Accomplishments, Initiatives and Improvements

As part of the Department's efforts to provide *Quality That Counts*, Revenue completed an agency-wide reorganization in FY 2008 – and that effort is proving to be successful in a number of ways. Most particularly, the Department now operates more efficiently and effectively, evidenced by collection of more outstanding tax debt, processing returns and refunds more rapidly, and answering a higher volume of taxpayer calls more quickly. All of which has been done at about 8-percent less cost than in FY 2005. The following are key areas in which the Department is delivering *Quality That Counts* to the State of Indiana and Hoosier taxpayers:

- **Collections** – In FY 2008, the Department continued to make strides in collecting delinquent taxes. For example, FY 2008 trust-tax collections exceeded $118 million, compared with $100 million in FY 2007. In addition, best-information-available billings registered at $13.7 million in FY 2008, versus $9 million in FY 2007. The Registered Retail Merchant Certificate initiative, made possible by the passage of SEA 362 in 2006, generated more than $9.8 million in FY 2008 as well.

- **Customer Service** – Reallocation and realignment of staff, combined with improved training and job education, has helped the Department become more proficient in resolving taxpayer questions and concerns, and in a more-timely manner. In FY 2008, Department representatives handled more than 351,000 taxpayer phone calls in which 63 percent were answered within two minutes. This is a significant improvement over FY 2007, in which Department representatives answered more than 311,000 taxpayer calls, with only 46 percent answered with two minutes. In all, Department representatives answered 13-percent more calls in FY 2008 than in FY 2007, and improved its response time by 37 percent, compared with FY 2007.

- **Electronic Filing** – Marketing efforts and a 2007 legislative e-filing mandate have worked to spur increased electronic filing overall. In FY 2008, electronic filing of all forms (e-File and I-File) increased by 22 percent compared with FY 2007. To date, electronic filing makes up 61 percent of all state individual income-tax filings in Indiana.

- **I-File** – Marketing efforts and technology improvements continue to drive growth uptake of the state's I-File electronic-filing tool. In FY 2008, I-File usage increased by 15 percent. In addition, survey results from a completed sample of 2,774 taxpayers revealed that 95 percent of I-File users were satisfied/very satisfied with their I-File experience in FY 2008, while 96.6 percent would use I-File again in the future, and 97 percent would recommend it to others.

- **INtax –** Taxpayer feedback continues to drive improvements in INtax, the state's online business-tax filing and payment system. Increased taxpayer activity and the addition of features to file and pay special taxes, such as fuel tax, have driven collections up to $1.2 billion in FY 2008, versus $663 million in FY 2007.

- **Tax Refunds –** Due to the Department reorganization and realignment of division responsibilities and staffing, as well as the increased number of electronically filed returns, Revenue processed taxpayer refunds in an average of 4 to 7 days in FY 2008 – a new record that generated positive feedback from taxpayers across the state.

- **Training** – The Department has developed a comprehensive internal training program to address competencies in key operational functions. To date, more than 400 employees (~ 60%) have benefited from that training. In addition, training maps are being created for each job function to ensure employees know what basic, intermediate and advanced training is necessary to keep step with their individual jobs. This is a major accomplishment, considering that no structured internal training was available to employees at the Department of Revenue in FY 2006.

- **Taxpayer Feedback** – In FY 2008, the Department collected feedback from more than 3,000 taxpayers via surveys and education forums. This feedback has contributed to improvements throughout the Department, from the Motor Carrier Services operations, to INtax, to I-File, to the customer call center and district offices.

- **Protests/Appeals** – The Department's legal division continues to make headway in quickly resolving protest/appeals and inheritance tax audits. In FY 2008, the legal division set a goal to close 540 protest/appeal cases. In actuality, the division closed more than 800.