TAXATION & REVENUE NEW MEXICO

Strategic Plan
Adopted January 2020

The mission of the Taxation and Revenue Department is to serve the State of New Mexico by providing fair and efficient tax and motor vehicle services

The following core values guide our actions

INTEGRITY We will:
- Adhere to the highest ethical standards
- Deliver what we promise
- Protect our financial and human resources
- Be trustworthy stewards of customer information

RESPECT We will:
- Promote employee safety, empowerment and inclusion
- Treat others with civility, empathy, and dignity
- Actively listen and value the contributions of others

EXCELLENCE We will:
- Deliver an exceptional customer experience
- Provide timely and consistent guidance to customers and staff
- Support workforce growth and development

COMMUNICATION We will:
- Ensure timely, thoughtful and effective connection with our customers and each other
- Promote respectful, meaningful exchanges of ideas
- Demonstrate transparency through open communication

INNOVATION We will:
- Commit to continuous improvement in efficiency and service quality
- Challenge conventional thinking and be open to change
- Encourage and recognize diverse perspectives and creativity

3-Year Vision Statement - The Taxation and Revenue Department

- Promotes a culture of integrity, respect, and innovation
- Earns the trust of our customers through our actions
- Empowers customers through outreach, education, and ease of compliance
- Offers flexible and secure solutions to improve customer experience
- Administers tax and motor vehicle laws efficiently and transparently
- Maintains a skilled, knowledgeable, and service-oriented workforce

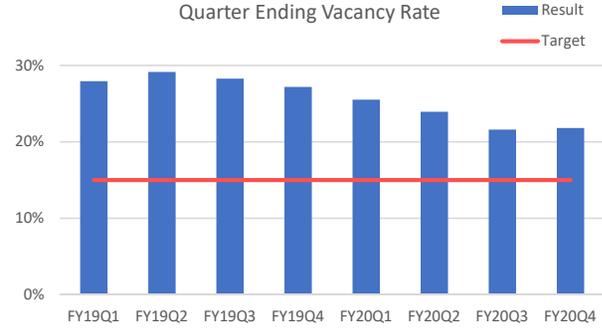| Goal 1: Enhance Customer Experience and Customer Service	Goal 2: Cultivate Workforce Excellence	Goal 3: Improve Efficiency, Security and Transparency of Operations
1.1 Expand customer outreach efforts	2.1 Provide training and education opportunities to grow and develop our managers	3.1 Implement process governance framework
1.2 Expand customer education opportunities	2.2 Provide training and education opportunities to grow and develop our employees	3.2 Preview and balance agency processes for efficiency and internal control
1.3 Expand and improve customer channels and choices	2.3 Recruit and retain skilled, qualified employees	3.3: Ensure Department Regulations are Current, Comprehensive, Consistent, and Informative
1.4 Simplify and streamline processes to balance enforcement and customer service	2.4 Create a safe and fair workplace	3.4 Implement and monitor disaster recovery and business continuity plans
1.5 Serve state, local and tribal customers through strong enforcement and collection	2.5 Promote cross-divisional communication that builds interconnectedness and coordination	3.5 Ensure robust oversight of for-profit partners

Taxation and Revenue Department Strategic Planning Highlights

Goal 1: Enhance Customer Experience and Customer Service

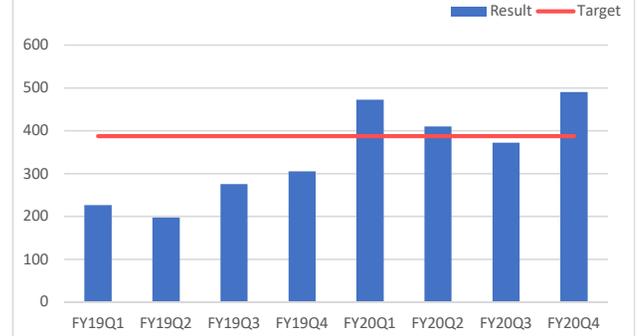### Percent of MVD customers waiting 30 minutes or less to begin transaction

Legend: Result, Target

NA due to closure

(FY19Q3, FY19Q4, FY20Q1, FY20Q2, FY20Q3, FY20Q4)

MVD and ACD Call Center Minutes to Reach an Agent

Legend: ACD Result, MVD Result, Target

(FY19Q2, FY19Q3, FY19Q4, FY20Q1, FY20Q2, FY20Q3, FY20Q4)

Days to Process PIT Returns

Legend: E-file returns, Paper returns, Target E-File, Target Paper

(FY19Q1, FY19Q2, FY19Q3, FY19Q4, FY20Q1, FY20Q2, FY20Q3, FY20Q4)

Goal 2: Cultivate Workforce Excellence

Quarter Ending Vacancy Rate

Legend: Result, Target

(FY19Q1, FY19Q2, FY19Q3, FY19Q4, FY20Q1, FY20Q2, FY20Q3, FY20Q4)
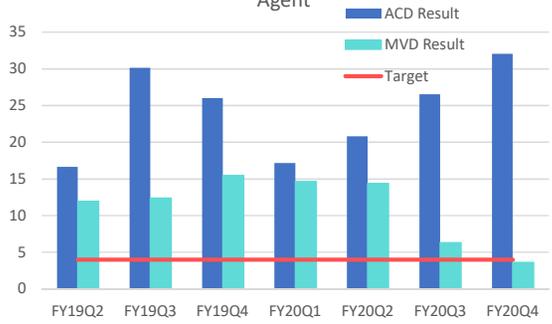
Corporate Culture Survey Overall Satisfaction Rating

Legend: Employee Result, Manager Result, Target

(FY2019, FY2020)

Employee Turnover Within First Year of TRD Employment

Legend: Result, Target

(FY20Q1, FY20Q2, FY20Q3, FY20Q4)

Goal 3: Improve Efficiency, Security and Transparency of Operations

Protests Resolved

Legend: Result, Target

(FY19Q1, FY19Q2, FY19Q3, FY19Q4, FY20Q1, FY20Q2, FY20Q3, FY20Q4)

