



# Mission: to proudly serve New Mexico with fair and efficient tax administration, revenue distribution, and motor vehicle services

# **Core Values**

## **RESPECT**

- •Promote safety, empowerment and inclusion
- •Treat others with civility, empathy, and dignity
- •Actively listen and value the contributions of others
- •Ensure accessibility to all

## **INTEGRITY**

- •Adhere to the highest ethical standards
- Honor our commitments
- •Protect our financial and human resources
- •Safeguard customer information and rights

## **INNOVATION**

- •Challenge conventional thinking and be open to change
- •Practice continuous improvement in efficiency and service quality
- •Encourage and recognize diverse perspectives and creativity

# **3-Year Vision Statement**

- •Exceed expectations for customer and employee satisfaction
- •Inspire a skilled, knowledgeable, and service-oriented team
- •Foster a culture of integrity, respect, and inclusion
- •Earn the trust of our customers
- •Empower customers through outreach and education
- •Offer innovative and secure solutions to maximize customer experience

# **Goal 1: Customer Experience**

- 1.1 Expand Customer Outreach and Education
- 1.2 Expand Customer Options and Accessibility
- 1.3 Simplify Processes to Improve Customer Service and Compliance
- 1.4 Serve Government Customers through Strong Enforcement and Collection

## **Goal 2: Team Excellence**

- 2.1 Grow and Develop Managers and Employees
- 2.2 Recruit and Retain Skilled, Qualified Employees
- 2.3 Create a Safe and Fair Workplace
- 2.4 Promote Internal Communication

# **COMMUNICATION**

- •Ensure timely, thoughtful and effective connections
- •Promote respectful, meaningful exchanges of ideas
- •Demonstrate transparency

## **EXCELLENCE**

- •Ensure accountability
- •Deliver an exceptional customer experience
- •Provide timely and consistent guidance
- •Support team growth and development

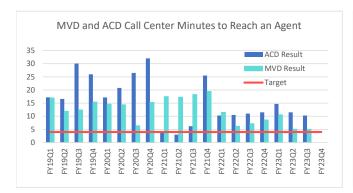
# **Goal 3: Operational Excellence**

- 3.1 Expand Governance Framework
- 3.2 Review Processes for Efficiency and Internal Control
- 3.3 Ensure Regulations and Statutes are Comprehensive, Consistent, and Informative
- 3.4 Monitor Disaster Recovery and Business Continuity Plans
- 3.5 Ensure Robust Oversight of Contractual Expenditures

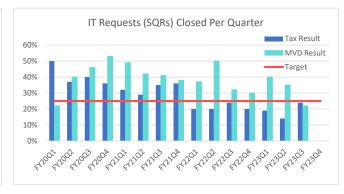
# Taxation and Revenue Department Strategic Plan Highlights **Goal 1: Customer Experience** Percent of MVD customers waiting 10 minutes or less to begin transaction 100% Result 90% 80% 70% 60% 50% 40% FY21Q4

