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Budget Division

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Date: January 30, 2026

To: Tiffany Greenameyer, Director
Governor's Finance Office

From: Philene O'Keefe, Executive Budget Officer
Governor's Finance Office, Budget Division

Subject: INTERIM FINANCE COMMITTEE **INFORMATION** ITEM

The following describes an information item submitted for placement on the agenda of the next Interim Finance Committee meeting.

DEPARTMENT OF TAXATION

Agenda Item Write-up:
Pursuant to the Senate Committee on Finance and the Assembly Committee on Ways and Means of the 83rd (2025) Legislative Session, the Department of Taxation is required to submit semiannual reports on the status of the Modernize Your Nevada Tax Project to replace the department's Unified Tax System. The report covers the time period from July 1, 2025 through December 31, 2025.

Additional Information:
Per the requirements of the Letter of Intent, the report includes an update on the system replacement implementation plan and projected timelines; overview of activities of the positions, contract positions, and vendors assigned to the project; a list of project deliverables received, deliverables anticipated for the next reporting period and deliverables that are behind schedule; and a summary of categorical expenditures incurred to date as well as cost projections for the remainder of the project implementation.

Statutory Authority:
83rd (2025) Legislative Session Letter of Intent

REVIEWED: KC

GFO INFO ITEM: II, R

LCB AGENDA ITEM: _____

STATE OF NEVADA

DEPARTMENT OF TAXATION

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JOE LOMBARDO
Governor

GEORGE KELESIS
Chair, Nevada Tax Commission

SHELLIE HUGHES
Executive Director

MEMORANDUM

Date: January 29, 2026

To: Philene O'Keefe, Executive Branch Budget Officer I, Governor's Finance Office

From: Bonnie Long, Administrative Services Officer IV, Department of Taxation

cc: Kelli J. Lay, Executive Branch Budget Officer III, Governor's Finance Office

Subject: **INTERIM FINANCE COMMITTEE INFORMATION ITEM**

The following describes an information item submitted for placement on the agenda of the next Interim Finance Committee meeting.

DEPARTMENT OF TAXATION

Agenda Item Write-Up:
Pursuant to the 2025 Legislative Session Letter of Intent, the deparment shall report semiannually on the status of the Unified Tax System modernization project. This report covers the period of July 1, 2025 through December 31, 2025 (FY26 first half).

Additional Information:
The 2025 Legislature approved General Fund appropriations of $12.5 million in FY26 and $15.3 million in FY27, and authorized $5.0 million in federal American Rescue Plan Act, Coronavirus State Fiscal Recovery funds to continue the Modernize Your Nevada Tax Project which will modernize the Unified Tax System.

Statutory Authority:
Submitted in accordance with 2025 Legislative Letter of Intent.

State of Nevada
Department of Taxation



Modernization Project

Interim Finance Committee Quarterly Report

July 1, 2025–December 31, 2025

Version: 1.0

Fiscal Year (FY) Quarter (QTR) 1 & 2 2026

project MYNT
MODERNIZE YOUR NEVADA TAX

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Executive Summary

The first and second quarters of Fiscal Year 2026 represent a decisive inflection point in the Department of Taxation's modernization journey, reflecting both delivery maturity and the institutionalization of an enterprise operating model grounded in recognized management, quality, and performance excellence frameworks. During this reporting period, the Department advanced Project MYNT while deliberately embedding PMI-aligned project governance, ASQ quality principles, the Baldrige Excellence Framework, and Six Sigma methodologies into daily execution, oversight, and decision-making. This integrated framework now governs how the Department plans, executes, measures, and continuously improves complex initiatives at scale.

The Enterprise Project Management Office (EPMO) continues to serve as the Department's authoritative body for project governance, portfolio alignment, and delivery discipline. By standardizing execution through PMI-based practices, the EPMO ensures consistent scope management, risk mitigation, schedule control, fiscal stewardship, and transparent reporting across Project MYNT and related modernization efforts. Beyond traditional project controls, the EPMO has expanded its mandate to integrate enterprise quality and performance excellence principles, positioning project management as a strategic enabler rather than a transactional function.

Throughout Q1 and Q2, FY26, the Department sustained stable production operations for Rollout 1 (R1) while executing a controlled transition to Rollout 2 (R2) delivery. Business, technology, and vendor teams operated within a structured, phase-gated delivery model that reinforced requirements traceability, data integrity, and readiness assurance. Six Sigma analytical tools supported evidence-based decision-making, defect prevention, and root-cause analysis, while Baldrige systems-thinking principles ensured alignment between leadership priorities, operational processes, workforce engagement, and customer outcomes.

The Department continued to mature its enterprise Quality Management Program, transforming quality from a discrete compliance activity into an integrated organizational capability. Quality planning, assurance, control, and continuous improvement now function as a cohesive system aligned with ASQ standards, Six Sigma performance measurement, and Baldrige excellence criteria. Governance committees, standardized data practices, disciplined testing protocols, and formalized change control collectively ensure that quality outcomes remain measurable, repeatable, and sustainable beyond individual project phases.

Project MYNT continues to deliver measurable operational and strategic value. Enhanced data accuracy, improved system transparency, and expanded reporting capabilities strengthen fiscal oversight and support informed decision-making for State and local governments. As staff proficiency increases, system reliability and data confidence continue to improve, reinforcing stakeholder trust and enabling more effective use of enterprise information assets.

Organizational readiness and sustained adoption remain central priorities. Through coordinated efforts across the EPMO, Enterprise Change Management Office (ECMO), and vendor partners, the Department delivered targeted training, leadership engagement, and stakeholder outreach designed to reinforce accountability, usability, and long-term adoption. These efforts align directly with Baldrige workforce and customer-focused excellence dimensions, ensuring that modernization outcomes extend beyond technical deployment to durable operational transformation.

In summary, the Department of Taxation entered the second half of FY26 with a governed, scalable, and resilient modernization program. By fully integrating PMI project management standards with ASQ quality principles, Six Sigma performance methodologies, and the Baldrige Excellence Framework, the Department established a unified enterprise operating model capable of delivering complex change with discipline, transparency, and measurable results. This model positions Project MYNT—and future enterprise initiatives—for sustained success, continuous improvement, and long-term public value realization.



Figure 1. Project MYNT Principles

Project MYNT is established on the following foundation and pillars to help visualize a success path.

- A foundation of trust is the only way to accurately measure completed goals. Modernization projects are intimidating; they instill significant change which creates fear for staff and stakeholders. Trust from Department staff is critical to the success of the Department, but also to the security of State funding.

- The Core Tenants of Project MYNT are the pillars which are built upon a foundation of trust. These tenants are the following (C.R.E.A.T.E.):

    - C – Communication. Without full and open communication, projects struggle to succeed. A lack of communication allows fear back into the general psychology of staff, external partners, taxpayers and members of the public, state and local governing bodies. Open communication is critical.

    - R – Respect. The project must focus on each stakeholder as a partner to the success of the project. A stakeholder may be a staff member, a process owner, a decision maker, a member of the public, a taxpayer, or a lawmaker. We value everyone and we encourage all input. Experts and professionals assess recommendations for validity.

- E – Efficiency. A goal of modernization is efficiency. Nevada taxpayers deserve a system that is as easy to use as an online bank. Department staff deserve a system that is responsive and intuitive.

- A – Accountability. To succeed in modernizing, Nevada must embrace a culture of accountability. Accountability is addressing gaps in work management to improve decision making and focus on future individual growth through corrective actions.

- T – Teamwork. No person can modernize an entire Department alone. Our team, vendor partners, stakeholders and taxpayers are all in this together. Project MYNT aims to bring them all together and build a community of respect and hard work. Success begins with the entire team.

- E – Engagement. Engagement is critical for the success of a project of this magnitude. Project MYNT staff are developing layered engagement models for all stakeholders, from employee engagement to taxpayer engagement. The processes involved extend through all strategic offices (ECMO, EPMO, Office of Information Security (OIS)), the executive staff of the Department, Public Information Officer (PIO), external stakeholders including the Office of the Chief Information Officer (OCIO).

Staffing Levels, Vacancies and Recruitment Activities

During Q1 and Q2, FY26, the Department maintained all FTE positions on the Project Team and continued making major advances on the Project.

Project MYNT has had some attrition with contractor roles, and they have not been filled, which is explained in the Contractor section below.

Full-Time Employees		
Role	**Status**	**Start Date**
Master IT Pro II (Enterprise Project Manager)	Employed	Mar 2022
Organizational Change Manager (OCM)	Employed	Sep 2024
Business Process Analyst III (Functional Lead)	Employed	Apr 2022
*IT Professional III (Project Manager)	Employed	Oct 2024
Contractors		
Role	**Status**	**Start Date**
Solution Architect	Employed	Sep 2025
Business Process Analyst II	Employed	Oct 2023
Business Process Analyst II	Posted	Projected, Q3, FY26
Business Process Analyst II	Employed	Sep 2025
Reporting Engineer	Employed	Mar 2025
Testing Manager	Employed	Sep 2025
Business Project Manager	Employed	Nov 2023
Technical Project Manager (Implementation Lead)	Employed	Nov 2023
Quality Program Manager	Employed	Jan 2024

Business Process Analyst (Backfill – Revenue)	Employed	Apr 2024
Business Process Analyst (Backfill – SME LGS)	Employed	Apr 2024
Organizational Change Consultant	Employed	Apr 2024
Business Process Analyst II (Technical Writer)	Employed	June 2025
System Administrator (DBA)	Employed	Aug 2025
Outreach (previously Call Center Backfill)	Employed	Oct 2024
Outreach (previously Call Center Backfill)	Employed	Dec 2025
Trainer	Employed	Oct 2025
Trainer	Posted	Projected, Q3, FY26
BPA Technical Writer/Security	Onboarding	Jan (Q3 2026)
Vendors		
Vendor Name	**Status**	**Start Date**
Mathtech	Contract Ended	Nov 2023
Fast Enterprises	Employed	Dec 2023

Table 1. Enterprise Project Management Office Current Staffing

Staffing Report Department of Taxation

Full Time Employees

There are four full-time employees on the MYNT team. (Table 1. EPMO Current Staffing)

- Master IT Pro II (Enterprise Project Manager) – filled
- OCM Lead (Organizational Change Manager) – filled
- Business Process Analyst III (Functional Lead) – filled
- IT Professional III (Project Manager) – filled

Contractors

There are 19 contractor positions on the Project MYNT Team. (Table 1. EPMO Current Staffing)

Prior to the 83rd Legislative Session, Project MYNT could not confirm funding for all previously budgeted positions. Taxation decided to maintain a conservative posture leaving vacant positions unfilled pending the result of the Legislative Session. The Legislature enacted and Governor Lombardo signed SB477 approving the Project MYNT budget, which funded all previously budgeted positions.

