

Pennsylvania Department of Revenue

Strategic Plan

2016 - 2020



Est. 1927

In late 2015, the Pennsylvania Department of Revenue began the process of revising its strategic plan. We had a solid foundation, and, as we had conversations throughout the department, we found numerous opportunities for proactive innovation as we work to support Governor Wolf's initiative to create a government that works.

With a focus on listening and understanding, we began engaging our executive leadership and management teams to create this strategic plan, which will carry us into 2020 as a leading tax administration that funds government services for the benefit of all Pennsylvanians.

Through various workgroups, we challenged our executive staff and managers to articulate what our mission, vision, and values meant to them and their staff, to evaluate our strengths and weaknesses as an organization, and to identify strategic and actionable initiatives to support our goals. We are fortunate to have such a dedicated and talented group of managers not only to direct our daily operations but also to shape our path forward.

We know that developing our strategic plan is the first step in this process. We will endeavor to communicate these goals both internally and externally, incorporate strategic thinking into every discussion we have and decision we make, and empower our employees to take ownership of our department's future. With these values in place, our efforts will remain focused on our core goals and initiatives as we strive for continuous improvement in our agency.

On behalf of the department's Executive Office, I am proud to share the Pennsylvania Department of Revenue's strategic plan for 2016 through 2020. It is a clear assessment of where we are today and a bold declaration of our vision for the future. I am eager to get to work.



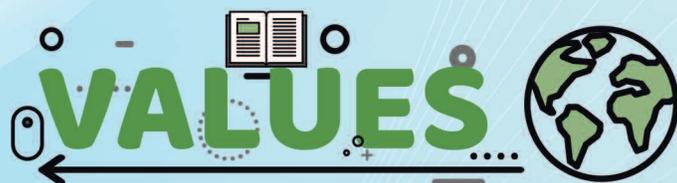
C. Daniel Hassell
Secretary of Revenue



To fairly, efficiently, and accurately administer the tax laws and other revenue programs of the **Commonwealth of Pennsylvania**



To be a leading tax administration and public service agency known for customer service, integrity, innovation, processing, and compliance that funds government services for the benefit of all **Pennsylvanians**, with a caring and professional workforce



Voluntary Compliance, Employee Engagement
Customer Service, Ethics, Accountability,
Fairness, Efficiency

01 GOAL
CONTINUALLY IMPROVE
CUSTOMER SERVICE



02 GOAL
ENHANCE EFFECTIVENESS
OF TAX COMPLIANCE



03 GOAL
CONTINUALLY IMPROVE BUSINESS
PROCESSES AND TECHNOLOGY



04 GOAL
PROVIDE ACCURATE AND
TIMELY REVENUE ANALYSIS



pennsylvania
DEPARTMENT OF REVENUE

GOALS



05 GOAL
CONTINUALLY IMPROVE LOTTERY
SALES AND NET PROFITS



06 GOAL
CONTINUALLY IMPROVE
PUBLIC CONFIDENCE



07 GOAL
INCREASE
ORGANIZATIONAL CAPACITY



08 GOAL
PROMOTE TAX POLICIES TO
IMPROVE THE COMMONWEALTH'S
TAX ADMINISTRATION

Strategic goals are
a clearer statement
of the department's
vision.

Our initiatives help us
accomplish our mission
and our stated goals by
converting these
concepts into specific,
measurable, and
achievable actions.

The department will improve the quality, efficiency, and effectiveness of service delivery by developing a wide range of self-service and customized service initiatives, by simplifying the tax filing and payment experience, and by helping all sectors of the public participate in the tax system.



Continually *Improve* Customer Service

Initiative 1.1

Develop a comprehensive strategy for taxpayer service including online self-service options such as account review, correspondence management, and transactional capabilities.

Initiative 1.2

Expand departmental communication channels to include social media networks, such as Facebook, Twitter, and YouTube, and ensure consistency in messaging between traditional communication methods and social media.

Initiative 1.3

Review and update departmental forms and correspondence with a focus on increasing clarity, accuracy, and simplicity of the language.

The department will ensure taxpayers meet their tax obligations so when Pennsylvanians pay their taxes, they can be confident their neighbors and competitors are sharing the total tax burden equitably.



Enhance *Effectiveness of* Tax Compliance

Initiative 2.1

Develop a coordinated compliance and collections strategy that provides a structured and systematic approach to managing accounts receivable and minimizing the motivation for non-payment and non-filing.

Initiative 2.2

Develop a coordinated examination and audit strategy that focuses on maximizing the effectiveness of applied resources and optimizes voluntary compliance while improving public confidence.

The department will modernize its processes, encourage innovation, and replace legacy technology systems to effectively and efficiently address its enforcement and service needs.



Continually *Improve* Business Processes and Technology

Initiative 3.1

Define a reorganization strategy around department functions to reduce duplication of effort and increase efficiency in the affected processes.

