



California Board of Equalization

DIGITAL OFFICE VISION ROADMAP UPDATE

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1. ABSTRACT

Much has changed since the original Digital Office Vision Initial Roadmap of July 2008 was published. Board of Equalization's original Digital Office Vision was focused on reducing reliance on paper and breaking the link between information and its physical location. Over the last two years, there has been a fundamental shift in emphasis in the Digital Office Vision from the original focus on tax processing to one of electronic interaction with taxpayers and improvements in back office administration. This change has occurred due to several factors, including:

- In July 2008, the BOE headquarters building issues were critical and addressing the paper issue was a part of the solution; since that time, the success of projects like the Legal Department Pilot and others using the Documentum platform have reduced reliance on paper to a significant degree;
- Paper tax filers have become far fewer in number, particularly over the last year, as BOE's efforts to stimulate business to eFile have far exceeded original expectations. Current estimates are that over 60 percent of businesses are now eFiling.

This paper presents a revised plan and sets forth an updated roadmap to move BOE along a path toward attainment of the revised digital BOE vision. Digital BOE, or "Becoming Digital" as it is sometimes called, is a complementary set of activities to others being pursued at BOE through the Centralized Revenue Opportunity System (CROS) Project, a benefits-based solution that will enhance revenue generation and replace the legacy systems.

Modern information technology (IT), and the knowledge gained from its applications in other state agencies (including the Franchise Tax Board and the Employment Development Department), continues to convince us that the concept of a digital office is a goal that can be realized. Digital BOE, in combination with other initiatives at BOE, will enable taxpayers, staff, and other stakeholders to have access to information they need to accomplish their work—any way, any time, any place.

2. INTRODUCTION

The purpose of this paper is to provide a plan (a “roadmap”) for moving BOE to a digital office environment. Since the development and publication of the Initial Roadmap in 2008, BOE has made significant progress in getting taxpayers to file online. This progress has in some ways pre-empted the need for further Digital Office Vision focus on tax processing. Instead, the Digital Office Vision focus going forward is on electronic interaction with taxpayers and improvements in back office administration. Moreover, the Digital Office projects that have been completed successfully since the initial Roadmap was published have established a number of foundational elements upon which future projects may build.

This paper includes specific recommendations within which current issues can be addressed and presents a pathway for creating a digital environment that provides staff and other stakeholders access to information they will need to accomplish their work—any way, any time, any place.

3. EXECUTIVE SUMMARY

3.1 Overview

A progressive Board, an enlightened management, a demanding taxpayer constituency, and severe pressure on resources have provided BOE with a rare opportunity to examine the way it conducts business. This paper describes logical steps—a “roadmap”—to change from the current way of doing business to a better way of doing business by moving BOE along the path toward attainment of a digital BOE.

A digital BOE encompasses the capture of information in digital form, either through eFiling or scanning and imaging; reduced reliance on paper, and a break in the link between information and its physical location. Each of these is a fundamental element in the improvement of business operations.

Digital BOE, or “Becoming Digital” as it is sometimes called, is a set of activities being pursued at BOE which are complementary to, and eventually will be integrated with, the Centralized Revenue Opportunity System (CROS) Project architecture. The broader vision of these combined efforts encompasses long-considered improvements in BOE operations. Thanks to modern IT and the knowledge gained from the use of this technology by other state agencies such as the Franchise Tax Board (FTB) and the Employment Development Department (EDD), a paperless digital office is a vision that can be realized. Implementing the vision will provide BOE staff, taxpayers, and other stakeholders immediate, or near immediate, access to information they need to accomplish their work, and to do so any way, any time, and any place.

BOE’s updated Digital Office Roadmap will be guided by several business principles, which have not changed since the Initial Roadmap in 2008:

- The BOE’s preferred method in conducting business and communicating with taxpayers will be through electronic means, recognizing that not all taxpayers may be ready for these methods. As already noted, BOE has made significant progress in moving taxpayers to file online since the publication of the Initial Roadmap.
- The BOE staff should be provided the ability, through electronic means, to quickly access taxpayer information, whether in response to taxpayer queries or for other BOE purposes.
- The BOE will explore and consider “best practices” and models in the development of the roadmap.
- When documents are scanned, BOE will shred the original paper and automate the routing of the scanned images.
- The BOE will reduce significantly the use of hard copy internal working papers.
- The BOE will be able to conduct its business operations any way, any time, and any place.
- The BOE will maximize sharing of information with its sister tax agencies, counties, cities, and local taxing jurisdictions, and their constituency through the use of digital information.