IT Requests (SQRs) Closed Per Quarter

Legend: Tax Result, MVD Result, Target

(FY20Q1, FY20Q2, FY20Q3, FY20Q4)
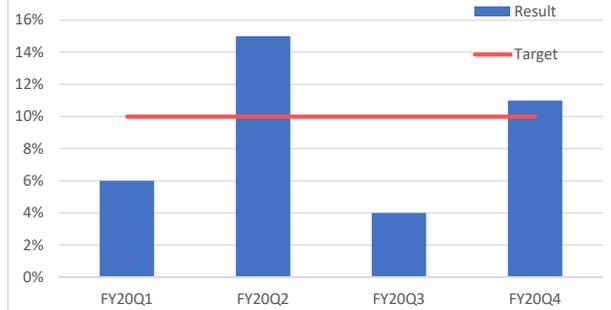
Business Days to Receive Employee Travel Reimbursement from ASD

Legend: Result, Target

(FY20Q1, FY20Q2, FY20Q3, FY20Q4)

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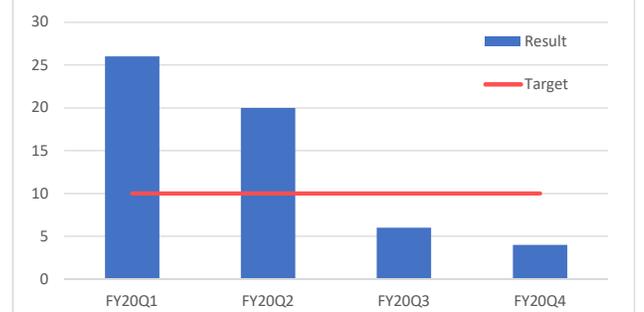
	Implementation Lead	FY2019 Q1	Q2	Q3	Q4	FY2020 Q1	Q2	Q3	Q4	FY2021 Q1	Q2	Q3	Q4	FY2022 Q1	Q2	Q3	Q4	FY2023 Q1	Q2	Q3	Q4	Notes
STRATEGIC GOAL 1 ENHANCE CUSTOMER EXPERIENCE AND CUSTOMER SERVICE																						
<u>Objective 1.1 Expand Customer Outreach Efforts</u>																						
Action 1.1.1 Improve social media presence on Twitter, Facebook, YouTube, and LinkedIn to provide meaningful information to customers	Public Information Officer							X	X													Working with ITD to restore access to YouTube and LinkedIn accounts
Action 1.1.2 Ensure participation in meetings of Municipal League, Association of Counties, DFA Local Government Division, Trade Organizations, etc.	Local Government Liaison					X	X															Ongoing. COVID-19 pandemic canceled most events in FY20Q3-Q4
Action 1.1.3 Establish TRD Distribution Workshop for distribution recipients	ASD Financial Distributions Bureau Chief							X	X													Bureau chief and local government liaison collaborating to prepare content and make available online
Action 1.1.4 Create customer feedback options (i.e. public forums, surveys to include e-services ratings on usability and helpfulness)	Deputy Cabinet Secretary					X	X	X	X													In FY20Q2, completed NTTC Type 17 public outreach process. FY20Q3 set communication goals for taxpayer advocate. In FY20Q3-Q4, initiated and complted messaging/notification functionality on TRD website
Action 1.1.5 Redesign MVD exit survey to separate satisfaction with wait time and transaction/staff member	MVD Director							X	X													In conversation with Qmatic. Due to COVID-19 pandemic, looking at text messaging for virtual lobby. Survey will require new system capabilities
Action 1.1.6 Implement workplan of the Tax Practitioner Advisory Committee	Cabinet Secretary						X	X	X													2020, July 2020. Workplan adopted July 2020 prioritizes annual cleanup legislation and internet sales implementation/rules
Action 1.1.7 Conduct outreach to prepare New Mexicans for Real ID deadline of October 1, 2021	MVD Director					X	X	X	X													Federal deadline extended to October 1, 2021 due to COVID-19, timeline for action extended
Action 1.1.8 Conduct outreach to prepare taxpayers for destination-based sourcing	Tax Policy Director																					Tax Policy Director became vacant in June 2020. Contract in negotiation to assist with internet sales preparation
Action 1.1.9 Prepare counties and taxpayers for modernized property tax system	PTD Director					X	X	X	X													PTD included e-filing announcement to taxpayers with reporting instructions. Conducted outreach with oil and gas industry, county treasurers and assessors. Software developer has visited 64% of counties and received 32 or 33 CAMA data sets. PTD staff and developer have presented to assessors, treasurers and clerks affiliates and will continue to update.

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance Measure 1.1.1.1 Percent of New Mexico credentials that are Real ID compliant at quarter end. Target 2% or more growth over previous quarter end	MVD Director	45%	47%	51%	55%	59%	61%	69%	69%													During COVID-10 pandemic, MVD issing temporary licenses to those whose licenses expired. Temporaries are not REAL ID
Performance Measure 1.1.1.2 Increase in percentage of legacy credentials pre-dating Real ID/DAC that are Real ID compliant or standard driver's license at quarter end. Target 3% more growth over previous quarter end	MVD Director	44%	47%	51%	55%	59%	62%	66%	67%													COVID-19 impacting proress. Includes Real IDs, standard drivers licenses, and driver's authorization cards; excludes legacy credentials predating those
Performance Measure 1.1.1.3 Number of substantive social media postings per quarter (including YouTube videos, tweets, Facebook posts). Target: 40 or more	Public Information Officer	NA	NA	NA	NA	43	95	60	30													FY20Q2 especially large due to #IServeNM challenge. @NM_MVD Twitter followers increased by 100 to 447 on 4/15/20, probably due to COVID-19 guidance provided
Objective 1.2 Expand Customer Education Opportunities																						
Action 1.2.1 Improve content and frequency of CRS workshops offered to taxpayers and developing industry-specific workshops	ACD Deputy for Compliance								X													Due to Covid-19, in-person workshops were cancelled in FY20Q3 and one virtual workshop was held in June 2020. English and Spanish workshops were developed into a web-ex presentation for posting to TRD website
Action 1.2.2 Offer web-based taxpayer workshops on destination-based sourcing	Tax Policy Director																					
Action 1.2.3 Offer web-based taxpayer workshops on PIT-B	RPD Director								X													Suggested by Tax Practitioner Advisory Committee. A PIT-B presentation was prepared by the Taxpayer Adovate and shared with RPD staff. Discussions are underway to possibly expand for taxpayer use. Coordination with ACD and online trainings they have available will also be discussed. Posting of a training is targeted for FY21Q1.
Action 1.2.4 Provide clear instructions to taxpayers to resolve issues	Tax Policy Director							X	X													Ongoing. Starting list: instructions to file amended return in TAP, how to send missing documents using an attached voucher, how to pay a fine at court

