



June 28, 2023

Performance Audit

Business Registration Audit

Planning Department

Report No. 23-102



City of Albuquerque - Office of Internal Audit

Business Registration Audit

Performance Audit

June 28, 2023

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Executive Summary

The Office of Internal Audit (OIA) conducted a performance of the Business Registration program operated by the Planning Department. The audit scope included all Business Registration records from January 1, 2017, through December 31, 2022. The audit was included in the fiscal year 2023 approved audit plan. The objectives were as follows:

- Determine whether the Business Registration process has controls, policies, and procedures in place.
- Determine whether the Business Registration process complies with applicable procedures, rules, regulations, ordinances, and statutes.

OIA identified business owners are failing to register their businesses with the City of Albuquerque (City) and the status of registered businesses may have incorrect information, impacting the payment of fees to the City for a total of \$2045. From a sample of 50 businesses, OIA noted that eight operating businesses had an expired or closed status in the POSSE system (although one was still labeled as active) and six businesses have never registered with the City. OIA further identified that 11 were expired and 10 were no longer in operation and should have a “closed” status in the POSSE system from an additional sample of 50 businesses.

Additionally, opportunities exist to strengthen existing Business Registration policies and procedures. While performing the audit, OIA was provided with standard operating procedures (SOPs) that staff use as guidance to process Business Registrations and renewals. However, OIA noted that the SOPs lack detailed instructions to provide consistent guidance for Business Registration staff to conduct daily operations and do not reference requirements for the Business Registration program. OIA also found that many practices Planning staff perform are not documented or formalized within current policies or procedures.

Finally, OIA identified that entities that have exemptions or that are entitled to them are not tracked in the Business Registration system. Registered athletic officials who officiate for any association or organization which regulated public school activity are exempt from paying Business Registration and late fees. However, Planning does not have system capabilities in place to track or identify them, in the POSSE system.

The Planning Department should:

- Collaborate with other City departments that have staff who visit or inspect businesses to confirm that the Business Registration is current
- Inquire with New Mexico’s Taxation and Revenue Department regarding the ability to obtain a listing of businesses from tax information available to better understand what businesses are operating within the City
- Develop, implement, and formalize a process to identify and rectify businesses that are expired
- Develop, implement, and formalize a process to routinely review business account statuses in the Business Registration system for accuracy
- Investigate whether the Business Registration system has the functionality to monitor expired accounts and their associated late fees
- Perform a detailed cost analysis to inform staffing needs and determine whether pursuing additional budgeted positions is necessary
- Develop and formalize internal policies and procedures that align with applicable Ordinance and AI requirements
- Develop and incorporate an exemption process into formalized processes and procedures
- Investigate whether the replacement for the POSSE system has the functionality to identify and monitor business records that are exempt from paying Business Registration and renewal fees

The Planning Department *concur*s with all findings and recommendations made and its response is attached as an appendix. OIA will work with the department to follow up every six months on the status of the open recommendations made in this report.

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Accountability in Government Ove
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City of Albuquerque
Office of Internal Audit

Audit: Business Registration Performance Audit
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DISCUSSION DRAFT

INTRODUCTION

The Office of Internal Audit (OIA) conducted a performance audit of the Business Registration program operated by the City of Albuquerque (City) Planning Department (Planning). The audit scope included all Business Registration records from January 1, 2017, through December 31, 2022. The audit was included in the fiscal year 2023 approved audit plan. The objectives were as follows:

- Determine whether the Business Registration process has controls, policies, and procedures in place; and
- Determine whether the Business Registration process complies with applicable procedures, rules, regulations, ordinances, and statutes.

Further information pertaining to the audit objectives, scope, and methodology can be found in Appendix A.

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BACKGROUND

The City’s Planning Department enforces zoning, building, and land use codes and regulations for the City. According to the fiscal year (FY) 2023 Approved Budget, Planning’s mission is to “play a key role in developing the tools to implement and manage the future growth of Albuquerque, and enforce regulations to protect the health, safety, and welfare of our community. They are responsible for overseeing the Business Registration program, a revenue-generating source for the City’s General Fund.

