

ATTACHMENT 2 - BUSINESS CAPABILITY MODEL (BCM) DEFINITIONS

Business Capability Model (BCM) Definitions – Level 0

Level 0 Capability	High Level Definition
Manage Taxpayer Relationships	Taxpayer information, assistance, self-service, and internal and external communications
Process Returns and Payments	Receipt, processing, and initial validation of all tax returns and associated payments
Conduct Investigations and Audits	Overall case management of investigations, including special investigations
Manage Collections	Scoring, tracking, and collecting payments from delinquent and underpaid taxpayers
Manage the Enterprise	Administrative and strategic processes that support agency performance, including financial, internal audit, security, legal, policy development, and information technology

BCM Definitions – Level 1: Manage Taxpayer Relationships

Level 1 Capability	High Level Definition
Manage Taxpayer Profiles	Management of taxpayer information, including individual taxpayers, businesses, and bulk filers. Includes the ability to see everything about a contact, including background, demographics, correspondence, tax history, Power of Attorney (POA), etc.
Manage Accounts	Management of taxpayer accounts/payments information, including previous balances, refunds, and payments
Register Accounts	Sign up for a taxpayer payment accounts associated with return information
Manage Permits/Licenses	Application, processing, approval, and tracking of business permits/licenses
Manage Tax Returns	The ability for taxpayers to complete, submit, amend, and manage tax returns
Manage Taxpayer Inquiries	Receive and respond to tax-related questions (e.g. “Where my refund”, etc.) via phone, email, online, and paper requests
Manage Taxpayer Correspondence and Notices	Correspondence or notice creation, assembly, upload, scanning, tracking, sharing and/or any other management of a correspondence or notice associated with a tax, a return, an investigation, a correspondence, etc.
Manage Stakeholder Correspondence	Ongoing communication and correspondence with stakeholders and external partners
Conduct Public Relations / Outreach	Mass communications concerning IDR and tax updates
Provide Taxpayer Guidance	Locating, examining, and interpreting all information pertaining to tax codes, legislative changes, and policy updates/changes to help taxpayers submit all their taxes in an efficient manner
Manage Bonds	Receipt, tracking, and management of bonds as they relate to certain tax types
Manage Tax Stamps	Creation, issuance, tracking, and management of tax stamps
Manage Assessor Register/Education	Managing the Assessor and Deputy Assessor registry, examinations, and continuing education programs

BCM Definitions – Level 1: Process Returns and Payments

Level 1 Capability	High Level Definition
Process Returns	Initial processing of returns before and after receipt, amendment/adjustment, validation, or approval
Review and Validate Returns	Preliminary review and validation of tax return information
Identify Fraud / Identity Theft	Reviewing tax submissions to identify potential fraud and identify theft
Manage Corrections	Modification, amendment, or adjustment of tax return information
Process Payments	Review and validation of payment information
Manage Overpayments/Refunds/Offsets	Identification, review, and issuance of refunds, overpayments, and offsets (State and federal)
Make Deposits	Receipt, processing, and confirmation of deposit payments
Calculate Interest and Penalties	Calculation of interest, penalties, and other fees based on payment rules and statutes
Manage Waiver Requests	Submission, identification, review, and approval (or disapproval) of waiver requests
Manage Tax Credits	Application, review, and awarding of tax credit awards by various State agencies including the Agency, and the submission, review, and verification (or disapproval) of all tax credit claims by the Agency
Manage Equalization	Oversight of aggregate locally assessed real property values for property tax administration and compliance with statutory valuation requirements
Manage Central Assessment / Utility Replacement Tax	Management of the appraisals of utility companies, the utility replacement tax, and the statewide property tax on companies subject to the utility replacement excise tax
Manage Local Government Distributions	Distribution of monies to local government for permitted, non-permitted tax types, miscellaneous taxes and state funded credits and exemptions

BCM Definitions – Level 1: Conduct Investigations and Audits

Level 1 Capability	High Level Definition
Identify Potential Audit Leads	Advanced analytics using internal and external data sources to identify potential audit leads
Assign Audit Leads	Preliminary review, validation, and assignment of potential audit leads
Conduct Audits	Case management of an audit, including creation, conducting, tracking, notes, reviewing, assessment, etc.
Determine Audit Results and Actions	Final decision concerning the audit, including the result of the audit and whether the Agency should act
Manage Audit Results and Actions	Tracking of audit results and actions, including potential outcomes, adjustments, settlements, etc.
Create Audit Bills	Creation, validation, and distribution of an audit bill
Manage Audit Programs	Criteria, model, tracking, identification, adjustment (of financials to match determinations), and investigation of audit programs
Manage Criminal Investigations Referrals	Refer cases to the Iowa Department of Inspections and Appeals (DIA) for possible criminal investigation
Manage Fraud / Identity Theft	Address potential fraud/identity theft identified by fraud filters
Manage Delinquency (Non-filer)	Track, identify, and alert of taxpayers who are or are close to becoming delinquent

