

Memorandum

To : Ms. Diane Olson
Chief, Board Proceedings Division

Date : October 27, 2008

From : Ramon J. Hirsig
Executive Director



Subject : **Board Meeting – November 13, 2008
Executive Director’s Report**

Please place the following items on the Board’s October 1 calendar under “P. Other Administrative Matters”:

P. Other Administrative Matters

P1. Executive Director’s Report.....Mr. Hirsig

- a. State Board of Equalization 3-Year Business Plan, Fiscal Year 2008-2011.

A high level presentation of staff’s 3-Year Business Plan for FY 2008-2011. This plan includes objectives, potential measures of success and the key deliverables for each goal outlined in the Strategic Plan. This item is informational only and will not require an action of the Board.

 State Board of Equalization

3 YEAR BUSINESS PLAN FISCAL YEAR 2008-2011



Publication 416
11-1-08

Honorable Betty T. Yee
First District
San Francisco

Honorable Bill Leonard
Second District
Ontario/Sacramento

Honorable Michelle Steel
Third District
Rolling Hills Estates

Honorable Judy Chu, Ph.D.
Fourth District
Los Angeles

Honorable John Chiang
State Controller

Ramon J. Hirsig
Executive Director

FOREWORD

The attached Board of Equalization 3-year Business Plan for FY 2008-2011 is the work plan that results from the recently adopted Strategic Plan. The Business Plan offers objectives, potential measures of success, and the key deliverables for each goal outlined in the Strategic Plan.

This plan will guide BOE staff in conducting the Board's business. It is a living document, subject to change as new information becomes available or new priorities arise. There are common threads that are ever present in the plan while they may not be stated overtly throughout. As we conduct our business and implement this plan, those threads include always being mindful of the rights of taxpayers, and creating efficiencies while collecting revenues that are due.

There are five Strategic Plan Goals which have been paraphrased as follows: Maximize Voluntary Compliance, Improve Tax Program Efficiencies, Improve Education, Outreach and the Protection of Taxpayer Rights, Create an Enhanced Technological Infrastructure, and Invest in a Skilled, Motivated and Diverse Workforce.

The attached plan notes three objectives under each goal, multiple measures of success and many key deliverables. Those listed here represent only the highest priorities of the BOE departments and staff. The day-to-day work accomplished at BOE and the many special projects that are regular requirements in meeting our mission are too many to list in a high-level prioritized work plan presented here.

Resources may be required to accomplish some tasks listed in the plan. As resource needs are identified, requests for funding and/or staff will be presented to the Board.

This Business Plan is fluid and adaptable to meet evolving needs and priorities. It will allow BOE staff to remain focused on the goals outlined in the Strategic Plan and track progress on those projects that are instrumental in accomplishing those goals. The measures of success will keep staff accountable to meeting the Strategic Plan goals.

The Business Plan will be updated annually and accomplishments will be presented regularly.

Ramon J. Hirsig
Executive Director

GOAL 1: MAXIMIZE VOLUNTARY COMPLIANCE

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>1.1 Reduce the Tax Gap</p> <p>Ensure all taxpayers doing business in California are properly registered to collect and report tax, thus ensuring a fair business environment for all retailers.</p>	<ul style="list-style-type: none"> a 4% annual increase in new permits issued to non-permitized businesses and consumers. b 7% annual increase in number of audits completed through 09/10 based on full implementation of 08/09 BCPs. c Increase in number of returns processed and voluntary payments received. d Increase in the incidence of use tax voluntarily reported on FTB returns. (Subject to legislation extending the sunset date of 12/31/09.) e New Cigarette Stamp Contract in place by 1/1/10. f Increase in the number of Property and Special Taxes Department (PSTD) accounts resulting from Statewide Compliance and Outreach Program (SCOP) business site visits. g Increase in Sales and Use Tax revenue based on results of Budget Change Proposal (BCP) efforts. 	<p>FY 08/09</p> <ul style="list-style-type: none"> 1 Send 120,000 letters to non-permitized in-state service businesses. (1) 2 Perform 181,440 SCOP business site visits. (1) 3 Review 16,000 leads from US Customs data. (1) 4 Review 14,500 sales and use tax leads from CA Dept. of Food and Ag. (1) 5 Process 5,850 sales and use tax leads provided by Motor Carrier Section. (1) (2) 6 Complete additional audits resulting from new tax gap efforts. (1) 7 Process additional returns and voluntary payments resulting from new tax gap efforts. (1) 8 Contact new industry associations to provide outreach services. (1) (2) 9 Develop procedures for Sales and Use Tax Department (SUTD) to notify PSTD when SCOP business site visits reveal potential new accounts (e.g., Alternative Fuels, Ewaste, Underground Storage Tank, Tire, Cigarette Retailer, etc). (1) (2) <p>FY 09/10</p> <ul style="list-style-type: none"> 1 Review and refresh tax gap program for efficiencies improvements. (1) 2 Send 120,000 letters to non-permitized in-state service businesses. (1) 	<p>Randie Henry/ David Gau</p>

