

DEPARTMENT ORGANIZATION

[Department Organization Index](#)

[Back to Main Menu](#)

DEPARTMENT ORGANIZATION

Directory	6
Department Reorganization.....	7
Organization Chart	8
The Year In Review	9

DIRECTOR
MARK W. KILLIAN
602-542-3572

Deputy Director
Cindy Kappler
520-628-6359

Deputy Director
Jeffrey Grant
602-542-3572

COLLECTIONS
TEAM LEADERS
FRANCES AROZ
NICK BUTA
JEFF CAVINESS
BOB HOMMEL
RENEE JORDAN
(602) 542-5673

ADMINISTRATIVE SERVICES
TEAM LEADERS
SALLY ESCARCEGA
LORI GASPER
TOM MACCONNEL
BETTY MARTZ
TOM PINER
(602) 542-4643

CUSTOMER SERVICE
MARQUETTA WHITE
(602) 542-2076

HEARING OFFICE
JONATHAN HADLEY
(602) 542-4641

INCOME AUDIT
TEAM LEADERS
TOM WATERS
DONNA MCCUIN
(602) 542-3345

INFORMATION TECHNOLOGY
DENNIS FREDERICKSON
(602) 542-3572

TRANSACTION PRIVILEGE TAX
VINCENT PEREZ
(602) 542-4656

LEGAL SERVICES
SHARON SEEDALL
STEVEN SHIFFRIN
(602) 542-3572

PROCESS MANAGEMENT
KAREN MORTIMER
(602) 542-3141

LEGISLATIVE SERVICES
JEFF KROS
(602) 542-3572
GEORGANNA MEYER
(602) 542-4641

PROPERTY TAX
TEAM LEADERS
ED LEYBA
CHERYL MURRAY—LEYBA
(602) 542-3529

STRATEGIC MANAGEMENT
RICHARD MILANESE
LYNETTE STATES
(602) 542-3141

1600 West Monroe, Phoenix
2902 West Agua Fria Freeway, Phoenix
3191 North Washington, Chandler
400 West Congress, Tucson
Internet Address: www.revenue.state.az.us

Reorganization of the Department of Revenue in 2001

Effective July 1, 2001, the Department of Revenue reorganized from a division organization structure to a functional organization centered on team concepts. The reorganization was the first step in the organizational change that is needed to support the reengineering of the Department's information technology systems.

The primary focus for this change was to position the Department for its Business Reengineering and Integrated Tax System (BR/ITS) project. This project, which is using a newly legislated benefit sharing approach, seeks to integrate the four major tax processing systems into one integrated tax system using state of the art data base software. It also involves new customer relations management technology to make the Department more responsive to its taxpaying community.

In order to successfully implement these programs, the Department had to break away from traditional division silos to an organization that planned and made decisions globally. The reorganization eliminated the tax divisions, replacing them with function areas and moved the planning, budget, resource allocation and policy decision authority from the division-level to a broad based Leadership Team. In selected function areas, the administration of the function is delegated to a team of administrators rather than to an Assistant Director, now called a Function Executive. Teams administer the Administrative Services, Strategic Management, Collections, Income Audit and Property functional areas.

As the attached organization chart illustrates, the Department was divided into two teams: The Tax Administration team and the Planning and Support team. Each team is headed by a deputy directory.