In the next IFC Report, due January 2026, the Project Team anticipates that the open positions will be filled. The Department will post these positions with the contract vendor and anticipates conducting interviews in late July.

Transition Plan for State Staff and Resources Post Project MYNT

The Department has continued its efforts to learn and discover best practices for transitioning work from the Project MYNT Team to the Department staff in supporting roles. Other jurisdictions implementing the same

software have adopted various best practices, including having Information technology (IT) developer staff (as much as the Division could allow) to go through Project MYNT training and begin working in the system as support staff for the Solution Requests (SQR) and ticketing process. The Department adopted this best practice and has shifted six Full-time Employee (FTE) IT staff members to Project MYNT fulltime, which has already resulted in a positive step toward reducing the amount of SQRs and tickets logged in Project MYNT.

FAST Enterprises (MYNT Vendor)

FAST has had a few changes in its team; however, FAST has maintained a full roster and is maintaining continuous and consistent progress towards project completion.

Mathtech (Technical Support & Independent Verification and Validation (IV&V) Vendor)

Mathtech continued its IV&V efforts through Q4, FY25. The Department ended the quarter in green status for all areas reported under IV&V.

Overall Project MYNT Status	**GREEN**
Resources	Due to budget constraints, the MYNT Project has been reducing some project resources over the past few months. Resources that Mathtech is aware of include two testers and the Mathtech Tax Modernization Advisor.
Budget	Mathtech is generally aware that the MYNT Project has been impacted by a budget reduction, the full details of which are not known to Mathtech.
Schedule	Mathtech is not aware of any scheduling issues.
Scope	Mathtech is not aware of any scope issues.
Risks	No new Risks identified. Existing risks in the Fast Core Repository (FCR) Risk Register updated December 2024.
Issues	No new Issues identified. Existing issues in the FCR Issues Register updated December 2024.
Quality	Mathtech is not aware of any quality issues not already documented in the Risk Log.

Table 2. Mathtech Project MYNT Status

Project Budget

The following table provides the Project MYNT expenditures by Fiscal Year. For a detailed history of budgetary approval and expenditures prior to Q1, FY26, please see previous reports.

Budget Account 2361
Project MYNT

	FY20	FY21	FY22	FY23	FY24	FY25	Projected FY26	Reversion Total
Authority	$ 1,700,373	$ 323,200	$ 2,943,463	$ 2,727,668	$ 17,999,131	$ 25,997,256	$ 22,089,891	
Spent	$ (434,605)	$ (323,200)	$ (215,795)	$ (1,913,971)	$ (16,727,742)	$ (21,312,954)	$ (20,378,941)	
Balance Fwd to New Period	$ (323,200)	$ -	$ (2,727,668)	$ -	$ (1,271,389)	$ (4,684,302)	$ (1,710,950)	
Reverted	$ 942,568	$ -	$ -	$ 813,697	$ -	$ -	$ -	$ 1,756,265

Table 3. Fiscal Year 2020-2025 Expenses

Budget Account 2361
Project MYNT

FY26	Budgeted	Actual FY26	Projected YE26	Projected Balance Fwd to New Period
Category 01	$ 700,906	$ 353,215	$ 696,664	$ 4,243
Category 04	$ 564	$ -	$ 564	$ -
Category 13	$ 21,385,733	$ 15,212,875	$ 19,679,026	$ 1,706,708
Category 26	$ 2,687	$ -	$ 2,687	$ -
Total	$ 22,089,891	$ 15,566,091	$ 20,378,941	$ 1,710,950

Table 4. Fiscal Year 2026 Expenses

The Department paid $6,85,000 to FAST during the reporting period. A major $5,200,000 milestone was earned upon the successful systems acceptance of R2 Production Rollout.

Budget Account 2361
FAST Enterprise Payments through: QTR 2 FY26

Invoice Date	Date Paid	Type	Description	Amount	Running Total
Q3 FY24			Third quarter fiscal year 2024 FAST total paid	$14,050,000	$14,050,000
Q1 FY25			First quarter fiscal year 2025 FAST total paid	$2,050,000	$16,100,000
Q3 FY25			Third quarter fiscal year 2025 FAST total paid	$9,848,625	$25,948,625
Q4 FY25			Fourth quarter fiscal year 2025 FAST total paid	$5,149,625	$31,098,250
1-Jul-25	11-Jul-25	Maintenance	6/15/25-9/14/25 Software Maint Fees	$125,000	$31,223,250
1-Jul-25	11-Jul-25	Hosting Services	6/15/25-9/14/25 Hosting Services	$223,125	$31,446,375
1-Oct-25	22-Oct-25	SMS Service	SMS Subscription Jul-Sept 2025	$1,500	$31,447,875
1-Oct-25	29-Oct-25	Maintenance	9/15/25-12/14/25 Software Maint Fees	$125,000	$31,572,875
1-Oct-25	29-Oct-25	Hosting Services	9/15/25-12/14/25 Hosting Services	$223,125	$31,796,000
1-Oct-25	29-Oct-25	Support	Application Support Services 6/10-9/09/25	$250,000	$32,046,000
1-Oct-25	29-Oct-25	Milestone	R2 System Acceptance Production Rollout	$5,200,000	$37,246,000
9-Dec-25	17-Dec-25	Support	Application Support Services 9/10-12/09/25	$250,000	$37,496,000
16-Dec-25	17-Dec-25	Maintenance	12/15/25-3/14/26 Software Maint Fees	$225,000	$37,721,000
16-Dec-25	17-Dec-25	Hosting Services	12/15/25-3/14/26 Hosting Services	$234,250	$37,955,250

Table 5. FAST Expenses

Detailed Cost Information

The table below represents ongoing Project MYNT projected cost information and is a summary of expenditures and projected expenditures by category. This information includes actual expenses plus anticipated costs for the vendors, Department staff, equipment and GTO support needed for successful implementation.

Budget Account 2361
Projected Implementation

	FY24 (Actual)	FY25 (Actual)	FY26 (Proj.)	FY27 (Proj.)	Projected Implementation
Category 01	$ 446,405	$ 541,642	$ 696,664	$ 696,220	$ 2,380,930
Category 04	$ -	$ 477	$ 564	$ 564	$ 1,605
Category 13	$ 16,281,337	$ 20,769,171	$ 19,679,026	$ 16,284,801	$ 73,014,335
Category 26	$ -	$ 1,664	$ 2,687	$ 2,672	$ 7,023
Total	$ 16,727,742	$ 21,312,954	$ 20,378,941	$ 16,984,256	$ 75,403,893

Table 5. Expenditures and Projected Expenditures by Category

Project Summary by Area of Focus

Project MYNT's formal kickoff initiated in January 2024 by FAST and EPMO. FAST's Business and Technical Teams coordinated efforts with the Department's project managers to commence development of FAST's GenTax software. All the following substantive project activities commenced in FY24 and continued through Q1 and Q2, FY26.

Enterprise Project Management Office (EPMO)

The EPMO is still in the first phase (Initiate) of the Project Portfolio Management (PPM) solution with an automated project intake form. This aims to install a structured approach for demand management and ensure projects align with the Department's strategic goals. This formal process facilitates the intake of the Department projects/workstreams that support the success of Project MYNT. The project management team continues to actively manage the integrated Risks, Issues, Decisions and Opportunities (RIDO) toolset for Project MYNT on a weekly basis.

The EPMO engaged with a PPM solution provider to define and implement the technology to support automated processing for portfolio management and project governance. Internally the EPMO has defined the technical requirements for the use of Project Roadmap, Project Online, Project Professional and Power BI to manage and deliver reporting for projects across the Department.

The third and final phase consists of defining technical requirements and alignment with portfolio and project workflows in preparation for technical development.

To support decisions related to Project MYNT requiring legal review, the EPMO along with the Department's Chief Deputy Executive Director continues to manage the Legal Review Board (via the Teams Channel). In addition, the EPMO teamed with the Executive Review Team to complete training and define Teams Channels to

manage the updates to Nevada administrative regulations and provide visibility of changes that may affect the configuration of GenTax or MYNT.

Business Summary

In Q1 and Q2, FY26 the Department sustained production support for Project MYNT R1, and initiated R2, by rigorously applying standardized ticketing, triage, prioritization, and governance processes while deliberately transitioning strategic focus toward R3 requirements. The Business Project team executed this work within a PMI-aligned project management framework, ensuring disciplined scope control, risk management, and stakeholder alignment. Concurrently, the team embedded ASQ quality principles and Six Sigma methodologies to promote process stability, defect reduction, and data-driven decision-making across operational and project activities.

