



FTA Awards Nomination/Entry Form

Person who led this effort or project

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About your program, idea, or project

Name your program, idea, or project: Structuring for Excellence: Nevada Department of Taxation Enterprise Management Framework

What is the problem that you wanted to solve?

State tax agencies embarking on modernization efforts confront a familiar but difficult organizational problem: the absence of an integrated, enterprise-wide system for improving performance. Aging legacy systems, inconsistent data, and fragmented processes create barriers to delivering efficient, reliable public services. At the same time, agencies must navigate a complex environment of changing laws, evolving taxpayer expectations, workforce transitions, and multi-phase technology implementations that span numerous business units and budgeting lifecycles. Without a unifying framework, these challenges lead to missed opportunities for learning, limited alignment among stakeholders, and difficulty sustaining improvements over time.

The Nevada Department of Taxation faced this exact problem. Modernization was not just a technical transition, it required clarity of mission, coordinated processes, data-driven decision-making, and systematic engagement across the workforce and customer groups, all foundational principles emphasized in the Baldrige Performance Excellence Framework. In the absence of a structured, organization-wide model, the Department risked misaligned priorities, siloed communication, uneven accountability, and an inability to manage the complexity of enterprise change. What was missing was a cohesive performance system that could serve as the Department's "golden thread" linking leadership, strategy, customers, organizational intelligence, workforce, operations, and results into a consistent, repeatable approach to achieving excellence.

Who was involved in addressing the problem?

Addressing the problem required a coordinated, enterprise approach consistent with the Baldrige emphasis on leadership, systemic alignment, and engagement across the organization. The Department's solution emerged through phased, intentional collaboration across several key offices and stakeholder groups:

- Executive Leadership – established the organizational context and set the vision for modernization by aligning all initiatives to the Department's mission and long term strategic objectives documented in the 2024-2029 Strategic Plan. Guided by the Baldrige Excellence Framework as the overarching performance model, leadership provided direction, reinforced values, and ensured that all activities contributed to a coherent, organization wide system of improvement.
- Enterprise Project Management Office (EPMO) – established in FY2023, became the centralized mechanism for coordinating and prioritizing projects. Reflecting Baldrige principles of systematic processes and effective operations, the EPMO triages business needs, evaluates requirements, allocates resources, and manages the full project lifecycle with a focus on consistency, repeatability, and disciplined execution.
- Enterprise Change Management Office (ECMO) – supports all planned change by cultivating readiness, reinforcing shared values, and integrating workforce needs into implementation mirroring Baldrige's focus on workforce engagement, communication, and organizational learning. As a cross

divisional resource, the ECMO ensures that change activities strengthen culture and accelerate adoption.

- Business Unit Stakeholders – actively participate in planning, process design, and solution validation. Aligned with Baldrige concepts of customer and stakeholder focus, their involvement ensures that modernization efforts reflect operational realities and meet the expectations of taxpayers, partners, and internal customers.
- Taxation Workforce – engages as full participants in the change journey through the Enterprise Navigator Model and related development programs. Consistent with Baldrige's emphasis on empowering people and building capability, workforce members contribute feedback, apply new skills, and help shape process improvements rather than simply receiving them.

How did they go about finding a solution?

Starting Point—Organizational Profile & Baseline Self Assessment.

Taxation leadership began with an Organizational Profile to clarify mission, services, customer segments, workforce composition, regulatory context, culture, governance, and community partnerships. This common context anchored all modernization decisions and established the basis for category level measures.

Enterprise Management Framework (EMF) mapped to Baldrige Performance Excellence Framework.

The Department designed the EMF as an integrated system that deploys leadership, strategy, customer focus, organizational intelligence, workforce, and operations in repeatable, data driven ways.

