STRATEGIC PLAN

2024-2029

State of Nevada
Department of Taxation

STRATEGIC PLAN

2024 ❖ 2029

The Department of Taxation is pleased to present the five-year strategic plan for calendar years 2024–2029.

MISSION & PHILOSOPHY

Provide fair, efficient, and effective administration of tax programs for the State of Nevada in accordance with applicable statutes, regulations, and policies.

Serve the taxpayers and state and local government entities and enable and recognize Department employees.

Dedicated to the highest standards of professionalism and ethical conduct; committed to consistent, impartial and courteous service and treatment of our taxpayers.

Providing resources, training and support to the employees of the Department, and fostering initiative, creativity and effective performance.

State of Nevada
Department of Taxation

Table of Contents

INTRODUCTION 1
THE EXECUTIVE TEAM 2
AGENCY DIVISIONS 3
- Executive Division 3
- Boards and Commissions and Local Government Finance (LGF) 4
- Administrative Services Division 5
- Information Technology (IT) Division 7
- Excise and Local Government Services (ELGS) 9
- Compliance Division 10

PROFESSIONAL OFFICES 11
NEVADA DEPARTMENT OF TAXATION CORE TENETS & GOALS 12
- Outreach 13
- Workforce 14
- Modernization 15
- Transparency 16

INTRODUCTION

The Department of Taxation is the primary revenue collecting agency in the State. The collection and distribution of taxes and fees supports the State General Fund, the State Pupil's Centered Funding Plan, local governments, and the State Debt Service Fund. The Department is responsible for providing fair, efficient and effective administration of the tax programs of the State of Nevada.

Administers the collection and distribution of over $9.5 billion annually in state and local government revenue from 21 different taxes and 3 fees.

Responsible for appraising property of an interstate or inter-county nature as well as mining property.

Establishes guidelines for county assessors, recorders and treasurers; monitors appraisal and assessment performance; and ensures statewide compliance with assessment standards established by the Nevada Tax Commission (NTC).

Reviews local government budgets and audits, prepares ad valorem tax rates for certification and advises local governments on Budget Act compliance and financial management matters.

Provides certified annual population estimates for the state and its counties and incorporated cities.

The above is accomplished with over 400 employees across six divisions at three offices located in Carson City, Reno, and Las Vegas.

THE EXECUTIVE TEAM

- Executive Director
- Chief Deputy Executive Director
- Deputy Executive Director, Information Technology Division
- Deputy Executive Director, Excise & Local Government Services Division
- Deputy Executive Director, Administrative Services Division
- Deputy Executive Director, Compliance Division
- Administrative Services Officer
- Deputy Executive Director, Enterprise Change Manager
- Information Security Officer
- Enterprise Performance Manager
- Public Information Officer
- Executive Assistant

AGENCY DIVISIONS

Executive Division

The Executive Division is composed of various staff, including the Executive Team. The Executive Director leads the Executive Division, which includes: Chief Deputy, Administrative Services Deputy, Information Technology Deputy, Excise and Local Government Services Deputy, Compliance Deputy, Chief Financial Officer, Enterprise Change Manager, Information Security Officer, Public Information Officer, Executive Assistant, Administrative Law Judges, Enterprise Performance Manager, and Internal Auditor.

The Executive Director serves as the Secretary to the NTC and the State Board of Equalization (SBE) and directs Department staffing for all Department boards and commissions. Similar to the Executive Director's role for NTC, the Chief Deputy is responsible for administering the Department's roles for the SBE, the Committee on Local Government Finance (CLGF), the Mining Oversight and Accountability Commission (MOAC), and the Appraiser Certification Board (ACB), including providing administrative support and subject matter expertise to these public bodies. These boards and commissions rely heavily upon the Department's expertise in Local Government Services and Local Government Finance.

In addition to leading their respective sections within the Department and carrying out their respective duties, the Executive Division is responsible for strategic planning, executive level management and decision-making, legislative and regulatory recommendations, budgetary policy, internal audit functions, information security policies and protocols, and media and public relations. The Executive Division also carries out "Executive Review," which includes making recommendations and decisions related to the taxpayer appeal process, including petitions for redetermination, administrative hearings, appeals to the NTC, and appeals on judicial review; the Department's regulatory process, from conception to adoption of administrative regulations; and numerous other special projects.

