



Contributing to a better quality of life.



STRATEGIC PLAN
Fiscal Years 2008 – 2013

Office of Revenue
July 2007 Edition

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INTRODUCTION

Louisiana Revised Statute 36:451 charges the agency with responsibility for assessing, evaluating, and collecting the consumer, producer, and any other state taxes specifically assigned by law to the department, and shall have authority generally for alcoholic beverage control and the regulation of charitable gaming.

The agency comprises two budget units, the Office of Revenue and the Louisiana Tax Commission. Each budget unit completes a separate strategic and operational plan. This strategic plan relates to the Office of Revenue, which encompasses the following three programs:

- A. Tax Collection,
- B. Alcohol & Tobacco Control, and
- C. Charitable Gaming.

OFFICE OF REVENUE STATEMENTS***Vision***

To be recognized as a leader in customer service through a unified effort of dedicated employees and continuous improvement.

Mission

To administer applicable state laws and collect revenues to fund state services and programs.

Philosophy and Values

UNITY	<i>One team, working together to accomplish common goals.</i>
COMMUNICATION	<i>An environment that encourages an ongoing creative exchange of ideas between employees and management.</i>
RESPONSIVENESS	<i>A focus on identifying and satisfying internal and external customer needs.</i>
PROFESSIONALISM	<i>A reputation with internal and external customers of fairness, courtesy, and reliability.</i>
INTEGRITY	<i>An ethical standard of honesty and consistency.</i>
TRUST.	<i>A mutual respect and a shared confidence between managers and all fellow employees.</i>

Goals

- I. Ensure that the experience of doing business with the Department is easy.*
- II. Maximize compliance.*

PROGRAM A: TAX COLLECTION***Mission***

The mission of the Tax Collection Program in the Office of Revenue is to administer the state's tax and regulatory statutes fairly and efficiently.

PROGRAM OVERVIEW

Louisiana's tax system is based on the concept of voluntary compliance, with the expectation that taxpayers will voluntarily pay the right amount of tax timely. The program engages in a wide range of activities that directly or indirectly promote voluntary compliance, stretching from activities that occur before the taxpayer begins to fill out his or her return to enforcement of the tax laws through criminal prosecution. The program comprises the following four core functions:

TAX GUIDANCE ADMINISTRATION. This function encompasses educating citizens, businesses, and tax practitioners about state tax reporting and payment responsibilities, and providing tax assistance and information. Activities include assisting taxpayers in person; responding to telephone inquiries and correspondence; developing and issuing policy statements; producing forms, brochures, publications and educational campaigns via other mediums; conducting and participating in seminars and workshops.

TAX PROCESSING ADMINISTRATION. This function involves processing the millions of documents and remittances needed for revenue forecasting, policy considerations by the Governor and Legislature, issuance of refunds, rebates and other tax incentives, and collection of revenue to fund state services. Sophisticated mail-opening machines, high speed character recognition and imaging technologies are used in this process.

COMPLIANCE ENFORCEMENT ADMINISTRATION. This function includes the discovery and generation of revenues that would otherwise go unreported and uncollected by conducting civil and criminal tax audits, the pursuit of delinquent debts, and litigation.

ENTERPRISE SERVICES. This function supplies the services needed to support the organization, such as human resources management, information technology, internal controls, and fiscal matters.

Statutory Requirements are listed on pages 25 through 27.

PROGRAM GOALS

- I. Continuously improve services available to taxpayers.
- II. Improve operational efficiency.
- III. Maximize compliance.

PROGRAM COMMITMENTS

Commitment to High Standards of Service. The Office is committed to raising standards of tax administration by providing professional, courteous, accurate and efficient service to taxpayers as they try to comply with the state's tax laws.

Commitment to Assisting Taxpayers. The program will improve its efforts to educate and inform taxpayers of their responsibilities to file and pay tax obligations in a timely manner. Assistance will be given to facilitate easy and accurate reporting. The program will also utilize more effectively its resources to provide a greater depth and breadth of services by continuing to modernize and enhance its tax administration system.

Commitment to Fair and Impartial Administration and Enforcement. The program is committed to administering the tax laws of the state fairly, equitably and impartially, without regard to taxpayers' status, wealth, political affiliation, race, color, creed or disability. In pursuit of fair tax administration for all taxpayers, the program will identify and actively pursue those who do not voluntarily comply with their tax reporting and payment responsibilities. Furthermore, the department will exhibit honesty and integrity in all dealings with taxpayers and avoid any situation or action that could result in the slightest perception of unfair practices or questionable behavior.

Commitment to Flexibility and Effectiveness in Serving Taxpayers. Flexibility is essential to accommodate today's global economy. Taxpayers expect greater efficiency and responsiveness from government. Budgetary and efficiency considerations, as well as expectations from executive, legislative and judicial branches of government, also demand quicker and more accurate data and research. In addition, the need to interact effectively with federal, state and local government entities is becoming increasingly important.

Commitment to Employees and Services They Provide. The program recognizes that its employees are its greatest asset and that they should be encouraged and empowered to use their creativity and resourcefulness in fulfilling the agency's mission. Employees must be dedicated to working individually and as a team to satisfy the service needs of Louisiana taxpayers. Only through teamwork, training and education can staff ensure adequate response and efficient delivery of services.

PROGRAM GOALS

GOAL I

CONTINUOUSLY IMPROVE SERVICES AVAILABLE TO TAXPAYERS. Minimize the amount of time and degree of difficulty involved for individuals and businesses in meeting their state tax obligations while maximizing the quality of assistance. Also provide taxpayers with their choice of interactive channels to gain secure and convenient 24/7 access to the information and tools they need to comply with state tax laws.

Vision 2020 2003 Update Link:

2.8 - To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Objective I.1 ***Provide quality service options and efficient delivery of information for citizens and businesses to comply with state tax laws.***

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|-----------------|--|
| Strategy I.1.1 | Simplify the registration, certification, permit, return preparation, filing, and payment processes. |
| Strategy I.1.2 | Provide prompt and courteous service when assisting taxpayers. |
| Strategy I.1.3 | Provide timely and accurate (1) capture of data and payments, and (2) exceptions processing. |
| Strategy I.1.4 | Seek funding and implement an “enterprise content management system” that (1) integrates documents from multiple sources, (2) improves workflow, and (3) provides staff with immediate access. |
| Strategy I.1.5 | Monitor contact exchanges to enhance the agency’s ability to provide (1) timely and accurate answers to taxpayer inquiries, (2) timely correction of errors, and (3) identification of trends for future improvement. |
| Strategy I.1.6 | Provide timely, accurate and simplified forms and publications. |
| Strategy I.1.7 | Issue guidance to clarify laws and resolve uncertainty regarding their application. |
| Strategy I.1.8 | Proactively present seminars to explain the latest tax changes to individuals and businesses. |
| Strategy I.1.9 | Provide easy access to tax laws, FAQs, and policy statements. |
| Strategy I.1.10 | Deliver focused education, outreach and alternative services directly and through stakeholder relationships to ensure taxpayers have access to compliance assistance resources. |
| Strategy I.1.11 | Issue deficiency notices that provide clear instructions to facilitate taxpayer understanding of expectations and required actions. |
| Strategy I.1.12 | Emphasize self-help and e-service options via multiple channels that are convenient, transparent, timely, and secure to access taxpayer accounts to resolve issues and questions, file returns, and pay taxes. |
| Strategy I.1.13 | Offer taxpayers and their representatives the ability to conduct nearly all of their interactions with LDR electronically by expanding electronic filing applications to include all business taxes, automating registration, permit, licensing, exemption, and certification processes. |
| Strategy I.1.14 | Provide interfaces for businesses to electronically transmit data to LDR using common industry-standard and widely utilized formats. |

- Strategy I.1.15 Integrate LDR services, where applicable, with other e-government offerings and/or the creation of a one-stop shop.
- Strategy I.1.16 Install Kiosks in governmental and other strategic locations.
- Strategy I.1.17 Maintain the integrity of taxpayer data to avoid misuse and inappropriate access.
- Strategy I.1.18 Continuously evaluate and identify services and delivery options focused on taxpayer needs.
- Strategy I.1.19 Analyze systemic data and impacts on taxpayers of various tax laws to identify and develop legislative recommendations that would reduce tax law complexity and taxpayer burden.
- Strategy I.1.20 Develop strategies and identify ways to devote more resources to front-line service, compliance, and enforcement staffs.
- Strategy I.1.21 Incorporate the use of customer satisfaction surveys for each channel of access.

Performance Indicators:

- Output: Number of web site visits this fiscal year.
Number of web site visits last fiscal year.
Number of self-service business applications implemented this fiscal year. LaPAS 21792
Number of individual income tax refunds issued via direct deposit.
- Outcome: Percentage change in web site visits this fiscal year vs. prior fiscal year.
Average number of pages viewed per web site visit.
Percentage of policy statement requests completed this fiscal year.
Number of business accounts registered to use LaTAP.
Number of users that have filed at least one return via LaTAP this fiscal year.
Percentage of new account registrations received electronically. (Available 7/08)
Percentage of individual income tax returns filed electronically. LaPAS 21794
Percentage of business tax returns filed electronically. LaPAS 21795
Percentage of total revenue received electronically for individual income taxes. LaPAS 14098
Percentage of total revenue received electronically for business taxes. LaPAS 3456
Percentage of individual income tax refunds issued via direct deposit.
- Efficiency: Average time of web site visit.
Average service time of in-person contacts. (Available 7/08)
Percentage change in individual income tax returns filed electronically this fiscal year vs. prior fiscal year.
Percentage change in business tax returns filed electronically this fiscal year vs. prior fiscal year.
Percentage change in total revenue received electronically for individual income taxes this fiscal year vs. prior fiscal year.
Percentage change of total revenue received electronically for business taxes this fiscal year vs. prior fiscal year.
Percentage change in individual income tax refunds issued via direct deposit this fiscal year vs. prior fiscal year.
- Quality: Reduction in annual number of in-person contacts. (Available 7/08)
Reduction in annual number of phone calls to Call Center.
Reduction in annual number of taxpayer correspondence.

