



Strategic Plan FY 2010-2014



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Message from the Commissioners

Our ability to carry out our mission is tied directly to our employees. Without adequate staff to educate taxpayers, perform audits, and collect revenue, we can't hope to achieve our goal of maximizing revenue for the state. You will find that our strategic plan reflects the importance we place on the people who make our work possible.

Royce Chigbrow, Chairman

Sam Haws, Vice Chairman

Tom Katsilometes

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Vision

The Tax Commission will inspire public confidence through innovative service delivery, courteous professional conduct, and fairness in tax administration.

To make this vision a reality, we will:

Promote voluntary compliance.

Employees contribute to voluntary compliance in their daily contact with taxpayers by being responsive, courteous, and respectful.

Employees should identify problematic rules and laws and communicate them to management so our executive and legislative branches can consider changes.

Formalizing our business practices and communicate them to the rest of the agency.

Make it easy for the public to understand Idaho taxes.

Employees are expected to make suggestions to ensure all tax returns, instructions, publications and Web-based information are as simple and clear as possible.

Employees should identify problems that will allow the Commission to focus training and outreach in the most critical areas.

Make the best use of Tax Commission Resources.

Each work unit should periodically review and change its operations to avoid duplication and wasted time and effort.

Employees are encouraged to:

- Consider how their actions impact others in the agency
- Communicate changes
- Be flexible and adaptable in the workplace
- Use technology wisely; be sure the process is best served by automation

Employees have a responsibility to seek growth opportunities, to foster teamwork, to share their skills and ideas, and to treat one another with respect.

Make our tax administration equitable.

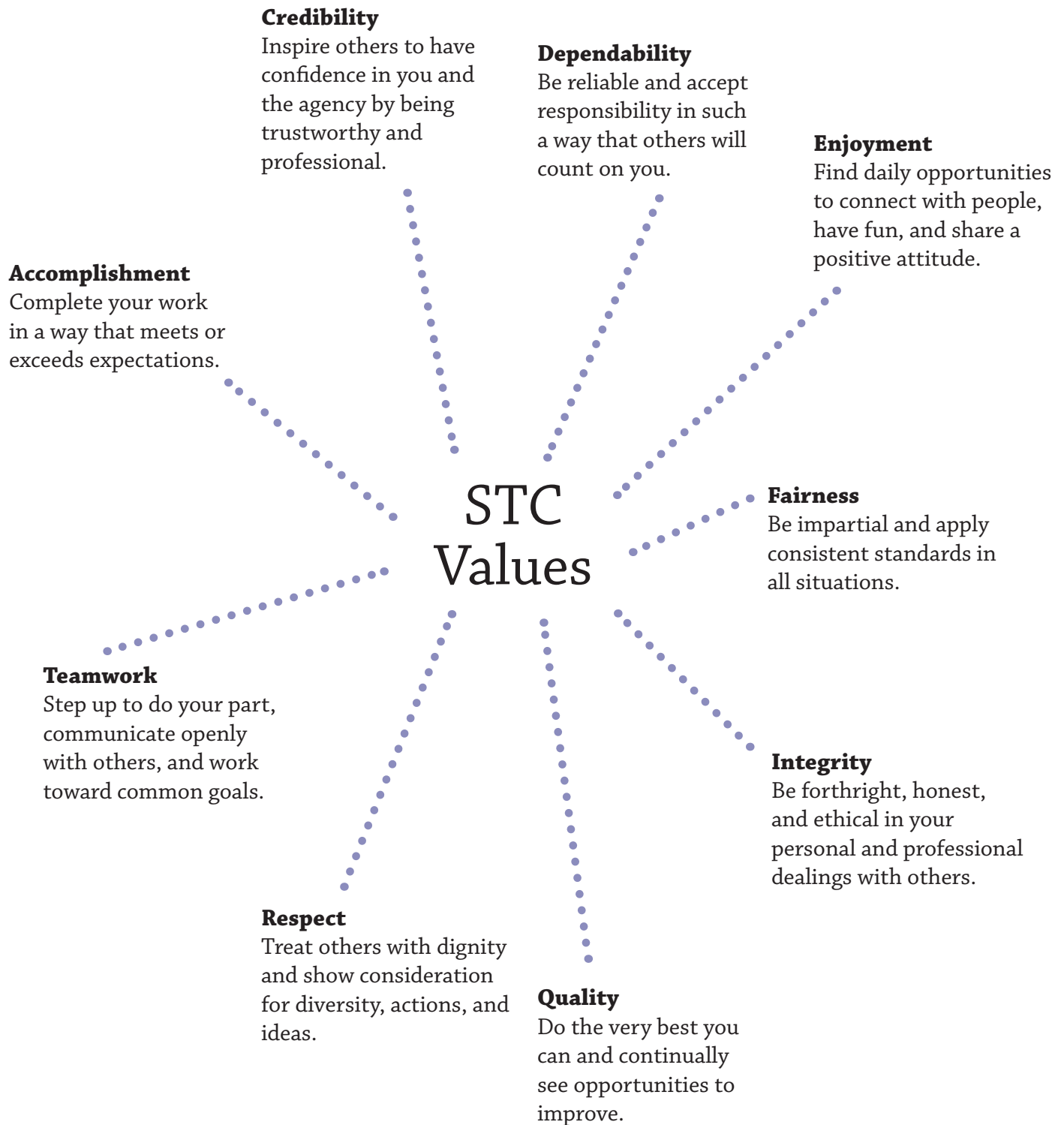
If taxpayers do not comply, employees will work with them to bring them into compliance.