Boards and Commissions and Local Government Finance (LGF)

The Chief Deputy coordinates Department staffing and subject-matter expertise and representation for the State Board of Equalization, the Committee on Local Government Finance, the Mining Oversight and Accountability Commission and the Appraiser Certification Board. These boards and commissions are supported primarily by staff in the LGF and LGS Sections of the Department.

- State Board of Equalization (SBE): The SBE is composed of five members appointed by the Governor to equalize property valuations in the State through its review of tax rolls of the various counties, and to establish taxable value of such property. The Board also hears and determines appeals from actions of county boards of equalization, which determine disputes regarding the taxable value of property assessed by county assessors, direct appeals from property valuations made by the Nevada Tax Commission and other appeals as provided by law.
- Committee on Local Government Finance (CLGF): The CLGF is composed of eleven members appointed as follows: three persons appointed by the Nevada League of Cities; three persons appointed by the Nevada Association of Counties; three persons appointed by the Nevada School Trustees Association; and two persons appointed by the Nevada State Board of Accountancy. The Committee is responsible for advising the Department of Taxation on matters affecting local governments and their finances, including regulations, procedures and forms for compliance with the Local Government Budget Act set forth in NRS 354.470 to 354.626.
- Mining Oversight and Accountability Commission (MOAC): MOAC is composed of seven members appointed by the Governor to provide oversight of the activities of the various state agencies that have responsibility for the taxation, operation, safety and environmental regulation of mines and mining in this State.
- Appraiser Certification Board (ACB): The ACB is comprised of six members, three members appointed by the Nevada Tax Commission and three members appointed by the Nevada Assessor's Association. The Board advises the Department of Taxation on matters pertaining to the certification and continuing education of all appraisers certified in the State.
- Local Government Finance (LGF) Section: Reviews local government budgets and audits, prepares the ad valorem tax rates for certification, advises local governments on Budget Act compliance and financial management matters, and reviews annual audits and plans to prevent the re-occurrence of violations. This Section further provides administrative support and subject matter expertise to the Department's Boards and Commissions.

Administrative Services Division

Provides centralized support for all administrative, financial and fiscal activities of the Department. More than 9 billion dollars in revenue pass through the Department annually for distribution.

Accounting Section: This section includes the Cancellation/Refunds Team, Mail Team, New Business Registration Team and Excise Tax Registration Team. Duties include posting of payments (including Automatic Clearing House (ACH)) excise bonds, cash bond transfers and claims, updates, transfers; processing of voluntary disclosures applications, account closeout forms, check issues (cancel, reissue, stale) and documents submitted electronically.

Budget/Fiscal Section: This section includes purchasing, contract development and facilities management. This section processes payroll and travel claims and serves as the Personnel Liaison for the Department and as Liaison to Governor's Finance Office (GFO) and Legislative Counsel Bureau (LCB). Fiscal Services facilitates the budget build and assists divisions in the development of the activity and biennial line-item budget. During the legislative session Fiscal works diligently to submit budget amendments and create and monitor fiscal notes to ensure funding is obtained for the implementation of proposed legislative changes.

Distributions Section: This section includes the Balancing Team and Statistics Team. These teams are responsible for revenue distribution and provide periodic reports to State and Local Governments and the public from data collected by the Department, including accounts receivable reports and numerous other revenue reports. This Section conducts an annual comparison of the Supplemental City/County Relief Tax (SCCRT) collections to distributions and prepares a list of guaranteed counties (smaller counties who received a fixed amount of SCCRT through the Consolidated Tax distribution) to the NTC. The Balancing Team ensures all funds received in the Department's bank account are recorded in two accounting systems: the Tax Administration System (TAS) and the State's Internal Financial System.

Management Analyst Section: This section provides legislative assistance to the Department by determining the fiscal impact of fiscal notes that relate to technology. The team provides support to all areas of the Department through training, research, analysis, information and requirements gathering, system testing and functioning as the primary liaison between the business functional areas and IT. The analysts also work directly with the State Mailroom to print notices and are responsible for forms management.

Processing Section: This section includes the Adjustments Team, Suspense Team, Demographics Team, Document Management and the Department's Mailroom and Document Management units. Duties include processing: refunds over $25,000, refunds for Interstate Commerce, MBT classification changes, streamline Sales tax requests, suspended returns and payments, NTC waived bonds, Letters of Credit and Personal Guarantees. This section also adjusts posting errors. The Mailroom and Document Management units scan and upload all documents into File360 for storage and availability for research for other sections of the department. It also receives, sorts and delivers the mail to the Carson City office.