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	Implementation Lead	FY2019 Q1	Q2	Q3	Q4	FY2020 Q1	Q2	Q3	Q4	FY2021 Q1	Q2	Q3	Q4	FY2022 Q1	Q2	Q3	Q4	FY2023 Q1	Q2	Q3	Q4	Notes
Action 1.2.5 Revise publications (FYIs, bulletins, brochures, and forms) to clarify department positions and instructions	Tax Policy Director					X	X	X	X													publications/revisions related to COVID-19 related extensions, withholding, special payment methods. In FY20Q4 revised publications on NTTCs, several tax credits, etc.
Action 1.2.6 Revise letters to standardize language and increase readability	Deputy Cabinet Secretary								X													recommendations from ACD and RPD on which letters to prioritize and obtained samples. Working on revising Account Transcript per tax practitioner feedback. Supporting RPD project related to letter redesign and "go-green" electronic correspondence initiative.
Action 1.2.7 Educate taxpayers on use of modernized property tax system	PTD Director					X	X	X	X													State-assessed taxpayers will pilot e-filing system two years prior to rollout; some have volunteered for e-filing pilot testing. Taxpayer mailings sent. Customer service training being developed.
See also Objective 3.3 Ensure Department Regulations are Current, Comprehensive, Consistent, and Informative																						
Performance Measure 1.2.1.1 Percent change in CRS workshop attendees versus same quarter of previous year. Target 10% or more growth	ACD Deputy for Compliance	NA	NA	NA	NA	NA	NA	NA	17 attendees													Not previously tracked, Due to Covid-19, in-person workshops were cancelled. English and Spanish workshops were developed into a web-ex presentation for recording in FY20Q4 and posting to TRD website
Performance Measure 1.2.1.2 Number of CRS workshops held. Target: 30 or more per quarter	ACD Deputy for Compliance	NA	NA	NA	NA	33	33	3	1													Due to COVID-19 pandemic, most workshops were cancelled in FY20Q3. 3 workshops held in January 2020 prior to pandemic. In FY20Q4, one virtual workshop held
Performance Measure 1.2.1.3 Average CRS workshop attendee satisfaction rating. Target: 4 out of 5 or more	ACD Deputy for Compliance	NA	NA	NA	NA	NA	NA	4.8	NA													Survey implemented in February 2020. Virtual survey available for virtual workshop but none completed for June 2020 workshop
Performance Measure 1.2.1.4 View count on web-based workshops. Target 10% or more growth	Public Information Officer	NA	NA	NA	NA	NA	NA	NA	17													ACD launched first web-based workshop in FY20Q4 with 17 attendees, offerings to be expanded
Objective 1.3 Expand and Improve Customer Channels and Choices																						

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 1.3.1 Consider expansion and relaxing of managed audit program to increase voluntary compliance	ACD Deputy for Audit					X	X	X	X													managed audit April 2020. Gentax changes underway to implement. Will be offered as tool to assist with taxpayers experiencing distress around Covid-19 pandemic. Expansion offers managed audit to taxpayers seleced for field audit, no longer requires waiving protest rights, and offers to taxpayers who were previously part of criminal investigation
Action 1.3.2 Implement Interactive Voice Response (IVR) and customer call-back feature in MVD Call Center	MVD Director					X	X	X	X													IVR project sped up due to COVID-19 pandemic and went live 6/22/20
Action 1.3.3 Implement Interactive Voice Response (IVR) and customer call-back feature in ACD Call Center	ACD Director					X	X	X	X													New incoming call system with IVR implemented 6/1/20. Outbound calls will be implemented 8/22/20
Action 1.3.4 Implement ACD call center FAQ scripts and training	ACD Call Center Manager							X	X													Scripts are continuously being developed as new programs or issues are introduced. FAQ's and scripting (Call Center Supportive Information) was updated as processes and procedures were changed in FY20Q4 due to COVID-19. Updates to the supportive information were also done in response to adding revenue agents to the Call Center to assist with incoming calls in June 2020
Action 1.3.5 Offer MVD kiosk technology in retail locations	MVD Director						X	X	X													Kiosk contract finalized in FY20Q4
Action 1.3.6 Provide for Secure Messaging in Taxpayer Access Point (TAP)	RPD Director						X	X	X													Although FY21 funding was not received, RPD is defining message structures, processing flows, response guidelines, performance targets, and user training needs. IT resources not currently available to implement due to priorized CRS Redesign/GenTax Version 12 upgrade, and other work