Objective I.2 *Increase responsiveness to taxpayer correspondence by providing 75 percent of replies within 30 days of receipt by June 2010.*

- Strategy I.2.1 Simplify the registration, certification, permit, return preparation, filing, and payment processes.
- Strategy I.2.2 Scan all incoming correspondence upon receipt until an “enterprise content management system” is implemented.
- Strategy I.2.3 Seek funding and implement an “enterprise content management system” that (1) integrates documents from multiple sources, (2) improves workflow, and (3) provides staff with immediate access.
- Strategy I.2.4 Monitor contact exchanges to enhance the agency’s ability to provide (1) timely and accurate answers to taxpayer inquiries, (2) timely correction of errors, and (3) identification of trends for future improvement.
- Strategy I.2.5 Identify and analyze frequently asked questions for communicating via multiple channels.
- Strategy I.2.6 Anticipate issues and proactively communicate about them.
- Strategy I.2.7 Redesign forms, instructions, and publications in order to improve clarity, reduce respondent burden, improve data quality.
- Strategy I.2.8 Provide easy access to tax laws, FAQs, and policy statements.
- Strategy I.2.9 Minimize the number of nonfiling notices issued per tax period by providing timely and accurate (1) capture of data and payments, and (2) exceptions processing.
- Strategy I.2.10 Issue deficiency notices that provide clear instructions to facilitate taxpayer understanding of expectations and required actions.
- Strategy I.2.11 Create and implement a plan for staff utilization during peak work volumes.
- Strategy I.2.12 Use creative placement options to achieve needed staffing levels, including remote and part-time workers.

Performance Indicators:

- Input: Total number of taxpayer correspondence received.
Total taxpayer correspondence answered. LaPAS 14092
- Output: Number of taxpayer correspondence answered within 30 days of receipt. LaPAS 14091
- Outcome: Percentage of taxpayer correspondence answered within 30 days of receipt.
- Efficiency: Average response time to taxpayer email inquiries.

Objective I.3 *Increase responsiveness to taxpayer telephonic inquiries by handling 90 percent of calls within one minute of receipt by June 2013.*

- Strategy I.3.1 Provide call center staff with interactive electronic tools to enhance their ability to quickly and accurately answer tax questions.
- Strategy I.3.2 Assist in the development of IVR options to facilitate taxpayers' ability to obtain account information.
- Strategy I.3.3 Promote LaTAP, Web and IVR systems as convenient and secure self-assistance options.
- Strategy I.3.4 Work with business units to coordinate outbound correspondence.
- Strategy I.3.5 Report system problems within 24 hours to facilitate correction.

Strategy I.3.6	Simplify the registration, certification, permit, return preparation, filing, and payment processes.
Strategy I.3.7	Scan all incoming correspondence upon receipt until an "enterprise content management system" is implemented.
Strategy I.3.8	Seek funding and implement an "enterprise content management system" that integrates data from multiple sources making it available at the right place and time for staff.
Strategy I.3.9	Monitor contact exchanges to enhance the agency's ability to provide (1) timely and accurate answers to taxpayer inquiries, (2) timely correction of errors, and (3) identification of trends for future improvement.
Strategy I.3.10	Identify and analyze frequently asked questions for communicating via multiple channels.
Strategy I.3.11	Redesign forms, instructions, and publications in order to improve clarity, reduce respondent burden, improve data quality.
Strategy I.3.12	Provide easy access to tax laws, FAQs and policy statements.
Strategy I.3.13	Minimize the number of nonfiling notices issued per tax period by providing timely and accurate (1) capture of data and payments, and (2) exceptions processing.
Strategy I.3.14	Issue deficiency notices that provide clear instructions to facilitate taxpayer understanding of expectations and required actions.
Strategy I.3.15	Create and implement a plan for staff utilization during peak work volumes.
Strategy I.3.16	Use creative placement options to achieve needed staffing levels, including remote and part-time workers.

Performance Indicators:

Input:	Number of calls received by Call Center this fiscal year. LaPAS 21804 Number of calls received by Call Center last fiscal year.
Output:	Number of calls answered by Call Center. Number of calls resolved via IVR system.
Outcome:	Percentage of calls answered by Call Center. Percentage of calls resolved via IVR system.
Efficiency:	Percentage of wait time in queue. Average wait-time in Call Center queue. LaPAS 21803
Quality:	Percentage change in wait-time in queue this fiscal year vs. prior fiscal year. Percentage of calls resolved on first attempt. (Available 7/08)

Objective I.4 *Increase responsiveness to taxpayer inquiries by reducing the call abandonment rate to 15 percent by June 2010.*

Strategy I.4.1	Provide call center staff with interactive electronic tools to enhance their ability to quickly and accurately answer tax questions.
Strategy I.4.2	Modify routing to allow for use of IVR after queuing a caller. Ensure that "Hot Topics" selection addresses issues generating the highest call volume.
Strategy I.4.3	Maintain appropriate average handle time, speed of answer, and wrap time.
Strategy I.4.4	Simplify the registration, certification, permit, return preparation, filing, and payment processes.

- Strategy I.4.5 Scan all incoming correspondence upon receipt until an "enterprise content management system" is implemented.
- Strategy I.4.6 Seek funding and implement an "enterprise content management system" that integrates data from multiple sources making it available at the right place and time for staff.
- Strategy I.4.7 Monitor contact exchanges to enhance the agency's ability to provide (1) timely and accurate answers to taxpayer inquiries, (2) timely correction of errors, and (3) identification of trends for future improvement.
- Strategy I.4.8 Identify and analyze frequently asked questions for communicating via multiple channels.
- Strategy I.4.9 Anticipate issues and proactively communicate information about them.
- Strategy I.4.10 Redesign forms, instructions, and publications in order to improve clarity, reduce respondent burden, improve data quality.
- Strategy I.4.11 Provide easy access to tax laws, FAQs, and policy statements.
- Strategy I.4.12 Minimize the number of nonfiling notices issued per tax period by providing timely and accurate (1) capture of data and payments, and (2) exceptions processing.
- Strategy I.4.13 Issue deficiency notices that provide clear instructions to facilitate taxpayer understanding of expectations and required actions.
- Strategy I.4.14 Create and implement a plan for staff utilization during peak work volumes.
- Strategy I.4.15 Use creative placement options to achieve needed staffing levels, including remote and part-time workers.

Performance Indicators:

- Input: Number of calls received by Call Center.
- Output: Number of abandoned calls in Call Center. LaPAS 21802
- Efficiency: Call Center call abandonment rate this fiscal year. LaPAS 21801
Call Center call abandonment rate last fiscal year.
- Quality: Percentage change in abandonment rate this fiscal year vs. prior fiscal year.

GOAL II

IMPROVE OPERATIONAL EFFICIENCY. Operate more efficiently by streamlining processes, eliminating redundancy, and collaborating with other entities.

Vision 2020 2003 Update Link:

2.8 - To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

Objective II.1 *Modernize paper document and remittance processing system by December 2010.*

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|-----------------|---|
| Strategy II.1.1 | Successfully implement installation of new front-end processing equipment and software. |
| Strategy II.1.2 | Eliminate batch processing, implement transaction-based processing and streamline other processes in accordance with industry best practices. |
| Strategy II.1.3 | Redesign forms to optimize data capture via 2-D barcode, RFID, and other modern solutions. |
| Strategy II.1.4 | Establish and mandate specifications for non-standard forms. |
| Strategy II.1.5 | Utilize electronic US Postal mail service options to track and manage incoming mail and staff deployment. |
| Strategy II.1.6 | Seek funding and implement an "enterprise content management system" that integrates documents from multiple sources making it available at the right place and time for staff. |
| Strategy II.1.7 | Implement a remote data capture process for documents and remittances received in the regional offices. |
| Strategy II.1.8 | Augment internal processing services with contractual services where LDR's value is de-minimis. |
| Strategy II.1.9 | Evaluate additional mail services and document and remittance processing equipment needs, and seek appropriate funding. |

Performance Indicators:

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|-------------|---|
| Output: | All phases of equipment and software installation are completed.
Number of nonfiling notices reversed because of a timely filed return. (Available 7/08)
Number of outbound parcels mailed this fiscal year. |
| Outcome: | Reduction in the number of nonfiling notices reversed because of a timely filed return. (Available 7/08)
Number of mail parcels returned undeliverable.
Number of individual refund checks returned as "undeliverable".
Average cost of undelivered mail.
Average cycle time (in days) of processing return attachments. (Available 7/08) |
| Efficiency: | Percentage of mail parcels undelivered. |

Objective II.2 *Reduce average processing time of paper returns to five business days or less by June 2011.*

- Strategy II.2.1 Modernize the front-end document processing process with installation of new equipment and software.
- Strategy II.2.2 Eliminate batch processing, implement transaction-based processing, and streamline other processes in accordance with industry best practices.
- Strategy II.2.3 Implement a remote data capture process for documents and remittances received in the regional offices.
- Strategy II.2.4 Redesign forms to optimize data capture via 2-D barcode, RFID, and other solutions.
- Strategy II.2.5 Establish and mandate specifications for non-standard forms.
- Strategy II.2.6 Identify and implement lockbox or other contract processing services for select taxes where LDR's value is de-minimis.
- Strategy II.2.7 Enhance data collection via standardized electronic channels and formats.
- Strategy II.2.8 Increase staff and stakeholder awareness about the availability and benefits of electronic filing options.
- Strategy II.2.9 Expand electronic filing applications to include all business taxes and automation of registration, permit, licensing, exemption, and certification processes.
- Strategy II.2.10 Provide interfaces for businesses to electronically transmit data to LDR using common industry-standard and widely utilized formats.
- Strategy II.2.11 Improve manner in which exceptions are handled, including timely resolution and automation whenever possible.
- Strategy II.2.12 Use creative placement options to achieve needed staffing levels, including remote and part-time workers when feasible.

