

Vision: Funding Arizona’s priorities through excellence in innovation, exceptional customer experience, and public servant-led continuous improvement.

Mission: Serve Taxpayers!

Agency Description: The mission of the Arizona Department of Revenue (ADOR) is to serve taxpayers. The Department administers the collection and distribution of individual and corporate income tax, transaction privilege (sales), use, luxury, withholding, property, fiduciary, bingo, and severance taxes. The Department oversees county assessors in the administration of locally-assessed property taxes.

Executive Summary: The Arizona Department of revenue has identified four strategic priorities in furtherance of fulfilling our vision. This holistic strategy engaged every level of the ADOR workforce and is aligned to the agency’s core purpose of collecting and distributing revenue to the State of Arizona. We will accomplish this through focus on the foundational pillars of the Department of Revenue:

Employee-Centric Culture: Delivering value to our people from recruitment to retirement in an environment that is focused on well being, goal alignment to vision and mission, with a servant heart.

Maximize Agency Effectiveness & Efficiency: Delivering value to our agency through review of processes to prioritize needs, and promote reduction in time, costs, and resources.

Enhanced Customer Experience: Creating a unique experience enabling a positive customer interaction through increased availability, reduced wait times, and first contact resolution.

Stakeholder Agility: Delivering value of credibility, agility, and enterprise-wide solutions to collect and distribute revenues to the State of Arizona.

Summary of Multi-Year Strategic Priorities

| # | ThreeYear Strategy | Start Year | Progress / Successes |
|---|--|------------|--|
| 1 | Employee-Centric Culture | 2021 | Top Companies to Work for in Arizona; Over 87% Engagement Survey satisfaction with 97% of team members feel they are important to the mission; 24% reduction in time to fill open positions; Offers accepted moved from 71% to 96% in FY23; Creation of Core Values and Continuous Improvement Awards with 87 team members formally recognized in FY 23 (21 Core Value and 66 Continuous Improvement). |
| 2 | Maximize Agency Effectiveness & Efficiency | 2021 | Collected a record of \$27.8 billion to fund Arizona’s programs and services; Reduced call center hold time from 24 minutes to under 8 minutes; CERF project completed with the Attorney General's office to align process and reduce waste. |
| 3 | Enhanced Customer Experience | 2021 | Improved resources for taxpayer education with over 2,400 taxpayers educated; Increased vendor capacity to reduce internal check processing by 50% and decrease processing time by 5 days. |
| 4 | Stakeholder Agility | 2021 | Implemented Senate Bill 1783, Implemented Proposition 207; Total revenue collected from Remote Seller and Marketplace Facilitator (House Bill 2757) \$838 million; Successful implementation of phase 1 of Business One Stop. |

| Strategy # | FY24 Annual Objectives | Objective Metrics | Annual Initiatives |
|------------|---|--|---|
| #1 | Talent Development for Career Mobility | <ul style="list-style-type: none"> % project complete. | <ul style="list-style-type: none"> Define agency career pathing options (e.g. Dual ladder, horizontal/rotational career paths), define agency goal. Create process for career mapping (supervisor with team member) and career pathing. |
| #2 | Inventory Alignment-Accounts Receivable (AR) Balance Reduction | <ul style="list-style-type: none"> Reduction in AR balance of 5% as of July 1, 2023 to June 30, 2024. | <ul style="list-style-type: none"> Define percentage collectable by tax type. Measure balance cyclical and variance as of July 1, 2023 to June 30, 2024. Develop collections cycle plan. Execute plan. |
| #3 | Inventory Alignment-Unclaimed Property (UCP) <i>Breakthrough</i> | <ul style="list-style-type: none"> Year over year improvement in disbursement of UCP assets. | <ul style="list-style-type: none"> Staff Optimization analysis. Prioritization of balances. Market analysis for staffing needs. Outreach and analysis (ROI Analysis). |
| #4 | STARS <i>Breakthrough</i> | <ul style="list-style-type: none"> 90% adherence to milestone schedule +/- 5% of budget allowance | <ul style="list-style-type: none"> Define stakeholders and develop engagement survey. Complete project initiation activities. Establish project governance oversight structure. Conduct discovery phase planning activities. Continue data management and data cleansing pre-conversion activities. Conduct change management planning. |
| #4 | Senate Bill 1734 AZ Family Tax Rebate | <ul style="list-style-type: none"> Total number of rebates to qualified taxpayers distributed by November 15, 2023. | <ul style="list-style-type: none"> Identify business processes. Define population and scope of project. Develop processes for rebate. Implement rebate process. Develop post-rebate period claim process. |