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	Implementation Lead	FY2019 Q1	Q2	Q3	Q4	FY2020 Q1	Q2	Q3	Q4	FY2021 Q1	Q2	Q3	Q4	FY2022 Q1	Q2	Q3	Q4	FY2023 Q1	Q2	Q3	Q4	Notes
Action 1.3.7 Offer electronic correspondence to taxpayers through TAP in lieu of paper correspondence	RPD Director						X	X	X													Although FY21 funding was not received, RPD and ACD have evaluated mail item types for possible e-correspondence. In FY20Q4, RPD and ACD provided lists of mail types to be published to TAP and all mail types to be made available through e-correspondence. RPD will finalize the TAP banner and text in the email that will be sent to taxpayers notifying them that they have "electronic mail" in July 2020. IT is implementing e-correspondence for these mail items, with an anticipated rollout in early August.
Action 1.3.8 Complete Point of Sale (POS) Cashiering project to accept card processing in ACD field offices	ACD Director					X	X	X	X													Implemented POS cashiering in field offices 5/4/20 using $715,000 appropriation
Action 1.3.9 Fully program all MVD transaction types and employee training profiles in Qmatic	MVD Deputy for Field Operations						X	X	X													Project completed 6/1/2020, training ongoing
Action 1.3.10 Implement pre-application functionality for MVD to allow customer to submit application electronically before visiting a field office	MVD Deputy for Field Operations						X	X	X	X												Preapplication went live 7/3/20
Action 1.3.11 Allow taxpayers to enter payment plans through Taxpayer Access Point (TAP)	ACD Deputy for Compliance							X	X													available 5/23/20, ahead of schedule due to COVID-19 reprioritization. Tod ate, 141 payment plans originated from TAP, 115 short term and 26 long term
Action 1.3.12 Establish TAP chat-bot functionality and wizard to offer taxpayers question and answer interaction on TAP for select services	RPD Director								X													Received vendor chat bot demos in FY20Q3. Chat-bot would be through ACD call center and require Gentax Version 12 upgrade. Wizard would be through RPD in TAP and is in design. IT resources are not available to implement currently due to CRS Redesign/GenTax Version 12 upgrade and other work
Action 1.3.13 Complete property tax modernization project and train users statewide	PTD Director					X	X	X	X													Project is on time and on budget. IV&V ratings are excellent. Cost/Performance ratio is 1.05. Provided HIS Markit Data to EMNRD and SLO

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance Measure 1.3.1.1 Percent of all audits initiated that are managed audits. Target: 25% or more	ACD Deputy for Audit	13%	10%	18%	21%	34%	20%	25%	18%													Managed audit changes approved by Secretary during FY20Q3 and are being implemented in GenTax
Performance Measure 1.3.1.2 Percent of ACD field office incoming tax payment volume made electronically by payment card or ACH. Target: TBD	ACD Director	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD													SQR submitted to track payments from kiosks, not currently available
Performance Measure 1.3.1.3 Percent of ACD field office incoming tax dollars made electronically by payment card or ACH. Target: TBD	ACD Director	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD													SQR submitted to track payments from kiosks, not currently available
Performance Measure 1.3.1.4 Percent of incoming MVD payment volume made electronically by payment card or ACH. Target: 65% or more	MVD Director	TBD	TBD	TBD	TBD	62%	62%	66%	81%													FY20Q4 increase due to COVID-19 closures and increased usage of online services
Performance Measure 1.3.1.5 Percent of incoming MVD payment dollars made electronically by payment card or ACH. Target: 65% or more	MVD Director	TBD	TBD	TBD	TBD	61%	60%	64%	70%													FY20Q4 increase due to COVID-19 closures and increased usage of online services
Performance Measure 1.3.1.6 Average ACD call center wait time to reach an agent. Target: 4 minutes or less	ACD Call Center Manager	17.2	16.6	30.1	26.0	17.2	20.8	26.5	32.0													April wait times were almost 1 hour, May 37 minutes, June dropped to 5 minutes with new phone system implementation
Performance Measure 1.3.1.7 Average dropped call rate in ACD call center. Target: 15% or less	ACD Call Center Manager	40%	39%	54%	49%	37%	42%	54%	58%													difficulties with reduction of staff on phones (6) at beginning of COVID. Abandoned rate dropped to 37% in June with implementation of new phone system and everyone teleworking on phones
Performance Measure 1.3.1.8 Average MVD call center wait time to reach an agent in minutes. Target: 4 minutes or less (HB2 measure)	MVD Director	17	11.9	12.4	15.5	14.6	14.4	6.3	3.6													COVID-19 caused call center difficulties in March-May 2020, but IVR went live in June 2020, dramatically improving wait times
Performance Measure 1.3.1.9 Average dropped call rate in MVD call center. Target: 20% or less	MVD Director	NA	23%	49%	50%	45%	49%	43%	42%													COVID-19 caused significant increase in number of incoming calls, and when all lines are full the call drops with a busy signal. Wait times are reasonable once on hold, but abandoned rate still troubling. Implementation of IVR on 6/22/20 will improve performance in future
Performance Measure 1.3.1.10 Percentage of MVD transactions completed using kiosks in field offices or retail locations. Target: 5% or more	MVD Director	0%	0%	0%	0%	0%	0%	0%	0%													Contract finalized in FY20Q4

Objective 1.4 Simplify and streamline processes to balance enforcement and customer service

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 1.4.1 Review pipeline of cases into protest to resolve at lower level and improve protest case management	Chief Legal Counsel							X	X													Ongoing. Requires participation of ACD (call center and audit) and RPD. Protest sending cases to ACD for assistance in FY20Q3
Action 1.4.2 Review tax return and refund processing rules to eliminate any non-value added steps and improve task management	RPD Director							X	X													return errors for PIT and CIT, focusing on errors that result in the highest volume of Edit Error and ARSB work. Submitted change requests to eliminate manual review, accelerated release of first time filer refunds, streamlined QRU return and refund review, increased administrative review threshold dollar amounts, increased the frequency of refund issuance in GenTax to nightly, and added PIT task queues. Future opportunities include automating Return Adjustment Notices and Additional Information Requst notices, establishing tolerances on the 2020 PIT return to accept taxpayer reported amounts without manual review if adjustments would be less than $25, accepting returns as reported by low risk, highly compliant taxpayers within a threshold during peak season, streamlined processing of inbound correspondence, and CIT-1 e-file
Action 1.4.3 Fully implement "Tiger Team" lessons learned for queue management in MVD Field Offices	MVD Deputy for Field Operations						X	X	X	X												All Tiger Team findings went into place in FY20Q3, with altered queuing method and customer service approach. Improvements were seen in all offices prior to COVID-19 closure. Training ongoing.
See also Action 1.3.1 regarding expansion of managed audit program	ACD Deputy for Audit																					
See also Action 1.3.13 regarding completion of property tax modernization project	PTD Director																					
Performance Measure 1.4.1.1 Percent of MVD customers with wait time of 30 minutes or less. Target: 90% or more	MVD Deputy for Field Operations	NA	NA	83%	83%	83%	84%	NA	NA													meaningful due to COVID-19 closures
Performance Measure 1.4.1.2 Average wait time in Qmatic-equipped field offices in minutes. Target: 15 minutes or less (HB2 measure)	MVD Deputy for Field Operations	16.0	14.6	16.5	16.9	16.2	16	NA	NA													meaningful due to COVID-19 closures