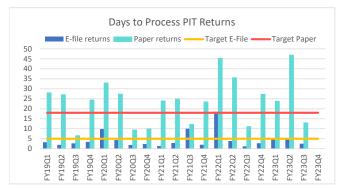


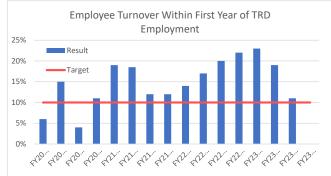














TAXATION A	AND REVENU	E D	EP	AR	TM	EN	NT S	TR	AT]	E <b>G</b> I		PLA	N					
				2023				2024				2025			FY	2026		
	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
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Objective 1.1 Expand Customer Outreach and Education	3114112313																	
Action 1.1.1 Establish Distribution Workshop for revenue distribution recipients	ASD Financial Distributions Chief																	Delayed due to staff shortages. Record to YouTube
Action 1.1.2 Solicit input from the Tax Advisory Committee	Cabinet Secretary	X	X	X														All agency bills enacted in 2023
Action 1.1.3 Prepare New Mexicans for Real ID deadline of May 7, 2025	MVD Director	X	X	X														
Action 1.1.4 Identify opportunities to build education into customer interactions	Deputy Cabinet Secretary																	
Action 1.1.5 Explore platforms for information sharing and outreach	Public Information Officer																	
Action 1.1.6 Improve content of taxpayer workshops and develop industry and program specific workshops	ACD Deputy for Compliance																	Online workshops held twice monthly. English and Spanish workshops on YouTube. Developing YouTube workshop for gig workers
Action 1.1.7 Revise publications (FYIs, bulletins, brochures, and forms) and issue rulings to clarify department positions and instructions	Tax Policy Director	X	X	X														Completed all form revisions. Working through ruling requests. Working on PTE forms and instructions
Action 1.1.8 Create a plan to review all outbound correspondence and create a process to review content	Deputy Cabinet Secretary																	
Action 1.1.9 Revise number of letters to standardize language and increase readability  Action 1.1.10 Publish unclaimed property YouTube content	Deputy Cabinet Secretary RPD Director																	
Performance Measure 1.1.1.1 Percent of New Mexico credentials that are Real ID compliant at quarter end. Target 0.5% or more growth over previous quarter end	MVD Director	77%	78%	78%														
Performance Measure 1.1.1.2 Number of substantive social media postings per quarter (including YouTube videos, tweets, Facebook posts). Target: 40 or more	Public Information Officer	33	61	87														FY23Q3: MVD Twitter followers increased to 857, Tax & Rev YouTube subscribers rose to 1,000, LinkedIn followers up to 337
Performance Measure 1.1.1.3 View count on YouTube customer education videos.  Target 4,000 or more per quarter	Public Information Officer	6200	4300	6900														
Performance Measure 1.1.1.4 Conduct outreach for unclaimed property. Target: 2 times per quarter	RPD Director																	

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Objective 1.2 Expand Customer Options and Accessibility																		
Action 1.2.1 Expand MVD kiosk technology in retail and other locations	MVD Director	X	X	X														Three kiosks in Albuquerque. New kiosks support cash payments.
Action 1.2.2 Expand Secure Messaging in Taxpayer Access Point (TAP)	RPD Director	X	X	X														Received presentation of Wisconsin model. Implementation would require non-recurring funding
Action 1.2.3 Identify and address tax.newmexico.gov navigation and content issues	Public Information Officer	X	X	X														Ongoing
Action 1.2.4 Create position responsible for tax website and YouTube content changes	ASD Director																	
Action 1.2.5 Implement HB22, translation and interpretation services	Public Information Officer																	
Action 1.2.6 Implement live chat functionality	ACD Deputy for Compliance																	
Action 1.2.7 Expand MVD e-services (i.e. mobile driver's licenses, E-Title, etc.)	MVD Director																	
Action 1.2.8 Align TAP process with current MEF refund process	RPD Director																	
Performance Measure 1.2.1.1 Percent of all audits initiated that are managed audits. Target: 30% or more	ACD Deputy for Audit	36%	30%	32%														
Performance Measure 1.2.1.2 Percentage of audits that are not abated within the 10 year collection period. Target 80% or more	ACD Deputy for Audit		81%	81%	81%													
Performance Measure 1.2.1.3 Average ACD call center wait time to reach an agent. Target: 4 minutes or less	ACD Call Center Manager	14.7	11.50	10.27														FY23Q1 record 367,869 calls due to rebates
Performance Measure 1.2.1.4 Average dropped call rate in ACD call center. Target: 15% or less	ACD Call Center Manager	15%	19%	19%														Up to 104 employees added to taking calls due to 2022 rebates
Performance Measure 1.2.1.5 Average MVD call center wait time to reach an agent in minutes. Target: 4 minutes or less (HB2 measure)	MVD Deputy Director for Field Operations	10.6	5.1	5.0														Call center vacancy rate fell to 10% at end of FY23Q1
Performance Measure 1.2.1.6 Average dropped call rate in MVD call center. Target: 20% or less	MVD Deputy Director for Field Operations	41%	23%	21%														Vacancy rate affecting dropped call rate
Performance Measure 1.2.1.7 Number of MVD transactions completed using kiosks in field offices or retail locations. Target: Continued steady growth	MVD Director	724	715	695														
Performance Measure 1.2.1.8 Average number of days to work paper correspondence. Target: less than 10 days	RPD Director																	
Performance Measure 1.2.1.9 Percentage of state MVD field offices with same day or next day appointment. Target: 95% or more	MVD Deputy Director for Field Operations	96%	96%	96%														
Performance Measure 1.2.1.10 Number of MVD private partners trained and onboarded to provide driver services. Target: 1 partner office per quarter	MVD Deputy Director for Central Operations	0	0	0														
Objective 1.3 Simplify Processes to Improve Customer Service and Compliance																		

