

**BOE FY 2016/17 Spring Finance Letters
(as of 01/11/2016 - in 000s)**

Budget Items SFLs	2016/17			2017/18		
	Positions	Total Cost	Revenue	Positions	Total Cost	Revenue
Centralized Revenue Opportunity System (CROS)	99.2	\$58,716 GF: \$32,904 OF: \$25,812	\$38,766	115.6	\$65,982 GF: \$36,976 OF: \$29,006	\$48,485
AB 1717 Prepaid Mobile Telephony Services (MTS) Surcharge	16.0	\$2,900 GF: \$0 OF: \$2,900	\$123,000	/a 18.5	\$2,400 GF: \$0 OF: \$2,400	\$123,000 /a
SB 84 Regional Railroad Accident Preparedness and Immediate Response	4.3	\$893 GF: \$0 OF: \$893	N/A	/b 5.4	\$898 GF: \$0 OF: 898	N/A /b
TOTAL	119.5	\$ 62,509	\$ 161,766	139.5	\$ 69,280	\$ 171,485

^a Revenue is based upon the statutory provisions prior to the small seller exemption of \$15,000 during the previous calendar year commencing on January 1, 2017. Therefore, it is unknown at this time how much of the revenue may actually be realized if a small seller exemption is established.

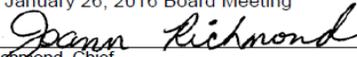
^b SB 84 does not specify a fee amount; therefore, no revenue can be estimated.

GF = General Fund
OF = Other Funds

STATE BOARD OF EQUALIZATION 

BOARD APPROVED

At the: January 26, 2016 Board Meeting


Joann Richmond, Chief
Board Proceedings Division

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0860	Department State Board of Equalization	Priority No. 1
Budget Request Name 0860-300-BCP-DP-2016-A1		Program ALL	Subprogram

Budget Request Description
 Centralized Revenue Opportunity System (CROS) Project Implementation Phase

Budget Request Summary

The Board of Equalization (BOE) requests \$58.7 million and 99.2 positions (65.0 positions and 34.2 temporary help) in Fiscal Year (FY) 2016-17, \$65.9 million and 115.6 positions (75.0 positions and 40.6 temporary help) in FY 2017-18, and \$70 million and 119.3 positions (78.0 positions and 41.3 temporary help) in FY 2018-19 to enable the Centralized Revenue Opportunity System (CROS) Project to transition from its Procurement Phase to its Implementation Phase.

The CROS Project (Feasibility Study Report Project 0860-094) is an information technology modernization effort designed to expand tax- and fee-payer services, improve the efficiency and effectiveness of the BOE's operations, and enhance its ability to generate increased revenues reducing the tax gap.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
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For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.
 FSR SPR Project No. Date:

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA Date submitted to the Legislature

Analysis of Problem

A. Budget Request Summary

The Board of Equalization (BOE) requests \$58.7 million and 99.2 positions (65.0 positions and 34.2 temporary help) in FY 2016-17, \$65.9 million and 115.6 positions (75.0 positions and 40.6 temporary help) in FY 2017-18, and \$70 million and 119.3 positions (78.0 positions and 41.3 temporary help) in FY 2018-19 to enable the CROS Project to transition from its Procurement Phase to its Implementation Phase.

The CROS Project (Feasibility Study Report Project 0860-094) is an information technology modernization effort designed to expand tax/fee payer services, improve the efficiency and effectiveness of the BOE's operations, and enhance its ability to generate increased revenues reducing the tax gap.

The approval of this request will provide for additional staff; ensure the maintenance of consultant and other costs related to the Parallel Initiatives; realign staff previously authorized in the FY 2012-13 Spring Finance Letter #1: Centralized Revenue Opportunity System Project (SFL-1); and provide support for an on-site System Integrator (Contractor) activities.

Based on the performance-based/benefits-funded procurement model that the CROS Project is using, this proposal includes funding (FY 2016-17: \$20,826,000; FY 2017-18: \$28,116,000) for Contractor compensation payments. Per the compensation model, the payments are predicated on projected revenues in FY 2016-17: \$38,766,000 and in FY 2017-18: \$48,485,000.

To ensure the availability of sufficient funds for contractually required benefits based Contractor compensation payments, the BOE requests the preparation of budget language that will authorize the Director of Finance to authorize, if necessary and no sooner than 30 days after notification in writing to the Joint Legislative Budget Committee, adjustments to the funding sources and/or augmentation of the amount needed for these payments.

B. Background/History

Composed of five Board Members, the BOE administers more than 30 tax and fee programs that generate revenue essential to our state. The programs include California's sales and use tax, fuel, alcohol, tobacco, transportation, environmental, excise tax, as well as other special taxes and fees. Over one million discrete businesses currently interact annually with the BOE, many involved with multiple tax and fee programs.

Tax agency operations involve a complex and linked set of activities related to taxpayer services and education; return processing and payments; audits and investigations; compliance and collections; and tax operations policy. Successful operation of a tax agency is highly dependent upon access to effective and efficient use of information:

- Collected, analyzed, and cataloged,
- Categorized for sensitivity,
- Checked for initial and ongoing quality and accuracy,
- Exchanged among appropriate users, and
- Securely protected from unauthorized access.

The BOE's complex operations and information needs are currently supported by two main-frame based legacy systems: Integrated Revenue Information System (IRIS) and Automated Compliance Management System (ACMS). These two systems are used to receive, process, coordinate, assign, and store information critical to the BOE's Sales and Use Tax, Special Taxes and Fees, the Tax Appellant programs. Most of the customer information is contained in IRIS and the collection activity, which is dependent upon extensive links to external sources of information, is supported by ACMS.

Analysis of Problem

The IRIS and ACMS legacy systems are based on 1980's technology and are not compatible with information technology system features currently available. Due to the constrained system architecture of these legacy systems, many ancillary systems (manual workarounds) have evolved, as needed, to fill in the voids in order for the BOE to carry out its mandated duties.

The limitations of these legacy systems has considerably hindered the BOE's ability to implement, administer, and evaluate tax/fee programs efficiently and effectively. Substantial delays, resulting in significant revenue loss to the State, often occur due to the inflexibility of the legacy systems to adapt to new or expanding requirements.

The CROS Project's objective is to establish a responsive and effective tax/fee payer centric system through:

- Replacing its legacy mainframe-based revenue and collection information systems with an integrated and automated tax/fee system;
- Enhancing on-line services to tax/fee payers and other stakeholders;
- Improving case and contact management;
- Reengineering and improving program processes;
- Improving data sharing capability and real-time data access, especially to field staff; and
- Enhancing the BOE's capability to quickly implement legislative, judicial, or electoral changes to tax/revenue codes.

Based on the approved Special Project Report (Project 0860-094), the FY 2012-13 SFL #1 authorized staffing and funding specifically for the CROS Project's Procurement Phase and Parallel Initiatives.

Resource History
(Dollars in Thousands)

Program Budget	2012-13	2013-14	2014-15
Authorized Expenditures	\$15,203	\$30,100	\$30,100
Actual Expenditures - CROS	\$4,869	\$7,761	\$9,670
Actual Expenditures – Auditors and Collectors	\$5,887	\$17,239	\$18,330
Revenues	\$38,700	\$70,400	\$113,700

Procurement Phase:

Major Procurement Phase milestones included the development of a Request for Information to solicit feedback from potential bidders related to the CROS Project's proposed solution; preparation and release of the CROS Request for Proposal (RFP) and addendums; development of evaluation criteria and instruments; receipt and review of Conceptual and Draft Proposals; and receipt of the Final Proposals.

After receipt of bidders' Final Proposals in fall 2015, the BOE began an administrative and technical evaluation. Upon completion of the evaluation and cost scoring, the BOE will issue a Notice of Intent to Award. As assumed in the currently approved SPR-3, the Implementation Phase is scheduled to begin in October 2016.

Parallel Initiatives:

The Parallel Initiatives are designed to reduce overall costs by addressing issues that commonly derail IT modernization projects: poor data quality, lack of subject matter expertise, and undocumented interfaces early rather than later. The following outlines project events and achievements:

Analysis of Problem

Program Area Readiness

The BOE's Subject Matter Experts have documented more than 10,000 detailed business rules related to over 350 functional requirements; catalogued approximately 5,000 unique forms and reports within the scope of CROS; and reviewed and validated the recommended changes to the forms.

Data Readiness

The CROS Project staff have continued to extract legacy data; fixed more than 25,000,000 data errors and anomalies; and created data dictionaries for the IRIS, Timber Tax, and ACMS systems. Additionally, they have identified manual or one-off technology workarounds created to offset legacy system deficiencies and are in the process of determining whether these system's data and functionality should be integrated into the proposed solution.

Business Intelligence

The project has completed the assessment of the BOE's current data analytics capabilities, processes and tools.

Interfaces

The CROS Project staff continues to document the BOE exchanges of critical information with external parties and has identified, cataloged, and analyzed over 247 interfaces; automated over 29 interfaces; and established and automated a repeatable process to generate the revenue stream reports for compensation purposes.

C. State Level Considerations

The BOE collects taxes, fees, and surcharges that provide over 30 percent of the annual revenue for state government and essential funding for counties, cities, and special taxing districts. In FY 2013-14, the BOE administered taxes and fees that produced \$60.4 billion for education, public safety, transportation, housing, health services, social services, and natural resource management. The BOE administers the state's sales and use, fuel, alcohol, tobacco, and other taxes and fees that fund specific programs. More than one million businesses are registered with the agency.

The CROS Project is consistent with the BOE's Strategic Technology Plan: The 2020 Plan – Roadmap to the Future and advances the BOE's current Strategic Plan goals to:

- Improve the taxpayer experience
- Maximize voluntary compliance
- Enhance operational effectiveness

Successful development and implementation of the CROS Solution will significantly improve the BOE's ability to fulfil its mission to serve the public through fair effective and efficient administration of its tax and fee programs as well as improve its ability to address the state's annual tax gap.

D. Justification

Based on an analysis of existing resources, the BOE has determined that the CROS Project's successful implementation will require additional staff with a different set of skills and knowledge in the following areas:

- Deliverables review and management
- Management performance reviews
- Independent Verification and Validation (IV&V) coordination
- Organizational change management
- Systems design and development
- Compensation model management
- Training: technical and user acceptance
- Revenue accounting
- Forms/reports development
- Legacy systems decommissioning
- Multi-channel user access design
- Project tools development and support

Analysis of Problem

- Infrastructure development and support
- Data and systems security
- Testing: technical, user interface, security
- SharePoint: infrastructure, applications, content
- Data warehousing
- Web services
- Release management

Note: See attached workload justifications for information on the new roles and skill-sets needed.

In order to provide for this critical need, the BOE requests resources for: establishment of 78 positions; classification adjustments to selected FY 2012-13 SFL-1 authorized positions; 41.3 temporary help; overtime funding; consultant services; support of on-site Contractor staff; and Contractor compensation.

36.0 of the requested new positions will be directly assigned to the CROS Project. Due to the need to obtain staff possessing the appropriate knowledge and expertise required to resolve issues arising from the unanticipated complexities related to the Parallel Initiatives, the BOE requests classification adjustments to positions previously authorized in the 2012-13 SFL. The remaining 42.0 requested new positions will be assigned to other units within the BOE that provide critical support to CROS' implementation.

Besides the new positions, the requested resources are required to (1) provide overtime to offset use of the BOE existing staff that will be redirected from their normal activities, on a periodic on-call basis, to serve as SMEs, joint application design team participants, testers, trainers, and liaisons; (2) cover additional consultant services, primarily related to IV&V; (3) provide support of operating expenses for BOE and Contractor staff; and (4) provide for Contractor compensation payments based on the approved performance-based/benefits-funded procurement model.

The redirection of existing positions is not a viable alternative since the existing Parallel Initiative positions are needed to support the Contractor and the BOE efforts during the Implementation Phase. The existing procurement positions will be assisting in monitoring Contractor compliance with the terms of the Final Award Contract.

E. Outcomes and Accountability

The Department of Technology will provide external oversight of the CROS Project's activities and management processes through both an onsite presence and through review and analysis of the CROS Project's monthly Project Reports to ensure that all applicable policies, rules, guidelines, and procedures are followed. The Department of Finance will provide fiscal oversight and monitors the performance-based/benefits-funded compensation model.

The BOE is using IV&V consultants to monitor and review CROS Project deliverables to ensure the requirements are being met; and a Project Management consultant responsible for ensuring that project management activities, including schedule, scope, and risk management are properly accomplished. Use of these consultants is consistent with industry standards and best practices.

Implementation Phase activities are projected to increase revenues by \$38,766,000 in FY 2016-17 and \$48,485,000 in FY 2017-18.

Additional outcomes include improved services to tax/fee payers, improved operational efficiencies, enhanced security, improvements to the tracking of revenues from receipt through distribution, and the ability to more quickly respond to statutory, judicial, or electoral changes to tax/revenue codes changes.

F. Analysis of All Feasible Alternatives

Alternative 1: Provide funding and positions requested.

- \$58.7 million, 65.0 positions, and 34.2 temporary help in FY 2016-17
- \$65.9 million, 75.0 positions, and 40.6 temporary help in FY 2017-18

Analysis of Problem

- \$70 million, 78.0 positions, and 41.3 temporary help in FY 2018-19
- \$27.3 million, 78.0 positions, and 41.3 temporary help in FY 2019-20 and ongoing

Pros:

- Ensures necessary involvement by the BOE to a final product that fully meets the BOE's needs and expectations.
- CROS staff involvement will enable prompt development of the CROS solution.
- Reduces overall project costs.
- Expedites the achievement of revenue goals.

Con:

- Requires ongoing budget augmentations

Alternative 2: Provide funding and all positions requested on a two-year limited term basis.

Pros:

- Ensures necessary involvement by the BOE in determining a final product that meets the BOE's need and expectations.
- CROS staff involvement will facilitate development of the CROS solution.
- Reduces overall project costs.
- Expedites the achievement of revenue goals.

