



IRS Strategic Plan, 2009-2013

IRS Long Term Measures

IRS has identified five enterprise-wide long term measures that can be used to evaluate progress in achieving the three goals established by the Strategic Plan. The measures shown are shown on the following table and target values that should be used to evaluate progress in achieving its three strategic goals:

- **E-file Rate.** The IRS has been tracking the rate of electronic filing for individual tax returns since the inception of electronic filing in 1987, reporting the number of individual tax returns (Form 1040) that have been filed electronically in its published performance reports.
- **ACSI All Individual Taxpayer Score.** The American Customer Satisfaction Index (ACSI) is a national indicator of customer satisfaction with the quality of products and services available to household consumers in the United States. Each December, the ACSI issues a report on satisfaction of recipients of services from the federal government. Agency participation is voluntary. In 1999, the Federal government selected the ACSI to be a standard metric for measuring citizen satisfaction. Over 55 Federal government agencies have used the ACSI to measure citizen satisfaction of more than 110 services and programs.
- **Voluntary Compliance Rate.** The Voluntary Compliance Rate is an estimate of the amount of tax for a given year that is paid voluntarily and timely. The most recent voluntary compliance rate is based on the National Research Program (NRP) evaluation of 2001 individual income tax returns and extrapolation of earlier estimates attributed to other taxpayer segments.
- **Non-revenue Enforcement Activity.** IRS has developed an index of enforcement activities that promote compliance yet do not focus primarily on increasing tax revenue. Similar to how trends in consumer prices can be assessed by examining changes in the Consumer Price Index, trends in the IRS' nonrevenue performance can be assessed by examining changes in the nonrevenue enforcement activity index.
- **Employee Engagement.** The IRS for several years has been conducting an annual employee survey to obtain feedback on a wide range of workplace issues. IRS recently revised the annual survey and will evaluate the comparability of the results with the prior data gathered.

Long Term Goal	Definition / Status	Historic Values	Long Term Value (Target Year)
e-File Rate	<p>Percentage of all major tax returns filed electronically by individuals, businesses, and tax exempt entities</p> <p>"Major" tax returns are those in which filers account for income, expenses, and/or tax liabilities</p> <p>Long Term Goal: 80 percent by 2012; original 80 percent rate was set by Congress in RRA98</p>	<p>Fiscal Year</p> <p>2001 - 27%</p> <p>2002 - 31%</p> <p>2003 - 34%</p> <p>2004 - 39%</p> <p>2005 - 43%</p> <p>2006 - 45%</p> <p>2007 - 48%</p>	80% (2012)
ACSI All Individual Taxpayer Score	<p>American Customer Satisfaction Index (ACSI) customer satisfaction score for individual income tax filers measured on a 0 – 100 scale</p> <p>Links customer expectations and perceptions of quality and value to satisfaction</p> <p>IRS' ACSI All Individual Taxpayer Score includes ACSI scores for paper and electronic filing</p>	<p>Fiscal Year</p> <p>2001 - 60</p> <p>2002 - 62</p> <p>2003 - 63</p> <p>2004 - 64</p> <p>2005 - 64</p> <p>2006 - 65</p> <p>2007 - 68</p>	69 (2009)
Voluntary Compliance Rate	<p>The amount of tax for a given year that is paid voluntarily and timely, expressed as a percentage of the estimate of true tax liability for that year reflects the impact of non-filing, underreporting, and underpayment combined</p>	<p>Tax Year</p> <p>1985 - 83.6%</p> <p>1998 - 84.6%</p> <p>1992 - 84.3%</p> <p>2001 - 83.7%</p>	86% (Tax Year 2009)
Nonrevenue Enforcement Activity	<p>Enforcement activities that promote compliance yet do not focus primarily on increasing tax revenue (computed as an index with average for 2003-2005 set equal to 100)</p> <p>Goal is an index comprised of measures from Tax Exempt and Government Entities (2/3 weight) and Bank Secrecy Act activities (1/3 weight)</p> <p>How index is calculated: Sum of Number of Activities Resulting in Corrective Action x Weight x 100 / Average for FY2003-2005</p>	<p>Fiscal Year</p> <p>2003 - 68.1</p> <p>2004 - 106.2</p> <p>2005 - 125.7</p> <p>2006 - 139.0</p> <p>2007 - 264.2</p>	138.3 (2009) Goal is 10 percent above 2003-2005 average.
Employee Engagement/Satisfaction	<p>This goal is under revision due to the transition to a new employee survey in 2007</p>	<p>Survey Year</p> <p>TBD</p>	