Performance Indicators:

- Efficiency: Average processing time (in business days) of paper tax returns. LaPAS 6828 or 21799
 Annual average processing cost per document.
 Average processing time (in business days) of electronic returns. LaPAS 21800
 Annual average processing cost per electronic return.

Objective II.3 *Increase revenue deposited within 24 hours of receipt to 90 percent by June 2011.*

- Strategy II.3.1 Increase staff and stakeholder awareness about the availability and benefits of electronic payment options.
- Strategy II.3.2 Pursue the following improvements to remittance processing process: (1) expanded work schedules, (2) improvements in mail delivery times and services from the US Postal Service, and (3) "Check 21" innovative payment system solutions (alternative deposit options) for headquarter and regional offices.
- Strategy II.3.3 Modernize the remittance process with installation of new equipment and software.
- Strategy II.3.4 Eliminate batch processing, implement transaction-based processing, and streamline other processes in accordance with industry best practices.
- Strategy II.3.5 Implement a remote data capture process for documents and remittances received in the regional offices.

- Strategy II.3.6 Identify and implement lockbox or other contract processing services for select taxes where LDR's value is de-minimis.
- Strategy II.3.7 Continuously review processes incorporating industry best practices.
- Strategy II.3.8 Use creative placement options to achieve needed staffing levels, including remote and part-time workers when feasible.

Performance Indicators:

- Input: Total revenue deposited.
- Output: Total revenue deposited within 24 hours of receipt. LaPAS 17511
- Outcome: Percentage of revenue received via electronic funds transfer.
Percentage of revenue received via debit/credit cards.
- Efficiency: Percentage of total revenue deposited within 24 hours of receipt. LaPAS 3474

Objective II.4 *Decrease average deposit time of paper checks to 3 business days or less by June 2011.*

- Strategy II.4.1 Pursue the following improvements to remittance processing process: (1) expanded work schedules, (2) improvements in mail delivery times and services from the US Postal Service, and (3) "Check 21" innovative payment system solutions (alternative deposit options) for headquarter and regional offices.
- Strategy II.4.2 Modernize the remittance process with installation of new equipment and software.
- Strategy II.4.3 Eliminate batch processing, implement transaction-based processing, and streamline other processes in accordance with industry best practices.
- Strategy II.4.4 Implement a remote data capture process for documents and remittances received in the regional offices.
- Strategy II.4.5 Identify and implement lockbox or other contract processing services for select taxes.
- Strategy II.4.6 Increase staff and stakeholder awareness about the availability and benefits of electronic payment options.
- Strategy II.4.7 Continuously review processes incorporating industry best practices.
- Strategy II.4.8 Use creative placement options to achieve needed staffing levels, including remote and part-time workers when feasible.

Performance Indicators:

- Input: Total revenues received by Revenue Processing Center (RPC).
- Output: Revenues deposited within 3 days or less from receipt by RPC.
- Efficiency: Percentage of paper checks deposited within 3 days or less from receipt by RPC.
Average deposit time of paper checks.

Objective II.5 *Increase individual income tax refunds issued within 30 days of receipt to 90 percent and business tax refunds issued within 90 days of receipt to 80 percent by June 2013.*

- Strategy II.5.1 Simplify instructions, returns, and reporting procedures.
- Strategy II.5.2 Streamline and automate, as practical, the refund review and approval process.
- Strategy II.5.3 Continue to review and modify system edits.

Strategy II.5.4	Improve manner in which exceptions are handled, including timely resolution and automation whenever possible.
Strategy II.5.5	Enhance data collection via standardized electronic channels and formats.
Strategy II.5.6	Increase staff and stakeholder awareness about the availability and benefits of electronic reporting options.
Strategy II.5.7	Develop and implement electronic filing options for all business taxes.
Strategy II.5.8	Use creative placement options to achieve needed staffing levels, including remote and part-time workers.

Performance Indicators:

Input:	Number of individual income tax refunds issued this fiscal year. Number of business tax refunds issued this fiscal year.
Output:	Number of individual income tax refunds issued within 30 calendar days of receipt. Number of business tax refunds issued within 90 calendar days of receipt. Number of accurate individual income tax refunds issued.
Efficiency:	Percentage of individual income tax refunds issued within 30 calendar days of receipt. Percentage of business tax refunds issued within 90 calendar days of receipt.
Quality:	Percentage of refunds issued that are accurate.

Objective II.6 ***Use performance measures and analytics to guide service delivery standards, track progress and highlight needed improvements.***

Strategy II.6.1	Implement an information system to collect, maintain, and analyze key performance information and activity-based costs for organizational management, "business intelligence", by: (1) designing/developing a databank of ad hoc reports for the program, (2) developing dash boards at various levels-executive, operational, business unit, etc., and (3) enhancing data warehouse capacity.
Strategy II.6.2	Develop measurable operational indicators by reviewing benchmarking and internal performance data.
Strategy II.6.3	Identify and analyze key processes for improvement.
Strategy II.6.4	Develop process teams/feedback loops to promote collaboration, coordination and communication across divisions by: (1) analyzing and improving selected processes and (2) implementing process changes as indicated.
Strategy II.6.5	Use quality assurance tools to evaluate systems, processes, and employees.
Strategy II.6.6	Implement process to continuously solicit and capture customer feedback and develop/modify appropriate measures based on taxpayer responses and needs.

Performance Indicators:

Output:	"Business Intelligence" system implemented.
Outcome:	Percentage of callers surveyed. (Available 7/09) Percentage of in-person contacts surveyed. (Available 7/09) Percentage of web viewers surveyed. (Available 7/09)

Objective II.7 ***Provide tools and improve workforce training and development to ensure that employees have the knowledge and skills necessary to perform their jobs.***

- Strategy II.7.1 Create and implement a workforce development program that continually assesses and evaluates workload needs and competencies for the workforce of today and the future.
- Strategy II.7.2 Develop, maintain and deliver training courses related to various state taxes, administrative provisions, customer service, interpersonal skills, basic skills, technology, leadership development, new employee training, etc. for staff utilizing multi-media formats and other appropriate venues such as remote learning, just-in-time modules, blended learning, etc.
- Strategy II.7.3 Provide front-line service staff with interactive electronic tools to enhance their ability to access data quickly and provide accurate answers to tax questions.
- Strategy II.7.4 Identify, acquire, and implement a user-friendly "learning content management system" or comparable system to replace existing TKM (total knowledge management) system.
- Strategy II.7.5 Develop accelerated training programs that place new employees in a productive status sooner.
- Strategy II.7.6 Ensure employees obtain competencies needed to maximize the use of technology in support of their jobs.
- Strategy II.7.7 Assess and install tools and technology that enhance the efficiency of employees' performance.
- Strategy II.7.8 Use creative placement options to achieve needed staffing levels, including remote and part-time workers.

Performance Indicators:

- Input: Number of courses identified to address employee functions.
- Output: Workforce and Development plan completed.
Learning content management system updated.
Number of courses developed.
Number of courses delivered.
- Outcome: Percent of courses developed
Percent of courses delivered.
Number of employees served by the courses delivered this fiscal year.

Objective II.8 ***Improve operational effectiveness.***

- Strategy II.8.1 Eliminate repetitive audit findings.
- Strategy II.8.2 Continue to develop and maintain continuity of operations plan and other measures to protect critical infrastructure.
- Strategy II.8.3 Proactively prevent security and disclosure breeches.
- Strategy II.8.4 Review administrative provisions to ensure that they are effective and applied consistently and work with the Legislature to revise provisions as needed.
- Strategy II.8.5 Remain proactive in providing tax law and compliance simplification ideas to the Legislature for both proposed legislation and current law.
- Strategy II.8.6 Identify and implement a "learning content management system" or central repository for policies, technical information, etc.

- Strategy II.8.7 Identify, seek funding, and implement an "enterprise content management system".
- Strategy II.8.8 Routinely evaluate new technologies to improve service delivery and process efficiencies.
- Strategy II.8.9 Deploy limited information technology resources in alignment with strategic plan.
- Strategy II.8.10 Review the structure and placement of support functions and determine how these areas can be integrated into a more efficient organizational structure.
- Strategy II.8.11 Develop strategies and identify ways to devote more resources to front-line service, compliance, and enforcement staffs.
- Strategy II.8.12 Redirect savings to frontline operations.

