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July 18, 2017

TO: Government Operations and Audit Committee
FROM: Andy Gerlach, Secretary
DATE: 07/18/2017
SUBJECT: Summary Report for Strategic Plan

The Department of Revenue's Strategic Plan, hereafter referred to as Revenue 2020, centers around a vision, values, and strategic directions aimed at managing and measuring performance to provide quality service to the State of South Dakota. In this report the Committee will find a summary of this Strategic Plan paired with key performance indicators for the four strategic directions.

The values the Department believes are critical to success are professionalism, dependability, accountability, and public service. The vision 'to create an open and collaborative environment that provides professional customer service, contributes to a favorable economic climate, and is accountable to the citizens of South Dakota' is the epicenter of the Revenue 2020. The four strategic directions of Revenue 2020 are:

Employees: Engaging and Developing Our Team

- Promote team building
- Establish a defined training and development plan
- Broaden communication efforts
- Develop a workforce management plan

Resources: Managing Resources to Maximize Return on Investment

- Increase Lottery instant ticket sales by 10%
- Increase voluntary compliance
- Expand internal control efforts
- Review initiatives and activities for return on investment
- Expand audit efforts
- Increase electronic transactions

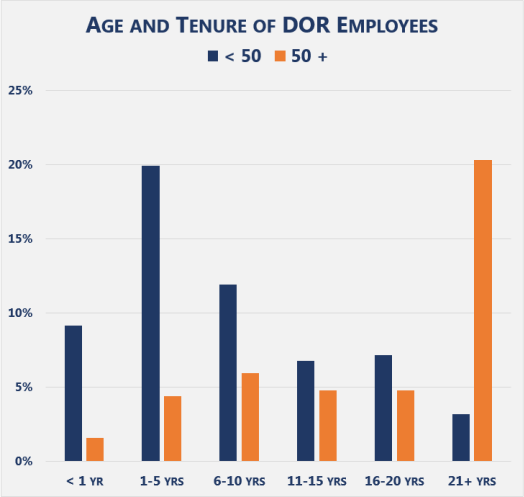
Insights: Leveraging Information Through Data Analytics to Support Decision Making

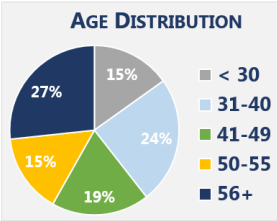
- Establish standards for inventory and use of Department Data
- Develop dashboards to:
    - Identify tax gaps and increase revenue
    - Effectively manage strategic plan goals
    - Support staffing patterns and needs

Partnerships: Developing and Strengthening the Department's Relationships

- Improve customer satisfaction by using market research data to implement customer-centric technology solutions
- Provide customized education opportunities
- Establish business advisory group to gather feedback