(1) SUTD; (2) PSTD; (3) ADMINISTRATION; (4) EXTERNAL AFFAIRS; (5) TRA;
(6) LEGAL; (7) TSD; (8) ISAD; (9) LEGISLATIVE; (10) BPD; (11) EXEC TEAM

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<ul style="list-style-type: none"> 3 Perform 241,920 business site visits. (1) 4 Complete additional audits resulting from new tax gap efforts. (1) 5 Process additional returns and voluntary payments resulting from new tax gap efforts. (1) 6 Contact new industry associations to provide outreach services. (1) (2) 7 Establish a new Cigarette Stamp Contract with third-party vendor to ensure all packages of cigarettes sold at retail in California continue to have a technologically-based, counterfeit-proof stamp. (2) (3) 8 Review 14,500 sales and use tax leads from CA Dept. of Food and Agriculture. (1) 9 Process 5,850 sales and use tax leads submitted by Motor Carrier Section. (1) (2) 10 Review/work PSTD leads provided by SCOP. (2) <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Review and refresh tax gap programs for efficiencies improvements. (1) 2 Send 120,000 letters to non-permitized in-state service businesses. (1) 3 Perform 241,920 business site visits. (1) 4 Complete additional audits resulting from new tax gap efforts. (1) 5 Process additional returns and voluntary payments resulting from new tax gap efforts. (1) 6 Contact new industry associations to provide outreach services. (1) (2) 	

(1) SUTD; (2) PSTD; (3) ADMINISTRATION; (4) EXTERNAL AFFAIRS; (5) TRA;
(6) LEGAL; (7) TSD; (8) ISAD; (9) LEGISLATIVE; (10) BPD; (11) EXEC TEAM

