

NCDOR

VISION 2010

An e-Business Strategy Program: The North Carolina Story

2007 FTA Technology Conference

North Carolina Department of Revenue

e-Business Vision

"e-Business is not necessarily a revolutionary approach, but to accomplish this transformation, we will take revolutionary steps. Transitioning to e-Business will not be easy or painless. We will have to focus our efforts to maximize the use of our business and technical resources."



(Former) **Secretary Norris Tolson**
North Carolina Department of Revenue



Our 'e-Business' Defined:

"...the use by the government of web-based Internet applications and other information technologies, combined with processes that implement these technologies..."



Organizational Leadership

With Strong Leadership Support, Reengineer Business Processes and Ensure an Appropriate Organizational Structure



Secretary Reginald Hinton



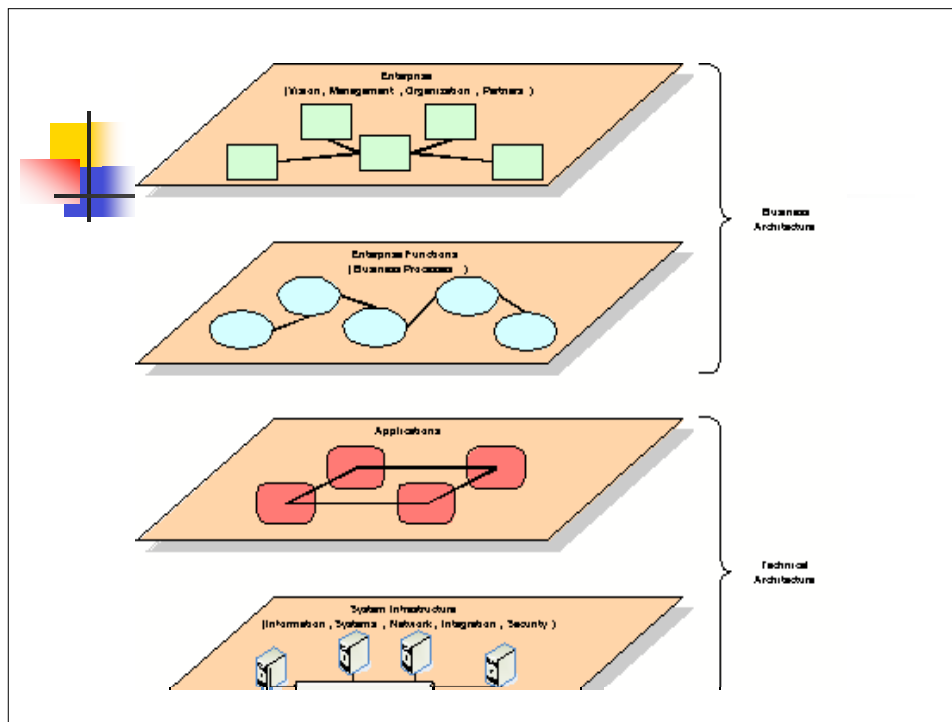
DOR's e-Business Program Goals

- Improve constituent services
- Improve agency efficiency and effectiveness
- Maximize public trust
- Maximize tax compliance and State tax revenue



Enterprise Architecture Models

- **Enterprise**
- **Enterprise Functions (or Enterprise Services)**
- **Applications**
- **System Infrastructure**



e-Business Strategic Framework

- **Business Architecture** –sub-processes of major future state impact.
- **Technical Architecture** –design of the future state technical architecture.
- **Organizational Architecture** –areas within DOR where significant change might occur in the future state.



DOR Core Processes

- **Customer Service** - Handling of contact with a customer including paper correspondence, telephone calls, and email contacts.
- **Submissions Processing** - The receipt, data capture, cashiering, imaging, and storage of tax documents, returns and payments submitted directly or indirectly by taxpayers.
- **Overpayment Processing** - The evaluation, confirmation, offsetting and distribution of monies due to taxpayers.
- **Revenue Accounting** - The actions taken to define and record aggregate financial accounting information and manage the disposition of funds collected by DOR.