FAST's functional teams facilitated structured discussions spanning Definition, Development, Data Conversion, Testing, and Training activities for the R2 implementation. The Definition, Development, Data Conversion, Testing, and Training Phases progressed concurrently, enabling iterative refinement of Department procedures and business rules. This approach supported timely configuration and development of the software platform by functional area and tax type while reinforcing Baldrige Excellence Framework principles related to organizational effectiveness, systems thinking, and continuous improvement. The Department leveraged cross-functional collaboration and standardized work practices to ensure requirements maturity, traceability, and alignment with enterprise objectives.

The eServices Committee maintained a sustained focus on proactive stakeholder communications and the enhancement of chatbot capabilities to improve the taxpayer experience. Guided by customer-focused excellence principles outlined in the Baldrige Framework, the committee prioritized usability, accessibility, and responsiveness while using performance feedback and analytics to inform incremental improvements. These efforts reinforced the Department's commitment to service excellence, transparency, and measurable value delivery.

The project team worked with Product Owners (POs) and Subject Matter Experts (SMEs) for each functional area to validate and prioritize requirements to ensure the successful delivery of R2. POs and SMEs collaborated closely with their respective business functional teams to drive development and test data conversion ahead of R2. In addition, functional teams participated in subsystem overviews for each R2 component, strengthening integration planning and promoting early identification of dependencies, constraints, and optimization opportunities.

The Business Project team continues to maintain a deliberate focus on a well-defined scope of work, quality outcomes, process optimization, and modernization. By applying ASQ quality standards, Six Sigma analytical tools, and PMI governance practices, the team ensures disciplined execution while enabling continuous improvement. This integrated approach allows the Department to effectively align business and technical resources in pursuit of strategic objectives and long-term operational excellence.

The Department's Administrative Services Division (ASD), in collaboration with the Project MYNT team, continues to iteratively refine training plans and process documentation. These efforts emphasize accuracy, consistency, and sustainability of Department operational capabilities. By standardizing documentation and incorporating lessons learned, the Department reinforces knowledge transfer, workforce readiness, and organizational resilience in alignment with Baldrige and ASQ principles of learning and continuous improvement.

Department Focus and Utilization

FAST's functional leads continued to guide project teams through the Development, Conversion and Rollout phases using a PMI-aligned delivery framework that emphasizes disciplined planning, requirements traceability, and controlled execution. During this period, teams systematically identified business process and tax-specific functional requirements through structured workshops, facilitated reviews, and data-driven analysis. These activities reflect the Business Project team's adoption of ASQ quality principles and Six Sigma tools to reduce ambiguity, improve process clarity, and ensure requirements consistency. This effort will continue into Q3 and Q4, FY26 in alignment with R3 project timelines and established phase-gate controls.

The project team sustained a focused effort on configuration and site-specific code requirements to support completion of the Development and Rollout phases for R2. By applying Baldrige Excellence Framework concepts such as systems thinking and organizational alignment, the team ensured that configuration decisions supported enterprise-wide objectives while minimizing downstream rework. Six Sigma-based analysis supported the identification of process variation and risk areas, enabling proactive mitigation strategies during the development lifecycle.

Business teams continued to validate that original data converted accurately into the MYNT Production environment and associated task queues, using standardized verification protocols and control measures. In parallel, the Department advanced the work group and task queue optimization initiative, targeting continued cleanup of R1 configurations while establishing governance and design standards for R2. This initiative aligns with continuous improvement principles by addressing root causes of misrouting and inefficiencies identified through operational metrics and stakeholder feedback.

The Department delivered targeted training sessions to supervisors and managers to reinforce best practices for work group and task queue management. These trainings emphasized quality assurance, accountability, and error prevention to ensure scanned materials are accurately routed and not lost. The development of the "breadcrumb" report, designed to provide end-to-end visibility of scanned items from initial intake through batch imaging, MYNT queue mapping, work group assignment, and task queue completion, remains in progress. This reporting capability supports Six Sigma measurement and control objectives by enabling transparency, traceability, and performance monitoring.

Project MYNT Business Process Analysts (BPAs) completed 1189 development tasks in the test environment to confirm that defined processes function as designed and meet documented requirements. In addition to development tasks, the BPAs completed 314 SQRs working collaboratively with functional teams to identify, document, and track R2 business process changes, potential manual conversion needs, and decisions requiring

escalation through established governance channels. This structured escalation process reinforces PMI-based controls while supporting Baldrige principles related to leadership, accountability, and effective decision-making.

The project team identified and validated resource requirements for trainers, testers, and conversion verification specialists and assigned specific Department staff to each role to ensure continuity and subject matter expertise. To prepare for formal testing, BPAs developed comprehensive test scenarios for each functional area, ensuring coverage of critical business workflows and exception handling. In preparation for data conversion, BPAs conducted detailed analysis of the primary legacy system while also evaluating subsystems and Access databases scheduled for conversion. These activities demonstrate the Business Project team's commitment to quality, risk reduction, and operational excellence through the integrated application of ASQ, Six Sigma, Baldrige, and PMI frameworks.

Business Modernization Project

During Q1 and Q2, FY26, the Mailroom Optimization and Modernization (MOM) Project concentrated on expanded training, operational maturity, and increased utilization of the industry-leading high-speed intelligent scanning solution, IBML. The Business Project team applied PMI-aligned project management practices to ensure disciplined execution, milestone tracking, and stakeholder coordination while embedding ASQ quality principles and Six Sigma tools to improve process consistency, throughput, and accuracy. In parallel, the Department continued collaborative efforts with the MYNT team and technology partner Image Access Corporation to identify and validate additional end-to-end system controls across all integrated scanning, imaging, and workflow platforms. These activities support a systems-based approach consistent with the Baldrige Excellence Framework by reinforcing alignment between technology, people, and enterprise processes.

The MOM Project objectives reflect a deliberate focus on modernization, operational excellence, and continuous improvement:

- Modernize mailroom document scanning and processing technology to improve reliability, scalability, and data integrity.
- Optimize and centralize all document processing for seamless integration with the MYNT Project, reducing variation and cycle time across intake workflows. **COMPLETE**
- Consolidate all Department mailroom operations at the Carson City Office to strengthen governance, standardize work practices, and improve operational control. **COMPLETE**
- Increase utilization of State Printing and State Mail facilities to reduce operational costs and leverage shared services efficiencies. **COMPLETE**
- Reduce outgoing paper mail through expanded use of electronic delivery solutions, supporting sustainability and customer-centric service delivery.

Department leadership established the following strategic goals for the MOM Project, emphasizing enterprise alignment, quality outcomes, and long-term value realization:

- Support the Administrative Services Division's (ASD) business reshaping initiative through business process automation, organizational realignment, and standardized operating models aligned with Baldrige workforce and operations focus areas.
- Procure and deploy a best-in-class scanning and sorting solution capable of meeting current and future operational demands while supporting Six Sigma objectives related to defect reduction and process capability. **COMPLETE**
- Integrate advanced scanning technology and position mail processing at the front end of the business lifecycle to enable timely ingestion, classification, and routing of all incoming mail in direct support of the MYNT implementation. **COMPLETE**
- Implement a secure, inter-office bulk mail solution to improve chain-of-custody controls, reduce handling risk, and enhance delivery efficiency.
- Execute Inter Agency Agreements with State Printing and State Mail agencies to formalize service-level expectations, cost controls, and performance accountability.

Through the disciplined application of PMI governance, ASQ quality standards, Six Sigma performance measurement, and Baldrige Excellence Framework principles, the MOM Project continues to advance toward a sustainable, standardized, and high-performing mailroom operation that supports Department modernization goals and enterprise-wide transformation initiatives.

Technology Summary

The Technical project team completed MYNT R2 data conversion and system interfaces on schedule and deployed an initial multi-cloud OCR document intelligence solution to complement the new IBML Fusion 8300 HD scanner. These efforts materially accelerate processing, reduce manual work, and extend modernization across the Department and into previously excluded tax domains.

Technology Projects

Data Conversion

Data extractions and transfer of historical data from a diverse array of legacy systems utilized for R2 tax types has been successfully completed as planned. Building on the proven success of the R1 conversion scripts, the Department again migrated data from the legacy TAS, OLT and Revenue Premier systems. Notably, R2 expanded the modernization effort to include Local Government Services (LGS)—a critical area of taxation previously excluded from other prior Department "modernization" initiatives.

This marks a major advancement, as LGS operations have historically relied on a patchwork of intricate Microsoft Access databases and Excel spreadsheets, lacking the streamlined functionality and quality controls of

a purpose-built centralized software system. The same data conversion methodology that proved effective during MYNT R1 was used to guide this effort as well. A cornerstone of this approach centers around the resolution of unique extraction anomalies through routine "mock" rehearsal runs.

TAS Data Conversion Status

During this reporting period, eighty-seven extract queries have been automated to migrate legacy data from the TAS system every weekend via a file transport protocol (FTP) server for conversion into the MYNT R2 Conversion Environment. Through a full re-engineering of the Form_Data_All process, its runtime has been reduced from nearly 22 hours to approximately 2 hours. This improvement elevated the data extraction of the Corr_Values table to the new migration bottle neck. Various improvements reduced the processing time of this table from an average of 16 hours to approximately 5.5 hours. Though it remained the cutover-weekend lengthiest single process, coordination efforts with the MYNT Conversion team enabled conversion activities to begin upon the successful completion of all the other file transmissions with the integration of Corr_Values migrated data into the conversion process as it completes. The net result of all of these efforts was that the Conversion team had an additional 24 hours for cutover activities versus the R1 conversion schedule.

