## THREE-YEAR STRATEGIC PLAN

**FISCAL YEAR 2018 THROUGH FISCAL YEAR 2020**

- **Department Leadership**
  - **Kraig Paulsen** – Director
  - **Mary Mosiman** – Deputy Director
    - Tax Management Division
  - **Robin Anderson, Ph.D.** – Chief Economist
    - Research & Policy Division
  - **Alana Stamas** – Chief Legal Officer
    - Legal Services & Appeals Division
  - **Julie G. Roisen** – Local Government Operations Chief
    - Property Tax Division
  - **Matt Bender** – Chief Financial Officer
    - Internal Services Division

### Mission

The mission of the Iowa Department of Revenue is to serve Iowans and support state government by collecting all taxes required by law, but no more.

### Vision

Iowa will be a state where it is easy to understand and comply with tax obligations.
Primary Responsibilities

**REVENUE COMPLIANCE AND COLLECTION**

The most visible aspect of our Department’s operations is the administration of tax compliance and collection. This function includes educating taxpayers on tax laws and regulations, processing tax returns, and collecting taxes and other amounts due. It is in compliance with Iowa’s tax laws that the Department conducts its taxpayer examination and audit programs and resolves disputed tax issues.

**LOCAL GOVERNMENT ASSISTANCE**

The Department provides support to local governments by administering just and uniform property assessments across the state. This function also administers programs for property tax relief, including administration of the business property tax credit, local option taxes, school infrastructure taxes, and sales tax increment programs.

**RESEARCH, ANALYSIS, AND INFORMATION MANAGEMENT**

The Department performs tax policy analysis, fiscal impact estimation, statistical research, and economic analysis to help stakeholders understand the impact of Iowa tax laws, and make informed decisions.

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**Four Goals of Governor Reynolds**

Governor Reynolds has outlined four overarching goals for her administration:

- **GOAL 1**: Create a competitive business environment,
- **GOAL 2**: Develop the most innovative energy policy in the country,
- **GOAL 3**: Educate our children for the knowledge economy, and
- **GOAL 4**: Train Iowans for the jobs of tomorrow.

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**Department Culture**

The Department of Revenue does its part to support and further these goals that align with our mission and vision. We have developed a specific culture where we work hard, we care, and we have fun.

- We have also adopted the following Department norms:
  - Trust
  - Demonstrate Mutual Respect
  - Communicate Effectively
  - Choose Excellence

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**Goals, Strategies, and Measures**

In addition to our primary responsibilities, and in keeping with our culture and our norms, at the Iowa Department of Revenue, we have prioritized two key strategic goals for the next three years.

**Goal 1**

- Provide Clear and Accurate Information

**Goal 2**

- Deliver Customer-Focused Tax Administration

We will accomplish this through our key strategies.

**Strategies:**

- We invest in technological advancements.
- We create easy to use self-help options.
- We refine processes to add value.
- We promote voluntary compliance.
- We strive to collect all known debt to the State of Iowa.
- We reduce erroneous and improper refunds.
- We invest in our human capital.
- We collaborate with our internal and external partners.

Measures for the strategies can be found in the Agency Performance Plan.