Core Processes - continued

- **Registration** - Creation of new taxpayers and obligations, changes to existing taxpayers and obligations.
- **Account Management** - Posting and maintenance of financial transactions to taxpayer accounts.
- **Customer Education** - Coordinating the development, and dissemination of educational materials through multiple delivery channels.
- **Collections** - Management of the resolution and prevention of delinquent tax debts and delinquent tax filings.



Core Processes - Continued

- **Examination** - Encourages and maintains compliance through the examination of filed returns which have a high probability of tax change as well as identifies and assesses taxpayers who have failed to file tax returns.
- **Data Exchange** - The process of managing the sending, receiving, formatting, and retention of bulk third party data.
- **Outbound Contacts** - Giving of information to a customer, including the steps associated with preparing the information for publication.

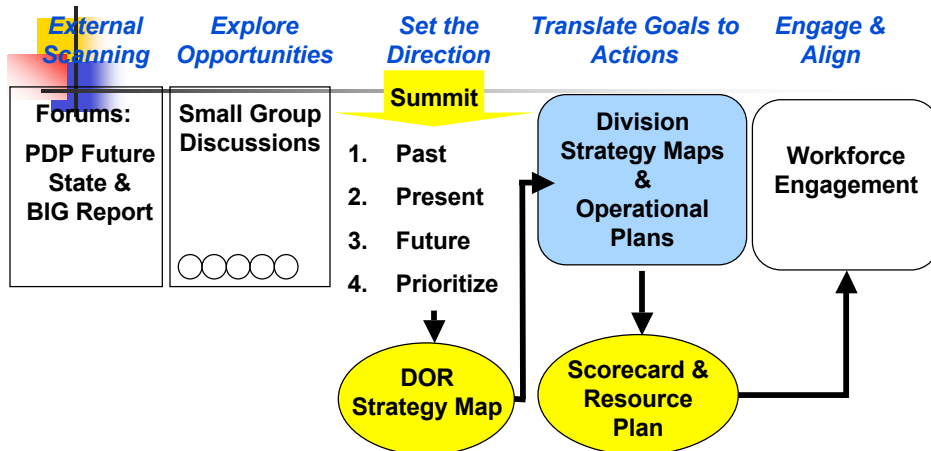


Solution Component	Overview
Integrated Tax System	Replaces the ITAS software with a modernized platform.
Business Transformation	Includes communications, business process reengineering, change management, and organization design.
Technology Infrastructure	Provides the infrastructure for all of the e-Business Strategic Implementation Program initiatives.
E-Services	Includes Internet and telephone channels.

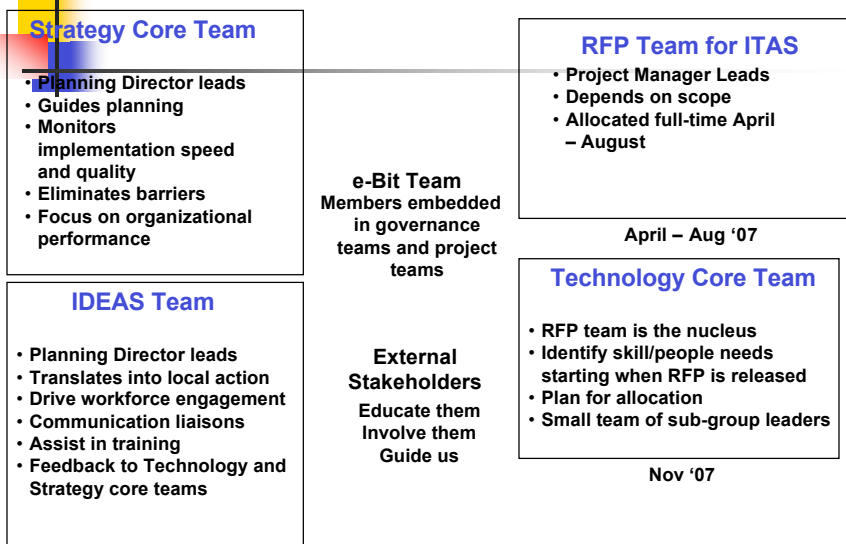
Solution Components Continued

Data Warehouse	Provides support for compliance and enterprise data management.
Reporting and Analytics	Provides statistical models to support automated, proactive taxpayer treatments.
Customer Relationship Management	Supports enhanced communication with the taxpayer.
Enterprise Case Management	Support for all of DOR different case types with a single integrated solution.