These and other business principles are discussed in more detail in Section 5 of this paper.

3.2 Changes Since the Initial Roadmap of 2008

Since the Initial Roadmap was developed in 2008, a number of things have changed. Some changes have been due to BOE’s progress in executing projects in the Initial Roadmap. Other changes have occurred due to matters outside of BOE’s control.

Since the Initial Roadmap, BOE has:

- Implemented foundational elements of a Documentum technology infrastructure;
- Completed a data warehouse master plan;
- Begun pre-planning activities for CROS, a benefits-based procurement, to replace BOE’s major legacy systems; implement a data warehouse; and expand online services;

- Started building a functional and technical architecture;
- Eliminated a number of paper reports;
- Implemented an online field office appointment system;
- Begun using web-streaming of video; and
- Launched a web conferencing pilot project.

During the same period of time:

- The Return Processing Efficiency (RPE) Project was cancelled;
- The State of California's General Fund constraints have continued and are likely to continue for several more years;
- BOE's eServices have cost more than anticipated as the taxpayer participation rate has exceeded 60 percent and the systems require the use of mainframe technologies;
- Vendor costs (in particular, Software AG products) for BOE legacy systems have increased and a statewide group has been formed to address the state's reliance on the vendor;
- The data warehouse master plan (noted above) has recommended new tools and new staff in order to implement its findings. The completed plan indicates that BOE will likely (1) need over 30 PYs to support the data warehouse, (2) require different technology to build the data warehouse, and (3) be able to bring in an additional \$160 million ongoing General Fund revenues.
- BOE's sister agencies, EDD and FTB, are each moving forward with benefits-based solutions. A benefits-based project is underway at EDD for replacement of a set of legacy systems. A benefits-based procurement is underway at FTB for data warehouse capabilities and some legacy system replacement.

3.3 Progress/Status of Initial Roadmap Projects

The Initial Roadmap of 2008 proposed a number of projects. The progress and status of those originally recommended projects are summarized in the following tables. In addition, a general "lesson learned" is that BOE needs a strategy on in-house development skills versus utilization of outside developers.

Phase I Projects, Fiscal Year 2008-2009

Project	Description	June 2010 Status	Accomplishments	Lessons Learned
Develop a BOE Indexing Methodology	Develop an enterprise-wide document indexing methodology that meets BOE's business needs and enables collaboration with sister tax agencies with respect to compliance with, and enforcement of, tax law	On-hold—Executive Team Documentum Access Project will continue to expand the indexing methodology developed for the Legal Project (see New Projects, Fiscal Year 2009-2010 below)	<ul style="list-style-type: none"> Released RFO Two responses received 	<ul style="list-style-type: none"> Undertaken too early Needed more understanding (see Legal Project below) Replaced by Enterprise Document Classification Project—see FY2009-2010 project below
Develop Architecture and Standards for Technologies in the Digital Office	Develop an enterprise architecture and standards required to support Digital BOE	Digital BOE technical staff are working with TSD's Enterprise Architecture Team to develop standards; recommendations for scanners and document management software have been completed	Underway	Underway
Implement the Legal Department Pilot Project	Transition 1,000,000+ paper documents into searchable electronic form	Project Complete	<ul style="list-style-type: none"> Procured and implemented Documentum as BOE's Enterprise Content Management System Imported 1,000,000+ paper documents into Documentum as searchable PDFs Eliminated over one ton of physical paper 	<ul style="list-style-type: none"> “Pilot” method is a good approach Select tool (with appropriate business analysis) first, bring in tool expertise second, and then apply/implement

Phase I Projects, Fiscal Year 2008-2009

Project	Description	June 2010 Status	Accomplishments	Lessons Learned
<p>Develop and Implement a “Scan on Demand” Capability Plan</p>	<p>Develop a plan to reduce/replace the Sales and Use Tax Department’s (SUTTD) central files paper and microfilm</p>	<p>Delayed, pending results of the “Scan on Demand Analysis” Project (see New Projects, Fiscal Year 2009-2010 below)</p>	<p>Better understanding of processes and metrics</p>	<ul style="list-style-type: none"> • Need document owners (not document custodians) involved in the project • Periodically recheck alignment with original intent • See Scan on Demand Analysis Project below
<p>Coordinate BOE Efforts to Ensure Focus on Taxpayer Needs (Partner with eFiling Project)</p>	<p>Partner with the eFile program and other efforts to ensure all BOE efforts are focused on attaining BOE’s vision of service to our taxpayers in a manner that meets their business needs any way, any time, and any place</p>	<p>Underway</p>	<p>Underway</p>	<p>Going well</p>
<p>Develop Plans for Pilot Projects</p>	<p>Conduct pilot programs with EDD and FTB to test a contractual arrangement whereby BOE would receive return processing services</p>	<ul style="list-style-type: none"> • Completed Feasibility Study Report (FSR) for RPE Project • Even though the project provided Personnel Year (PY) reductions and increased interest earnings, the Legislature did not approve the 2009-2010 May revision redirection request of \$965,000 from the General Fund 	<ul style="list-style-type: none"> • FSR approved by Administration 	<p>Determined that it was not economically feasible to conduct pilots with both EDD and FTB (due to too many duplicate infrastructure costs)</p>

