



Iowa Department of  
**REVENUE**

# THREE-YEAR STRATEGIC PLAN

FISCAL YEAR 2018 THROUGH  
FISCAL YEAR 2020

## Department Leadership

Courtney M. Kay-Decker – Director

Adam Humes – Deputy Director  
Tax Management Division

Amy Rehder Harris, Ph.D. – Chief Economist  
Research & Analysis Division

Alana Stamas – Chief Legal Officer  
Legal Services & Appeals Division

Julie G. Roisen – Local Government Operations Chief  
Property Tax Division

Matt Bender – Chief Financial Officer  
Business Services Division

## *Mission*

The mission of the Iowa Department of Revenue is to serve Iowans and support state government by collecting all taxes required by law, but no more.

## *Vision*

Iowa will be a state where it is easy to understand and comply with tax obligations.



## Primary Responsibilities

### REVENUE COMPLIANCE AND COLLECTION

The most visible aspect of our Department's operations is the administration of tax compliance and collection. This function includes **educating taxpayers** on tax laws and regulations, **processing tax returns**, and **collecting taxes** and other amounts due. It is in compliance with Iowa's tax laws that the Department conducts its **taxpayer examination and audit programs** and **resolves disputed tax issues**.

### LOCAL GOVERNMENT ASSISTANCE

The Department provides support to local governments by administering **just and uniform property assessments** across the state. This function also **administers programs for property tax relief**, including administration of the **business property tax credit**, **local option taxes**, **school infrastructure taxes**, and **sales tax increment programs**.

### RESEARCH, ANALYSIS, AND INFORMATION MANAGEMENT

The Department performs **tax policy analysis**, **fiscal impact estimation**, **statistical research**, and **economic analysis** to help stakeholders understand the impact of Iowa tax laws, and make informed decisions.

## Four Goals of Governor Reynolds

Governor Reynolds has outlined four overarching goals for her administration:

- **GOAL 1:** Create a competitive business environment,
- **GOAL 2:** Develop the most innovative energy policy in the country,
- **GOAL 3:** Educate our children for the knowledge economy, and
- **GOAL 4:** Train Iowans for the jobs of tomorrow.

## Department Culture

The Department of Revenue does its part to support and further these goals that align with our mission and vision. **We have developed a specific culture where we work hard, we care, and we have fun.**

- We have also adopted the following **Department norms**:
- Trust
- Demonstrate Mutual Respect
- Communicate Effectively
- Choose Excellence

## Goals, Strategies, and Measures

In addition to our primary responsibilities, and in keeping with our culture and our norms, at the Iowa Department of Revenue, we have prioritized two key strategic goals for the next three years.

### Goal 1

• Provide Clear and Accurate Information

### Goal 2

• Deliver Customer-Focused Tax Administration

Measures for the strategies can be found in the Agency Performance Plan.

We will accomplish this through our key strategies.

Strategies:

- We invest in technological advancements.
- We create easy to use self-help options.
- We refine processes to add value.
- We promote voluntary compliance.
- We strive to collect all known debt to the State of Iowa.
- We reduce erroneous and improper refunds.
- We invest in our human capital.
- We collaborate with our internal and external partners.