Cons:

- Lack of permanent ongoing positions will result in significant staffing instability.
- Requires ongoing budget augmentations.

Alternative 3: Provide funding as requested, except redirect existing CROS project positions and staff in lieu of authorizing new positions.

Pros:

- Provides involvement by the BOE in development of a final product to meet the BOE's needs and expectations.
- Reduces overall project costs.
- Advance the achievement of revenue goals.

Cons:

- Current positions are needed to provide support related to the Parallel Initiatives that are critical to the development of the CROS Solution.
- Current staff may not be able to provide needed skill-sets.
- Possible loss of positions and staff responsible for assisting in monitoring Contractor's compliance with the terms of the Final Award contract.
- Lack of permanent ongoing positions will result in significant staffing instability.
- Requires ongoing budget augmentations.

G. Implementation Plan

Once the Bidder is selected, the CROS Project will conduct a gap analysis of the selected proposal to BOE's skills and knowledge to participate in the implementation and provide ongoing support and maintenance of the solution.

Additionally, CROS Project staff will work with other BOE units to facilitate the recruitment of new staff, and to address issues related to on-boarding, workspace, and equipment needs.

Analysis of Problem

H. Supplemental Information

- Equipment: costs and justifications
- Consultant and Professional Services: costs and justifications
- Other Contracts: costs and justifications
- One-Time/Limited-Term Costs
- Full-year Cost Adjustment
- Position workload justification

I. Recommendation

Alternative 1 is recommended in order to optimize the CROS Project's successful delivery.

DRAFT

Analysis of Problem

Workload Detail

CROS Project Workload Justification

Staff Resource Development

The CROS Project staffing roles and responsibilities were developed based on the CROS Project Resource Implementation Plan through analysis of the CROS Request for Proposal (RFP). Numerous meetings were held throughout the BOE to refine resource needs and develop the Implementation Resource Plan. Each request for permanent staff, temporary help or overtime directly traces to the Resource Implementation Plan.

The Resource Implementation Plan organizes project resources in four core functional areas: Business Management, Technical Management, Project Management and Organizational Change Management, each of which is led by key staff on the CROS Project. Each functional area includes categories that further define the resources needed for the CROS Project.

Functional Areas

The Business Management functional area connects the tax and fee programs, their business rules, plans, and customer service needs with the CROS Solution. Business Management resources will focus on the development and quality of business deliverables for the project. Resources needed to support Business Management include the following:

- Business Analysis- These resources will clarify the contractor's understanding of BOE's policies, requirements, and business rules in order to support the implementation of the CROS Solution
- Call Center- These resources will support the analysis, design, and testing of Customer Service Center (Avaya) integration with the CROS solution
- Data Analysis- These resources will support the analysis and design of the data warehouse and Business Intelligence (BI) solution, learn tools, generate BOE dashboards, and run queries
- Documentum- These resources will support the integration of Documentum, the BOE Enterprise Content Management System, with the CROS solution
- Policy- These resources will provide expertise on BOE policies and procedures and liaise with executive management on the impact of changes to BOE policies related to the CROS Solution
- Tax Revenue- These resources will clarify the contractor's understanding of BOE's policies, requirements and business rules related to revenue accounting and support project cost accounting
- User Acceptance Testing (UAT)- These resources will support system testing to ensure functionality and provide feedback necessary for final adjustments to programming before releasing the product
- User Interface (UI)- These resources will support the definition of internal and external user interfaces to ensure ease of access and consistency

The Technical Management functional area connects the BOE technology that supports business programs with the CROS Solution. The Technical Management functional area will focus on development, execution, quality assurance of project technical deliverables and the maintenance and operation of the CROS Solution. Resources needed to support Technical Management include the following:

Analysis of Problem

- BOE Infrastructure Support- These resources will support changes to systems and infrastructure including mainframe, databases, network, telecom, distributed servers, and underlying technology components
- Call Center- These resources will support the analysis, design and testing of Customer Service Center (Avaya) integration with the CROS solution
- CROS Infrastructure Support- These resources will support CROS development, test, production environments; install and configure contractor specified environments as needed; maintain and enhance CROS tools including the Enterprise Partner Integrator (ePI), Conversion Management Tool (CMT), Interface Management Tool (IMT), the Financial Management Tool (FMT), and the Forms and Reports database
- Data Conversion Support- These resources will support contractor data conversion; stage and prepare data for conversion to new CROS Solution; prepare and stage test data for User Acceptance Testing (UAT)
- Integration Support- These resources will support the integration of CROS Solution components and support the implementation of external data exchanges
- Maintenance and Operations (M&O)- These resources will provide maintenance and operations technical support for the CROS Solution production releases as well as after final state acceptance
- Security- These resources will ensure necessary security measures are applied and liaise with the Federal Government and other agencies
- Service Management- These resources will provide ongoing support to the CROS Solution production releases
- Technical Testing Support- These resources will provide test data, oversee the contractor's unit, system, integration, performance testing

The Project Management functional area supports the CROS Project through development and implementation of plans, standards and processes for managing the CROS Project, including managing project schedules, risks, resources and costs. Resources needed to support Project Management include the following:

- Administration- These resources will support CROS Project budgeting, accounting, human resources, training, contracts, procurement, and facilities
- Compensation Management- These resources will support the compensation model for contractor payments and revenue tracking
- Contract Management- These resources will support CROS Project contract management; track contract terms and conditions to ensure compliance and support contract changes
- Deliverable Management- These resources will coordinate and manage the deliverable reviews process, including tracking Deliverable Expectation Documents (DEDs), tracking draft and final deliverables, and resolving deliverable issues
- Management Performance Reviews- These resources will facilitate Management Review Events (MREs)

Analysis of Problem

The Organizational Change Management (OCM) functional area will facilitate the transition of BOE to the CROS Solution using resources throughout the agency to address challenges that result from changes in business processes, information systems, job roles, and organizational structures. Resources needed to support OCM include the following:

- Communication- These resources will deliver communications internally and externally about the changes that will be coming with the CROS Solution
- Organizational Change Management- These resources will support the development and delivery of specific communications to program areas; assess impact and readiness of program areas; liaise with program areas to communicate changes coming with the CROS Solution; solicit feedback on response to changes; participate in change interventions; identify and clarify program area issues.
- Training- These resources will facilitate training for internal and external users; develop training curriculum and materials; schedule and conduct training.

1.0 Associate Governmental Program Analyst (Permanent) - OCM Analyst

The OCM Analyst will work with CROS PAR team, BOE business units and TSD to document and communicate as-is and to-be environments. The OCM Analyst will perform enterprise analysis; assess the impact of enterprise changes to the CROS Project; assess the impact of CROS changes on the BOE and make recommendations. The OCM Analyst will also coordinate communications with the communication and training teams; participate in change intervention action plans.

Workload Detail – Unit 487 CROS Project Team, OCM Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Document and communicate as-is and to-be environments	H	50%	900
	Perform enterprise analysis; assess impact changes	H	30%	540
	Coordinate communications; participate in change interventions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Associate Governmental Program Analyst (Permanent) - Communications Lead

The Communications Lead will coordinate communications on the CROS project; reach out to internal and external stakeholders. The Communications Lead coordinate updates to BOE intranet, internet, forms, and reports. The Communications Lead will perform outreach activities; execute the Communication Plan; modify Communications Matrix as needed; provide status of communication activities to Project Management Team.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, Communications Lead				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Coordinate communications on the CROS project	H	50%	900
	Coordinate updates to intranet, internet, forms, and reports	H	30%	540
	Perform outreach activities; execute Communication Plan	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Associate Governmental Program Analyst (Permanent) - Internal Communications Specialist

The Internal Communications Specialist will facilitate communications with internal customers and identify internal customer issues. The Internal Communications Specialist will provide support to communications lead; deliver OCM communications; deliver Solution-related job aides.

Workload Detail - Unit 487				
CROS Project Team, Internal Communications Specialist				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Facilitate communications with internal customers and identify internal customer issues	H	50%	900
	Provide support to communications lead; deliver OCM communications and Solution-related job aides	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Associate Governmental Program Analyst (Permanent)- Video Communications Specialist- External

The Video Communications Specialist- External will create external video communications, focusing on video production, editing; and training videos.

Workload Detail - Unit 487				
CROS Project Team, Video Communications Specialist- External				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Create external video communications; video production, editing	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

Analysis of Problem

1.0 Associate Governmental Program Analyst (Permanent) - Communications Media Support

The Communications Media Support analyst will support the communications and reporting needs of the PMO and CROS management.

Workload Detail - Unit 487				
CROS Project Team, Communications Media Support				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Support communications and reporting; Prepare status reports	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Associate Governmental Program Analyst (Permanent) - Technical Writer

The Technical Writer will provide editorial support for the Organizational Change Management Team, as well as other CROS teams, including the development of CROS related reports and documents. The Technical Writer will also review written deliverables and communications for quality and clarity.

Workload Detail - Unit 487				
CROS Project Team, Technical Writer				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Provide editorial support for CROS reports and documents	H	50%	900
	Review written deliverables and communications for quality and clarity	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Associate Governmental Program Analyst (Permanent) - Administrative Analyst

The Administrative analyst will support the human resource, budget and reporting needs of the PMO and CROS management.

Workload Detail - Unit 487				
CROS Project Team, Administrative Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Support human resource, budget and reporting needs.	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

Analysis of Problem

2.0 Associate Governmental Policy Analyst (Permanent) - Business Analysis Support

The Business Analysis Support will provide support for Business Analysis Team activities; support JAD activities and assist Training Lead with training coordination. The Business Analysis Support will also assist with OCM activities.

Workload Detail - Unit 487				
CROS Project Team, Clerical- Business Analysis Support				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Provide support for Business Analysis Team activities and JADs; assist with OCM activities	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

1.0 Associate Information Systems Analyst (Specialist) (Permanent) - MPR & Scorecard Analyst

The MPR & Scorecard Analyst will support the Management Performance Reviews (MPRs); deliver Management Review Event (MRE) reports; document MPR and MRE action items and meeting outcomes.

Workload Detail - Unit 487				
CROS Project Team, MPR & Scorecard Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Information Systems Analyst (Specialist)				
	Support the Management Performance Reviews	H	50%	900
	Deliver Management Review Event reports; document action items and meeting outcomes	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Specialist I (Permanent) - OCM Analyst

The OCM Analyst will work with CROS PAR team, BOE business units and TSD to document and communicate as-is and to-be environments. The OCM Analyst will perform enterprise analysis; assess the impact of enterprise changes to the CROS Project; assess the impact of CROS changes on the BOE and make recommendations. The OCM Analyst will also coordinate communications with the communication and training teams; participate in change intervention action plans.

Analysis of Problem

Workload Detail – Unit 487 CROS Project Team, OCM Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Document and communicate as-is and to-be environments	H	50%	900
	Perform enterprise analysis; assess impact changes	H	30%	540
	Coordinate communications; participate in change interventions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Specialist I (Permanent) - UI/MCUA Analyst- CROS Core

The UI/MCUA Analyst- CROS Core will participate in design requirement reviews, to ensure ease of access and consistency for internal users and external users, including customers. The UI/MCUA Analyst will create customer and account profiles; ensure F.CPFL.02 requirements are met; participate in JAD sessions.

Workload Detail - Unit 487 CROS Project Team, UI/MCUA Analyst- CROS Core				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Participate in design requirements review; create customer and account profiles; ensure F.CPFL.02 requirements are met	H	50%	900
	Participate in JAD sessions.	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Administrator III (BOE) (Permanent) - Test Lead- Program

The Test Lead- Program will support user acceptance testing of the CROS solution; create test data; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness. The Test Lead- Program will define project tasks; manage workload; track defect resolution; provide status reports; monitor risks and issues.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, Test Lead- Program				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator III (BOE)				
	Support user acceptance testing; create test data; develop test case scenarios	H	50%	900
	Manage defect resolution; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Administrator II (BOE) (Permanent) - Test Lead- Program

The Test Lead- Program will support user acceptance testing of the CROS solution; create test data for overlapping releases; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness. The Test Lead- Program will define project tasks; manage workload; track defect resolution; provide status reports; monitor risks and issues.

Workload Detail - Unit 487				
CROS Project Team, Test Lead- Program				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator II (BOE)				
	Support user acceptance testing; create test data; develop test case scenarios	H	50%	900
	Manage defect resolution; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Administrator II (BOE) (Permanent) - OCM Manager

The Organizational Change Management (OCM) Manager will liaise with Labor Relations, BOE HR, and unions on issues that may impact of changes in pay, hours, working conditions, duties. The OCM Manager will direct and manage CROS implementation activities; ensure resource needs are met. The OCM Manager will develop communication, training and organizational change management deliverables. The OCM Manager will also provide IMS updates; provide status reports; monitor risks and issues.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, OCM Manager				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator II (BOE)				
	Liaise with Labor Relations, BOE HR, and unions; direct OCM implementation activities; ensure resource needs are met.	H	50%	900
	Develop communication, training and organizational change management deliverables	H	30%	540
	Provide IMS updates; provide status reports; monitor risks and issues	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Specialist II (Permanent) - Training Analyst

The Training Analyst- CROS Core will develop training curriculum, materials and training examples; ensure training data availability; conduct end user training; support Training Lead and trainers; deliver solution-related job aides and end user training materials.

Workload Detail - Unit 487 CROS Project Team, Training Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Develop training curriculum	H	50%	900
	Deliver job aides and training materials; ensure training data availability	H	30%	540
	Conduct end user training; support Training Lead and trainers	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Specialist II (Permanent) - Training Lead

The Training Lead will review and facilitate end user training; plan and coordinate training activities; work with program to coordinate end user training; ensure training material quality and availability. The Training Lead will also deliver training timeline and training plans; provide status reports; monitor risks and issues.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, Training Lead				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Review and facilitate end user training; Plan training activities; Coordinate with program; ensure training material quality and availability	H	50%	900
	Deliver training timeline and training plans; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Data Processing Manager II (Permanent) - PMO Lead

The PMO Lead will supervise the CROS Project Management Team; monitor Project Management Team workload; keep the Project Manager informed. The PMO Lead will support the Project Manager in developing and implementing project plans, standards, and processes; tracking risks, issues and cost; preparing project status reports, and developing responses to oversight findings.

