



Federation of Tax Administrators

444 North Capitol Street NW • Suite 348 • Washington, DC 20001 • 202-624-5890 • taxadmin.org

Sharonne Bonardi
Executive Director

June 03, 2026

For Immediate Release

Contact: Kendra Smith at 202-935-4128 or at kendra.smith@taxadmin.org

Three State Tax Agencies Named FTA Innovation and Excellence Award Winners

Minnesota, Nevada, and Wisconsin recognized for five projects in tax administration

The Federation of Tax Administrators has named three state tax agencies as FTA Innovation and Excellence in Tax Administration Award winners. The Minnesota Department of Revenue, the Nevada Department of Taxation, and the Wisconsin Department of Revenue were each recognized for work that improves how tax agencies serve taxpayers, support their workforces, and manage complex change. Together, the five recognized projects reflect a range of approaches, from policy innovation to process automation, that other agencies can adapt and apply.

Minnesota Department of Revenue — Advanced Child Tax Credit

Minnesota families historically received their Child Tax Credit as a lump-sum refund during tax season, a timing that did not always match the financial pressures families face throughout the year. The Department set out to change that, and Minnesota became the first state in the nation to offer advance payments of a state-level Child Tax Credit. Under authority granted by the Legislature, taxpayers can elect to receive up to 50 percent of the following year's credit in three payments in July, September, and November, with repayment protections in place if income or family circumstances change. In tax year 2024, 17,808 families elected the option, receiving a combined \$23.9 million before filing their returns, representing an 8 percent participation rate in the program's first year of availability. For context, the federal Advance Earned Income Tax Credit program averaged a 2 percent participation rate during its 32-year run. Overall, the Child Tax Credit reached 89 percent of eligible Minnesota families in tax year 2024, representing \$585 million in credits claimed.

Nevada Department of Taxation — Plain Language Initiative and Enterprise Management Framework

The Nevada Department of Taxation was recognized for two projects addressing two of the most common challenges in tax administration: communicating clearly with taxpayers and managing large-scale organizational change.

Plain Language Initiative

Nevada taxpayers were receiving correspondence written at a college reading level yet notices often failed to explain why the Department was contacting them, what action was required, or

what would happen if nothing was done. The confusion generated unnecessary follow-up calls and slowed voluntary compliance. Staff used Microsoft Word with Copilot to rewrite letters to an 8th grade reading level while retaining all statutory references, with every draft reviewed for accuracy and legal compliance before release. To date, 119 letters have been converted, the average reading level dropped from grade 13.4 to grade 8.4, and general inquiry calls fell from 23,121 in 2023 to 11,175 in 2025, a reduction of more than 50 percent.

Enterprise Management Framework

The Department's multi-year tax system modernization, Project MYNT, required coordinating change across every part of the agency. Using the Baldrige Performance Excellence Framework as its guide, the Department built an Enterprise Management Framework connecting leadership, strategy, workforce, operations, and results into a single operating model. The Enterprise Project Management Office governs all projects through a consistent process, while the Enterprise Change Management Office ensures workforce needs are built into every implementation. The first two releases of Project MYNT were delivered on time and on budget, with the third scheduled for December 2026.

Wisconsin Department of Revenue — Processing and Analytics Dashboard and Multilingual AI-Powered Call Reviews

The Wisconsin Department of Revenue was recognized for two in-house projects that fundamentally changed how the agency serves taxpayers and supports its staff.

Processing and Analytics Dashboard

Wisconsin DOR's Tax Operations Bureau uses business rules to review tax returns and confirm that taxpayers follow form instructions and claim credits correctly. Before this project, the bureau had no reliable way to determine whether its suspension rules were working as intended, no early warning when rules caused problems, and no quick way to pull filing season statistics without involving technical staff. Bureau analysts and managers built a dashboard that shows, for every suspension rule, how many returns were suspended, how many led to an actual correction, and the total dollar impact of agent adjustments. Problems that previously went undetected until the end of the filing season can now be identified and addressed while processing is still underway.

Multilingual, AI-Powered Call Reviews

Supervisors and lead workers in the collection bureau spent roughly 12 minutes per manual quality review, averaging six per employee each month across units of up to 12 agents. Reviews focused more on account progression than on how agents spoke with taxpayers, and staff felt a small sample of calls did not reflect the full picture of their work. Using Amazon Connect call center software already in place, the bureau automated the review process, updating criteria to focus on professionalism and customer interaction. The new process was tested alongside existing reviews, including Spanish-language calls, before full rollout. Leadership time on manual reviews dropped by approximately 400 hours per year, and the share of calls reviewed grew from two to four per employee per month to up to 80.

“This year’s winners demonstrate that the most meaningful advances in tax administration don’t come from any single project or technology. Nevada built the organizational foundation to sustain change over time. Minnesota created

something no state had done before, putting money in families' hands when they need it. Wisconsin solved real operational problems with tools they already had. Taken together, these five projects show what is possible when agencies focus on outcomes, invest in their people, and commit to continuous improvement."

— FTA Executive Director Sharonne Bonardi

About the FTA Innovation and Excellence in Tax Administration Award

The FTA Award for Innovation and Excellence in Tax Administration recognizes FTA member organizations leading the way in tax administration through projects and initiatives created to improve processes, transform systems, and revolutionize how they work to deliver for the citizens they serve.

The Federation of Tax Administrators is a Washington DC based non-profit serving its government tax administration members from all 50 states, the District of Columbia, New York City, and Philadelphia. It provides its members with the knowledge, tools, and relationships in support of tax administration, which furthers voluntary compliance while preserving, protecting, and enhancing tax revenue.

###