STATE OF RHODE ISLAND
DEPARTMENT OF REVENUE

Strategic Plan
Department of Revenue

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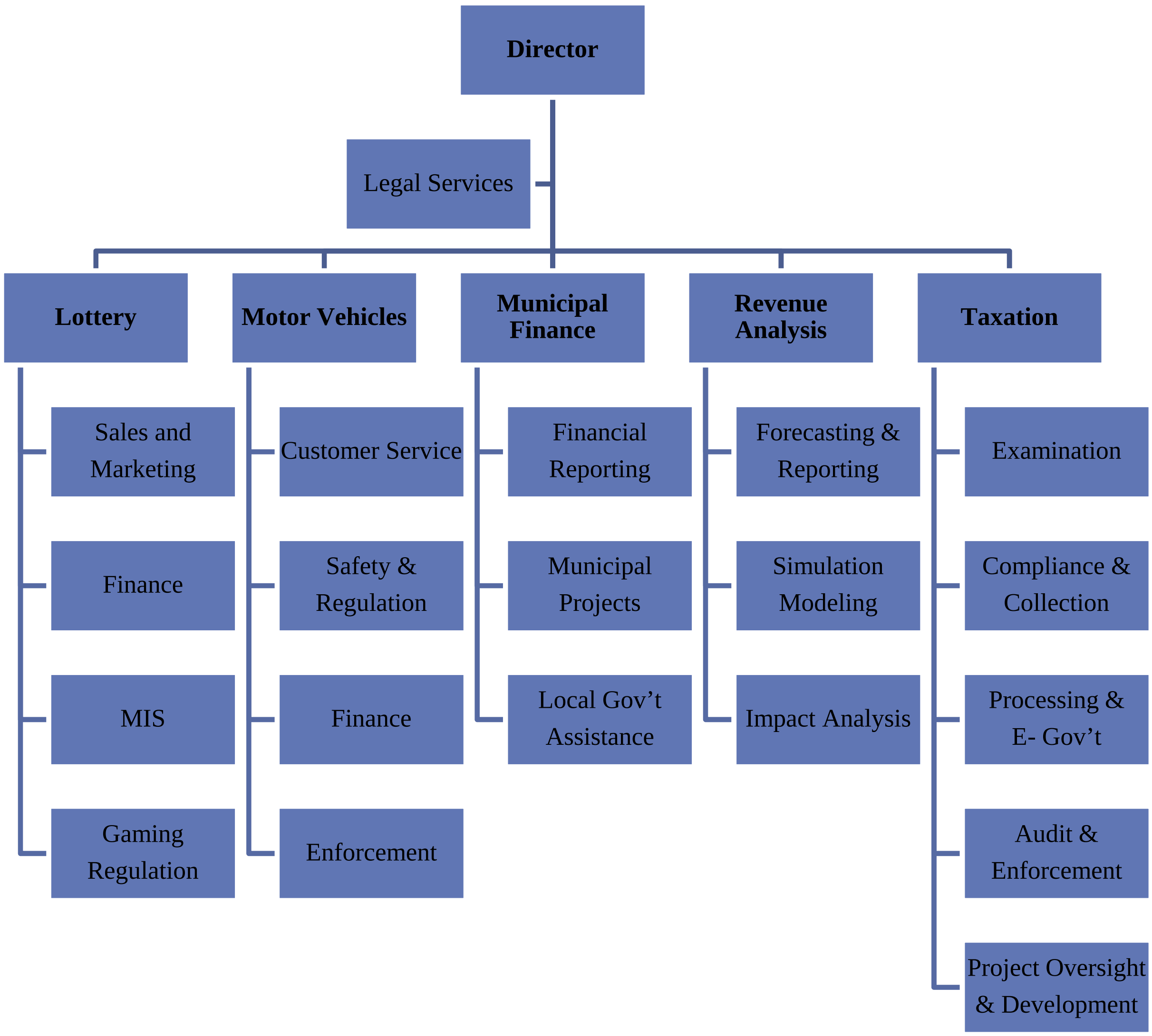
Department of Revenue

Created by the General Assembly in 2006



Department of Revenue

Vision | As Department of Revenue employees, we adhere to the highest level of ethical conduct, respect the public trust, and are open, accountable and responsive to the needs of those we serve. We avoid the appearance of impropriety and do not use our position for personal gain or advantage.

Mission | The mission of the Department of Revenue is to administer its programs, and consistently execute the laws and regulations with integrity and accountability, thereby instilling public confidence in the work performed by the department.

We accomplish this mission by fostering innovation our operations, developing cooperative relationships with other public and private entities, clearly communicating with the public, and treating everyone fairly and with respect.

Core Values

- To provide high quality services with integrity and responsibility
- To provide customer service and expertise in a cost-effective and efficient manner
- To be professional and impartial
- To be innovative
- To provide for fiscal accountability

Strategic Issues

How to:

- Collect all revenues due to the State of Rhode Island in accordance with state and federal laws and regulations in a manner that is both efficient and customer friendly
- Promote voluntary compliance with laws and regulations and provide information to the public through effective communication
- Create a dynamic environment of continuous learning that challenges employees to perform at their highest potential
- Recruit and retain highly skilled, diverse, and motivated staff
- Provide appropriate support, tools, and technology to employees so that we can efficiently meet the needs of the public

Division Strategic Plans

Office of the Director

Mission | The mission of the Director's Office is to ensure that the Department’s programs are efficiently organized and implemented, utilizing the resources provided by the taxpayers through the annual appropriation process, in accordance with legislative and policy mandates as they relate to the analysis and collection of taxes, fees and revenues; enforcement of laws relating to the operation of the lottery; the operation and registration of motor vehicles; and monitoring and oversight of municipal finances.