Economist: This position is responsible for economic forecasting, statistical analysis, data validation, projections, data research and forecasting in general. This position prepares reports, graphs, charts and presentations, for reporting to state and local governments including: the Annual Report, Expenditure Report, forecasts to the Economic Forum and Technical Advisory Committee and the Fair Market Value for cannabis taxability.

Internal Auditor: This position provides checks and balances for Department processes and procedures by auditing and documenting: internal controls, processes, performance measures, vulnerabilities and compliance. The Internal Auditor is the Department's primary Diversity and Inclusion Liaison for taxpayers with language or cultural barriers.

Demographer: This position is responsible for producing an annual determination of the population of towns, townships, cities and counties, which is certified by the Governor by March 1 of each year. This data is used for revenue distributions, including the Consolidated Tax Distribution to counties, cities and towns and special districts. The demographer is also responsible for producing age, sex, race and Hispanic origin estimates and projections; 5-year population projections; and 20-year population projections. The demographer works with the U.S. Census Bureau in conducting the decennial census.

Information Technology (IT) Division

Facilitates the collection, auditing and distribution of tax payments including taxpayer account management and service by providing IT Strategy, IT Budget & Analysis, IT Infrastructure & Operations Management, Application Development and Support, Data Management, Information Security Services and IT Helpdesk services. This Division also operates, maintains and enhances the Unified Taxation System (UTS). UTS is composed of major integrated applications that include Tax Administration System (TAS), Online Tax, Streamlined Sales Tax (SST), Revenue Premier (Auditing support), Silverflume Portal Web Services (Business registration, et. al.) and File360 document imaging. The IT professionals specialize in application development, IT server and network infrastructure, database administration, cyber security and customer service. This team enables the Department to capture digital payments and efficiently distribute funds that support critical government services.

Application Development: Responsible for the life cycle planning strategy of UTS through the phases of architecture, selection, deployment, change management, operations & production support and product end-of-life. The team integrates current and emerging technologies, as well as participates in the legislative process when fiscal notes are requested for impact analysis work.

Application Developers are divided into three different teams:

- *The Internal Systems Team* performs development work in the internal Tax Administration System (TAS) including implementing new taxes and providing system enhancements to address business needs.
- *The Web Development Services Team* performs development work on the public facing websites including the Nevada Online Tax Center (OLT) that allow taxpayers to file returns and pay online and otherwise interact with the Department in an online manner.
- *The Production Support Team* is a group of IT professionals that acts as an intermediary between the other application development teams and internal and external information system users.

***Technical Services Team**:* Provides setup, design, configuration, deployment, and maintenance of all server, data storage and networking devices to ensure UTS performance and stability.

- *The Database Administration Team* ensures the availability, reliability, performance and security of mission-critical taxpayers' structured data. They also assist the application development team with database features and integrity of data and relational design. This team ensures that the data for major applications are safe and recoverable under a variety of risks.
- *The Technical Team* maintains and enhances the network and server infrastructure, including the physical and virtual servers and the associated network-attached storage upon which a majority of the Department's internal and external information systems run, such as TAS, OLT and a data warehouse.
- *The Customer Support Team* provides end-user support on TAS, user management and batch/night operations, technical assistance and support related to computer systems and hardware and software support. The team also manages IT procurement to ensure the availability of IT Services. In a changing environment, they learn and adapt as a team for future implementations to provide the necessary technical support.

***Information Security Officer**:* Acts as a principal information security advisor to provide insights and guidance to the Department to reduce the impact of cyber threats; maintains and implements an information security program to safeguard the confidentiality, integrity and availability of taxpayers' information. Ensures Taxation employees and contractors follow applicable Federal, State and Department information security policies, procedures and maintains the information security awareness program.

Excise and Local Government Services (ELGS)

ELGS is comprised of two main sections with many different sub-sections that provide specialized services.

Excise Tax Section: Administers a variety of excise taxes within the State, including, without limitation, those for Gold and Silver, Liquor, Cigarettes, Other Tobacco Products, Retail and Wholesale Cannabis, Live Entertainment, Insurance Premiums and a variety of other taxes and fees. This Section also performs background and field inspections and investigations of unregistered businesses and liquor, cigarette and other tobacco product contraband. This is accomplished by a set of 3 different teams within the Excise Section.