- Leadership System – senior leaders set and deploy mission, vision, and values; establish governance, transparency, and succession; and maintain two way communication with key workforce segments and communities. Processes include leader led listening cadences, ethics/accountability oversight, and community stewardship all tied to measurable communication and governance results. Leadership impact examples: (a) monthly “Tax Administration Briefs” with open Q&A improved clarity and reduced rumor risk; (b) leader sponsored cross unit huddles accelerated decision making for rule changes; (c) a formal succession map stabilized project continuity during retirements.
- Strategy System – a disciplined strategic planning cycle translates threats/opportunities (including AI), key tenets and objectives, and budget funding access into actionable plans with milestones, owners, and reviews. Innovation is vetted through criteria that balance mission impact, risk, and resource capacity, with progress checked via category aligned scorecards.
- Customer (Taxpayer Experience) System – taxpayer listening surveys, complaint resolution, and channel analytics—feeds product/service requirements, support models, and engagement practices by segment. Shared dashboards track satisfaction, dissatisfaction, and loyalty measures, ensuring issues are resolved and learnings inform design changes. During and continuing with the Modernization effort the EPMO and target business units conducted outreach and town hall visits across the state to solicit customer feedback to drive improvement opportunities and promote adoption and utilization.
- Organizational Intelligence System – this integrates performance review cycles, continuous improvement and innovation prioritization, “stop/pursue” decisions, knowledge management, and information sharing practices. It also governs AI adoption, data quality, and comparative analysis—moving from ad hoc metrics to disciplined, system wide analytics with levels, trends, and relevant comparisons.
- Workforce System – culture, engagement, empowerment, learning, and readiness processes prepare the workforce for new capabilities and technologies. The Enterprise Navigator Model (FY2025) and the Navigator Passport Program (FY2026) formalize development pathways linked to modernization functional and career specific progression.
- Operations System (with Technology & Quality embedded) – key work processes are designed to meet defined requirements; the Technology Management System standardizes platforms, cybersecurity, and AI governance; the Quality Management System drives compliance, risk control, and continuous improvement; and vendor network, emergency preparedness, and safety processes are managed and measured for effectiveness and efficiency.
- Cross Functional Engagement Model - a deliberate coordination structure—uniting EPMO and ECMO with business stakeholders—ensures role clarity, open communication, shared dashboards, and structured performance monitoring; this is how the EMF is deployed and evaluated across business units.

Describe the outcome. What is the new idea, approach, program, or activity?

The outcome is the Taxation Enterprise Excellence, the Nevada Department of Taxation's enterprise wide model that synthesizes the Baldrige Excellence Framework into a structure tailored to its mission, statutory responsibilities, and statewide service environment. Designed as a systems based management model, it aligns to the Baldrige categories of Leadership, Strategy, Customers, Organizational Intelligence, Workforce, and Operations.

The framework establishes a unified way of operating, enabling the Department to progress intentionally along the Baldrige Maturity Pathways from Establishing to Developing and toward Maturing levels of performance. More than a management concept, Taxation Enterprise Excellence is a new organizational approach that integrates the Department's Enterprise Management Framework (EMF) with Baldrige maturity practices. It creates a repeatable, disciplined method for deploying strategy, aligning teams, using data and knowledge assets, strengthening workforce capability, and managing operations systematically of all foundational principles in the national quality award model.

The framework has produced legitimate, enterprise level success, demonstrated by measurable results and reliable execution of core expectations of the Award Criteria's results and process rubrics.

Under the leadership of the EPMO the Department delivered the first two major releases of Project MYNT on time and on budget, with the third and final modernization release scheduled for December 2026. At the same time, the Department executed several transformational initiatives: a Plain Language Initiative that reduced call volume by simplifying taxpayer communications; a multi cloud OCR capability processing more than 90% of paper returns; optimized mailroom operations; ADA compliant form and website enhancements; and the precise and timely execution of numerous regulatory updates.

Across this complex portfolio, the EPMO ensured scope, schedule, and budget discipline; applied systematic vendor oversight; strengthened cross functional communication; and maintained service continuity during modernization demonstrating the characteristics of a maturing, integrated system as defined in the Baldrige pathways. These outcomes confirm that the Taxation Enterprise Excellence is not theoretical; it is a new, effective enterprise operating model grounded in nationally recognized performance excellence principles and yielding demonstrable public sector value.

What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale.

Since implementing the Enterprise Management Framework (EMF), the Department has achieved measurable, repeatable improvements that reflect progression along the Baldrige Maturity Pathways from Establishing operational awareness to Developing process discipline and increasingly Maturing as a well aligned system. These improvements demonstrate strengthened processes across all six Baldrige categories and Taxation's EMF.