Performance Indicators:

- Output: Total net revenues collected.
Total operating costs.
Revenues collected through delinquent enforcement activities.
Revenues collected through compliance activities.
- Outcome: Percentage of delinquent enforcement-activity related revenues to total net revenues.
Percentage of compliance-activity related revenues to total net revenues.
- Efficiency: Revenues collected per dollar of expenditure.

GOAL III

MAXIMIZE COMPLIANCE. Taxpayers generally want to comply. Effective communication of state tax filing and payment requirements aids voluntary compliance. However, to sustain or enhance a voluntary compliance program, one must employ enforcement measures to deter nonfiling, underreporting, and fraud.

Vision 2020 2003 Update Link:

- 1.10 - To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs.
- 2.2 - To significantly increase public and private research and development activity.
- 2.6 - To develop and promote Louisiana's transportation infrastructure.
- 2.7 - To assess, build, and capitalize on Louisiana's information and telecommunications infrastructure.
- 2.7 - To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.
- 3.2 - To provide opportunities and support to overcome Louisiana's poverty crisis.
- 3.3 - To ensure quality healthcare for every Louisiana citizen.
- 3.5 - To ensure safe, vibrant, and supportive communities for all citizens.
- 3.6 - To protect, rehabilitate, and conserve our coastal ecosystem.
- 3.7 - To preserve and develop Louisiana's natural and cultural assets.
- 3.8 - To protect Louisiana's environment and support sustainable development.

Objective III.1 *Increase voluntary compliance through education and outreach programs.*

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|-------------------|---|
| Strategy III.1.1 | Establish annual communication and education campaign plan. |
| Strategy III.1.2 | Use marketing as a major driver of voluntary compliance by anticipating issues and proactively communicating information about them. |
| Strategy III.1.3 | Create and maintain community-based partnerships. |
| Strategy III.1.4 | Improve transparency and communications with tax professionals so that they have all the information they need to promote awareness of compliance issues. |
| Strategy III.1.5 | Continue to work closely with the LA Society of CPAs, enrolled agents, State Bar Tax Section, other professional organizations, and regulatory bodies to address issues and simplify the tax process under current law. |
| Strategy III.1.6 | Deliver focused education, outreach and alternative services directly and through stakeholder relationships. |
| Strategy III.1.7 | Proactively present seminars to explain the latest tax changes to individuals and businesses. |
| Strategy III.1.8 | Develop and provide tax specific education programs for various stakeholders and industries, including interactive training modules on our website. |
| Strategy III.1.9 | Continuously review, update, and enhance website. |
| Strategy III.1.10 | Review and update existing publications, and identify and generate additional publications as needed. |

- Strategy III.1.11 In addition to traditional communication mediums, use alternatives specific to targeted audiences.
- Strategy III.1.12 Identify and analyze frequently asked questions for communicating via multiple channels.
- Strategy III.1.13 Facilitate taxpayers' adoption of electronic forms, payments, and other e-services.
- Strategy III.1.14 Execute direct-mail campaigns to companies that have not yet signed up for e-services.
- Strategy III.1.15 Pursue media coverage of enforcement and compliance efforts.
- Strategy III.1.16 Develop and implement strategies to reach out to new taxpayers to ensure they have access to compliance assistance resources.
- Strategy III.1.17 Reduce taxpayer burden by easing recordkeeping requirements where possible, and simplifying the return preparation and examination processes.
- Strategy III.1.18 Issue guidance to clarify laws and resolve uncertainty regarding their application.
- Strategy III.1.19 Educate taxpayers about issues detected in audits.
- Strategy III.1.20 Continue to mobilize field workers in geographic regions to educate, build a presence within the specified communities, and provide services.
- Strategy III.1.21 Analyze systemic data and impacts on taxpayers of various tax laws to identify and develop legislative recommendations that would reduce tax law complexity and taxpayer burden.

Performance Indicators:

- Output: Number of Voluntary Disclosure Agreements executed.
 Number of e-courses accessed on website.
 Number of tax education seminars conducted.
 Number of tax education events with agency participation.
 Number of tax education campaigns executed
- Outcome: Percentage of individual income tax returns timely filed and paid by the return due date.
 Percentage of business tax returns timely filed and paid by the return due date.
 Annual revenue collections from Voluntary Disclosure Agreements.
 Total number of accesses to all e-courses.
 Total number of seminar attendees.
 Total number of tax education event attendees.
- Efficiency: Voluntary collections per voluntary-related dollar expended.
- Quality: Percentage of total returns processed accurately.
 Reduction in annual number of phone calls to Call Center.
 Reduction in annual number of taxpayer correspondence received.
 Voluntary collections as a percent of total net revenues.

Objective III.2 *Promote voluntary compliance by increasing resolution of collection cases within 180 days of delinquency by two percent each year.*

- Strategy III.2.1 Streamline the delinquent collection process, including reducing the time between the filing of a return and the beginning of enforcement activity, expediting the pursuit of officer liability, etc.
- Strategy III.2.2 Automate many key collection functions, including lien filings, write-off of accounts, and issuance of financial garnishments/levies.

- Strategy III.2.3 Establish a statewide seizure team and execute seizures when appropriate.
- Strategy III.2.4 Improve clarity of the content of notices and correspondence to ensure they are easy for taxpayers to understand and clear as to what action should be taken.
- Strategy III.2.5 Mandate automatic bank draft payments on installment agreements.
- Strategy III.2.6 Utilize the Mobile Tax Collection Program to collect delinquent taxes, resolve taxpayer account issues, and increase field enforcement presence.
- Strategy III.2.7 Refer more accounts to private collection agencies when risk/return analysis support such action.
- Strategy III.2.8 Provide information regarding the delinquent collection process, actions, and solutions on website and publications for distribution with notices.
- Strategy III.2.9 Automate all tax clearance processes.
- Strategy III.2.10 Redesign forms, instructions, and publications in order to improve clarity, reduce respondent burden, and improve data quality.
- Strategy III.2.11 Improve timeliness and quality of data and payment capture processes.
- Strategy III.2.12 Improve manner in which exceptions are handled, including timely resolution and automation whenever possible.
- Strategy III.2.13 Increase staff and stakeholder awareness about the availability and benefits of e-service options.
- Strategy III.2.14 Implement an "enterprise content management system" that integrates documents from multiple sources making it available at the right place and time for internal users.
- Strategy III.2.15 Develop employee work plans that provide performance standards and goals, and follow-up to ensure enforcement activities are prompt and accurate.
- Strategy III.2.16 Develop strategies and identify ways to devote more resources to front-line service, compliance, and enforcement staffs.

Performance Indicators:

- Input: Total number of collection cases (in warrant status). LaPAS 21808
- Output: Number of collections cases (in warrant status) resolved within 180 days. LaPAS 21809
Total delinquent tax revenues. LAPAS 21810
- Outcome: Percentage of collection cases (in warrant status) resolved within 180 days. LaPAS 21807
- Efficiency: Annual delinquent revenues per collection-related dollar expended.
- Quality: Delinquent revenues as a percent of total net revenues.

Objective III.3 *Utilize available resources for compliance efforts to narrow the tax gap and promote voluntary compliance.*

- Strategy III.3.1 Maintain an annual audit plan at the executive, regional, district, and employee levels.
- Strategy III.3.2 Improve LDR's strategic audit approach for narrowing the tax gap and promoting voluntary compliance without intruding on taxpayers that are in basic compliance with the tax laws, including consideration of business self-audit programs, etc.
- Strategy III.3.3 Select audits in a manner that helps achieve the goals of narrowing the tax gap and promoting voluntary compliance.

- Strategy III.3.4 Identify industries or sectors where tax avoidance is widespread and devise techniques for enforcement.
- Strategy III.3.5 Properly prioritize workloads and assignment of cases to appropriate staff.
- Strategy III.3.6 Reduce audit time per case to increase audit coverage and efficiency by modernizing audit procedures, identifying and targeting only material audit issues, and the use of new technologies.
- Strategy III.3.7 Increase the number of audits utilizing sampling techniques.
- Strategy III.3.8 Utilize joint audit programs with other tax agencies.
- Strategy III.3.9 Replace audit-tracking system with a modern case management system that also provides robust query, reporting, and performance analytics functionality.
- Strategy III.3.10 Enhance the ability to analyze data stored in a data warehouse in an effort to identify peculiar variances in tax return information that may indicate areas of noncompliance with tax laws.
- Strategy III.3.11 Identify and procure external sources of information that can assist in detecting and pursuing noncompliant taxpayers.
- Strategy III.3.12 Compliance examinations are conducted to enforce existing tax laws and regulations and not to create or establish a position as to how the tax laws or regulations should be written.
- Strategy III.3.13 Educate taxpayers about audit issues so they can correctly file future returns.
- Strategy III.3.14 Work with staff to pursue compliance efforts with taxpayers in a fair and professional manner.
- Strategy III.3.15 Identify and deliver additional training for staff related to evolving tax issues.
- Strategy III.3.16 Develop and monitor employee work plans that provide performance standards and goals.
- Strategy III.3.17 Develop strategies and identify ways to devote more resources to our front-line service, compliance, and enforcement staffs.