Strategic Issues

How to:

- Maximize available resources by performing tasks in the most effective and cost-efficient manner possible
- Provide professional, proactive legal services to the divisions within the department and to assist the divisions with achieving statutory goals and objectives
- Assess, monitor, evaluate, and improve the Department’s progress toward meeting goals and objectives.
- Foster and maintain a culture that values diversity and inclusion within the Department by promoting employment and retention of minority staff

Strategic Issue 1

Maximize available resources by performing tasks in the most effective and cost-efficient manner possible

Objective 1 | Ensure that Department of Revenue employees are well trained and informed about the Department's mission and objectives

- Prepare a letter of introduction from the Director to new employees welcoming them to the Department and describing the Department's mission, vision, core values and identifying the ethics officer and diversity liaison
- Develop a training program for Division Chiefs for introducing new employees to the Department of Revenue
- Coordinate training efforts for technology advancements having a department-wide impact
- Monitor Division-specific training programs and requirements

Objective 2 | Improve communication both internally and externally to ensure that the Department is a cohesive unit

- Post the Department's strategic plan on the website
- Develop a policy for communications with the Governor's Office, the General Assembly, and the media
- Develop a policy governing review and approval of all reports and studies to be released by the Department
- Distribute bi-weekly communications from the Director's Office to the senior staff apprising them of accomplishments in other Divisions, upcoming events, policy initiatives, etc.
- Establish a protocol and process for communications to all Department employees from the Director of Revenue

Objective 3 | Update the Department and Division's websites and establish a process for submission of data from external sources to the Divisions electronically to avoid duplication of data entry

- Create a technology working group to evaluate the needs and ensure coordination so that the Department presents a uniform plan to the Office of Digital Excellence
- Coordinate a needs assessment of current Division websites within the next six (6) months
- Conduct needs assessment for online data submission
- In conjunction with the Office of Digital Excellence, determine software and hardware requirements for electronic data submission
- Request funding in the FY 2017 budget for implementation

Objective 4 | Consolidate Director's Office staff into one central area in the building and reconfigure office space to keep units more intact

- Finalize space plans within the Department and review with the Division of Facilities
- Once final approval is received, communicate the upcoming moves with staff
- Establish time frame with Facilities and set up bi-weekly meetings between Facilities and senior staff to monitor progress

STRATEGIC ISSUE 2

- Provide professional, proactive legal services to the divisions within the department and to assist the divisions with achieving statutory goals and objectives

Objective 1 | Assure that the Department has sufficient legal resources to provide expert legal advice and services to the divisions in a timely and efficient manner

- Act as general counsel to the Director of the Department
- Supervise, mentor and assign legal staff (lawyers and interns) within the Department consistent with their level of experience and expertise to utilize legal resources in the most effective and cost efficient manner possible
- Provide professional legal advice, opinions, and services to the Divisions within the Department in a timely and efficient manner
- Respond to Access to Public Records Act (APRA) requests within the statutorily required time frame
- Draft legislation, notices of suspension and revocation of licenses, appointments, contracts, policies and procedures and internal and external communications
- Represent the Department at judicial and administrative hearings
- Provide training on legal issues to Department staff, including but not limited to, procedures to be followed re: APRA requests, acceptance of subpoenas, and appearing as a witness at hearings
- Draft required reports (i.e. quarterly litigation reports for auditor general, outside legal counsel reports to the Department of Administration (DOA), updates for official statements, regulatory reform reports, and periodic regulatory agendas), on behalf of the Department
- Supervise outside counsel retained to represent the Department on legal matters
- Work with legal counsel in other agencies where there is dual regulatory oversight

Objective 2 | Keep current (and assure legal staff keeps current) with changes in State and Federal Laws and regulations impacting the Department

- Monitor and review proposed legislative introductions during the General Assembly sessions to determine possible impact on the Department's statutory responsibilities
- Amend regulations, policies and procedures to comply with legislative and regulatory changes

- Inform Department senior staff of new laws and regulations impacting the Department

STRATEGIC ISSUE 3

Assess, monitor, evaluate and improve the Department's progress toward meeting goals and objectives

Objective 1 | Monitor the divisions' progress toward achieving performance management goals

- Update the performance management tracking sheet on a monthly basis
- Follow up with the divisions when goals are not being met

Objective 2 | Work with divisions to develop and enhance performance measures to ensure that the measures are consistent with the division's goals and objectives

- Meet with division heads to review current measures and identify additional performance measures between December 2014 and March 2015
- Evaluate the consistency with the strategic plan as goals and objectives are modified

STRATEGIC ISSUE 4

Foster and maintain a culture that values diversity and inclusion within the Department by promoting employment and retention of minority staff

Objective 1 | Increase minority representation within the Department by five (5) percent within the next thress (3) years

- Evaluate the current minority representation within the Department using the OMB's Diversity Projection tool
- Where possible, review interview lists for qualified minority candidates and recommend qualified minority candidates for interview
- Create minority lists and/or language lists when eligible under Human Resources regulations

Objective 2 | Provide information and resources to staff to encourage cultural sensitivity

- The Diversity Liaison will work with the Office of Diversity and Equity to identify and develop trainings or policies for dissemination
- Provide customer service training to all staff interacting with the public on a regular basis

Division of Lottery

Mission | The mission of the Rhode Island Lottery is to generate revenue for the State of Rhode Island through the responsible management and sale of entertaining lottery products while incorporating the highest standards of security and integrity, setting and achieving challenging goals, emphasizing customer service and maintaining the public trust.