Initiative 3.2

Document and redesign department business processes and implement internal controls.

Initiative 3.3

Grow the department's external agency services bureau.

The department will modernize its processes, encourage innovation, and replace legacy technology systems to effectively and efficiently address its enforcement and service needs.



Continually *Improve* Business Processes and Technology

Initiative 3.4

Implement technology upgrades related to tax processing system platforms, security, imaging functions, hardware infrastructure, and end user software programs.

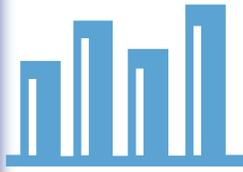
Initiative 3.5

Enhance the department's technologies to improve functionality.

Initiative 3.6

Implement a modernized tax processing system for individual tax, inheritance tax, realty transfer tax, property tax/rent rebate, and motor and alternative fuel taxes.

The department will develop necessary analyses, models, and projections to enable the Governor's Office, the General Assembly, and other interested parties to make informed decisions about legislative changes, enforcement, outreach and education, and litigation.



Provide *Accurate* and Timely Revenue Analysis

Initiative 4.1

Develop a coordinated and secure approach for data analytics and performance measurement.

The department will maximize sales and profits of the Pennsylvania Lottery through sound business practices, innovation, and creativity.



Continually *Improve* Lottery Sales and Net Profits

Initiative 5.1

Expanding points of distribution will ensure that players can find Lottery games where they shop. This initiative will explore new retail channels as well as new product delivery options.

Initiative 5.2

Maintaining a diverse portfolio of products will generate incremental sales and profits by ensuring that players will have a variety of options from which to choose.

Initiative 5.3

Market tests and sales data has shown that sales and profits grow with improvements to the in-store merchandising of Lottery products.

Initiative 5.4

By engaging its players through research, programs and promotions, the Lottery will strengthen its relationship with those players and enhances its brand.

The department will utilize an open and transparent approach in dealing with taxpayers while maintaining the privacy and security of taxpayer information, and it will fairly, equitably, and consistently apply the law.



Continually *Improve* Public Confidence

Initiative 6.1

Develop an outreach and education strategy to provide pertinent, timely information to increase voluntary compliance and reduce the need for customer contact.

Initiative 6.2

Develop partnerships with Commonwealth agencies, local, state, and federal tax agencies, as well as associations and groups to share information and best practices.

Initiative 6.3

Implement information security best practices in the handling and protection of confidential taxpayer data, including federal tax information and personally identifiable information.

The department will attract, hire, and retain qualified staff, providing development opportunities for both current and future professional growth and making available the necessary tools and resources to maximize performance and to attain organization.



Increase Organizational Capacity

Initiative 7.1

Develop a centralized training program to provide consistent and timely training and employee development activities to staff department-wide.

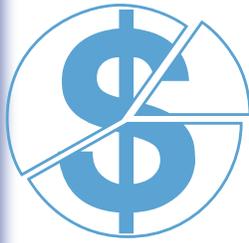
Initiative 7.2

Create an online community to share information and provide employees an avenue to ask questions and share information.

Initiative 7.3

Create internal programs (job shadowing and mentoring) to provide staff development opportunities and promote learning within the department.

The department will continue to evaluate and recommend tax policies to improve Pennsylvania's tax structure, emphasizing simplicity, consistency, and reducing the cost of compliance.



Promote Tax Policies to *Improve* the Commonwealth's Tax Administration

Initiative 8.1

Review and update tax laws, regulations, and policies to provide clear and simplified underlying authority for tax obligations as well as education and outreach activities.



RECENT ACHIEVEMENTS

Elimination of the Capital Stock and Foreign Franchise Taxes

For over 175 years, Pennsylvania businesses have been paying the Capital Stock Tax, Pennsylvania's first tax which dates to 1840. In 1935, a Franchise Tax was imposed on foreign corporations. Both of these taxes were scheduled to be completely phased out in 2008; however, this phase out was delayed and postponed several times. Governor Wolf promised that his administration would finally eliminate the Capital Stock and Foreign Franchise Taxes.

As a result, the tax was finally eliminated for tax years beginning on or after January 1, 2016. Approximately 400,000 business taxpayers, such as S Corporations, LLCs taxed as pass through entities, and business trusts filed their final corporation tax returns in 2016. In addition, the 2016 Corporate Net Income Tax return (RCT-101) was shortened with the elimination of these taxes.

Pennsylvania Lottery Achievements

The Pennsylvania Lottery again saw record sales for fiscal year 2015/2016, as sales hit \$4.13 billion, a record growth of more than \$315 million, or eight percent, over the previous year's all-time sales record. Sales benefited from a world-record \$1.6 billion jackpot offered by Powerball in January 2016.

