IDAHO
State Tax Commission

Strategic Plan

FY 2012-2016

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Strategic Plan FY 2012-2016

Message from the Commissioners

Our ability to carry out our mission is tied directly to our employees.

With the right number of well-trained and dedicated staff, we can achieve our dual goals of providing quality service to the public and maximizing revenue for the state. Our strategic plan is designed to reflect the importance we place on the people who make us successful.

Bob Geddes, Chairman

Sam Haws, Vice Chairman

Tom Katsilometes

David Langhorst

IDAHO State Tax Commission

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.

Formalize 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.

STC Values

Credibility
Inspire others to have confidence in you and the agency by being trustworthy and professional.

Dependability
Be reliable and accept responsibility in such a way that others will count on you.

Enjoyment
Find daily opportunities to connect with people, have fun, and share a positive attitude.

Accomplishment
Complete your work in a way that meets or exceeds expectations.

Fairness
Be impartial and apply consistent standards in all situations.

Teamwork
Step up to do your part, communicate openly with others, and work toward common goals.

Integrity
Be forthright, honest, and ethical in your personal and professional dealings with others.

Respect
Treat others with dignity and show consideration for diversity, actions, and ideas.

Quality
Do the very best you can and continually see opportunities to improve.

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 by implementing Governor Otter's Compliance Initiative.	Complete 25,000 examinations, which include audits and other case reviews, in FY 2012.	Expand staff by 50 over the next three years.	2012
	Increase the number of audits and case examinations by 5% annually (1,300) for FY 2013-2016.	Appropriation for employees, office space, capital items, and operating expenses.	2012-2015
	Increase the number of contacted nonfilers for whom returns are subsequently filed by 10% annually (350) for FY 2012-2016.		2012-2016
	Close 110,000 collection cases in FY 2012.		2012
	Increase the number of collection cases closed by 5% annually (5,500) for FY 2012-2015.		2012-2016
	Validate employer information on W-2s submitted with individual income tax returns. This additional edit will increase the number of reviews by approximately 20,000.		2012
Analyze and improve internal controls and business processes to maximize efficiencies.	Implement zero-based budgeting.	Management staff	2012-2015
	Review the internal application of statutes and rules to increase consistency and effectiveness of our business processes. • Document and communicate changes	Legal/Policy and Audit staff	2012

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Goal #1 (continued):
Administer tax law and develop rules and policies that promote fairness, consistency, and compliance.

Key objective	Performance measure	Resources needed	Fiscal year
Improve the services offered to Spanish language customers.	Improve customer service for Spanish-speaking taxpayers by hiring Taxpayer Service (TPS) Representatives (Reps) who are bilingual and compose 30% of all Reps.	Additional staffing, TPS Manager, Public Information Officer	2012
	Review transfer call process for Spanish-speaking taxpayers to include transferring to Spanish-speaking employees and a specific phone number for such taxpayers.	TPS staff, TPS Manager, Collection & Compliance Bureau Chief	2012
	Investigate specific opportunities for tax preparation services, and if available, establish two such referrals.	TPS Manager and Hispanic organizations	2012

Goal #2:
Retain, develop, recruit, and value a high quality workforce.

Key objective	Performance measure	Resources needed	Fiscal year
Develop educational programs and tools to increase awareness of ISTC policies and practices.	Determine core agency training needs and develop and implement an agency training plan.	Human Resources and project team	2012
	Provide tax-specific software training (GenTax) for all new hires and existing employees.	Information Technology dedicated resource for training	2012
	Implement a formalized supervisory program: • Orientation to supervision • Coaching • FMLA • Timekeeping • Performance management • Recruitment and selection	HR	2012-2013
Complete unit-driven workforce plans to align with our business strategies.	As part of the Governor's Compliance Initiative, hire and train temporary employees to meet revenue targets and transfer to permanent positions when appropriate.	Unit, staff, and cross-training coordination, and HR	2012-2013
Implement an employee recognition program.	Develop and implement an agency-wide program which includes: • Employee service awards • Employee appreciation day • Peer recognition	HR and project team	2012
Improve retention by providing developmental tools and resources for ongoing professional growth opportunities.	Identify and implement workshops in the following areas: • Training and development • Workforce management soft-skills	HR and project team	2012

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, education, and external communication for taxpayers.	Design and implement two taxpayer education videos using social media technology.	TPS staff	2012
	Redesign and update external website for navigation and ease of use by consolidating FAQs and all forms.	Project team consisting of Communications staff and solicited taxpayers to test	2012
	Analyze taxpayer call volume and trasfers to other business units, and align the new system to competencies, SMEs, and type of calls transferred.	Project team consisting of TPS Manager and staff, Audit and CCB staff	2012
	Investigate alternative technologies such as on-line chat (with staffing) and the Taxpayer Access Point (TAP) and, if feasible, implement.	TPS staff and Program Managers	2012-2013
	Improve the "Where's my refund?" Interactive Voice Response (IVR) system by including a "posted" date as the reference point for all IVR responses.	Project team consisting of TPS, Revenue Operations, and IT staff	2012
	Develop and implement a use tax information campaign.	Project team consisting of Communications staff and Audit staff	2012

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

Key objective	Performance measure	Resources needed	Fiscal year
Replace critical equipment and software as it becomes unable to meet minimum performance standards.	Replace end-of-life, unsupported phone system.	$817,600	2012
	Upgrade desktop environment to Windows 7 and replace PCs that are not able to run software.	$125,200 in 2011; $102,400 in 2012	2011-2012
	Idaho is at risk of not depositing checks, which represent $1.4 billion annually. The existing remittance system will no longer be supported after 12/31/2011 and parts are no longer manufactured. To mitigate this risk, the Tax Commission will submit a budget proposal for a replacement that will include implementing Check 21 and other processing improvements.	Tax Commission and State Treasurer employees. $800,000 - $1.6 mil.	2013
Upgrade agency software package, GenTax, to latest version and incorporate new features.	Upgrade GenTax to latest version. We are now two versions behind.	$2 mil. - $5 mil.	2013
	Automation of several manual processes.		2013
	Implement integrated Web interface to improve electronic filing and reduce paper processing.		2013-2014
Promote e-commerce to modernize and improve current audit and revenue processes.	Boost individual e-filings to 80% of estimated filing population to 700,000.	Revenue Operations	July 2015
	Increase business income tax return e-filings to 45% (or 68,000) of estimated filing population.	IT staff	July 2015

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

Key objective	Performance measure	Resources needed	Fiscal year
Create and implement an internal agency communication plan.	Create and implement a communications plan that provides agency updates, project information, events, and employee recognition and awareness at least monthly.	TPS staff and Web Governance Committee	2012
	Implement quarterly agency events and meetings to facilitate cross-unit communication and work.	TPS staff, EMT, and Commissioners	2012
Refine the current internal withholding processing system with minimal impact on taxpayer reporting requirements.	Define project scope and timeline.	Audit and Collections, Revenue Operations, and IT	October 2011
	Final implementation.		December 2012

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

Key objective	Performance measure	Resources needed	Fiscal year
Implement agency-wide technology practices that reduce risk and protect customer data.	Implement changes from IRS audits. Update Continuity of Operations information and staff data for emergency response. Regularly audit employee and contractor access to systems. Conduct risk assessments to determine areas of vulnerability.	Project manager and other employees' time as needed	2012-2016
Align agency security policies and enforcement practices.	Provide annual awareness training for employees and contractors. Update agency-wide policies and procedures. Communicate security and safety information quarterly.	Project manager and other employees' time as needed	2012-2016

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.