- Enterprise project delivery is now systematic, predictable, and aligned to strategy. Through the EMF and EPMO, all projects are triaged, governed, and monitored using a single management system. This replaces the previous fragmented approach where projects drifted or misaligned with strategic priorities. The shift reflects movement from ad hoc execution to disciplined, reliable processes characteristic of the Developing pathway.
- Change readiness has become institutionalized and workforce centered. With the ECMO integrated into all major initiatives, the Department's approach now includes standardized change readiness assessments, proactive transition planning, and consistent communication processes. These capabilities foster workforce engagement core to the Baldrige Workforce and Leadership categories and reduce resistance while preserving institutional knowledge.
- Cross functional engagement and shared dashboards enable coordinated, fact based decision making. The EMF and cross unit dashboards enhance communication quality, clarify roles, and align technical and business teams around shared metrics. These practices are aligned with Baldrige expectations for Organizational Intelligence providing regular performance review cycles, transparent sharing of information, and data driven learning.
- Strategic Plan 2024–2029 provides a living, continuously reviewed direction for all resources and priorities. Quarterly reviews of the Technology Management, Business Management, and Workforce systems ensure alignment to strategic objectives and responsiveness to environmental conditions. This reflects the Developing and early Maturing maturity levels strategy deployed systematically and reviewed with data.
- Customer service performance improved through measurable, taxpayer visible outcomes. The EMF's cross functional design enabled the Plain Language Initiative, which achieved a five grade level reduction in complexity of taxpayer notices and contributed to a measurable reduction in general question call center volume. This improvement aligns with the Baldrige Customer category demonstrating better satisfaction, fewer complaints, and easier access to services.

Is there any component of your program that makes it workable only in your state or city?

Everybody ought to be doing this.

Is this an in-house project, or did you partner with an outside vendor or service-provider?

It's complicated. See details below.

Additional information or comments about your usage of outside vendors or service providers.

This initiative is an in house organizational design and governance project. The Department's Enterprise Project Management Office (EPMO) and executive leadership developed the Enterprise Management Framework and the Taxation Excellence Framework internally. These models were built using established public sector best practices, including principles from the Baldrige Performance Excellence Framework, without reliance on proprietary vendor products or external consulting services.

While the framework governs vendor relationships for technology initiatives—such as Project MYNT—it is not vendor-developed and does not depend on a third party solution.

As the Department begins its Excellence Journey on the Establishing Maturity pathway, we are forming a programmatic affiliation with the Rocky Mountain Performance Excellence Alliance (RMPEX). This alliance supports states committed to Baldrige-aligned excellence practices and includes Colorado, Montana, Wyoming, Nebraska, Arizona, Utah, New Mexico, and Nevada. This partnership provides a peer network and excellence-assessment resources, but the framework itself remains internally created, owned, and managed by the Department.

What comes next — will you be adding to your program, rolling it out more widely, trying additional approaches?

The Department has a clear, maturity based roadmap for advancing the Enterprise Management Framework (EMF), aligned with the Baldrige Maturity Pathways and supported through our affiliation with the Rocky Mountain Performance Excellence Alliance. As we progress along the Establishing Maturity pathway, the Department will continue expanding and deepening the framework across operations, technology governance, and workforce capability.

Key next steps include:

- FY2026: Enterprise Modernization Playbook Deployment – the Department will complete full rollout of the Enterprise Modernization Playbook across all active projects. The Playbook's methods, combined with the Professional Associate Capability Roadmap, will guide capability development and ensure project discipline consistent with Baldrige-aligned maturity expectations.
- FY2027 and Beyond: Advancing the Taxation Excellence Framework – as we move further along the Baldrige pathways, the Department will enhance the Taxation Excellence Framework with more sophisticated measurement, expanded cross functional integration, and stronger alignment between our Strategic Plan's four tenets—Outreach, Workforce, Modernization, and Transparency—and day to day operational performance.
- Project MYNT Completion and Long-Term Governance – throughout the remaining lifecycle of the Department's multi year tax system modernization, the EMF will continue serving as the delivery and governance model. All releases will be managed through the EPMO's established milestone, risk, and vendor oversight structures to ensure predictable, high quality outcomes.
- Baldrige-Aligned Capability Growth Through The Alliance for Performance Excellence – our ongoing engagement with the Rocky Mountain Performance Excellence Alliance provides access to peer review, assessment tools, and maturity model calibration, supporting the Department's progression beyond the Establishing Maturity stage into higher levels of organizational excellence.
- Knowledge Sharing and Sector Leadership – as interest in our Navigator Model, Enterprise Modernization Playbook, and Taxation Excellence Framework grows across Nevada agencies and within the FTA community, the Department anticipates sharing tools, lessons learned, and maturity practices with peer jurisdictions and inter-agency partners.

Additional Optional Materials

Documentation Upload

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