Workload Detail- Unit 487 CROS Project Team, PMO Lead				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Processing Manager II				
	Supervise CROS PMO Team; keep the Project Manager informed of PMO activities.	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Business Taxes Specialist II (Permanent) - Project Management Analyst

The Project Management Analyst will support the CROS Project Management Office; assist in the tracking of action items, project risks, and issues; escalate issues as needed. The Project Management Analyst will update project plans; develop monthly status reports; work with team leads to collect status and research project issues; perform risk and issue analysis. The Project Management Analyst will also provide backup SharePoint content management for CROS.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, Project Management Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Track action items, risks, and issues; escalate issues	H	50%	900
	Update project plans; develop status reports; perform risk and issue analysis	H	30%	540
	Backup SharePoint content management	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Office Technician (Typing) (Permanent) - Training Support

The Training Support will assist with training logistics; ensure training room readiness; ensure equipment installation and operation. The Training Support will also ensure training room, training aids, and equipment availability.

Workload Detail - Unit 487				
CROS Project Team, Clerical- Training Support				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Office Technician (Typing)				
	Assist with training logistics; ensure training room readiness; ensure equipment installation and operation	H	50%	900
	Ensure training room, training aids, and equipment availability	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Office Technician (Typing) (Permanent) - Deliverable Support

The Deliverable Support will assist the Deliverable Lead; receive, and log deliverables; assist in coordinating the timely review of deliverables; track Deliverable Expectation Documents (DEDs), draft deliverables, and final deliverables; assist in the resolution of deliverable issues. The Deliverable Support will also store deliverable review artifacts according to approved filing conventions.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, Clerical-Deliverable Support				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Office Technician (Typing)				
	Receive and log deliverables	H	50%	900
	Assist the Deliverable Lead; track DEDs, draft deliverables, and final deliverables	H	30%	540
	Store deliverable review artifacts	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Senior Information Systems Analyst (Specialist) (Permanent) - SharePoint Administrator- CROS

The SharePoint Administrator- CROS will develop a functioning, accessible SharePoint system for CROS; manage SharePoint's database, privileges, privacy and security; provide dedicated support to manage and extend SharePoint functionality for CROS. The SharePoint Administrator- CROS will also develop capacity plans and security roles; develop a content approval process; create and modify retention policies; archive and destroy records.

Workload Detail - Unit 487				
CROS Project Team, SharePoint Administrator- CROS				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Develop a SharePoint system for CROS; manage database, privileges, privacy and security	H	50%	900
	Provide dedicated support to manage and extend SharePoint functionality	H	30%	540
	Develop capacity plans; security roles; content approval process; retention policies	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Test Lead

The Test Lead will plan and lead technical test activities; lead the development of test data; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facilities are ready. The Test Lead will also monitor issues and risks; develop metrics; provide status reports.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, Test Lead				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Lead technical test activities; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness	H	50%	900
	Monitor issues and risks; develop metrics; provide status reports	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Technical Project Analyst

The Technical Project Analyst will provide technical expertise and perform special projects for the CROS Technical Manager; assist in the tracking of technical action items to closure; assist in the tracking of technical risks and issues; assist in updating technical plans; develop technical status reports; research technical issues; represent the Technical Manager at meetings.

Workload Detail - Unit 487 CROS Project Team, Technical Project Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Provide technical expertise; perform special projects; track technical action items, risks and issues; assist in updating technical plans, status reports; research technical issues; represent the Technical Manager	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Staff Services Manager I (Permanent) - Contract Compliance Specialist

The Contract Compliance Specialist will support CROS contract management; track contract terms and conditions; ensure compliance; letter of credit, proof of insurance documentation. The Contract Compliance Specialist will; prepare change orders; ensure accurate filing;. The Contract Compliance Specialist will also coordinate contractor staff onboarding, and off boarding; provide feedback and findings on contract compliance reviews; maintain organized, comprehensive contract files.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, Contract Compliance Specialist				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Services Manager I				
	Track contract terms and conditions; ensure compliance; facilitate documentation	H	40%	720
	Ensure Small Business and DVBE requirements are met; prepare change orders; ensure filing; handle company name changes	H	20%	360
	Coordinate contractor staff onboarding, offboarding, and related compliance	H	20%	360
	Review and approve compliance certification	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

4.0 Staff Information Systems Analyst (Specialist) (Permanent) - Technical Testers- Core Tax and Fee System Programmer

The Technical Testers- Core Tax and Fee System Programmer will create test data and test case scenarios; provide test case review feedback; validate service-level agreement (SLA) requirement objectives are met.

Workload Detail - Unit 487				
CROS Project Team, Technical Testers- Core Tax and Fee System				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Create test data and test case scenarios; provide test case review feedback; validate SLA requirement objectives are met	H	100%	7200
	Total hours			7200
	Total positions requested (1800 hours/position)			4.0

1.0 Staff Information Systems Analyst (Specialist) (Permanent) - OCM Analyst

The Organizational Change Management (OCM) Analyst will work with the Business Analysis Team and the Technology Services Division to perform enterprise analysis and document the “as-is” and “to-be” environments. The OCM Analyst will analyze and document changes in BOE’s technical support processes; assess the impact of changes to CROS and the BOE; make recommendations. The OCM Analyst will coordinate communications with the Communication Team and Training Team; deliver presentations in preparation for organizational changes; participate in the development of change intervention action plans.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, OCM Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Perform enterprise analysis and document the “as-is” and “to-be” environments	H	50%	900
	Document changes in TSD processes; assess the impact of business changes; make recommendations	H	30%	540
	Coordinate communications; deliver presentations; participate in change intervention planning	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Staff Information Systems Analyst (Specialist) (Permanent) - MPR Coordinator

The MPR Coordinator will gather compensation, deliverable, schedule and audit information in order to facilitate the Management Performance Reviews (MPR) and oversee the completion of the scorecard. The MPR Coordinator will also ensure deficiencies and action items are tracked to closure; prepare MPR meeting materials; recording findings; provide recommendations and status reports; monitor risks and issues.

Workload Detail - Unit 487 CROS Project Team, MPR Coordinator				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Gather compensation, deliverable, schedule and audit information; facilitate the MPR; oversee the scorecard	H	50%	900
	Track deficiencies and action items; prepare MPR materials; recording findings; provide recommendations and status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Staff Information Systems Analyst (Specialist) (Permanent) - IV&V Coordinator

The Independent Verification and Validation (IV&V) Coordinator will organize CROS IV&V activities; monitor risks and issues; provide status reports.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, IV&V Coordinator				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Coordinate IV&V activities	H	50%	900
	Monitor risks and issues; provide status reports	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Staff Information Systems Analyst (Specialist) (Permanent) - SharePoint Site Master

The SharePoint Site Master will develop CROS SharePoint sites; develop consistent organization of sites; manage requested changes to SharePoint sites and content; ensure standardized naming and filing conventions; ensure documents are stored correctly; ensure documents are complete, and consistent; maintain records retention policies; archive hardcopies.

Workload Detail - Unit 487 CROS Project Team, SharePoint Site Master				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Develop SharePoint sites; develop site organization; manage site change requests; ensure standardized naming	H	50%	900
	Ensure documents are complete; maintain record retention policies; archive	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Systems Software Specialist I (Technical) (Permanent) - SharePoint Developer

The SharePoint Developer will manage and extend SharePoint functionality and support CROS utilization of tools which integrate with SharePoint. The SharePoint Developer will provide expertise of JQuery programming language; develop new SharePoint applications; enhance existing SharePoint functionality; develop standardized SharePoint tool designs to manage the project, and requirements-based SharePoint solutions.

Analysis of Problem

Workload Detail - Unit 487				
CROS Project Team, SharePoint Developer				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist I (Technical)				
	Manage SharePoint functionality and support related tools	H	50%	900
	Develop SharePoint applications; enhance functionality	H	30%	540
	Develop standardized tool designs and solutions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Systems Software Specialist II (Technical) (Permanent) - Infrastructure Support Programmer

The Infrastructure Support Programmer will manage the CROS development, testing, and production environments. The Infrastructure Support Programmer will also support the installation and configuration of contractor specified environments and provide infrastructure support services.

Workload Detail - Unit 487				
CROS Project Team, Infrastructure Support Programmer				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Support the CROS development, testing, and production environments	H	50%	900
	Support the installation and configuration of environments; provide infrastructure support	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Systems Software Specialist III (Supervisory) (Permanent) - IT Ops Lead

The IT Ops Lead will lead the CROS Information Technology Operations Team; provide engineering and operations expertise; oversee the construction, deployment, and maintenance of infrastructure systems in support of CROS.

Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, IT Ops Lead				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist III (Supervisory)				
	Lead the CROS Information Technology Operations Team; provide engineering and operations expertise; oversee infrastructure systems	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

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Analysis of Problem

Administration Department

2.0 Senior Information Systems Analyst (Specialist) (Permanent) - Access Control - Analyst

The Access Control - Analyst will provide oversight of Access control solution; review and approve proposed changes to BOE infrastructure; provide security and privacy expertise; review deliverables to ensure security compliance; provide defect notification findings and remediation recommendations. The Access Control - Analyst will also work with the BOE Information Security Office (ISO) to ensure project compliance with federal requirements and develop new access control policies and procedures; participate in the assessment of security measures and design in support data conversion and integration; perform data classification.

Workload Detail - Unit 358				
Administration Department, Access Control - Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Assists project SSS III security reviewer, responsible to Review review contractor deliverables for thoroughness and adherence to security goals of project. This will include and provide providing notification of deleiverable defects and recommendations on remediation findings and recommendations Position will coordinate with project management changes in project security design proposed by contractor, ensuring the best practices are followed while also working to ensure the final product will deliver the service intended in a manner that protects privacy and provides state of art security to data, taxpayers and employees. This position will focus on guidance to contractors to ensure safeguards are in place for state of art application security; Position will also work with project staff and contractors to define application user security controls, in conjunction with the proposed role based user access controls.	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

Analysis of Problem

1.0 Senior Information Systems Analyst (Specialist) (Two Year Limited-Term) – Security SME

The Security SME will provide feedback on design reviews including IRS 1075 and supporting requirements for National Institute for Standards and Technology (NIST).

Workload Detail - Unit 358				
Administration Department, Access Control - Analyst				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Acting as project security design facilitator, this position will : Provide feedback on design reviews. This will include full understanding of IRS 1075 and supporting requirements as referenced in IRS documentation according to National Institute for Standards and Technology (NIST). NIST requirements are exhaustive, covering every conceivable portion of network and system design, and are provided to ensure state of the art security and privacy protections are in place.	H	79%	1422
	Ensure federal requirement compliance; develop policies and procedures; assess security measures and design; perform data classification	H	21%	378
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.0 Systems Software Specialist II (Technical) (Permanent) - Access Control - Technical Oversight

The Access Control - Technical Oversight will assist the contractor in implementing an access control solution, including security of data exchanges with external entities. The Access Control - Technical Oversight will coordinate with the BOE Internal Revenue Service (IRS) liaison on required IRS notifications and statutory requirements for access to and use of Federal Tax Information (FTI). The Access Control - Technical Oversight will also assist in obtaining federal approval on solution components utilizing FTI; review deliverables; provide findings and recommendations.

Analysis of Problem

Workload Detail - Unit-358				
Administration Department, Access Control - Technical Oversight				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Acting as project security reviewer, responsible to review contractor deliverables for thoroughness and adherence to security goals of project. This will include providing notification of deliverable defects and recommendations on remediation	H	85%	1530
	Position will coordinate with project management changes in project security design proposed by contractor, ensuring the best practices are followed while also working to ensure the final product will deliver the service intended in a manner that protects privacy and provides state of art security to data, taxpayers and employees. .	H	15%	270
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

Accounting Administrator II (Temp) - Accounting SME

The Accounting SME will ensure accuracy of ACH Debit banking information; provide feedback on the high level requirement reviews; participate in JAD sessions.

Workload Detail – Unit 371				
Administration Department, Accounting SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Accounting Administrator II				
	Ensure accuracy of ACH Debit banking information; provide feedback on the high level requirement reviews; participate in JAD sessions	H	100%	675
	Total temp hours			675

Analysis of Problem

Accounting Administrator II (Temp) - Business Policy Liaison SME- Accounting

The Business Policy Liaison SME- Accounting will perform gap analysis; resolve issues between the CROS solution and BOE's policies and procedures. The Business Policy Liaison SME- Accounting will gather information and provide direction for design values and design issues; liaise with program areas on policy issues; provide input for organizational change management. The Business Policy Liaison SME- Accounting will also contribute to data retention and archive rules and geospatial boundaries.

Workload Detail – Unit 371				
Administration Department, Business Policy Liaison SME- Accounting				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Accounting Administrator II				
	Perform gap analysis; resolve issues between CROS and BOE's policies; provide direction for design values and issues; liaise with program on policy issues; provide organizational change management input	H	60%	675
	* Gap analysis and resolution of issues between contractor's solution and BOE's policies/procedures * BOE answers/direction for design values, etc. * Documentation of gaps between as is and to be	H	40%	450
	Contribute to data retention and archive rules and geospatial boundaries			
	Total temp hours			1125

Information Officer II (Temp) - Program Liaison- OCM Core

The Program Liaison- Organizational Change Management (OCM) Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program units to communicate changes coming with the new solution; solicit feedback on response to changes. The Program Liaison- OCM Core will participate in change interventions; identify and clarify program issues.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, Program Liaison- OCM Core				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Information Officer II				
	Assess program units; communicate changes coming with CROS; solicit feedback on changes	H	50%	225
	Participate in change interventions; identify and clarify program issues	H	50%	225
	Total temp Hours			450

Labor Relations Analyst (Temp) - Labor Relations Analyst

The Labor Relations Analyst will coordinate with the Organizational Change Management (OCM) Team to develop management proposals; respond to employee grievances; participate in negotiations; meet with unions; interpret MOUs in support of CROS.

