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The vision for the Board of Equalization (BOE) over the next decade leverages technology to support BOE’s strategic business plan. This document, “The 2020 Plan: Roadmap to the Future” (or simply “the 2020 Plan”) lays out a roadmap for achieving the vision. While much of the activity proposed in this document will be delivered by the Technology Services Division (TSD), the planning and activities themselves are driven by the program areas. Realizing the vision of the future will depend on the collaborative and concerted efforts of the entire BOE organization, its Board Members, executive leadership, and staff.

Although this document is subtitled, “Strategic Technology Plan (STP),” its aim is to convey how technology will enable BOE to realize its business vision, goals, and objectives.

The 2020 Plan is structured as follows:

- **Messages**—notes from BOE’s Board Chair, Executive Director, and Chief Information Officer.
- **Foreword**—background on BOE and TSD.
- **Looking Towards the Future**
  - A snapshot of the future BOE, and
  - Background on five broad strategic concepts of the 2020 Plan.
- **Getting to the Future**—goals for each of the five broad strategic concepts that begin to define tangible structure for the concepts.
- **Building the Future**
  - A time-phased framework for the pragmatic pursuit of the strategic concepts, and
  - Organizational readiness considerations, in terms of People, Programs, and Technology, that cut across the five broad concepts and must be addressed for moving forward.
- **Implications of the Future Vision**—likely opportunities and consequences that will result from moving towards and achieving BOE’s future vision.
- **Conclusion**—a few closing thoughts.
- **Appendix**—time-phased framework for each of the strategic concepts, providing an additional level of detail for the activities planned.

The 2020 Plan was created through a collaborative process between BOE’s business and technology staff. The Plan gives shape to the collective wisdom of the multidisciplinary teams whose knowledge and experience were the source of this future vision.
MESSAGE FROM THE BOARD CHAIR

As we work through these challenging budget times, California relies on the Board of Equalization to collect approximately 30% of the revenues upon which the State depends to deliver vital public services. As California struggles to balance its budget, we know that our taxpayers are struggling too. Businesses large and small are stressed. They are striving to make a profit, retain their employees, and satisfy their customers in a weak economy. We at the Board must do everything we can to make paying business taxes easy and understandable. As businesses automate, we must automate; as businesses turn to the Internet to speed transactions, we must use the Internet more effectively; and as businesses wring cost out of their operations, so too must we lower our costs. This is the time to look for improvement in all that we do. I join with my colleagues on the Board in support of this Plan for the more effective use of information technology throughout our many programs. We are committed to establishing the Board of Equalization as a modern tax agency, providing outstanding service to businesses in California.

Betty T. Yee
Board Chair
California State Board of Equalization
The Board of Equalization has a well-deserved reputation for ensuring California’s tax laws are interpreted and applied correctly, fairly, and consistently. Over the years, we have developed the procedures and built the systems to collect more than $54 billion annually in revenues from the sales and use tax and 29 other special tax and fee programs. Every day we strive to improve the efficiency and effectiveness of these programs, even as we plan business improvements over the next five years. Now we face significant change as we cope with a serious and prolonged economic downturn in California. Change is always difficult, but especially hard during times of great stress.

Yet this is precisely the time when change is needed most. Our leadership must be steadfast, our business goals must be clear, and our investments must be carefully targeted if we are to renovate the Board’s programs to make voluntary tax compliance straightforward for California business. This Plan aligns with our business plan and provides the roadmap for creating the “digital” Board of Equalization, which is essential for the California of the future.

Ramon J. Hirsig
Executive Director
California State Board of Equalization
MESSAGE FROM THE CHIEF INFORMATION OFFICER

The Board of Equalization has always relied on information technology to deliver its variety of tax and fee programs. In earlier days, technology was bolted onto a program as a turbo-charger might be bolted onto an engine to make it run faster and more efficiently. Today technology is integral to the programs; we would not think of operating our tax programs without information systems, computer databases, and telecommunications networks. Our taxpayers have also adopted information technologies to run their businesses and to meet their government obligations. They rely on newer technologies like the Internet to serve their customers, obtain their permits and pay their business taxes. As business in California has adapted itself to modern technologies, so too must the Board plan for and build the information systems we will need in the future. The Board’s Technology Services Division is ready to take up tomorrow’s technology challenges. We are prepared to partner with our colleagues in the business areas, think and act strategically, and offer solutions which support California business taxpayers. We are committed to making the Board of Equalization a modern and information-rich organization that takes advantage of the operational improvements which today’s technology affords. We are ready to usher in a new era of service to taxpayers based on the directions set forth in this technology roadmap.