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance Measure 1.4.1.3 Average number of calendar days to process electronically filed PIT returns. Target: 3 days or less	RPD Director	3.3	1.9	2.7	3.4	9.8	4.3	1.9	2.4													Varies seasonally; more complex, questionable, and incomplete returns stretch past Q3 (April)
Performance Measure 1.4.1.4 Year-over-year change in average number of calendar days to process paper filed PIT returns. Target: 5% or more reduction	RPD Director	28.03 days	27.09 days	6.55 days	24.41 days	18%	1%	44%	-59%													FY20Q4 was 10 days, 59% below one year earlier. Varies seasonally; more complex, questionable, and incomplete returns stretch past Q3 (April)
Performance Measure 1.4.1.5 Year-over-year change in average number of calendar days to issue PIT refunds for electronically filed returns. Target: 5% or more reduction	RPD Director	36.56 days	29 days	6.71 days	14.56 days	44%	-34%	-10%	-21%													About 90% of PIT returns are electronically filed. FY20Q4 was 11 days, 21% below one year earlier
Performance Measure 1.4.1.6 Year-over-year change in average number of calendar days to issue PIT refunds for paper filed returns. Target: 5% or more reduction	RPD Director	90.48 days	84 days	11.19 days	31.46 days	0%	-44%	48%	-40%													About 9% of PIT returns are paper filed. FY20Q4 was 19 days, 40% below one year earlier
Performance Measure 1.4.1.7 Year-over-year change in average number of calendar days to issue refunds requested through TAP. Target: 5% or more reduction	RPD Director	NA	38.43 days	43.83 days	28.55 days	47.15 days	7%	58%	-9%													Refund requests available in TAP since FY19Q2. FY20Q4 was 26 days, 9% below one year prior
Performance Measure 1.4.1.8 Number of tax protest cases resolved. Target 1,550 or more per year, average 387.5 or more per quarter (HB2 measure)	Protest Manager	226	197	275	305	472	410	372	490													Protest closures are up in FY20 due to filling vacancies, supervisors and managers handling cases, staff being offered comp time, and contract assistance
Performance Measure 1.4.1.9 Percentage of state-assessed property tax valuation protests resolved informally within the applicable taxable year. Target 80% or more	PTD Director	NA	NA	NA	NA	NA	85%	NA	NA													
Objective 1.5 Serve state, local and tribal customers through strong enforcement and collection																						
Action 1.5.1 Conduct delinquent property auctions in 33 counties annually	PTD Director					X	X															Ongoing. COVID-19 pandemic paused delinquent property auctions in FY20Q3 and Q4 due to social distancing concerns and economic hardship
Action 1.5.2 Employ property tax system data analytics to increase sale of delinquent properties	PTD Director																					GIS data and data analytics will streamline production of legal descriptions and title research
Action 1.5.3 Cooperate with local, state and federal law enforcement agencies in the investigation of potential criminal tax fraud for referral to prosecuting bodies	TFID Director	X	X	X	X	X	X	X	X													Ongoing

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance Measure 1.5.1.1 Collections as a percent of collectible outstanding balances from the end of the prior fiscal year. Target: 23% or more (HB2 measure)	ACD Deputy for Compliance	19%				9%	13%	17%	19%													Percentages are cumulative through fiscal year. Changes to collection efforts due to economic downturn afffected FY20Q4 collections
Performance Measure 1.5.1.2 Collections as a percent of collectible audit assessments generated in the current fiscal year plus assessments generated in the last quarter of the prior fiscal year. Target: 65% or more (HB2 measure - Note: Measure changing in FY21)	ACD Deputy for Compliance	44%				22%	21%	20%	26%													Percentages are cumulative through fiscal year and exclude collections less than 90 days. As of 6/30/20, collections less than 90 days totaled $45.4 million, while total collectable was $174.4 million
Performance Measure 1.5.1.3 Amount of delinquent property tax collected and distributed to counties. Target: $13 million or more per year, average $3.25 million or more per quarter (HB2 measure)	PTD Director	$12.9				$ 3.9	$ 2.9	$ 2.2	$1.0													Collections totaled $10.0 million in FY20. COVID-19 reduced collections in FY20Q3 and Q4
Performance Measure 1.5.1.4 Number of county delinquent property sales held. Target: 33 or more per calendar year, average 8.25 or more per quarter	PTD Director	8	11	0	9	20	5	0	0													In calendar year 2019, delinquent property sales were held in all 33 counties, 34 sales in total. No sales have been held in FY20Q3-Q4 due to COVID-19 pandemic
Performance Measure 1.5.1.5 Number of criminal investigations opened by TFID. Target: 3 or more per quarter	TFID Director	2	3	5	5	3	2	2	1													Results impacted by COVID-19 pandemic
Performance Measure 1.5.1.6 Percent of tax investigations referred to prosecutors. Target: 85% or more (HB2 measure)	TFID Director	61%				33%	200%	100%	300%													Due to timing between opening investigation and referral, data is volatile. Performance considers trends across multiple quarters. FY20 cumulative is 114% with 7 cases opened and 8 cases referred to court
STRATEGIC GOAL 2 CULTIVATE WORKFORCE EXCELLENCE																						
Objective 2.1 Provide opportunities to grow and develop managers																						
Action 2.1.1 Create management and leadership training program developing skills to manage performance, retain employees, and ensure a safe and civil workplace	HR Bureau Chief							X	X													Launched program on July 1, 2020
Action 2.1.2 Develop "How To" guide on external communications	Public Information Officer									X												Collecting material and developing outline
Performance Measure 2.1.1.1 Percent of managers who have completed management and leadership training program. Target: 75% or more	HR Bureau Chief	NA	NA	NA	NA	NA	NA	32%	32%													32% includes records in last three years. New Supervisor/Leadership training program to launch July 1, 2020
Performance Measure 2.1.1.2 Number of processes completed per quarter. Target: 3 or more	OIO Chief Auditor	0	1	0	2	3	4	5	3													