Strategic Issues

How to:

- Maximize revenue while maintaining the public trust by protecting and ensuring the security of our lottery games and promoting responsible play
- Strive to incorporate innovation into our products to provide the citizens of Rhode Island with the best entertainment experience available through our products
- Emphasize fiscal accountability by ensuring that all expenditures help generate revenue, enhance security, fulfill regulatory requirements, and improve customer service
- Provide exemplary service to the people of Rhode Island through the courteous dissemination of clear and accurate information about our products, services, and regulatory functions

STRATEGIC ISSUE 1

Maximize revenue while maintaining the public trust by protecting and ensuring the security of our lottery games and promoting responsible play

Objective 1 | Foster a performance management culture

- Stablize/grow number of players/sales
- Enhance cooperation and motivation of workforce
- Leadership encourages and embraces change and innovation at all levels
- Enhance lines of communication and accountability
- Continued research of product and marketing development

Objective 2 | Get the most out of retailer network

- Continued identification of retailers with greatest potential for growth by Sales Manager, keying in on corporate accounts
- Ensure that future retailer selection is based on growth potential by evaluating retailer locations and business viability
- Maintain a business model of service levels commensurate with retailer sales performance by providing one-on-one liaison service by the Lottery Sales Manager including retailer specific promotions and incentives
- Monitor/manage instant ticket distribution in order to maximize sales by ensuring adequate ticket inventory by retailer, movement of games based on sales, and variety of offerings
- Continue to focus retail base on the benefits of selling the Lottery

Objective 3 | Get the most out of our marketing dollar(s)

- Continued testing and measuring marketing concepts and return-on-investment by performing post-analyses of all promotions and advertising campaigns
- Continued tailoring and optimal adjustment of our marketing plan to ensure the intended audiences are reached and anticipated results are achieved
- Ensure consumer marketing and advertising budget supports sales strategies through the on-going joint efforts of Lottery Sales and Marketing Department

Objective 4 | Allocate resources to maximize profits

- Continue to focus on return-on-investment and efficiency by changing, enhancing, or eliminating initiatives that did not meet anticipated goals as indicated by post-analyses of promotions, game offerings, and advertising programs
- Continue to operate in accordance with fundamental values and qualities that represent best practice in accounting and financial management thus creating a common framework and ensuring continued recognition of the Lottery by the Government Finance Officers Association (GFOA) conveyance of award in the Certification of Achievement for Excellence in Financial Reporting through submission of the Lottery's Comprehensive Annual Financial Report (CAFR)
- Continue to grow retailer base to maximize sales, including the recruitment of corporate accounts and providing one-on-one liaison service by Lottery Sales Manager assigned to corporate accounts

Objective 5 | Enhance efforts in promoting responsible play

- Continue promoting the responsible use of products, working with stakeholders in the areas of responsible gaming awareness and education
- Continued facilitation of employee and retailer education in responsible play through promotion and enhancement of the Lottery's Play Responsibility Program supported by the Lottery-sponsored 24-hour Problem Gambling Helpline administered by United Way 211, and available NASPL training aids (Q2, Q3 - FY'15)
- On-going public awareness of problem gambling, and the availability of treatment services via public service announcements, print ads, billboards, and public transportation ad campaigns (Q2, Q3 - FY'15)
- Continue to enhance the partnership with both Twin River and Newport Grand in the offering of problem gambling programs to include training and employees, on-site information regarding the signs of problem gambling, Helpline Number, and the option to register in self-exclusion programs, in order to assist those who cannot participate conscientiously in gaming, in accordance with R.I.G.L. § 42-61.2-14(Q2, Q3 - FY'15)
- Regular on-site presence at both Twin River and Newport Grand of the United Way 211 RV, staffed by members of the Problem Gambling Helpline staff offering information and support to visitors to those Facilities
- Continued involvement with the Problem Gambling Services of Rhode Island (PGSRI) treatment program supported with funding from Twin River and Newport Grand in accordance with R.I.G. L. § 42-61.2-14
- Continue Lottery representation on the Rhode Island Council of Problem Gambling (RICPG) membership as well as support of on-going activities and efforts
- Continue Lottery participation and support of the annual National Problem Gambling Awareness Month held each March, including promoting awareness through statewide billboard campaigns, outreach activities, which include working with Twin River and

Newport Grand providing on-site space for RICPG members to meet with players visiting the Facilities and provide information on problem gambling(Q2, Q3 - FY'15)

- Proceed with development of strategic plan for enhancing services available for problem gamblers utilizing information obtained from recently completed Needs Assessment Report conducted with funding provided in accordance with R.I.G.L § 42-61.2-14(Q2, Q3 - FY'15)
- Work with various agencies; i.e. Behavioral Healthcare Developmental Disabilities, and Hospitals (BHDDH), Veterans Affairs, Elderly Affairs, and other state and local entities to coordinate and consolidate services for problem gamblers (Q2, Q3 - FY'15)

STRATEGIC ISSUE 2

Strive to incorporate innovation into our products to provide the citizens of Rhode Island with the best entertainment experience available through our products