In 1981, the program was codified by the Business Registration Ordinance.¹ The Business Registration Ordinance states that “all persons proposing to engage in business within the municipal limits of the city shall apply for and pay a Business Registration Fee for each outlet, branch, location, or Place of Business within the municipal limits of the city prior to engaging in business.”² The business registration fee is \$35.³ The Ordinance also requires that renewals of business registration occur after a full 12-month period. Additionally, there “shall be imposed upon each delinquent registration fee, a late fee in the amount of \$10 in the event a new business does not pay the registration fee before it commences business or the annual renewal fee is not paid prior to expiration.”⁴ These fees are based in NMSA 1978, § 3-38-1 to -24; the fee amounts cannot be raised higher than \$35 they are capped within the statute.⁵ Furthermore, payment of a business registration fee does not constitute receiving a license to conduct business within the City.

In order to apply for initial business registration or renewal, one can visit Planning’s website.⁶ Their website interfaces with the POSSE permitting and licensing software system,⁷ which is designed to “automate workflows associated with building, planning, engineering, permitting, inspections, code enforcement, and other land management activities.”⁸ The POSSE system has a workflow process that a user can follow to complete their business registration or renewal forms. The submittals are then routed to the Planning staff to review for accuracy and completeness

¹ Albuquerque, NM, Code of Ordinances, § 13-1 (1974, as amended through 2004).

² *Id.* at § 13-1-5.

³ *Id.* at § 13-1-3.

⁴ *Id.* at § 13-1-7.

⁵ NMSA 1978, § 3-38-3 (A) (amended 1988).

⁶ City of Albuquerque, <<https://www.cabq.gov>>, “Business Registration Information,” <<https://www.cabq.gov/planning/business-registration-information>>, accessed June 20, 2023.

⁷ City of Albuquerque, <<https://www.cabq.gov/>>, “LMS Online (OCI) – Login,” <<https://posse.cabq.gov/posse/pub/lms/Login.aspx>>, accessed June 20, 2023.

⁸ Computronix, <<https://www.computronix.com>>, “Permitting and Licensing Software,” <<https://www.computronix.com/government-software-solutions/permitting-software/>>, accessed June 20, 2023.

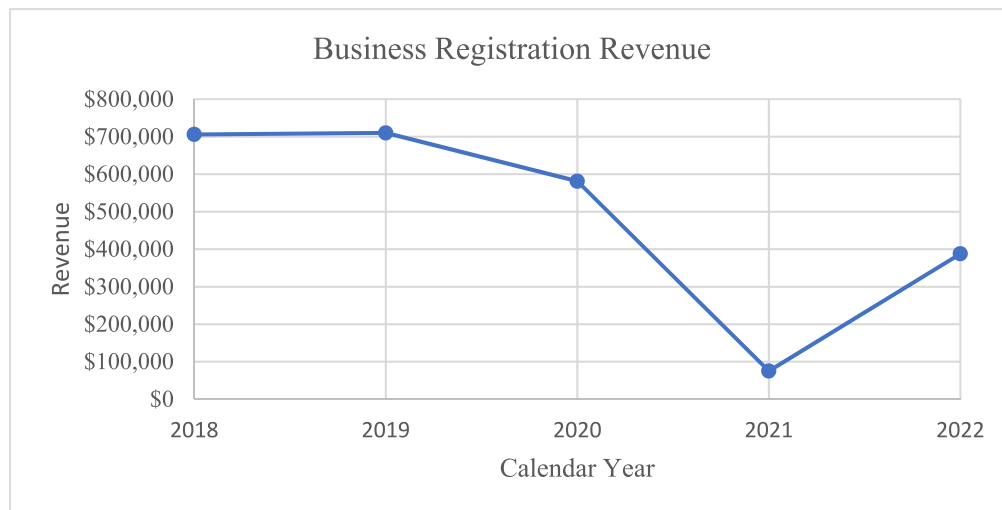
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with the guidance of Standard Operating Procedures (SOPs). Once approved, a business registration certificate is issued to the business owner. From January 1 through December 31, 2022, Planning averaged a four-day turnaround for processing with three full-time employees (FTEs).⁹