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	Implementation Lead	FY2019 Q1	Q2	Q3	Q4	FY2020 Q1	Q2	Q3	Q4	FY2021 Q1	Q2	Q3	Q4	FY2022 Q1	Q2	Q3	Q4	FY2023 Q1	Q2	Q3	Q4	Notes
Performance Measure 2.1.1.3 Number of trainings developed per quarter. Target: 4 or more	Training Coordinator	0	0	0	0	4	5	4	4													In FY20Q4, modified respectful workplace and harassment prevention trainings for supervisors, as well as slips, trips & falls training
Objective 2.2 Provide opportunities to grow and develop employees																						
Action 2.2.1 Implement mentorship policy and program	Policy Coordinator						X	X	X													In progress, competion expected in FY21Q1
Action 2.2.2 Provide customer service training	Training Coordinator							X	X													LinkedIn learning added for MVD and ACD employees in FY20Q3. In FY20Q4, 21 MVD and ACD employees completed LinkedIn Learning customer service training. De-escalation webinar made available online
Action 2.2.3 Train employees on criminal fraud detection	TFID Director						X															No trainings offered in FY20Q3 or FY20Q4 due to COVID-19 pandemic
Action 2.2.4 Document processes, workflows, and procedures for all divisions	OIO Chief Auditor					X	X	X	X													Ongoing
Action 2.2.5 Train employees on all process workflows and procedures to improve consistency and resolution of customer issues	Training Coordinator							X	X													Ongoing. Documenting Procedures course to launch June 2020
Performance Measure 2.2.1.1 Number of mentor/mentee pairs active agency wide. Target: 25 or more pairs	Training Coordinator	NA	NA	NA	NA	NA	NA	NA	NA	NA												Policy draft circulating for comments. Goal for first round of mentoring to begin October 1, 2020
Performance Measure 2.2.1.2 Number of employees receiving criminal fraud detection training during the quarter. Target: 25 or more per quarter	TFID Director	NA	NA	NA	NA	NA	200	0	0													No trainings offered in FY20Q3 or FY20Q4 due to COVID-19 pandemic
Performance Measure 2.2.1.3 Percent of MVD customer respondents who rank satisfaction as good or excellent. Target: 98% or more	MVD Director for Field Operations	98%	98%	98%	98%	99%	99%	NA	NA													meaningful due to COVID-19 closures
Objective 2.3 Recruit and retain skilled, qualified employees																						
Action 2.3.1 Complete in-pay band actions to ensure appropriate placement	HR Bureau Chief					X	X	X														Ongoing. FY20Q4 hiring freeze puts on hold.
Action 2.3.2 Fill positions at market-relevant salaries (parity outside TRD)	HR Bureau Chief					X	X	X														Ongoing. FY20Q4 hiring freeze puts on hold.
Action 2.3.3 Conduct ongoing analysis of positions that are difficult to fill, have chronic high vacancies to recommend appropriate solutions	HR Bureau Chief					X	X	X	X													All reclasses on hold during hiring freeze. HR will review RPD data keyers and mail clerks, and MVD call center

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 2.3.4 Expand recruitment base through participation in job fairs, internships social media postings, marketing through publications and associations	Deputy Cabinet Secretary						X	X														On hold due to COVID-19 pandemic. Information gathered from CPA society, OSA, and SPO programs. Formed TRD internship planning committee, participated in UNM Anderson School Internship Fair.
Action 2.3.5 Implement values-based interviewing to select applicants who share TRD's core values	HR Bureau Chief					X	X	X	X													values-based questions to all managers in FY20Q1. Hiring is minimal, but HR Bureau will emphasize their use in coming quarters
Action 2.3.6 Offer interview training for supervisors	HR Bureau Chief																					
Action 2.3.7 Offer interview skills training for employees with "How To" sample	HR Bureau Chief																					
Action 2.3.8 Aide employee onboarding experience with "This is TRD" organizational chart, improved IT Checklist, pictures of employees from bureau chiefs and up, and online directory of TRD contacts	Training Coordinator								X													In progress, competion expected in FY21Q1
Action 2.3.9 Ensure TRD policies offer employees incentives to stay at TRD	Training Coordinator					X	X	X	X													and wellness policy, education assistance policy, paid parental leave policy. Mentorship policy in drafting process.
Performance Measure 2.3.1.1 Department vacancy rate at end of quarter. Target: 15% or less	HR Bureau Chief	28%	29%	28%	27%	26%	24%	22%	22%													
Performance Measure 2.3.1.2 Net gain in employees over the quarter. Target: 10 or	HR Bureau Chief	NA	-15	9	11	17	17	32	-5													Hiring freeze in effect in FY20Q4
Performance Measure 2.3.1.3 Percent of employees at or above position midpoint at quarter end. Target: 75% or more	HR Bureau Chief	NA	NA	69%	76%	92%	78%	79%	79%													Reduction in FY20Q2 reflects pay bands shifting upward by 4%
Performance Measure 2.3.1.4 Department turnover within 1st year of employment. Target: 10% or less	HR Bureau Chief					6%	15%	4%	11%													Includes all employees who separate from TRD within one year of arrival (whether probationary or classified transfers from other agencies)
Objective 2.4 Create a safe and fair workplace																						
Action 2.4.1 Conduct annual corporate culture survey each February and report results to employees	OIO Chief Auditor						X															