Objective 1 | Deliver continued excitement and a unique experience

- On-going efforts by Lottery marketing, sales, and finance staff along with instant ticket and on-line gaming vendors to ensure traditional game offerings are appealing to the player and competitive with lotteries in neighboring states utilizing industry information, retailer input, player surveys/feedback, and sales trends
- Continuous evaluation of game performance to determine game end dates, new game launches, and frequency and type of promotions needed to ensure optimum sales
- Continue working with the Multi-State Lottery Association (MUSL) on the administration and enhancement of current multi-state games, such as PowerBall's recent price-point change, Mega Millions, and Lucky for Life's scheduled re-launch in January of 2015, and development of new multi-state games like Monopoly's inaugural release October of 2014 to ensure availability of high jackpot games made possible with the large player base these multi-state games provide
- Continue strong focus on the operating of both Twin River and Newport Grand, with emphasis on marketing initiatives with Lottery Table Game and Video Lottery personnel working closely with Twin River and Newport Grand staff, Video Lottery Terminal (VLT) providers, and casino industry research to ensure the VLT product offerings are state-of-the-art, that player promotions are effective at both maintaining and increasing customer base, and competitive with neighboring states offering casino gaming and minimize negative impact of potential casino gaming coming to Massachusetts
- Ensure ability to implement Table Games at Newport Grand in a timely fashion should November ballot passes by completing the roster of additional personnel needed and readiness to immediately begin work with Newport Grand management on all facets of this implementation

STRATEGIC ISSUE 3

Emphasize fiscal accountability by ensuring that all expenditures help generate revenue, enhance security, fulfill regulatory requirements, and improve customer service

Objective 1 | Deliver Continued Excitement and Unique Experience

- Continued professional skills development at all levels of the Lottery
- Staff training opportunities to maximize understanding of industry best practices and implementing operational efficiencies
- Continued development and adjustment of policies and procedures through regular internal communications to ensure best practices and industry standards are being followed
- Analyze cost-savings suggestions and implement where feasible to maintain, or reduce costs
- Provide factual, timely information to legislators and opinion leaders about the status of Lottery revenues and funds transferred to the General Fund in accordance with the law

Objective 2 | Accessibility and Transparency with Enhanced Customer Service

- Continue expansion of the Lottery website's player registration site to develop and brand an interactive site, including mobile access, Lottery apps, etc.
- Continue to utilize internet advertising on other news and entertainment sites to drive people to our website
- Expand the webcasting of commercials and winner videos to increase awareness of games, promotions, and prizes won
- Maintain quality communications with players through website feedback, player forums, and customer service provided by Validations, Sales and Marketing staff
- Continue practice of providing prompt responses to all external inquiries and requests for information received via telephone, correspondence, website feedback, Facebook, and Twitter
- Continue with current partnerships allowing for the promotion of Lottery products to specific audiences; i.e. Pawtucket Red Sox, Providence College, URI, Providence Bruins, etc.

STRATEGIC ISSUE 4

Provide exemplary service to the people of Rhode Island through the courteous dissemination of clear and accurate information about our products, services, and regulatory functions

Objective 1 | Focus on Enhancing Productive Stakeholder Relationships

- Players and Public: Maintain player confidence and trust in the integrity of the Lottery by maintaining and enforcing strict standards regarding the integrity of our games and drawings, prompt responses to inquiries from the public, awareness of the prohibition of underage play, continued enhancement of the Lottery's Play Responsibly Program, including continuing to raise awareness of problem gambling and availability of help

- Employees: Maintain an environment where people perform to the best of their abilities and where they feel valued, supported, and respected through both one-on-one recognition and acknowledgement of individual and agency accomplishments
- Government/Legislature: Maintain an engaged and cooperative relationship with governmental agencies as we continue to operate the Lottery in an efficient and socially-responsible manner
- Retailers: Relationship with retailers of shared goals, mutual trust, open communications, support, and recognition of retailer performance through promotions, prizes, and incentives
- Twin River and Newport Grand: Continue the hands-on operation of these two Facilities with due diligence provided on a 24/7 basis by Lottery Table Game and VLT personnel and holding these two Facilities to the highest standards in all areas of operation
- Vendors: Work with vendors in an open, sustainable and trusted partnership to ensure they maintain the highest standards of integrity while supplying goods and services in support of traditional lottery product and gaming supplies
- Media: Maintain a relationship with media based on open communication
- Law Enforcement: Maintain and foster strong relationships with local, state, and federal agencies

Division of Motor Vehicles

Mission | The Division of Motor Vehicles is responsible for ensuring consistent administration and enforcement of all laws pertaining to the operation and registration of motor vehicles and is committed to providing excellent customer service with integrity and transparency

Strategic Issues

How to:

- Provide expedient customer service in all DMV transactions
- Utilize all available resources to improve employee morale and motivate staff members
- Ensure consistent and effective communication amongst all stakeholders, including employees and customers
- Provide simple and effective methods and procedures for customers to easily complete transactions, whether in person or through expanded on-line services
- Ensure that contemporary and practical rules, regulations, and laws are enacted for the safe operation of vehicles on our local highways

STRATEGIC ISSUE 1

Provide expedient customer service in all DMV transactions

Objective 1 | Increase participation for current on-line transactions

- Conduct on-going review of on-line transactions with vendor to ensure customer needs are being met

Objective 2 | Ensure staffing needs are adequate to meet customer volume and maintain reasonable wait times.

- Maintain continuous recruitment and selection of Customer Service Representatives (CSR's)
- Periodically review DMV Staffing Plan for updates, revisions, etc.
- Recruit and hire part-time CSR's to supplement current workforce during lunch and breaks which is consistent with peak volume , i.e., 10 am – 2 pm daily

Objective 3 | Improve customer services and reduce wait times to an acceptable average wait time of 20 minutes, by December 2016, for all combined transactions.