Anna Brannen
Chief Information Officer
California State Board of Equalization
FOREWORD

The California Board of Equalization is an accomplished organization with an exciting future. The 2020 Plan looks to that future by building on the strength of our purpose, and the values and principles that guide our technology operations.

THE BOARD OF EQUALIZATION (BOE)

The California State Board of Equalization is the only elected tax commission in the nation. BOE was created by an 1879 constitutional amendment to ensure statewide uniformity in county property tax assessment practices, but assumed a broader role as California moved into the 20th century. Today BOE is charged with administering the sales and use tax and 29 other special tax and fee programs, centrally assessing utility property, setting timber harvest values, hearing business and income tax appeals, and overseeing the assessment practices for real and personal property by California’s 58 county assessors.

BOE collects taxes and fees that provide more than 34 percent of the annual revenue for state government and essential funding for counties, cities, and special districts. In fiscal year 2006–2007, BOE-administered taxes and fees produced nearly $54 billion for education, public safety, transportation, housing, health services, social services, and natural resource management.

The five-member Board and the agency’s nearly 4,000 employees ensure that tax and fee laws are interpreted and applied correctly, consistently, and fairly. We are committed to assisting tax and fee payers in complying voluntarily with their State tax requirements, while minimizing their compliance burden. Our experienced staff uses modern information technology (IT) to provide high-quality customer service to achieve program objectives at the lowest possible cost.

TECHNOLOGY SERVICES DIVISION

The Technology Services Division (TSD) is the IT organization of BOE. We understand that California depends on the revenues collected by BOE to provide necessary services to its residents and businesses. We are committed to providing the leadership and technical talent necessary to support our tax programs and business areas as the State weathers its current fiscal crisis.

To keep its focus on supporting the achievement of BOE’s strategic business objectives, TSD has created Values, Operating Guidelines, and Business Principles for its staff members.
**TSD Values**

As we carry out our mission and work toward accomplishing our goals, TSD remains committed to the following values:

*Trustworthiness*

*Respect*

*Responsibility*

*Fairness*

*Caring*

**TSD Operating Guidelines**

TSD’s Operating Guidelines are aimed at ensuring that TSD staff act as leaders in moving BOE towards the goals of this plan. Our Operating Guidelines are:

- **Act with initiative**
  
  We look for opportunities to move forward. We stay two steps ahead of our customers.

- **Make decisions without undue delay**
  
  We are decisive and take action when we have the information needed.

- **Be an active participant**
  
  We continuously challenge ourselves to be more than an observer.

- **Respect other viewpoints**
  
  We know there are many ways to look at any situation. While we may not always agree on viewpoints, we respect those held by others.

**TSD Business Principles**

TSD’s Business Principles form a framework for decisions TSD staff make in our daily professional lives. Our Business Principles are:

- **We serve the business with good technology**
  
  We provide our customers with solid, proven, and comprehensive technical solutions.

- **We honor our commitments**
  
  We view our promises as obligations to deliver, and we act accordingly.

- **We exceed customer expectations**
  
  We set a high standard and aim to over-deliver on our promises.
• **We have a bias for action**  
Our predisposition is to accomplish something tangible and beneficial for the business.

• **We are responsible stewards**  
We take the responsibilities we have been given very seriously. We protect the rights and privacy of taxpayers and all citizens. We work to build a better BOE.

• **We balance quality, time, and cost (We will not accept mediocrity, we can not afford perfection)**  
We know that we can not afford the cost of perfection. We strive to know when we have reached the level of “good enough” in any given situation.
1. Looking Towards the Future

1.1 Introduction

This chapter provides an introductory look at our future vision for BOE.

1.2 Vision of the Future

Future BOE is an organization that accomplishes its business mission, embodied in BOE’s Strategic Business Plan, through approaches that leverage technology to make interaction as seamless, efficient, and effective as possible. Five broad concepts are central to the vision:

**Becoming Digital**–BOE will become a “digital office.” Taxpayers, staff, and other stakeholders will have access to information they need to accomplish their work–any way, any time, any place.

**Data Without Walls**–BOE will organize its data so that it is searchable, geographical, and sharable. Services will be developed for accessing and exchanging BOE data.

**BOE@Glance**–BOE will turn its data into information, and information into knowledge for decision-making.

**BOE MyWay**–BOE will build upon the on-line self-service activities that have been launched as part of eServices. These will be expanded to provide a customizable website that will offer each taxpayer information that is useful to his or her business.