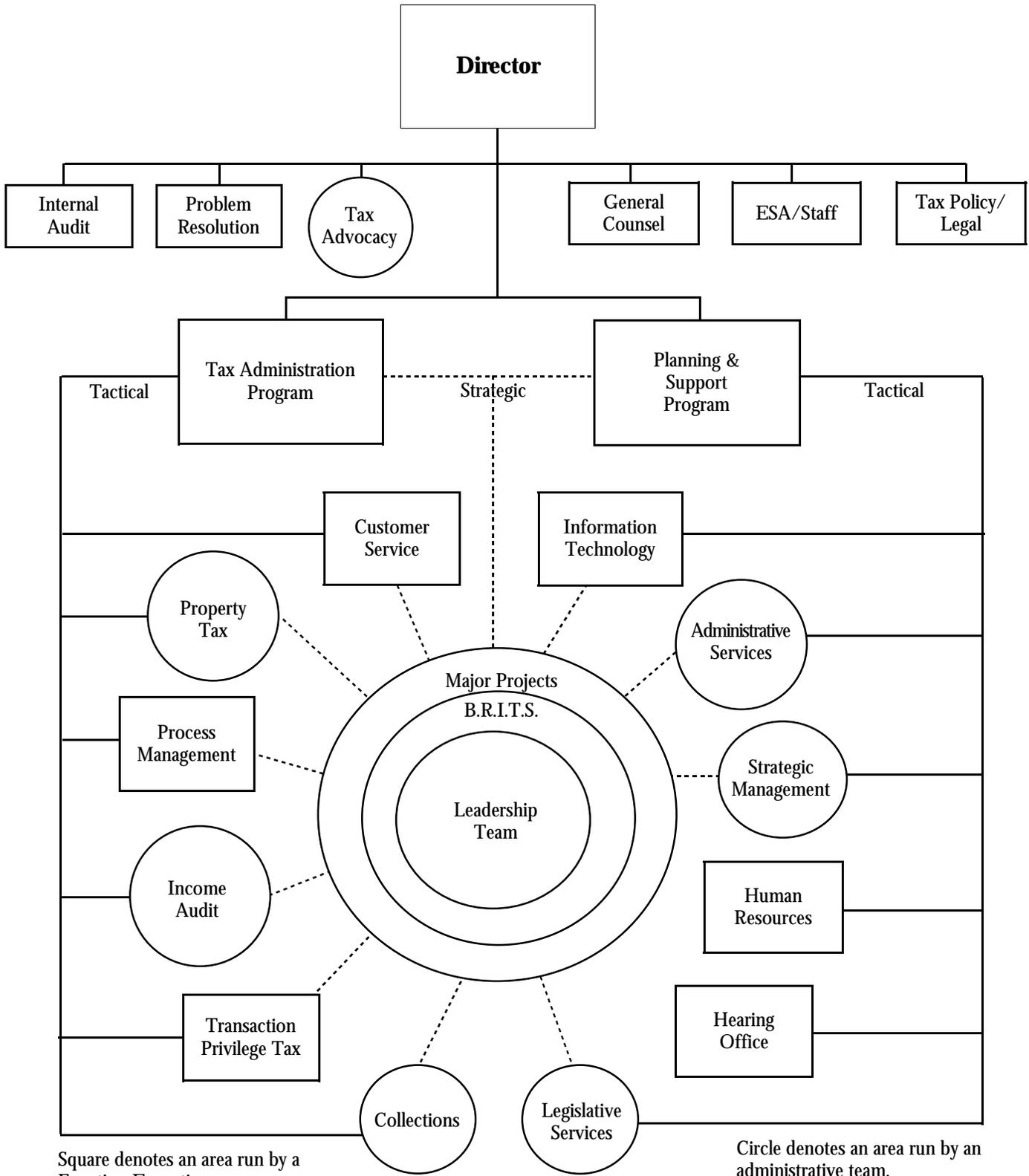
The Tax Administration team contains the operations of the basic tax administration functions of customer service, property tax administration, process management, audit and collections.

The Planning and Support team includes the support services such as information technology, revenue accounting, payroll and purchasing, strategic management, human resources, hearing and legal services.

Executives and administrators from both teams serve on a Leadership team with the two deputy directors. The Leadership team is jointly responsible for the Department budget, resource allocation, policy determination and planning.

Although the team concept was implemented to facilitate a global approach to the systems integration, it has proven to be a key tool in addressing needs resulting from the state budget shortfall that developed in the late summer and fall of 2001.

DEPARTMENT OF REVENUE



THE YEAR IN REVIEW

GOVERNOR'S SPIRIT OF EXCELLENCE

awarded by
THE GOVERNOR'S OFFICE OF EXCELLENCE

For
STRATEGIC PLAN IMPLEMENTATION

AND

CERTIFICATE OF READINESS

awarded by
THE ARIZONA QUALITY ALLIANCE

ACKNOWLEDGING THE AGENCY'S PARTICIPATION IN
THE ARIZONA QUALITY ALLIANCE'S
PROSPECTING FOR QUALITY PROGRAM.

For
ARIZONA DEPARTMENT OF REVENUE EMPLOYEE'S
DEDICATION TO IMPROVING QUALITY AND CUSTOMER SERVICE

2001 HIGHLIGHTS

CUSTOMER SERVICE LEVELS CONTINUED TO IMPROVE

- The Taxpayer Information and Assistance Section handled 363,394 calls, 10,000 more than last year.
- The average caller waited 4.22 minutes to get help compared to 5.45 minutes last year.
- Of the more than 96,000 callers to Office Collections, 98% had their call answered within 30 seconds.
- Mohave County joined the list of counties participating in DOR's "Client County" program. All of the counties in Arizona except Maricopa and Pima now rely on the Department for their property data system needs which include processing property tax-related bills, assessments and notices.

E-GOVERNMENT SERVICES EXPANDED

- The Electronic Funds Transfer unit processed 256,880 electronic payments, an increase of 9% over last year.
- 127,000 taxpayers receive their refund via direct deposit, resulting in a faster turnaround time and postage savings of \$42,000.
- 406,000 taxpayers processed their income tax returns via e-file, an increase of 58% over last year.
- 3,064,723 forms were downloaded from the DOR website.

THOUSANDS OF TAXPAYERS ASSISTED WITH LICENSE COMPLIANCE REQUIREMENTS

- License Compliance researched 88,245 businesses and issued licenses to more than 2,140 who were not licensed, resulting in \$25,000,000 in additional revenues.
- Turnaround time for the 48,241 new license applicants was 5.5 days, compared to 6.2 days last year.

MILLIONS OF DOLLARS AND RETURNS PROCESSED

- Remittance Processing deposited FOUR BILLION dollars and keyed over 3,000,000 documents. The unit operated 22 hours per day to process the money received by the Department.
- The Incoming and Outgoing Mail Team processed more than 5,000,000 pieces of incoming mail and mailed more than 1,200,000 refund checks. The unit saved the State over \$150,000 in postage costs by presorting large mailings.
- Income Processing processed 2,200,000 income tax returns.
- Data Entry operated 24 hours per day during peak periods to key tax returns.
- Record Management filmed more than 1,900,000 income tax returns and more than 69,000 corporate returns.