Performance Indicators:

- Input: Number of business accounts. LaPAS 3508
 Number of field audits conducted. LaPAS 3510
 Number of field auditors. LaPAS 3517
 Number of refund claims.
- Output: Number of business accounts audited.
 Number of field audits completed annually.
 Number of audits utilizing computer assisted audit technique.
 Number of audits utilizing projections.
 Number of assessments related to discovery activities.
 Number of internal examinations producing assessments.
 Number of refund claims reviewed.
- Outcome: Revenues from field audit assessments. LaPAS 3516
 Percentage of field audit revenues from adjudication.
 Revenues from noncompliance discovery assessments.
 Revenues from internal examination assessments.
 Amount of refund claims approved.
 Amount of refund claim reductions/denials.

Efficiency:	Percentage of business accounts audited. LaPAS 3512 Average number of audits completed annually per field audit position. Average field audit revenue per field audit case. Average field audit revenue per field audit position. LaPAS 3524 Average field audit revenue per audit hour. Annual field audit revenue per field audit-related dollar expended. Percentage of total refund claims processed. Percentage of refund claim reductions/denials to total refund claims.
Quality:	Audit-related revenues as a percent of total net revenues.

Objective III.4 *Expedite the resolution of cases in litigation.*

Strategy III.4.1	Identify and pursue legal cases susceptible to resolution through alternative dispute resolution.
Strategy III.4.2	Improve case management process through quarterly case reviews and industry best practices.
Strategy III.4.3	Successfully implement remaining phases of automated case management system.
Strategy III.4.4	Increase the number of cases assigned in accordance with R.S. 47:1512 to attorneys with specific tax knowledge.
Strategy III.4.5	Create a statewide network of attorneys to pursue bankruptcy, officer liability, and cease and desist actions.
Strategy III.4.6	Identify and pursue specialized legal training in substantive tax law and trial advocacy for in-house attorneys.
Strategy III.4.7	Provide timely and accurate legal support and guidance to internal and external customers.

Performance Indicators:

Input:	Total number of cases completed this fiscal year. Total amount in dispute for completed cases.
Output:	Amount recovered from completed cases.
Outcome:	Percentage of disputes resolved within 3 years of receipt. Percentage of disputes resolved within 4-5 years of receipt. Percentage of disputes resolved in excess of 5 years of receipt. Percentage of cases resolved via alternative dispute resolution methods.
Efficiency:	Litigation recovery rate. Amount recovered per dollar expended on litigation.

Objective III.5 Increase fraudulent state tax referrals by 25 percent by FYE 6/2010.

- Strategy III.5.1 Evaluate and modify referral procedures.
- Strategy III.5.2 Create a statewide network of State Attorneys General, U.S. Attorneys, and State District Attorneys to receive referrals.
- Strategy III.5.3 Improve methodologies to identify and pursue fraudulent filers, including problem practitioners.
- Strategy III.5.4 Identify industries or sectors where tax avoidance is widespread and devise techniques for enforcement.
- Strategy III.5.5 Develop and publicize a process to be more responsive to informants and their information.
- Strategy III.5.6 Develop strategies and identify ways to devote more resources to our front-line service, compliance, and enforcement staffs.
- Strategy III.5.7 Seek legislation to obtain preparer and stricter fraud penalties.

Performance Indicators:

- Input: Number of active cases.
- Output: Number of active cases referred for prosecution.
- Outcome: Percentage of active cases referred for prosecution.
 Number of referrals resulting in convictions or indictments.
 Revenues collected from criminal restitution.
- Efficiency: Percentage of referrals resulting in convictions or indictments.

PRINCIPAL CLIENTS OR USERS AND SERVICES RECEIVED

CITIZENS OF LOUISIANA receive services from other departments, agencies, and programs funded by the State of Louisiana through the revenues that are generated by the Tax Collection Program. The Program encourages voluntary compliance through education and assistance efforts, but also relies on enforcement of tax collection through audits, litigation, seizures, levies and liens to maximize compliance and revenues for the state and its citizens.

TAXPAYERS OF LOUISIANA AND TAX PREPARERS receive assistance, counseling, education, and outreach services to enable them to more effectively meet their tax obligations to the state. These include individuals as well as businesses.

LEGISLATORS IN LOUISIANA AND THE GOVERNOR'S OFFICE rely on the Tax Collection Program to efficiently and effectively accomplish its mission in order to accurately project and administer programs and services throughout the state.

POTENTIAL EXTERNAL FACTORS

The key potential external factors that may adversely affect the Department's ability to accomplish its goals relate primarily to the human and financial resources as well as the legal authority the Department will need to perform as described in this plan.

The Department has begun to sustain the loss of its senior and mid-level managers and will continue to do so over the next five years due to retirement. The inability to capture and transfer this intellectual capital could impact the high level of performance generally provided by the Department. Additionally, the high level of technical knowledge required of employees customarily requiring years of experience would have to be expedited through a shortened learning curve. Proactive development plans and redesigned education efforts should significantly alleviate these situations.

The continual need to integrate more and more technology in the operations of the Department will constantly require adequate funding sources and higher levels of skills from the available human resources. The sheer reduction of population that follows the retirement of the baby-boomers will escalate the need to replace previous human work interventions with technological advances.

Fundamental changes in the business environment due to globalization, rapid technological advances, shifting demographics and increases in planned tax avoidance practices by individual and business taxpayers will require greater enforcement efforts through auditing and legal methods, which may not be available because of a declining workforce and funding sources.

Some of the planned efforts to clarify policies and streamline operations of the Department may require legislative changes or support before they can be implemented.

Finally, the need to emulate advanced business practices raises the expectations of the customers relative to availability of various services.

DUPLICATION OF SERVICES

Some potential duplication of services between the Tax Collection Program and the programs administered by other state agencies include the collection of sales tax (on motor vehicles via the Department of Public Safety) and pursuit of delinquent debt (Department of Justice).

PROGRAM EVALUATIONS

The goals and objectives of the Louisiana Department of Revenue through the Tax Collection Program are the result of a) internal reviews and analyses conducted by the Department over the past few years; b) external studies conducted on the Department's behalf; and c) lessons of experience learned from other states and tax collection organizations.

The external studies and sources include the following:

- Federation of Tax Administrators Performance Measurement Benchmarking Project – This organization represents the tax agencies of all states and spearheads initiatives to define and evaluate the best practices of tax agencies in the areas of performance measurement, accountability, and service innovation through technology.
- Legislative Auditor Performance Audit – Act 1100
- Legislative Auditor Performance Audit – Field Audit Performance
- Customer Service Plan (McKee & Associates)
- Policy Development Assessment
- SECURE – Comparative Review of Private Industry Practices to Government
- Phase I of the Integrated Tax System Redesign Project (Produced jointly with IBM)
- Comprehensive Employee Training Needs Assessment (Conducted by LSU)
- Management Skill Assessment
- Cycle Time Reduction Review
- Gartner Information Technology Assessment Report dated November 1, 2002
- State Loss Prevention Safety Audit
- State Civil Service Program Accountability Audit
- Digital Divide
- The Capability Model for I.T. – Enabled Outsourcing Service Providers (Carnegie Mellon)
- SSA Consultants – Information Technology Organizational Structure Assessment (2004)
- LiveBridge – ACD System & Call Center Workflow Analysis (2004)
- The Ehrhardt Group – Focus Groups to Assess Effectiveness of Department's Customer Assistance Program (2005)
- LA Society of CPAs – State Tax Bi-Annual Survey

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

	Citizens	Individual Taxpayers	Business Taxpayers	Legislature/ Governor
I.1	●	●	●	
I.2	●	●	●	
I.3	●	●	●	
I.4	●	●	●	
II.1	●			
II.2	●	●	●	●
II.3	●	●	●	●
II.4	●	●	●	●
II.5	●	●	●	
II.6	●			
II.7	●			
II.8	●			
III.1	●	●	●	●
III.2	●	●	●	
III.3	●	●	●	
III.4	●	●	●	
III.5	●	●	●	

OTHER STRATEGIC PLAN REQUIREMENTS

ACT 1078

In furtherance of being recognized as a leader in tax administration, the Department strives for a unified staff and mutual respect by encouraging professionalism and integrity in the workplace. The employees of the Department of Revenue are among the state’s most valuable resources, and their well-being is necessary for them to properly carry out their responsibilities. Revenue has a long-standing commitment to staff development and support. To that end, and as affirmed in Revised Statute 39:31(C)(9), the Department is cognizant that female employees comprise the majority (68.9 percent) of the permanent staff within the Department and has enacted the following human resources policies that are helpful and beneficial to women and families:

Sexual Harassment (10.3) – The Department will not condone any sexual harassment and supports the theory that all employees be permitted to work in an environment free from unsolicited and unwelcomed sexual overtures.

Tobacco Use (10.25) – to provide a healthy environment for employees and the public.

Employee Assistance Program (10.31) – to ensure employees with personal and family problems have access to assistance in resolving such problems as alcohol or drug dependence, mental or emotional disturbances, or marital, family, financial or legal concerns.

Americans with Disabilities Act (10.33) – to ensure that necessary reasonable accommodations are provided regarding facilities, services, and communications.

Employee Substance Abuse and Drug-Free Workplace (10.34) – to maintain a drug-free workplace and workforce free of substance abuse.

Drug Free Workplace and Drug Testing (10.36) – to curb the use of illegal drugs by employees.

Bloodborne Pathogen Policy (10.37) – to reduce or eliminate occupational exposure to blood and other potentially infectious materials for employees.