A record \$1.12 billion was generated for the Lottery fund, marking the fifth consecutive year the Pennsylvania Lottery generated over \$1 billion to fund vital programs benefiting older Pennsylvanians, such as:

- Long-term living services (Department of Human Services)
- PACE & PACENET low-cost prescription assistance (Department of Aging)
- Local services, senior centers and meals (Department of Aging)
- Property Tax and Rent Rebate program (Department of Revenue)

In 2016, the Pennsylvania Lottery piloted several new initiatives in an effort to gather data to potentially expand its points of distribution and boost sales:

- The *Play at the Pump* initiative launched to test sales of Powerball and Mega Millions tickets at gas pumps. This initiative has seen success and has resulted in an expansion of the pilot to different pump types
- The ability to purchase Lottery tickets using debit and credit cards through the lottery terminals was introduced. This pilot was limited initially during 2016 due to the EMV chip upgrades for debit and credit cards. This pilot will continue to expand in 2017 to gather data to determine feasibility based on usage levels and the cost to support non-cash payments



RECENT ACHIEVEMENTS

Tax Registration Office

In October 2016, the department launched the Tax Registration Office. This newly established office combines business registration functions previously managed separately by the Bureau of Business Trust Fund Taxes and the Bureau of Corporation Tax into one centralized area. Business taxpayers benefit from this “one-stop shop” approach for their registration needs and now have a centralized point of contact to register and update their account information for the following tax types:

- Corporation Taxes
- Employer Withholding Tax
- Promoter License
- Public Transportation Assistance Tax License
- Sales Tax Exempt Status
- Sales, use, hotel occupancy tax license
- Small Games of Chance License/Certificate
- Transient Vendor Certificate
- Use Tax
- Vehicle Rental Tax
- Wholesaler Certificate

By restructuring the way the department handles the registration and maintenance of taxpayer accounts, we are streamlining our internal process and improving customer service for our internal and external customers that rely on the accuracy of information entered into the business tax systems.

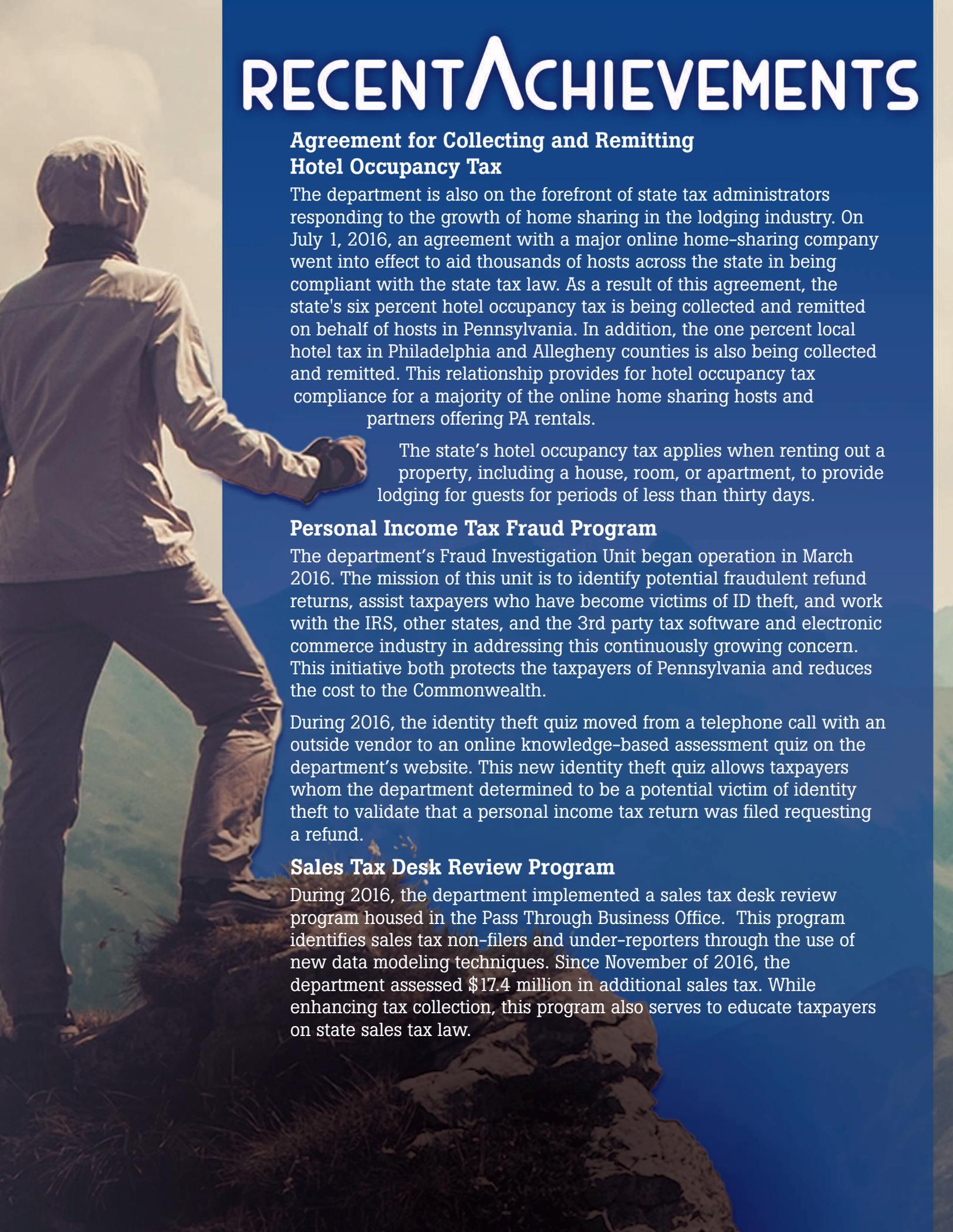
Online Statement of Account for Business Taxes