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>1.2 Increase Collections of Accounts Receivable</p> <p>Identify and implement new and innovative ways to increase the collection of accounts receivables.</p>	<p>a 10% annual increase in percentage of accounts receivable collected, calculated separately for Sales and Use Tax Department (SUTD) and PSTD programs.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Complete Enhanced Collections Task Force Study (ECTFS). (1) (2) 2 Provide enhanced Lexis/Nexis and other resource training. (1) (2) 3 Improve collection training by updating the Enhanced Collections Tools training class, including enhanced content indexing, increased exhibits, and Web access. (1) (2) 4 Expand Enhanced Collections Tools training class to include areas specific to PSTD. (1) (2) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Implement recommendations from the ECTFS. (1) (2) 2 Reduce the amount of time SUTD collection staff is redirected to non-collection duties from previous FY. (1) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Conduct updated Field Workload Study. (1) 2 Conduct Collector Classification/ Allocation Study. (1) (2)(3) 3 Update collection model to replace the current prioritization model. (1) 4 Continuous monitoring of the results of implementing the ECTFS. (1) (2) 	<p>Randie Henry/ David Gau</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>1.3 Improve Interagency Partnerships</p> <p>Improve exchanges of information with key federal, state and local governmental agencies, as well as internal data exchanges to enhance our compliance activities.</p>	<ul style="list-style-type: none"> a Evaluation of existing and new exchanges of information resulting in improved business efforts for the BOE and other agencies (Internal and external transfers). b Revenue collected as a result of new exchanges of data. 	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Identify and report to the Board on new and improved opportunities for leveraging the exchange of information with the Department of Motor Vehicles. (1) 2 Actively participate in the Fed/State Partnership Steering Committee [FTB, EDD, IRS and Economic and Employment Enforcement Coalition (EEEC)]. (1) (2) 3 Actively participate in FTA and MTC and report on achieved successes. (1) (2) (11) 4 Expand method of tracking productiveness of information sharing. (1) (2) 5 Implement a pilot program to evaluate the effectiveness of a questionnaire to be used by SUTD field auditors to determine if a business should be registered for Special Taxes programs. (1) (2) 6 Expand policies to ensure audit leads are shared between programs. (1) (2) 7 Conduct joint IFTA and International Plan audits with DMV. (2) 8 Actively participate in the County Recorders Association quarterly meetings. (6) 9 Evaluate procedures to offset refunds between tax agencies. (1) (2) (6) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Actively participate in the Fed/State Partnership Steering Committee and report on achieved successes. (1) (2) 2 Actively participate in FTA and MTC and report on achieved successes. (1) (2) 	<p>Randie Henry/ David Gau</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<ul style="list-style-type: none"> 3 Identify and report on new and improved opportunities for exchange of information currently obtained by the cities and counties. (1) (2) 4 Evaluate a registration system for SUTD that accommodates specific PSTD tax/fee programs for simultaneous registration when a taxpayer applies for a Seller's Permit. (1) (2) 5 Implement formal procedures for County assessors to advise BOE of potential changes in control of a legal entity. (2) 6 Share information with three other agencies (FTB, IRS, SOS) involved with non-profit organizations to assist in the administration of the Welfare Exemption. (2) (7) 7 Implement procedures for employees handling escrow clearances to verify all BOE program liabilities as well as other state agency liabilities have been paid before issuing a clearance on the sale of a business. (1) (2) <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Complete automation of the current manual process where new and updating sales tax registrants in selected business classifications that are likely to operate underground storage tanks (USTs) are contacted regarding the potential need to register for the UST program, including automating the initial contact and follow-up system. (2) (7) 	

GOAL 2: IMPROVE TAX PROGRAM EFFICIENCIES

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>2.1 Expand E-Services</p> <p>Increase the availability and use of electronic means for taxpayers to register report and access to their account information.</p>	<ul style="list-style-type: none"> a 25% of all SUTD returns will be efiled by 6/30/10. b 10% of all SUTD and PSTD accounts will be registered online by 6/30/11. (Implementation in FY 2010-2011.) c Number of new tax/fee programs available for efile. d Cost saving resulting from increased efilng. e Implement online maintenance capabilities. f Decrease in district office foot traffic. 	<p>FY 08/09</p> <ul style="list-style-type: none"> 1 Efilng for schedules B & C (Multiple Outlet Sales and Use Tax Return). (1) (7) 2 Efilng for Fuel Retailers and Distributors, G and SG returns. (1) (7) 3 Design, construct, test and market the efilng System for the Tank, Tire and Ewaste programs. (2) (7) 4 Design, construct, test and market the Internet Registration Program to ensure appropriate SUTD and PSTD programs are a part of the new system. (1) (2) (7) <p>FY 09/10</p> <ul style="list-style-type: none"> 1 Internet registration for all Tax and Fee Programs. (1) (2) (7) 2 Implement efilng for Underground Storage Tank, Ewaste and Tire Recycling Fee returns. (1) (2) (7) 3 Online-Requests for Relief from Penalty, Extensions and Declarations of Timely Mailing. (1) (2) (7) 4 Develop a plan to implement an electronic Property Tax statement filing system for State Assessees. (2) (7) <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Efilng for Cigarette Manufacturers and Distributors. (1) (2) (7) 2 Evaluate and prioritize additional sundry schedules to be added. (1) (2) (7) 3 Begin development of identified sundry schedules. (1) (2) (7) 	<p>Randie Henry/ David Gau</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<ul style="list-style-type: none"> 4 Evaluate and prioritize account maintenance capabilities to allow the taxpayer to be able to self manage any registration, return or liability. (1) (2) (7) 5 Evaluate and develop reconciliation of Fuel Retailer. (1) 6 Online access to account history. (1) (2) (7) 7 Evaluation of expanding the efilng program to additional PSTD programs. (1) (2) (7) 8 Automation for the Property Tax Division's manual Board Roll Correction Process. (2) 9 Establish taxpayer Internet access to track the status of their appeals case. (7) (10) 	