Phase I Projects, Fiscal Year 2008-2009				
Project	Description	June 2010 Status	Accomplishments	Lessons Learned
Develop Plan to Enhance Existing PSTD Document Scanning Processes	Develop a plan to enhance Property and Special Tax Department's (PSTD) document scanning processes to enable the use of images for return processing	Developing business process recommendations including costs, benefits, and time frames	<ul style="list-style-type: none"> Better understanding of processes Piloted return verification using return images in place of hardcopy returns 	
Develop Microfilm Migration Strategy	Develop Sales and Use Tax Department (SUTD) microfilm migration strategies	Combined with Scan on Demand	<ul style="list-style-type: none"> Confirmed that scanning was far more efficient than creating fiche Identified the business areas that use microfiche images 	<ul style="list-style-type: none"> BOE needs consistency in retention regardless of information format Did not need separate effort from Scan on Demand

Phase II Projects, Fiscal Year 2009-2010				
Project	Description	June 2010 Status	Accomplishments	Lessons Learned
Return Processing Efficiencies (RPE) Project	Partner with EDD to provide document scanning, imaging, and data capture for BOE's tax returns and remittances	Cancelled, funding not available		
Implement Microfilm Migration Strategies	Implement plan from earlier phase	Combined with Scan on Demand		
Implement Plan to Enhance Existing Document Scanning Processes	Implement plan from earlier phase	Replaced by "PSTD Enhanced Imaging Project" scheduled for 2010-2011		
Develop Plan for BOE Digital Office Phase III	As originally conceived, consider Benefits-Based Procurement based on outcome of RPE project and other pilots	No longer relevant; subsumed within CROS Project		

Phase III, Fiscal Year 2010-2011

Project	Description	June 2010 Status	Accomplishments	Lessons Learned
Consolidate Document Repositories	Consolidate BOE's various document repositories	Will perform analysis in FY 2011/2012 to determine course of action		
Implement BOE Digital Office Phase III Projects	Based on the work done in FY 2009/2010, pursue the implementation of the digital BOE vision	No longer relevant; subsumed within the CROS project		

Since the Initial Roadmap of 2008 was developed, a number of additional opportunities have developed for BOE to further its movement towards a Digital Office environment. The progress and status of new projects (that is, those not contemplated in the 2008 Roadmap) are summarized below

New Projects, Fiscal Year 2009-2010				
Project	Description	June 2010 Status	Accomplishments	Lessons Learned
Executive Office Correspondence	Develop and implement Executive Office Document file structure and access to enable the storing and sharing of information	Complete	Successful	The Executive Office's current scanning/imaging hardware did not meet the minimum hardware requirements of Documentum. BOE's Enterprise Architecture needs to be standardized across the organization to ensure that scanners meet the minimum requirements of Documentum

New Projects, Fiscal Year 2010-2011

Project	Description	June 2010 Status	Accomplishments	Lessons Learned
eAppeals Phase I, Board Proceedings Document Management Project	Develop a document management system for Board Proceedings appeals; document workflow; facilitate assignment control; and provide notification to staff of events in the appeals repository; upgrade scanners and software	Procuring new scanners and software		
Executive Team Document Access	Develop the BOE Enterprise document architecture to enable the Executive Team to store and share documents on Documentum	Project team has distributed a survey to participants and is scheduling requirements gathering meetings		
Scan on Demand Analysis	Identify those documents that are necessary to keep in sales tax files and are candidates for scanning upon initial receipt	Underway	The team is continuing the review of documents sent to the Central Files Unit. To date, staff has already eliminated 39 percent of the documentation reviewed.	
eFile Gap Project	Evaluate alternatives to using paper processes; consider electronic fillable forms and other means to enable concurrent electronic return filing and payment deposits by account holders for the Occupational Lead Poisoning Prevention fee, Environmental fee, and Generator fee programs	This project has been cancelled		