From calendar years 2018 through 2022, Planning collected Business Registration revenues totaling \$2.75 million, as detailed in the chart below. The decline in revenues from 2021 through 2022 was due in part to City Administration’s “Fifth Declaration of Local Emergency Due to Novel Coronavirus COVID-19,” effective May 14, 2020, that aimed to provide financial relief to local businesses during the COVID-19 pandemic. As part of the declaration, business registration and annual renewal fee payments were deferred “until the month after the expiration of the declared public health emergency within the City of Albuquerque.”¹⁰ With the public health emergency now over, Planning has sent out a total of 23,370 invoices to businesses that had previously deferred their business registration fees.

Chart: Business Registration Revenue



Source: Data provided directly to OIA by the Planning Department

Currently, Planning is scheduled to replace the POSSE system in September 2024; it has contracted a technical project manager to oversee the implementation of this system. At that

⁹ Planning is currently fully staffed with five FTEs dedicated to the Business Registration program.

¹⁰ City of Albuquerque, <<https://www.cabq.gov>>, “Fifth Declaration of Local Emergency Due to Novel Coronavirus COVID-19,” May 14, 2020, pg. 8, <<https://www.cabq.gov/mayor/documents/fifth-emergency-declaration-english.pdf>>, accessed June 20, 2023.

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time, Planning will also consider the addition of an annual business license requirement¹¹ that will allow Planning to develop a fee or a fee structure to better support its operations while also updating its internal policies and procedures.

FINDINGS

1. BUSINESS OWNERS ARE FAILING TO REGISTER THEIR BUSINESSES WITH THE CITY, AND REGISTERED BUSINESSES MAY HAVE INCORRECT INFORMATION, IMPACTING PAYMENT OF FEES TO THE CITY.

For a random selection of 50 businesses, OIA noted that eight operating businesses had an expired or closed status in POSSE (although one was still labeled as active) and six businesses have never registered with the City. OIA verified the operating status of each business through visual observation in the field and within the POSSE system. Additionally, OIA randomly selected and analyzed another 50 POSSE system business records with an “active” status. OIA identified that 11 were expired and 10 were no longer in operation and should have a “closed” status in the POSSE system. Ultimately, this has resulted in the City not receiving renewal and late fees for 19 businesses (\$1,835) and business registration fees for two businesses (\$210).

It is the responsibility of an owner to register and pay the associated fee (and late fees, if needed) in POSSE on an annual basis for their business. As previously mentioned, once an application is completed, it is routed to the Planning staff to review for accuracy and completeness. The business owner then receives a business certificate that is valid for one year. Prior to the expiration date, owners receive an email notification from Planning to start the renewal process if they are still in operation. If a business is in operation and has a current registration, it is considered “active” in the POSSE system. Similarly, if any business has not paid their renewal registration fee but is still operating they are considered “expired,” while businesses no longer in operation are “closed.”

According to the Business Registration Ordinance, § 13-1-5, “all persons to engage in a business within the municipal limits of the city shall apply for and pay a Business Registration fee for each outlet, branch, location, or place of Business within the municipal limits prior to engaging in business.” The amount a business owner must pay per location is also defined in the Ordinance, § 13-1-3: “there is imposed on each place

¹¹ Albuquerque, NM, Code of Ordinances, § 13-1-4 (1974, amended 1988) states, “no business registration fee shall be imposed on any business which is licensed under the city ordinance.”

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of business located in the city an annual Business Registration fee of \$35 for each consecutive 12-month period.” Also, according to § 13-1-6, “prior to the expiration of the Business Registration, any person with a place of business in the city and subject to this article shall apply to renew the Business Registration and shall pay an annual fee of \$35 for each place of business.” Additionally, the Ordinance allows for the imposition of a late fee in § 13-1-7: “there shall be imposed upon each delinquent registration fee, a late fee in the amount of \$10 in the event a new business does not pay the registration fee before it commences business or the annual renewal fee is not paid prior to expiration.”