At the request of the business community, the department launched a new feature in its business tax filing system, e-TIDES, in August 2016. The new feature allows business taxpayers and tax practitioners to receive a detailed electronic statement of account in PDF format within the e-TIDES system the next business day. Previously, taxpayers could obtain only a simple hardcopy summary after making a request either in writing or by phone.

Transitioning this process online is giving businesses faster access to more of their tax information, while reducing costs to the department. Since implementation, 240 newly registered tax practitioners to request statements of accounts online, while the overall business community has requested almost 14,000 electronic account statements in less than six months. The project was recognized by the PA Office of Administration for the Pennsylvania Excellence in Technology Award.

In addition, the department collaborated with the Department of General Services, Commonwealth Media Services group to create a launch video explaining the new feature and the benefits it offers to our business taxpayers and tax practitioners.





RECENT ACHIEVEMENTS

Agreement for Collecting and Remitting Hotel Occupancy Tax

The department is also on the forefront of state tax administrators responding to the growth of home sharing in the lodging industry. On July 1, 2016, an agreement with a major online home-sharing company went into effect to aid thousands of hosts across the state in being compliant with the state tax law. As a result of this agreement, the state's six percent hotel occupancy tax is being collected and remitted on behalf of hosts in Pennsylvania. In addition, the one percent local hotel tax in Philadelphia and Allegheny counties is also being collected and remitted. This relationship provides for hotel occupancy tax compliance for a majority of the online home sharing hosts and partners offering PA rentals.

The state's hotel occupancy tax applies when renting out a property, including a house, room, or apartment, to provide lodging for guests for periods of less than thirty days.

Personal Income Tax Fraud Program

The department's Fraud Investigation Unit began operation in March 2016. The mission of this unit is to identify potential fraudulent refund returns, assist taxpayers who have become victims of ID theft, and work with the IRS, other states, and the 3rd party tax software and electronic commerce industry in addressing this continuously growing concern. This initiative both protects the taxpayers of Pennsylvania and reduces the cost to the Commonwealth.

During 2016, the identity theft quiz moved from a telephone call with an outside vendor to an online knowledge-based assessment quiz on the department's website. This new identity theft quiz allows taxpayers whom the department determined to be a potential victim of identity theft to validate that a personal income tax return was filed requesting a refund.

Sales Tax Desk Review Program

During 2016, the department implemented a sales tax desk review program housed in the Pass Through Business Office. This program identifies sales tax non-filers and under-reporters through the use of new data modeling techniques. Since November of 2016, the department assessed \$17.4 million in additional sales tax. While enhancing tax collection, this program also serves to educate taxpayers on state sales tax law.

A person is standing in a field, seen from behind, with their arms raised in a gesture of achievement or celebration. The background shows a sunset or sunrise over a landscape with mountains and a field of tall grass. The sky is filled with soft, golden light and scattered clouds. The overall mood is one of accomplishment and optimism.

RECENT ACHIEVEMENTS

Electronic Lien Filing Initiative

With the goal of enhancing delinquent tax collections and streamlining processes, the department has been working with county prothonotary offices to electronically file state tax liens. Electronically filing state tax liens reduces the labor costs associated with producing and mailing lien documents to the various county prothonotary offices. State tax liens for individual and inheritance taxes are being filed electronically in Allegheny, Bucks, Cumberland, Montgomery, and Philadelphia counties. The department has filed 5,975 liens electronically since December 2015.

Electronic Sales Suppression Program

The department implemented a program to address electronic sales suppression, which occurs when a business illegally hides sales transactions in order to avoid tax obligations. Electronic sales suppression is often achieved by using software known as zappers or phantomware to falsify point of sale records with the intent to evade paying taxes. To combat this unlawful tax evasion, the department is working with other states to explore electronic sales suppression. Anomalies indicative of sales suppression are currently being identified through data analytics by the Bureau of Enforcement Planning, Analysis and Discovery as well as through field work by the Bureau of Collections and Taxpayer Services. The information is then passed to the Bureau of Audits to expose businesses' sales suppression efforts. Taxpayers found to have concealed sales and underreported taxes may face a criminal investigation, in addition to the assessment of related tax, interest, and penalties. Programs such as this serve to help level the playing field for businesses that voluntarily comply with state tax law.

