MISSOURI
Department of Revenue

FY2019

ASPIRATION

We assist the citizens and businesses of Missouri to meet their obligations

THEMES	Embed Transformational Purpose	Focus on Service Culture	Partnerships	Employee Recognition and Engagement	IT Roadmap
	Take personal ownership of our aspiration and understand how every employee supports its delivery	Drive every action by every employee everyday with a passion to continuously improve our service to Missouri citizens and businesses	Create partnerships with other government agencies and private organizations that leverage the capabilities of each partner to assist and support citizens and businesses in Missouri	Find ways, every day, to ensure that DOR employees who deliver at the highest levels and actively drive day-to-day improvement understand that their effort is noticed, appreciated and rewarded	Develop an IT strategy that will enable future growth, encourage business development and improve overall customer experience
INITIATIVES	• Create and execute a program to foster a more diverse and inclusive workforce • Establish a strategic communications plan to materially and positively increase the visibility of the Department's purpose • Materially enhance an internal communications plan focused on role clarity and individual impact • Tie recognition and rewards to transformational results • Create transparency in respect to metrics and delivery status for all stakeholders	• Identify and eliminate backlogs • Improve customer experience at License Offices • Reduce time for citizen and business interactions • Reduce the number of days for individual income tax refunds • Develop a plan and establish a process for continuous review and improvements of all external communications • Increase physical presence in the community • Establish mechanism to assess satisfaction with License Offices	• Develop and maintain positive relationships with: - General Assembly - Local Jurisdictions - Executive Branch - Businesses (small & large) - Associations - Other State Departments - Military - First Responders - Educational Institutions	• Improve OHI tracking and reporting • Assess, develop, and implement professional development training programs to serve our business needs and develop our people • Make the Department a destination employer • Ensure a clear and consistent process for all promotions and employee growth opportunities	• Develop a medium and long term IT Roadmap • Identify, acquire support and funding, and develop plan for new MVDL system • Develop a plan to deliver "Best in Class" Digital Experience: - E-driver license - Digital license plates - Kiosks - Public facing trackers - DOR mobile application • Develop improved data analytics capabilities: - Leverage the Enterprise Data Warehouse for improved data analytics - Provide economic analysis for fiscal notes - Track and act upon the reasons for calls and correspondence • Build an interactive constituent database • Implement a case management system • Identify, acquire support, acquire funding, and develop a plan for call center system • Identify additional integrated tax system enhancements

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Measures

- Beginning 7/1/2018, implement and track Diversity and Inclusion Council initiatives resulting in a more diverse workforce
- Before 6/30/2019, begin implementing an external strategic communications plan
- Before 6/30/2019, begin implementing an internal communications plan
- Beginning 7/1/2018, develop a program to recognize and reward employees for significantly contributing to transformational results
- By 12/31/2018, begin displaying high-level dashboards on the intranet

- By 6/30/2019, develop interactive dashboards for monitoring backlogs while creating and executing an action plan to achieve year-over-year improvement
- By 6/30/2019, improve customer experience at License Offices
- By 6/30/2019, compare CY vs PY processing times, while creating and executing an action plan to achieve year-over-year improvement
- By 6/30/2019, track online fraud reporting response
- By 6/30/2019, create and execute action plans for:
  - Cape Girardeau office
  - An external facing correspondence tracker (to show our customers the status of their correspondence)
  - An internal facing correspondence tracker (to monitor topics and our turnaround time)
  - Project Go Electronic (to encourage more taxpayers to file and pay their taxes online)
- By 6/30/2019, implement a process for continuous review and improvements for external communications
- By 6/30/2019, implement DOR attendance at various local-level public meetings
- By 6/30/2019, increase the number of License Office surveys completed and attain an 'A' rating

- By 6/30/2019, increase number and quality of relationships with:
  - General Assembly
  - Local Jurisdictions
  - Executive Branch
  - Businesses (small and large)
  - Associations
  - Other State Departments
  - Military
  - First Responders
  - Educational Institutions

- By 12/31/2018, implement an OHI team recommendations tracker on the intranet
- By 12/31/2018, present a professional leadership development class for approval
- By 06/30/2019, develop a plan to promote the Department as a top employer in Missouri
- By 12/31/2018, evaluate best practices for a pay for performance system and before the end of the fiscal year, present options to the Leadership Team

- By 6/30/2019, have IT Roadmaps completed
- By 6/30/2019, plan for a new MVDL system is completed
- By 6/30/2019, finalize funding requests and/or business requirements for:
  - Electronic Driver License
  - Digital License Plates
  - Kiosks
  - Public facing trackers
  - Mobile applications
- Improve data analytics capabilities in the following areas:
  - By 6/30/2019, implement plan to convert all data to the Enterprise Data Warehouse
  - By 1/01/2019, implement economic analysis for fiscal notes
  - By 6/30/2019, track and act upon the reasons for calls and correspondence
- By 10/31/2018, completion of documentation, Business Case acceptance/approval by DOR
- By 6/30/2019, implement new case management software for GCO
- By 6/30/2019, implement a process to track progress of Integrated Tax System enhancements
- By 1/1/2019, have ability to track identified measures associated with interactive constituent database