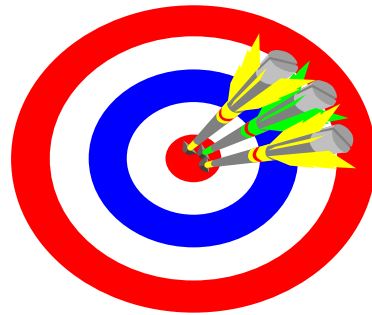


DEPARTMENT OF REVENUE

2005 Biennium

MAJOR GOALS



OBJECTIVES

and Statutory Authorizations

We are a service-oriented and an accountable organization; where customers and employees are treated with courtesy, respect and fairness; and where effective revenue, compliance and collection services are provided to the public and to other governmental units in a fast, accurate and cost effective manner.

GOAL I: Promote fair and consistent treatment of all customers through uniform application of tax and liquor laws.

Director's Office

OBJECTIVE 1: During each biennium following the legislative session, review all agency administrative rules and internal policies and procedures to ensure they reflect current law; implement additional and remove unnecessary administrative rules, policies and procedures required by new laws.

OBJECTIVE 2: Implement quality assurance and quality control procedures to confirm adherence to process procedures, confirm accuracy of output, validate internal controls, and to ensure consistent customer service.

Compliance, Valuation & Resolution (CVR)

OBJECTIVE 3: Annually review and modify as necessary the compliance strategy for each tax type administered by the department.

OBJECTIVE 4: Complete work within work plans and comply with key deadlines for all compliance, valuation and resolution functions. This objective includes full identification, planning and working to eliminate any backlogs associated with withholding and unemployment insurance taxes.

OBJECTIVE 5: Develop and implement the plan for completing the property revaluation (reappraisal) that is scheduled for completion by 12/31/08.

OBJECTIVE 6: Expand the Quality Assurance (QA) process that ensures the quality of BEVS, MODS, and CAMAS data that is created, updated and maintained.

Customer Service Center (CSC)

OBJECTIVE 7: Complete work within work plans and comply with key deadlines for all tax and liquor processing and collection functions.

GOAL II: Make conducting business with the department as simple and pleasant as possible.

Customer Service Center (CSC)

OBJECTIVE 1: Process all timely filed individual income tax refunds within 45 days of receipt of return or due date of return whichever is later.

OBJECTIVE 2: Answer 75% of the inbound calls without the need to transfer the call to a specialist.

OBJECTIVE 3: Increase customer access options to electronic products and services.

Resource Management (RM)

OBJECTIVE 4: Establish a public service campaign through the use of Public Service Announcement (PSA) advertising, etc., which will increase awareness of income and property tax law changes, taxpayer assistance programs, and the department's electronic commerce opportunities available to the public.

GOAL III: Foster a positive relationship with government and citizen groups impacted by the department.

Director's Office

OBJECTIVE 1: Annually perform a "customer needs" assessment to identify customer service needs, issues, and desires, through surveys, stakeholder communications, and advisory boards.

OBJECTIVE 2: Implement feasible service need changes identified in OBJECTIVE 1(above).

OBJECTIVE 3: Meet periodically with stakeholder groups (Stakeholder Advisory Board, MACO, Revenue and Transportation Interim Committee, One Stop Licensing Board of Review, etc.) to exchange ideas, discuss issues,

and acquire guidance, emphasizing the department's efforts to build positive customer relationships.

OBJECTIVE 4: Calculate and distribute the fiscal year Entitlement Share Payments for fiscal 2004 by September 15, 2003.

OBJECTIVE 5: Monitor changes in county collection reporting requirements during fiscal 2004 to determine if any refinements can be made by July 1, 2004.

Compliance, Valuation and Resolution (CVR)

OBJECTIVE 6: Certify taxable values for property to taxing jurisdictions by statutory deadline. The certified values include newly taxable property and eliminated property.

OBJECTIVE 7: Send out employer experience ratings, before year-end 12/31/03 and 12/31/04, to all private employers.

OBJECTIVE 8: Send out governmental experience ratings prior to 6/30/2003 and 6/30/2004.

Resource Management (RM)

OBJECTIVE 9: Continue awareness of taxpayer assistance programs through the use of educational outreach programs, letters to affected groups, Internet, etc. Focus will be on low cost options such as the Internet in relaying information to customers.

GOAL IV: Maintain and value a high quality workforce.

Director's Office

OBJECTIVE 1: Annually survey employees to measure employee satisfaction. Complete by 9/30/03 and 9/30/04.

Resource Management (RM)

OBJECTIVE 2: Maintain on-the-job training programs within all processes.

GOAL V: Continually seek greater efficiency in agency programs, helping to ensure that resources are used wisely.

Director's Office

OBJECTIVE 1: Analyze the performance trends of each process to identify areas of improvement and weakness. Acknowledge areas of improvement and implement changes necessary to eliminate or minimize weaknesses.

OBJECTIVE 2: Develop a database system and procedures for storing and retrieving long-term data needed for analysis and research.

Compliance, Valuation and Resolution (CVR)

OBJECTIVE 3: Monitor audit collections for all tax types. This activity will include identifying and monitoring the number of audits conducted, assessments made and collections received as a result of the audits completed.

OBJECTIVE 4: Maintain the Geographic Information Systems (GIS) statewide in the department's local offices that improve the accuracy and compatibility of parcel information and increase efficiency in process activities.

Customer Service Center (CSC)

OBJECTIVE 5: Monitor account receivables and collection activity for all tax types to identify areas of receivable growth and decline and allocate collection resources accordingly.

Information Technology (IT)

OBJECTIVE 6: Draft, coordinate, and implement a comprehensive maintenance plan for POINTS and legacy tax systems, covering level of effort for production operations, defect tracking, remediation and enhancements.

GOAL VI: Obtain net financial benefit for the State through the proper administration of tax policy.

OBJECTIVE 1: Ensure the audit collection targets established during the 2003 Legislative Session are met for fiscal years 2004 and 2005.