Online Bulk Tax Form Ordering System

In 2016, the department implemented a public-facing online bulk tax forms ordering system for use by legislators, libraries, post offices, CPAs, Volunteer Income Tax Assistance sites, and county Registers of Wills/Recorder of Deeds offices. The intent was to streamline the process, expedite order fulfillment, and provide order tracking. In 2016, a total of 44,655 bulk orders were received and processed.

Electronic Filing Successes

In early 2016, the Bureau of Motor and Alternative Fuel Taxes was receiving only 43% of its required monthly liquid fuels and fuel tax returns electronically via the department's online business tax filing system, e-TIDES. Over the course of the year, the department initiated a requirement for Class 1 through Class 6 fuels distributors to file their liquid fuels and fuels returns electronically. The total percentage of accounts electronically filed has increased from 43% to 98%.

RECENT ACHIEVEMENTS

In 2016, the Bureau of Individual Taxes received over five million personal income tax (PA-40) returns through the Fed/State e-file system, which represented 83% of all electronic filing for personal income tax and a 6% increase from the previous year. This was the largest volume of returns electronically filed to date during a tax season.

Employee Engagement Initiatives

In late 2015, the department began an effort to renew its strategic plan. Approximately forty managers from across the department worked to affirm the department's mission, vision, and values and to develop strategic goals and initiatives to move the department into the year 2020. Of the resulting 23 initiatives, 14 of the initiatives have employee-led workgroups actively focused on specific action items to advance our strategic goals. The remaining nine initiatives encompass key departmental operational goals.

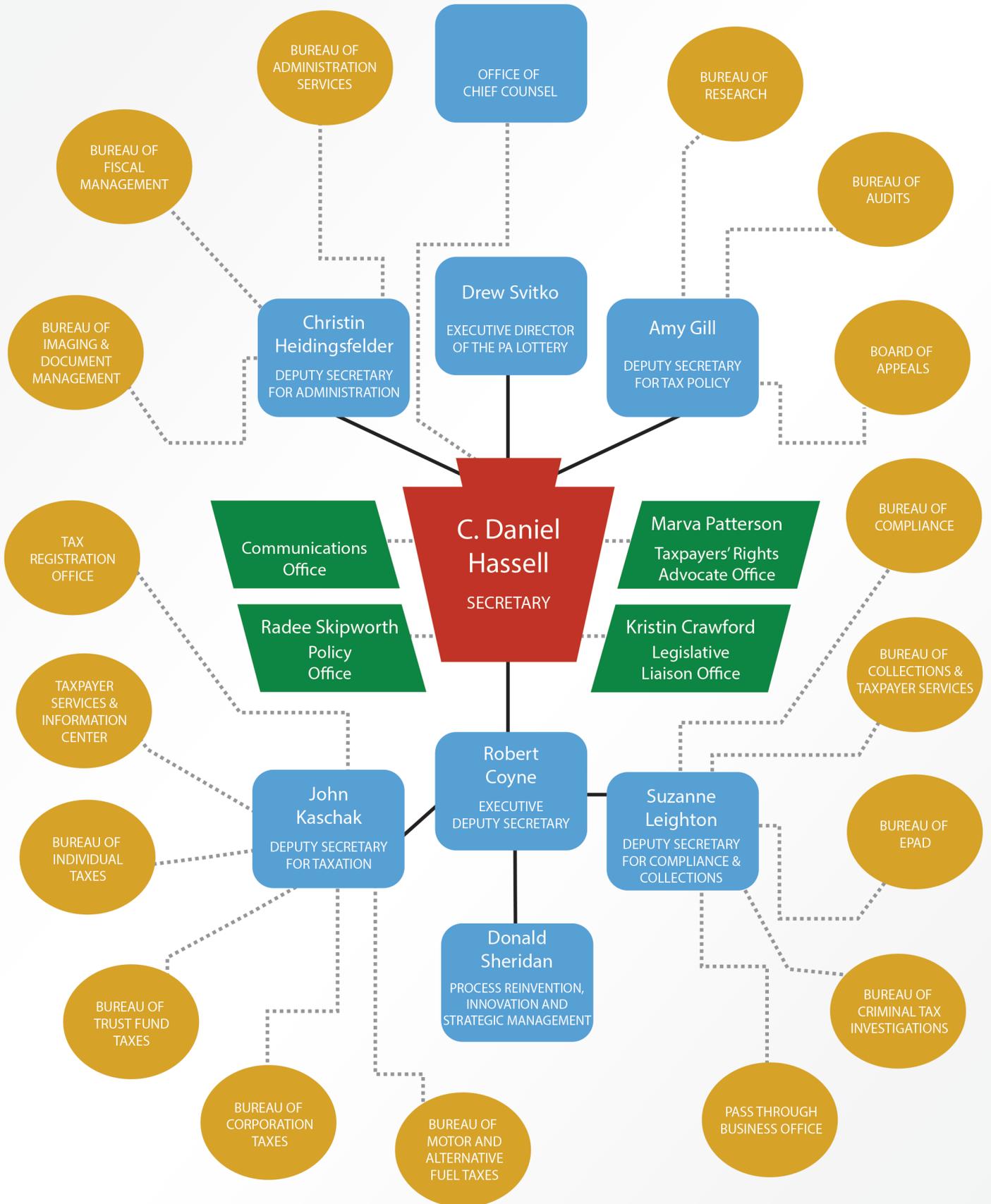
The department continues to see the success of two internal employee development academies, the Supervisory Academy and the Professional Development Academy. These academies were developed by the Bureau of Human Resources to assist the department in retaining staff and providing development opportunities for succession planning purposes. Since inception in 2014, 4 classes of the Supervisory Academy have been run, providing supervisory skills to 52 number of first level supervisors. For the Professional Development Academy, 2 classes have been held, providing targeted skills to 30 number of professional level employees.

