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November 15, 2018

TO: Government Operations and Audit Committee
FROM: Andy Gerlach, Secretary
DATE: 10/29/2018
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
    - Utilizing a Learning Management System
- Broaden communication efforts
- Develop a workforce management plan

Resources: Managing Resources to Maximize Return on Investment

- Increase voluntary compliance in filing and payments
- Review the Department's Operational Activities for Return on Investment
- Expand internal control and audit efforts
- Increase usage of electronic transaction options
- Review and improve office security

Insights: Leveraging Information Through Data Analytics to Support Decision Making

- Establish standards for inventory and use of Department Data
- Increase Lottery instant ticket sales by 10%

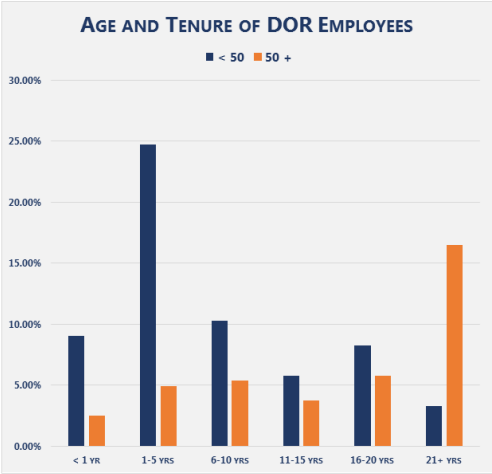
Partnerships: Developing and Strengthening the Department's Relationships

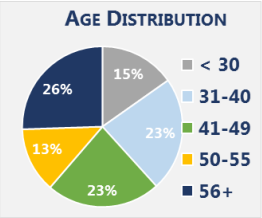
- Improve customer satisfaction by using market research data to implement customer-centric technology solutions
    - Website redesign and launch
- Provide customized education opportunities

Other Current Key Projects

- Implementation of U.S. Supreme Court Ruling *South Dakota v. Wayfair*
- Major technology updates in Motor Vehicles and SD Lottery Systems

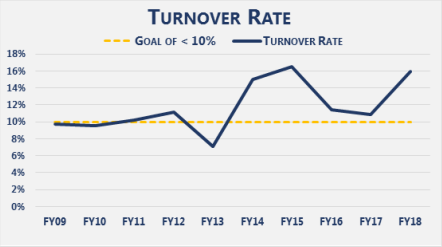
1. Our Workforce



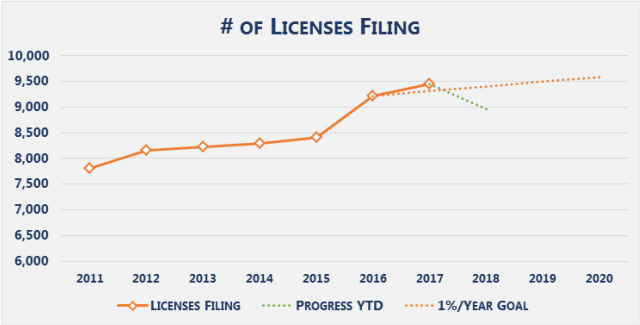


Avg. Age
45 years

Avg. Tenure
11.4 years



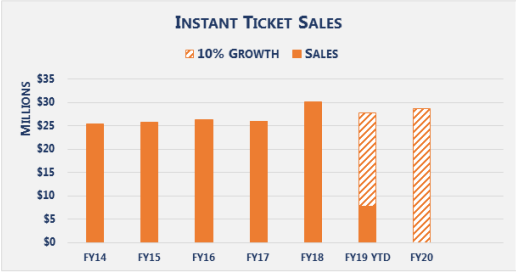
2. Increase Voluntary Compliance

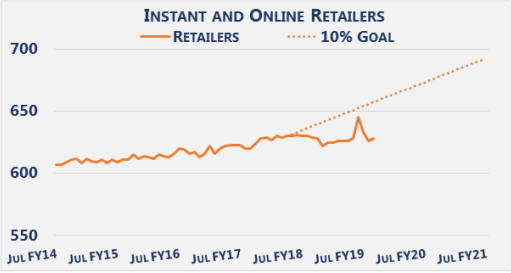


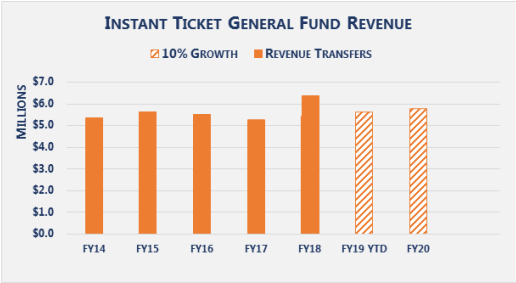
Licenses
Currently Active

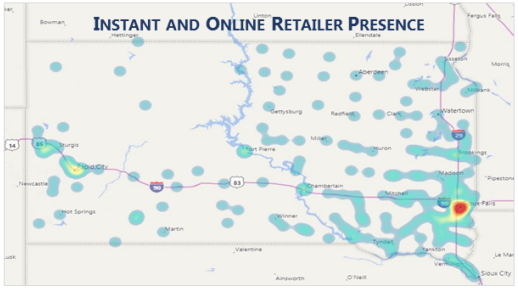
Remote Sellers from SB106	878
Non-Nexus Filers	8,372
Streamline Sales Tax	2,769