Workload Detail – Unit 359				
Administration Department, Labor Relations Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Labor Relations Analyst				
	Coordinate with the OCM Team to develop management proposals	H	50%	450
	Respond to employee grievances; participate in negotiations; meet with unions; interpret MOUs in support of CROS	H	50%	450
	Total temp hours			900

Senior Information Systems Analyst (Specialist) (Temp) – Infrastructure Support ISO

The Infrastructure Support has full responsibility to review and approved proposed changes to BOE infrastructure based on BOE security standards, and those imposed by data exchange agreements with external entities, to include the Internal Revenue Service.

Analysis of Problem

Workload Detail – Unit 359 Administration Department, Infrastructure Support ISO				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	This position has full responsibility to review and approved proposed changes to BOE infrastructure based on BOE security standards, and those imposed by data exchange agreements with external entities, to include the Internal Revenue Service . Position will require full knowledge of complexity of data exchange agreements, as well as applicable security standards, policies and procedures. *Findings and recommendations on solution designs relative to security	H	100%	1800
	Total temp hours			1800

Senior Information Systems Analyst (Specialist) (Temp) - TRB SME & Information Systems Specialist

The TRB SME and Information Systems Specialist will provide technical subject matter expertise on TRB's information systems including iCapture and Documentum.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, TRB SME & Information Systems Specialist				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Technical SME on TRB's information systems including iCapture and Documentum. Review business functionality, requirements & deliverable review, assist in design development	H	33%	594
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	594
	Training, communication, process and procedure development, workgroup participation	H	34%	612
	Total temp hours			1800

Staff Services Manager I (Temp) - BOE Contract Manager

The BOE Contract Manager will support CROS contract management; provide administrative expertise for the System Integrator contract, consultant contracts, among other CROS contracts. The BOE Contract Manager will coordinate with the CROS Contract Management Lead and Compliance Specialist and oversee contract execution, contract compliance, and contract modifications.

Workload Detail – Unit 359				
Administration Department, BOE Contract Manager				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Services Manager I				
	Provide administrative expertise for CROS contracts; coordinate with the CROS Contract Management Lead and Compliance Specialist; oversee contract execution, compliance, and modifications	H	100%	270
	Total temp hours			270

Systems Software Specialist II (Technical) (Temp) - Report Developer- Accounting

The Report Developer- Accounting will provide feedback on the prioritization of the BOE reports to be implemented; create BOE reports; perform report maintenance.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, Report Developer- Accounting				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist III (Technical)				
	Provide feedback on the prioritization of the BOE reports to be implemented; create BOE reports; perform report maintenance	H	50%	675
	*Feedback on the prioritization of the BOE reports be implemented *BOE reports (not being generated by the contractor) *Data maps of existing report information to the new solution	H	50%	675
	Total temp hours			1350

Accounting Administrator I (Overtime)- Revenue Accounting SME, Accounting

The Revenue Accounting SME, Accounting will provide subject matter expertise on revenue accounting business rules and requirements; ensure revenue requirements are addressed in CROS; generate workload reports; provide revenue accounting requirements clarification; develop revenue accounting test cases; develop revenue accounting training aids.

Workload Detail – Unit 371				
Administration Department, Revenue Accounting SME Budgets				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Accounting Administrator I				
	Subject matter expert on revenue requirements. Responsible for ensuring accountings revenue requirements are addressed in the solution. Generates workload reports.	H	50%	900
	* Revenue accounting business requirements clarifications * Revenue accounting business rules knowledge and clarification * Revenue accounting test cases * Revenue accounting training aids	H	50%	900
	Total overtime hours			1800

Analysis of Problem

Assistant Tax Service Specialist (Overtime) - Communications Publications Support- Forms & Pubs

The Communications Publications Support- Forms & Pubs will update BOE forms and publications affected by CROS, including external communications and public relations related communications. The Communications Publications Support- Forms & Pubs will also assist in developing communications regarding changes related to CROS.

Workload Detail - Unit 317				
Administration Department, Communications Publications Support- Forms & Pubs				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Assistant Tax Service Specialist				
	Creates 7 new BOE publications affected by the scope of the implementation for external communications and PR-related communications. The ATSS provides guidance to BOE divisions in the development of publications, which includes: editing drafts, coordinating design, establishing specifications, and coordinating revisions.	H	100%	160
	Total overtime hours			160

Associate Governmental Program Analyst (Overtime) - HR Analyst

The HR Analyst will coordinate with the Organizational Change Management (OCM) Team on transition plans for employees undergoing duty changes related to CROS.

Workload Detail – Unit 359				
Administration Department, HR Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Coordinate with OCM Team on employee transition plans	H	100%	1800
	Total overtime hours			1800

Associate Governmental Program Analyst (Overtime) - Communications Publications Support-Forms and Publications

The Communications Publications Support- Forms and Publications will update BOE forms and publications within the scope of CROS; coordinate external communications; coordinate public relations communications.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, Communications Publications Support- Forms and Publications				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Update BOE forms and publications; coordinate external and public relations communications	H	100%	900
	Total overtime hours			900

Associate Governmental Program Analyst (Overtime) - Financial Management Division SME

The Financial Management Division Subject Matter Expert (SME) will provide subject matter expertise on FMD policies and procedures in support of CROS.

Workload Detail – Unit 359				
Administration Department, Financial Management Division SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Provide subject matter expertise on FMD policies and procedures	H	100%	1350
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) - Check 21 SME

The Check 21 SME will provide technical subject matter expertise on Check 21 functions and electronic transferring of check data and images to BOE banking partners.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, Check 21 SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Technical SME on Check 21 functions including electronic check processing and document storage/retrieval. Review business functionality, requirements & deliverable review, assist in design development	H	33%	297
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	297
	Training, ongoing communication and workgroup participation, process and procedure development	H	34%	306
	Total overtime hours			900

Data Entry Supervisor II (General) (Overtime) - Key Data Entry Subject Matter Expert- HQ

The Key Data Entry Subject Matter Expert- HQ will identify key batch and onlining processes in support of CROS.

Workload Detail – Unit 359				
Administration Department, Key Data Entry Subject Matter Expert- HQ				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Entry Supervisor II (General)				
	Technical SME on data processing, including online and batch processing. Review business functionality, requirements & deliverable review, assist in design development	H	33%	223
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	222
	Training, communication, process and procedure development, workgroup participation	H	34%	230
	Total overtime hours			675

Analysis of Problem

Office Services Supervisor II (General) (Overtime) - Cashiers SME- HQ

The Cashiers SME- HQ will provide subject matter experts in headquarters cashier functions and participates in Joint Application Development (JADs).

Workload Detail – Unit 359 Administration Department, Cashiers SME- HQ				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Office Services Supervisor II (General)				
	Technical and specialized cashiering processes SME. Review business functionality, requirements & deliverable review, assist in design development	H	33%	297
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	297
	Training, communication, process and procedure development, workgroup participation	H	34%	306
	Total overtime hours			900

Staff Information Systems Analyst (Specialist) (Overtime) – Information Security Officer

The Information Security Officer will assist the Senior ISA with the review and approval of proposed changes to the BOE infrastructure from a security perspective.

Workload Detail – Unit 359 Administration Department, Information Security Officer				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	This position will assist the Senior ISA in review and approval of proposed changes to BOE infrastructure from a security perspective *Findings and recommendations on proposed changes relative to security aspects	H	100%	1350
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) – Security Tester

The Security Tester will work with Security Operations Section of TSD to participate in testing of the CROS Solution from a security perspective.

Analysis of Problem

Workload Detail – Unit 359				
Administration Department, Security Tester				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	This position should be assigned to the Security Operations Section of TSDParticipate in security testing. Develop and execute security test scenarios. Assist in resolving test defects. *Test scripts and results	H	100%	450
	Total overtime hours			450

Staff Services Analyst (Overtime) - Communications Publications Support- Forms & Pubs

The Communications Publications Support- Forms & Pubs will update BOE forms and publications affected by CROS, including external communications and public relations related communications. The Communications Publications Support- Forms & Pubs will also assist in developing communications regarding changes related to CROS.

Workload Detail - Unit 317				
Administration Department, Communications Publications Support- Forms & Pubs				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Services Analyst				
	Coordinates printing of new BOE publications affected by the scope of the implementation for external communications and PR-related communications. The analyst coordinates production and distribution of agency publications in print and electronic form and evaluates production alternatives and makes recommendations regarding the most cost-effective and timely methods. The analyst also maintains the publications database.	H	100%	12
	Total overtime hours			12

Analysis of Problem

Executive Department

0.4 Tax Research Specialist III (Temp) - Research & Statistics SME

The Research & Statistics SME will provide subject matter expertise on research and statistics in support of CROS and participate in Joint Application Development (JADs).

Workload Detail – Unit 351 Legislative & Research Division, Research & Statistics SME				
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Tax Research Specialist III				
	Provide subject matter expertise; Participate in JADs	H	100%	675
	Total temp hours		100%	675
	Total temp positions requested (1800 hours/position)			0.4

Associate Governmental Program Analyst (Overtime) - Board Proceedings SME

The Board Proceedings SME will provide subject matter expertise on board proceedings in support of CROS and participate in Joint Application Development (JADs).

Workload Detail Board Proceedings Division, Board Proceedings SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Governmental Program Analyst				
	Provide expertise on board proceedings; participate in JADs	H	100%	675
	Total overtime hours			675

Analysis of Problem

External Affairs

0.5 Business Taxes Compliance Specialist (Permanent) - Trainer- Program End User Trainer, Call Center

The Trainer- Program End User Training, Call Center will develop training curriculum, training materials, and training examples; ensure training data availability for training; conduct end user training.

Workload Detail - External Affairs- Unit 329				
External Affairs Department, Trainer- Program End User Trainer, Call Center				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Compliance Specialist				
	Develop training curriculum, materials; ensure training data availability for training; conduct end user training	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

1.0 Systems Software Specialist II (Technical) (Permanent) - Trainer- UI/MCUA Analyst, Call Center

The UI/MCUA Analyst, Call Center, will ensure F.CPFL.02 requirements for internal users as well as external users are integrated and tested; participate in detailed Multi-Channel User Access design requirements review; create customer and account profiles; support the definition of the internal and external user interface.

Workload Detail - External Affairs –Unit 329				
External Affairs Department, UI/MCUA Analyst- Call Center				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Participate in access design requirements review	H	60%	1080
	Create customer and account profiles; support the definition of the user interfaces	H	40%	720
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

0.5 Business Taxes Administrator I (BOE) (Temp) - Customer Service Center SME- CSC

The Customer Service Center SME- CSC will provide feedback on requirements, designs, and changes related to call center processes based on the integration of Avaya and the CROS solution. The Customer Service Center SME- CSC will create test cases; document test results.

Analysis of Problem

Workload Detail – 316				
External Affairs Department, Customer Service Center SME- CSC				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator I (BOE)				
	Provide feedback on requirements, designs, and changes to the call center; create test cases; document test results	H	100%	900
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

0.3 Information Officer II (Temp) - Customer Service and External Communications Specialist

The Customer Service and External Communications Specialist will communicate with external stakeholders and provide feedback to CROS team.

Workload Detail – Unit 343				
External Affairs Department, Customer Service and External Communications Specialist				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Information Officer II				
	Communicate with external stakeholders; provide feedback to CROS team	H	100%	450
	Total temp hours		100%	450
	Total temp positions requested (1800 hours/position)			0.3

Business Taxes Compliance Specialist (Overtime) - Call Center Integration

The Call Center Integration will support the integration of Avaya and the CROS solution and participate in system integration testing.

Workload Detail – Unit 316				
External Affairs Department, Call Center Integration				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Compliance Specialist				
	Support the integration of Avaya and the CROS solution; participate in system integration testing	H	100%	900
	Total overtime hours			900

Analysis of Problem

Business Taxes Specialist II (Overtime) - External Communications and Customer Service Specialist

The External Communications and Customer Service Specialist will identify and respond to external customer service issues; participate in the development of Organizational Change Management (OCM) communications; provide responses to external customer inquiries; participate in outreach activities related to CROS.

Workload Detail – Unit 343				
External Affairs Department, External Communications and Customer Service Specialist				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Identify and respond to customer service issues; participate in the development of OCM communications; provide responses to external customer inquiries; participate in outreach activities	H	100%	1350
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) - User Security Coordinator-CSC

The User Security Coordinator-CSC will build user profiles and assign security access privileges to program and customer users.

Workload Detail – Unit 316				
External Affairs Department, User Security Coordinator-CSC				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Build user profiles and assign security access privileges	H	100%	900
	Total overtime hours			900

Analysis of Problem

Field Operations Division

Associate Tax Auditor (BOE) (Overtime) – Audit/Compliance Field Office SME

The Audit/Compliance Field Office SME will provide subject matter expertise in field office audit and compliance functions and participate in joint application development (JADs).

Workload Detail – Unit 440				
Field Operations Department, Audit/Compliance Field Office SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Tax Auditor (BOE)				
	Provide subject matter expertise in field office audit and compliance functions and participate in JADs		100%	2700
	Total overtime hours			2700

Business Taxes Specialist I (Overtime) – Audit/Compliance Field Office SME

The Audit/Compliance Field Office SME will provide subject matter expertise in field office audit and compliance functions and participate in joint application development (JADs).

Workload Detail – Unit 440				
Field Operations Department, Audit/Compliance Field Office SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide subject matter expertise in field office audit and compliance functions and participate in JADs		100%	2700
	Total overtime hours			2700

Business Taxes Specialist I (Overtime) – Program Liaison- Local

The Program Liaison- Local will liaise with the OCM Core Team; communicate specific messages targeted at individual units represented; obtain feedback from program units; facilitate information sharing with program areas.

