

# MICHIGAN DEPARTMENT OF TREASURY



Michigan Treasury will become the best operated treasury department in the United States and the State's thought leader on all tax and revenue issues

## Best Operated has 3 Building Blocks



### ENGAGED EMPLOYEES

Everything starts with the active participation of all 1500 employees



### CULTURE OF TAXPAYER SERVICE

Create a culture of taxpayer service—including a speedy response to taxpayer inquiries, consistency of answers, transparency of decision making, and simplicity of compliance. The goal is to move from a culture of enforcement to one of taxpayer service



### CONTINUOUS IMPROVEMENT

Developing a practice of continuous improvement—all employees need the tools and the expectation that every day they will come to work, do their work, IMPROVE their work

## To Become the State's Thought Leader Requires



Innovate solutions to complex policy problems



Accurate forecasting of the state's economy and revenues



A deep understanding of all proposed legislation

## Overall



Broad concept of Taxpayer Service in all we do—always ask "what is the impact on Taxpayers"?



Goal is fair and efficient administration of the tax system—not maximum revenue collection at all costs



Be metric driven. Measure where we want to go and whether we are making timely progress.



Think outside our department. Use benchmarks and best-in-class whenever possible to help us find innovative solutions



Communicate and celebrate successes

# Treasury 2018 Annual Continuous Improvement Projects

## Tax Processing

- Process SUW returns in tax year received
  - Reduce SUW ASA < 5 minutes
- Implement new system
  - Medical Marihuana (MM)
  - Motor Fuel and Tobacco tax (MFT)
- Process clarification list within 60 days

## Tax Compliance

- Expand focused audits into additional business types
- Reduce average audit time and increase quality of audits
- Standardize procedures and implementations
- Audit Processing complete in 8 weeks

## Collections

- Implement innovative E-Services Collection Tools
  - Provide Text Message Reminders
  - Allow Credit Card Payments Through IVRs
  - Allow Recurring Payments
- Increase efficiencies within Offer In Compromise (OIC)
- Complete E-Liens CIED project (2017) implementation
- Complete SAC 5-Part Strategic Plan CIED project (2017) implementation
  - Updated MOU agreements with remaining agencies
  - Outreach to remaining agencies

## Communication

- Implement electronic newsletter for external stakeholders
- Develop social media strategy
- Improve internal Supervisor/Manager communications

## Continued 2018 Projects

### Continuous Improvement

- Facilitate, track and report on 2018 Annual CIED Projects
- Roll out 'Scorecard & Metric' training to business areas
- Roll out continuous improvement' training, and as annual CIED projects orientation

### Systems

- Improve SAP stabilization and productivity
- Finalize Legacy long term replacement plan
- Implement department wide Data Governance plan

### Interdepartmental Taxpayer Service

- Conduct end-to-end tax assessment process review (Tax Processing, Audit/Discovery, Collections)

### Tax Policy

- Implement new Alternative Dispute Resolution