Act 84 of 2016

The department has seen an increase in its tax administration responsibilities with the passage of Act 84 of 2016. Following the enactment of the 2016-17 budget, the department has worked to prepare our technology infrastructure for the new legislative mandates, such as:

- Cigarette tax increase
- Taxes on other tobacco products
- Taxes on out-of-state wine shipments
- Taxes on Pennsylvania Lottery winnings
- Taxes on digital products
- Changes to the bank shares tax
- Cap on the sales tax vendor discount
- Offset of personal income tax refunds for court-ordered obligations
- Donation of a personal income tax refund to a tuition assistance account
- 17 new or expanded tax credit programs

Organizational Chart



Quick Facts:

- Established in 1927
- General fund revenue equals \$29 billion
- 10 million returns/payments processed in FY 2016
- Lottery benefits older residents
- Headquartered in Harrisburg
- 25 regional offices
- 1,800 employees
- Strategically focused



Established in 1927, the Pennsylvania Department of Revenue is charged with collecting and distributing most of the tax monies due to the Commonwealth. On an annual basis, the department receives and collects all of the Commonwealth of Pennsylvania General Fund tax revenue, currently in excess of \$29 billion. In addition, the department processes more than 10 million business and individual tax reports and payments annually. The scope of services and programs provided by the department affects every business and citizen in the Commonwealth of Pennsylvania.

The department is responsible for administering the Commonwealth of Pennsylvania's tax programs and services. This includes collecting most tax levies, as well as various fees, fines and other monies due to the commonwealth. The department also supervises the administration and collection of monies for the first and second class county sales tax and various special funds.

Executive Office:

The Executive Office includes the Secretary of Revenue, the Legislative Liaison Office, the Press Office, support staff, and the Executive Leadership that includes:

- Executive Deputy Secretary
- Deputy Secretary for Administration
- Deputy Secretary for Compliance and Collections
- Deputy Secretary for Tax Policy
- Deputy Secretary for Taxation
- Executive Director of the Pennsylvania Lottery
- Policy Director
- Legislative Liaison
- Chief Counsel
- Press Secretary
- Taxpayer Rights Advocate
- Director of Process Reinvention, Innovation and Strategic Management (PRISM)



Secretary of Revenue:

The Secretary of Revenue is responsible for appointing employees required to conduct department operations and directing the collection, accounting, enforcement, and disbursement of all state taxes and other monies paid or owed to the Commonwealth. Moreover, the Secretary acts as a liaison for the department by providing information and legal assistance to the Attorney General and Board of Finance and Revenue for tax appeal cases. The Secretary of Revenue also serves as ex officio member of the Pennsylvania Gaming Control Board.

Executive Deputy Secretary:

The Executive Deputy Secretary for Revenue is responsible for overseeing the majority of the core business operations of the Deputy Secretary for Taxation, Deputy Secretary for Compliance and Collections, and PRISM.



Legislative Liaison:

The department's Legislative Liaison is responsible for maintaining a presence at committee meetings held by the House and Senate and working directly with members and their staff on legislation related to Department of Revenue matters. The Legislative Liaison Office is also responsible for advocating legislation on behalf of the Governor and the department, as well as tracking proposals introduced by the General Assembly to determine the overall impact.

