

IDAHO

State Tax Commission

Strategic Plan 2021 – 2025

Message From the Commissioners:

We've simply never seen a year like it. Hundreds of our employees worked from home for months. Health and safety concerns dominated our time and resources. Despite it all, the Idaho State Tax Commission's great people, state-of-the-art GenTax® technology, and commitment to service were at their best in response to the COVID-19 pandemic as fiscal year 2021 began.

The Tax Commission was proud to administer the Governor's Rebound Idaho small business grants and Return to Work bonus program, and to support the Idaho Department of Labor's unprecedented unemployment benefit processing effort. The quality of that work was no surprise, but it highlighted the importance of the Tax Commission's robust new strategic planning process.

Fresh challenges tested the Tax Commission in 2020 – from adjusting to delayed tax deadlines to extraordinary efforts to safeguard public and employee health. Through it all, our work consistently aligned with our Vision, Values, and Mission as we weathered the year's turmoil.

In fact, the Tax Commission's new strategic plan includes lessons learned from Idaho's pandemic response while remaining focused on improving our processes and taking care of our employees and customers. The experiences of 2020 prompted more innovative thinking about how we recruit, retain, and develop talent. We're also exploring new ways to improve customer interactions and employee engagement while expanding our use of technology in administering Idaho tax laws securely, efficiently, and equitably.

Our online Taxpayer Access Point (TAP) system is getting a major upgrade in fiscal year 2021 to make it an even more user-friendly way to securely conduct more types of tax transactions. We're also working to reduce wait times and dropped calls to our Taxpayer Services call center, and to improve our responses to taxpayer questions.

With our values of fairness, accountability, integrity, and respect always front and center, the Tax Commission is preparing for whatever the years ahead may bring. It's how we work, every day.



Chairman Tom Harris, Commissioner Tom Katsilometes, Commissioner Elliot Werk, Commissioner Janet Moyle

OUR VISION

Great People. Helping you. Serving Idaho.

OUR MISSION

Voluntary tax compliance through innovative customer service, courteous and professional conduct, effective education and fair administration.

OUR VALUES

Fairness

Accountability

Integrity

Respect

❖ Goal 1: Be a team of Great People

- ▶ Objective: Retain, Develop, and Recruit Great People
 - Performance Measure: Conduct Gallup Survey to measure employee engagement (target 27%)¹

Performance Targets	By	Target
No. of days to fill a position	Human Resources	55 days
Employee Engagement Metric	Human Resources	TBD
% of reviews beyond due date/month	Human Resources	<=5%
No of employees moved to at least 73% of Policy	Management Services	10
Actual Personnel dollars to Total budget per pay period (average)	Management Services	\$10,000

❖ Goal 2: Effectively Serve our Customers

- ▶ Objective: Improve Customer Interactions
 - Performance Measure: TAP Survey Response Score (target 70%)²

Performance Targets	By	Target
TPS Average Call Hold Times	Taxpayer Resources	2:00 Minutes
TPS Call Abandonment Rate	Taxpayer Resources	8.0%
Number of Social Media Interactions	Taxpayer Resources	100,000

❖ Goal 3: Increase Agency Efficiency

- ▶ Objective: Continually improve processes using all available tools
 - Performance Measure: Increase productivity per Audit and Collection Case by reducing time spent on each case

Performance Targets	By	Target
Labor Hours Worked per Collection	Collections	1.80 hours ³
Labor Hours Worked per Closed Audit	Audit	14.50 ³

¹ The agency is targeting an increase to 27% of engaged employees in FY 21, as management has deemed it a challenging but realistic target.

² The 70% target is based on industry standards for web-based satisfaction surveys. The survey will begin in December 2020

³ The ability to close audits and collections based on personnel and technology tools, with some enhancements to business processes, leadership has evaluated the FY 21 target metrics to be challenging but realistic.

External Factors:

WORKFORCE TRANSITIONS AND COMPETITIVE EMPLOYMENT MARKET

As our workforce continues to age, the increase in potential retirees poses a continual challenge in transition planning and knowledge transfer. Younger employees are hired, but with shorter durations because salary ranges for the critically skilled employees is still far below market rates.

ECONOMIC CONDITIONS

Technological upgrades have been impacted because of the reduction in the agency budget as well as in the state revenue. Taxpayers are experiencing lower income levels, making obligated payments more and more difficult.

POPULATION GROWTH

The state of Idaho continues to be a destination for retirees and maintaining current department service levels with existing resources will continue to be a challenge. The population in Canyon County continues to increase making the potential need for an additional field office within the next 4 years still a concern.

Addendum to Agency Strategic Plans: Adoption of the NIST Cybersecurity Framework and Implementation of CIS Critical Security Controls 1 – 5

As a technology customer of the Office of Information Technology Services (ITS) in the Governor’s Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS were briefed on the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

Red Tape Reduction:

The Idaho State Tax Commission has an active rules review process and strives to maintain only essential and effective rules. The agency has designated a Rules Review Officer to oversee this effort. The results to date are:

	<u>2019</u>	<u>2020</u>
Number of Chapters	12	10
Number of Words	287,777	270,773
Number of Restrictions	3,428	2,405