Violence Free Workplace (10.38) – to work toward a violence free workplace for employees.

Worker's Compensation Return to Work Policy (10.40) – to make reasonable effort to help employees maximize their healing and facilitate their early return to work.

Selection of Personnel (20.2) – to select from as wide a range of candidates as is feasible and fill positions in a nondiscriminatory manner.

Work Schedules and Work Hours (20.10) – to provide flexibility in managing time through flexible work schedules and work hours for employees.

Education and Tuition Reimbursement Policy (20.23) - to encourage and assist employees in obtaining education or training to enhance their job performance or to make them eligible and available for advancement in their career paths.

Family and Medical Leave (20.25) – to fairly and equitably approve leave for qualifying conditions.

Crisis Leave Pool (20.43) - to establish and administer a pool of annual leave that may be used by eligible employees who cannot work due to the catastrophic illness or injury of themselves or an eligible family member, when, through no fault of their own, the employee has insufficient paid leave to cover the crisis period.

Statutory Authority

<i>Powers, Functions, and Duties</i>	<i>Constitutional, Statutory, or Other Authority</i>	<i>Administered By:</i>
Administrative Provisions		
General Powers and Duties of Collector	R.S. 47:1501-1522, LAC 61: I.4903, 4905, 4910, 4911, and 4913, LAC 61:I.5105, LAC 61:III.101	Various/Delegated by the Secretary
Conduct Investigations and Hearings	R.S. 47:1541-1548	Various/Delegated by the Secretary
Assessment and Collection Procedures	R.S. 47:1561-1581, LAC 61: I.4901, 4907, and 4908, LAC 61:I.5302	Various/Delegated by the Secretary
Impose Interest and Penalties	R.S. 47:1601-1607, LAC 61:III.2101	Various/Delegated by the Secretary
Issue Refunds of Overpayments	R.S. 47:1621-1627, LAC 61:I.4909	Various/Delegated by the Secretary
Impose Criminal Penalties	R.S. 47:1641-1643	Various/Delegated by the Secretary
Miscellaneous Administrative Provisions	R.S. 47:1672-1674	Various/Delegated by the Secretary
Taxes Administered and Collected		
Alcoholic Beverage Taxes	R.S. 26:341-459, LAC 61:I.201	Taxpayer Services Division—Excise Taxes Section
Automobile Rental Tax	R.S. 47:551	Taxpayer Services Division—Sales Tax Section
Corporation Franchise Tax	R.S. 47:601-618, LAC 61: I.301 et seq., LAC 61:I.1901 et seq.	Taxpayer Services Division—Corporate Income and Franchise Taxes Section
Corporation Income Tax	R.S. 47:287.2-287.785, LAC 61: I.1115 et seq., LAC 61:I.1901 et seq.	Taxpayer Services Division—Corporate Income and Franchise Taxes Section
Electric Cooperative Fee	R.S. 12:425	Taxpayer Services Division—Excise Taxes Section
Estate Transfer Tax	R.S. 47:2431-2437	Taxpayer Services Division—Personal Income Tax Section
Fiduciary Income Tax and Partnerships	R.S. 47:21-107, 47:131-285, 47:300.1-300.11, LAC 61:I.1401	Taxpayer Services Division—Personal Income Tax Section
Gasoline Tax and Inspection Fee	R.S. 47:711-727, 47:771-788, 47:820.1, 47:1681-1691, 51:781-800, LAC 61: I.3101 et seq., LAC 61: I.3501	Taxpayer Services Division—Excise Taxes Section
Gift Tax	R.S. 47:1201-1212	Taxpayer Services Division—Personal Income Tax Section
Hazardous Liquid Pipeline Fee	R.S. 30:701-707	Taxpayer Services Division—Severance Tax Section

Powers, Functions, and Duties	Constitutional, Statutory, or Other Authority	Administered By:
Hazardous Waste Disposal Tax	R.S. 47:821-832, LAC 61: I.901 et seq.	Taxpayer Services Division—Excise Taxes Section
Inheritance Tax	R.S. 47:2401-2425, LAC 61: I.1701	Taxpayer Services Division—Personal Income Tax Section
Inspection and Supervision Fee	R.S. 45:1177-1179	Taxpayer Services Division—Excise Taxes Section
Ernest N. Morial Exhibition Hall Authority Taxes		
Hotel Room Occupancy Tax	Acts 1978, No. 305; Acts 1980, No. 99; Acts 1987, No. 390, Acts 2002 1 st Ex. Sess., No. 72	Taxpayer Services Division—Sales Tax Section
Food and Beverage Tax	Acts 1987, No. 390	Taxpayer Services Division—Sales Tax Section
Service Contractor and Tour Tax	Acts 1994, No. 42	Taxpayer Services Division—Sales Tax Section
La. Stadium and Exposition District Hotel Tax	Acts 1966, No. 556	Taxpayer Services Division—Sales Tax Section
Local Sales Tax Recovery Surcharge	R.S. 47:303(B)(6)	Taxpayer Services Division—Sales Tax Section
Mail Order Sales Tax	R.S. 47:302(K)	Taxpayer Services Division—Sales Tax Section
Marijuana and Controlled Substance Tax	R.S. 47:2601-2610	Taxpayer Services Division—Excise Taxes Section
Master Meter Fee	R.S. 30:560-561	Taxpayer Services Division—Severance Tax Section
Natural Gas Franchise Tax	R.S. 47:1031-1040, LAC 61: I.4101 et seq.	Taxpayer Services Division—Severance Tax Section
Nonresident Contractor Registration and Bond Requirement	R.S. 47:9 and 47:306(D), LAC 61:I.4373	Taxpayer Services Division—Severance Tax Section
Oilfield Site Restoration Fee	R.S. 30:80-97, LAC 61: I.5301	Taxpayer Services Division—Severance Tax Section
Oil Spill Contingency Fee	R.S. 30:2451-2496	Taxpayer Services Division—Severance Tax Section
Partnership Income Tax	R.S. 47:21-107, 47:131-285	Taxpayer Services Division—Personal Income Tax Section
Personal Income Tax	R.S. 47:21-107, 47:290-299.41, LAC 61: I.1301 et seq., LAC 61:I.1901 et seq.	Taxpayer Services Division—Personal Income Tax Section
Personal Income Tax Withholding	R.S. 47:111-115, LAC 61: I.1501 et seq.	Taxpayer Services Division—Corporate Income and Franchise Taxes Section
Pipeline Safety and Odorization Inspection Fee	R.S. 30:560-561	Taxpayer Services Division—Severance Tax Section

Powers, Functions, and Duties	Constitutional, Statutory, or Other Authority	Administered By:
Sales & Use Tax	R.S. 47:301-335, LAC 61:1.4301 et seq., LAC 61:1.4401 et seq.	Taxpayer Services Division—Sales Tax Section
Severance Tax	R.S. 47:631-648.21, LAC 61:1.2901 et seq.	Taxpayer Services Division—Severance Tax Section
Special Fuels Tax	R.S. 47:801-815, 47:820.1, LAC 61:1.3301 et seq.	Taxpayer Services Division—Excise Taxes Section
Surface Mining and Reclamation Fee	R.S. 30:906.1-906.3	Taxpayer Services Division—Severance Tax Section
Telecommunication Tax for the Deaf	R.S. 47:1061	Taxpayer Services Division—Excise Taxes Section
Tobacco Tax	R.S. 47:841-869, LAC 61:1.5101 et seq.	Taxpayer Services Division—Excise Taxes Section
Transportation and Communication Utilities Tax	R.S. 47:1001-1010, LAC 61:1.3901	Taxpayer Services Division—Excise Taxes Section
Collection, Compliance, and Enforcement Activities		
Tax Collection/Billing	Administrative Provision; Title 11-U.S. Bankruptcy Code; Internal Revenue Code	Collection, Post Processing, and Taxpayer Services Divisions
Refund Offset for Other Debts	R.S. 47:299.1-299.41	Collections Division
Audit Activities	R.S. 47:1541-1543, 47:1605	Field Audit Services and Office Audit Divisions
Tax Incentive Programs		Office Audit Division
Tax Incremental Financing (TIF) Cooperative Endeavors		Taxpayer Services Division
Field Collection Activities	R.S. 47:1569-1573	Regional Office field collection personnel
Lottery Applicant Tax Clearances	R.S. 47:9050(B)	Collection Division
Alcoholic Beverage Sales Tax Clearances	R.S. 26:80(A)(10)	Collection Division
Video Poker License Tax Clearances	R.S. 27:306(F)	Collection Division
Legal Services	R.S. 36:451	Legal Division
Public Administrators Program		
Administer interstate successions—Orleans and Jefferson Parishes	R.S. 9:1581-1590, R.S. 36:459(B)	Public Administrators
Louisiana Tax Free Shopping Program		
Administer a sales tax refund program for qualifying purchases by international travelers	R.S. 51:1301-1316, R.S. 36:459(E), R.S. 36:802.15	Louisiana Tax Free Shopping Commission and its refund agency

PROGRAM B: ALCOHOL AND TOBACCO CONTROL**MISSION**

The mission of the Office of Alcohol and Tobacco Control is to provide the state with an effective regulatory system for the alcoholic beverage and tobacco industries, with emphasis on access to underage individuals through efficient and effective education and enforcement efforts.