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Action 1.3.1 Review tax return and refund processing rules to eliminate any non-value added steps and improve task management	RPD Director	Х	Х	Х														Correspondence automation C2 project underway. Credit for taxes paid review improvements identified for tax year 2022.
Action 1.3.2 Migrate protest case into Gentax	Protest Manager	X	X	X														Non-recurring funding received during 2023 regular session
	Tax Policy Director	X																Non-recurring funding requested from 2023 regular session. Work together with Chief Legal. Work on in PAR meetings
Performance Measure 1.3.1.2 Percent of MVD customers with wait time of 10 minutes or less. Target: 70% or more	MVD Deputy for Field Operations	81%	84%	86%														
Performance Measure 1.3.1.4 Average wait time in MVD field offices in minutes.  Target: 10 minutes or less (HB2 measure)	MVD Deputy for Field Operations	5.3	5.4	4.3														
Performance Measure 1.3.1.5 Average number of calendar days to process electronically filed PIT returns. Target:5 days or less	RPD Director	5	5	3														Recent performance slowed due to 2022 rebate processing
Performance Measure 1.3.1.6 Average calendar days to process paper filed PIT returns. Target: 18 days or less	RPD Director	24	47	13														Recent performance slowed due to 2022 rebate processing
Performance Measure 1.3.1.7 Average calendar days to issue PIT refunds for electronically filed returns. Target: 15 days or less	RPD Director	57	33	8														Recent performance slowed due to 2022 rebate processing
Performance Measure 1.3.1.8 Average calendar days to issue PIT refunds for paper filed returns. Target: 45 or less	RPD Director	89	104	72														Recent performance slowed due to 2022 rebate processing
Performance Measure 1.3.1.9 Average number of calendar days to issue refunds requested through TAP. Target: 50 days or less	RPD Director	183	86	129														Working to adjust manual TAP refund process.
Performance Measure 1.3.1.10 Number of tax protest cases resolved. Target 1,525 or more per year, average 381 or more per quarter (HB2 measure)	Protest Manager	435	387	497														FY22 closed 1,690 protests
Performance Measure 1.3.1.11 Number of state-assessed property tax valuation protests resolved informally within the applicable taxable year. Target 80% or more	PTD Director	NA	64%	NA	NA	NA		NA	NA	NA		NA	NA	NA		NA	NA	Of 118 FY23 protests 75 settled
Performance Measure 1.3.1.12 Percent of returns flagged for Questionable Return Unit (QRU) review ultimately identified as fraudulent. Target: 5% or more	ACD Compliance Deputy Director	24.2%	3.8%	0.4%														The higher the percentage, the fewer returns falsely flagged for fraud. FY23Q3: 218 fraud/54508 flagged. Many false positives in recent quarter with implementation of FIVS, rules are being adjusted. FIVS identified an additional 1081 fraud

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Performance Measure 1.3.1.13 Average wait time in tax field offices in minutes.  Target: 15 minutes or less (HB2 measure)	ACD Compliance Deputy Director	10:12	9:06	9:06														Notes
Performance Measure 1.3.1.14 Percentage of tax protest cases referred to Administrative Hearings Office Target: 10%	Chief Legal Counsel	7%	4%	2%	1%													
Objective 1.4 Serve Government through Strong Enforcement and Collection																		
Action 1.4.1 Implement Collections Analytics C2 project	Chief Information Officer	X	X	X														C2 funding for collections analytics approved in 2022 session, expected completion June 2023
Action 1.4.2 Improve voluntary compliance for personal income tax by identifying fraud and improving collection techniques	ACD Director																	
Action 1.4.3 Prevent fraud using advanced analytics and external data sources	ACD Director																	
Performance Measure 1.4.1.1 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	6%	10%	10%														Percentages cumulative through fiscal year. Collections agents were temporarily assigned to call center due to rebates, returned to regular duties September 2022
Performance Measure 1.4.1.2 Collections as a percent of collectible audit assessments generated the prior fiscal year. Target: 60% or more (HB2 measure)	ACD Deputy for Compliance	42%	49%	51%														Percentages cumulative through fiscal year. Collections agents were temporarily assigned to call center due to rebates, returned to regular duties September 2022
Performance Measure 1.4.1.3 Percentage of tax collections with a lien in place.  Target: 10% or more	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.4 Percentage of tax collections with a levy in place.  Target: 10% or more	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.5 Percentage of collections with an active payment plan in place. Target: 10% or more	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.6 Percent of tax returns that pass FIVS verification.  Target: 95% or more	ACD Compliance Deputy Director			99%														
Performance Measure 1.4.1.7 Use advanced analytics to reduce unnecessary tax return reviews. Target: Reduce false positives by 15%	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.7 Percent decrease in prior year liabilities. Target: 5% decrease in FY24, 7% decrease in year FY25	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.8 Percent change in current year liabilities. Target: 5% decrease in FY24, 7% decrease in FY25	ACD Compliance Deputy Director																	