Local Government Services Section: Appraises all centrally assessed property, establishes guidelines for the county assessors, conducts the ratio study, ensures statewide compliance with assessment standards established by the Nevada Tax Commission, monitors and certifies appraisers for purposes of taxation of property, and administers the Net Proceeds of Minerals Tax and Real Property Transfer Tax. Within the Division is also the Special Tax Audit Program which is comprised of specialized sub-sections that help not only ensure proper collection of taxes but provide guidance and direction on a multitude of topics.

Compliance Division

Conducts Collections, Taxation Services, and Audits.

Revenue Section: Revenue is comprised of Collections and Taxation Services with support staff across three district offices.

Collections: Monitors taxpayer accounts for compliance with statutes, regulations and reporting requirements; collects taxes on delinquent accounts; pursues legal routes and remedies as stewards of state tax revenues, assists taxpayers with compliance, and appears and testifies in closed administrative hearings and public meetings. Collections includes a special team which focuses on bankruptcies and other collections related programs.

Taxation Services: Serves as the front-line support for taxpayers and the public. Staff are located in the Call Center and district offices. Staff provide general taxpayer education, information and assistance with registration, the taxability of transactions, and reporting requirements; receives returns and payments, registration and fees for permits, and applications for penalty and interest waivers; and manages numerous programs, such as Religious, Charitable and Education exemptions and National Guard exemptions. Taxation Services staff conduct monthly workshops called “Ask the Advisor” and provide general taxpayer education through publications and informational pamphlets.

Compliance Audit: Administers a comprehensive audit program to ensure taxpayer compliance for numerous tax programs and conducts specialized audits for the Deferral and Abatement Program and excise taxes. The Audit section uses discovery programs based on comparisons of information from other taxing authorities. Audit staff conduct taxpayer workshops on technical issues and record-keeping as well as on preparing for an audit. Audit also verifies the accuracy of amended returns for credit or refund requests.

PROFESSIONAL OFFICES

The Department has three professional offices that further support the Department's goals.

Office of Enterprise Change Management

This office plays a crucial role in ensuring organizational projects and initiatives meet objectives on time and on budget by focusing on employee adoption and usage. The Department's Office of Enterprise Change Management collaborates with Nevada constituents, Department employees, and various stakeholders to better serve the Department in making ongoing internal and external change successful and well received. Change management focuses on the people side of change by preparing, supporting, and equipping people and organizations in adopting and implementing changes in business processes, job-roles, organizational structures, technology, and more.