One of the lessons learned from R1 required a post-rollout action to adjust penalties and interest on converted balances. The R2 cutover process adapted to synchronize these elements as part of the data migration.

Revenue Premier Data Conversion Status

In addition to TAS extracts, the R2 tax types have necessitated a significant expansion of data migration from the Revenue Premier data warehouse. Sixty-nine extract scripts were leveraged to capture this expanded scope and have been incorporated into the weekly mock conversion cycle.

Other Legacy Systems Migration Status

The Conversion Team has also designed, tested, and implemented automated solutions for eight LGS Microsoft Access databases representing a total of 677 tables of legacy data. The data migration was automated to integrate seamlessly into the weekly mock conversion cycle and ultimately to begin Rollover 2 data conversion activities on December 3rd, 2026.

Interfaces

The R2 interfaces were developed in line with the Implementation Plan and the requirements identified during the definition phase. These interfaces automate and simplify previously manual workflows, improving operational efficiency and enhancing data quality.

Lockbox

During this reporting period, the Department reduced its total lockbox accounts from four to three. A new Wells Fargo lockbox was opened for Modified Business Tax, creating a dedicated data feed that allows new return forms to be processed directly into MYNT. To offset this addition, two legacy lockbox accounts were closed: the former MBT lockbox and a legacy account that had handled Commerce tax returns. Commerce filings are now processed in-house.

TriTech

TriTech provides software to insurers and, as part of that service, files taxes on their behalf. Historically, filings were sent as PDF attachments to Department staff for manual data entry. TriTech is going through their own modernization initiative and is now mid upgrade, requiring multiple APIs to migrate this workflow to a modern, automated data transmission architecture. The interfaces enabling TriTech to file quarterly IPT returns from both its legacy and new systems are live in production, and the interfaces for filing the annual IPR reconciliation return from both systems are in final testing.

Other Permanent Interfaces

Several other interfaces were developed and operationalized as part of R2, including:

- Consumer Price Index
- Producer Price Index
- Employment Security Division (ESD) Daily Registrations
- Department of Insurance (DOI) Registrations
- Insurance Bulk Filing

Other Temporary Interfaces

The following temporary interfaces were developed, tested, and implemented. The project team made updates to these interfaces to reflect changes needed with the implementation of R2.

- TAS to MYNT Debts
- MYNT to TAS Credits
- TAS to MYNT Credits

These interfaces are considered temporary because they interface with legacy systems that will be fully retired at the close of the project implementation.

High Speed Scanning

As part of its modernization initiative, the Department has made a strategic investment in high-speed IBML Fusion 8300 HD scanning equipment to enhance efficiency and streamline operations. The deployment of the IBML scanner is being carried out in two impactful stages.

IBML Stage 1 Deployment

The Stage 1 deployments primary objective was to establish the IBML scanner as the primary solution for all Department scanning requirements, including incoming mail, checks, and front counter documents. By dramatically reducing document preparation cycle times, this deployment ensures that digital copies of mail and other documents are available in the system faster than ever before. Once paper documents are converted into digital images, staff use ImageTrust software to key data from the images manually. An API then securely transmits both the image and data files to MYNT, where transactions are automatically posted or flagged for

additional review, if necessary. This improved workflow enables faster and more reliable processing of critical documents.

IBML Stage 2 Deployment

The Stage 2 deployment features the integration of OCR capabilities into the scanning workflow with the primary objective of achieving higher touchless rates. The multi-cloud OCR solution automatically scans image files and generates key-value pairs for MYNT to ingest, dramatically reducing the need for staff to manually key data from scanned images. This automation further accelerates transaction processing, maximizing efficiency and freeing up staff time for quality control and other essential tasks.

To ensure quality and vendor flexibility, this custom designed configuration leverages the existing ImageTrust software to be capable of retrieving Cloud OCR generated key-value pairs from either MS Azure or through AWS Textract/Bedrock, or simultaneously from both services. When a payload is received from more than one OCR service, ImageTrust is to compare the data. Where both services agree exactly on an entire transaction set, and when OCR read confidence thresholds are cleared, that transaction will be released via the existing API from ImageTrust to MYNT where it will automatically post. Where there is a data mismatch, a workflow within ImageTrust will prompt a user to view the scanned image, select the correct extraction, or key in the correct data. This workflow will collect data that will inform future optimization opportunities.

Delayed by the statewide cyber incident and subsequent recovery efforts, the foundational release of this chosen strategy was approved for production in December, 2025. The team is now executing an iterative cycle of continuous improvement to drive an increasing amount of traffic from scan directly into system.

Legacy Systems Decommissioning

One of the lessons learned from R1 was to begin planning legacy system decommissioning activities earlier in the project schedule. As such, initial high level-planning had begun 3 months sooner than in the prior phase.

Critical decommissioning activities required of legacy occurred as planned, without incident.

Permanent decommissioning of Online Tax

The legacy online tax site Nevada Tax Center (OLT) at https://nevadatax.nv.gov was permanently decommissioned as part of migrating R2 tax types to the new My Nevada Tax taxpayer portal at https://mynvtax.nv.gov. This action reduces exposure to security vulnerabilities tied to end-of-life infrastructure and lowers deployment risk associated with recent Azure DevOps permission changes following the cyberattack.

To minimize MYNT project risk while maintaining payment continuity for BET, EFF, PTT, and TIR taxpayers, a phased transition is being executed: effective December 2, 2025, taxpayers may mail check payments to the Carson City office, set up ACH Credit payments through their banking portal, and have received proactive white glove outreach from the Department; by March 1, 2026, payment options will expand to include in person payments at front counters using eServices (including credit card payments with applicable fees) and direct credit card payments via eServices; and by December 7, 2026, all tax types previously accepted on OLT will be fully supported through My Nevada Tax eServices, providing a secure, unified platform for taxpayer interactions.

Quality Summary

The Quality Program operates as an enterprise capability designed to institutionalize disciplined execution, governance rigor and continuous performance excellence. The program integrates ASQ quality principles, the Baldrige Excellence Framework, and Six Sigma methodologies, while aligning execution, governance and controls with PMI standards for framework standardization. Collectively, these frameworks ensure that quality is not treated as a compliance activity, but as a strategic enabler that drives customer value, operational efficiency and organizational resilience:

1. **Quality Planning:** Quality planning establishes the foundation for predictable and repeatable execution by defining measurable quality requirements, applicable standards and acceptance criteria. Planning activities document how projects, products and services demonstrate compliance with internal controls, regulatory expectations and enterprise quality objectives, while aligning outcomes to Baldrige's strategic and customer-focused performance dimensions.

2. **Quality Assurance:** Quality assurance provides confidence that defined processes are followed and that outputs conform to established requirements. Through structured audits, peer reviews and governance checkpoints, quality assurance verifies adherence to standards and validates that process execution remains consistent, controlled and capable of meeting stakeholder expectations.

3. **Quality Control:** Quality control verifies outcomes through systematic monitoring, inspection and measurement of executed activities. Control mechanisms leverage Six Sigma tools to detect variation, quantify defects and ensure deliverables remain within acceptable performance tolerances.

4. **Continuous Improvement:** Continuous improvement represents the sustaining force of the Quality Management Program. The organization continuously evaluates performance through data analytics, stakeholder feedback and benchmarking against industry best practices. Improvement initiatives follow structured, evidence-based methodologies that reinforce learning, adaptability and sustained excellence.

Quality Planning

The EPMO formed the Quality Management Team, which includes the Testing Team and Data Standards Team. The EPMO established the Quality Management Team to serve as the centralized authority for quality governance, planning and execution oversight. The team includes the Testing Team and the Data Standards Team, each operating under standardized PMI-aligned processes and quality gates.

The Testing Team configures and maintains the Requirements Traceability Matrix (RTM) to ensure end-to-end traceability between business requirements, technical specifications, test cases and validated outcomes. This traceability enforces accountability and supports Baldrige's emphasis on fact-based evaluation and performance management. The team ensures the FAST team consistently meets defined business and technical requirements and actively participates in Testing and Training forums to maintain alignment across delivery phases.

The Data Standards Team focuses on data conversion, data quality validation and enterprise data standards enforcement. This team applies ASQ data quality principles and Six Sigma statistical controls to reduce defects, prevent rework and improve data reliability.

Additional responsibilities of the Quality Team include facilitating and governing the Department Standards Committees, ensuring that standards development, adoption and change management remain disciplined, transparent and repeatable.

Committees

The EPMO established the following committees to institutionalize governance, accountability and cross-functional alignment in support of Project MYNT and broader enterprise quality objectives.

Data Governance

The Data Governance Committee provides strategic and operational guidance for defining the design, development and implementation of the Department's data management hierarchy. The committee ensures that data integrity, accountability and stewardship remain embedded in daily operations. Governance processes enforce availability, quality, security and compliance, aligning with Baldrige's governance and societal responsibility criteria.

Quality Forms Committee (formerly Forms Committee)

The Quality Management Committee oversees forms, correspondence and internal operational tools. The committee manages standardized processes for introducing, modifying or retiring documents to ensure consistency, accuracy and regulatory compliance. Since the software release, the committee expanded its scope to address enterprise quality needs and formally rebranded to reflect its broader quality mandate.

The committee collaborates with Release POs to manage changes to task management items and to transition ownership of PO-related deliverables. This governance model reinforces PMI change control discipline and ensures that quality considerations remain embedded throughout the lifecycle of operational artifacts.

