

From the Director

The Department of Revenue is Washington state's principal tax collection agency. Tax dollars collected help pay for education, social and health services, natural resource conservation and public safety.

Our Strategic Business Plan outlines the agency's fundamental work to achieve our mission and the strategic steps we are taking to modernize aging tax and business licensing systems; make tax collection simple and efficient; support fair and consistent tax policy; and keep up with the changing needs of customers.

Work during this strategic planning period will be demanding, but I know our staff of talented, dedicated professionals is up for the challenge. I am proud to lead the nationally recognized, award winning Department of Revenue.

Vikki Smith



VISION

To achieve the highest level of voluntary compliance and customer service through collaboration and innovation.

MISSION

To fairly and efficiently collect revenues and administer programs to fund public services and advocate sound tax policy.

VALUES

Open Communications
Cooperation
Respect
Integrity
Professionalism
Accountability
Excellence

GOALS	OBJECTIVES	INITIATIVES	MEASUREMENTS
Deliver customer-focused services	<p>Increase responsiveness to the changing needs of customers</p> <p>Increase partnership with stakeholders</p>	<ul style="list-style-type: none"> Enhance capabilities to support customers & a mobile workforce Modernize information technology, equipment & practices Improve agency website & tools Promote relations with tribes 	<ul style="list-style-type: none"> Increase mobile app use Maintain positive usability of agency website Complete approved projects on time Receive tribal compact audits timely
Administer programs & services efficiently & effectively	<p>Increase focus on records retention & public records</p> <p>Improve security profile</p> <p>Increase organizational performance</p>	<ul style="list-style-type: none"> Implement identified improvement practices for public records Enhance logging & monitoring tools capabilities Secure systems & facilities against threats Establish disaster recovery capabilities Continue Continuity of Operations Planning (COOP) Provide tools and resources to expand Lean culture Relocate headquarters 	<ul style="list-style-type: none"> Respond to public records requests within five working days Complete IT risk assessment on all systems with Category 3 & 4 data on scheduled date Conduct annual emergency planning exercises Complete annual front counter quality assurance reviews Submit 2017-19 budget request to expand security & develop disaster recovery capabilities Conduct Lean activities
Value employees through supporting their development, engagement & well-being	<p>Promote hiring opportunities</p> <p>Promote health & safety</p> <p>Increase employee engagement</p>	<ul style="list-style-type: none"> Focus on recruitment and retention especially for veterans & persons with disabilities Implement a wellness plan Expand workforce flexibility Make improvements based on the Employee Satisfaction Survey Start mentoring program for knowledge sharing & transfer Strengthen our Culture of Respect 	<ul style="list-style-type: none"> Maintain agency turnover rate at or below 12 percent Maintain the percent of staff with disabilities (9 percent) or veteran status (5 percent) Increase training hours per FTE Maintain employee satisfaction at 85 percent or greater Train all new employees on Culture of Respect within 90 days of hire
Promote correct, timely reporting & payment of taxes	<p>Monitor businesses with economic nexus</p> <p>Provide taxpayer education</p>	<ul style="list-style-type: none"> Monitor businesses based on changing nexus legislation Develop and implement a data-driven education framework for annual education efforts 	<ul style="list-style-type: none"> Register businesses found through discovery efforts Track number of taxpayers receiving personal assistance & education
Administer fair & consistent tax policy	<p>Advocate for sound tax policy</p>	<ul style="list-style-type: none"> Develop & ensure passage of Revenue's priority legislation 	<ul style="list-style-type: none"> Maintain percentage of suggested critical changes adopted in bills that are passed by the Legislature

Tax and Licensing Systems Replacement

our most significant challenge

About the project

Revenue is in the process of modernizing the decades-old subsystems that make up its tax and business licensing systems. When fully implemented in 2018, the new system, ATLAS, will create a seamless environment for businesses to register and meet licensing and tax obligations. The project creates the backbone needed for the state to achieve its vision of a one-stop business portal.

Phase 1, completed in June 2016, modernized the subsystems for the Business Licensing Service, which provides online services for businesses and several other systems used by Revenue staff. Other state agencies and Revenue's city partners access the system to make updates, retrieve information and serve mandated licensing functions.

Phases 2 and 3 will update the Core Tax subsystems used to administer and collect more than 60 tax types. These include the business and occupation, sales and use, and general excise taxes, which are Washington's largest revenue sources. These provide online services to taxpayers and tax processing and accounting functionality needed by Revenue staff.



HOW

- Implement a browser-based, highly configurable solution
- Proven software has been successfully used by 30 other local, state and federal governments



WHY

- Current tax & licensing systems are severely outdated
- Hundreds of hours needed to program simple changes
- Risk of failure, possibly disrupting tax collection & licensing



BENEFITS

- Fully integrates tax & licensing functions
- Customer-friendly & secure
- Easier for staff to use
- Reduces or eliminates rework

Statutory Authority

Activities of the Washington state Department of Revenue are authorized by the Revised Code of Washington (RCW), titles 82, 84 and other miscellaneous ancillary tax laws. Because the Washington state tax system is based largely on voluntary compliance, taxpayers also have the responsibility to inform themselves about applicable tax laws. Statutory rights and responsibilities for taxpayers are included in RCW 82.32A.

Our office locations

Tumwater
Vancouver
Port Angeles
Tacoma
Kent
Seattle

Bothell
Bellingham
Yakima
Wenatchee
Richland
Spokane



Awards and recognition

2016

- Federation of Tax Administrators:
Management & Organization Award - Enterprise Risk Management
- Governor's Leadership in Management Award - Assistant Director of Property Tax

2015

- Federation of Tax Administrators:
Research and Analysis Award - Online Tax Alternatives Model
Technology Applications - Property Tax GIS System (honorable mention)
- International Association of Assessing Officers:
Distinguished Assessment Jurisdiction Award - Property Tax GIS System
- Governor's Leadership in Management Award - Assistant Director of Taxpayer Services

2014

- Federation of Tax Administrators:
Outstanding Training Award - Lean Training Program
- Governor's Leadership in Management Award:
Assistant Director of Compliance
Assistant Director of Special Programs

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