



BOARD OF EQUALIZATION

**CUSTOMER SERVICE & ADMINISTRATIVE EFFICIENCY  
COMMITTEE MEETING MINUTES**HONORABLE GEORGE RUNNER, COMMITTEE CHAIR  
450 N STREET, SACRAMENTO

MARCH 25, 2015, 10:00 A.M.

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**ACTION ITEMS & STATUS REPORT ITEMS****Title: Discussion of lessons learned from the BreEze Program Audit****Issue/Topic:**

Staff will present information on lessons learned from the BreEze Program Audit.

**Committee Discussion:**

Committee Chair George Runner opened the Committee by introducing the agenda item. He requested an update and review of the BreEze Program Audit and the lessons learned due to the awareness of the challenges of State IT projects, the scrutiny under which they are examined by the media and the public, and their purported failure rates. This information is particularly relevant considering BOE is in the middle of a large IT project to replace its legacy system.

Committee Chair George Runner asked Mr. Eric Steen, CROS Project Director, to provide a presentation of what BOE is doing to ensure we are doing a good job for taxpayers and our staff when it comes to the CROS project.

Mr. Steen stated he had reviewed the Bureau of State Audits' report of the BreEze project and identified four primary areas of findings that were pertinent to the CROS project: the need for comprehensive business requirements, adequate resources, adhering to CalTech's Project Management Methodology, and an organizational change management plan. Mr. Steen went on to describe how BOE is mitigating risks associated with these areas.

Committee Chair George Runner commented on the need to utilize knowledgeable IT and tax program area staff to ensure the end product is useable. Mr. Steen stated this is being addressed in CROS by having program staff involved in the project.

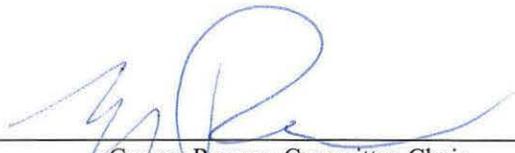
Committee Chair George Runner stated the Board Members, as policymakers, need to ensure they are aware of and involved in the leadership of the project.

Board Member Diane Harkey thanked Mr. Steen for his presentation.

Committee Chair George Runner thanked Mr. Steen and adjourned the meeting.

**Committee Action/Recommendation/Direction:**

None

Approved:   
George Runner, Committee Chair

  
Cynthia Bridges, Executive Director

BOARD APPROVED

At the March 26, 2015 Board Meeting

  
Joann Richmond, Chief  
Board Proceeding Division