Employees will:

- Interpret and apply tax laws and rules consistently
- Problem-solve and produce timely, accurate results
- Treat all taxpayers in an impartial and fair manner

Mission

To provide courteous, quality services and to administer the state's tax laws in a fair, timely, and cost-effective manner to benefit Idaho citizens.



Goal #1:

Administer tax law and develop rules and policies that promote fairness, consistency, and compliance.

Key objective	Performance measure	Resources needed	Fiscal year
Reduce the tax gap.	Increase the number of audits conducted in FY10 by 15% over FY09 level.	Expand staff by 40+ over the next 5 years.	2010-14
	By FY14, increase the number of audits conducted by 75% over FY09 level.	Increase office space, capital items, and supplies as needed.	2010-14
	Increase the number of non-filers contacted for which returns are subsequently filed by 10% in FY10 and by 50% by FY14.		2010-14
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Provide continuing education on STC internet to our customers.	Increase the number of training sessions, increase class attendance, provide additional taxpayer classes, implement evaluation feedback.	Staff	2010-14
.....
Analyze and improve internal controls and business processes to maximize efficiencies.	Refine and centralize critical business unit processes.	Staff	2010-14
	Determine areas for process improvement.	Staff	2010-14
	Implement zero-based budgeting.	Staff	2010-14

Goal #2:
Recruit, develop, retain, and value a high quality workforce.

Key objective	Performance measure	Resources needed	Fiscal year
Develop educational programs and tools to increase awareness of STC policies and practices while providing professional growth opportunities.	Expand new hire orientation.	Agency staff	2010-14
	Improve supervisory training program.	Agency staff	2010-14
	Establish agency Learning Resource Team.	Agency staff	2010-14
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Complete unit driven Workforce Plans to align with our business strategies.	Devise workforce plans that identify cross-training, advancement, and succession management strategies by September 2010.	Unit, staff, and cross-unit coordination	2010-14
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Establish retention strategies that align with our agency core values and practices.	Begin agency recognition program.	Staff	2010-14
	Conduct employee survey to assess opportunities for agency improvement.	Staff	2010-14
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Formalize our business practices and communicate them to the rest of the agency.	Analyze and centralize core agency information to improve access for employees and taxpayers.	Unit staff; intranet access for information	2010-14

Goal #3:
Seek and implement efficiencies, improvements, and innovations in agency programs and services.

Key objective	Performance measure	Resources needed	Fiscal year
Improve and expand online services for taxpayers.	Introduce new external Web site.	Agency staff	2010
	Implement electronic Form 24.	Agency staff	2012
Update, replace, or enhance agency IT and telecommunications hardware and software to remain current, efficient, and secure.	Implement new storage area network.	\$600,000 and additional staff.	2011
	Replace/implement unit administrative software.	\$300,000 and additional staff.	2010-12
	Replace antiquated agency phone system to integrate and align with statewide phone system upgrade.	\$1 mil.	2012
	Establish IT hardware replacement.	\$300,000	2011-14
Leverage e-commerce to modernize and improve current audit and revenue processes.	Introduce hardware/software that will support Check 21/virtual batching for permit based taxes.	\$1 mil.	2011
	Boost individual e-filings to 75% by July 2012.	Staff education and marketing	2012
	Increase business e-filings by 10% each year.	Staff	2010-14

Goal #4:
Protect human, intellectual, and physical assets.

Key objective	Performance measure	Resources needed	Fiscal year
Improve agency security policies and enforcement practices.	75% of all security policies will be reviewed by January 2010, master list of security policies will be compiled and new education, communication, or policies will be in place by end of fiscal 2010.	All units through representation on Security Operations Team (SOC)	2010
Develop and maintain security education.	Awareness messages, three training modules, all implemented by November 2009.	All units through representation on Security Operations Team (SOC)	2010
Align the business continuity and safety action plans with agency risk and security assessment to minimize agency security risks.	Business Continuity Plan implemented by July 2009.	All units through representation on Security Operations Team (SOC)	2010
	Risk and Security assessments begin 2010.		2010
Implement or improve security practices to prevent secure STC data.	No unauthorized access to agency information or loss of confidential data.	\$1.5 mil.; IT staff testing and implementation	2011-14

Key external factors

- Population changes.
- Idaho’s changing economy.
- Increasing complexity and changes in the global economy.
- Budget appropriation levels.
- The pace and cost of technology.
- Court decisions, legislation, and federal mandates.