**BOE Works**–BOE will launch a set of initiatives aimed at improved staff productivity and enabling a mobile workforce.

Detailed activities within each of these five broad areas have already been planned and will be presented in this document. Pursuing and completing these activities will create a business environment at BOE that is even more effective than it is today, less dependent on physical office and storage space, and a desirable place to work for those entering the workforce over the next decade. “Rolling” three-year plans and annual assessments will provide a mechanism to adjust and re-prioritize the activities and efforts to accomplish the long-term goals and strategic concepts. The details of the current year and following two years of each three-year plan will provide a means to more fully integrate technology planning with business planning and annual budgeting.

Looking ahead to the end of the next decade, BOE’s strategic vision could lead to a scenario like this one:
The 2020 salmon season had just opened and Bob was heading to Sacramento. He was excited about this trip. It was not only the prospect of breaking away from the daily chores of the business; it was also the excitement of spending time with his long time college buddy, Ed.

After graduating from Sacramento State University in 2008, Bob went home to run the family winery and Ed decided to embark on a new Board of Equalization (BOE) program that groomed up-and-coming college graduates for effective leadership positions.

A call came through Bob's wrist-top Personal Assistant (PA). It confirmed that the last shipment of the premium cabernet wine was on its way to the lunar colony—a file containing all the details was downloaded to his PA. He accessed his company tax records on his BOE MyWay website. Bob also checked on the status of his recent tax appeal case, which he had started a few days earlier. He was able to confirm that the Board, via its virtual Board hearing, had decided to refund a portion of the taxes levied on his 2014 vintage wine made with engineered altered grapes.

Ed got to the station early. Anticipation at seeing his old college friend triggered thoughts of the past. Ed's work at BOE has been extremely rewarding; over the last 12 years the agency had embarked on a comprehensive technology push as a means to achieve efficiency and productivity in the workplace. Employees were empowered to do their jobs and were given all the appropriate tools through the BOE Works program.

His thoughts were interrupted by a voice on the loud speaker announcing the arrival of Bob's train on track four.

As Bob was loading some gear into the trunk of Ed's car, Ed's PA received a hologram message, You have an incoming update from your BOE@Glance dashboard. “Display the message please,” asked Ed. A semi-transparent holographic image appeared in the lower portion of the windshield presenting a 3D image of various gauges and dials. Ed noted that all indicators showed normal green status. As Bob got into the passenger seat, Ed closed the confidential image. “That was our end-of-week update,” said Ed. “A dashboard keeps track of all critical taxing operations within my organization. This use of business intelligence enables each BOE employee to understand key metrics and to make better decisions. Every Friday evening, we get a health check report through BOE@Glance on all operations for the week. We have unlocked the full potential of our data. Best of all, this happens electronically, eliminating the need to handle a single piece of paper.”

“A technology push was what enabled us to radically change the way we did business at BOE,” Ed continued. “Through BOE Works, staff began to feel empowered to actively participate in reshaping the workplace.”

“Ten plus years ago,” Ed explained, “BOE established a long-range vision for technology. This plan relied on five strategic concepts. First, BOE committed to becoming a digital organization and freeing its data for multiple uses—sort of data without walls. As a digital organization that treated its data as assets, BOE was able to support taxpayers with BOE MyWay, manage its programs through dashboards like BOE@Glance, and give its employees the right tools under BOE Works. Each concept had a roadmap that guided BOE's radical transformation.”

The car was slowing down as it got on the freeway offramp. A few minutes later, they were pulling into Ed's driveway. It was promising to be an excellent weekend!
1.3 Strategic Concept Descriptions

1.3.1 Framework for Future BOE

The vision for Future BOE depends upon the concept of “governance.” To understand governance, it is important to look beyond the common definition of governance and compare the concept to “management processes,” another concept with which governance is often easily confused. Governance is the process by which an executive committee functions as a unit to direct the organization. Management, on the other hand, is the style of implementation used by staff to translate governance policy into projects and services.

Organizations may be well-managed and able to deliver projects efficiently. But they may be poorly governed if the projects bypass a formal approval process and do not further the interests of the organization.

Ultimately, organizations need to be both well-governed and well-managed in order to optimize the business value of their technology investments and assets. While management relates more to the efficiency of professionals working towards a target or goal, governance is about a considered approach for creating an enterprise vision for products and processes that can be turned into achievable goals and targets for the organization as a whole.

Governance is an important concept for BOE because it provides the means to direct the organization with:

- Taxpayer data confidentiality and security as the highest priority;
- A BOE-wide perspective;
- Consideration of consequences (of acting and of not acting);
- Visible, business-case-based decision making; and
- Regular project reviews (with empowerment to redirect or cancel under-performing projects).