- Enhance queuing software (Q-MATIC) to include posting of wait times on-line and allow client appointments
- Seek funding for software upgrades
- Review lessons learned and best practices in states currently utilizing on-line scheduling for appointments
- Conduct semi-annual review of all DMV forms and checklists
- Seek funding for requisite staffing, i.e., part-time employees, additional FTE's

Objective 4 | Conduct a comprehensive review of all branch offices to evaluate operational efficiency and customer services

- Establish check-in booths, as necessary, in all branch offices
- Recommend improvements to branch offices as required

Objective 5 | Participate in the modernization of the DMV Legacy software system to ensure the timely delivery of a successful product

- Engage DMV employees to serve as motivated enabling members to the total modernization effort by utilization of DMV Newsletter, employee emailing, staff meetings, etc.
- Ensure DMV employees are provided with timely information of modernization efforts and progress
- Ensure adequate assignment of DMV subject matter experts to modernization team efforts
- Provide management oversight of modernization progress

Objective 6 | Seek input from staff on streamlining DMV processes & increasing efficiency

- Meet periodically with staff to obtain suggestions via discussion(s), surveys, etc.
- Disseminate semi-annual report to employees with results implemented pursuant to survey responses

STRATEGIC ISSUE 2

Improve employee morale and motivate staff members

Objective 1 | Better communication of policies, procedures, etc., to ensure consistency in the delivery of DMV services

- Ensure DMV employees are provided with timely information of modernization efforts and progress via DMV Newsletter, employee emailing, staff meetings, etc.
- Conduct an annual voluntary survey with employees to assess effectiveness of communication(s) and measure job satisfaction to set goals to improve favorable response(s) by 5-10% each year over five (5) years
- Encourage and empower section Chiefs and supervisors to handle responsibilities/management of employees within their job description (area of supervision)
- Conduct an annual survey to measure, determine, and strategize issues related to improving and enhancing customer service, training programs, etc.
- Engage DMV employees to serve as motivated enabling members to the total modernization effort

Objective 2 | Provide continuous regularly scheduled retraining of employees, i.e., Customer Skills Training, Dealing with Problem Customers, Conflict Resolution

- Prioritize and list sections requiring periodic retraining
- Identify and develop a cadre of trainers
- Develop learning objectives and lesson plans by June 2016
- Create pre and post- tests (evaluations) to assess learning by June 2016

Objective 3 | Provide annual management training for supervisory personnel

- Identify and/or develop a cadre of trainers (including DOA human resources department) by June 2016
- Develop/identify learning objectives and lesson plans by June 2016
- Create pre and post- tests (evaluations) to assess learning by June 2016

STRATEGIC ISSUE 3

Ensure consistent and effective communication amongst all stakeholders, including employees, vendors, and customers

Objective 1 | Seek funding to hire a Public Information Officer (PIO) to develop and ensure consistent and effective communication(s) with employees and stakeholders, i.e., customers, media, vendors, etc.

- Establish goals and objectives for the PIO
- Identify an effective communication process (flowchart) to ensure complete and full dissemination of information
- Develop an assessment tool to measure the success of communications amongst employees

Objective 2 | Develop Public Service Announcements (PSA's) for continuous broadcast on DMV branch television monitors, to communicate effectively with employees and customers about services and changes in laws, DMV procedures, policies, required documents, etc.

- Determine funding source for PSA's; i.e., vendor, educational institution, or in-house development
- Identify applicable PSA's
- Develop an assessment tool for customers to be employed quarterly, i.e., questionnaire, to determine effectiveness of PSA's and ascertain additional PSA development
- Measure number of on-line service hits resulting from PSA's and the correlating reduction in number of services/visits to DMV branches

Objective 3 | Develop a consistent and effective email communication process/plan.

- Identify best practices utilized by other DMV's
- Utilize existing technology, i.e, software, or develop in-house email communication system that will confirm receipt and acceptance of emails.
- Create an assessment tool to measure effectiveness and understanding of communications

Objective 4 | Utilize multi-channel marketing strategies, i.e., news media, social media, to enhance communication(s) with the public

- Research the feasibility of employing Facebook, Twitter, Instagram, Linked-in and other forms of social media

STRATEGIC ISSUE 4

Provide simple and effective methods and procedures for customers to easily complete transactions whether in person or through expanded on-line services

Objective 1 | Ensure that transaction checklists are easily understood and consistent with current laws, policies, and procedures

- Establish a three member committee to conduct, at a minimum, semi-annual reviews of all DMV documents, forms, checklists, Website, etc. by June 2015
- Utilize customer feedback to reexamine current procedures for conducting transactions

- Review best practices for on-line services in other state DMV's

Objective 2 | Conduct semi-annual surveys with customers to evaluate current methods, policies, and procedures to ensure that transactions are efficient and maximize customer requirements and satisfaction.

- Establish a three-member team to develop and administer a survey/assessment tool

STRATEGIC ISSUE 5

Ensure that contemporary and practical rules, regulations, and laws are enacted and enforced for the safe operation of vehicles on our highways

Objective 1 | Evaluate current laws, policies, regulations, rules, etc.

- Establish a working group to conduct an annual review by June 2015
- Recommend and prioritize legislation
- Review all proposed legislative initiatives on a weekly basis to ensure that highway safety is maximized and achieved
- Review best practices, legislation, etc., from other states and through the AAMVA

Objective 2 | Utilize current technologies available to ensure that problem drivers are identified and restricted from operating motor vehicles

- Establish or enhance relationships with state stakeholders, i.e., State Court System, A.G., Law Enforcement, DOT, MADD, etc.
- Utilize current technologies available to identify problem drivers

Objective 3 | Plan for the statewide general plate reissuance

- Prepare comprehensive plan for execution of plate reissuance
- Develop RFP, evaluate responses and select vendor
- Communicate plan with stakeholders and general public

Municipal Finance

Mission | The Division of Municipal Finance's mission is to provide guidance to municipalities in achieving and maintaining fiscal stability and in complying with state law. We promote the highest standards in local government fiscal policy and decision-making and encourage transparency by serving as a conduit for information and education for taxpayers, for government officials, and for the public.