If a business fails to comply with the requirements stated above, Administrative Instruction 2-2, *Credit, Collections & Accounts Receivable*, (AI 2-2) outlines responsibilities and activities a City department can take on amounts due. According to AI 2-2, § 11.3, “each Business Unit should have a written policy and procedures for Collections. The roles and responsibilities of Collections for each department should be clearly defined; however, if a department does not have a Collections Policy and Procedures, then the policies in this manual will govern the department’s policies. All departments are responsible for collecting on amounts invoiced and identifying staff assigned with these duties.” The AI also outlines a process for aging past-due accounts and their treatments; § 11.4.7 (c) states, “for billings systems other than PeopleSoft, Dunning Letters or Follow-up letters should be mailed for outstanding items,” and the other subsections of § 11.4.7 specify what actions to take according to the account’s age.

Since it is incumbent on a business owner to initiate the registration process, owners may elect to bypass the Business Registration process entirely. Currently, it is not a defined responsibility of Planning staff to venture out into the field to verify the operating status of a business. Planning also does not have any other basis on which to gauge what businesses are operating within City limits. Rather, Planning must rely upon the information provided by other City departments on the status of a Business Registration. While Planning does have a practice of occasionally reviewing business records that are “expired” in the POSSE system, this practice is not formalized in policy or procedures. According to Planning, POSSE has system limitations that prevent the effective use of reports to identify expired accounts; and, while POSSE has a workflow to transition expired accounts to a “closed” status, that is not always effective. As a result, Planning staff must investigate records on an individual basis and update the account status manually. Additionally, accounts that are “active” may not warrant review as they are assumed to be current. Finally, the responsibilities that are required by the Business Registration Ordinance and AI 2-2 may be more than current staffing levels can adequately handle.

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As a result, businesses are operating unregistered and the City is not obtaining all revenue to which it is entitled. According to OIA testing, Planning failed to collect a total of \$2045, as detailed above. Since, as OIA testing noted, businesses that have never registered cannot be accounted for, and since the status of a business is not always accurately reflected in the POSSE system, it is not possible to exactly account for all fee revenue due to the City every year or in aggregate. What can be estimated is a potential amount of \$ 1,108,440 from records in the POSSE system as of January 2023.¹² This breakdown comprises those accounts listed as “expired” in the POSSE system with registration fees of \$862,120 and associated late fees of \$246,320 not paid. However, OIA acknowledges that these totals may include inaccuracies for the following reasons. First, they may include the deferred payment amounts. Second, they may include businesses that should have a “closed” status but do not in the POSSE system. Third and finally, they do not include any active accounts in POSSE that should have an “expired” or “closed” status.

By developing processes to verify the operating status of a business in person, obtaining business listings from other entities, formalizing policies and procedures to review POSSE account statuses for accuracy, ensuring formal policies and procedures are reflective of current practices and applicable guidance, acquiring a new system that can adapt to the Business Registration program’s needs, and/or determining whether additional FTEs are needed, Planning’s ability to track and measure business registrations and their revenues will be greatly improved.

RECOMMENDATIONS:

The Planning Department should do the following:

1. Collaborate with the Environmental Health Department (EHD), Albuquerque Fire and Rescue (AFR), and other City departments that have staff who visit or inspect businesses to confirm that the Business Registration is current;
2. Inquire with New Mexico’s Taxation and Revenue Department regarding the ability to obtain a listing of businesses from tax information available, in order to better understand what businesses are operating within the City of Albuquerque and thus to identify and address gaps within the Business Registration system;
3. Develop, implement, and formalize a process to identify and rectify businesses that are expired;
4. Develop, implement, and formalize a process to routinely review business account statuses in the Business Registration system for accuracy;

¹² These figures come from a report generated and provided by Planning of all business records from the POSSE system as of January 2023. The count of records is as follows: 24,632 expired, 39,199 closed, and 34,775 actives.

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5. Investigate whether the replacement for the POSSE system can monitor expired accounts and their associated late fees; ensure that the new system can be customized to operational needs; and
6. Perform a detailed cost analysis to inform staffing needs and determine whether pursuing additional budgeted positions is necessary.