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>2.2 Build Best Practices Instill innovation, continuous improvement and best practices throughout the organization as we conduct our daily business and implement new programs.</p>	<p>a Increase the number of best practices implemented.</p> <p>b Efficiencies achieved through the implementation of best practices.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Implement a single organizational structuring tool for the agency using OrgPlus software. (3) (7) 2 Link Strategic Plan, Business Plan and Information Technology processes with the budget cycle to ensure resources are available when needed. (3) 3 Reengineer current workflow processes to facilitate implementation of MyCalPAYS (21st Century Project). (3) 4 Evaluate joint audit and collection efforts between BOE tax and fee programs. (1) (2) 5 Establish an organization-wide work team, action plan and timeline and list of deliverables. (11) 6 Enhance current internal communication processes. (11) 7 Implement process for Research to retrieve raw data from IRIS extracts to develop custom reports and tables. (7) (9) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 One-stop shop for all BOE Licenses. (1) (2) (7) 2 Pilot joint audit and collection efforts between BOE tax and fee programs. (1) (2) 3 Reengineer current workflow processes to facilitate implementation of Financial Information System for California (Fi\$cal) program. (3) 4 Conduct business process analysis consistent with plan. (11) 5 Modify Assessment Practices Survey Program to permit reallocation of resources for conducting business property valuation factor studies and reviewing significant assessment and administrative issues faced by county assessors. (2) 	<p>Ramon J. Hirsig/ Anita Gore</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<p>6 Develop an audit program for Organizational Clearance Certificate holders for Property Tax programs. (2)</p> <p>7 Develop a State Tax Collector portal supporting best practices and consistent collection policies. (1) (2) (6)</p> <p>8 Develop uniform time reporting process. (3)</p> <p>9 Upon completion of conversion to North American Industry Classification System (NAICs), reformat Taxable Sales Report for publication of 1st Quarter 2009 (due 3/2010). (1) (3) (7) (9)</p> <p>10 Complete an overall agency risk assessment consistent with Financial Integrity and State Manager's Accountability Act (FISMA). (8)</p> <p>FY 10/11</p> <p>1 Implement comprehensive audit program in Exemptions program for Welfare Exemption for low income housing. (2)</p> <p>2 Continue reformatting Taxable Sales Report for publication of 1st Quarter 2010 (due 3/2011). (1) (3) (7) (9)</p>	

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>2.3 Expand Environmental Stewardship Enhance BOE Environmental Stewardship by reducing the use of paper, improved recycling and identifying other opportunities or reduce waste.</p>	<ul style="list-style-type: none"> a Reduce paper usage in reproduction and print shop by 2010-11. b Increase the number of HP print cartridges recycled by 25% by June 30, 2009. c Reduce the total number of print cartridges ordered. d Increase percentage of HQ employees using public transit by 5% by June 30, 2011. e Increase number of forms and publications available online only. 	<p>FY 08/09</p> <ul style="list-style-type: none"> 1 Battery recycle program. (3) 2 Mandate two-sided copies Board-wide to reduce paper use. (3) 3 Expand the ink cartridge recycle program. (3) 4 Host a Green Day/Recycle Fair at BOE. (3) 5 Conduct Board-wide survey of employees using public transit. (3) 6 Mandate the purchase of high volume toner cartridges. (3) <p>FY 09/10</p> <ul style="list-style-type: none"> 1 Expand Cal Card and Board Acquisition System use to reduce paper-based ordering of supplies. (3) (7) 2 Work with DGS to increase the energy efficiency of the agency buildings. (3) 3 Provide pre-tax purchase of public transit tickets. (3) <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Replace the paper-based attendance and leave tracking processes (BOE-634) for all agency employees by implementing MyCalPAYS (21st Century Project). (3) (7) 2 Total conversion of the Board of Equalization Administrative Manual (BEAM) as an electronic resource. (3) 3 Resurvey Board employees using public transit. (3) 	<p>Liz Houser</p>