Strategic Issues

How to:

- Synergize the dual roles of our unit, one of calculating and analyzing data to distribute aid programs with other responsibilities of providing financially challenged municipalities and other political sub-divisions with assistance and oversight
- Provide accurate analysis and stakeholder assistance in an efficient manner utilizing technology and our website
- Offer opportunity for staff development so that we meet the needs of our stakeholders and promote employee satisfaction

Strategic Issue 1

Synergize the dual roles of our unit, one of calculating and analyzing data to distribute aid programs with other responsibilities of providing financially challenged municipalities and other political sub-divisions with assistance and oversight

Objective 1 | Develop cross-functional knowledge (ongoing)

- Develop teams for each strategic issue to address action plan implementation (ongoing)
- All 3 supervisors will present a topic from current workload at staff meeting (monthly)
- Keep each other informed of matters pertaining to division's work via regular staff meetings (ongoing)
- Conduct supervisor meetings to continuously enhance competency and efficiency Supervisors will identify existing functions, possible duplication, and assess utilization via review forms (monthly)

Objective 2 | Develop tools to assist municipalities and other local political sub-divisions in their efforts to maintain and enhance fiscal stability

- Provide assistance and feedback on fiscal management via the analysis of mandated reporting requirements such as Division of Municipal Finance (DMF) quarterly reports, 5-year forecasts, pension and other post-employment benefits (OPEB) valuation reports and rating agency summaries.
- Develop tools that can be utilized to assist municipalities and other local political sub-divisions with fiscal management and administrative functions, tools such as Excel templates, website applications and assistance with legislative proposals consistent with the Division's mission

Objective 3 | Develop and build professional relationship with municipalities, fire districts, other local political sub-divisions and stakeholders

- Send a welcome letter, with web link, to new staff in municipalities (January 2015)
- Identify workshops desired by stakeholders (December 2014)
- Encourage stakeholder attendance at workshops by offering CPE credits or certificates of attendance (ongoing)
- Make exit surveys specific as to what type of training is needed (ongoing)
- Have staff wear name tags at all workshops and events as well as providing name tags to all attendees
- Create a division brochure (January 2015)
- Stay involved with municipal associations (ongoing)
- Increase transparency via website with timely updates of legislation and email support and report submission on web
- Publish 'MuniNews' jointly with the Office of Auditor General (quarterly)

Objective 4 | Make enhancements to website that will reinforce professional relationship with DMF

- Include group or individual photos and a staff responsibility list (October 2014)
- Increase timely submission of statutory reporting requirements via accessibility to website, to contact person and establish follow-up procedures
- Use feedback from users to enhance website
- Develop a calendar of due dates and responsibilities (October 2014)

STRATEGIC ISSUE 2

Provide accurate analysis and stakeholder assistance in an efficient manner utilizing technology and our website

Objective 1 | Have a system and workflow in place to manage the large volumes of data and documents we manage

- Electronically archive old material (ongoing)
- Develop record retention policy (December 2014)
- Establish continuous dialogue with Department of Information Technology (DoIT) to be sure we are using the best program for the job and our reports (ongoing)

Objective 2 | Develop best practices that will benefit our stakeholders

- Work with municipalities, fire districts and organizations such as the Government Finance Officers Association (GFOA) to gather, analyze and compile best practices that can be shared with our stakeholders
- Develop practices based on feedback gathered from stakeholders that can be used to augment existing practices
- Educate stakeholders and the public on the nature of these practices and why they are important via technology, oversight, and continuous communication

Objective 3 | Remain agile in our knowledge and use of technology and software

Technology team will:

- Develop internal training by those with advanced technological skills in DMF sharing with those having limited skills (September 2014)
- Develop consistent reporting formats and forms within DOR policy guidelines
- Work with DoIT, fire districts, and DMF to develop a pilot project designed to allow stakeholders to fill out forms online (September 2015)

STRATEGIC ISSUE 3

Offer opportunity for staff development so that we meet the needs of our stakeholders and promote employee satisfaction

Objective 1 | Professional development

- Identify training
- Evaluate on line learning options
- Create a timeline to implement training (October 2014)
- Obtain and circulate newsletters from other divisions in DOR (ongoing)
- Discuss resources with other divisions (ongoing)
- Provide opportunities to observe work teams
- Provide training for staff to be able to update website

Office of Revenue Analysis

Mission | The Office of Revenue Analysis' mission is to analyze, evaluate and appraise the tax system of the state. The Office makes recommendations for the revision of the state's tax system that are in the best interests of the state's economy, prepares the biennial Tax Expenditures Report and the annual Unified Economic Development Report, and develops and prepares cost benefit analyses of tax expenditure items. The Office also provides objective information and unbiased advice on the state's revenue system and the impact of proposed changes to it.