A strong governance approach provides BOE with a structure for managing its collection of technology projects as “a portfolio,” utilizing prioritization mechanisms and risk assessments to look at projects in the context of the overall portfolio—and not just as stand-alone endeavors.
As shown in Figure 1, *Framework for Future BOE*, Governance and Portfolio Management form “the wrapper” that surrounds all projects, activities, and pursuit of goals within BOE.

**Figure 1. Framework for Future BOE**

1.3.2 **CONTEXT OF STRATEGIC CONCEPTS**

The vision of the future of BOE incorporates the following five strategic concepts:

- Becoming Digital
- Data Without Walls
- BOE@Glance
- BOE MyWay
- BOE Works
The goals, activities, and projects associated with these strategic concepts are directed through the governance and portfolio processes of BOE (see Figure 2, *Strategic Concepts within the Framework for Future BOE*).

**Figure 2. Strategic Concepts within the Framework for Future BOE**

The sections below provide an introduction to each strategic concept.

### 1.3.3 BECOMING DIGITAL

BOE operations are paper-intensive and therefore costly. Moving away from paper through the use of digital technology that captures images and data will help BOE reduce facility space requirements and operating costs, streamline processes, increase employee productivity, and establish a platform for improving taxpayer services.
Becoming Digital encompasses long-considered improvements to BOE’s operations. Modern IT and the knowledge gained from its applications in other state agencies convinces us that the concept of a digital office is a goal that can be realized. Taxpayers, staff, and other stakeholders will have access to information they need to accomplish their work—any way, any time, any place.

A key first step in achieving Becoming Digital is the development of an architecture and a set of standards so that BOE can implement digital solutions in a consistent, complementary, and interoperable way.

Once a standard architecture is defined, BOE will rapidly move to capture incoming data in digital form through electronic submission of information (for example, eFiling) and scanning/imaging of paper input. Paper will not be retained beyond any specific legal requirements. Moreover, BOE will move to convert existing paper to digital data.

1.3.4 Data Without Walls

Data Without Walls is the strategic concept that is at the heart of the 2020 Plan transformation. It is aimed at “unlocking the full potential of BOE’s data.” A critical downstream concept from Becoming Digital, Data Without Walls will help structure, enhance, and expose “digitized” program data from disparate sources.

Data Without Walls envisions organizing our data so that it is searchable, geographical, and sharable. Key activities will be to build a repository that provides a common understanding of our data and to develop services for the access and exchange of our data.

1.3.5 BOE@Glance

“BOE@Glance” refers to the key concept of permitting ad hoc and “what if” analyses for decision makers. To enable this capability, we will construct a data warehouse (a repository of BOE’s electronic data) and provide analytical tools for utilizing the information in the warehouse. We will create business-oriented views of the data and standard reports for our information.

With a sound understanding of the data at hand, it is essential to explore how to make best use of data.

We will turn BOE’s data into information, and information into knowledge to realize the future.
1.3.6 BOE MyWay

Consistently providing the highest service to California’s taxpayers has been a trait ingrained in the culture of BOE since its inception. With new technology enabling services in the works, BOE will look to provide its customers and partners with a state-of-the-art, taxpayer-friendly web page, thereby extending BOE information and select services beyond normal working hours and offering valuable solutions tailored to fit the user’s needs.

The key concept referred to as “BOE MyWay” provides a customizable website for taxpayers. This key concept promotes different communication methods for our taxpayers based on their individual preferences. The customizable websites will offer each taxpayer information that is useful to his or her business.

1.3.7 BOE Works

BOE Works recognizes the importance of every employee’s contribution to the success of the organization and the need to appropriately leverage technology to empower the workforce. By providing a modernized environment, every individual may benefit and have a rewarding and productive career at BOE.

A first step in achieving BOE Works will be to modernize the “look and feel” of BOE’s current systems. For example, some of BOE’s current systems still have a text only “green screen” type of display, which can be enhanced to a more modern web-type display with graphical features.

BOE Works also includes giving employees self-service access to administrative processes.
2. Getting to the Future

2.1 Goals of Each Strategic Concept

Each of the five Strategic Concepts has a set of goals. Goals define tangible structure for the concepts. This structure will be broken down into more detail to define specific activities that will lead to projects and other technology activities. Thus, it is critical that the goals be chosen and defined appropriately.

2.1.1 Becoming Digital

The goals of Becoming Digital are:

• Develop architecture and standards so that BOE can become digital;
• Capture incoming data in a digital form; and
• Convert existing paper to digital data.