Analysis of Problem

Workload Detail – Unit 440				
Field Operations Department, Program Liaison- Local				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Communicate messages to program; obtain feedback; facilitate information sharing		100%	37125
	Total overtime hours			37125

Business Taxes Specialist I (Overtime) – Program Liaison- OCM Core

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program; communicate changes coming with the new solution, provide feedback on the reaction to the CROS solution and related changes. The Program Liaison- OCM Core will work with the Organizational Change Management team to develop and participate in change interventions; deliver communications; identify and clarify issues.

Workload Detail – Unit 440				
Field Operations Department, Program Liaison- OCM Core				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Develop communications for program units; assess program impact and readiness; liaise with program; communicate changes; provide feedback on the reaction to the CROS solution	H	100%	2250
	Total overtime hours			2250

Analysis of Problem

Legal Department

0.9 Tax Counsel III (Temp) – IFTA Decommissioning Specialist- Legal

The IFTA Decommissioning Specialist- Legal will facilitate the contractual modifications for IFTA decommissioning and develop proposed contract modifications based on IFTA interface changes.

Workload Detail – Unit 311				
Legal Department, IFTA Decommissioning Specialist- Legal				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Tax Counsel III				
	Facilitate the contractual modifications for IFTA decommissioning; develop proposed contract modifications	H	100%	1575
	Total temp hours		100%	1575
	Total temp positions requested (1800 hours/position)			0.9

0.4 Tax Counsel III (Specialist) (Temp) – Appeals SME

The Appeals SME will provide subject matter expertise on the appeals functions in support of CROS.

Workload Detail – Unit 311				
Legal Department, Appeals SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Tax Counsel III (Specialist)				
	Provide subject matter expertise on the appeals functions in support of CROS		100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

0.2 Tax Counsel III (Supervisor) (Temp) – BOE Legal Counsel

The BOE Legal Counsel will provide legal support and recommendations to the Project Director, CROS Procurement, and Evaluation Teams, in order to minimize risk exposure.

Workload Detail – Unit 311				
Legal Department, BOE Legal Counsel				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Tax Counsel III (Supervisor)				
	Provide legal support and recommendations	H	100%	270
	Total temp hours			270
	Total temp positions requested (1800 hours/position)			0.2

Analysis of Problem

0.5 Tax Counsel III (Supervisor) (Temp) – Legal SME

The Legal SME will provide subject matter expertise on legal functions in support of CROS and participate in Joint Application Development (JADs).

Workload Detail – Unit 311 Legal Department, Legal SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Tax Counsel III (Supervisor)				
	Provide subject matter expertise on legal functions; participate in JADs	H	100%	900
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

Associate Information Systems Analyst (Specialist) (Overtime) – Documentum SME-Legal

The Documentum SME-Legal will provide expertise and support decisions on Documentum integration with CROS; ensure existing workflow requirements are addressed in solution design; provide input for designs and changes to documents currently stored in Documentum.

Workload Detail – Unit 311 Legal Department, Documentum SME-Legal				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Information Systems Analyst (Specialist)				
	Provide expertise on Documentum integration; ensure workflow requirements are addressed; provide input for document designs and changes	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist II (Overtime) – Collections SME- Legal

The Collections SME- Legal will provide legal subject matter expertise on collections functions in support of CROS.

Analysis of Problem

Workload Detail – Unit 311				
Legal Department, Collections SME- Legal				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Provide subject matter expertise on collections functions		100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) – Program Liaison- OCM Core

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program units to communicate changes coming with the CROS Solution; solicit feedback on response to changes. The Program Liaison- OCM Core will work with the CROS OCM Lead to develop and participate in change interventions; identify clarity issues.

Workload Detail – Unit 311				
Legal Department, Program Liaison- OCM Core				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Assist with project communications; assess impact and readiness of program; communicate changes coming with the CROS Solution; solicit feedback on response to changes		60%	270
	Participate in change interventions; identify clarity issues		40%	180
	Total overtime hours			450

Business Taxes Specialist II (Overtime) – UAT Tester- Legal

The UAT Tester- Legal will conduct user acceptance testing; resolve defects in test; create and execute test scripts; document and report on test results.

Analysis of Problem

Workload Detail – Unit 311 Legal Department, UAT Tester- Legal				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Conduct user acceptance testing; resolve defects in test; create and execute test scripts; document and report on results		100%	2700
	Total overtime hours			2700

Staff Information Systems Analyst (Specialist) (Overtime) –User Security Coordinator- Legal

The User Security Coordinator- Legal will build user profiles and assign security access privileges to program and customer users.

Workload Detail – Unit 311 Legal Department, User Security Coordinator- Legal				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Build user profiles and assign security access privileges		100%	900
	Total overtime hours			900

Analysis of Problem

Property Tax Department

Business Taxes Representative (Overtime) - Timber SME

The Timber SME will provide subject matter expertise in on Timber Tax functions in support of CROS.

Workload Detail – Unit 352 Property Tax Department, Timber SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Representative				
	Provide subject matter expertise in on Timber Tax functions	H	100%	225
	Total overtime hours			225

Business Taxes Representative (Overtime) - Customer Service Center SME-Timber Tax

The Customer Service Center SME-Timber Tax will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS Solution; create test cases; document test results.

Workload Detail – Unit 352 Property Tax Department, Customer Service Center SME-Timber Tax				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minute s H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Representative				
	Provide feedback on the requirements, design, and changes to the Customer Service Center; create test cases; document test results	H	100%	900
	Total overtime hours			900

Analysis of Problem

Special Taxes and Fees Department

4.0 Business Taxes Specialist I (Permanent) - Trainer- Program End User Training, STFD

The Trainer-Program End User Training, STFD will develop training curriculum, materials, and training examples; ensure training data available for training; conduct end user training.

Workload Detail – Unit 515 Special Taxes and Fees Department, Trainer- Program End User Training STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Develop training curriculum, materials, training examples; ensure training data available for training; conduct training	H	100%	7200
	Total hours			7200
	Total positions requested (1800 hours/position)			4.0

0.4 Business Taxes Administrator I (Temp) - Registration SME-STFD

The Registration SME-STFD will provide subject matter expertise on registration functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Registration SME-STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator I				
	Provide subject matter expertise on registration functions and participate in joint application development JADs	H	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

0.5 Supervising Tax Auditor II (Temp) - Business Policy Liaison SME- STFD

The Business Policy Liaison SME- STFD will create gap analysis and resolve issues between the contractor's solution and BOE's policies and procedures. The Business Policy Liaison SME- STFD will gather and provide BOE direction for design values; liaise with program area on policy issues; get answers on design issues; provide key input to organizational change management. The Business Policy Liaison SME- STFD will also participate in data retention and archive rules and geospatial boundaries.

Analysis of Problem

Workload Detail – Unit 498				
Special Taxes and Fees Department, Business Policy Liaison SME- STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II				
	Create gap analysis; provide BOE direction on design values; liaise with program on policy issues; provide input to organizational change management	H	50%	450
	Participate in data retention and archive rule and geospatial boundary development	H	50%	450
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

0.8 Supervising Tax Auditor II (Temp) - Refunds SME- STFD

The Refunds SME- STFD will provide subject matter expertise on refund functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450				
Special Taxes and Fees Department, Refunds SME- STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II				
	Provide expertise on refund functions; participate in JADs	H	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

0.4 Supervising Tax Auditor II (Temp) - Appeals SME-STFD

The Appeals SME-STFD will provide subject matter expertise on appeal functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450				
Special Taxes and Fees Department, Appeals SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II				
	Provide expertise on appeal functions; participate in JADs	H	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

Analysis of Problem

Business Taxes Representative (Overtime) - Collections SME-STFD

The Collections SME-STFD will provide subject matter expertise on collection functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Collections SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Representative				
	Provide expertise on collection functions; participate in JADs	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist I (Overtime) - UAT Tester-STFD

The UAT Tester-STFD will conduct user acceptance test; resolve defects in test; create and execute test scripts.

Workload Detail – Unit 450 Special Taxes and Fees Department, UAT Tester-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Conduct user acceptance test; resolve defects in test; create and execute test scripts	H	100%	1620
	Total overtime hours			1620

Business Taxes Specialist I (Overtime) - Audit SME-STFD

The Audit SME-STFD will provide subject matter expertise on audit functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Audit SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on audit functions; participate JADs	H	100%	1350
	Total overtime hours			1350

Analysis of Problem

Business Taxes Specialist I (Overtime) - Customer Service Center SME- STFD

The Customer Service Center SME- STFD will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS solution; create test cases; document test results.

Workload Detail – Unit 450				
Special Taxes and Fees Department, Customer Service Center SME- STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback on changes to the Customer Service Center; create test cases; document test results	H	100%	900
	Total overtime hours			900

Business Taxes Specialist I (Overtime) - Data Analysis SME- STFD

The Data Analysis SME- STFD will provide feedback on strategies to address DAS and CROS existing data warehouse and business intelligence (BI) databases. The Data Analysis SME- STFD will provide subject matter expertise on key performance indicators to be developed by the BI solution; learn the BI solution and how to develop queries and dashboards; develop BOE's key performance indicators and provide feedback.

Workload Detail – Unit 494				
Special Taxes and Fees Department, Data Analysis SME- STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback existing data warehouse and BI databases; provide expertise on key performance indicators; develop queries and dashboards; develop key performance indicators; provide feedback	H	100%	900
	Total overtime hours			900

Business Taxes Specialist I (Overtime) - Reporting Obligations SME - STFD

The Reporting Obligations SME-STFD will provide subject matter expertise on reporting obligation functions and participate in joint application development (JADs)

Analysis of Problem

Workload Detail – Unit 450				
Special Taxes and Fees Department, Reporting Obligations SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide subject matter expertise on reporting obligation functions and participate in JADs	H	100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) - Form Developer - Program

The Form Developer- Program will provide feedback on the prioritization of the BOE forms to be implemented. Create and maintain BOE forms; participate in the development and revision of BOE forms not being generated by the contractor; participate in data mapping existing forms information to the new solution.

Workload Detail – Unit 450				
Special Taxes and Fees Department, Form Developer - Program				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback on the prioritization of the BOE forms to be implemented; create and maintain BOE forms; participate in the development of forms; participate in data mapping	H	100%	2700
	Total overtime hours			2700

Business Taxes Specialist II (Overtime) - Data Analysis SME-PPAB

The Data Analysis SME-PPAB will provide feedback on the strategy to address DAS and CROS existing data warehouse/BI databases; provide subject matter expertise on the key performance indicators to be developed by the BI solution; learn BI solution and how to develop queries and dashboards.

Analysis of Problem

Workload Detail – Unit 450				
Special Taxes and Fees Department, Data Analysis SME-PPAB				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Provide feedback on existing data warehouse and BI databases; provide expertise on the key performance indicators; develop queries and dashboards	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist II (Overtime) - Communications Publications Support- STFD Policy

The Communications Publications Support- STFD Policy will update BOE forms and publications affected by the scope of the implementation, for external communications and PR related communications.

Workload Detail – Unit 498				
Special Taxes and Fees Department, Communications Publications Support- STFD Policy				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Update BOE forms and publications affected by the scope of the implementation	H	100%	900
	Total overtime hours			900

Staff Information Systems Analyst (Specialist) (Overtime) - User Security Coordinator-STFD

The User Security Coordinator-STFD will build user profiles and assign security access privileges to program and customer users.

Workload Detail – Unit 450				
Special Taxes and Fees Department, User Security Coordinator-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Build user profiles and assign security access privileges to program and customer users	H	100%	900
	Total overtime hours			900

Analysis of Problem

Sales and Use Tax Department

2.0 Business Taxes Specialist I (Permanent) - Trainer- Program End User Training SUTD Core

The Trainer-Program End User Training, SUTD Core, will develop training curriculum, materials, and training examples; ensure training data available for training; conduct end user training.

Workload Detail – Unit 466				
Sales and Use Tax Department, Trainer- Program End User Training SUTD Core				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Develop training curriculum, materials; ensure training data available for training; conduct training	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

3.0 Business Taxes Specialist I (Permanent) - Trainer- Trainer- Program End User Training SUTD Core

The Trainer-Program End User Training, SUTD Core, will develop training curriculum, materials, and training examples; ensure training data available for training; and conduct end user training.

Workload Detail - Unit 466				
Sales and Use Tax Department, Trainer- Program End User Training SUTD Core				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Develop training curriculum, materials; ensure training data availability; conduct end user training	H	100%	5400
	Total hours			5400
	Total positions requested (1800 hours/position)			3.0

0.5 Business Taxes Administrator II (Temp) - Program Liaison- OCM Core

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program to communicate changes coming with the CROS Solution; solicit feedback on response to changes. The Program Liaison- OCM Core will work with the CROS OCM Lead to develop and participate in change interventions; identify clarity issues.

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Program Liaison- OCM Core				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Administrator II				
	Assist with communications to program units; assess impact and readiness of program units; communicate changes coming with the CROS Solution; solicit feedback on response to changes	H	100%	900
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

2.5 Senior Information Systems Analyst (Specialist) (Temp) - User Security Coordinator- Program

The User Security Coordinator- Program will build user profiles and assign security access privileges to program and customer users.

Workload Detail – Unit 450				
Sale and Use Tax Department, User Security Coordinator- Program				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Build user profiles and assign security access privileges to program and customer users	H	100%	4500
	Total temp hours			4500
	Total temp positions requested (1800 hours/position)			2.5

0.8 Supervising Tax Auditor II (Temp) - Refunds SME-SUTD

The Refunds SME-SUTD will provide subject matter expertise on refunds function related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Workload Detail – Unit 450				
Sale and Use Tax Department, Refunds SME-SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II				
	Provide expertise on sales and use tax, MTS, and lumber tax; participate JADs	H	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

Analysis of Problem

0.4 Supervising Tax Auditor II (BOE) (Temp) - Petitions SME

The Petitions SME will provide subject matter expertise on petitions functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Workload Detail – Unit 450				
Sale and Use Tax Department, Petitions SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II (BOE)				
	Provide expertise on sales and use tax, MTS, and lumber tax; participate JADs	H	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

1.3 Supervising Tax Auditor II (BOE) (Temp) - Business Policy Liaison SME-TPD

The Business Policy Liaison SME-TPD will provide subject matter expertise on BOE business policies; perform gap analysis; identify and resolve issues between contractor's solution and BOE's policies and procedures.