Strategic Issues

How to:

- Provide sufficient resources to allow the office to acquire and maintain economic impact and revenue simulation models in order to fulfill its responsibilities under the law
- Hire and retain well-qualified staff with the requisite skills necessary to execute the work of the office and enhance the office's professional reputation on state economic issues
- Deliver a professional work environment that encourages employees to undertake thoughtful analyses and independent research consistent with the office's objectives
- Promote the office as the repository of information for and analysis of all things dealing with state revenues and the state economy

Strategic Issue 1

Provide sufficient resources to allow the Office to acquire and maintain economic impact and revenue simulation models, and data, in order to fulfill its responsibilities under the law

Objective 1 | Continue to allocate resources on a biennial basis to allow for the updating of the Rhode Island Sales and Use Tax Simulation Model

- Include in budget request in each odd numbered fiscal year the amount of funds needed to update the Rhode Island Sales and Use Tax Simulation Model
- Expand staff's knowledge of the model via annual training with Chainbridge software, the vendor of the model

Objective 2 | More aggressively push for funding of the acquisition and maintenance of Regional Economic Models Inc.'s (REMI) Tax Personal Income (PI) model of the state economy

- Request funding for the acquisition of the Tax PI 160 sector model in all future budget requests until funding is appropriated for its purchase (FY 2016 budget and thereafter as necessary)
- Demonstrate the value of the Tax PI 160 sector model to the Director at a meeting with REMI (September 2014)
- Advocate for the value of the Tax PI 160 sector model in allowing office staff to execute their responsibilities under Rhode Island General Law Section 42-142-6 titled "Unified Economic Development Budget Report" in all budget meetings with the Director and Budget (FY 2015)
- Execute an economic impact analysis of the Governor's Recommended FY 2017 Budget and the General Assembly's Enacted FY 2017 Budget using the Tax PI model for internal purposes (February 2016 and July 2017)

Objective 3 | Update the version of Statistical Analysis System (SAS) being used to maintain and execute the Office of Revenue Analysis' personal income tax simulation model

- Determine, in conjunction with the Division of Taxation, who the SAS administrator is for the Department of Revenue (Fall 2014)
- Have the Department of Revenue's SAS administrator contact SAS to update to the most current version of SAS (Winter 2015)
- Test existing simulation runs to verify the proper execution of previously written SAS code (Summer 2015)

Objective 4 | Create a full time equivalent position to administer the provision of data to the Office of Revenue Analysis to allow the Office to meet its reporting and analysis requirements

- Request a new FTE to fulfill the data administration needs of the Office of Revenue Analysis (FY 2016 budget)
- Identify a suitable job title for the new position (September/October 2014)

- Include as part of the new position's responsibilities, the role of SAS administrator and development and maintenance of the Office of Revenue Analysis' web site (September/October 2014)
- Advocate and secure the funding for the new position, including, but not limited to, wages and benefits, capital equipment and training expenses (FY 2016 budget process)

Objective 5 | Streamline the process of acquiring source data for use in meeting the Office of Revenue Analysis' reporting requirements

- Participate on DOR technology working group to assess the Office's needs for online data submission from tax incentive recipients to facilitate production of statutory reports (FY 2015)

STRATEGIC ISSUE 2

Hire and retain well-qualified staff with the requisite skills necessary to execute the work of the Office and enhance the Office's professional reputation on State economic issues

Objective 1 | Establish an internship program to provide students in Master's degree programs in economics with the opportunity to enhance their knowledge of applied economic analysis in a state government setting

- Contact area universities to gauge the level of interest in such a program (December 2014)
- Develop the parameters governing the internship program (Spring 2015)
- Determine sources of funding so that a stipend can be provided to the intern (i.e., Rhode Island Foundation, etc.) (Spring 2015)

Objective 2 | Develop a training program for current staff to enhance the skills needed by analysts to effectively execute the duties of their positions

- Work with the Office of Training and Development to establish a training program designed to achieve the objective (Winter 2015)
- Establish a SAS training curriculum to allow staff to develop higher level programming skills (Spring 2015)
- Work with Cainbridge software and REMI to conduct annual training seminars on the use of their models with attention to state specific modeling scenarios (FY 2016)

Objective 3 | Advocate for the reorganization of the Office's internal job ladder to allow for consistent advancement commensurate with the experience and performance

- Develop job titles and pay scales that are conformed to the functions and responsibilities of the Office (FY 2016)
- Establish a path of advancement based on the achievement of specific milestones (FY 2016)

Objective 4 | Determine the efficacy of establishing numerical goals for the production of analyses of topics within the purview of the Office's mission

- Conduct internal staff meetings to ascertain the Office's capability of being able to establish and meet such goals (FY 2015)
- Explore the feasibility of undertaking joint research projects with faculty at the state's colleges and universities with the intent to have the research published in journals and/or trade publications (FY 2016)

STRATEGIC ISSUE 3

Deliver a professional work environment that encourages employees to undertake thoughtful analyses and independent research consistent with the Office's objectives

Objective 1 | Initiate a system that provides employees with the opportunity to pursue research projects of interest to them consistent with the mission of the Office

- Require employees to develop work plans for the upcoming fiscal year that outlines the tasks they will undertake during the fiscal year (September 2014)
- Review work plans with employees to provide feedback on their identified tasks and establish a timeline for the successful completion of the tasks (October 2014)

Objective 2 | Encourage staff to undertake challenging research projects that will be of general interest to the public and similar professionals

- Require employees to submit research topics for consideration with the intent to have the completed research published in trade journals such as *State Tax Notes* (FY 2015)
- Reach out to local academic institutions to foster collaborative relationships to advance employees research objectives (FY 2015)
- Provide sufficient funding to allow employees to travel to conferences such as the Federation of Tax Administrator's Revenue Estimation and Tax Research Conference to present research results before their contemporaries (FY 2016)

Objective 3 | Develop an evaluation system to assess the performance of employees during the prior fiscal year