Quality Assurance

The EPMO established a dedicated Quality Assurance (QA) Team that partners closely with Organizational Change Management (OCM) and System Architecture teams. This integrated model ensures that process changes, system capabilities and workforce readiness remain aligned.

Planned readiness activities with Department leadership prepare the QA Team to assume ownership of new or modified processes. The QA Team collaborates with the Test Manager to ensure all test activities align with clearly defined, testable requirements and that system functionality meets operational expectations.

QA prioritizes both legacy and new system backlogs, applying risk-based assessment techniques to allocate resources where quality impact is greatest. The EPMO defines and enforces QA best practices that bridge legacy and modernized environments, minimizing duplication of effort and preventing resource contention.

Quality assurance activities emphasize process standardization, including forms, correspondence and operational workflows. These efforts align with ASQ principles of consistency and prevention, while reinforcing Baldrige's focus on workforce enablement and operational effectiveness.

Quality Control

Data Standardization

The Department continues to advance its data standardization strategy as a core quality control mechanism. The QA Team oversees all data standardization efforts, ensuring that data definitions, formats and controls remain consistent across systems and processes.

The team establishes, refines and sustains best practices designed to persist beyond Project MYNT implementation. These practices ensure that enterprise data remains accurate, reliable and continuously cleansed throughout the system lifecycle.

Data Purification

The Data Cleansing Team, composed of QA personnel and business users, executes ongoing data purification activities. The team applies data quality tools, exception reports and validation routines to identify and correct missing, duplicate or improperly formatted data.

Where feasible, purification activities address defects in legacy systems to prevent downstream impacts. When resources permit, the team resolves data issues programmatically during conversion processes, reducing manual intervention and improving long-term sustainability.

Data Cleansing

Beyond database purification, data cleansing requirements continue to evolve across all Department transactions. Due to structural limitations within the legacy TAS system and historical data spanning multiple decades, data cleansing remains a multi-phase, long-term effort that may require additional projects or targeted remediation initiatives.

Forms and Correspondence Standardization

Project MYNT maintains a strong emphasis on forms and correspondence standardization through a centralized inventory and controlled update processes. The MYNT platform serves as the authoritative repository for all forms and manages change requests using standardized workflows.

Since Release 1, the Quality Team has reduced language complexity through the Plain Language initiative, enhancing clarity, accessibility and regulatory compliance. Correspondence readability is measured using the Flesch–Kincaid Grade Level, resulting in a documented reduction of five to six grade levels and materially improving taxpayer comprehension and response accuracy.

Testing

The MYNT Team established comprehensive testing strategies, processes and methodologies aligned with PMI quality standards and Six Sigma defect prevention principles. The testing framework defines objectives, environments, tools, traceability and execution approaches for each testing phase.

The Project MYNT R2 Test Scope included the following:

- Business Testing
- Converted Data Testing
- End-to-End Testing
- Letter Testing
- Report Testing
- Security Testing

Test planning and readiness activities were performed to verify that all functionality of the MYNT system met the business process needs of their department and performs as expected. Functional scenarios were written prior to system testing and executed by the testing groups. The test scenarios ensure that business processes configured in the system flow seamlessly and perform the correct functions to perform daily business activities. Anomalies identified during testing were recorded and tracked to resolution. Testers were also asked to execute ad-hoc testing and during this step, testers identified additional high impact business process changes which became pull-list items then convert to SQRs. All test scenarios passed, and outstanding issues have been resolved or mitigated with creation of SQRs.

Data Governance

The EPMO formalized the Data Governance Committee to strengthen enterprise-wide data management and utilization. The committee ensures data quality, consistency and security across all divisions, enabling informed decision-making and operational efficiency.

Membership includes representatives from IT, Legal, Compliance and business units. The committee develops and enforces data policies, standards and stewardship roles. It oversees data classification, cataloging and lifecycle management to ensure data remains accurate, accessible and protected.

The committee conducts regular meetings to review policies, resolve data issues and plan future governance initiatives. It implements data quality monitoring, audits and integration protocols, while prioritizing security and privacy compliance with state and federal regulations.

Training and education support governance maturity by ensuring staff understand data quality expectations, security responsibilities and regulatory obligations.

Continuous Improvement

Quality Program Management

The Quality Program Management function converts performance data and stakeholder insights into structured improvement initiatives. The team continuously analyzes quantitative metrics and qualitative feedback to identify risks, inefficiencies and improvement opportunities.

When dashboards or control charts reveal adverse trends, the team convenes cross-functional working groups to perform root-cause analyses using Six Sigma methodologies. The team champion corrective actions, measures outcomes and scales successful solutions enterprise-wide.

Lessons learned are documented and embedded into subsequent planning cycles, reinforcing a closed-loop improvement system aligned with Baldrige's learning and integration principles.

Key improvement mechanisms include:

- Data-Driven Decision Making
- Feedback Integration
- Root-Cause Analysis and Corrective Actions
- Iterative Process Refinement

- Pilot Testing and Scaling
- Documentation and Institutional Learning

Through disciplined analysis, execution and knowledge capture, continuous improvement remains measurable, repeatable and inseparable from daily operations.

Taxation Outreach Program

The Taxation Outreach Program proactively supports taxpayers as they transition to online tax processing. Targeted outreach efforts address the needs of specific demographic groups and reduce barriers to adoption.

The Department engages taxpayers through telephone, email and digital channels, providing clear guidance and support resources. This proactive engagement model improves compliance, reduces processing errors and enhances the overall customer experience, reinforcing the Quality Program's customer-focused mission.

Progress

Project MYNT is progressing on time and on budget. Key highlights include:

- Release of the MYNT RFP: April 2023
- RFP Response Review: May 2023
- Vendor Selection: June 2023
- Contract Negotiations: July 2023
- BOE Submission: September 2023
- Notice of Award & Purchasing Introductions with Vendor: September 2023
- FAST/MYNT Engagement: September 2023
- BOE Approval: October 2023
- Vendor Onboarding: November and December 2023
- Project Kickoff: January 2024

Phase 1:

- Preparation Phase Complete: January 2024
- Definition Phase: January 2024
- Development Phase: January 2024
- Conversion Phase: January 2024

- Training Phase: June 2024
- Foundation Phase Complete: April 2024
- Rollout Phase: May 2024
- Definition Phase Complete: July 2024
- Development Phase Complete: October 2024
- Conversion Phase Complete: October 2024
- Testing Phase Complete: November 2024
- Training Phase Complete: December 2024
- Rollout Phase Complete: December 2024
- Phase 1 Go-Live: December 2024
- Production Phase: December 2024

Phase 2:

- Maintenance (Phase 1 items): Started - December 2024, Continues through End-of-Life
- Preparation Phase: December 2024
- Conversion Phase: December 2024
- Definition Phase: January 2025
- Development Phase: January 2025
- Preparation Phase Complete: February 2025
- Foundation Phase Complete: April 2025
- Testing Phase: March 2025
- Rollout Phase: May 2025
- Training Phase: June 2025
- Definition Phase Complete: June 2025
- Development Phase Complete: November 2025

- Conversion Phase Complete: December 2025
- Testing Phase Complete: November 2025
- Training Phase Complete: December 2025
- Rollout Phase Complete: December 2025
- Phase 1 Go-Live: December 2025
- Production Phase: December 2025

Phase 3:

- Maintenance (Phase 2 items): Started - December 2025, Continues through End-of-Life
- Preparation Phase: December 2025
- Conversion Phase: December 2025
- Definition Phase: December 2025

Vendor Project Plan and High-level Project Schedule

FAST has delivered the following project plans and implementation:

- FY24
    - Q2: November 6, 2023 – Mathtech Onboarding Complete
    - Q2: December 4, 2023 – FAST Onboarding Complete
    - Q2: December 2023 – FAST Project Management Sessions
    - Q3: January 2024 – Rollout of GenTax (UAT Environment)
    - Q3: January 2024 – Design Sessions
    - Q3-Q4: February 2024 – Development of R1 Tax Types
- FY25
    - Q1-Q2: October 2024 – Continued Development of R1 Tax Types
    - Q1: Finalized R1 Tax Types
    - Q1: Finalized Data Conversion Methods

- Q1: Initiated Training
- Q1: Initiated Testing
- Q2: Finished R1 Development
- Q2: Finished R1 Testing
- Q2: Finished R1 Training
- Q2: Go-live for R1 Tax Types including My Nevada Tax
- Q3: Initiated Design Sessions for R2 Tax Types
- Q3: Initiated Development of R2 Tax Types
- Q4: Finalized Definition for R2 Tax Types
- Q4: Continued Development of R2 Tax Types
- Q4: Initiated Training Phase for R2 Tax Types

- FY26
  - Q1-Q2: November 2025 – Continued Development of R2 Tax Types
  - Q1: Finalized R2 Tax Types
  - Q1: Finalized Data Conversion Methods
  - Q1: Initiated Training
  - Q1: Initiated Testing
  - Q2: Finished R2 Development
  - Q2: Finished R2 Testing
  - Q2: Finished R2 Training
  - Q2: Go-live for R2 Tax Types

The end of each year of production marks the deployment of the next phase in the month of December.

- January 2024 – Base System Deployment (Milestone Complete)
- December 2024 – R1 (Milestone Complete)

- December 2025 – R2 (Milestone Complete)
- December 2026 – R3 (On Schedule)

Project MYNT Implementation Plan and Projected Deployment Timeline

The below Project MYNT Rollout 3 (R3) Timeline indicates the phase of work and high-level tasks planned for the 2026 Calendar year. The green phases with bold blue tasks indicate work that is in process and the tasks listed in black font represent planned work.