Workload Detail – Unit 450				
Sale and Use Tax Department, Business Policy Liaison SME-TPD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor II (BOE)				
	Provide expertise on business policies; perform gap analysis; identify and resolve issues	H	100%	2250
	Total temp hours			2250
	Total temp positions requested (1800 hours/position)			1.3

2.3 Supervising Tax Auditor III (BOE) (Temp) - Deliverable Reviewer- Program

The Deliverable Reviewer- Program will review deliverables; provide findings and recommendations; attend review meetings.

Workload Detail – Unit 450				
Sale and Use Tax Department, Deliverable Reviewer- Program				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Supervising Tax Auditor III (BOE)				
	Review deliverables; provide findings and recommendations; attend review meetings	H	100%	4050
	Total temp hours			4050
	Total temp positions requested (1800 hours/position)			2.3

Analysis of Problem

Business Taxes Specialist I (Overtime) - Revenue Accounting SME- Program

The Revenue Accounting SME- Program will provide subject matter expertise on local revenue requirements; clarify and refine business requirements, business rules, forms, and reports; participate in joint application development (JADs), design activities, user acceptance testing, and training.

Workload Detail – Unit 450				
Sale and Use Tax Department, Revenue Accounting SME- Program				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on local revenue requirements; clarify and refine business requirements, rules, forms, and reports; participate in JADs), design activities, user acceptance testing, and training	H	100%	168.75
	Total overtime hours			168.75

Business Taxes Specialist I (Overtime) - Documentum SME- Program, Audit

The Documentum SME- Program, Audit will provide expertise and support decisions on Documentum integration with the CROS Solution; ensure existing workflow requirements are addressed in the solution design; provide input into the design or change of documents currently stored in Documentum.

Workload Detail – Unit 450				
Sale and Use Tax Department, Documentum SME- Program, Audit				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on Documentum integration; ensure workflow requirements are addressed in designs; provide input on documents stored in Documentum	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist I (Overtime) - Legacy Data SME

The Legacy Data SME will provide expertise on IRIS subsystem, ACMS, legacy systems from a tax program user perspective, and provide advice and feedback on data conversion plans and issues.

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Legacy Data SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on IRIS subsystem, ACMS, legacy systems; provide advice and feedback on data conversion plans and issues	H	100%	3600
	Total overtime hours			3600

Business Taxes Specialist I (Overtime) - Customer Service SME

The Customer Service SME will provide subject matter expertise on the integration of the CROS Solution and Avaya Call Center software; participate in system integration testing; provide feedback and advice on call center integration designs; develop integration test cases and test results.

Workload Detail – Unit 450				
Sale and Use Tax Department, Customer Service SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on the integration of the CROS Solution and Avaya Call Center software; participate in integration testing; provide feedback on designs; develop test cases and results	H	100%	900
	Total overtime hours			900

Business Taxes Specialist I (Overtime) - Interface SME

The Interface SME will provide subject matter expertise on program data; support the automation of external data exchanges according to the contractor's plan; collect, analyze and catalogue new data exchanges; support streamlining and automating of manual processes.

Workload Detail – Unit 450				
Sale and Use Tax Department, Interface SME				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on program data; support automation of data exchanges; analyze and catalogue new data exchanges; support automation	H	100%	2250
	Total overtime hours			2250

Analysis of Problem

Business Taxes Specialist I (Overtime) - Documentum SME- Program, Compliance

The Documentum SME- Program, Compliance will provide subject matter expertise on Documentum; support decisions on Documentum integration with the CROS Solution; ensure existing workflow requirements are addressed in the solution design; provide input into the design and changes of documents currently stored in Documentum.

Workload Detail – Unit 450 Sale and Use Tax Department, Documentum SME- Program, Compliance				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on Documentum; support integration; ensure workflow requirements are addressed; provide input into design and changes	H	100%	1800
	Total overtime hours			1800

Business Taxes Specialist I (Overtime) - Registration SME-SUTD

The Registration SME-SUTD will provide subject matter expertise on registration functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Workload Detail – Unit 450 Sale and Use Tax Department, Registration SME-SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on registration functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist I (Overtime) - Audit SME-SUTD

The Audit SME-SUTD will provide subject matter expertise on audit functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Audit SME-SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on audit functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist I (Overtime) - Collections SME- SUTD

The Collections SME- SUTD will provide subject matter expertise on collections functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Workload Detail – Unit 450				
Sale and Use Tax Department, Collections SME- SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on collections functions related to sales and use tax, MTS, and lumber tax; participate JADs	H	100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) - Business Analyst Support

The Business Analyst Support will provide support for Business Analysis Team activities; participate in the Joint application development (JAD) activities and coordination.

Workload Detail – Unit 486				
Sale and Use Tax Department, Business Analyst Support				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide support for Business Analysis; participate in the JAD activities and coordination	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist I (Overtime) - Customer Service Center SME-SUTD

The Customer Service Center SME-SUTD will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS Solution, create test cases and document test results.

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Customer Service Center SME-SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback on changes to the Customer Service Center processes; create test cases; document test results	H	100%	900
	Total overtime hours			900

Business Taxes Specialist I (Overtime) - Business Analyst- Online Services

The Business Analyst- Online Services will work with the business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst- Online Services will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

Workload Detail – Unit 473				
Sale and Use Tax Department, Business Analyst- Online Services				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	H	100%	3600
	Total overtime hours			3600

Business Taxes Specialist I (Overtime) - Business Analyst- Return Analysis

The Business Analyst- Return Analysis will work with business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst- Return Analysis will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

Workload Detail – Unit 450				
Sale and Use Tax Department, Business Analyst- Return Analysis				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	H	100%	3600
	Total overtime hours			3600

Analysis of Problem

Business Taxes Specialist I (Overtime) - Business Analyst-Local Revenue Accounting

The Business Analyst-Local Revenue Accounting will work with business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst-Local Revenue Accounting will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

Workload Detail – Unit 486				
Sale and Use Tax Department, Business Analyst-Local Revenue Accounting				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	H	100%	3600
	Total overtime hours			3600

Business Taxes Specialist I (Overtime) - Communications Publications Support- SUTD Policy

The Communications Publications Support- SUTD Policy will update BOE forms and publications effected by the scope of the implementation related to external communications and public relations related communications.

Workload Detail – Unit 450				
Sale and Use Tax Department, Communications Publications Support- SUTD Policy				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Update BOE forms and publications effected by the scope of CROS	H	100%	1800
	Total overtime hours			1800

Business Taxes Specialist I (Overtime) - Trainer- Program End User Training

The Trainer- Program End User Training, SUTD Core will develop training curriculum, materials, and training examples; ensure training data availability; conduct end user training.

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Trainer- Program End User Training				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Develop training curriculum and materials; ensure training data availability; conduct end user training	H	100%	900
	Total overtime hours			900

Business Taxes Specialist I (Overtime) - UAT Tester- SUTD

The UAT Tester- SUTD will conduct user acceptance test; execute test scripts; document and report on test results.

Workload Detail – Unit 450				
Sale and Use Tax Department, UAT Tester- SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Conduct user acceptance test; execute test scripts; document and report on test results	H	100%	8100
	Total overtime hours			8100

Business Taxes Specialist I (Overtime) - Cashiers SME- SUTD

The Cashiers SME- SUTD will provide subject matter expertise on cashiers functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

Workload Detail – Unit 450				
Sale and Use Tax Department, Cashiers SME- SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on cashiers functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) - Appeals SME-SUTD

The Appeals SME-SUTD will provide subject matter expertise on appeal functions related to sales and use tax, mobile telephony services (MTS), and lumber tax; participate in joint application design (JADs).

Analysis of Problem

Workload Detail – Unit 450				
Sale and Use Tax Department, Appeals SME-SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on appeal functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) - Reporting Obligations SME- SUTD

The Reporting Obligations SME- SUTD will provide subject matter expertise on reporting obligation functions related to sales and use tax, mobile telephony services (MTS), and lumber tax; participate in joint application design (JADs).

Workload Detail – Unit 450				
Sale and Use Tax Department, Reporting Obligations SME- SUTD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide expertise on reporting obligation functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	675
	Total overtime hours			675

Business Taxes Specialist I (Overtime) - Report Developer- SUTD Audit

The Report Developer - SUTD Audit will provide feedback on the prioritization of the BOE reports to be implemented; create and maintain BOE reports; participate in the development of BOE reports not being generated by the contractor; participate in data mapping of existing reports.

Workload Detail – Unit 450				
Sale and Use Tax Department, Report Developer- SUTD Audit				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback on reports to be implemented; create and maintain reports; participate in the development of reports; participate in data mapping	H	100%	1350
	Total overtime hours			1350

Analysis of Problem

Business Taxes Specialist I (Overtime) - Report Developer- SUTD Compliance

The Report Developer- SUTD Compliance will provide feedback on the prioritization of the BOE reports to be implemented; create and maintain BOE reports; participate in the development of BOE reports not being generated by the contractor; participate in data mapping of existing reports.

Workload Detail – Unit 450 Sale and Use Tax Department, Report Developer- SUTD Compliance				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist I				
	Provide feedback on reports to be implemented; create and maintain reports; participate in the development of reports; participate in data mapping	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist II (Overtime) - Report Developer- DAS

The Report Developer- DAS will provide feedback on the prioritization of the BOE reports to be implemented, as well as create and maintain BOE reports.

Workload Detail – Unit 450 Sale and Use Tax Department, Report Developer- DAS				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Provide feedback on BOE reports to be implemented; create and maintain BOE reports	H	100%	1350
	Total overtime hours			1350

Business Taxes Specialist II (Overtime) - Video Communications Specialist- Internal

The Video Communications Specialist- Internal will create internal video communications, focusing on video production, and editing; create training videos related to the CROS Solution.

Workload Detail – Unit 450 Sale and Use Tax Department, Video Communications Specialist- Internal				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Specialist II				
	Create internal video communications, focusing on video production, editing.; create training videos	H	100%	900
	Total overtime hours			900

Analysis of Problem

Technology Services Department

1.0 Associate Information Systems Analyst (Specialist) (Permanent) - Account Administrator - TSD

The Account Administrator - TSD will work with the CROS Solution to develop BOE account profiles, implement new profiles, and convert existing accounts to the CROS Solution for both internal and external customers and employees; participate in the implementation of a new account management system.

Workload Detail – Unit 381				
Technology Services Department, Account Administrator - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Information Systems Analyst (Specialist)				
	Develop account profiles; implement new profiles; convert existing accounts; participate in the implementation of account management system	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

1.1 Associate Information Systems Analyst (Specialist) (Permanent) - Release Support

The Release Support will support release management for changes to the legacy system and CROS Solution while both systems work in parallel; ensure separation of duties; coordinate the data guidance group to make production changes.

Workload Detail - Unit 381				
Technology Services Department, Release Support				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Information Systems Analyst (Specialist)				
	Support release management for parallel systems; ensure separation of duties; coordinate the data guidance group	H	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Analyst - TSD

The Analyst - TSD will assess and quantify changes to BOE legacy systems and infrastructure; analyze change control risk and issue impact requests; communicate legislative changes of legacy systems to CROS.

Analysis of Problem

Workload Detail - Unit 381				
Technology Services Department, Analyst - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Assess legacy systems and infrastructure and change control impacts; communicate legislative changes	H	85%	1530
	Support the management of the CROS implementation	H	15%	270
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

2.0 Senior Information Systems Analyst (Specialist) (Permanent) - SharePoint Administrator- TSD

The SharePoint Administrator- TSD will support CROS's use of SharePoint as the reporting platform for the implementation of the CROS Solution. The SharePoint Administer will administer SharePoint governance standards and policies; provide training; ensure user compliance; develop new features as needed by the CROS Project.

Workload Detail - Unit 381				
Technology Services Department, SharePoint Administrator- TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Support CROS SharePoint; administer SharePoint governance standards and policies; provide training; ensure user compliance; develop new features	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

1.1 Senior Information Systems Analyst (Specialist) (Permanent) – ITIL Change Manager - TSD

The Information Technology Infrastructure Library (ITIL) Change Manager supports and coordinates TSD activities with CROS; provide change management; work with CROS Release Manager to coordinate the implementation efforts.

Analysis of Problem

Workload Detail - Unit 381 Technology Services Department, ITIL Change Manager				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Supervisor)				
	Coordinate TSD activities with CROS; provide change management; coordinate with release management	H	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

0.5 Senior Information Systems Analyst (Specialist) (Permanent) – Server Monitoring Analyst - TSD

The Server Monitoring Analyst - TSD will provide support for the CROS Solution during the implementation of new servers; monitor increased server messages; develop review logs, metrics, reports; correct errors.

Workload Detail - Unit 381 Technology Services Department, Server Monitoring Analyst - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Support the implementation of new servers; monitor increased server messages; develop review logs, metrics, reports; correct errors	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

1.1 Staff Information Systems Analyst (Specialist) (Permanent) - Release Lead

The Release Lead will provide release management for parallel systems; ensure separation of duties; lead the data guidance group.

Workload Detail - Unit 381 Technology Services Department, Release Lead				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Provide release management for parallel systems; ensure separation of duties; lead the data guidance group	H	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

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1.6 Staff Information Systems Analyst (Specialist) (Permanent) - Trainer- TSD Technical User Training

The Trainer- TSD Technical User Training will develop training curriculum, materials, and training examples for end users of the technical aspects of the CROS Solution; ensure training data availability for training.

Workload Detail - Unit 381				
Technology Services Department, Trainer- TSD End User Training				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Develop training curriculum, materials, training examples; ensure training data availability for training	H	100%	2850
	Total hours			2850
	Total positions requested (1800 hours/position)			1.0
	Total temp help request			0.6

1.0 Staff Information Systems Analyst (Specialist) (Permanent) - Technical Tester- Interfaces and BI

The Technical Testers will create test data for to test the CROS Solution; create test case scenarios; provide test case review feedback; validate service-level agreement (SLA) requirement objectives are met; catalogue interfaces. The Technical Tester- Interfaces and BI will test automated interfaces and support user acceptance testing. The Technical Tester – ECM will test the enterprise content management system. This work is in addition to technical testing needed for the Legacy system.