Statutory Requirements:

Title 26 of the Louisiana Revised Statutes; Act 1188 of 1995

Act 1370, 1997, changed the name of the office and added a license requirement for tobacco products dealers who sell at wholesale, retail, or through vending machines. The OATC is responsible for enforcing the prohibition against sales of tobacco products to youths under the age of 18 years and for registering and permitting tobacco retailers and wholesalers in Louisiana. This licensing program is to help ensure compliance with the Prevention of Youth Access to Tobacco Law.

Act 728, 1997, enacted R.S. 14:93.20 to make it unlawful for alcoholic beverage wholesalers, retailers, or producers domiciled outside of Louisiana to ship directly to consumers in Louisiana unless the shipper is registered with the OATC. The OATC is responsible for enforcing this prohibition and for notifying the U.S. Bureau of Alcohol, Tobacco and Firearms of violations.

Act 1054, 1998 instituted the Responsible Vendor Program, which is designed to educate vendors and their employees and customers about selling, serving, and consuming alcoholic beverages in a responsible manner and to provide for certification of vendors and servers. The program, which was voluntary effective January 1, 1998, became mandatory January 1, 2000.

Act 144, 2002, amended and reenacted R.S. 26:271, relative to alcoholic beverage permits; to raise certain permit fees for dealers in beverages of low alcoholic content; and to provide for relative matters.

Act 629, 2003, amended and reenacted R.S. 26:80(F) and 280(F), relative to permits to sell alcoholic beverages of high and low alcoholic content; to provide that a person is not necessarily disqualified from receiving a permit for certain felony convictions; and to provide for related matters.

Act 936, 2003, amended and reenacted R.S. 26:73(B), 272(B), and 906(C), Sales/Tobacco Dealers, authorizes a dealer or operator to pay the annual renewal permit fee by check to sell or engage in the business of selling tobacco products.

Act 881, 2003, amended and reenacted R.S. 26:932(5) and (7), 933(B) and (C), (7), 934(5), 935(A), (B) (1)(a) and (2)(C) and 939 and to enact R.S. 26:932(8) and (9), Alcoholic Beverages, includes tobacco products in the Responsible Vendor Law.

Act 1128, 2003, enacts Chapter 8-A of Subtitle II of Title 47 of the Louisiana Revised Statutes of 1950, comprising R.S. 47:871 through 878, provides for the regulation of the sale of cigarettes through means of telephone, mail, or the Internet when delivery is made in Louisiana.

Act 677, 2003, enacts R.S. 26:85.1, Alcoholic Beverages, authorizes a person to engage in business as a manufacturer and as a retailer at the same time under specified circumstances.

Act 191, 2003, enacts R.S. 26:306, Alcoholic Beverages, provides tracking procedures for kegs of malt beverages consumed off premises.

Act 6, 2003, amends and reenacts R.S. 26:2(8) and 74(A)(3), and 274(A), Alcoholic Beverages, authorizes retail distribution center permits for commercial airlines and prohibits local permits or fees.

Act 1211, 2003, enacts R.S. 26:597, relative to alcoholic beverages; to authorize the inclusion of a proposition relative to such beverages in certain elections in certain areas; to provide for definitions; and to provide for related matters.

Act 519, 2003, amends and reenacts R.S. 26:2(7), 71(A) and (1), 80(B) and (C) (2), 85, 271(A) and (5), 273(A)(2) through (5) and (B), 280(B) and to enact R.S. 26:2(20), relative to alcoholic beverages; to require certain persons to obtain a permit to deal in alcoholic beverages; to provide for requirements; to provide exemptions; and to provide for related matters.

Act 232, 2005, enacts R.S. 26:85.2, relative to alcohol beverage control; to establish and authorize the issuance of a museum permit to authorize the limited sale of certain commemorative bottles of alcohol and to authorize the limited service of product samples in a historically-based museum facility that is operated in a historic preservation district; and to provide for related matters.

Act 508, 2005, amends and reenacts R.S. 26:81(C), 142, 281(C)(1), 325, and 359(A), relative to prohibitions on the location of premises licensed to deal in alcoholic beverages; to authorize a municipality to adopt an ordinance to provide for the measurement of distances from a public playground, church or synagogue, public library, school, or full-time day care center that a licensed premises in certain areas cannot be situated; to provide for exceptions to the prohibition against selling or offering for sale of alcoholic beverages produced or manufactured inside or outside of the state except to the holder of a wholesaler's permit; and to provide for related matters.

Act 140, 2006, amends and reenacts R.S. 12:1601 through 1606, relative to organization of business entities; to authorize conversion of domestic business entities; to provide for application and approval requirements; to provide for certificates of conversion and for certain filing requirements; and to provide for related matters.

Act 147, 2006, enacts R.S. 14:93.15 and R.S. 26:90(A)(16) and 286(A)(16), relative alcoholic beverage vaporizers; to provide for the crime of selling, delivering, giving away, purchasing, possessing, or using an alcoholic beverage vaporizer; to provide for penalties; to prohibit the sale, delivery, or giving away of alcohol dispensed by means of an alcoholic beverage vaporizer on licensed premises; to prohibit the purchase, possession, or use of an alcoholic beverage vaporizer machine on licensed premises; to prohibit allowing a customer or other person to keep or use an alcoholic beverage vaporizer on licensed premises; and to provide for related matters.

Act 376, 2006, amends and reenacts R.S. 26:901(16) and 909 and R.S. 47:843(C)(5), 844, 848(B) and 859(A)(1) and enacts R.S. 26:907.1 and 916(H), relative to regulation of tobacco products; to provide for certain regulation, permitting, and other requirements for certain elements of the tobacco industry; to authorize enforcement and audit of certain activities; to provide for a new provision governing dealer permits under the office of alcohol and tobacco control; to provide for suspension or revocation of a permit by the office of alcohol and tobacco control; to provide for definitions; and to provide for related matters.

Act 469, 2006, enacts R.S. 26:71.1(3)(c) and 271.2(3)(c), relative to alcoholic beverage permits; to require the granting of a Class A-Special permit to sell alcohol to the convention center located in the city of Natchitoches; and to provide for related matters.

Act 484, 2006, enacts 26:80(H) and 280(H) relative to Alcoholic Beverage Control Law; to require the submission of fingerprints for a criminal history record check by either the office of state police or the Federal Bureau of Investigation to determine suitability for an alcoholic beverage permit; and to provide for related matters.

Act 671, 2006, amends and reenacts R.S. 26:81(C)(1) and (D) and 281(C)(1)(a) and (2), (D), and (F), relative to the limitations on the location of a business with an alcoholic beverage permit; to require the restrictions prohibiting an establishment within a specified distance of any correctional facility housing inmates, including a halfway house; and to provide for related matters.

Act 752, 2006, enacts R.S. 47:841(F), relative to tobacco products; to establish the Tobacco Regulation Enforcement Fund as a special fund in the state treasury; to provide for the deposit, investment, and use of monies in the fund; to provide for an effective date; and to provide for related matters.

Act 803, 2006, amends and reenacts R.S. 26:2(12) and 71(A)(3)(c), 71.1(1)(b) and (f) and (3)(a), 241(8), (12), and (18), 271(A)(1), (4), and (5), and 271.2(1)(b) and (f) and (3)(a) and enacts R.S. 26:71(A)(3)(d), 71.2, 73(B)(1)(f), 271(A)(6), 271.3, and 272(B)(1)(f), relative to permits to engage in the business of dealing in beverages of high or low alcoholic content; to provide for a Retail Class C—Package Store permit; to provide for a fee for the permit; to define Class C—Package Store; to define Package House—Class B; to define restaurant establishment as it relates to Restaurant “R” permits; to provide relative to Class A retail liquor permits; to provide relative to wholesale dealers of malt beverages; and to provided for related matters.

Act 808, 2006, amends and reenacts R.S. 26:2(10) and (17), 85, 142, and 359(B), (C), (D), (E), and (G), enacts R.S. 26:2(21) and (22) and 71(A)(6) and (7), and to repeal Part II-A of Chapter 2 of Title 26 of the Louisiana Revised Statutes of 1950, comprising R.S. 26:321 through 327, and R.S. 26:341(A)(5) and (B), relative to wine producers under the Alcoholic Beverage Control Law; to provide for definitions; to provide for permits; to authorize a wine producer to sell or serve its product at retail directly to consumers at its winery, at special other locations, and to directly ship to consumers in Louisiana; to authorize the selling and direct shipment of sparkling or still wine directly to a consumer in Louisiana by a manufacturer domiciled outside of the state by wine producer domiciled inside or outside of the state; to provide for exceptions requiring shipment to a wholesaler; to repeal all provisions of Louisiana’s Native Wine Law; to repeal provisions providing for an excise or license tax on native wines; to repeal provisions providing for an additional tax on manufacturers or retailers of sparkling wine or still wine domiciled outside the state who directly ship to a consumer within the state; and to provide for related matters.

Act 815, 2006, enacts Part LXIII of Chapter 5 of Title 40 of the Louisiana Revised Statutes of 1950, comprising R.S. 40:1300.251 through 1300.253, 1300.255, 1300.261 through 1300.263, and to repeal Part XLII of Chapter 5 of Title 40 of the Louisiana Revised Statutes of 1950, comprising R.S. 40:1300.21 through 1300.28 and Part XLIV of Chapter 5 of Title 40 of the Louisiana Revised Statutes of 1950, comprising R.S. 40:1300.41 through 1300.48, relative to prohibiting and penalizing smoking in certain places; to provide relative to the preservation and improvement of the health, comfort, and environment of the people of the state by limiting exposure to tobacco smoke; to create the Louisiana Smokefree Air Act; to provide relative to purposes, definitions, restrictions, and exceptions; to prohibit certain activity and to provide penalties for violation; to provide for an effective date; and to provide for related matters.