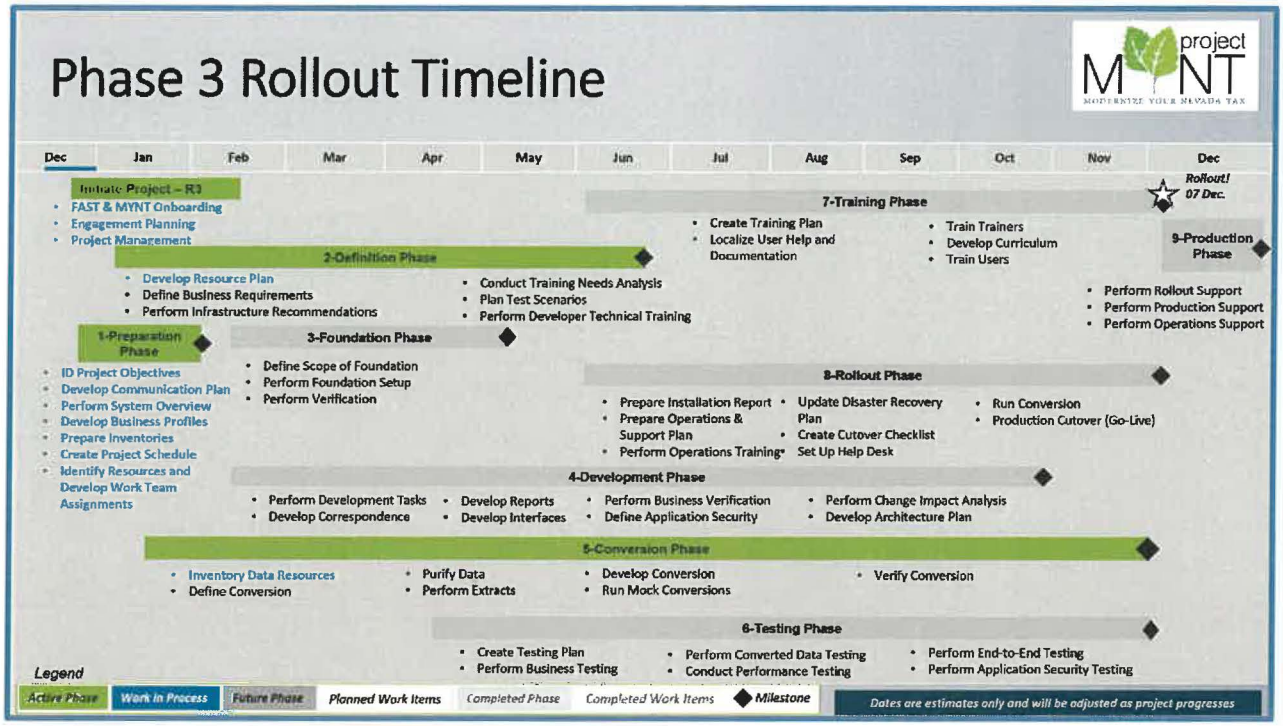


Figure 2. Phase 3 Rollout Timeline

FAST's Project Schedule (2025 – R3)

Task Name	Rollout 3			
	Start	Finish	Duration (workdays)	Days to Complete
Taxes in Scope: Bank Excise, Exhibition Facility Fee, Lodging, Cannabis Excise--Wholesale, Cannabis Excise--Retail, Property Tax on Interstate and Inter-County Companies--Centrally Assessed (Mining Valuations), Tire Fee, Transportation Connection				
Rollout Start and End Date	**8/Dec/25**	**24/Dec/26**	**274**	**382**
Go-Live		7/Dec/26		
1. Preparation	8/Dec/25	16/Jan/26	30	40
1.1 Install FAST Software	8/Dec/25	19/Dec/25	10	12
1.2 Identify Project Objectives	8/Dec/25	9/Jan/26	25	33
1.3 Develop Communication Plan	15/Dec/25	16/Jan/26	25	33
1.4 Perform System Overview	29/Dec/25	16/Jan/26	15	19
1.5 Develop Business Profiles	22/Dec/25	16/Jan/26	20	26
1.6 Prepare Inventories	15/Dec/25	16/Jan/26	25	33
1.7 Create Project Schedule	8/Dec/25	9/Jan/26	25	33
1.8 Identify Resources and Develop Work Team Assignments	8/Dec/25	2/Jan/26	20	26
2. Definition	22/Dec/25	12/Jun/26	125	173
2.1 Develop Resource Plan	22/Dec/25	9/Jan/26	15	19
2.2 Define Business Requirements	20/Jan/26	12/Jun/26	104	144
2.3 Plan Test Scenarios	26/Jan/26	12/Jun/26	100	138
2.4 Conduct Training Needs Assessment	26/Jan/26	12/Jun/26	100	138
2.5 Perform Developer Technical Training	20/Jan/26	30/Jan/26	9	11
2.6 Perform Infrastructure Recommendations	29/Dec/25	23/Jan/26	20	26
3. Foundation	26/Jan/26	24/Apr/26	65	89
3.1 Define Scope of Foundation	26/Jan/26	20/Feb/26	20	26
3.2 Perform Foundation Setup	26/Jan/26	10/Apr/26	55	75
3.3 Perform Verification	13/Apr/26	24/Apr/26	10	12
4. Development	26/Jan/26	23/Oct/26	195	271
4.1 Perform Development Tasks	26/Jan/26	21/Aug/26	150	208
4.2 Develop Correspondence	27/Feb/26	11/Sep/26	141	197
4.3 Develop Reports	2/Mar/26	11/Sep/26	140	194
4.4 Develop Interfaces	26/Jan/26	21/Aug/26	150	208
4.5 Perform Business Verification	2/Feb/26	11/Sep/26	160	222
4.6 Define Application Security	15/Jun/26	11/Sep/26	65	89
4.7 Perform Change Impact Analysis	26/Jan/26	26/Oct/26	196	274
4.8 Develop Architecture Plan	23/Mar/26	2/Jul/26	74	102
5. Conversion	29/Dec/25	25/Nov/26	238	332
5.1 Inventory Data Resources	29/Dec/25	16/Jan/26	15	19
5.2 Define Conversion	9/Feb/26	10/Jul/26	110	152
5.3 Purify Data	26/Jan/26	29/Oct/26	199	277
5.4 Perform Extracts	17/Feb/26	25/Nov/26	202	282
5.5 Develop Conversion	17/Feb/26	25/Nov/26	202	282
5.6 Run Mock Conversions	6/Apr/26	25/Nov/26	168	234
5.7 Verify Conversion	18/May/26	25/Nov/26	138	192
6. Testing	30/Mar/26	20/Nov/26	170	236
6.1 Create Testing Plan	30/Mar/26	22/May/26	40	54
6.2 Perform Business Testing	20/Jul/26	16/Oct/26	65	89
6.3 Perform Converted Data Testing	10/Aug/26	2/Oct/26	40	54
6.4 Conduct Performance Testing	19/Oct/26	20/Nov/26	25	33
6.5 Perform End-to-End Testing	28/Sep/26	20/Nov/26	40	54
6.5.1 Perform Application Security Testing	12/Oct/26	20/Nov/26	30	40

7. Training	1/Jun/26	4/Dec/26	135	187
7.1 Create Training Plan	1/Jun/26	17/Jul/26	35	47
7.2 Localize User Help and Documentation	20/Jul/26	18/Sep/26	45	61
7.3 Train Trainers	14/Sep/26	9/Oct/26	20	26
7.4 Develop Curriculum	20/Jul/26	25/Sep/26	50	68
7.5 Train Users	12/Oct/26	4/Dec/26	40	54
8. Rollout	26/May/26	7/Dec/26	140	196
8.1 Prepare Installation Report	26/May/26	18/Jun/26	18	24
8.2 Prepare Operations & Support Plan	21/Sep/26	6/Nov/26	35	47
8.3 Perform Operations Training	9/Nov/26	20/Nov/26	10	12
8.4 Update Disaster Recovery Plan	19/Oct/26	13/Nov/26	20	26
8.5 Create Cutover Checklists	6/Jul/26	6/Nov/26	90	124
8.6 Set Up Help Desk	12/Oct/26	29/Oct/26	14	18
8.7 Run Conversion	4/Dec/26	5/Dec/26	1	2
8.8 Perform Production Cutover (Go-Live)	7/Dec/26	7/Dec/26	1	1
9. Production	7/Dec/26	24/Dec/26	14	18
9.1 Perform Rollout Support	7/Dec/26	18/Dec/26	10	12
9.2 Perform Production Support	7/Dec/26	24/Dec/26	14	18
9.3 Perform Operations Support	7/Dec/26	24/Dec/26	14	18