To make Becoming Digital a reality, it will be necessary to first develop an architecture and a set of standards that guide technical designs and plans, and ensure that the various components and systems that are built are interoperable and compatible.

Because of the nature of BOE’s business procedures, it will be essential to develop the means to migrate the current paper-based processes to an electronic solution. This will allow BOE to gradually capture all incoming data (for example, tax returns) in digital form and to phase out paper over time.

In a parallel effort, it will be equally necessary to develop and implement a plan that provides BOE the ability to intelligently convert over time a substantial amount of its existing paper (for example, files, records) onto the same digital platform.

2.1.2 Data Without Walls

The goals of Data Without Walls are:

• Build an enterprise repository that enables BOE to have a common understanding of our data;
• Organize our data to be searchable, geographical, and sharable; and
• Develop services for the access and exchange of our data.

In order to structure, enhance, and expose “digitized” program data from disparate sources, it will be essential to build a metadata repository that will help us know what our data means, where it is located, and how to access it. A managed metadata environment will enable staff to access information about the data that BOE maintains and facilitate their work by readily providing them with timely, relevant information. It will also provide a uniform and common understanding of that data across BOE.
Once the data discovery phase is underway, we will provide the ability to integrate data from multiple data sources, so that access can be achieved through a single interface point. A virtual database will provide this functionality, allowing information to be retrieved and presented back without regards to source or formatting differences. Data content such as geographical information can then be enhanced by ensuring relevant fields are identified and adequately populated.

With the knowledge and capability to leverage the appropriate data in place, two essential data-related services are examined. The first is to plan for and ensure a means to access and exchange the information is addressed. The second tackles the vital need to establish and maintain data quality standards at BOE.

2.1.3 BOE@Glance

The goals of BOE@Glance are:

- Construct a data warehouse and provide analytical tools;
- Create business-oriented views and standard reports of our information; and
- Permit ad hoc and “what if” analyses for our decision makers.

The first step towards building an analytical data store will involve the testing, evaluation, and selection of a data warehousing tool for BOE. A data warehouse is a database built to support efficient querying of the data it contains, one possibly constructed from many primary data sources, and designed to provide enterprise analytical reporting.

A close correlation exists between data warehousing and business intelligence tools. Once the business drivers for the data warehouse have been met and the technology selected, the next step involves identifying requirements and working towards selecting the best fit for a government-oriented business intelligence application suite. Part of the initial deployment of the business intelligence tools will entail creating business views of BOE’s information through standard reports and dashboards.

The real capabilities of business intelligence, however, lie well beyond standard reports. Business intelligence provides experienced users with the ability to perform predictive risk analysis by leveraging decision-making methods such as “what if” analyses. These capabilities let us explore scenarios as soon as changes are suggested and analyze, in real time, the consequences of these situations occurring. Implementing these capabilities will help improve decision-making capabilities at BOE for a variety of programs (for example, taxpayer compliance, audit selection, revenue collection) which in turn will maximize revenue for the State.
2.1.4 BOE MyWay

The goals of BOE MyWay are:

• Provide a customizable website for taxpayers;
• Support different communication methods for our taxpayers based on their preferences; and
• Offer taxpayers information useful to their businesses.

To provide BOE’s customers and partners with a state-of-the-art, taxpayer-friendly web page, it will be essential to identify and validate user’s requirements for the web site and work towards implementing a customizable taxpayer’s site, which is designed to be compliant with the Americans with Disabilities Act (ADA) and where access to all forms, transactions, scheduling, information, and communication can be obtained at the taxpayer’s convenience.

To facilitate the information exchange with the taxpayers, BOE MyWay will look to support different methods of communication. Enabling taxpayer’s preferences and offering disparate communication methods, BOE will look to adapt its pool of information to support multiple channels for taxpayers’ communications using consistent information and procedures.

Furthermore, BOE MyWay will provide a secure, knowledge-rich, intelligent environment for taxpayers. It will strive to maintain and foster an informed customer community, and offer taxpayers access to its vast public business intelligence environment, arming them with information useful to their business.

2.1.5 BOE Works

The goals of BOE Works are:

• Modernize the look and feel of BOE’s current systems;
• Provide a mobile work environment for our employees; and
• Give employees self-service access to administrative processes.

A first step in attaining this strategic concept involves re-examining existing tools, and looking to make the current integrated revenue information systems more accessible, available, and intuitive. Tailoring the functionality of the screens with an intuitive graphical interface to readily address the needs of the various user communities will improve employee productivity and provide them with immediate access to the right information every time.