Workload Detail - Unit 381				
Technology Services Department, Technical Tester- Interfaces and BI				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Create test data, case scenarios; provide test case review feedback; test automated interfaces; Support user acceptance testing	H	50%	900
	Validate SLA requirement objectives are met; Log issues, provide metrics.	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

0.5 Staff Information Systems Analyst (Specialist) (Permanent) - Database/Application Monitoring Analyst

The Database/Application Monitoring Analyst will provide additional security monitoring of intrusion detection and intrusion prevention messages related to the CROS project; provide additional security incident and event monitoring related to the additional databases, servers and account activity associated with the CROS project.

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Workload Detail - Unit 381				
Technology Services Department, Database/Application Monitoring Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Provide security monitoring related to intrusion detection, intrusion prevention, databases, servers and account activity	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

0.5 Staff Information Systems Analyst (Specialist) (Permanent) - Web Services Specialist

The Web Services Specialist will update BOE internet and intranet pages affected by CROS.

Workload Detail - Unit 381				
Technology Services Department, Web Services Specialist				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Update internet and intranet pages affected by CROS	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

0.5 Staff Information Systems Analyst (Specialist) (Permanent) - TSD Service Desk Analyst

The TSD Service Desk Analyst will log and resolve end user system issues in the HEAT system for legacy systems and the CROS Solution; provide tier-1 level help desk services in accordance with contract service levels; escalate unresolved issues.

Workload Detail - Unit 381				
Technology Services Department, TSD Service Desk Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Log and resolve end user system issues in the HEAT system; ensure accordance with contract required service levels	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

0.5 Staff Information Systems Analyst (Specialist) (Permanent) – Server Monitoring Analyst

The Server Monitoring Analyst will support the contractor with the installation of the CROS Solution Tenant Managed Service (TMS); complete documentation needed for contractor staff admittance to Office of Technology Services (O-Tech), transport and Escort contractor staff to O-Tech for services during

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implementation; handle logistics for equipment deliveries; arrange security clearances for contractor staff requiring access.

Workload Detail - Unit 381				
Technology Services Department, Server Monitoring Analyst				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Support the installation of the TMS; arrange contractor staff admittance to O-Tech; transport and escort contractor; handle logistics; arrange security clearances	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

0.5 Systems Software Specialist I (Technical) (Permanent) - Data Warehouse Developer

The Data Warehouse Developer will create customized reports using Structured Query Language (SQL) from Data Warehouse; develop extract, transform, and load (ETL) packages; oversee unit, system, integration and performance testing.

Workload Detail - Unit 381				
Technology Services Department, Data Warehouse Developer				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist I (Technical)				
	Create custom reports; develop ETL packages; oversee unit, system, integration and performance testing	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

1.0 Systems Software Specialist II (Technical) (Permanent) - Data Warehouse Database Administrator

The Data Warehouse Database Administrator will monitor the extract, transform, and load (ETL) of interfaces to the Data Warehouse; support the analysis and design of the warehouse and BI solution by providing test data.

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Workload Detail - Unit 381				
Technology Services Department, Data Warehouse Database Administrator				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Monitor ETL of interfaces to the Data Warehouse; provide test data; oversee unit, system, integration, and performance testing	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

0.5 Systems Software Specialist II (Technical) (Permanent) - Documentum SME- TSD

The Documentum SME- TSD will support the integration of CROS and Documentum software; participate in system integration development and testing; support the integration of CROS Solution components; support the implementation of external data exchanges; provide on-going support for existing and new business functionality.

Workload Detail - Unit 381				
Technology Services Department, Documentum SME- TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Support integration of CROS and Documentum; participate in integration and testing	H	60%	540
	Support integration of solution components and the implementation of external data exchanges	H	25%	225
	Provide support for business functionality	H	15%	135
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

1.0 Systems Software Specialist II (Technical) (Permanent) - Infrastructure SME

The Infrastructure SME will provide subject matter expertise on contractor proposed changes to BOE technical infrastructure.

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Workload Detail - Unit 381				
Technology Services Department, Infrastructure SME - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Provide advice and feedback on proposed changes to infrastructure	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

3.0 Senior Information Systems Analyst (Specialist) (Permanent) – Technical Testers - TSD

The Technical Testers - TSD will create test data and test case scenarios. Provide test case review feedback. Validate service-level agreement (SLA) requirement objectives are met.

Workload Detail - Unit 381				
Technology Services Department, Technical Testers - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Create test data and test case scenarios; provide test case review feedback; validate SLA requirement objectives are met	H	100%	5400
	Total hours			5400
	Total positions requested (1800 hours/position)			3.0

0.1 Data Processing Manager II (Temp) - Deliverable Reviewer- TSD

The Deliverable Reviewer- TSD will be a member of a review team for one or more CROS Solution deliverables to provide findings and recommendations during the Deliverable Review Process.

Workload Detail - Unit 381				
Technology Services Department, Deliverable Reviewer- TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Processing Manager II				
	Review deliverables and provide findings and recommendations.	H	50%	120
	Attend review meetings	H	50%	120
	Total temp hours			240
	Total temp positions requested (1800 hours/position)			0.1

0.5 Data Processing Manager II (Temp) - Enterprise Architecture Specialist- TSD

The Enterprise Architecture Specialist- TSD will provide support to the CROS Solution regarding current, proposed and implemented architecture; ensure the BOE enterprise stays current on the architecture and data dictionary for the solution and applications integrated into the solution; maintain architecture documentation; update data architecture, data dictionary, and solution architecture documentation.

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Workload Detail - Unit 381				
Technology Services Department, Enterprise Architecture Specialist- TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Processing Manager II				
	Ensure current architecture and data dictionary; Maintain architecture documentation	H	65%	585
	Update data architecture, dictionary and documentation	H	35%	315
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

2.0 Data Processing Manager II (Temp) – TSD Legacy Lead SME - TSD

The TSD Legacy Lead SME - TSD will provide legacy system knowledge; assist with the system cut-over; conversion; development of migration plans; provide expertise on the process of retiring legacy systems while bringing new systems on line gradually; provide expertise on legacy systems coexisting with new systems for a period of time to enable orderly, controlled transfer of information.

Workload Detail - Unit 381				
Technology Services Department, TSD Legacy Lead SME - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Processing Manager II				
	Provides legacy system knowledge; assist with cut-over	H	100%	3600
	Total temp hours			3600
	Total temp positions requested (1800 hours/position)			2.0

0.4 Data Processing Manager II (Temp) - MRE Reviewer- TSD

The MRE Reviewer- TSD will participate in review teams for CROS Solution Management Review Events (MREs) and provide findings and recommendations during the deliverable review process.

Workload Detail - Unit 381				
Technology Services Department, MRE Reviewer- TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Data Processing Manager II				
	Review MRE and provide findings and recommendations	H	50%	337.5
	Attend review meetings	H	50%	337.5
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

1.0 Senior Information Systems Analyst (Specialist) (Temp) – Scheduler - TSD

The Scheduler - TSD will work with CROS and the contractor's schedulers to analyze and maintain schedules; schedule impact assessments; liaise with the TSD Strategic Project Office (SPO) to coordinate CROS and

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enterprise wide project activities related to legacy system changes, mandates and Office of Technology Services (OTech) activities.

Workload Detail - Unit 381				
Technology Services Department, Scheduler - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Information Systems Analyst (Specialist)				
	Analyze and maintain schedules; schedule impact assessments; coordinate CROS and enterprise wide project activities	H	100%	1800
	Total hours			1800
	Total temp positions requested (1800 hours/position)			1.0

0.3 Senior Programmer Analyst (Specialist) (Temp) – Interface Programmer SME - TSD

The Interface Programmer SME - TSD will conduct analysis to develop and transform programs to support automation of interfaces in the interface tool; troubleshoot and resolve interface production problems; develop interface transform logic; develop program unit test cases; document and report on test results.

Workload Detail - Unit 381				
Technology Services Department, Interface Programmer SME - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Programmer Analyst (Specialist)				
	Develop programs in support of interface automation; troubleshoot and resolve interface production problems	H	70%	315
	Develop interface transform logic, unit test cases; document and report on test result	H	30%	135
	Total temp hours			450
	Total temp positions requested (1800 hours/position)			0.3

2.5 Senior Programmer Analyst (Specialist) (Temp) – Tax and Fee Developer - TSD

The Tax and Fee Developer - TSD will conduct analysis and develop new and custom tax and fee applications to the CROS Solution.

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Workload Detail - Unit 381				
Technology Services Department, Tax and Fee Developer - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Programmer Analyst (Specialist)				
	Conduct analysis and develop new and custom tax and fee applications	H	100%	4500
	Total temp hours			4500
	Total temp positions requested (1800 hours/position)			2.5

1.3 Senior Programmer Analyst (Specialist) (Temp) – Tax and Fee Technical Administrator - TSD

The Tax and Fee Technical Administrator - TSD will conduct analysis to develop new and custom tax and fee applications for to the CROS Solution.

Workload Detail - Unit 381				
Technology Services Department, Tax and Fee Technical Administrator - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Senior Programmer Analyst (Specialist)				
	Develop new or custom applications	H	100%	2250
	Total temp hours			2250
	Total temp positions requested (1800 hours/position)			1.3

1.5 Systems Software Specialist II (Technical) (Temp) – Environment Support- Developer - TSD

The Environment Support- Developer - TSD will work with the contractor on modifications to existing BOE infrastructure in support of CROS; provide feedback on proposed changes and design; conduct analysis to develop new and custom applications for the CROS Solution.

Workload Detail - Unit 381				
Technology Services Department, Environment Support- Developer - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Participate in modifications to existing BOE infrastructure; provide feedback on designs; conduct analysis to develop applications	H	100%	2700
	Total temp hours			2700
	Total temp positions requested (1800 hours/position)			1.5

0.4 Systems Software Specialist II (Technical) (Temp) – Documentum Specialist-TSD

The Documentum Specialist-TSD will manage changes to Documentum consistent with CROS requirements and the design proposed by the contractor; provide knowledge of BOE implementation of Documentum and indexed documents; work with contractor to interface Documentum to CROS Solution; support CROS use of Documentum by creating document indexes and libraries to support document management.

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Workload Detail - Unit 381 Technology Services Department, Documentum Specialist-TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Manage changes to Documentum per CROS requirements; participate in interfacing Documentum to CROS Solution; support CROS use of Documentum	H	80%	540
	Provide knowledge of BOE implementation of Documentum	H	20%	135
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

0.5 Systems Software Specialist II (Technical) (Temp) – Documentum Integration Specialist-TSD

The Documentum Integration Specialist-TSD will support the integration of the CROS Solution and Documentum software; participate in system integration testing; provide feedback and advice on call center integration design; develop integration test cases and test results.

Workload Detail - Unit 381 Technology Services Department, Documentum Integration Specialist-TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Support integration of the CROS Solution and Documentum software; participate in integration testing	H	70%	630
	Provide feedback on call center integration design; develop integration test cases and test results	H	30%	270
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

0.8 Systems Software Specialist II (Technical) (Temp) – Database Administrator -TSD

The Database Administrator -TSD will manage changes to BOE databases consistent with CROS requirements and the design proposed by the contractor.

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Workload Detail - Unit 381				
Technology Services Department, Data Warehouse Database Administrator -TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist II (Technical)				
	Manage changes to BOE databases	H	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

1.5 Systems Software Specialist III (Technical) (Temp) – Data Warehouse Support SME - TSD

The Data Warehouse Support SME - TSD will provide support for the CROS Solution and learn the technical aspects of the data warehouse environment during the implementation of the new data warehouse.

Workload Detail - Unit 381				
Technology Services Department, Data Warehouse Support SME - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Systems Software Specialist III (Technical)				
	Support and learn the technical aspects of the data warehouse environment	H	100%	2700
	Total temp hours			2700
	Total temp positions requested (1800 hours/position)			1.5

Assistant Information Systems Analyst (Overtime) – Desktop and LAN support -TSD

The Desktop and LAN support -TSD will provide desktop, local area network (LAN) and desktop infrastructure support related to over 80 new CROS and consultant staff; load software onto CROS computers; ensure contractor provided machines have the applicable security software installed; conduct security scans on contractor machines to ensure compliance and compatibility.

Workload Detail - Unit 381				
Technology Services Department, Desktop and LAN support -TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Assistant Information Systems Analyst				
	Provide desktop support; load software onto CROS computers; ensure contractor machines have security software installed; conduct security scans; ensure compliance and compatibility	H	100%	1800
	Total overtime hours			1800

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Associate Information Systems Analyst (Overtime) – Program Liaison -TSD

The Program Liaison -TSD will liaise with program units to communicate changes coming with the CROS Solution; soliciting feedback on response to changes; work with the CROS OCM Lead and participate in change interventions; identify and clarify issues.

Workload Detail - Unit 381				
Technology Services Department, Program Liaison -TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Associate Information Systems Analyst				
	Liaise with program units to communicate changes; solicit feedback on response to changes	H	50%	1012.5
	Participate in change interventions; identify and clarify issues		50%	1012.5
	Total overtime hours			2025

Staff Information Systems Analyst (Specialist) (Overtime) – Form Developer-TSD

The Form Developer-TSD will support the new form generating platform of the CROS Solution; learn the new platform; prepare troubleshooting strategies; solve platform issues; provide customer service to program areas; participate in data mapping existing forms information to the CROS Solution.

Workload Detail - Unit 381				
Technology Services Department, Form Developer-TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Support form generating platform; learn the new platform; prepare troubleshooting strategies; solve platform issues; provide customer service	H	70%	945
	Participate in data mapping existing forms information to the CROS Solution	H	30%	405
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) – Report Developer-TSD

The Report Developer-TSD will support the report generating platform of the CROS Solution; learn the new platform; prepare troubleshooting strategies; resolve technical platform issues; provide customer service to program areas; participate in data mapping existing information to the CROS Solution.

