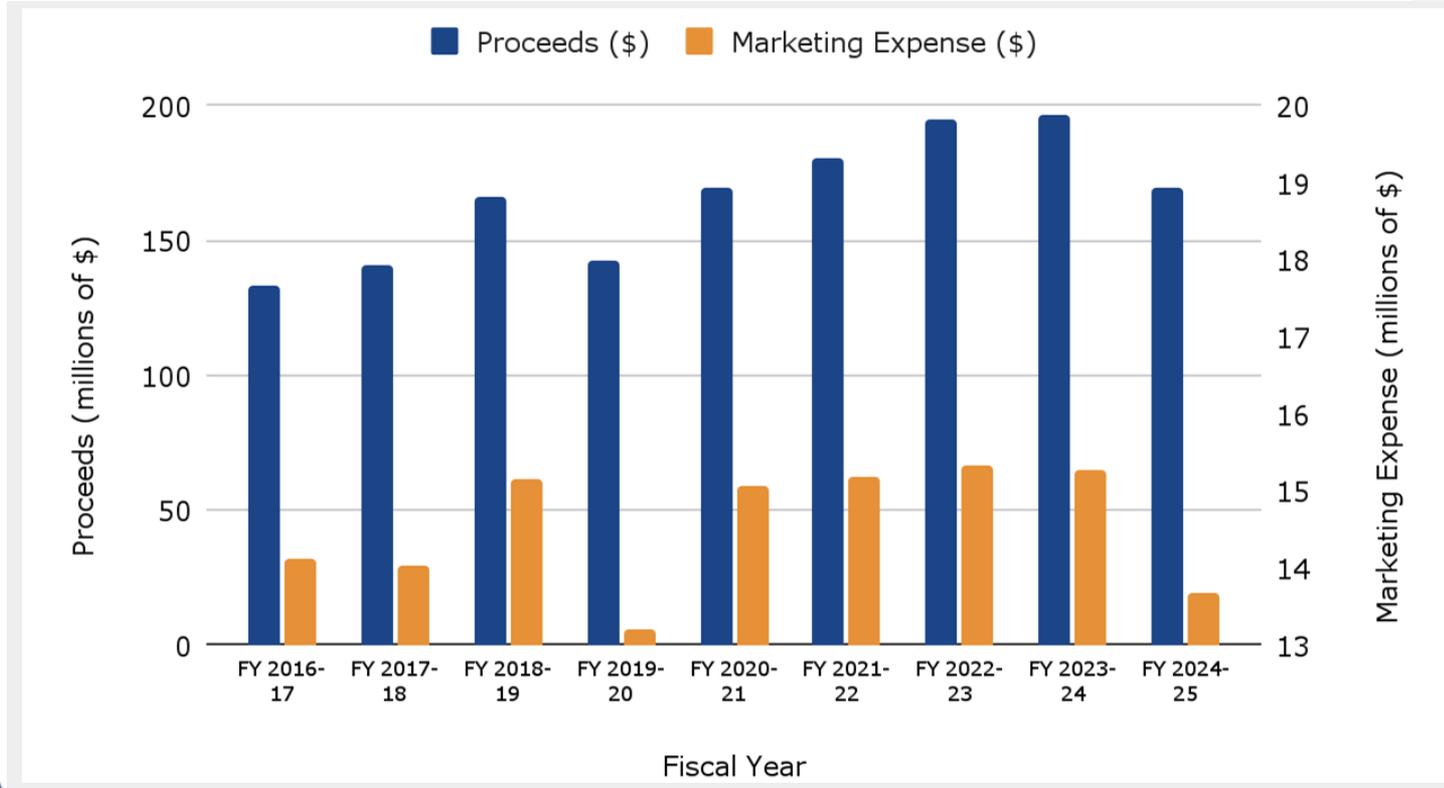
10 minutes

Credit Cards

- The Colorado Lottery is one of only 5 lotteries to achieve the highest certification level from the National Council on Problem Gambling's Responsible Gambling Verification Program.
- In 2022, the General Assembly passed HB 22-1402, which struck the statutory requirement that sales be "cash-only"
- Consumer preferences are increasingly shifting to non-cash payment options



Proceeds and Marketing Expenses





Thank you!