The workplace is being redefined by the transition of the workforce from baby boomers to Generation Y employees and the burgeoning new technology distance and collaboration tools available on the market. BOE Works addresses these influences by properly planning for an effective mobile work environment through an appropriate, cost conscious, and culture-specific modernization of various technology enabling platforms.
BOE Works also recognizes the overhead of existing manual administrative tasks and in some cases the paper-intensive processes required to support them. Fully realizing that these efforts will require close coordination with various State agencies and alignment with programs such as FISCAL. BOE Works will identify BOE-specific “back office” systems and improve and modernize them by producing a plan for enhancements, interfaces, or replacements.

### 2.2 SUMMARY OF GOALS FOR STRATEGIC CONCEPTS

Figure 3 summarizes the goals by Strategic Concept.

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<td>Develop architecture and standards</td>
<td>Build an enterprise repository for common understanding of data</td>
<td>Construct data warehouse and provide analytical tools</td>
<td>Provide a customizable website for taxpayers</td>
<td>Modernize look and feel of current systems</td>
<td></td>
</tr>
<tr>
<td>Capture incoming data in digital form</td>
<td>Organize data to be searchable, geographical, and sharable</td>
<td>Create business-oriented views and reports</td>
<td>Support different communication methods</td>
<td>Provide a mobile work environment</td>
<td></td>
</tr>
<tr>
<td>Convert existing paper to digital form</td>
<td>Develop services for access and exchange of data</td>
<td>Permit ad hoc and “what if” analysis</td>
<td>Offer taxpayers useful information</td>
<td>Give employees self-service access</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 3. Summary of Goals by Strategic Concept*
Figure 4 shows the goals of the Strategic Concepts within the context of Future BOE.

Figure 4. Framework of Future BOE with Goals of Each Strategic Concept
3. BUILDING THE FUTURE

3.1 TIME-PHASED ROADMAP FOR STRATEGIC CONCEPTS

Figure 5, *Time-Phasing of Activities to Achieve Strategic Goal Concepts*, provides an overview of each of the strategic concepts and their respective goals. The time-phased illustration or roadmap depicts the approximate duration of each goal. These initial milestones were established based on the analysis of the current environment within which BOE operates. The analysis of the current environment took into consideration internal factors such as existing staffing levels and operating budgets as well as external influences, such as the overarching political landscape and California’s budget crisis. Since these assumptions are sure to change over time, the roadmap was designed to be dynamic and can be adjusted to account for changes in these initial assumptions.

The roadmap encompasses the entire decade of this Plan; however, the implementation of such a long-term plan must be divided into more manageable and practicable parts. The initial portion of this Plan encompasses the first three years, 2009-2011, and is detailed in the *Three-Year Technology Plan* which is a companion but separate document. A subset of that document is included in the Appendix to this Plan. Every twelve months, the *Three-Year Technology Plan* is reassessed to determine the progress of each activity underway as well as those planned for the upcoming year in order to react to any changes in the initial planning assumptions. These “rolling” three-year plans and annual assessments provide a mechanism to adjust and re-prioritize the activities and efforts to accomplish the long-term goals within the strategic concepts.
Figure 5. Time-Phasing of Activities to Achieve Strategic Goal Concepts

Each of the five Strategic Concepts has a set of goals. This structure is broken down into more detail to define specific activities that will lead to projects and other technology activities. The Appendix to this document provides insight into these activities, which will be undertaken to achieve the goals and strategic concepts.
3.2 **Organizational Readiness**

The best plans, the best systems, and the best technical solutions will not succeed without addressing certain fundamental elements of preparing and evolving an organization to be “ready” to embrace those plans, systems, and solutions in a positive and meaningful way. The activities required to address “Organizational Readiness” cut across all strategic concepts and form the foundation for strategic success. These activities are divided into three categories: People, Program, and Technology.

3.2.1 **People**

“People” addresses the activities necessary for preparing BOE and its personnel to adapt, adopt, and realize the full business benefits articulated within the Plan. The activities are illustrated in Figure 6, *Organizational Readiness–People*.

- **Collaborate with staff.** Establishing a strong and solid partnership with staff is critical to the success of the Plan. BOE must have the “right” people in the “right” positions to meet the Plan’s goals and objectives. By working together, BOE and its staff can craft job classifications and their related performance appraisals to ensure a viable workforce.

- **Redeploy skills to meet the needs of the plan.** The activities contained in the Plan require different skill sets, both from a business and technology perspective, than are currently prevalent within BOE. Identifying these skill gaps early in the implementation of the Plan affords BOE the opportunity to fill these gaps through various means, such as by providing training or contracting for specialized resources.