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Performance Measure 1.4.1.9 Percent of constituents with income sources who are required to file a PIT return who have filed a PIT return. Target: 2% increase year over year	•																	11000
Performance Measure 1.4.1.10 Return on investment for each budgeted compliance full time equivalent employee: Target: 13:1.	ACD Compliance Deputy Director																	
Performance Measure 1.4.1.11 Amount of delinquent property tax collected and distributed to counties. Target: \$13 million or more per year (\$3.25 million per quarter) (HB2 measure)	PTD Director	\$ 3.6	\$ 1.6	\$ 3.7														
Performance Measure 1.4.1.12 Number of county delinquent property sales held.  Target: 33 or more per calendar year, average 8.25 or more per quarter	PTD Director	2	25	7														
Performance Measure 1.4.1.13 Number of active criminal investigations opened by TFID. Target: 3 or more per quarter	TFID Director	12	0	3														
Performance Measure 1.4.1.14 Percent of tax investigations referred to prosecutors.  Target: 85% or more (HB2 measure)	TFID Director		20%															FY23Q3 5 new cases, 1 referred
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Objective 2.1 Grow and Develop Managers and Employees																		
Action 2.1.1: Establish quarterly Tax & Rev lunch and learn training series	Cabinet Secretary																	
Action 2.1.2 Establish new employee shadow/peer program	HR Bureau Chief																	HR will add to hiring supervisor onboarding activities
Performance Measure 2.1.1.1 Number of processes, workflows and procedures completed across all divisions per quarter. Target: 3 or more	Chief Internal Auditor	0	TBD	TBD														Vacancy rate impeding progress currently
Performance Measure 2.1.1.2 Number of employee trainings developed or updated per quarter. Target: 4 or more	Training Coordinator	9	12	9														Recent: microaggressions, conflict, professionalism
Performance Measure 2.1.1.3 Number of employees receiving criminal fraud detection	TFID Director	11	24	25														
Performance Measure 2.1.1.4 Percent of managers who have completed SPO management and leadership training program within last 3 years. Target: 75% or more	Training Coordinator	88%	83%	84%														
Performance Measure 2.1.1.5 Number of mentor/mentee pairs active agency wide.  Target: 15 or more pairs	Mentor Policy Coordinator	14		8														
Performance Measure 2.1.1.6 Number of trainings completed by employees per quarter. Target: average of 2,500	Training Coordinator	1828	3782	3940														
Objective 2.2 Recruit and Retain Skilled, Qualified Employees																		
Action 2.2.1 Ensure all staff are appropriately placed within pay bands	HR Bureau Chief	X	X	X														