3. Lottery: Instant Tickets and Online

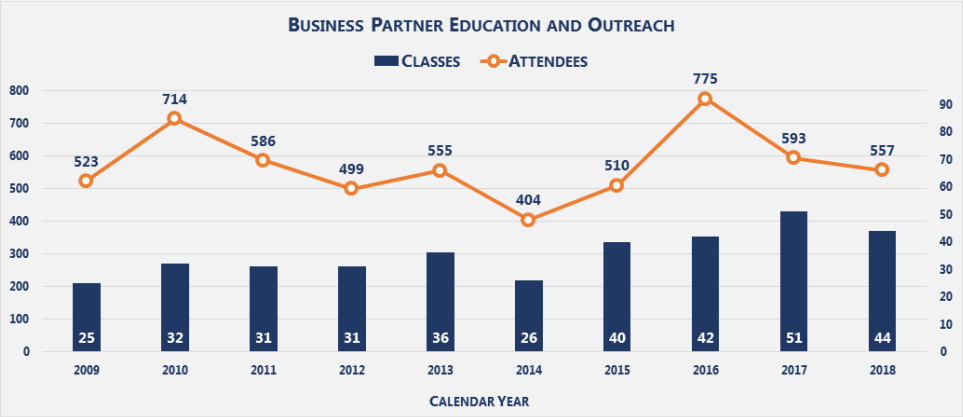




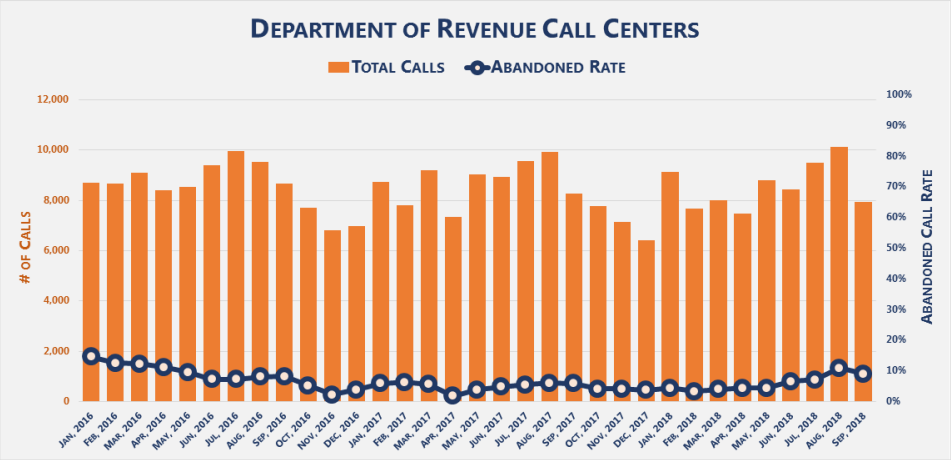
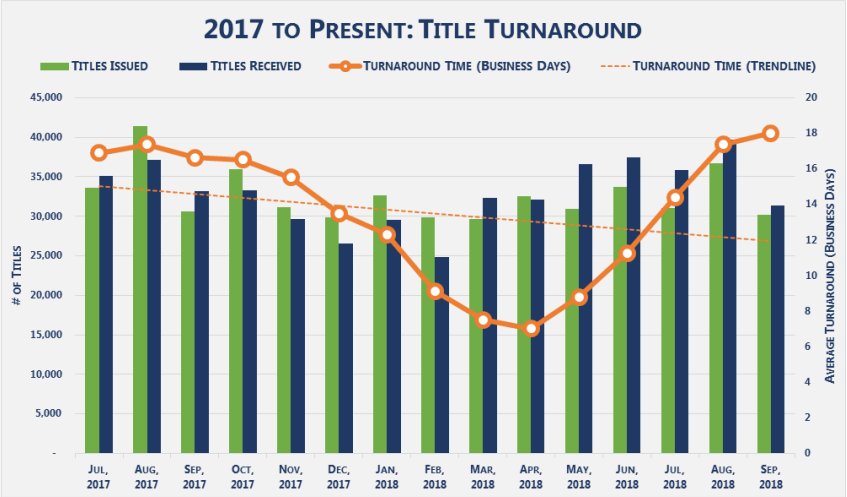




4. Business Partner Outreach



5. Ensuring Customer Service



6. Title Turnaround Efficiency