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 2.4.2 Identify and address physical safety concerns in workspaces	Deputy Cabinet Secretary							X	X													Montoya Building evacuation plan review and move to Copper Pointe underway. Implemented agencywide telework in FY20Q3 in response to COVID-19 pandemic. Communication with AFSCME about COVID-19 safety concerns. Implemented COVID safe practices in TRD offices with procurement of PPE and agencywide messaging.
Action 2.4.3 Arrange annual Risk Management Division trainings on slips, trips and falls	Training Coordinator								X													This training is now available online through TRD Learn, annual training from RMD no longer necessary at this time
Action 2.4.4 Train employees annually on emergency evacuation plan procedures	Training Coordinator																					Awaiting guidance from GSD
Action 2.4.5 Offer online active shooter training	Training Coordinator								X													This training is now available online through TRD Learn, annual training from RMD no longer necessary at this time
Action 2.4.6 Offer civility in the workplace training	Training Coordinator					X	X															March - April 2020 trainings cancelled due to Covid-19. Working on online training
Performance Measure 2.4.1.1 Corporate culture survey overall satisfaction target for managers. Target 4.00 or greater	OIO Chief Auditor	NA	NA	NA	3.56	NA	NA	3.69	NA	NA	NA		NA	NA	NA	NA		NA	NA	NA		NA	
Performance Measure 2.4.1.2 Corporate culture survey overall satisfaction target for employees. Target 4.00 or more	OIO Chief Auditor	NA	NA	NA	3.34	NA	NA	3.69	NA	NA	NA		NA	NA	NA	NA		NA	NA	NA		NA	
Performance Measure 2.4.1.3 Percent of survey recipients participating in corporate culture survey Target: 60% or more	OIO Chief Auditor	NA	NA	NA	63%	NA	NA	57%	NA	NA	NA		NA	NA	NA	NA		NA	NA	NA		NA	
Performance Measure 2.4.1.4 Slips, trips, falls and other workplace injury claims filed per quarter. Target: 2 or less per quarter	HR Bureau Chief	0	0	0	0	0	1	1	1													Data obtained through Risk Management Division reports
Performance Measure 2.4.1.5: Number of employees receiving civility in the workplace training per quarter. Target: 25 or more	Training Coordinator	NA	NA	NA	NA	NA	462	0	0													COVID-19 pandemic. Trainings will become less frequent in future quarters
Objective 2.5 Promote cross-divisional communication that builds interconnectedness and coordination																						
Action 2.5.1 Hold annual TRD meeting to build togetherness and communicate items critical to mission, vision, and values	ASD Director																					Target first meeting in FY21Q4 at Copper Pointe facility; depends on COVID

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		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 2.5.2 Strengthen internal awareness of upstream and downstream internal customers by identifying shareholders affected by each bureau's work	Deputy Cabinet Secretary							X	X													group meetings promote cross-divisional communication and coordinate administration of business credits. Office of Internal Oversight and General Counsel working to define MOU process to address confusion and inefficiencies. Working to resolve long-standing disagreement between ACD and legal services bureau on cost segregation refund claims
Action 2.5.3 Hold monthly Protest, Audit, Revenue, Legal ("PAR") meetings	Protest Manager					X	X	X	X													Ongoing
Action 2.5.4 Publish department-wide organizational chart for all employees including duties and responsibilities by position	HR Bureau Chief																					
Action 2.5.5 Hold annual leadership retreat to include discussion of mission, vision, values, and review of strategic plan	Cabinet Secretary																					Expect to hold first retreat following move to Copper Pointe
Performance Measure 2.5.1.1 Percent of employees attending annual TRD town hall meeting in person or by web interface. Target: 90% or more	ASD Director	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA										New lease at Copper Pointe in Albuquerque starting Oct. 15, 2020 will enable annual town hall meetings
STRATEGIC GOAL 3 IMPROVE EFFICIENCY, SECURITY, AND TRANSPARENCY OF OPERATIONS																						
Objective 3.1 Implement process governance framework																						
Action 3.1.1 Create process governance taskforce to convene and prepare working draft	Chief Risk Officer								X													FY21Q2 to determine implementation plan for FY22 governance, risk and compliance project (see also Action 3.1.2). Will require support from subject matter experts in each division
Action 3.1.2 Implement governance, risk and compliance software to track compliance and findings	Chief Risk Officer																					Funding not available in FY21, pushed back initiative one year. Include in FY22 budget request
Action 3.1.3 Implement process for making key decisions at all levels of the department that aligns with TRD's core values	Deputy Cabinet Secretary								X													Encouraging use of standard templates/documentation methods such as IFRAC, Decision Request to facilitate decision documentation. Working group has been formed to obtain feedback on TRD decision-making needs. Draft decision-making policy circulated for feedback in FY20Q4
Action 3.1.4 Convene security steering committee quarterly to review TRD security, risks, and compliance	Chief Risk Officer																					Ongoing