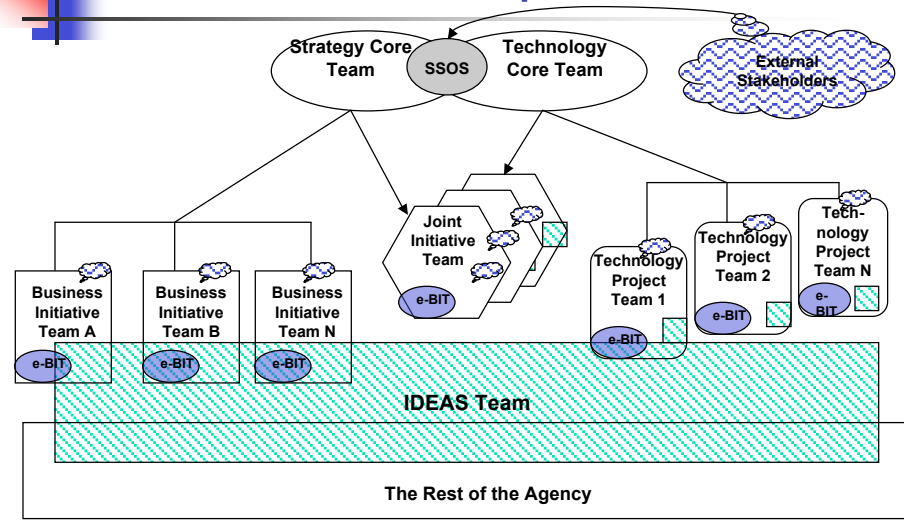
Approach

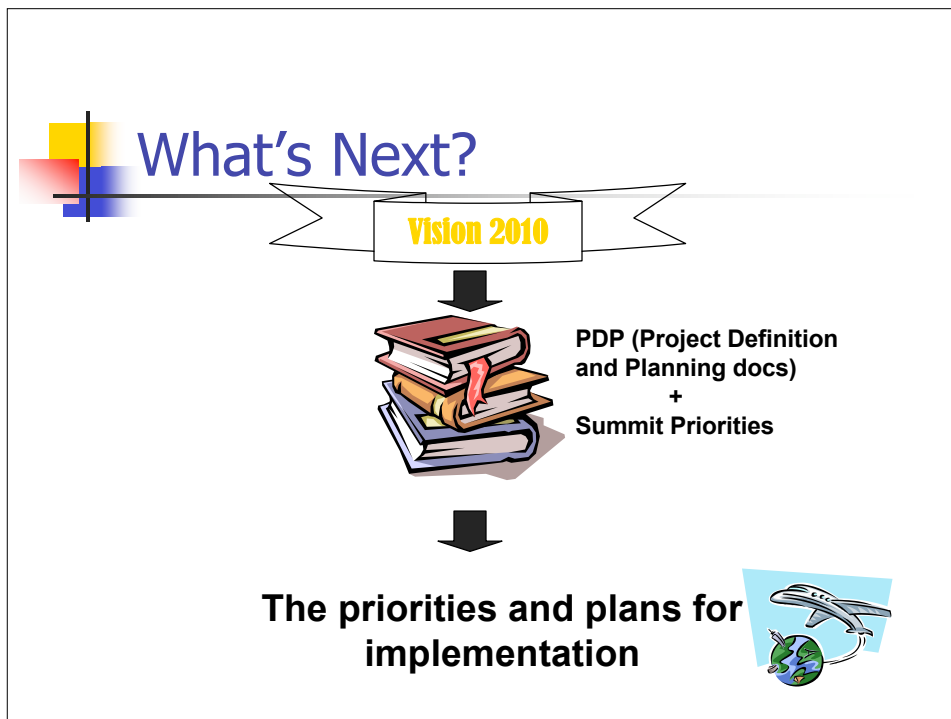


Working Teams



Team Relationships





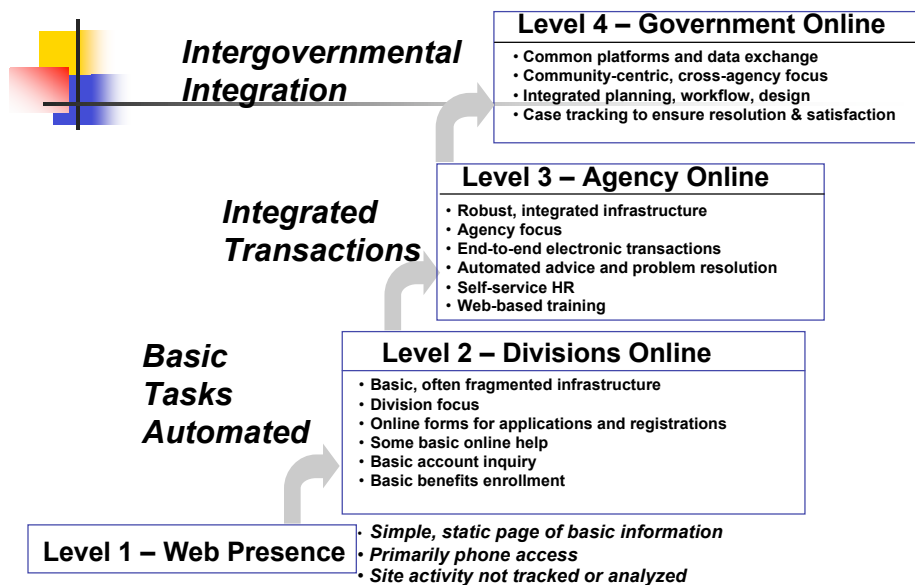
- ## Purpose
- Provide a **clear picture** of what we want to accomplish and the steps we need to take to get there.
 - **Line of sight:** Ensure that every employee can see how their efforts are critical to the Department's success.
 - Map out a clear and understandable **path for operational excellence** in tax administration for the citizens of North Carolina.
 - It will also provide a means for **managing and measuring our performance**.
 - **Illustrate** our plan in budget deliberations and other strategic decisions.

