



STRATEGIC PLAN ACHIEVEMENTS 2021-2025

ACHIEVEMENTS

2021 - 2025

GOAL 1: TRANSFORM THE CUSTOMER SERVICE EXPERIENCE

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.

- ✦ Customer experience surveys on website, **myPATH** and phone system
- ✦ Spanish translation of the PA-40 and PA-1000 instructions
- ✦ Phone line consolidation project

GOAL 2: MODERNIZE SYSTEMS TO ENHANCE TAX AND LOTTERY ADMINISTRATION

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

- ✦ Implementation of all taxes in PATH
- ✦ Replaced PA-100 and e-TIDES with **myPATH**
- ✦ Lottery modernization
- ✦ Participation in the Transportation Revenue Options Commission
- ✦ Implementation of TraCs for online citations

GOAL 3: PROMOTE VOLUNTARY TAX COMPLIANCE THROUGH EDUCATION, COMMUNICATION, AND SERVICE

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.

- ✦ Tax Forgiveness outreach program
- ✦ Creation of Revenue 411 video series
- ✦ Expanded use of social media (Twitter, LinkedIn, and Facebook)
- ✦ Implementation of One Field Agent classification

GOAL 4: CONTINUALLY IMPROVE LOTTERY SALES AND NET PROFITS

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

- ✦ 50th anniversary celebration including the first \$50 instant ticket.



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GOAL 5: IDENTIFY AND ADDRESS BARRIERS TO HUMAN DIVERSITY, EQUITY, AND INCLUSION

The department's Human Diversity Equity and Inclusion initiative is committed to creating a culture that is diverse, fair and welcoming for both our employees and our customers. We aim to create a human-centered culture that identifies opportunities and recommends concrete actions to enhance diversity, equity, and inclusion, both internally and externally.

- ✦ Creation of the Human Diversity, Equity, and Inclusion Committee
- ✦ Led 16 employee focus groups on DEI work
- ✦ Launched OurRevenue OurStories
- ✦ Offer both mandatory and elective DEI trainings
- ✦ Hired department's first DEI Officer

GOAL 6: DEVELOP OUR WORKFORCE FOR CURRENT AND FUTURE GROWTH

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.

- ✦ Expanded change management
- ✦ Informal leadership development workshops
- ✦ Developing 3 mentoring programs
- ✦ Updated the Strategic Plan for 2021-2025
- ✦ Released 4th Employee Experience Survey
- ✦ Led 3 reorganizations

GOAL 7: USE DATA-INFORMED DECISION MAKING TO MANAGE OPERATIONS AND INFORM STAKEHOLDERS

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

- ✦ Expanded OurRevenue Results (ORR)
- ✦ Implemented robotic process automation for penalty abatement
- ✦ Expanded use of PowerBI dashboards for reporting
- ✦ Coordinated department's Performance-based Budgeting Report

ACHIEVEMENTS

2021 - 2025

GOAL 8: EXPAND AND PROMOTE A SUSTAINABLE LEAN CULTURE

The department is committed to empowering and equipping our employees to build a culture of continuous improvement using Lean principles and methodologies so that we can more effectively serve each other and the citizens of the commonwealth.

- ✦ Coordinated Lean Six Sigma (LSS) Green Belt training for 18 DOR employees in 2022
- ✦ Logged 123 process improvements in 2021 and 2022, of which 105 are complete

GOAL 9: INSTILL PUBLIC CONFIDENCE

The department commits to listening to feedback from customers and utilizing technology to provide a consistent and transparent approach to customer service. The department is also committed to maintaining the privacy and security of sensitive customer information, and fairly, equitably, and consistently applying the law.

- ✦ Established Bureau of Fraud Detection & Analysis
- ✦ Established Lottery Risk Management Office
- ✦ Co-led Enterprise Risk Management Community of Practice with WA DOR
- ✦ Annual risk reporting to the Office of the Budget





**PAST ACHIEVEMENTS
STRATEGIC PLAN
2016-2020**

PAST ACHIEVEMENTS

2016 - 2020

GOAL 1: CONTINUALLY IMPROVE CUSTOMER SERVICE

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.

- 👉 Customer Feedback Survey on Website
- 👉 Customer Feedback Survey on the PA-100 Form
- 👉 Post-Audit Customer Feedback Survey
- 👉 One Question Phone Customer Service Surveys
- 👉 One Question **myPATH** Customer Service Surveys
- 👉 Social Media Presence (Facebook, Twitter, LinkedIn)
- 👉 PA Tax Talk Blog
- 👉 Schedule a Call Service
- 👉 Dedicated Staff to Resolve Large Business Tax Account Issues

GOAL 2: ENHANCE EFFECTIVENESS OF TAX COMPLIANCE

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.

- 👉 Record General Fund Revenue Collections
- 👉 New Business 101 Workshops
- 👉 Partnered with PRLA - Pennsylvania Restaurant and Lodging Association on Sales Suppression Outreach
- 👉 Revised Personal Income Tax Guide and Transitioned to HTML
- 👉 Plain Language Forms Initiatives
- 👉 Nudge Tax Delinquency Notices
- 👉 Revenue 411 Videos for Taxpayer Education
- 👉 Skip Tracing to Improve Customer Outreach
- 👉 Online Fall Tax Seminars
- 👉 Taxpayer Outreach Program for PIT/PTRR Filing Assistance
- 👉 New Registration Outreach Program
- 👉 Restaurant Industry Outreach Initiative
- 👉 Home Sharing Tax Collection Agreements
- 👉 Sales Tax Desk Review Program
- 👉 Electronic Lien Filing