GOAL 3: IMPROVE EDUCATION, OUTREACH AND THE PROTECTION OF TAXPAYER RIGHTS

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>3.1 Expand Communication through Web Services</p> <p>Through the BOE Website increase usability, simplicity in operation and direct access to the information which stakeholders need to comply with the tax programs BOE Administers.</p>	<p>a Increase by 5% the number of individuals accessing on-line video and audio streaming.</p> <p>b Increase in usage of BOE website sessions.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Implement Video Streaming. (4) (7) 2 Identify areas to improve "Transparency." (4) 3 Implement on-line user feedback for web services. (4) 4 Online training for the Appraisal Staff of the 58 county assessors. (2) 5 Online Assessment Appeals Board Training. (5) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Complete the migration of BOE's Internet site to the California State Web templates. (4) 2 Implement ongoing usability testing as part of a continuous lifecycle approach to the website design. (4) (7) 3 Establish accessibility for all new PDF documents and ensure their search ability via metadata input by their content authors. (4) 4 Develop educational materials for the Legal Entity Ownership Program for the Property Tax Division. (2) 5 Help build and regularly update CA Tax website with FTB and EDD. (6) (7) 6 Evaluate the viability of a State Lien information database. (1) (2) (6) (7) 7 Improve website visibility and content regarding Legal, Lien, and Bankruptcy information, including Process for Service. (1) (2) (6) 	<p>Anita Gore</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<p>FY 10/11</p> <ol style="list-style-type: none"> 1 Complete the migration of all of BOE's old PowerPoint-based presentations to web-based dynamic Flash tutorials. (4) 2 Develop infrastructure for a non-mainframe database and application development platform for the Internet site within Web Services to offer customers the ability to look up a variety of program information from a web database. (4) 3 Establish feeds (with "Really Simple Syndication" (RSS)) on BOE's Internet site as a customer service channel for news releases and other announcements. (4) 	

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>3.2 Improve Taxpayer Education and Outreach</p> <p>Actively develop new and innovative ways of educating taxpayers about the laws which the BOE administers.</p>	<p>a Increase in bilingual publications, programs and website information.</p> <p>b Through SUTD and PSTD contact 4 new Professional and Industry associations annually for outreach efforts.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Provide In-Language timeline for web and media tutorial. (4) 2 Conduct Taxpayer Satisfaction Surveys. (11) 3 Identify Areas of Taxpayer Non-Compliance and target for training. (1) (2) 4 Complete Valuation Factors Studies. (2) 5 Establish industry specific workgroups for process improvement. (1) (2) (6) 6 Excise Taxes to train staff at BOE district offices about the Cigarette and Tobacco Licensing Program. (2) 7 Produce "County Property Tax Assessment Appeals" instructional video for use by property taxpayers statewide. (5) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Increase the number and quality of multi-lingual services provided. (4) 2 Leverage District staffing resources in on-going bilingual outreach efforts. (1) (4) 3 Release in-house PSTD training matrix to the public on the BOE Website. Also can be used in business seminars as a form of public outreach. (2) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Evaluate and pilot for real-time, on-line question and answer discussions (chats). (4) 2 Redevelop, expand, and institute the present "Tax Camp" into a "Tax School/College" to educate and train corporate taxpayers, assessors, local agencies, and tax agency staff in the application of tax regulations and accepted practices. (1) (2) (6) 	<p>Anita Gore</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<p>3 Cigarette and Tobacco Licensing education. (2) (6)</p> <p>4 Provide information/speakers and attend Professional Association seminars. (4)</p>	

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>3.3 Ensure Taxpayers' Rights Protection</p> <p>Preserve taxpayer rights through education, outreach and continued assistance in policy development.</p>	<ul style="list-style-type: none"> a Increase number of filers and taxpayers contacted for Tax Appeals Assistance Program (TAAP). b Increase number of filers and taxpayers accepted into TAAP. c Increase number of TAAP cases resolved. d Increase number of policy changes or modifications resulting from significant issues. 	<p>FY 08/09</p> <ul style="list-style-type: none"> 1 Expand Tax Appeals Assistance Program (TAAP) by working with Legal and tax program areas to identify eligible taxpayers for TAAP assistance. (1) (2) (5) (6) 2 Develop training materials for HQ and field staff on protecting taxpayers' rights. (5) 3 Hold quarterly meetings with program management to discuss needs for policy development. (1) (2) (5) (6) <p>FY 09/10</p> <ul style="list-style-type: none"> 1 Expand TAAP to eligible Sales and Use Tax appeals. (1) (5) (6) 2 Enhance training of audit and collection staff on taxpayer rights and their role in protecting those rights. (1) (2) (5) (6) 3 Expand TRA's participation in policy development, working with stakeholders to ensure protection of taxpayer rights. (5) <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Expand TAAP to eligible Special Taxes Appeals (2) (5) (6) 2 Complete training of HQ and field staff on protecting taxpayer rights. (1) (2) (5) 	<p>Todd Gilman</p>