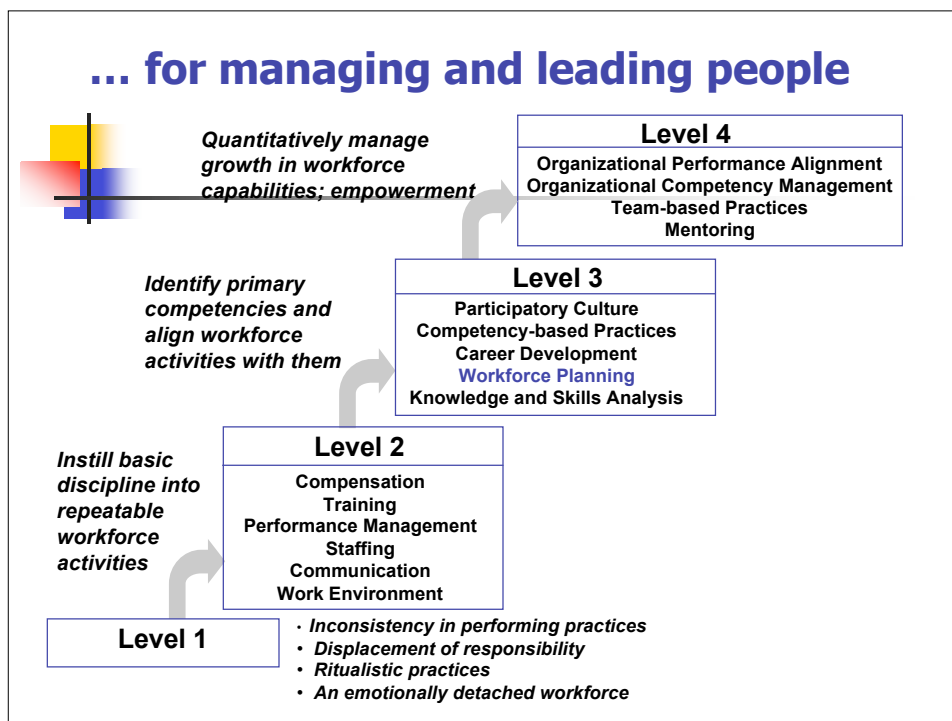
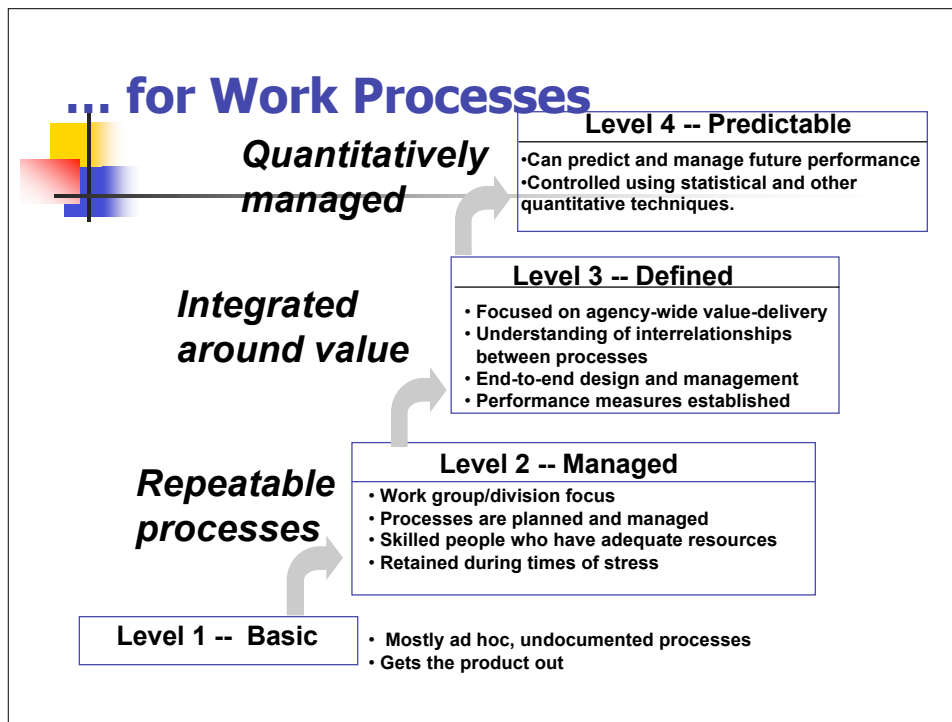
It's about 7 Key Questions, not the tool!

- 1. What's changing that we need to respond to or proactively address?
2. What are the priorities?
3. Why are these the priorities?
4. How will we know we've achieved the priority goals?
5. What are the milestones to get to the goals?
6. How will resources be allocated?
7. Are we on target to achieving the goals/milestones?

A strategic navigation system

Maturity Model for e-Government







What's Next ...

- Completing the RFP/Implement the Technology Plan
- Mapping the objectives for internal processes and capabilities needed to achieve customer/financial goals.
- Identifying measures for the priority goals.
- Lining up the right initiatives to achieve the measures.
- Clarifying the milestones we'll need to achieve by when over the 6 year period → four levels of maturity.
- Developing a process to drive planning in the divisions to achieve the goals and milestones, and for cross-functional teams to develop plans for the priority Summit initiatives.

North Carolina Department of Revenue



Questions

Thank You!