New Projects, Fiscal Year 2010-2011

Project	Description	June 2010 Status	Accomplishments	Lessons Learned
PSTD Enhanced Imaging Project	Implement recommendations from the PSTD Enhancement Analysis conducted in 2009-2010	This project has not yet been initiated		
Digital Audits	Develop a digital audit that can be securely distributed to staff, taxpayers, and third parties; implement an audit case management system that includes workflow	<ul style="list-style-type: none"> • Teams have formed an expanded pilot project. The team includes SUTTD, PSTD, and Investigations • Documenting work processes and flows 	Pilot project with SUTTD's Sacramento and Irvine field offices and PSTD's Tire Fee Program is complete	
Enterprise Document Classification Project	Develop an enterprise-wide definition for indexing electronic documents across the organization, taking into account BOE's long-term electronic content management needs	<ul style="list-style-type: none"> • Contractor hired • Project planning documentation being developed • BOE Subject Matter Experts being identified 		
elien, Electronic Lien Filing Project	Develop an electronic lien filing process to expedite the filing of BOE tax liens with participating counties	<ul style="list-style-type: none"> • Project team is gathering requirements • Contracts with the FTB and CERTINA are currently being reviewed 		

3.4 Accomplishments and Lessons Learned from the Legal Documentum Project

As noted earlier, the Legal Department Pilot Project was successfully completed. The project's accomplishments include:

- Reviewed/revise Legal Department document retention schedules;
- Reviewed/purged materials stored at the Department of General Services (DGS) storage facility;
- Eliminated over one ton of physical paper;
- Procured and implemented Documentum as BOE's Enterprise Content Management (ECM) System; and
- Imported 1,000,000+ paper documents into Documentum that are now word-searchable PDF files.

The project team compiled a set of lessons learned to document what went well, what did not work so well, what should be done differently on the next project, and the "surprises" encountered by the team.

The team's list of things that worked well is:

- Warehouse staff were very helpful and knowledgeable;
- The business, technical, and vendor teams were committed to successful project outcome; and
- The professional services vendor helped BOE to more fully understand the capabilities of Documentum and how it can be used in BOE's environment.

The team's list of what did not work so well is:

- It was difficult to meet the project deadlines because
 - The procurement process was challenging due to the DGS Master Service Agreement expiration;
 - The technical and business staff were learning a new technology; and
 - BOE did not have a test system in place to help understand the technology and how it could be configured and used;
- Rework was required for the addition of Retention Policy Services, including
 - Software configurations; and
 - Folder structure modifications.

In terms of what should be done differently on future projects, the team concluded:

- New Digital BOE project groups should be provided a Documentum demonstration;
- Folder structures should be set-up to include retention policy;
- New project groups should gain a better understanding of the work processes and flows; and
- The project team should have developed test plans and scenarios.

"Surprises" encountered by the project team were:

- The system requires specialized knowledge for installation and configuration tasks;
- The scope was expanded to include a "go-forward" environment;
- Retention Policy Services (RPS) was required to manage all documents; and
- The archive paper documents required longer storage while the success of RPS was assessed.

4. BACKGROUND

4.1 Increased Use of eFiling

Over the last few years, Board Members have directed BOE to implement significant improvements in BOE operations, derived through increased use of taxpayer transactions conducted via eFiling and other electronic processes. In support of this goal, the Legislature appropriated funds in the Budget Act of 2007 with the intent that the funds be used to improve the state's efficiencies in tax administration. At the time of the development of the Initial Roadmap, the eFiling participation rate of 3.5 percent had not allowed for the full realization of savings anticipated by the Legislature. Consequently, BOE announced in June 2008, its most recent effort to increase eFiling usage by phasing out many paper forms used by businesses to file their tax returns. Since that time, the eFiling participation rate has exceeded 60 percent.

As a result, BOE's monthly Office of Technology (OTech) expenditures have dramatically increased since more taxpayers are using the online systems. BOE's eServices systems require the use of mainframes, which typically cost more than solely mid-range hardware systems. For these reasons and others, BOE is currently pursuing the CROS Project, a benefits-based solution that will enhance revenue generation and replace the legacy systems. In parallel with this effort, Digital BOE will continue to enhance electronic interaction with taxpayers, in particular in the Appeals and Audits areas. It is anticipated that eFiling will continue to grow to as much as 80 percent over the next year.