GOAL 4: CREATE AN ENHANCED TECHNOLOGICAL INFRASTRUCTURE

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>4.1 Implement Digital BOE</p> <p>Provide BOE with the ability to work “Anyway, Anytime, and Anyplace.”</p>	<p>a Increase the number of documents accessible in searchable digital format.</p> <p>b Increase in the number of returns digitized.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Develop BOE indexing methodology. (11) 2 Develop architecture and standards for technologies in the digital office. (7) 3 Implement the Legal Department pilot project to digitize information. (6) (7) 4 Develop and implement a “Scan on Demand” capability plan for taxpayer records. (3) (7) 5 Develop pilot project plans for return processing. (1) (2) (3) (7) 6 Develop plan to enhance existing property and special taxes document scanning processes. (2) (7) 7 Develop microfilm migration strategy. (3) (7) 8 Digitize select Legislative and Research Division historical materials. (7) (8) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Implement return processing pilot projects with EDD and FTB. (1) (2) (3) (7) 2 Implement microfilm migration strategies. (3) (7) 3 Implement plan to enhance existing document scanning processes. (2) (7) 4 Develop plan for future BOE digital office projects. (1) (2) (3) (7) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Consolidate document repositories. (2) (7) 2 Implement future BOE digital office projects. (1) (2) (3) (7) 	<p>Anna Brannen</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>4.2 Create a Technology Roadmap</p> <p>Establish a vision and road map for the future of BOE's Technology Infrastructure.</p>	<p>a Approved and adopted final report.</p> <p>b Approved tactical projects in future years that support and move the BOE in the direction adopted during the 2020 IT vision process and memorialized in the final document.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Complete BOE's IT strategic plan – the 2020 Plan. (7) 2 Identify projects to implement the 2020 Plan for the next three fiscal years. (11) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Complete remaining FY 08/09 2020 Plan projects. (11) 2 Implement FY 09/10 2020 Plan projects. (11) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Complete remaining FY 09/10 2020 Plan projects. (1) 2 Implement FY 10/11 2020 Plan projects. (11) 	<p>Anna Brannen</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>4.3 Leverage Technology Leverage technology to meet program and business needs.</p>	<p>a Percent conversion of North American Industrial Classification System (NAICS) codes. b Increase the number of existing or enhanced technologies to address program and business needs.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Implement an enhanced technology governance process. (7) 2 Implement eAppeals project. (7) (10) (6) 3 Identify other BOE processes that would benefit from workflow technologies. (11) 4 Develop plans to implement additional workflow projects. (11) 5 Develop strategy for an enterprise automated time keeping system. (3)(7) 6 Develop plans for implementing FI\$CAL and MyCalPAYS (21st Century Projects). (3) (7) 7 Complete NAICS conversion. (1) (2) (7) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Begin efforts to implement (FI\$CAL) and MyCalPAYS (21st Century Projects). (1) (3) (7) 2 Implement additional workflow projects. (11) 3 Identify additional opportunities to implement projects to leverage technology. (11) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Continue implementing FI\$CAL and MyCalPAYS (21st Century Projects). (11) 	<p>Anna Brannen</p>