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Action 3.1.5 Complete Phase 2 data analytics project	IT Director					X	X	X	X													initiation phase approved by PCC in Dec. 2019. Project charter, initial draft project plan, planning phase certification complete. Internal discussions on project strategy underway. Reverts June 30, 2022
Action 3.1.6 Maintain compliance with 3rd party audit requirements (PCI-DSS, etc.) and promptly resolve findings	Chief Risk Officer					X	X	X	X													Ongoing
Action 3.1.7 Maintain compliance with federal audit requirements (IRS, DHS, etc.) and promptly resolve findings	Chief Risk Officer					X	X	X	X													Ongoing
Performance Measure 3.1.1.1 Percent of prior year IRS audit findings resolved. Target: 70% or more per year, 17.5% or more per quarter on average	Chief Risk Officer	NA	NA	NA	NA	4%	54%	73%	93%													Of 977 IRS Audit Findings issued in FY19, 913 (93%) resolved through IRS acceptance of corrective action plan by FY20Q4
Performance Measure 3.1.1.2 Percent of prior year 3rd party audit findings resolved. Target: 70% or more	Chief Risk Officer	NA	NA	NA	NA	NA	NA	NA	100%													Annual PCI audit will be conducted by Risk Sense in FY21Q1
Objective 3.2 Review and balance agency processes for efficiency and internal control																						
Action 3.2.1 Streamline department travel policy and offer employee training	ASD Director							X	X													Employees attended DFA travel training in FY20Q3. Internal travel process committee created. ISTE form and signature affidavit distributed internally to streamline process and reduce processing time.
Action 3.2.2 Ensure timely processing of accounts payable with published service levels	ASD Director							X	X													and Office of Internal Audit completed AP voucher processing procedures, after the fact processing and memo. FSB documenting all AP procedures
staff, sending employees to CPO certification training, and offering training to other division staff	ASD Director							X	X													Encouraging staff to attend NM Edge CPO classes in FY21
Action 3.2.4 Review IT solution request process to document fully, ensure transparency, train staff in process, simplify request submission process, improve prioritization, reduce response time, decrease testing costs on business-side divisions, increase quality, and document decisions	IT Director																					
Action 3.2.5 Implement COSO-based monitoring and reporting for each division	Deputy Cabinet Secretary																					
Action 3.2.6 Maintain compliance with state audit requirements and promptly resolve findings	ASD Director					X	X	X	X													released January 2020. Implementing processes to address findings related to internal controls, segregation of duties.

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		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Performance Measure 3.2.1.1 Average number of business days for employee to receive travel reimbursement from day travel packet is approved by ASD. Target: 10 business days or less	ASD Director	NA	NA	NA	NA	26	20	6	4													
Performance Measure 3.2.1.2 Number of CPO certified employees. Target: 5 or more	ASD Director	NA	NA	2	1	1	1	7	7													Charlette Probst, Ale Rodriguez, Teresa Valdez, Liz Wozniak, Desiree Tristee-Aragon
Performance Measure 3.2.1.3 Number of emergency procurements submitted to Financial Control Division. Target 0	ASD Director	0	0	0	4	2	1	1	0													
Performance Measure 3.2.1.4 Percent of IT requests (SQRs) for tax system changes closed during the quarter. Target: 40% or more	IT Director	NA	NA	NA	NA	50%	37%	40%	36%													In FY20Q4, COVID-19 pandemic created large number of SQRs and shifted priorities to tax extensions and other COVID related issues
Performance Measure 3.2.1.5 Percent of IT requests (SQRs) for motor vehicle system changes closed during the quarter. Target: 40% or more	IT Director	NA	NA	NA	NA	22%	40%	46%	53%													
Performance Measure 3.2.1.6 Number of procedures finalized per quarter. Target: 7 or more	OIO Chief Auditor	0	1	0	3	4	5	11	10													
Performance Measure 3.2.1.7 Percent of prior year state audit findings resolved. Target: 70% or more	ASD Director	NA	50%	NA	NA	NA	NA	41%	NA													FY2019 audit released January 2020, resolved 7 out of 17 findings in FY2018 audit
Objective 3.3 Ensure Department Regulations are Current, Comprehensive, Consistent, and Informative																						
Action 3.3.1 Promulgate comprehensive internet sales rules for first step of implementation through 6/30/2021	Tax Policy Director						X															CRS filer's kit and FYI -105 include information on economic nexus and reporting location. Reviewing model regs and MTC white paper. Seeking contract for assistance.
Action 3.3.2 Promulgate comprehensive internet sales rules for full implementation after 7/1/2021	Tax Policy Director																					white paper. Seeking contract for assistance.
Action 3.3.3 Continually address needed updates to regulations	Tax Policy Director		X																			MVD rule hearing scheduled for 7/23/20. On agenda for update: film credit, property tax, MVD standard license, CIT combined reporting
Performance Measure 3.3.1.1 Rulemaking hearings held per quarter. Target: 2 or more except in Q3 (then 0 due to regular session)	Tax Policy Director			0	0	0	0	0	0													MVD standard license rulemaking hearing scheduled for FY20Q4
Objective 3.4 Implement and monitor disaster recovery and business continuity plans																						
Action 3.4.1 Review and update tax business continuity plan and disaster recovery plan annually	Chief Risk Officer							X	X													currently wrking on business continuity survey for TRD's response to COVID-19 pandemic. Survey results will be issued FY21Q1 and assist in creating Tax business continuity plan and updating disaster recovery plan

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	Implementation Lead	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action 3.4.2 Review and update MVD business continuity plan and disaster recovery plan annually	Chief Risk Officer								X													currently wrking on business continuity survey for TRD's response to COVID-19 pandemic. Survey results will be issued FY21Q1 and assist in creating MVD business continuity plan and updating disaster recovery plan
Performance Measure 3.4.1.1 Completed business impact analyses by key process owners. Target: 7 or more per quarter	Chief Risk Officer	NA	NA	NA	NA	NA	NA	0	0													Business Continuity Survey to be sent in July 2020 will serve as the business impact analysis conducted by Office of Internal Oversight's Risk and Compliance Analyst
Objective 3.5 Ensure robust oversight of for-profit partners																						
Action 3.5.1 Establish tax IT steering committee that meets quarterly to review non-recurring funding requests, report progress, document lessons learned	IT Director							X	X													Regular leadership meetings are held on initiatives and work prioritization. Executive steering committee meets monthly.
Action 3.5.2 Establish MVD IT steering committee that meets quarterly to review non-recurring funding requests, report progress, document lessons learned	IT Director							X	X													Regular leadership meetings are held on initiatives and work prioritization. Executive steering committee meets monthly.
Performance Measure 3.5.1.1 percent of legislative changes to tax and motor vehicle systems implemented by effective date and within available budget. Target: 100%	IT Director				100%	100%	100%	100%	100%													2019 regular, 2020 regular, and 2020 special portfolios on track for 100% completion on time and well under projected implementation costs/within available budget