Figure 3. FAST's Project Schedule for R3

Summary of Project Deliverables

ID	Deliverable Name	FY Qtr.	Date Received	Date Approved
D03	Project Initiation Meeting	FY24, Q2	10/18/2023	10/18/2023
D36	Implementation Strategy	FY24, Q3	01/19/2024	01/29/2024
D04	Project Kickoff Meetings	FY24, Q3	01/25/2024	02/05/2024
D13	Communication and Stakeholder Engagement Plan	FY24, Q3	01/29/2024	02/07/2024
D35	Banned Technology Plan	FY24, Q3	01/29/2024	02/07/2024
D08	Implementation Plan	FY24, Q3	02/06/2024	02/15/2024
D09	Project Management Plan	FY24, Q3	02/28/2024	03/28/2024
D18	Project Communications Management Plan	FY24, Q3	02/28/2024	03/08/2024
D11	Risk Management Plan	FY24, Q3	03/13/2024	03/21/2024
D54	Risk, Issues, Decision, Opportunities Matrix	FY24, Q3	03/13/2024	03/21/2024
D31	Incident Response Plan (IRP)	FY24, Q3	03/22/2024	04/15/2024
D10	Project Schedule	FY24, Q3	03/28/2024	05/10/2024
D60	Environment Setup: Development, Test, & UAT	FY24, Q4	04/15/2024	04/26/2024
D32	Vulnerability Test Results and Remediation Plan	FY24, Q4	04/29/2024	04/30/2024
D05	Meeting Minutes	FY24, Q4	04/22/2024	05/01/2024
D71	Status Reports	FY24, Q4	05/02/2024	05/09/2024
D06	Status Meetings	FY24, Q4	04/26/2024	05/10/2024
D45	Cloud Architecture Diagrams	FY24, Q4	05/28/2024	06/06/2024
D48	Data Architecture Diagrams	FY24, Q4	05/29/2024	06/10/2024
D44	System Architecture Diagrams	FY24, Q4	05/29/2024	06/10/2024
D47	Software Architecture Diagrams	FY24, Q4	05/29/2024	06/10/2024
D55	Requirements Traceability Matrix	FY24, Q4	05/29/2024	06/17/2024
D46	Hardware Architecture Diagrams	FY24, Q4	05/24/2024	06/06/2024
D12	Organizational Change Management Plan	FY24, Q4	06/07/2024	07/15/2024
D56	Release Requirements Traceability Matrix (R1)	FY24, Q4	06/07/2024	06/18/2024
D27	ITS Solution Test Plan	FY25, Q1	06/13/2024	07/08/2024

D26	Test Master Plan	FY25, Q1	06/18/2024	07/08/2024
D19	Quality Management Plan	FY25, Q1	06/14/2024	07/08/2024
D07	Release Planning	FY25, Q1	06/24/2024	07/08/2024
D53	Federal Tax Information (FTI) Data Flow Diagram	FY25, Q1	07/10/2024	07/24/2024
D21	Data Conversion Plan	FY25, Q1	07/25/2024	08/08/2024
D16	Organizational Impact Assessment (R1)	FY25, Q1	07/11/2024	08/20/2024
D24	Training Schedule	FY25, Q1	08/21/2024	09/10/2024
D28	Release Plan	FY25, Q1	08/28/2024	09/10/2024
D20	Software Configuration Plan	FY25, Q1	08/28/2024	09/10/2024
D23	Comprehensive Training Plan	FY25, Q1	08/22/2024	11/25/2024
D73	Test Tracking and Reporting Tool	FY25, Q1	09/30/2024	10/21/2024
D77	ITS Solution Technical Training	FY25, Q2	10/31/2024	11/13/2024
D81	Installation Guide	FY25, Q2	11/01/2024	11/12/2024
D22	Data Warehouse Implementation or Integration Plan	FY25, Q2	11/01/2024	11/13/2024
D49	Security Architecture Diagrams	FY25, Q2	11/15/2024	11/19/2024
D64	Release – Data Conversion and Load (Development, Test and UAT) (R1)	FY25, Q2	11/21/2024	12/4/2024
D79	Release – Training Materials (R1)	FY25, Q2	11/27/2024	12/12/2024
D63	Data Warehouse (DW) Model	FY25, Q2	12/05/2024	12/12/2024
D78	Release – Training Sessions (R1)	FY25, Q2	12/05/2024	12/16/2024
D67	Release – Data Load (Training Environment) (R1)	FY25, Q2	12/11/2024	12/24/2024
D51	Disaster Recovery Diagrams	FY25, Q2	12/11/2024	01/25/2025
D61	Environment Setup: Training, Q&A, and Production	FY25, Q3	03/12/2025	03/20/2025
D37	User Support Strategy	FY25, Q3	03/12/2025	03/28/2025
D15	Implementation Readiness Assessment Report (R1)	FY25, Q3	03/12/2025	03/28/2025
D01	Business Practices (2024 Q4)	FY25, Q3	03/17/2025	04/02/2025
D68	Release – Data Conversion and Load (Production and UAT) (R1)	FY25, Q3	03/17/2025	03/26/2025
D75	Test Analysis and Defect Report (R1)	FY25, Q3	03/17/2025	03/28/2025
D82	Security Administrators Users Guide	FY25, Q3	03/21/2025	04/04/2025
D52	Rollover and Failover Diagrams	FY25, Q3	03/21/2025	04/07/2025
D02	Security Compliance Statement (2024 Q4)	FY25, Q3	03/26/2025	04/01/2025
D66	Release – System Interfaces (R1)	FY25, Q4	04/04/2025	04/17/2025
D65	Release – Implementation of Solution Software, Components, Configurations, and Customizations (R1)	FY25, Q4	04/04/2025	04/16/2025
D01	Business Practices (2025 Q1)	FY25, Q4	04/16/2025	04/29/2025
D02	Security Compliance Statement (2025 Q1)	FY25, Q4	04/16/2025	04/29/2025
D62	Managed Hosting	FY25, Q4	04/30/2025	05/08/2025
D14	Internal and External Project MYNT Webpage Content	FY25, Q4	04/30/2025	05/15/2025
D74	System Performance and SLA Tools	FY25, Q4	04/30/2025	05/16/2025
D70	Disaster Recovery Plan	FY25, Q4	05/01/2025	05/13/2025
D76	Release – Post-Implementation Review Report (R1)	FY25, Q4	05/02/2025	05/14/2025
D87	Release – Release Manual (R1)	FY25, Q4	05/02/2025	05/15/2025
D89	Release – Application Maintenance Manuals (R1)	FY25, Q4	05/06/2025	05/15/2025
D29	Information Security Plan	FY25, Q4	05/15/2025	05/30/2025
D33	Patch Management Plan	FY25, Q4	05/29/2025	06/17/2025
D88	Release – Solution Applications Operations Manuals (R1)	FY25, Q4	06/18/2025	06/30/2025
D28	Release Plan (R2)	FY25, Q4	06/26/2025	07/10/2025
D07	Release Planning (R2)	FY25, Q4	06/26/2025	07/10/2025
D25	Knowledge Transfer Plan	FY25, Q4	06/26/2025	07/10/2025

D17	Post-Implementation Report (R1)	FY25, Q4	06/26/2025	08/05/2025
D01	Business Practices (2025 Q2)	FY26, Q1	07/29/2025	08/05/2025
D02	Security Compliance Statement (2025 Q2)	FY26, Q1	07/29/2025	08/05/2025
D56	Release Requirements Traceability Matrix (R2)	FY26, Q1	08/05/2025	11/06/2025
D16	Organizational Impact Assessment (R2)	FY26, Q1	08/29/2025	10/22/2025
D42	Security Architecture	FY26, Q1	09/25/2025	09/30/2025
D01	Business Practices (2025 Q3)	FY26, Q2	10/03/2025	10/03/2025
D02	Security Compliance Statement (2025 Q3)	FY26, Q2	10/03/2025	10/21/2025
D39	System Architecture	FY26, Q2	10/17/2025	10/21/2025
D72	Requirements Gap Analysis Report	FY26, Q2	10/23/2025	11/06/2025
D80	Knowledge Transfer Training	FY26, Q2	10/23/2025	11/18/2025
D40	Software Architecture	FY26, Q2	10/23/2025	11/05/2025
D41	Data Architecture	FY26, Q2	10/23/2025	11/05/2025
D50	Release Diagrams (R1)	FY26, Q2	10/23/2025	11/18/2025
D67	Release – Data Load (Training Environment) (R2)	FY26, Q2	11/06/2025	11/18/2025
D78	Release – Training Sessions (R2)	FY26, Q2	12/09/2025	In progress
D79	Release – Training Materials (R2)	FY26, Q2	12/09/2025	In progress
D64	Release – Data Conversion and Load (Development, Test and UAT) (R2)	FY26, Q2	12/19/2025	In progress
D65	Release – Implementation of Solution Software, Components, Configurations, and Customizations (R2)	FY26, Q2	12/19/2025	In progress
D66	Release – System Interfaces (R2)	FY26, Q2	12/19/2025	In progress
D68	Release – Data Conversion and Load (Production and UAT) (R2)	FY26, Q2	12/19/2025	In progress

Table 6. Deliverable Summary

Change Management and Training

During Q4, FY25, FAST's OCM Team along with the Department's ECMO continued executing OCM sustainment plans in support of R1 and executed OCM training phase plans for R2. Training support and Help Manager updates continued through FAST's product support processes which enabled key stakeholders to effectively meet Taxation's mission requirements. The R2 train-the-trainer program is underway, and curriculum development is being executed in accordance with the training plan. The OCM team continues to collaborate with the Department's Public Information Office to ensure Nevada's constituents and customers are satisfied with website services and customer service personnel remain prepared and updated on changes for continued sustainable support. The OCM Team is now implementing action plans to address opportunities identified for R2. Action plans include developing an evaluation and certification process for trainers and the development of more effective training aids for both R1 and R2.

The ECMO and FAST OCM Team engaged stakeholders through the deployment of two learning and growth opportunities focused on change management certification for Taxation's Change Ambassadors and Supervisor The opportunities included "People-side of Change" and "Leading Change." Both courses will be made available to all Taxation staff in Q1, FY 26. During Q4, FY 25 FASTs rolled out a novel MYNT Taste Test program which actively engages tax employees through advanced simulations and exercises. This program is well received and continues to add value to employee adoption of MYNT. In addition to continued synchronization with Phase-2 activities, the ECMO executed strategic roadmap initiatives which included the development and deployment of "Micro-learning" initiatives focused on improving leadership capabilities and providing additional opportunities for learning and growth. The results of these initiatives continue to increase the overall maturity of the ECMO in

areas of competence and standardization. In alignment with Taxations Strategic Plan 2024-2029 initiatives for Q1, FY26 will include deployment of two OCM training programs to further develop change capacity and capability for Department personnel and leaders as well as the ECMO and EPMO staff.

