

IDAHO

State Tax Commission

Great People. Helping you. Serving Idaho.

Strategic Plan 2026 – 2029

Message from the Commissioners:

New programs, new laws, and a growing population mean that Tax Commission employees continue to do the extra work necessary to ensure that the citizens of Idaho receive the services – and service – they deserve.

New technology is helping both employees and taxpayers accomplish more:

- The system to manage taxpayer accounts is undergoing a significant upgrade. In FY2026, we're implementing improvements that will enhance efficiency, increase security, and make it easier for taxpayers to use. This will include allowing taxpayers with TAP (Taxpayer Access Point) accounts to see updated balances sooner and have more options to authenticate their identity for logging in.
- New imaging software will go online before taxpayers begin filing their 2025 tax returns in January of 2026. The new software will be faster and more accurate. It will reduce backlogs that challenge employees and cause delays in processing taxpayer returns and refunds.
- Before January 2026, we'll introduce system changes to help us administer the new Idaho Parental Choice Tax Credit. Using TAP, applicants will have an efficient way to apply for the credit. The changes will also allow for accurate time stamps so we can fairly administer the first-come, first-served provision of the legislation.

While technology can aid taxpayers, it can't fully replace employees. Taxpayers still want to interact with a person sometimes. We'll always need employees to perform skilled work, streamline processes, and resolve errors. And, we'll have to recruit more employees who can build, maintain, and improve the technology.

Advancements in technology and employees' efforts position the Tax Commission as a resource on which taxpayers and elected leaders can rely. Guiding everything we do is our commitment to serving taxpayers through our values of fairness, accountability, integrity, and respect.



*Chairman
Jeff McCray*



*Commissioner
Janet Moyle*



*Commissioner
Jared Zwygart*



*Commissioner
Paul Woods*

OUR VISION

Great People. Helping you. Serving Idaho.

OUR MISSION

Benefit Idaho through courteous customer service, education, and fair tax administration.

OUR VALUES

Fairness

Accountability

Integrity

Respect

Agency Overview, Divisions, and Core Functions

The Idaho State Tax Commission consists of five primary divisions, which contribute to the overall success of the agency. Over the last four years, all divisions have banded together to create the ensuing Strategic Plan that grows with our needs and processes.

The General Services Division consists of Commissioners, Legal, Tax Appeals, Human Resources, Management Services (Revenue and Procurement) Technology and Information (GenTax Development/Support and Project Management), and Taxpayer Resources (consisting of Communications, Government Affairs, Tax Research, and Taxpayer Services). They provide centralized management, internal policy development, taxpayer appeals, legal, personnel, fiscal, communication, and taxpayer outreach services.

☞ Associated with Goals 1, 2, and 3

The Audit Division operates from the administrative office in Boise and in five field office locations (Lewiston, Coeur d'Alene, Twin Falls, Idaho Falls, and Pocatello). The division conducts audits on all tax types administered by the agency by authority of Idaho Code and the Multistate Tax Compact. They conduct discovery and enforcement efforts directed at non-filers and oversee efforts to minimize identity theft and fraud issues.

☞ Associated with Goals 1, 2, and 3

The Compliance Division operates from the administrative office in Boise, and both works from and oversees the five field office locations. The division is responsible for collecting delinquent taxes for all tax types. The division is also responsible for voluntary compliance and education of the Temporary Seller's Permit program. The employees also provide front-line taxpayer services at the counters and over the phone in the five field offices.

☞ Associated with Goals 1, 2, and 3

The Revenue Operations Division maintains the taxpayer database, processes all tax returns and payments, initiates the deposit of money received, and issues taxpayer refunds. The division registers permit holders for 17 tax types including sales, withholding, hotel/motel, motor fuels, beer, wine, cigarette and tobacco taxes; ensures that all individuals and licensed businesses have access to proper tax forms for reporting; processes revenue and refund documents submitted by taxpayers; and maintains an imaging system used to streamline the processing and storing of tax documents. In the last fiscal year, the Tax Commission processed almost \$7.8 billion in receipts; most through this division.