- Meet with employees to develop an evaluation tool that is objective and accurately assesses their performance (mid-FY 2015)
- Require employees to evaluate themselves using the evaluation tool and to provide backup for their self-assessments (early FY 2016)
- Have supervisory personnel independently evaluate employees using the evaluation tool and compare the supervisor's assessment to the individual employee's assessment of their own performance (July 2015)
- Meet with each employee to arrive at an agreed upon evaluation that will be signed off on by both the employee and his/her supervisor (August 2015)

Objective 4 | Provide employees the opportunity to evaluate the performance of supervisory personnel via an evaluation tool

- Elicit from employees constructive criticisms on the functioning of the Office and recommendations to improve the functioning of the office (early FY 2016)
- Review employee criticisms of the Office's operation and work with employees to improve the functioning of the Office (early FY 2016)
- Meet with employees periodically to review the Office's mission and strategic plan and incorporate changes to these principles in future iterations of the Office's mission and strategic plan (FY 2016)

STRATEGIC ISSUE 4

Promote the Office as the repository of information for and analysis of all things dealing with state revenues and the state economy

Objective 1 | Raise the profile of the Office of Revenue Analysis consistent with the overall vision and mission of the Department of Revenue

- Establish a website for the Office of Revenue Analysis separate from the Department of Revenue's website (FY 2016)
- Develop a social media presence that would allow for the downloading of revenue and economic data for use by external constituencies (FY 2016)
- Produce and publish a periodic newsletter that highlights the Office's accomplishments, publications, etc. for the period (FY 2016 or later)
- Take on a more proactive position in the community through seminars and presentations to various external constituencies such as professional associations, research groups, college courses, etc. (FY 2016 or later)

Objective 2 | Allocate resources to the development of a database on the Rhode Island economy to be housed on the Office's web site

- Determine the economic data metrics that are most suitable for providing a picture of the state's economy and economic performance (FY 2016)
- Interface with other providers of information on the state's economy such as the Department of Labor and Training, Professor Len Lardaro's Current Conditions Index and the newly established Council of Economic Advisors (FY 2015)
- Promote the data portal through press releases, social media, etc. (FY 2016 or later)

Objective 3 | Provide access on the Office of Revenue Analysis' web site to all revenue data for which the Office is responsible

- Determine the revenue data to be made available on the web site (FY 2016 or later)
- Allow access to the data underlying the monthly revenue reports produced by the Office on behalf of the Department via Excel (FY 2016 or later)

- Provide access via Excel to all data points that are included in the annual and biennial reports produced by the Office such as the annual Unified Economic Development Report and the biennial Tax Expenditures Report (FY 2016 or later)
- Explore the possibility of posting all fiscal impact analyses completed by the Office for the prior fiscal year (FY 2016 or later)

Division of Taxation

Mission | The Division of Taxation's mission is to foster voluntary compliance with the Rhode Island tax laws and instill public confidence through professional, impartial and ethical conduct. The Division administers and collects all taxes as required by Rhode Island law in the most efficient and cost effective manner, and assists taxpayers by helping them understand and meet their tax responsibilities.

Strategic Issues

How to:

- Improve compliance with Rhode Island Tax Laws
- Continuously improve taxpayer assistance and customer satisfaction
- Improve employee satisfaction and ensure employee success
- Improve the efficiencies of the Division's processes by utilizing and implementing new technology

STRATEGIC ISSUE 1

Improve compliance with Rhode Island Tax Laws

Objective 1 | Increase outreach and education opportunities to taxpayers/preparers

- Implement annual tax seminars
- Work closely with Rhode Island Society of Certified Public Accountants (RISCPA) and Rhode Island Association of Public Accountants (RIAPA) to facilitate outreach efforts through collaborative efforts and joint seminars
- Continuously improve the Division's quarterly newsletter
- Work collaboratively with the Taskforce on the Misclassification of Employees and the Underground Economy to education employers on various tax compliance issues

Objective 2 | Update and improve Division of Taxation's forms and regulations

- Timely update regulations implementing new legislation
- Update all tax forms to new format within next 12 months

STRATEGIC ISSUE 2

Continuously improve taxpayer assistance and customer satisfaction

Objective 1 | Implement customer service training by December 31, 2014

- Create new customer service training for front line staff by Dec 2014
- Offer class for all employees during calendar year 2015

Objective 2 | Complete customer service study by September 2015

- Finalize overview of how the Division of Taxation currently handles customer service by December 2014
- Finalize plan, including various options, to improve customer service by September 2015

STRATEGIC ISSUE 3

Improve employee satisfaction and ensure employee success

Objective 1 | Implement short and long term training plan by March 2015

- Perform an assessment of training need of Division of Taxation employees by December 2014
- Develop short and long term training plan that will address critical areas identified in assessment by March 2015

Objective 2 | Implement new employee orientation/training

- Develop and implement new employee orientation/training by September 2014 to include, at a minimum, an overview of the Division of Taxation, highlights of taxes administered and comprehensive system training

STRATEGIC ISSUE 4

Improve the efficiencies of the Division's processes by utilizing and implementing new technology

Objective 1 | Implement new Integrated Tax System

- Implement Release 2 of the Division's new integrated tax system on time and on budget (implementation date – October 2015)
- Continuously review process to identify improvements to Division's operations

Objective 2 | Continuously improve reporting process to both internal and external stakeholders

- Perform a review/inventory of all financial reports distributed to both internal and external stakeholders by December 31, 2014
- Document procedures and source data for all financial report identified in review/inventory by March 31, 2014
- Work with Department of Revenue's CFO to make recommendations to improve accuracy and speed of report issued to internal and external stakeholders by June 20, 2015