

GETTING BY, GETTING AHEAD IN STATE GOVERNMENT



Commissioner Kevin B. Sullivan

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Portsmouth, NH



Governor Dannel Malloy

“If we always do
what we’ve always done,
we’ll always get
what we always got.”

GETTING BY . . .

- Ongoing major deficit reduction
- 1/3 fewer agency staff
- No growth agency budgets
- Big tax increase already
- Long-term spending drivers
- Tax volatility (52% PIT) & weak tax policy
- Looming age out of workforce
- No incentives for managers



GETTING AHEAD . . .

CHALLENGING OUR COMMON MYTHS:

- Compliance always means rigid enforcement.
- If enforcement isn't working, more enforcement is always the answer.
- Control trumps communication.
- Discretion is suspect.
- Better to be feared than understood.
- Taxpayers are suspect.
- Functional segregation minimizes mistakes.
- Functional expertise gets results.
- Audit rules !

STRATEGIC VISION

- **ENABLE STATE PROGRAMS & SERVICES**
- **ACCEPT CHANGE AS OUR "NEW NORMAL"**
- **DRIVE THE CHANGE WE WANT**
- **PUBLIC VALUE = PUBLIC POLICY**
- **TAXPAYERS, NOT TAXES**
- **OUTSIDE IN, NOT INSIDE OUT**
- **COMMUNICATION TRUMPS CONTROL**
- **ON LINE, NOT ON PAPER**
- **PROJECT MANAGEMENT, TEAMWORK & WHOLE-WORK**
- **OUTCOME DRIVEN NOT PROCESS DRIVEN**
- **TAXPAYER SERVICES RULES !**

MAKING PROGRESS

- **“BRIGHT IDEAS” (FREE WEBSITE TRANSLATOR)**
- **REFUND DEBIT CARDS, VIRTUAL AUDITS, EXPANDED E-PROCESSING, WEBSITE INFORMATION & SERVICES, NO ANNUAL MASS MAILING (\$533,000)**
- **AUTOMATED RISK-BASED SCORING ANALYTICS (\$6 M)**
- **CUT ACCOUNTS RECEIVABLE (\$186 M - 47%)**
- **CONSOLIDATION (\$8.25 M)**



MAKING PLANS

- **COLLABORATIVE WORK FLOW SOFTWARE (SHAREPOINT)**
- **EXTERNAL FORMS & PUBLICATIONS REVIEW**
- **RIGHT FROM THE START: TAXPAYER SERVICES & OPERATIONS**
- **MODERNIZED E-FILE II**
- **IFTA TRANSITION**
- **LEAN REVIEWS: AUDIT & LEGAL ADVISEMENT**
- **SUCCESSION PLANNING**
- **COMMUNICATION**
- **TRAINING**
- **GOVERNOR'S BUSINESS TAX TASK FORCE**