4.2 Significant Accomplishments Since 2008

Since 2008, BOE successfully completed the Legal Pilot Project. This project procured and implemented Documentum as BOE's enterprise content management system and established a number of foundational elements upon which future Digital BOE projects will build. Beyond these successes with far-reaching implications, the project:

- Eliminated over one ton of physical paper;
- Imported over 1,000,000 paper documents into Documentum that are now word searchable PDF files; and
- Reviewed and revised Legal Department document retention schedules.

The lessons learned from this project, enumerated in the Executive Summary above, provide BOE with additional knowledge going forward that will be invaluable in future Digital BOE projects.

5. BUSINESS PRINCIPLES

The original Digital Roadmap of 2008 noted that the design and implementation of the BOE digital office would be based on several distinct business principles. In essence, these business principles are clearly written expressions that guide employees in the conduct of BOE's business. They also serve to educate taxpayers, local government, and others as to the specific objectives and commitments of BOE. An organization's business principles, and the degree of adherence to them, help to shape the organization's reputation.

BOE has now actively pursued its digital office vision for two years, and the original business principles are all still relevant. The business principles that comprise the foundation for the vision of the BOE digital office are grouped in the following categories, with some of the principles listed more than once because they are applicable to more than one category.

5.1 Principles re: Taxpayer eGovernment

- The BOE's preferred method in conducting business and communicating with taxpayers will be through electronic means.
- The BOE will maximize its use of the Internet.
- The BOE will maximize sharing of information with its sister tax agencies, and local municipalities and their constituencies through the use of digital information.

5.2 Principles re: eDocuments

- The BOE recognizes that transitioning all taxpayers to electronic methods of interaction will take time and may never reach the goal of 100%. Therefore, BOE will utilize technology to digitize the contents of paper documents at the earliest possible point in its processes.
- In most cases when documents are scanned, BOE will shred the paper and automate the routing of the scanned images.
- The BOE will significantly reduce its use of hardcopy internal working papers.
- Electronic imaging will replace most film-based capture and storage of images.
- The BOE will be able to operate any way, any time, and any place.

5.3 Principles re: Availability of Staff Work Products

- The BOE will provide its staff the ability, through electronic means, to quickly access taxpayer information, whether in response to taxpayer queries or for other Board purposes.
- The BOE will significantly reduce its use of hardcopy internal working papers.
- The BOE will be able to conduct its business operations regardless of the state of its facilities.
- The BOE will be able to operate any way, any time, and any place.

5.4 Principles re: Process Improvement

- The BOE will utilize similar processing methods as other state agencies to process checks the same day they are received.
- The BOE will minimize the use of its facilities to store paper.
- The BOE will be able to conduct its business operations regardless of the state of its facilities.
- The BOE will not build its own infrastructure to accommodate optical character reader (OCR) capabilities.
- The BOE will create and maintain an enterprise IT architecture and standards for a "Digital BOE" that encompass scanning and imaging technologies, sufficient storage for electronic images, and the network capacity necessary to access electronic files.

- If BOE partners with another state agency as part of its process improvement efforts, BOE will be knowledgeable of its partner's operations before and during a partnership arrangement. In other words, BOE will be a "smart" consumer.
- The BOE will maximize sharing of information with other state tax agencies, and local municipalities and their constituencies through the use of digital information.

5.5 Measures of Success

A primary measure of the success of these business principles will be the ongoing reduction in the amount of paper that BOE produces, processes, stores, and routes internally. Other significant measures of success include a reduction in operational costs, improved service to customers, faster and more accurate analyses of information and data maintained in BOE files, and the degree to which work performed by employees is facilitated. Each Digital BOE project will define specific metrics that will measure the impact the project has on BOE's processes and operations. These metrics will be documented to demonstrate the success of the Digital BOE projects.

