

The Manager's Guide to Improving the Collection Process

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Delaware Demographics

Population	761,000
Total Funds Collected	\$2.3 Billion
DOR Collected	\$1.2 Billion
DOR Employees	200
Outstanding Taxes Due	\$120 Million
BTC Collected	\$26 Million
BTC Employees	25

Bureau of Tax Collection Process Improvement

Project Overview

Goals & Project Objectives

Tasks

Best Practices

Accomplishments

Plan

Performance Measures

Phased Approach

Training

Goals

- **Benchmark other state collection agencies to uncover best practices.**
- **Design an optimal collection process given the current level of personnel and computer resources.**
- **Set performance goals and measures for optimal collection process.**

Goals

- **Identify what personnel and computer resources are required to support the optimal collections process.**
- **Potentially reorganize BTC to accommodate an optimal process.**

Goals

- **Learn process analysis and redesign methodologies such that the organization will be able to apply these tools to other processes.**

Project Objectives

- **Review current collection design.**
- **Determine optimal collection design/best practices.**
- **Review and set measurements for performance standards.**
- **Specify the resources necessary to realize these goals, assuming no net increase in DOR permanent staff.**

Project Objectives

- **Develop an improvement implementation plan.**

Best Practices

- **Billing**
- **Incoming/Outgoing Debtor Communication**
- **Debt Scoring**
- **Case Management**
- **Outside Services**
- **New Technology**
- **Other Items**

Plan

- **The plan is broken down into 3 Phases of 22 tasks with timelines.**

Phased Approach

- **The review of the process plan items identified are broken down into 3 phases.**
- **The phases are not on a time line but are logical groupings of like activity.**

Phase 1

- **Acquire data**
- **Expansion of billing by case status**
- **Adding additional elements for payment plans, FICO score or ranking, and ranking by asset/debit currently employed by the data mart**
- **Expanded use of the rules process**

Phase 1 - Continued

- **Synchronizing worklist with the rules processor**
- **Adding additional correspondence**

Phase 2

- **On-line inquiry and payment via the internet**
- **Receipt of faxes electronically via e-mail**
- **The generation of a proforma of correspondence sent to taxpayer on demand**

Phase 2

- **The acquiring and deployment of the WRQ product for BTC screens**
- **The acquiring and deployment of electronic fill in the forms by Amgrah**

Phase 3

- **Rewrite of the billing process and bills.**
- **Developing a means to tracking all correspondence.**
- **Assessing/collecting (assessing 100 % penalties, sole proprietors, and partnerships).**

Tasks - Phase 1

- **Deals with acquiring information and existing technologies:**
 - Acquire phone numbers
 - Acquire FICO scores
 - Acquire skip trace address(es)
 - Acquire credit report
 - Acquire ranking to asset
 - Acquire payment plans

Phase 1 Tasks - Continued

- **Expand billing**
- **Expanded use of rules processor**
- **Synchronized worklist, case status, and rules processor**
- **Additional correspondence**

Phase 2 Tasks

- **Use of and deployment of new technologies:**
 - **On-line inquiry and payment via the internet**
 - **Receipt of faxes electronically via e-mail**
 - **Use of web like screen presentation (WRQ)**
 - **Use electronic fill in the blanks forms by Amgraph**

Phase 3 - Tasks

- **These tasks deal with infrastructure change and are systemic issues.**
 - Rewrite of the billing process and bills.
 - Develop a means to track all correspondence.
 - Assessing/collecting (100% penalties, sole proprietors, and partnerships).

Accomplishments

- **Acquired assets**
 - DOL data populated monthly
 - State vendors populated daily
- **Standard documentation**
- **Rules, case status, worklist tables documented**
- **Interim standard for receiving weekly files via SQL**

Accomplishments

- **Billing by selective case status.**
- **Review/revise and add additionally correspondence on-going.**
- **Draft of Standards for Documenting Process Flows, Operational Documentation, and Training Manuals.**

Accomplishments

- **Documented**
 - **Case status documentation**
 - **Rules processor**

Performance Measures

- **Oracle Data Warehouse has been implemented.**
- **Cognos Impromptu is used to allow users to "point and click" data items to create reports.**

- **Training.**

**Training schedules coincides with 3
phase process improvement plan**