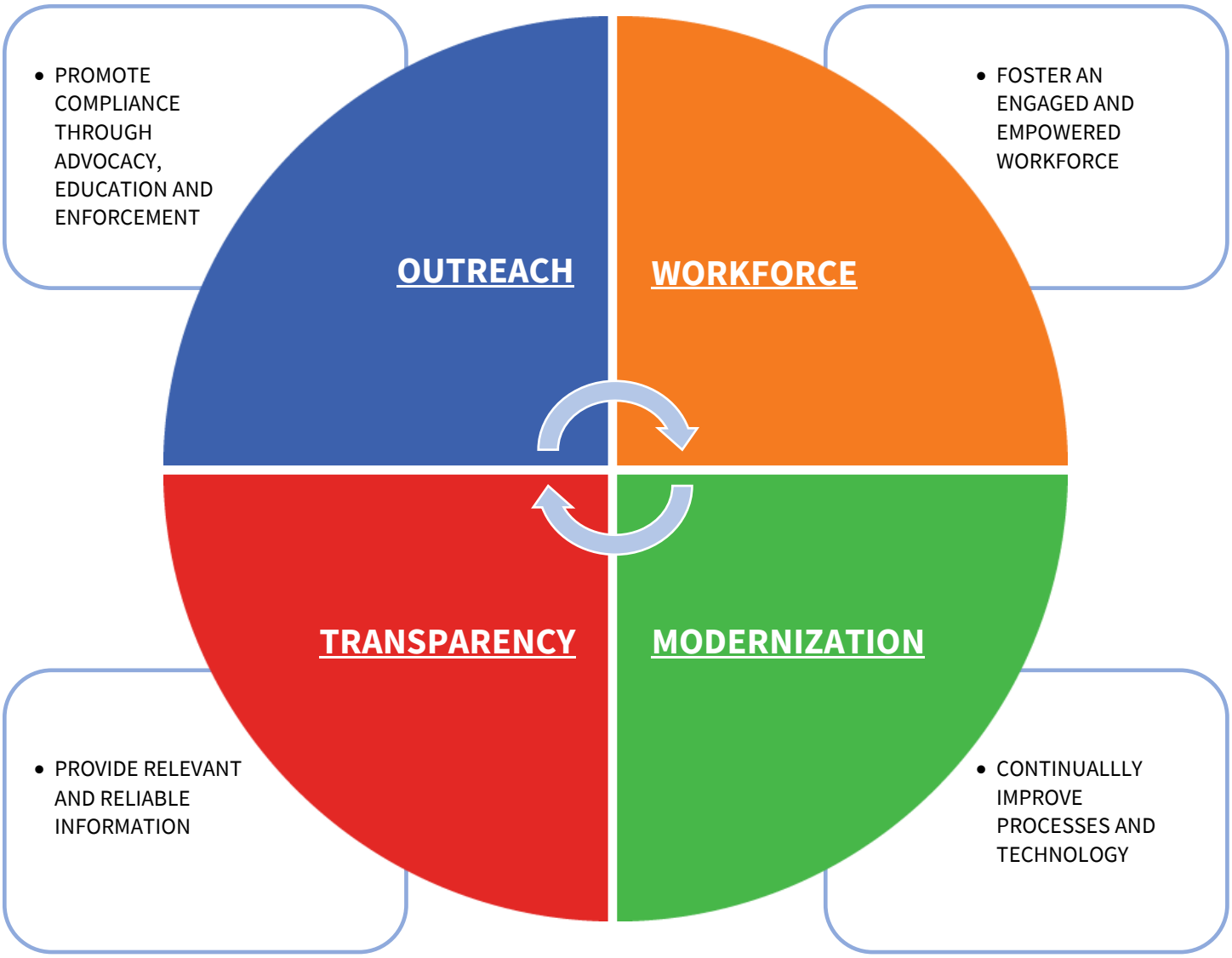
Office of Enterprise Performance Management

The Enterprise Performance Management Office (EPMO) is the centralized office within Taxation responsible for planning business projects. It is an organization-level office specializing in strategy and administration. The role of the EPMO is to evaluate the business's projects and continuously optimize them. The office is responsible for triaging the needs of the business, assessing the project needs, and coordinating resources within the various departments, and assessing the need for Information Technology Services, Change Management Services, and Vendor Services. Vendor engagement is also managed by the EPMO. Although the EPMO has these other responsibilities, it also must ensure that all projects are delivered on time, on budget, that all stakeholders are kept informed. Following these core values is the key to success within the Department of Taxation's Enterprise Performance Management Office.

Office of Information Security

Securing agency systems and taxpayer data is a top priority. Taxation is one of three state agencies that receive Federal Taxpayer Information (FTI) from the IRS. Agencies that receive FTI comply with IRS Publication 1075 Safeguards in addition to other established industry, state and federal standards. Taxation is audited by the IRS for compliance with Publication 1075 Safeguards every three years, with the last audit conducted in 2021. Based on the audit findings, Taxation creates a Plan of Action and Milestones (POA&M) that is communicated to the IRS periodically until the subsequent audit. Taxation participates in two collaborative calls per month regarding Publication 1075 compliance: one with other state revenue departments and the other with IRS Safeguards.

NEVADA DEPARTMENT OF TAXATION
CORE TENETS & GOALS



Outreach

Promote compliance through advocacy, education and enforcement.

Outreach is a vital part of the Department's efforts to continually increase taxpayer voluntary compliance. Language or cultural barriers exist that prevent taxpayers from obtaining the proper information or arriving at a resolution to a matter. Although the Department provides fair and consistent treatment to all taxpayers, it is important that taxpayers feel that they are being treated in a fair and consistent manner and are not being discriminated against or treated unfairly. The Nevada Department of Taxation Strategic Plan for Fiscal Years 2024-2029 includes steps and actions to accomplish this goal.

Advocacy

- Assign a liaison role to an existing staff position to provide resources and support for taxpayers.
- Address taxpayer concerns and resolve matters brought to the Department and the Nevada Tax Commission.
- Provide excellent customer service throughout the taxpayer experience.