2. OPPORTUNITIES EXIST TO STRENGTHEN EXISTING BUSINESS REGISTRATION POLICIES AND PROCEDURES.

Current Planning policies lack detailed instructions to provide consistent guidance for Business Registration staff conducting daily operations. While performing the audit, OIA was provided with SOPs that staff use as guidance to process business registrations and renewals. However, OIA noted that the SOPs are mainly screenshots of the POSSE system workflow that do not reference the Business Registration Ordinance or AI 2-2 requirements for the Business Registration program. Furthermore, OIA observed that Planning does have practices they perform daily other than registrations and renewals, such as closing out expired accounts in the POSSE system, interfacing with citizens to answer inquiries and assist as needed, working with other departments that come across Business Registration issues, and onboarding new staff members. However, these are not documented or formalized within current policies or procedures.

According to the *Standards for Internal Control in the Federal Government* issued by the U.S. Government Accountability Office:

...management periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness in achieving the entity's objectives or addressing related risks. If there is a significant change in an entity's process, management reviews this process in a timely manner after the change to determine that the control activities are designed and implemented appropriately.¹³

According to Planning management, they have been performing research on a suitable system to replace the POSSE system over the past year. As a result, they anticipated having to develop policies and procedures that address the functionality of the new system and its impact on daily operations, and they have held off on creating interim policies and procedures. While the current SOPs provide limited guidance on Business

¹³ United States Government Accountability Office, <<https://www.gao.gov>>, *Standards for Internal Control in the Federal Government*, § 12.05, September 2014, <<https://www.gao.gov/assets/gao-14-704g.pdf>>, accessed June 21, 2023.

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Registration processes, Planning staff have relied on the Business Registration Ordinance as additional guidance, as had been the practice under previous management. However, they are now creating process maps of current practices to update policies and procedures once the new system is implemented.

Standardized policies and procedures can greatly improve the operations and efficiency of an entity by providing uniformity in practices, clear lines of responsibility, accountability, and consistency. Developing and documenting policies and procedures is the responsibility of management; thus, they should document business processes, personnel responsibilities, departmental operations, and promote uniformity in executing and documenting inspections.

RECOMMENDATION:

The Planning Department should do the following:

7. Develop and formalize internal policies and procedures that align with the Business Registration Ordinance and AI 2-2, as applicable; additionally, ensure policies and procedures are reflective of current practices.
3. ENTITIES THAT HAVE EXEMPTIONS OR THAT ARE ENTITLED TO THEM ARE NOT TRACKED OR MONITORED IN THE POSSE BUSINESS REGISTRATION SYSTEM.

OIA noted that the Business Registration Ordinance, § 1-4, states, “No Business Registration fee shall be imposed on any sanctioned and registered athletic official who officiates for any association or organization which regulates any public-school activity and whose rules and regulations are approved by the State Board of Education.”

This wording is a flow-down directive from NMSA 1978 § 3-38-1 (B) (1). Planning management, by their own admission, does not have insight as to why athletic officials are exempt from paying Business Registration fees, as this was decided at the State level. While occurrences of businesses being exempt from paying fees are rare among Planning staff, Planning does not have a policy to address how businesses that fall into this segment should be processed. Additionally, the POSSE system does not have the capability to indicate the associated business records are “exempt.”

Although exemptions are a benefit to these individuals, Planning lacks system capabilities to process these businesses through the registration and renewal workflow. POSSE also does not have the ability to report on the number of exempt businesses in

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the system, preventing Planning from quantifying the total amount of businesses with exemptions and performing checks to ensure they are still entitled to that benefit.

By developing guidance to process exemptions and implementing a system that has the functionality to identify these accounts, Planning will be able to consistently process exempt businesses and monitor these accounts as needed.

RECOMMENDATIONS:

The Planning Department should do the following:

8. Develop and incorporate a formalized exemption process; and
9. Investigate whether the replacement for the POSSE system can identify and monitor business records that are exempt from paying Business Registration and renewal fees.

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CONCLUSION

By implementing the recommendations detailed in this report, the City can improve its ability to effectively administer and manage business registration. Planning's response to the recommendations made is included in APPENDIX B of the report. We greatly appreciate the assistance of Planning throughout this audit, as they made both their staff and requested documents readily available.