BCM Definitions – Level 1: Manage Collections

Level 1 Capability	High Level Definition
Manage Accounts Receivable and Delinquencies	Identification and alert of taxpayers who have outstanding tax liabilities or are delinquent
Conduct Asset Research	Research on available assets and financial information concerning a taxpayer or business, including research on real estate, address information, etc.
Create Tax Bills	Creation of tax bills based on available or entered tax information
Conduct Enforcement Actions	Initiation of a collections enforcement action on a taxpayer that has outstanding tax liabilities
Manage Warrants	Issuance, execution, and repeal of distress warrants to fulfill tax obligations
Manage Liens	Filing, processing, and releasing a lien on a taxpayer or business asset
Manage Levies	Filing, processing, and releasing a levy on a taxpayer or business asset
Manage Payment Plans	Creation, tracking, and closure of payment plans, which may include interest
Manage Bankruptcy Claims	Notification and processing bankruptcy claims, including the potential release of outstanding financial obligations
Manage Write-offs	Adjustments and abatements for creating charge-offs at Director’s discretion
Manage Non-Tax Debt	Manage the process for collecting non-tax debt for other State of Iowa Agencies.
Manage Third Party Collection Agencies	Tracking, managing, and reporting of collections from third party collection agencies

BCM Definitions – Level 1: Manage the Enterprise

Level 1 Capability	High Level Definition
Manage General Ledger	Creating, maintaining, and managing organizational and reporting rules for general accounting, including following reporting periods and phases, sets of books or ledgers, charts of accounts, account types, balancing requirements, etc. Includes the process and timing for integrating sub-ledgers transactions into the general ledger (e.g. accounts payable, accounts receivable)
Manage Procurement	Processes and capabilities for effective and timely procurement of goods and services
Manage Accounts Receivable	Reconciling a payment submitted by a taxpayer or business, including the associated accounts receivable information and guarding against incorrect payments, as well as writing off uncollectable debt
Manage Accounts Payable	Reconciling a return or refund due to a taxpayer or business, including the associated payable information and managing duplicate payments
Manage Revenue Accounting	Setup, review, distribution, and management of tax revenue accounting, including unidentified revenue
Conduct Reconciliation	Setup, execution, and outcome of the reconciliation process
Manage Documents / Records / Requests for Records	Document creation, assembly, upload, scanning, tracking, sharing, and/or any other management of a document associated with a profile, return, investigation, correspondence, etc.; policies and rules for the retention and disposition of content required for documenting business transactions and for meeting regulatory compliance requirements, as well as responding to public records requests
Collaborate In-House	Interaction between Agency Staff in regards to a tax return, investigation, collection, contact, training, etc.
Provide Legal Services	Support Agency Staff by providing opinions and direction on legal questions to support the development of appropriate policies and procedures, facilitate submission of petitions, tracking, and issuance of Orders
Manage Internal Control and Internal Audits	Risk-based approach to insuring compliance with statutes, regulations, policies, and procedures; conduct internal reviews and audits, as required
Manage Security	Institution of security measures, including data privacy

Level 1 Capability	High Level Definition
Generate Fiscal Estimates	Conduct planned and ad hoc analysis of the impact of tax law changes on the State and taxpayers
Manage Revenue Forecasts	Forecasts or estimates payments for upcoming tax periods or previous tax periods based on tax history information
Report on Taxes and Statistics	Reports, dashboards, and analysis by tax type and/or taxpayers, including statistics required by external partners
Conduct Analysis / Reporting	Compiles real-time tax information to analyze, prescribe, or predict future probabilities, trends, or outcomes including increasing or decreasing revenues, collections, etc.
Provide Information Services	Conduct planned analysis of how policy changes will impact the State
Operational Reporting on Status and Progress	Reports on operational processes including status updates and progress
Manage Litigation Referrals	Manages the process to refer cases to Iowa Attorney General for possible litigation
Manage Appeals	Case management of an appeal, including creation, tracking, notes, assessment, outcome, adjustments, etc.