Project MYNT Vendor Activities

FAST

During Q1, FY26, FAST completed activities related to definition of business processes and inventory of interfaces and correspondence for R2. FAST continued activities in system development according to definitions, conversion and data purification. These activities include the commencement of mock conversion runs and development of interfaces and correspondence. FAST began the testing phase with Department testers, who tested business test cases and converted data test cases. FAST training coordinators guided Department trainers in creating materials to train Department staff on the system's functionality. FAST assisted the Department in defining additional security roles within the application and identifying business processes to begin configuration of task management within the system for R2.

During Q2, FY26, FAST completed activities in system development for R2 according to definitions, conversion and data purification. These activities include the continuation and completion of mock conversion runs and development of interfaces and correspondence. FAST completed the testing phase with Department testers, who tested business test cases and converted data test cases. FAST worked with Department testers to complete end-to-end testing, as well, which simulates daily activities including user activity and daily job streams. FAST training coordinators guided Department trainers as they delivered modules to train Department staff on the system's functionality. FAST worked with the Department to complete a successful production cutover that allowed the update of MYNT and My Nevada Tax on December 8, 2025, for additional programs included in R2. During the month of December, FAST coordinated rollout support with FAST and Department staff providing in-person and online support to Department users.

Throughout both quarters, FAST's Change Management Lead continued collaborating with the Department's ECMO staff to identify and manage OCM needs. FAST continues to work with the Department to submit, refine and gain approval of contractual deliverables as indicated in Section 7.4.

During Q2, FY26, FAST commenced activities for R3, including the Preparation, Definition and Conversion phases that focused on preparatory activities for the R3. These activities focused on planning work, team assignments, and inventories for the in-scope items.

Mathtech: Contract Assessment / Independent Verification and Validation (IV&V)

Contract Assessment and Tax Modernization Consulting

Mathtech successfully completed its Independent Verification and Validation (IV&V) contractual deliverables for the MYNT program at the end of October 2025. Upon contract conclusion, the Consultant's activities and duties transitioned in an orderly manner to onsite MYNT Quality Team resources. This transition reflected the program's increased internal maturity and its ability to independently execute quality assurance and validation responsibilities with precision and consistency.

Following the Mathtech Consultant's departure, the Quality Team continued to produce IV&V results and

routed those results to the IV&V consultant for independent review and formalized reporting back to the MYNT team. This interim operating model was implemented to ensure continuity of oversight; however, due to the consultant's offsite status, the approach proved misaligned with MYNT's integrated workflow model and did not represent a fiscally responsible long-term solution.

In response, MYNT leadership conducted a comprehensive evaluation of quality governance, verification practices, and remaining project risk exposure. Leveraging ASQ quality principles, Baldrige performance excellence criteria, and Six Sigma measurement techniques, the leadership team developed an enhanced internal quality measurement model. This model assumed IV&V responsibilities with greater analytical accuracy, improved timeliness, and stronger alignment to real-time project execution.

Based on this assessment, the decision was made not to renew the IV&V contract. This determination was further corroborated by the MYNT vendor, who confirmed that by the third year of implementation, most jurisdictions elect not to renew IV&V contracts, as primary contractual obligations have been met and residual deliverables can be effectively managed internally.

After a detailed review of MYNT team processes, remaining deliverables, and organizational readiness, leadership formally approved the decision to conclude external IV&V services.

Summary of IV&V Services Through October 31, 2025

Mathtech's Vice President and IV&V staff remained engaged through the contract term and continued to perform IV&V services in an offsite capacity. The IV&V function operated independently from program execution and focused on objective validation of work products using a structured and methodical review process. This process included:

- Verification of work product accuracy and completeness.
- Validation of adherence to contractual, statutory, and functional requirements.
- Identification of deficiencies, errors, and omissions.
- Documentation of recommended improvements and remediation actions.
- The cumulative scope of work delivered under the IV&V engagement included the following:
- Completion and delivery of IV&V assessments for Q1 and Q2.
- Execution of twelve monthly IV&V assessments and the IV&V End-of-Phase Report.
- Documentation of eighty (80) recommendations within monthly IV&V reports, formally provided to the EPMO and the FAST contractor.
- Review and validation of thirty-five (35) FAST contract deliverables and major work products.
- Section 2.5 provides the most recent IV&V monthly summary report for Q1 and Q2.

Acknowledgement and Appreciation

MYNT leadership extends sincere appreciation to the Mathtech team for their professionalism, technical expertise, and commitment to quality throughout the duration of the contract. Their contributions played a meaningful role in strengthening program controls, improving documentation quality, and reinforcing disciplined verification practices during critical phases of modernization.

The knowledge transfer, structured assessments, and collaborative engagement provided by Mathtech supported MYNT's successful transition to an internally sustained quality model. The program thanks Mathtech for their service, partnership, and dedication, and recognizes the value their efforts delivered in advancing the MYNT program toward long-term operational excellence.

• **Overall Project MYNT Status**	• **Green**
• **Resources**	• Mathtech is not aware of any resource issues.
• **Budget**	• Mathtech is generally aware that the MYNT Project has been impacted by a budget reduction, the full details of which are not known to Mathtech.
• **Schedule**	• Mathtech is not aware of any scheduling issues.
• **Scope**	• Mathtech is not aware of any scope issues.
• **Risks Identified During the Month**	• Existing risks in the FCR Risk Register are being maintained.
• **Issues**	• Existing Issues in the FCR Issue Register are being maintained.
• **Quality**	• Mathtech is not aware of any quality issues that are not already documented in the Risk Log.

Table 7. Mathtech Summary Report

Risks and Issues

Risks

Definition

Project risk includes threats to the project's objectives and opportunities to improve them. The EPMO identifies potential risks and then conducts a risk analysis to determine the negative consequences and their probability of occurrence. The EPMO assigns each risk a time frame to indicate how soon action is required to prevent it. The task of risk management focuses not only on identifying and analyzing risks but also on reducing them to an acceptable level.

The EPMO identifies potential project-level risks during the project's preparation phase and at the start of each phase. The EPMO then carries out an ongoing risk management process as part of detailed work planning, monitoring and updating, as needed. Project risks and issues are managed according to the Risk Management Plan. The EPMO tracks all project risks in Delivery Workbench (DWB), a built-in tracking tool in GenTax and maintains them in the Risk, Issue, Decision, Opportunity Matrix, which is stored in the Project MYNT SharePoint.

Scoring

Project managers document new risks in DWB when discovered. They categorize risks based on the probability of occurrence, impact and relevant time horizon. Project managers use the following guidelines to document each identified risk's characteristics:

Risk Exposure Matrix

		Probability				
		Unlikely	**Somewhat Unlikely**	**Somewhat Likely**	**Likely**	**Highly Likely**
Impact	**Critical**	Medium	Medium	High	High	High
	Severe	Medium	Medium	Medium	High	High
	High	Low	Medium	Medium	Medium	High
	Moderate	Low	Low	Medium	Medium	Medium
	Minimal	Low	Low	Low	Medium	Medium

Figure 4. Risk Exposure Matrix

Determine the risk severity based on the exposure and time horizon of the particular risk:

Risk Severity Matrix

		Exposure		
		Low	**Medium**	**High**
Time Horizon	**Short**	Medium	High	High
	Medium	Low	Medium	High
	Long	Low	Low	Medium

Figure 5. Risk Severity Matrix

During the risk analysis and measurement stage, the risk severity is determined based on the above guidelines. The stakeholders are consulted to improve analysis accuracy and possibly identify additional risks. Stakeholder input is essential for creating accurate risk assessments. The risk owner continually tracks individual project risks, risk triggers and risk events. As risk status changes, the risk owner updates documentation and keeps the project managers aware of new status.

Current Risks

Below are the risks for the current reporting period:

#	Title	Risk	Score	Mitigation Strategy/Status
R1.29	Reconfiguration due to lack of communication	MYNT must be reconfigured due to policy, procedure, and regulation updates not being communicated to POs, SMEs, and/or development team. Late or missing communication on these items may mean that changes will be discovered late in the process or MYNT will go live with incorrect configuration.	80	Hold regular review meetings to assess impacts and prioritize changes. Development managers are responsible for alerting PMO and communicating scope and impact when changes to approved definitions are identified. Require business team sign-off to definition and to the development item before deployment and enforce a configuration freeze window. Communicate changes promptly through targeted updates and maintain traceability linking each update to configuration

				changes to test cases to ensure accuracy at go-live.

Table 8. Current Risks

No new risks during this reporting period.

Risk R1.29 has remained as an ongoing risk to the project. The project management and change management teams have worked together to continue to provide a continuous feedback loop to allow for adaptive changes to the product. The teams have continued to work thoroughly with the business to ensure that the business is receiving the product they require. The risk comes from a lack of vision for what can be done in the new system and a constant request to make the new product exactly like the old product, eliminating the need to modernize. This is a continuous risk that the project teams must overcome, therefore the risk remains constant creating a focus for the project team's engagement to maintain efforts in change management for acceptance of the new product as well as vision casting, teaching, and requirements gathering based on the new product versus the old way of doing business.

Issues

No new issues during this reporting period.