☞ Associated with Goals 1, 2, and 3

The Property Tax Division provides oversight in the administration of the property tax system. The division is responsible for annually appraising all class three operating property, examining property tax levies of all taxing districts, training and assisting county elected officials, developing an assessor's manual to facilitate uniformity of appraisals, and administering the Property Tax Reduction (Circuit Breaker) program. Property taxes generated \$2.198 billion of revenue to local government units in calendar year 2024.

☞ Associated with Goals 1, 2, and 3

❖ Goal 1: Be One Team of Great People

- ▶ Objective: Retain, recognize, develop, and recruit great people
 - Performance Measure: Conduct Survey to measure employee satisfaction target 3.75)¹

Performance Targets	By	Target
Promoter Score	All Divisions	3.75
Retention and turnover measure	Human Resources	<=10%
Unutilized personnel dollars per pay period (average)	Management Services	\$10,000

❖ Goal 2: Effectively Serve our Customers

- ▶ Objective: Deliver professional customer service.
 - Performance Measure: TAP Survey response score (target 85%)²

Performance Targets	By	Target
TPS average call hold times	Taxpayer Resources	7:00 minutes ³
TPS call abandonment rate	Taxpayer Resources	16% ⁴

❖ Goal 3: Increase Agency Efficiency

- ▶ Objective: Continually improve processes using all available tools
 - Performance Measure: Increase agency efficiencies by implementing training programs for agency staff.

Performance Targets	By	Target
Implement Operational Excellence	All Divisions	90% completion ⁵
Unplanned GenTax work	All Divisions	<30% ⁶
Storage solutions for Standard Operating Procedures	All Divisions	40% completion ⁷

¹ The agency created a new survey to measure burnout, turnover, and overall job satisfaction. For FY26, management is targeting a minimum promoter score of 3.75.

² The 85% target is based on industry standards for web-based satisfaction surveys. The survey began in December 2020

³ Target increased from 2:00 minutes to 7:00 minutes in 2024, current industry standard. Calls are increasingly more complex.

⁴ Target increased from 8% to 16% based on current call volumes.

⁵ In year 4 of operational excellence, the agency will have completed 100% of our initial operational excellence plan with performance indicators.

⁶ Increase production by decreasing unplanned maintenance allowing completion of planned projects on the annual plan. The agency goal is to utilize less than 30% of development hours on unplanned maintenance.

⁷ The agency created a storage solution for document retention in FY24. Over the next four years, the agency will have implemented agency-wide storage and retention of all standard operating procedures.

External Factors:

WORKFORCE TRANSITIONS AND COMPETITIVE EMPLOYMENT MARKET

Retirement of our aging workforce, with their decades of institutional knowledge, poses a continual challenge in transition planning and knowledge transfer. Although the Tax Commission continuously fills vacant positions, it remains challenging to fill critical positions that require complicated and advanced training. Despite improved candidate pools, recruitment efforts continue to be inhibited by low salary ranges for critically skilled employees compared to both market rates and other state agencies.

POPULATION GROWTH

The state of Idaho continues to be a destination for retirees. Maintaining current department service levels with existing resources will continue to be a challenge as additional assignments are added to the Tax Commission's list of responsibilities. Currently there are 12 full-time Taxpayer Services Representatives and 3 part-time to handle more than 3,100 calls per week, and there are five Field Offices that require enhancements to accommodate the increased foot traffic and local phone calls.

TECHNOLOGICAL INNOVATIONS

With existing resources and continuous population growth, the Tax Commission will need to explore trends and adapt to technological advances. Innovative technology like artificial intelligence, chatbots, and auto attendants will improve efficiency and one-touch methods when assisting Idaho taxpayers. Upgrading our existing systems to streamline processes and improve efficiency will reduce reliance on people for the sheer increases in volume. However, technology alone isn't the answer. To truly take advantage of what technology has to offer, the Tax Commission will require people with a range of technical skills to effectively leverage these new technologies and to maintain our existing systems where necessary.