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APPENDIX A

OBJECTIVES

The audit objectives were as follows:

- Determine whether the Business Registration process has controls, policies, and procedures in place; and
- Determine whether the Business Registration process complies with applicable procedures, rules, regulations, ordinances, and statutes.

SCOPE AND LIMITATIONS

The audit scope included all Business Registration records from January 1, 2017, through December 31, 2022. The audit was included in the fiscal year 2023 approved audit plan.

This report and its conclusions are based on information taken from a sample of financial records, systems, and users and does not represent an examination of all related financial records, systems, and users for the Business Registration program. The audit report is based on our examination of functions and activities through the completion of fieldwork in June 2023 and does not reflect events after that date. City management is responsible for establishing and maintaining effective internal control and complying with laws and regulations.

In performance audits, a deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct (1) impairments of effectiveness or efficiency of operations, (2) misstatements in financial or performance information, or (3) noncompliance with applicable laws, regulations, standards, guidelines, and/or best practices. A deficiency in design exists when (a) a control necessary to meet the control objective is missing, or (b) an existing control is not properly designed so that, even if the control operates as designed, the control objective is not met. In the performance audit requirements, the term “significant” is comparable to the term “material” as used in the context of financial statement engagements. A deficiency in operation exists when a properly designed control does not operate as designed, or when the person performing the control does not possess the necessary authority or qualifications to perform the control effectively.

Our consideration of internal control was for the limited purpose described in our audit objectives and was not designed to identify all deficiencies in internal control. Therefore, unidentified deficiencies may exist. Accordingly, we do not express an opinion on the effectiveness of Planning’s internal controls.

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As part of the performance audit, we tested Planning's compliance with applicable laws, requirements, and regulations. Noncompliance with these requirements could directly and significantly affect the objectives of our audit. However, opining on compliance with all provisions was not an objective of our performance audit, and, accordingly, we do not express an opinion.

No scope limitations were noted during the course of the audit.

We conducted this performance audit in accordance with generally accepted government auditing standards for performance audits, as prescribed in *Government Auditing Standards*, 2018 revision, issued by the Controller General of the United States. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

METHODOLOGY

Methodologies used to accomplish the audit objectives include but are not limited to the following:

- Interviewed management and staff regarding Business Registration procedures and processes;
- Gained an understanding of internal controls and relevant laws, and regulations of the Business Registration program;
- From a sample of Business Registrations records from January 1, 2017 through December 31, 2022, performed the following:
 - Examined the operating status of each business through field observation,
 - Verified that the status of each business was accurate in the POSSE system,
 - Quantified all past due business registration and late fees,
 - Analyzed the time it takes Planning to process business applications,
 - Confirmed that operating businesses had a current business registration, and
 - Determined business record information matched the location of an operating business;
- Evaluated the risk of fraud, waste, and abuse regarding activities related to our objectives; and
- Summarized all findings and provided the auditee with recommendations that will help to strengthen internal control, cost savings, and operating efficiency and effectiveness.

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APPENDIX B

Recommendations and Responses

For each recommendation, the responsible agency should indicate in the column labeled *Department Response* whether it concurs, does not concur, or partially concurs and provide a brief explanation. If it concurs with the recommendation, it should indicate the expected implementation date and implementation plan. If the responsible agency does not concur or partially concurs, it should provide an explanation and an alternate plan of action to address the identified issue.