Education

- Optimize the Department website to provide taxpayers with up-to-date information for compliance with statutes and regulations.
- Prepare written resources and publications for taxpayers regarding Nevada's tax laws and the Departments procedures and forms.
- Engage in public outreach to raise awareness of taxpayer rights and responsibilities.
- Facilitate education through training, website tools and the Ask the Advisor program.

Enforcement

- Deliver objective tax compliance assurance by increasing audit penetration and efficiency measures.
- Procure essential resources to facilitate investigations and enforcement.
- Promote compliance through increased presence, inspections and field visits.

Workforce

Foster an engaged and empowered workforce.

A collaborative workforce is paramount to achieving the Department's mission. The Department will engage and empower its workforce to foster a culture of growth and opportunity for its employees. Attracting a qualified and diverse workforce maintains longevity and institutional knowledge to better serve the Department, taxpayers and the community.

Engaged

- Implement the Taxation Onboarding Program to introduce and integrate new employees to ensure that they have the knowledge, skills and resources to be successful in their roles.
- Identify and deploy change ambassadors to act as a catalyst for change in the areas of communication, culture and efficiencies.
- Facilitate a transparent, collaborative and communicative work environment.
- Identify, develop and employ creative recruitment efforts.
- Promote a safe and positive workplace and optimize a healthy work-life balance.

Empowered

- Deliver timely training and tools necessary to administer tax programs in a fair and efficient manner.
- Improve and provide efficiencies for employees and taxpayers through purpose-driven projects and programs.
- Support employees in current job duties while providing opportunities for professional development and advancement.
- Entrust employees to interact effectively with and provide meaningful support to taxpayers.

Modernization

Continually improve processes and technology.

Technology is constantly changing - impacting how the Department creates, shares and accesses information. A digital workplace is about enhancing employees' ability to do their job by collaborating, communicating and connecting with others. The Department, through improvements to processes 17and technology, will enable its workforce to adapt to existing and emerging environments for optimal business outcomes. A digital workplace will provide the tools for a multi-generational workforce to provide better customer service to taxpayers and other stakeholders.

Processes

- Launch a modernized tax environment with the initiation and implementation of Project MYNT - Modernize Your Nevada Tax. Through this transition, a thorough documentation of all processes will occur. Efficiencies will be realized through the elimination of redundancies and improvement of workflows.
- Manage the existing Office of Organizational Change to develop and implement communication and training plans to support the Department's Mission.
- Manage the existing Office of Enterprise Performance Management to plan and manage the resources necessary to effectively implement projects.
- Support sustainable and adaptable technology development resulting in environmental conservation, including energy savings, paperless initiatives, (carbon) emission reductions across production life cycles, research perspectives and fiscal savings.

Technology

- Modernize the Department's IT infrastructure and systems to ensure sustainable support for the Department's Mission.
- Manage the existing Office of Information Security to enhance the protection of taxpayer information with improvements to security measures, mitigations, policies, training and technology change management.
- Strengthen lifecycle planning to ensure all technology is replaced or maintained timely and in accordance with established schedules.
- Develop a governance framework that supports evolving technology, while mitigating risk and enhancing performance.
- Identify and dedicate resources to oversee, execute and govern the evaluation of emerging technologies with the potential to enhance the digital workplace.

Transparency

Provide relevant and reliable information.

Transparency is key to building trust with the public, taxpayers, employees and state and local government entities. By providing timely, relevant and reliable data and analysis, the Department supports interested parties with valuable information. Modernization efforts will optimize data access and response time to better meet the needs of all who rely on the revenues collected and distributed by the Department.

Relevant

- Respond to inquiries and provide accurate information in accordance with all statutory deadlines while protecting confidentiality.
- Employ existing and modernized resources to provide responsive data in the ever-changing information landscape.
- Operate and optimize dashboards for internal use to streamline the most crucial data sets needed by leadership.
- Deliver clear communication and essential information to enhance employee engagement.
- Collaborate with other agencies to streamline service delivery and improve operational efficiencies.

Reliable

- Define and standardize Department metrics, including performance, population and workload measures.
- Modernize procedures for the production and publication of recurring tax collection statistics.
- Manage an internal Data Governance Team from existing staff resources to oversee Department data and published reports.
- Ensure quality control through the internal audit of Department processes, policies and procedures.

CONTACT US

(866) 962-3707
3850 Arrowhead Dr, Carson City, NV 89706
700 E Warm Springs Rd #200, Las Vegas, NV 89119
9850 Double R Blvd, Reno, NV 89521
TAX.NV.GOV