Deputy Secretary for Administration:

The Deputy Secretary for Administration is responsible for administrative support activities required to carry out the mission of the department. The Deputy Secretary oversees the Bureaus of Administrative Services, Imaging and Document Management, as well as Fiscal Management. Primary responsibilities include developing and monitoring the department budget, arranging for the storage and retrieval of all tax records, designing and printing department publications, and directing the digital document management and remittance processing services offered by the department, both internally and externally. The Deputy Secretary also serves as the Americans with Disabilities Act coordinator, IRS Liaison, the Right-to-Know Law coordinator, and maintains oversight Equal Employment Opportunity activities.

Chief Counsel:

The Chief Counsel is responsible for providing legal counsel to the department and the Governor's Office. The Office of Chief Counsel provides advice and assistance on legal issues arising from the administration and enforcement of the Pennsylvania tax laws. In addition, the Office of Chief Counsel provides legal representation for the Pennsylvania State Lottery and in personnel, employment and contract matters. The Office of Chief Counsel also reviews policy statements, regulations, and legislation.

Press Secretary:

The department's Press Secretary is responsible for directing the overall preparation and dissemination of public information regarding Pennsylvania tax laws, the Pennsylvania Lottery, and significant departmental activities. The Press Secretary also serves as the communications strategist and media spokesperson on matters that bring the DOR, its activities and its personnel into public focus.



Deputy Secretary for Tax Policy:

The Deputy Secretary for Tax Policy coordinates the department's tax policy responses to issues as they arise, oversees publication of documents with approved positions, and chairs the department's tax policy committee, which discusses positions the department will take on various issues. The Deputy Secretary is responsible for directing financial research to identify economic trends that would affect revenue collections and advising the Secretary of Revenue on procedures to optimize collections and improve audit functions under all possible economic conditions. The Deputy Secretary also oversees the operation of the Board of Appeals and the Bureaus of Research and Audits the economic development programs.

Deputy Secretary for Taxation:

The Deputy Secretary for Taxation is responsible for managing the Bureaus of Corporation Taxes, Motor and Alternative Fuel Taxes, Individual Taxes, Business Trust Fund Taxes, Taxpayer Service and Information Center, as well as the operations of the Tax Registration Office and the Voluntary Disclosure Program. The Deputy Secretary also directs the review of corporation tax reports, motor fuel reports, personal income tax returns, inheritance tax returns, realty transfer tax documents, Property Tax/Rent Rebate claims, sales tax returns, and employer tax returns.



Deputy Secretary for Compliance and Collections:

The Deputy Secretary for Compliance and Collections is responsible for directing department operations to enforce and ensure compliance with the Commonwealth's tax laws. The Deputy Secretary plans, develops, implements, coordinates, and evaluates the compliance and collection functions of the department and is responsible for departmental liaisons, coordination, and cooperation with other law enforcement agencies at the federal, state, and local levels. The Deputy Secretary directs the operations of the Pass Through Business Office and the Bureaus of Criminal Tax Investigations, Bureau of Collections and Taxpayer Services, Bureau of Compliance, and Bureau of Enforcement Planning, Analysis, and Discovery.

Taxpayer Rights Advocate:

The Office of Taxpayer Rights Advocate was created by the Taxpayer Bill of Rights that became law on December 20, 1996. The Taxpayer Rights Advocate is responsible for representing and ensuring individual taxpayers are provided equitable treatment with dignity and respect. Furthermore, it is the Office of Taxpayer Rights Advocate's obligation to serve as the department's primary officer for the administration of the Taxpayer Bill of Rights.

Policy Director:

The department's Policy Director is responsible for promoting the economic goals and taxation policies of the Governor and the Secretary of Revenue by providing guidance, developing initiatives, assessing feasibility and desirability, coordinating implementation, monitoring and developing responses to federal actions, and fostering collaboration with other executive agencies. The Policy Director also appears before legislative committees to explain new government policies and describe considerations weighed into the policy development process.



Executive Director of the Pennsylvania Lottery:

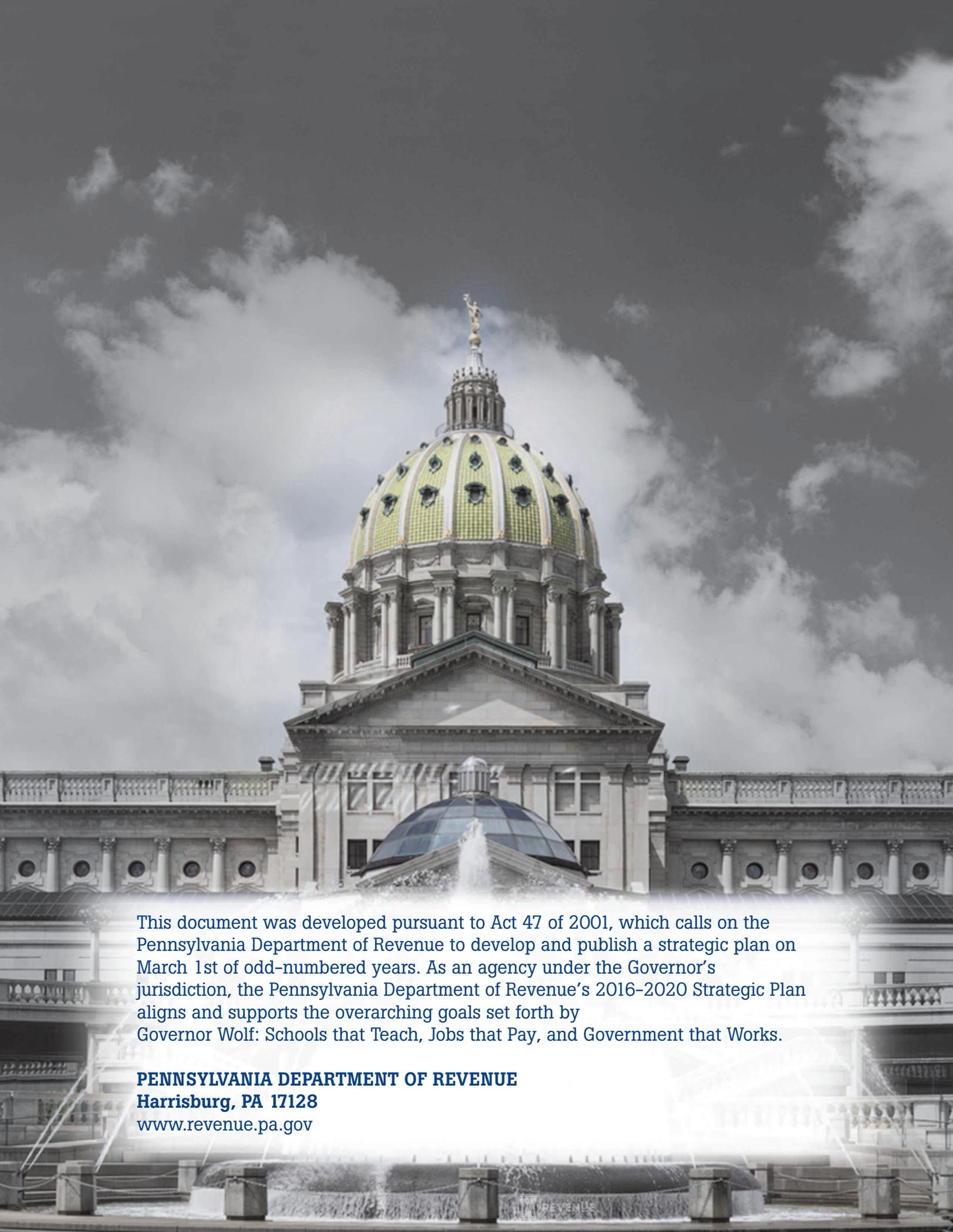
The Executive Director of the Pennsylvania Lottery is responsible for the administration and operation of the Lottery including authorizing procedures and guidelines for the marketing and manufacturing of Lottery tickets, conducting all Lottery drawings, validating winning numbers, and compensating winning ticket holders. The Pennsylvania Lottery consists of the Security Office and three Deputy Executive Directors. The Deputy Executive Director of Administration and Finance is responsible for consumer support, financial accounting and reporting, and the administrative functions of the Pennsylvania Lottery. The Deputy Executive Director for Marketing and Product Development is responsible for the creation, management, and marketing of all Lottery Games, the management of advertising and promotional activities, the Pennsylvania Lottery brand, the engagement of players through social and digital media, and the management of the Lottery's website and VIP Players Club. The Deputy Executive Director for Retail Operations is responsible for supporting Pennsylvania Lottery sales and promotional activities through and manages seven area offices.



Director of Process Reinvention, Innovation and Strategic Management (PRISM):

The Director of PRISM is responsible for developing, planning, and managing all aspects of departmental projects including: project scope, schedules, resources, costs, quality control, communications, risk mitigation and staffing; identifying and prioritizing DOR project proposals; to develop, manage, control, and implement projects; delivering projects on time, within budget, and according to the planned scope; developing and maintaining the department's strategic plan; documenting and maintaining the department's business processes; establishing and reviewing metrics in support of the department's strategic goals and initiatives; defining and documenting the user design requirements in support of the modernization of the department's tax systems; developing, planning and directing the department's Data Governance strategy; and providing business analysis, and process improvement services for tax systems supporting business areas throughout the department.





This document was developed pursuant to Act 47 of 2001, which calls on the Pennsylvania Department of Revenue to develop and publish a strategic plan on March 1st of odd-numbered years. As an agency under the Governor's jurisdiction, the Pennsylvania Department of Revenue's 2016-2020 Strategic Plan aligns and supports the overarching goals set forth by Governor Wolf: Schools that Teach, Jobs that Pay, and Government that Works.

PENNSYLVANIA DEPARTMENT OF REVENUE
Harrisburg, PA 17128
www.revenue.pa.gov