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		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	N
Action 2.2.2 Conduct ongoing analysis of positions that are difficult to fill, have chronic high vacancies to recommend appropriate solutions	Implementation Lead  HR Bureau Chief	X	X	X														Notes  Classification study for customer service class vs tax examiner revenue agent. Appraiser TRETs
Action 2.2.3 Recruit through rapid hires, job fairs, internships, social media, publications and associations	HR Bureau Chief	X	X	X														agent. Appraiser TRETS
Action 2.2.4 Conduct root cause analysis of staff attrition  Action 2.2.5 Meet with each new employee three to six months from entering new job to	HR Bureau Chief																	Review SPO exit survey results to better understand reasons for attrition
gauge satisfaction and offer assistance  Action 2.2.6 Improve hiring and onboarding process	HR Bureau Chief HR Bureau Chief																	
Action 2.2.7 Improve offboarding process (Recommend partnering with IT to determine streamlining process for Service Pro as it is difficult to navigate and procedures are not written)	HR Bureau Chief																	
Action 2.2.8 Include value-based interview questions in every recruitment	HR Bureau Chief																	Target 25-30% of questions, depending on position
Performance Measure 2.2.1.1 Department vacancy rate at end of quarter. Target: reduce by 0.5% per quarter or 15% vacancy rate	HR Bureau Chief	22.6%	21.9%	20.6%														
Performance Measure 2.2.1.2 Percent of employees at or above position midpoint at quarter end. Target: 50% or more	HR Bureau Chief	30%	38%	42%														Salary schedule updated during FY22Q1 but pay bands/midpoints were not adjusted
Performance Measure 2.2.1.3 Department turnover within 1st year of employment. Target: 10% or less	HR Bureau Chief	23%	19%	11%														Includes all employees who separate from TRD within one year of arrival
Objective 2.3 Create a Safe and Fair Workplace  Action 2.3.1 Conduct annual corporate culture survey each February and report results to																		
employees  Action 2.3.2 Conduct annual risk assessment of all supervisors and managers	Chief Internal Auditor Chief Internal Auditor			X														FY22 survey conducted March 2022
Action 2.3.3 Identify and address physical safety concerns in workspaces	Deputy Cabinet Secretary	X	X	X														Distributed Narcan kits agencywide in FY23Q1
Action 2.3.4 Train employees annually on active shooter and emergency evacuation plan procedures	Training Coordinator	X																
Action 2.3.5 Hold quarterly employee relations, employee recognition, and employee appreciation meetings	Cabinet Secretary	X	X	X														

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4 Notes
Performance Measure 2.3.1.1 Corporate culture survey overall satisfaction target for managers. Target 4.00 or greater	Chief Internal Auditor	NA	NA	4.02	NA	NA	NA		NA	NA	NA		NA	NA	NA		Satisfaction rose despite COVID, NA budget reductions, and higher vacancies
Performance Measure 2.3.1.2 Corporate culture survey overall satisfaction target for employees. Target 4.00 or greater	Chief Internal Auditor	NA	NA	3.88	NA	NA	NA		NA	NA	NA		NA	NA	NA		NA Satisfaction consistent despite COVID, budget reductions, and higher vacancies
Performance Measure 2.3.1.3 Percent of survey recipients participating in corporate culture survey Target: 60% or more	Chief Internal Auditor	NA	NA	88%	NA	NA	NA		NA	NA	NA		NA	NA	NA		NA FY22 participation declined over previous year but still historically high
Performance Measure 2.3.1.4 Slips, trips, falls and other workplace injury claims filed per quarter. Target: 0  Objective 2.4 Promote Internal Communication	HR Bureau Chief	4	0	6	_												Data obtained through Risk Management Division reports
Action 2.4.1 Implement communications team workplan	Public Information Officer	X	X	X													Recent communications team work on HB22 language access, cannabis, rebates, non-filers
Action 2.4.2 Hold annual leadership retreat to include discussion of mission, vision, values, and review of strategic plan	Cabinet Secretary	***		77	X												Executive retreat with David Markwardt held in FY23Q4
Action 2.4.3 Hold quarterly Coffee Talk forum open to all employees  Action 2.4.4 Publish quarterly Tax & Rev Today employee newsletter	Cabinet Secretary  Public Information Officer	X		X	X												
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Objective 3.1 Expand Governance Framework  Action 3.1.1 Implement governance, risk and compliance software to track compliance and findings	Chief Internal Auditor	X	X	X													Received funding in 2022 regular session. PCC approved initiation phase 6/27/22
Action 3.1.2 Convene security steering committee quarterly to review Tax & Rev security, risks, and compliance	Chief Information Security Officer																Security subcommittee/working group work delayed due to urgent priorities and staff vacancies. Governance and developing a charter are priorities.  Continued work on IRS FTI Audit, IRS Corrective Action Plan
Action 3.1.3 Complete Collections Analytics C2 project	Chief Information Officer	X	X	X													C2 funding for collections analytics approved in 2022 session, sole source procurement underway