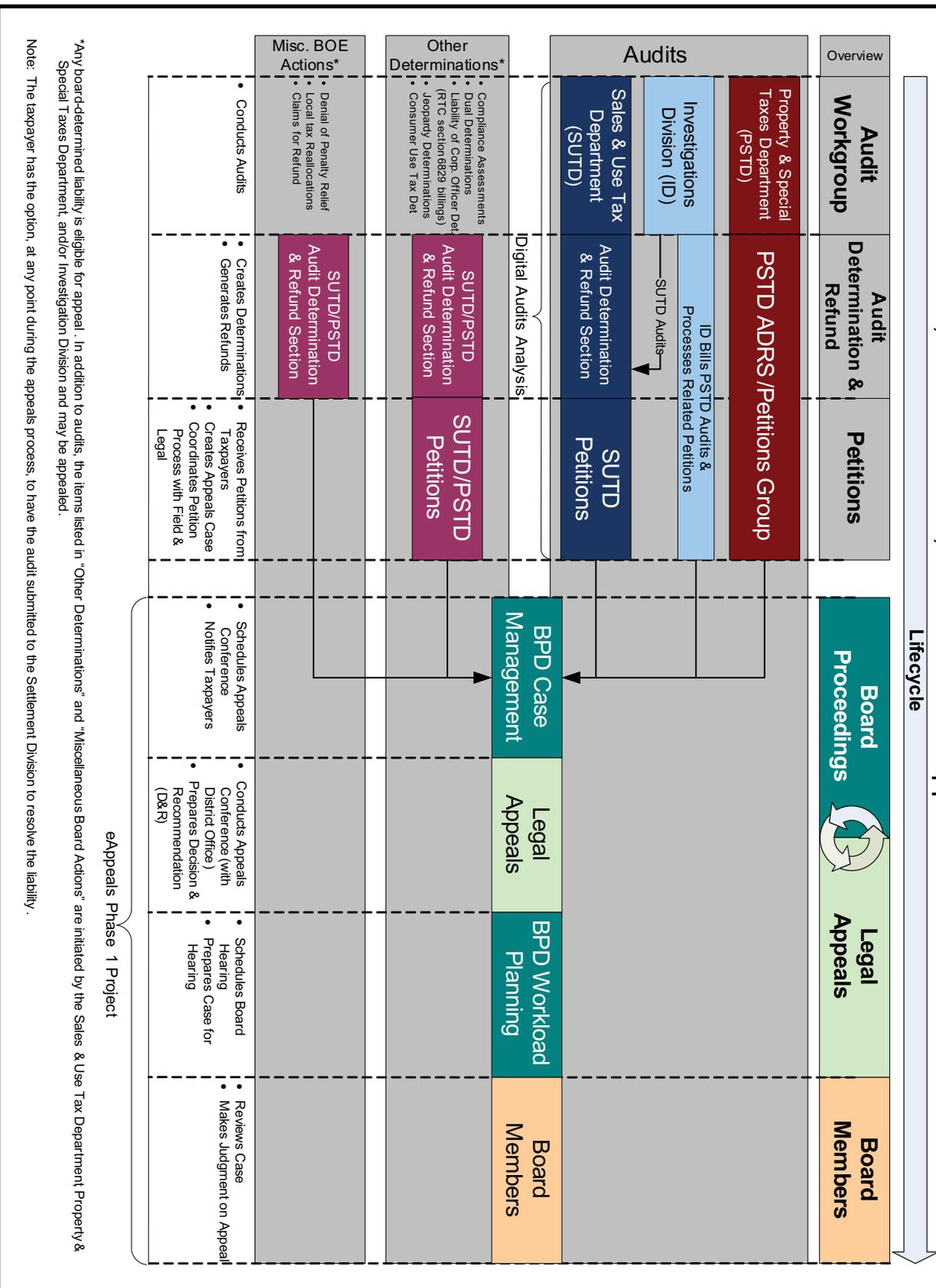
6. GOING FORWARD: BUILD ON SUCCESSES

BOE is now ready to embark on a number of projects that will build on the successes of, and the lessons learned from, the establishment of the foundational elements over the past two years. BOE has established project selection criteria for Digital BOE. In order for a project to be considered for the Digital BOE portfolio of activities, the project must meet three or more of the following criteria:

- The project solution significantly reduces paper;
- The project solution utilizes scanning and imaging technology;
- The project solution involves re-engineering of business processes;
- The project solution encompasses a workflow component;
- Multiple business units are involved;
- The project solution does not require an application to be developed; and
- The project solution does not integrate with IRIS or ACMS.

Much of the effort in FY 2010-2011 and FY 2011-2012 will focus on achieving efficiencies in the eAppeals and audits processes through the increased use of digital documents, re-engineered business processes and automated workflow. The figure on the following page depicts the business processes for digital audit analysis and eAppeals.

Audits, Determinations, BOE Actions & Appeals Process Flow



*Any board-determined liability is eligible for appeal. In addition to audits, the items listed in "Other Determinations" and "Miscellaneous Board Actions" are initiated by the Sales & Use Tax Department, Property & Special Taxes Department, and/or Investigation Division and may be appealed.

Note: The taxpayer has the option, at any point during the appeals process, to have the audit submitted to the Settlement Division to resolve the liability.