HCR 191, 2007, recognizes the state’s substantial interest in exercising its powers and the powers delegated to the state by the Twenty-First Amendment to the Constitution of the United States and in regulating the structure of the state’s alcoholic beverage industry, including the activities of manufacturers, importers, wholesalers, retailers, and e-commerce merchants, the method by which alcoholic beverages are marketed, and influences that affect consumption levels of beverage alcohol by the people of the state.

PROGRAM GOALS**GOAL I**

Reduce underage consumption of alcohol and tobacco through professional, knowledgeable, and efficient service to the taxpayers of the state.

Objective I.1 *Reduce the average time required for taxpayers to receive alcohol and tobacco permits from 20 days to 10 days by FYE 6/2010.*

(ATC provides a licensing service for taxpayers to obtain alcohol and tobacco permits. This system has to be efficient. It is then Enforcement's role to monitor the locations through compliance checks and inspections to insure that the permit holders are complying with the laws. The system as a whole helps reduce the underage consumption of alcohol and tobacco.)

- Strategy I.1.1 Streamline permitting process.
- Strategy I.1.2 Redesign or install new permit software.
- Strategy I.1.3 Install and implement a document imaging and scanning system.

Performance Indicators:

- Output Number of new tobacco permits processed.
Number of tobacco renewal permits processed. LaPAS 6855
Number of tobacco permits denied. LaPAS 3548
Number of new alcohol permits processed.
Number of alcohol renewal permits processed. LaPAS 6852
Number of alcohol permits denied. LaPAS 3552
- Efficiency: Average time for taxpayers to receive alcohol and tobacco permits (in days). LaPAS 6848
Average number of days to process tobacco permits.
Average number of days to process alcohol permits.

Objective I.2 *Maintain the number of alcohol compliance violations at or below 10 percent and the number of tobacco violations at or below 7 percent through FYE 6/2013.*

- Strategy I.2.1 Increase the number of compliance checks, enforcement details (operations), and inspections.
- Strategy I.2.2 Provide an educational program to vendors and employees regarding the selling, serving, and consuming of alcoholic beverages in a responsible manner through the Responsible Vendor Program.

Performance Indicators:

- Output: Number of compliance checks. LaPAS 6858
Number of inspections. LaPAS 6859
Number of citations issued. LaPAS 6861
Number of summons and arrests. LaPAS 6860
- Outcome: Alcohol noncompliance rate. LaPAS 6856
Tobacco noncompliance rate. LaPAS 6857

PRINCIPAL CLIENTS OR USERS AND SERVICES RECEIVED

The principal clients or users of the Alcohol and Tobacco Control Program include the businesses and taxpayers who count on this program to provide a level playing field for the alcoholic beverage industries while providing the measures necessary for temperance. This in turn ensures an industry free from violation and offers an opportunity to build public confidence. In addition, citizens who purchase alcohol and tobacco products benefit from a well regulated industry.

The whole theory of alcohol and tobacco regulation is based on the public safety and public nuisance issues that were present when the commodity was illegal. The absence of those issues in present day society accentuates the need for state permitting and enforcement efforts.

Noncompliance is at its lowest. Local enforcement entities enforce existing laws. As budget permits we will coordinate and expand any services with the local entities.

POTENTIAL EXTERNAL FACTORS

The key potential external factors that may adversely affect the Program's ability to accomplish its goals relate primarily to the human and financial resources it will need to perform as described in this plan.

In order to enhance its enforcement efforts, ATC is attempting to expand its ranks of experienced field agents and through in-service training programs continue to improve the level and caliber of agents.

Furthermore, the Department's ability to incorporate new technologies into ATC's operations may be constrained by labor market conditions that make it difficult to recruit and retain sufficient skilled information technology employees.

Since many of the proposed objectives and strategies are heavily dependent on the development of an integrated computer management system it's implementation is paramount to uphold these objectives.

DUPLICATION OF SERVICES

ATC is unaware of any potential duplication of services between its program and the programs administered by other state agencies.

PROGRAM EVALUATIONS

The goals and objectives of the Alcohol and Tobacco Control Program described in this strategic plan are the result of internal reviews and analyses conducted by the Department and a management and technology study performed by IBM in 1998.

The external studies include the following:

- 2003 Alcohol Baseline Study prepared by Dr. Carole L. Jurkiewicz, Louisiana State University
- 2003 Annual Study Regarding Youth Access to Tobacco Products in Louisiana performed in conjunction with the Louisiana Department of Health and Hospitals (DHH) under guidelines mandated by SYNAR by Lisa Ulmer, Sc.D., Drexel University School of Public Health

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

	Taxpayers	Citizens	Legislature
I.1	•		
I.2		•	•

PROGRAM C: CHARITABLE GAMING

MISSION

The mission of the Office of Charitable Gaming is to administer efficiently and effectively the state's tax and regulatory statutes in a manner that will generate the highest degree of public confidence in the Department's integrity and fairness.

Statutory Requirements:

Title 26 of the Louisiana Revised Statutes; Act 1188 of 1995

Act 568, effective June 30, 1999, creates the Office of Charitable Gaming within the Department of Revenue and transfers the regulatory and statutory authority from the Office of State Police. This act also enacted Chapter 11 of Title 4, all relative to the conducting and regulation of charitable gaming.

Act 1286, effective August 15, 1999, increases the annual license fees for licensed organizations.

Act 106, effective July 1, 2001, defines noncommercial lessor and allows examination of records of certain exempt organizations. This act also requires hall owners to verify lessees are properly licensed.

Act 602, effective July 1, 2003, defines a session for the purpose of charitable games of chance.

Act 614, effective July 1, 2003, is relative to electronic bingo machines and electronic pull-tab devices.

Act 736, effective August 15, 2003, provides for progressive pull-tabs during licensed sessions.

Act 871, effective July 1, 2003, is relative to licensing and regulation of charitable gaming by local governing authorities.

Act 874, effective August 15, 2004, authorized use of paperless electronic bingo dabber devices.

Act 373, effective June 30, 2005, is relative to progressive bingo jackpot games and provides that the term bingo includes electronic video bingo.

PROGRAM GOALS

GOAL I

Decrease the potential for fraud in the conducting of the games of chance in the State of Louisiana.

Objective I.1 **To conduct 73 audits annually through June 2010.**

Strategy I.1.1 Increase auditor productivity and streamline processes for conducting audits.

Performance Indicator:

Output: Number of audits conducted previous fiscal year. LaPAS 1974
 Number of audits conducted this fiscal year. LaPAS 1974

Efficiency: Percentage of audits increased.

Objective I.2 ***Increase the percentage of organizations attending training sessions or seminars by at least 2 percent each year.***

Strategy I.2.1 Improve communications attracting organizations to training sessions to ensure accurate accounting of all phases of the games.

Performance Indicator:

Output: Number of organizations trained previous fiscal year.
 Number of organizations trained this fiscal year. LaPAS 16515

Efficiency: Percentage of organizations trained.

GOAL II

Guarantee that organizations obtain the full benefit from the conducting of the games of chance.

Objective II.1 ***To conduct 250 inspections annually through June 2010.***

Strategy II.1.1 Increase auditor productivity for conducting inspections.

Performance Indicator:

Output: Number of inspections conducted last fiscal year.
 Number of inspections conducted this fiscal year. LaPAS 1975

Efficiency: Percentage increase of inspections conducted.

GOAL III

Prevent the infiltration of elements of organized crime into the charitable gaming industry.

Objective III.1 ***Maintain the number of licenses involved in charitable gaming that require administrative actions to less than two percent through 2010.***

Strategy III.1.1 Utilize training sessions to effect better compliance with paperwork requirements.

Strategy III.1.2 Utilize audits to better compliance with sessions records and reports.

Strategy III.1.3 Detect fraud or potential thefts as early as possible to limit exposure to organizations.

Performance Indicators:

Output: Number of investigations conducted previous fiscal year.
 Number of investigations conducted this fiscal year. LaPAS 1973

Efficiency: Percentage decrease of investigations conducted.

PRINCIPAL CLIENTS OR USERS AND SERVICES RECEIVED

Charitable Organizations—ensure only bona fide organizations participate and that full revenues due are received by the appropriate charitable organization to enable them to carry out their stated charitable purpose.

Commercial Halls And Distributors—ensure compliance with the law.

POTENTIAL EXTERNAL FACTORS

Some external factors that could affect the Program’s ability to accomplish its goals include unanticipated legislation, reduction in the number of charitable organizations, and the proliferation of gaming in other areas.

DUPLICATION OF SERVICES

Due to the close working relationship between this office and the detective and State Police personnel, there is no known duplication of effort.

PROGRAM EVALUATIONS

The goals and objectives of the Program described in this strategic plan are the result of internal reviews and analyses conducted by the Department.

PRIMARY PERSONS BENEFITING FROM EACH OBJECTIVE

	Taxpayers/ Citizens	Legislature/ Governor	Charitable Organizations
I.1	●	●	●
I.2	●	●	●
II.1	●	●	●
III.1	●	●	●