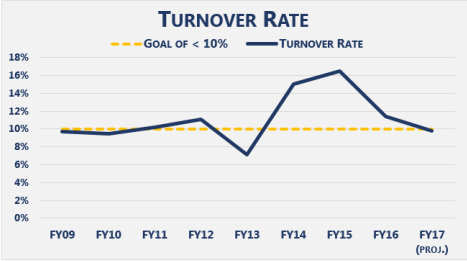
1. Our Workforce



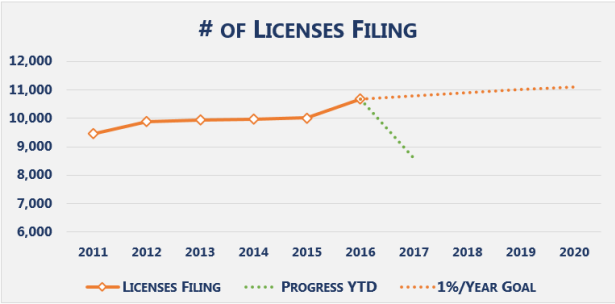


Avg. Age
45.5 years

Avg. Tenure
12.3 years

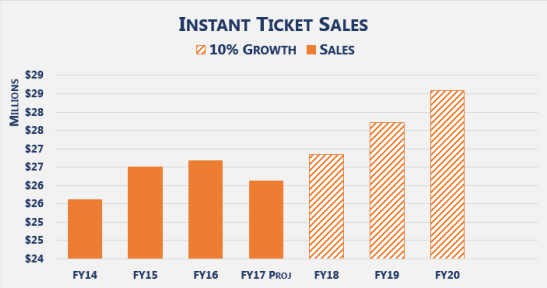


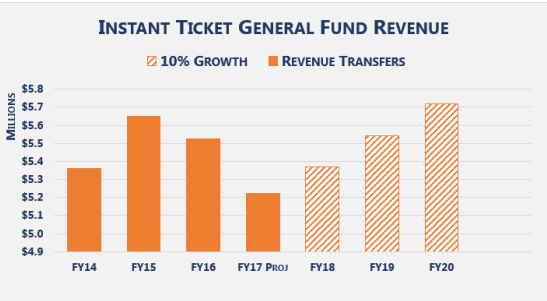
2. Increase Voluntary Compliance

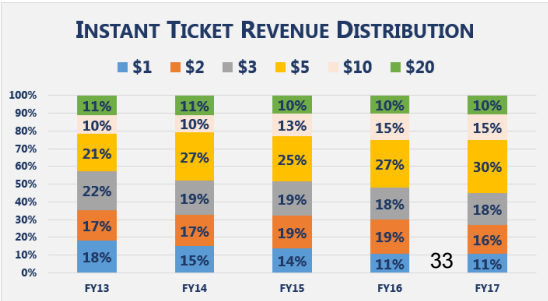


	Licenses Currently Active	Reported Tax (Jul 2014 – Present)
Remote Sellers from SB106	104	$1,468,794
Non-Nexus Filers	9,439	$450,423,160
Streamline Sales Tax	2,288	$20,098,044

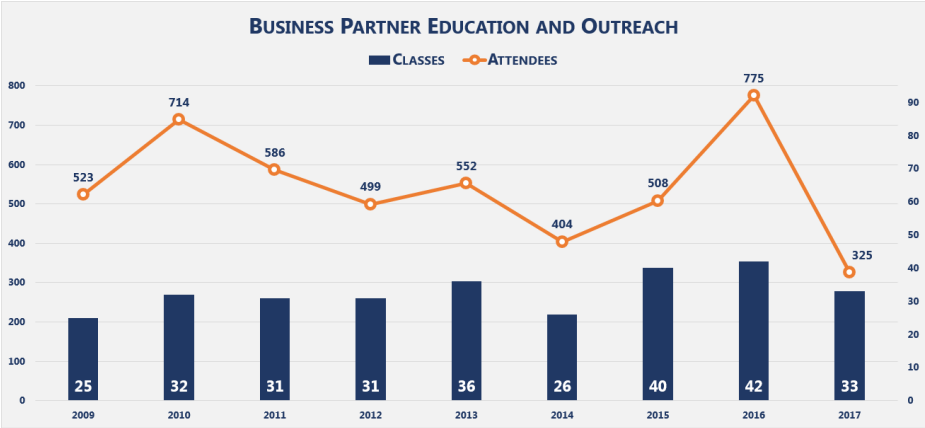
3. Lottery: Instant Tickets and Online



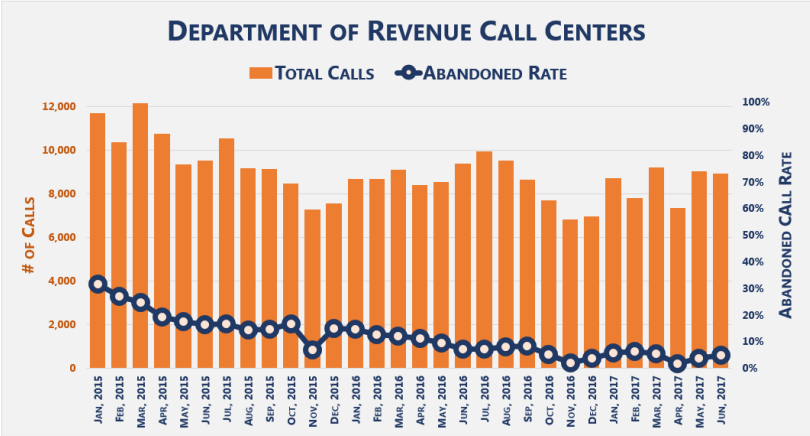
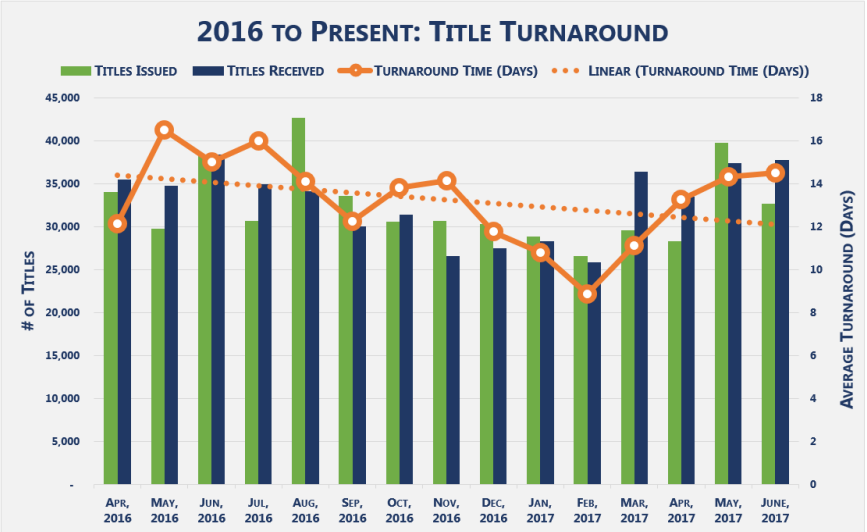




4. Business Partner Outreach



5. Ensuring Customer Service



6. Title Turnaround Efficiency