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination *
Planning Department should: 1. Collaborate with the Environmental Health Department (EHD), Albuquerque Fire and Rescue (AFR), and other City departments that have staff who visit or inspect businesses to confirm that the Business Registration is current.	Planning Department	X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur Planning will continue to work with AFR, and EHD, and identify other City Departments who may assist us in verifying the status of a Business Registration as they perform visits or inspections of businesses. In addition, EHD has recently entered into a contract with the same software company as Planning so the two Departments will be able to see Business Registration status once the software is implemented. Planning will work on addressing past-due accounts as we are informed. Planning will begin formalizing this process in policies and procedures. <u>ESTIMATED COMPLETION DATES</u> September 2023	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
2. Inquire with New Mexico's Taxation and Revenue Department regarding the ability to obtain a listing of	Planning Department	X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur Planning will inquire with the State's Tax and Revenue Division regarding obtaining a listing of businesses that are operating	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
<p>businesses from tax information available, in order to better understand what businesses are operating within the City of Albuquerque and thus to identify and address gaps with in the Business Registration system</p>		<p>within City limits. If one is provided, Planning will cross-reference this listing against system data and work on developing a process to address missing businesses and any fees owed.</p> <p><u>ESTIMATED COMPLETION DATES</u> January 2024</p>	
<p>3. Develop, implement, and formalize a process to identify and rectify businesses that are expired.</p>	<p>Planning Department</p>	<p>X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning is currently working on identifying and documenting practices performed regarding the Business Registration process. Planning will also work on incorporating requirements from its Ordinance and other applicable guidance for inclusion in order to comply. These practices will be incorporated into formal policies and procedures once the new system is implemented.</p> <p><u>ESTIMATED COMPLETION DATES</u> December 2024</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>
<p>4. Develop, implement, and formalize a process to routinely review business account statuses in the Business Registration system for accuracy.</p>	<p>Planning Department</p>	<p>X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning is currently working on identifying and documenting practices performed regarding the Business Registration process. Planning will also work on incorporating requirements from its Ordinance and other applicable guidance for inclusion in order to comply. These practices will be incorporated into formal policies and procedures once the new system is implemented (September 2024).</p> <p><u>ESTIMATED COMPLETION DATES</u> December 2024</p>	<p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested</p>

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
5. Investigate whether the replacement for the POSSE system can monitor expired accounts and their associated late fee; to ensure that the new system can be customized to operational needs.	Planning Department	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning has been actively investigating a replacement for the POSSE system for a while and has recently acquired one for implementation. Planning has a project plan that includes robust training for all staff on the system. Based on an examination, this new system has the ability to be customized in order to suit Planning's various operational needs.</p> <p><u>ESTIMATED COMPLETION DATES</u> September 2024</p>	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
6. Perform a detailed cost analysis to inform staffing needs and determine whether pursuing additional budgeted positions is necessary.	Planning Department	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning will perform this analysis once all Business Registration program practices are identified to understand what responsibilities must occur on a routine basis.</p> <p><u>ESTIMATED COMPLETION DATES</u> September 2024</p>	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
7. Develop and formalize internal policies and procedures that align with the Business Registration and AI 2-2, applicable; additionally, ensure policies and procedures are reflective of current practices.	Planning Department	<p><input checked="" type="checkbox"/> Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning is currently working on identifying and documenting practices performed regarding the Business Registration process. Planning will also work on incorporating requirements from its Ordinance and other applicable guidance for inclusion in order to comply. These practices will be incorporated into formal policies and procedures once the new system is implemented.</p>	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested

Recommendation	Responsible Party	Department Response	<u>OIA Use Only</u> Status Determination*
8. Develop and incorporate an exemption process.	Planning Department	<p><u>ESTIMATED COMPLETION DATES</u> September 2024</p> <p>X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning is currently working on identifying and documenting practices performed regarding the Business Registration process. Planning will also work on incorporating requirements from its Ordinance and other applicable guidance for inclusion in order to comply. These practices will be incorporated into formal policies and procedures once the new system is implemented.</p>	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested
9. Investigate whether the replacement for the POSSE system can identify and monitor business records that are exempt from paying Business Registration and renewal fees.	Planning Department	<p><u>ESTIMATED COMPLETION DATES</u> September 2024</p> <p>X Concur <input type="checkbox"/> Do Not Concur <input type="checkbox"/> Partially Concur</p> <p>Planning has been actively investigating a replacement for the POSSE system for a while and has recently acquired one for implementation. Planning has contracted with a project manager to assist with implementation. The project plan includes and develops a robust training program for Planning staff. Based on an examination, this new system has the ability to be customized in order to suit Planning's various operational needs.</p>	<input checked="" type="checkbox"/> Open <input type="checkbox"/> Closed <input type="checkbox"/> Contested