- **Evolve human resource policies.** Effective human resource policies provide clear, unambiguous guidelines for BOE’s personnel in the performance of their day-to-day jobs and must be aligned with the goals and objectives contained in the Plan. For example, one objective of the Plan relates to BOE expanding its mobile office environment. BOE’s policies must take into account that managing employees who do not work on-site requires focusing more on the actual work product than the interaction of the staff in the work environment.
3.2.2 Program

“Program” identifies the high-level responsibilities of BOE’s various business program areas that must be addressed for the Plan to be successful. These responsibilities are illustrated in Figure 7, Organizational Readiness–Program, on page 24.

- **Identify management sponsorship.** The activities described in the Plan are generally “technology” efforts; however, the overall success of these activities is wholly dependent upon the continuous involvement and support of BOE’s program areas. The program area responsibilities include providing the leadership, direction, and funding through active participation in the aforementioned governance process.

- **Establish data governance and stewardship.** In its role as a taxing entity, BOE collects enormous amounts of data. Through the execution of the State’s laws and regulations, the various program areas identify and define each type of information (for example, business name, address, fee type, registration number, etc.) to be collected and stored. The responsibility for maintaining these definitions and establishing policy for the collection, distribution, and archival of the information itself is called “data governance and stewardship.” Since data governance and stewardship is most effective when owned by the business programs and not the IT organization, BOE’s program areas must embrace this responsibility.
• **Address confidentiality and contractual matters.** Elements of the Plan rely upon establishing or extending relationships with external entities such as State and Federal tax authorities, private business, and third-parties. These relationships will require legal counsel as well as varying types of contracts and inter-agency agreements. In addition, the Plan increases the availability of BOE’s data to taxpayers. To accomplish this, BOE may have to define information-sharing pacts to address confidentiality and security matters.

![Diagram](image)

**Figure 7. Organizational Readiness–Program**

### 3.2.3 Technology

“Technology” identifies BOE’s responsibilities related to technology that are imperative for the success of the Plan. These responsibilities are illustrated in Figure 8, *Organizational Readiness–Technology*.

- **Invest in the infrastructure.** Preparing the technology infrastructure to meet the performance and business requirements prescribed by the Plan is essential. The technologies impacted by the various activities contained in the Plan are widespread and include network capacity, telephony systems, and service desk support to name a few. Investing in these and other technologies enables BOE to be more responsive to the dynamic needs of the legislature, taxpayers, and BOE personnel.
• **Provide a secure, flexible environment.** Many of the initiatives described in the Plan are focused on sharing BOE’s data with taxpayers and external partners (such as the Franchise Tax Board and the Employment Development Department). Designing and deploying a security framework, which meets the dynamic needs of BOE’s constituents with the flexibility to be integrated into various access methods (for example, website, network, phone) will ensure that BOE’s data are available only to authorized entities.

• **Design a modern technology architecture.** BOE’s existing technology environment serves the Board well; however, the changes to BOE’s business and underlying technology contained in the Plan require a comprehensive review and update to modernize the technology architecture. The continued maintenance and evolution of the updated technology architecture ensures continued flexibility in meeting BOE’s business needs.

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**Figure 8. Organizational Readiness–Technology**

- **Invest in the infrastructure**
- **Provide a secure, flexible environment**
- **Design a modern technology architecture**
3.3 **Organizational Readiness in Context**

The Organizational Readiness topics described above will be addressed over the course of the Plan; however, the relative timing of each is critical. If the strategic concepts and goals described in the Plan represent a locomotive, Organizational Readiness is like laying new rails just before the train reaches them. By addressing Organizational Readiness, BOE will be in a position to successfully achieve its vision of the future. Figure 9 shows the Organizational Readiness elements in the context of Future BOE.
Figure 9. Organizational Readiness in the Framework of Future BOE

- Collaborate with staff
- Redeploy skills to meet the needs of the plan
- Evolve human resource policies

- Identify management sponsorship
- Establish data governance and stewardship
- Address confidentiality and contractual matters

- Invest in the infrastructure
- Provide a secure, flexible environment
- Design a modern technology architecture
4. Implications of the Future Vision

There will be opportunities and consequences associated with the execution of the Plan. In total, the Plan represents a substantial change in the way that BOE operates and interacts with its customers and partners. The Plan is broad—it touches every business program of BOE. The Plan is deep—it impacts every layer within BOE. Some segments of BOE will thrive under the changes, others may not.

Below are some of the opportunities and consequences that are anticipated with the implementation of the Plan. This initial list is not exhaustive; rather, with a Plan of this scale and scope, additional ramifications are anticipated to arise as the implementation proceeds.

