

Metric ID	Metric	Status	Progress	Target	Current	Previous	Frequency	Metric Definition
<b>Customer/Constituent</b>								
C-3	Percent of web payments received <sup>1</sup>	Red		65.00%	24.30%	20.06%	Monthly	New Metric 9/16/2015 - The percentage of payment received via web
C-4	Telephone Call Quality Assurance Measures - Office of Collections.	Green		100.0%	96.0%	96.4%	Monthly	To provide quality information and customer service on telephone calls. Staff are measured on several key criteria which helps determine where overall training may be needed to ensure a high quality of service.
C-5	Number of Material Security Breaches	Green		0	0	0	Monthly	Maintain and protect confidential information obtained through departmental programs.
C-7	Move distressed communities to fiscal solvency and stable self-governance	Green		4	4	N/A	FY Annually	EM exit, RTAB meetings from monthly to bi-monthly to quarterly, dissolving RTAB, successful termination of consent agreements.
C-10	Issue 10 substantive Revenue Administrative Bulletins (RABs) annually.	Green		10	12 (CY2015)	2 (CY 2014)	CY Annually	Improve communication to taxpayer/practitioner community by issuing a minimum of 10 substantive Revenue Administrative Bulletins (RABs) annually.
C-11	Average speed of answer (ASA) on SUW related phone calls.	Red		7.00	11.07	16.01	Monthly	Respond to SUW phones calls within 7 minutes or less
C-12	Percent of guidance issued to taxpayer/practitioner within 3 to 6 months	Red		100%	0%	50%	Quarterly	Increase communications with the taxpayer/practitioner community to meet their needs timely.
<b>Internal Business Process</b>								
P-1	Percent of Tax Exemption Certificates Processed	Green		100%	100%	100%	CY Annually	This metric measures the percent of tax exemption certificates that are processed each year.
P-3	Inspections of Tobacco Retailers	Green		470	693	766	Quarterly	This measures the number of administrative inspections of tobacco retailers and licensees by MSP and Treasury enforcement personnel each quarter.
P-4	IT Projects on Time and Within Budget	Green		85%	83%	87%	Quarterly	Track IT projects with respect to budget and completion time to ensure Treasury meets legal/statutory requirements.
P-5	Percent of accounts which had appropriate action taken within the last 30 days	Yellow		100%	80%	85%	Quarterly	Provide quality information and customer service during field visits to ensure timely collection and resolution of tax debts.
P-6	Percent of calls resolved on first contact	Yellow		100%	85%	65%	Quarterly	Provide first time call resolution for debtors contact third party collection agent.
P-8	Conduct Audit of Minimum Assessing Requirements (AMAR) reviews	Green		20.0%	20.0%	0.0%	FY Annually	Ensure fair, uniform and accurate assessments statewide by conducting Audit of Minimum Assessing Requirements (AMAR) reviews in the local units within 20% of the State's 83 counties annually. Maintain a five year cycle of reviews throughout the state.
P-9	Number of days to complete audit (combined number for various tax types) - monthly rolling average	Red		220	291	293	Monthly	Ensure efficient audits by reducing the length of audit to 220 days.
P-10	Percent of returns processed compared to production plan	Green		100.0%	108.7%	106.5%	Monthly	All individual Income Tax returns are processed in the same year they are filed.
P-12	Number of days to process audit (12 month rolling average)	Green		210	74	72	Monthly	Process audits in timeframes (days) that exceed the requirement of PA3 of 2015.
P-13	Percent of hearings completed in less than 6 months	Red		100%	59%	49%	Quarterly	Improve processes to reduce informal hearings process to take less than 6 months.
P-14	Forced SUW disconnects as % of the total calls received	Green		5.00%	0.04%	8.30%	Monthly	target of 5% or less disconnects in relation to total SUW calls received
P-15	All IIT correspondence processed in a timely fashion	Yellow		100.0%	89.1%	93.1%	Monthly	All Individual Income Tax correspondence processed within 90 days of receipt.
P-16	Maintain a low error percentage on audits (QA)	Red		5	10	3	Quarterly	Maintain an error rate of 5% or less on audits as determined by quality assurance review.
P-17	Discovery Correspondence (% completed within 60 days)	Red		95%	27%	27%	Monthly	Completed correspondence received from taxpayers in response to Discovery inquiry within 60 days of receipt.
<b>Financial</b>								
F-1	Accurate Revenue Estimating.	Green		3.0%	.8%	1.7%	CY Annually	Estimate revenues within 3% of actual. The accuracy of the metric impacts the state budget process.
F-3	State Credit Rating (Fitch)	Yellow		AAA	AA	AA	FY Annually	Ensure the state receives the best credit rating possible. A better credit rating allows the state to borrow money at the most competitive rates available. Ensures the financial position of the state provides a climate for business investment and citizen confidence.
F-4	MPSERS Quarterly rolling 1 year average return	Red		8.0%	1.5%	1.4%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employees' Retirement System vs. Actuarial Target Rate
F-4.1	MPSERS Quarterly rolling 5 year average return	Green		8.0%	8.1%	8.2%	Quarterly	Actual investment rate of return on pension fund assets for the Michigan Public School Employees' Retirement System vs. Actuarial Target Rate
F-5	School Districts Serviced Under State Aid Note (Semi-Annual August Borrowing)	Green		300	251	264	FY Annually	Provides access to short term loans for school districts. This metric goal is to reduce the number of school districts who need access to short term loans. Measured by the number of borrowings. Some school districts borrow more than once a year.
<b>Learning and Growth</b>								
L-1	Improve Internal Communication Through Web	Green		100%	100%	100%	Monthly	Regularly update the Treasury Intranet home page to ensure staff have access to current information. This measures the percentage of time the web is updated at least monthly.
<b>Good Government</b>								
GG2	The percentage of champions identified in employee survey	Green		53%	49% 2015 Survey	49%	CY Annually	The % of champions identified in the statewide survey of state employees measuring employee engagement .

<sup>1</sup> The status color for this metric reflects breaking points at 45% to 75% of the established target value.