GOAL 5: INVEST IN SKILLED, MOTIVATED AND DIVERSE WORKFORCE

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>5.1 Improve Recruitment, Retention and Upward Mobility</p> <p>Actively pursue ways to maintain and improve a positive and healthy work environment including the tools necessary for staff to further develop their skills for future promotions.</p>	<ul style="list-style-type: none"> a Successfully place all staff in suitable work locations. b Increase the number of eligible BOE candidates competing for the Board's Associate Tax Auditor, Business Taxes Compliance Sup, and Tax Tech II exams by 10% by June 30, 2011. c Increase applicant pool by 10% for open technical and professional exams by June 30, 2011. 	<p>FY 08/09</p> <ul style="list-style-type: none"> 1 Implement an employee compensation plan consistent with New DPA Compensation Request Program. (3) 2 Implement Hiring Above Minimum (HAM) Fed State Project. (3) 3 Develop and Implement facility master, space assessment, and occupancy plans. (3) 4 Evaluate the current exam process and explore opportunities to pilot streamlined exam processes w/SPB. (11) 5 Establish incentives to attract qualified supervisory candidates. (3) 6 Address Legislative and Research Division staff turnover in the next 5 years. <p>FY 09/10</p> <ul style="list-style-type: none"> 1 Provide training to management on the hiring process, EEO, FMLA, Reasonable Accommodation, and Performance Management. (3) 2 Develop an Employee Retention program. (3) 3 Utilize 2008-09 Workforce Analysis as a resource in order to hire the most qualified persons for employment. (3) 4 Address recruitment and retention issues in statistical and research classifications. <p>FY 10/11</p> <ul style="list-style-type: none"> 1 Develop and offer "Computer Based Training" courses and increase the number of in-house analytical and support staff courses. (3) 2 Establish a mentoring/coaching program. (3) 	<p>Anna Brannen/ Liz Houser</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
		<ul style="list-style-type: none"> 3 Provide training to recruiters, administrators, and supervisors to ensure broad and inclusive recruitment practices. (3) 4 Increase the number of BOE candidates competing for promotional exams. (11) 5 Seek to implement pay incentives for advanced degrees or specialized training. (11) 	

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>5.2 Create a Succession Plan</p> <p>Establish and implement an effective Succession Plan.</p>	<p>a Train all members of BOE's management team on the agency Succession Plan by June 30, 2011.</p> <p>b Increased participation in BOE's Leadership training program.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Identify work team members from program areas. (3) 2 Develop action plan and timeline. (3) 3 Identify key leadership and critical positions. (3) 4 Identify known or potential vacancies in key leadership and critical positions. (3) 5 Develop a BOE Succession Plan. (3) 6 Develop a comprehensive leadership program for BOE executives. (3) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Evaluate readiness of current staff to assume key leadership and critical positions and identify competency gaps. (3) 2 Develop strategies to address competency gaps and training/development needs. (3) 3 Develop a training program for supervisors and managers identifying a standard course of study and training resources. (3) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Develop a job-mirroring program for managers and executives. (3) 2 Expand BOE's leadership program to include all levels of management and supervision including rotational assignments. (3) 	<p>Liz Houser</p>

OBJECTIVE	POTENTIAL MEASURES OF SUCCESS	KEY DELIVERABLES	EXECUTIVE SPONSORS
<p>5.3 Implement HR Modernization</p> <p>Prepare for statewide HR modernization process, evaluate current BOE classifications and implement changes necessary to improve consistency within BOE and those used by our sister taxing agencies.</p>	<p>a Reduce the number of program/agency specific classifications used at BOE.</p> <p>b Reduce the number of exams hosted by BOE.</p>	<p>FY 08/09</p> <ol style="list-style-type: none"> 1 Consolidate the Supervisor Series utilizing the BTA classification. (3) 2 Implement deep class for Tax Technicians, Business Tax Representatives, and Tax Auditors. (3) 3 Consolidate tax counsels with state attorney classifications. (3) <p>FY 09/10</p> <ol style="list-style-type: none"> 1 Identify resources and tasks necessary for HR Modernization Project. (3) 2 Collaborate with FTB and EDD in recruitment efforts for similar positions. (3) 3 Analyze Classifications for consistency, both internally and externally. (3) 4 Revisit revenue vs. nonrevenue classification designations. (3) 5 Review current supervisory to employee ratios. (3) <p>FY 10/11</p> <ol style="list-style-type: none"> 1 Re-evaluate appropriateness of all BOE staffing levels. (3) 2 Develop online exams. (3) 3 Identify additional classes suitable for consolidation. (3) 	<p>Liz Houser</p>