- **New skill sets for BOE’s program and IT staff.** The expanding reliance on and use of IT in the day-to-day operations of BOE requires an increasing level of expertise as well as comfort with IT systems by the end users. The program staff will be challenged by changes to the underlying business processes that have been in place for years. Furthermore, the number of business processes that will become automated will increase significantly, requiring end users to be more proficient with IT systems. The modernization and expansion of BOE’s IT systems will require specialized and potentially new skills within the TSD organization. With the introduction of new tools, methods, and vendors into BOE, the current level of technical expertise will need to adapt and expand in order to maintain, at a minimum, the current level of customer service.

- **Interaction with taxpayers will change.** The Plan promotes the notion of “taxpayer self-service” (for example, a robust website where taxpayers can conduct all of their filings and communicate with BOE electronically) which will significantly increase automated or electronic communications in lieu of face-to-face, verbal communication. Additionally, the expectations of the level of service provided by BOE programs will increase as taxpayers enhance their knowledge through the accessibility of information formerly only available to BOE staff.

- **Investment will be needed to make the 2020 Plan a reality.** Since changes described in the Plan are far-reaching and sizeable; achieving them will require significant investment in technology and in other areas as well. The technology investments will focus on building a highly-secure, scalable infrastructure with sufficient capacity to deliver the robust applications envisioned in the Plan. The evolution of BOE’s existing mainframe environment and applications is anticipated to be one of the largest single investments. Other areas of investment include updating and optimizing BOE’s business processes in order to take advantage of modern information technologies.

- **Need to adapt BOE’s facilities.** A consistent theme throughout the Plan is the migration to a “digital BOE.” Eliminating the need for storing paper at BOE represents a monumental shift for the organization with impacts that range from achieving productivity increases (for example, no longer having to pull physical paper records) to realizing savings in real estate (for example, storage space for file cabinets is eliminated) and special courier costs (for example, email electronic copies of files).
In addition, the demographics of BOE’s recent hires, known collectively as “Gen Y’s,” will impact the basic configuration of BOE’s office space. This generation of employees expects an office environment much different from traditional cubicles. Some of these expectations include a more “social” atmosphere (for example, large, shared, open office spaces) as well as one that enables flexible work hours and locations (for example, mobile offices).
5. Conclusion

Realizing the vision of the future will depend on the collaborative and concerted efforts of the entire BOE organization, its Board Members, executive management, and staff. Working together, we can use technology to enable BOE to realize its business vision, goals, and objectives for the next decade.
Appendix: A More Detailed View of the Time-Phased Roadmaps

The graphics on the following pages provide time-phased illustrations of the five strategic concepts and their goals and activities. Each graphic presents a decade-long overview of the strategic concept; moreover, each strategic concept graphic is decomposed into three unique goals (lightly shaded bars) and then further broken down into a number of activities (blue shaded bars).

These illustrations provide a snapshot of the Plan’s activities at this point in time. However, since the execution of the Plan will demand shifting activities in reaction to changing priorities, these graphics may be updated to reflect these changes and provide a dynamic, up-to-date picture of the Plan at future points in time. In addition, we note that these activities will go through the BOE IT governance process. The activities and schedules may be adjusted in view of other projects considered by the governance process.
### A.1 Becoming Digital

**Figure 10. Time-Phased Goals and Activities for Becoming Digital**

- **Develop architecture and standards so that BOE can become digital**
  - Develop a technical architecture, document standards, and implement an enterprise content management system with search capability (first phase, Legal Project)
  - Develop an enterprise-wide index strategy for BOE content
  - Develop/modify policy for electronic signatures, records management and retention

- **Capture incoming data in a digital form**
  - Conduct a tax document pilot project with the Employment Development Department (EDD) for high-volume scanning services
  - Develop architecture and standards so that BOE can become digital
  - Design and develop automated workflow
  - Develop a repetitive methodology for implementing records management and workflow

- **Convert existing paper to digital form**
  - Implement records management and retention processes
  - Develop and implement plans to transition existing paper to digital (similar to Legal Project)
  - Redirect IRIS reports to the enterprise content management system
  - Develop and implement plan for scanning remaining internal documents

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A.2 Data Without Walls

Figure 11. Time-Phased Goals and Activities for Data Without Walls
Figure 12. Time-Phased Goals and Activities for BOE@Glance
Figure 13. Time-Phased Goals and Activities for BOE MyWay
A.5 BOE Works

Figure 14. Time-Phased Goals and Activities for BOE Works