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			FY2	2023			FY	2024			FY	2025			FY2	2026		
	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Action 3.1.4 Maintain compliance with federal audit requirements (IRS, DOJ, SSA) and promptly resolve findings	Chief Internal Auditor	X	Х	X														FY22Q1 completed triennial IRS safeguard audit, findings down from 2018. Corrective Action Plan submitted 1/30/22. Service Level Agreement with DOIT executed in FY23Q1
Performance Measure 3.1.1.1 Percent of last triennial IRS audit findings resolved.  Target: 70% or more per year  Objective 3.2 Review Processes for Efficiency and Internal Control	Chief Internal Auditor	TBD	36%	TBD														Updates on audit findings due to IRS semi-annually. Corrective Action Plan for the findings from the August 2021 IRS review submitted timely in January 2022
Action 3.2.1 Implement COSO-based monitoring and reporting for each division	Deputy Cabinet Secretary	X	X	X														Continuing work on documenting procedures, reviewing internal controls, completing internal audit annual workplan
Action 3.2.2 Seek Quality New Mexico Baldridge award for performance excellence Action 3.2.3 Identify and Implement streamlined processing of returned mail items Performance Measure 3.2.1.1 Number of emergency procurements submitted to	Deputy Cabinet Secretary RPD Director	0	1	0														
Performance Measure 3.2.1.2 Percent of IT requests (SQRs) for tax system changes closed during the quarter. Target: 25% or more	ASD Director  Chief Information Officer	19%	14%															Recent major projects reduced time to complete SQRs (legislative implementation, C2s)
Performance Measure 3.2.1.3 Percent of IT requests (SQRs) for motor vehicle system changes closed during the quarter. Target: 25% or more	Chief Information Officer	40%	35%	22%														
Performance Measure 3.2.1.4 Percent of prior year state audit findings resolved.  Target:50% or more	ASD Director	71%	NA	NA	NA													FY22 resolved 5/7 prior findings. FY21 resolved 4/10. FY20 resolved 8/14. FY19 resolved 7/17
Performance Measure 3.2.1.5: Timely process DWI inquiries. Target: 3 business days	MVD Deputy Director Central Operations	3	2	2														
Performance Measure 3.2.1.6: Timely process surety bonds: Target: 2 weeks	MVD Deputy Director Central Operations	12	12	14														
Objective 3.3 Ensure Regulations and Statutes are Comprehensive, Consistent, and Information	<u>mative</u>																	

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	Implementation Lead	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Notes
Action 3.3.1 Propose administrative clean up legislation every 60-day session	Cabinet Secretary	X	X	X														4 out of 4 Tax & Rev bills enacted in 2023 session
Performance Measure 3.3.1.1 Rulemaking hearings/regulations addressed per quarter. Target: 1 or more except 0 in Q3	Tax Policy Director	2	2	0														
Objective 3.4 Monitor Disaster Recovery and Business Continuity Plans																		
Action 3.4.1 Review, update and test tax disaster recovery plan annually	Chief Information Officer	NA	X	NA				NA	NA			NA	NA	NA		NA	NA	
Action 3.4.2 Review, update and test MVD disaster recovery plan annually	Chief Information Officer	NA	X	NA	NA	NA		NA	NA	NA		NA	NA	NA		NA	NA	
Action 3.4.3 Review and update tax business continuity plan annually	Chief Internal Auditor																	
Action 3.4.4 Review and update MVD business continuity plan annually	Chief Internal Auditor																	
Action 3.4.5 Test business continuity plans for divisions quarterly	Chief Internal Auditor																	
Objective 3.5 Ensure Robust Oversight of Contractual Expenditures																		
Action 3.5.1 Establish tax IT steering committee that meets quarterly to review non-recurring funding requests, report progress, document lessons learned	Chief Information Officer	X	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	Chief Information Officer	X	X	X														Regular leadership meetings are held on initiatives and work prioritization. Executive steering committee meets monthly.
Performance Measure 3.5.1.1 Number of CPO certified employees. Target: 7 or more	ASD Director	10	9	10														Ale Rodriguez, Desiree Tristee- Aragon, Annette Reynolds, Santiago Chavez, Maria Atencio, Miranda Ntoko, Luz Trujillo, Amanda Maez, Annie Knight