Figure 1. BOE Audits and Appeals Process Flow

Several foundational technologies have been and will be implemented over time as integral elements of BOE Digital Office projects. These foundational technologies include:

- **Trusted Storage (EMC Centera)**

Trusted Storage provides immutable tamper-resistant storage of digital documents. This type of storage can only be written once at the time of manufacture and cannot be manipulated.

- **Document Repository**

The Document Repository is the database (software) used for storing and retrieving digital documents. This system also provides versioning, metadata, and security, as well as indexing and search capabilities.

- **Retention Policy Services**

Retention Policy Services automates digital document retention and disposition in compliance with BOE's policies.

- **Workflow (basic, advanced, and workflow reporting)**

Documentum workflow provides a means for defining, executing, and monitoring business processes, including signature authorizations. It assists in the automation of activities, collaboration, and integration with other systems and processes.

- **Capture Services**

Capture Services provides a means to image paper documents using scanning hardware and uses Optical Character Recognition (OCR) to convert digital images into searchable text.

- **Indexing (or "Taxonomy")**

Indexing, or taxonomy, provides a standard folder structure and naming convention used for organizing documents in a document management system.

The Legal Project was completed in FY 2009-2010 and provided the first three foundational technologies listed above, as well as capture and basic workflow functionality.

Planning for projects for the next three fiscal years, all building upon the foundational technologies is well underway. Those projects are described below.

FY 2010 – 2011 Projects

Projects planned for FY 2010 – 2011 are described in the tables in Section 3.3 of this paper. The focus of each of these projects for FY 2010-2011 is described below.

- **eAppeals Phase I Project**

This project will focus on enhancing appeals document capture/image processing, automating the current appeals workflow process, and creating a secure centralized electronic appeals repository that will allow BOE staff and Board Members on-demand access to the latest appeals information.

- **Enterprise Document Classification Project**

This project will be focused on the development of a standard enterprise-wide indexing definition, folder structure, and naming convention that will guide electronic document classification across the organization.

- **Executive Access to Documentum Project**

This project will focus on providing BOE executive offices with full access and use of Documentum for their electronic documents. A "shared area" will also be created to allow executive offices to share content with each other in a manner that permits "browsing" content as well as searching content.

- **Digital Audits Analysis**

This analysis will focus on leveraging digital document processing in Audits, the work processes depicted in the top grey band of Figure 1, in order to identify opportunities in audit case management systems. Case management systems include workflow functionality that allows staff to create digital audits from the time of inception to completion. Digital audits can then be securely distributed to staff, taxpayers, and third parties.

- **PSTD Enhanced Imaging Project**

This project will focus on expanding the use of digital images to improve Property and Special Taxes Department's (PSTD) return processing. It will focus on using digital images instead of paper returns to correct exceptions, make address changes, and perform validations.

- **eAppeals Phase II Analysis**

This analysis will focus on determining the specifics for the next phases of eAppeals, which will include providing taxpayers the ability to electronically file appeals and on-demand access to the latest information regarding their individual case.

- **eLien Project**

This project will focus on providing BOE the ability to file liens electronically with county recorders offices. Electronic lien filing will significantly reduce the time it takes for BOE to file a lien, increasing BOE's position as a creditor when competing for priority with other creditors and agencies where tax liens are involved.

FY 2011 – 2012 Projects

Projects that are planned for FY 2011-2012 include:

- **Digital Audits Project**

The specifics of this project will be determined as part of the FY 2010-2011 Digital Audits Analysis.

- **eAppeals Phase II – Taxpayer Access to Appeals Documents**

The specifics of this project will be determined as part of the FY 2010-2011 eAppeals Phase II Analysis. It is expected that the project will provide some degree of taxpayer access to appeals documents, furthering the 2020 Plan "BOE My Way" strategic concept.

- **Consolidate Document Repositories Analysis**

This analysis will determine an approach to consolidate BOE's various repositories into Documentum, BOE's Enterprise Document Management System.

- **Analysis for Integrating Digital BOE into the CROS Project Architecture**

This analysis will determine an approach for integrating the foundational technologies, implemented applications, and future projects of Digital BOE into the CROS Project architecture. The goal is to have Digital BOE "internalized" as a central element of the CROS Project architecture.

FY 2012 – 2013 Projects

Projects that are planned for FY 2012-2013 include:

- **Integration of Digital BOE into the CROS Project Architecture**

This project will accomplish the integration described above.

Figure 2 on the following page shows the foundational technologies, projects that are underway and will continue in FY 2010-2011, and those projects that are envisioned for FY 2010-2011 and FY 2011-2012.