PAST ACHIEVEMENTS

2016 - 2020

- ✦ Electronic Sales Suppression Program
- ✦ Out-of-State Lien Enforcement Program
- ✦ Tax Amnesty Program
- ✦ FuelCAP Expansion
- ✦ Marketplace Facilitators Sales Tax Collection
- ✦ Contracted with Certified Service Providers for Sales Tax Collection

GOAL 3: CONTINUALLY IMPROVE BUSINESS PROCESSES AND TECHNOLOGY

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

- ✦ Pennsylvania Tax Hub
- ✦ PATHFinder (Online Customer Help Chatbot)
- ✦ e-Statement of Account in e-TIDES
- ✦ e-Correspondence Launched in e-TIDES Document Center
- ✦ Inbound Mail Consolidation
- ✦ Online Filing for Transactional and Business Use Tax Obligations
- ✦ USPS Intelligent Mail Barcode, Address Correction Service, Informed Visibility
- ✦ Updated PA-100 Registration Website
- ✦ Electronic Renewal for Tobacco Products Licenses in e-TIDES
- ✦ 10 Express Forms/PowerApps in production
- ✦ Account Validation Services for Fraud Prevention
- ✦ New IBML Scanners for Imaging & Document Management
- ✦ Online Application for R&D Program
- ✦ Online Tax Credit Broker Registration
- ✦ Robotic Process Automation for 1st Time Penalty Abatement
- ✦ Consolidated Field Offices
- ✦ Reorganization and Creation of New Bureaus

PAST ACHIEVEMENTS

2016 - 2020

GOAL 4: PROVIDE ACCURATE AND TIMELY REVENUE ANALYSIS

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.

- OurRevenue Results Performance Management System

GOAL 5: CONTINUALLY IMPROVE LOTTERY SALES AND NET PROFITS

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

- Record Lottery Profits
- Play at the Pump
- Debit Card Purchases for Lottery Tickets
- Online/Instant RFP Issued/Awarded
- New iLottery System Implemented
- Virtual Sports and Keno Monitor Games
- Route Sales Model

GOAL 6: CONTINUALLY IMPROVE PUBLIC CONFIDENCE

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.

Professional Leadership Roles:

- FTA (Federation of Tax Administrators)
- NESTOA (Northeastern States Tax Officers Association)
- IDTTRF-ISAC (Identity Theft Tax Refund Fraud Information Sharing and Analysis Center)
- Hosted 2016 Annual NESTOA Conference in Hershey

GOAL 7: INCREASE ORGANIZATIONAL CAPACITY

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.

- Adoption of the 2016-2020 Strategic Plan
- Annual Business Plan Development for Taxation, C&C, and PRISM



PAST ACHIEVEMENTS

2016 - 2020

- ✦ Adoption of Internal Controls Framework (Formerly MD 310.12)
- ✦ Established an Enterprise Risk Management Framework
- ✦ Employee Engagement Surveys
- ✦ MyRevenue Internal Branding Initiative
- ✦ Front Line Focus Groups
- ✦ LEAD Meetings for Directors and Executive Staff
- ✦ Lean Process Improvement Mindset
- ✦ GEM Employee Recognition Program

GOAL 8: PROMOTE TAX POLICIES TO IMPROVE THE COMMONWEALTH'S TAX ADMINISTRATION

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.

- ✦ Multistate Tax Commission's Joint Audit Program
- ✦ Elimination of the Capital Stock and Foreign Franchise Taxes
- ✦ Offsets For Restitution Payments via AOPC
- ✦ Lottery Prize Offsets for Child Support
- ✦ ABLE Donation Deduction
- ✦ New Fireworks Tax
- ✦ New Medical Marijuana Tax
- ✦ New Wine Excise Tax
- ✦ Wine Extension Permits
- ✦ New Other Tobacco Products Tax
- ✦ 1099 MISC/NEC Tax Withholding
- ✦ New Fantasy Sports Gaming Tax
- ✦ New Carsharing Tax
- ✦ New Sports Betting Gaming Tax
- ✦ VGTs at Truck Stops
- ✦ Additional Casinos

COVID RELATED ACCOMPLISHMENTS

- ✦ COVID 19/Pandemic Shutdown/Restart
- ✦ COVID 19/Pandemic Policy Changes

PAST ACHIEVEMENTS

2016 - 2020

- 🏆 New Audit Approaches (IFTA Compliance & ST Business Activity Reviews)
- 🏆 Teleworking Agreement
- 🏆 Scheduled Appointments in District Offices
- 🏆 DOR Employees Assisting Departments of L&I, Health, State
- 🏆 Virtual Appeal Hearings
- 🏆 COOP Plan Revisions
- 🏆 BIDM Disaster Recovery Enhancements

AWARDS RECEIVED

- 🏆 Governor's Award for Excellence:
 - 🏆 2018: Electronic Sales Suppression
 - 🏆 2019: Corporate Clearance/Bulk Sale Certificates Lean Project
- 🏆 Excellence in Technology Award (Government Technology):
 - 🏆 2018: Online Filing of the PA-1
- 🏆 FTA Awards:
 - 🏆 2020: Intelligent Mail Barcode
 - 🏆 2020: Online Tobacco License Renewal Project
- 🏆 Harley T. Duncan Award for Leadership and Service in State Tax Administration (FTA):
 - 🏆 2020: Kevin Milligan (co-recipient)
- 🏆 Government Innovation Award:
 - 🏆 2019: Intelligent Mail Barcode
 - 🏆 2020: "Nudge" Tax Delinquency Notices