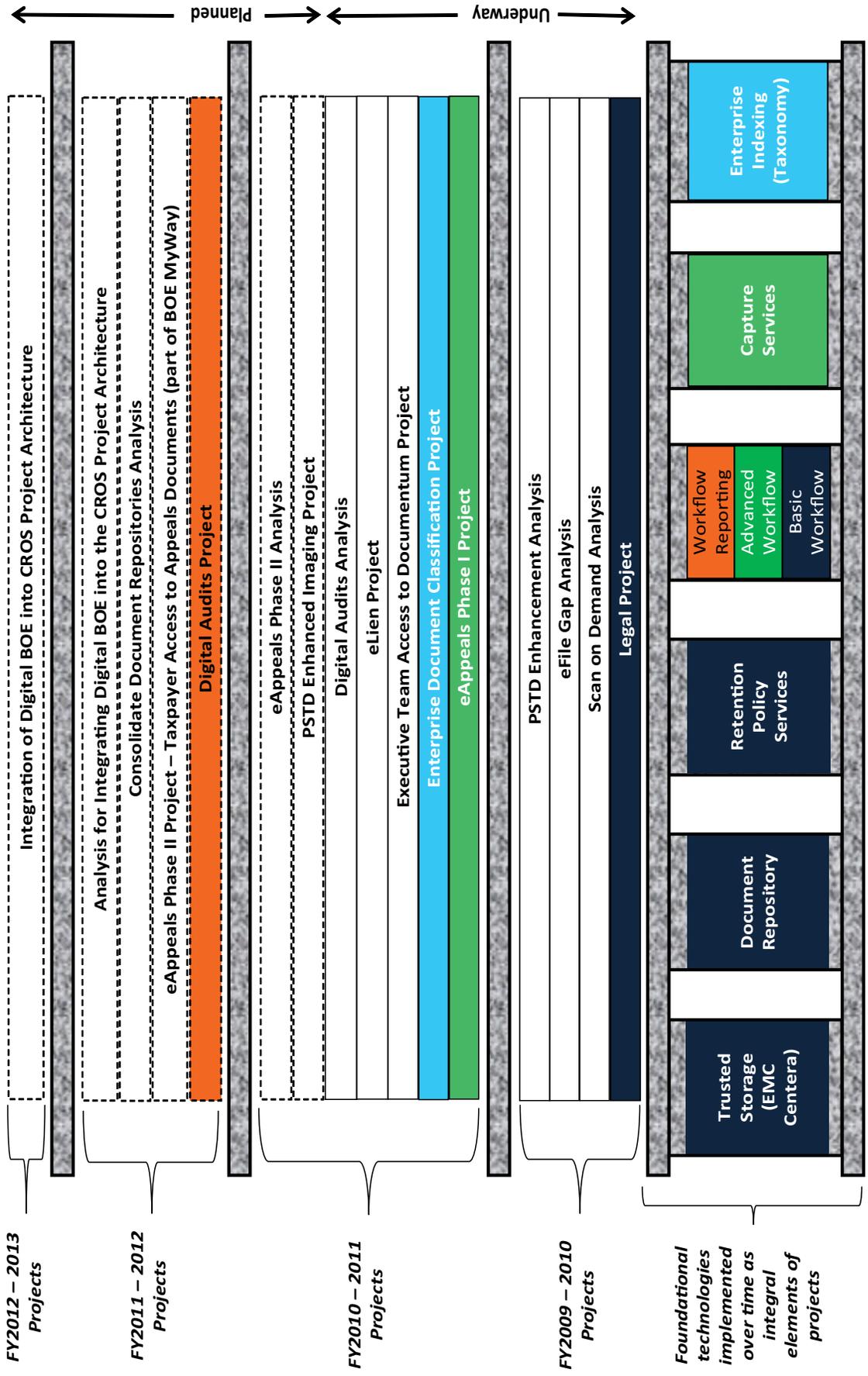


Figure 2. Digital BOE Project Roadmap

7. CONCLUSION

With the rapid increase in eFiling and the success of the Legal Department Pilot, there has been a fundamental shift in emphasis in the Digital Office Vision from the original focus on tax processing to one of electronic interaction with taxpayers and improvements in back office administration. Even with this shift, BOE has achieved significant successes in moving towards its digital office vision.

BOE intends to build upon the success of the Legal Project, including the foundational building blocks that the project established, in order to expand Digital BOE throughout the BOE enterprise. Over the next two years, the continued investment in Digital BOE will ultimately be incorporated into the legacy system replacement effort, the CROS Project.

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