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Workload Detail - Unit 381				
Technology Services Department, Report Developer-TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Support the report generating platform; learn the platform; prepare troubleshooting strategies; resolve technical issues; provide customer service	H	50%	675
	Participate in data mapping existing information to the CROS Solution	H	50%	675
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) – Infrastructure SME - TSD

The Infrastructure SME - TSD will provide subject matter expertise on contractor proposed changes to the BOE technical infrastructure.

Workload Detail - Unit 381				
Technology Services Department, Infrastructure SME - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minute s H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Provide expertise on proposed changes to BOE technical infrastructure	H	100%	1350
	Total overtime hours			1350

Staff Information Systems Analyst (Specialist) (Overtime) – Data Management Analyst - TSD

The Data Management Analyst - TSD will work with the contractor to ensure elements of the data architecture required by TSD Enterprise Architecture Unit are defined and documented; provide data architecture component definition; support data mapping; provide knowledge of BOE legacy data architecture; validate data management requirements are met.

Workload Detail - Unit 381				
Technology Services Department, Data Management Analyst - TSD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Ensure data architecture is defined; provide component definition; support data mapping; provide knowledge of legacy data architecture; ensure data management requirements are met	H	100%	1350
	Total overtime hours			1350

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Staff Information Systems Analyst (Specialist) (Overtime) – Legacy System Decommissioning SME - TSD

The Legacy System Decommissioning SME - TSD will create and execute a decommissioning plan for the Legacy System including rollback and back-up strategies; address remaining data after everything moved off system; disconnect equipment; arrange close out of related Inter-Agency Agreements.

Workload Detail - Unit 381 Technology Services Department, Legacy System Decommissioning SME - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Create and execute a decommissioning plan; address remaining data; disconnect equipment; arrange close out of agreements	H	100%	900
	Total overtime hours			900

Staff Information Systems Analyst (Specialist) (Overtime) – Business Rules Technical Administrator - TSD

The Business Rules Technical will administer the rule application and environment of the CROS Solution and legacy systems.

Workload Detail - Unit 381 Technology Services Department, Business Rules Technical Administrator - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Administer rule application and environment	H	100%	2250
	Total overtime hours			2250

Staff Information Systems Analyst (Specialist) (Overtime) – Business Rules Developer - TSD

The Business Rules Developer - TSD will develop new and custom rules for the CROS Solution; administer rule application and environment.

Workload Detail - Unit 381 Technology Services Department, Business Rules Developer - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Develop new and custom rules; administer rule application and environment	H	100%	2250
	Total overtime hours			2250

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Staff Information Systems Analyst (Specialist) (Overtime) – TSD Deliverable Reviewers - TSD

The TSD Deliverable Reviewers - TSD will participate on review teams for CROS Solution deliverables; provide findings and recommendations during the deliverable review process; attend review meetings.

Workload Detail - Unit 381				
Technology Services Department, TSD Deliverable Reviewers - TSD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minute H=Hours	Percentage of Time Per Activity	Total Hours
Staff Information Systems Analyst (Specialist)				
	Participate on review teams for CROS Solution deliverables; provide findings and recommendations	H	50%	2025
	Attend review meetings	H	50%	2025
	Total overtime hours			4050

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Analysis of Problem

Overhead Workload Detail

Administration Department

0.5 Associate Business Management Analyst (ABMA) (Permanent) – Business Services Branch

Workload Detail					
Classification: ABMA	Time Measure				
Activity	H = Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Respond to service requests, generate work orders, and coordinate activities with DGS, property managers, lessors and board staff on routine facility issues. <u>_a/</u>	H	0.01	73	264	192.72
Perform routine facilities modifications such as modular furniture reconfigurations and reasonable accommodation requests. <u>_b/</u>	H	8	73	0.2	116.8
Perform space needs assessments, analyze special program requirements, and perform design services. <u>_b/</u>	H	16	73	0.2	233.6
Update CADD data base, floor plans, project files. <u>_b/</u>	H	4	73	0.2	58.4
In-State travel to annexes and field offices to work with contractors performing modular furniture and routine facility work. <u>_b2/</u>	H	22	73	0.1	160.6
Requisition office furnishings and modular work station components for employee turnover and reasonable accommodations. <u>_c/</u>	H	16	73	0.05	58.4
Provide project management and planning for remodeling and tenant improvement projects for new staff. <u>_d/</u>	H	2	73	130	260
Attend weekly construction meetings for tenant improvement (TI) projects. <u>_e/</u>	H	2	73	26	52
In-State travel for construction related meetings and inspections. <u>_e2/</u>	H	8	73	13	104
Hours per year					1236.52
Positions based on 1,800 hours					0.68
Total positions requested					0.5

_a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)

_b/ averaged 800 requests per year per 4000 employees = 0.2 requests per PY per year

_b2/ 50% of staff located in field offices = .2 requests per year per person divided by 2

_c/ estimated employee turnover, and RA = 5%

_d/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).

_e/ averaged TI project is 26 weeks from start of construction to completion

_e2/ 50% of staff and projects located in field offices outside Sacramento

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0.5 Systems Software Specialist (SSS) I (Permanent) – Business Services Branch

Workload Detail					
Classification: SSS I	Time Measure				
Activity	H= Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Provide user support and troubleshooting for telecommunication devices. <u>_a/</u>	H	0.01	73	264	192.72
Perform routine services and support for moves and feature changes for telecom landline systems, cabling changes, wiring punch downs. <u>_b/</u>	H	4	73	0.2	58.4
Update in house data bases. Update AT&T and Verizon data bases. <u>_b/</u>	H	2	73	0.2	29.2
In-State travel to annexes and field offices to provide end user support, wiring changes and maintain systems <u>_b2/</u>	H	22	73	0.1	160.6
Requisition telecommunications components and services for employee turnover. <u>_c/</u>	H	16	73	0.05	58.4
Perform telecommunications needs assessments, analyze and adjust rate plans. Analyze telecommunications invoices and resolve disputes. <u>_d/</u>	H	0.01333333	73	24	23.36
Install software upgrades and provide user training on BlackBerry wireless devices <u>_e/</u>	H	3	73	1	219
Requisition, upgrade and deploy new wireless devices. Provide user training on new model features <u>_f/</u>	H	4	73	0.5	146
Provide project management and planning for tenant improvement projects and the installation of telecommunications systems to support new staff. <u>_g/</u>	H	2		130	260
Hours per year					1147.68
Positions based on 1,800 hours					0.63
Total positions requested					0.5

_a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)

_b/ averaged 800 requests per year per 4000 employees = multiplier 0.2 per PY requests per year

_b2/ averaged .2 requests per year per PY x 50% of staff located in field offices = .1

_c/ averaged employee turnover, and RA = 5%

_d/ estimated 1 hour per 75 employees to review wireless and landline invoices on a monthly basis. 2 invoices per month x 12 months

_e/ annual software upgrades and user training. 1 devices per person x 3 hour per user per year

_f/ bi-annual equipment upgrade/refresh per wireless contract. 1 device per person x .5 = .5

_g/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).

Analysis of Problem

1.0 Personnel Specialist (Permanent) – Human Resources Division

Workload Detail - Human Resources Division

Transactions

Time Measures

Classification	Activity	Hours Per Occurrence	# of Employees	Per Year	Total Hours Per Year
Personnel Specialist	Attendance/pay	0.50	73.0	24	876.0
	Administrative	0.21	73.0	12	184.0
	Employee Contact Time	0.60	73.0	12	525.6
	Appointment Maintenance	0.50	73.0	12	438.0
Total hours					2023.6
Total positions requested (1800 hours per position)					1.0

Technology Services Department

0.5 Senior Information Systems Analyst (ISA) (Permanent) – Technology Services

Classification	Activity Description (Other)	Hours Per Occurrence	# of Occurrences per Year	# of New Positions	Total Hours
Senior ISA	Troubleshoot Problems, User Support and Training	4	3.87	73.0	1,130.0
	Security Maintenance (Encryption, Virtual Private Network, etc)	3	0.47	73.0	102.9
	Build Test and Maintain Computer Images	4	1.07	73.0	312.4
	Coordinate with Maintenance Efforts with System Coordinators	10	0.13	73.0	94.9
	Special Projects and Documentation	25	0.05	73.0	91.3
	Travel to Remote Locations	5	0.04	73.0	14.6
	Total hours				
Total positions requested					1.0

Analysis of Problem

Internal Audit Division

0.5 Business Taxes Specialist II (Permanent) – Internal Audit

Workload Detail - Internal Audit Division					
Classification	Activity	Time Measures		On-going Activities	
		Hours Per Occurrence ²	# of Employee	Per Year ⁴	Total Hours Per Year
Business Taxes Specialist II	¹ Internal Audit	446.00	73.0	0.025	814.0
Total hours					814.0
Total positions requested (1120 ³ hours per position)					0.5

¹ Activities include, but are not limited to: Internal audits and reviews related to the Board of Equalization's agency-wide operations; providing consulting services to the organization's management and staff; and perform follow-up reviews to ensure corrective actions are implemented effectively.

² Hours per occurrence based on 2012 actual average hrs.

³ Hours per position: 1120=1600-480 (480 per PY of non-audit related activities: Mandatory training, External Audit Liaison, CROS liaison, staff mentoring, audit review, special assign/other, policy review and update, etc.

⁴ Ongoing activities per year per new employee.

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Analysis of Problem

DF-46 (REV 05/11)						
Fiscal Summary (Dollars in thousands)						
BCP No.	Proposal Title CROS				Program	
Personal Services		Positions			Dollars	
	CY	BY	BY + 1	CY	BY	BY + 1
Total Salaries and Wages ¹	0.0	99.2	115.6		\$15,262	\$17,547
Total Staff Benefits ²					\$4,042	\$4,657
Distributed Administration					\$4,270	\$4,799
Total Personal Services	0.0	99.2	115.6		\$23,574	\$27,003
Operating Expenses and Equipment						
General Expense					\$2,159	\$448
Distributed Administration					\$1,068	\$1,200
Printing					\$5	\$5
Communications					\$188	\$121
Postage						
Travel-In State					\$82	\$75
Travel-Out of State					\$41	\$18
Training					\$345	\$379
Facilities Operations					\$1,779	\$1,714
Utilities					\$27	\$27
Consulting & Professional Services: Interdepartmental ³						
Consulting & Professional Services: External ³					\$26,791	\$32,878
Data Center Services					\$767	\$770
Information Technology					\$919	\$1,164
Equipment ³					\$971	\$180
Other/Special Items of Expense: ⁴						
Total Operating Expenses and Equipment					\$35,142	\$38,979
Total State Operations Expenditures					\$58,716	\$65,982
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund	0860	001	0001			
Special Funds ⁵						
Federal Funds						
Other Funds (Specify)						
Reimbursements	0860	501	0995			
Total Local Assistance Expenditures						
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund						
Special Funds ⁵						
Federal Funds						
Other Funds (Specify)						
Reimbursements						
Grand Total, State Operations and Local Assistance					\$58,716	\$65,982
¹ Itemize positions by classification on the Personal Services Detail worksheet. ² Provide benefit detail on the Personal Services Detail worksheet. ³ Provide list on the Supplemental Information worksheet. ⁴ Other/Special Items of Expense must be listed individually. Refer to the Uniform Codes Manual for a list of standard titles. ⁵ Attach a Fund Condition Statement that reflects special fund or bond fund expenditures (or revenue) as proposed.						

Analysis of Problem

Personal Services Detail									
<i>(Whole dollars)</i>									
BCP No.		Proposal Title							
		CROS							
Salaries and Wages Detail									
Unit	Classification ^{1 2}	Positions				Salary Range	Dollars		
		FN	CY	BY	BY + 1		CY	BY	BY + 1
	CROS Core								
487	Associate Governmental Program Analyst	/a		7.0	7.0	\$62,160	\$0	\$435,120	\$435,120
487	Associate Information Systems Analyst (Spec.)	/a		1.0	1.0	\$67,080	\$0	\$67,080	\$67,080
487	Business Taxes Administrator III	/a		1.0	1.0	\$102,504	\$0	\$102,504	\$102,504
487	Business Taxes Administrator II	/a		2.0	2.0	\$84,564	\$0	\$169,128	\$169,128
487	Business Taxes Specialist I	/a		2.0	2.0	\$75,264	\$0	\$150,528	\$150,528
487	Business Taxes Specialist II	/a		2.0	2.0	\$80,916	\$0	\$161,832	\$161,832
487	Office Technician (Typing)	/a		1.0	1.0	\$37,944	\$0	\$37,944	\$37,944
487	Office Technician (Typing)	/b			1.0	\$37,944	\$0	\$0	\$37,944
487	Senior Information Systems Analyst (Spec.)	/a		3.0	3.0	\$80,880	\$0	\$242,640	\$242,640
487	Staff Services Manager I	/a		1.0	1.0	\$71,448	\$0	\$71,448	\$71,448
487	Systems Software Specialist II (Technical)	/a		2.0	2.0	\$80,748	\$0	\$161,496	\$161,496
487	Staff Information Systems Analyst (Spec.)	/a		4.0	4.0	\$73,548	\$0	\$294,192	\$294,192
487	Staff Information Systems Analyst (Spec.)	/c				\$73,548	\$0	\$0	\$0
487	Data Processing Manager II	/a		1.0	1.0	\$84,924	\$0	\$84,924	\$84,924
487	Business Taxes Specialist II	/a		1.0	1.0	\$80,916	\$0	\$80,916	\$80,916
487	Systems Software Specialist III (Supvr.)	/a		1.0	1.0	\$93,156	\$0	\$93,156	\$93,156
487	Associate Governmental Program Analyst	/a		2.0	2.0	\$62,160	\$0	\$124,320	\$124,320
487	CROS Upgrades						\$0	\$305,781	\$305,781
	Admin								
358	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748
358	Senior Information Systems Analyst (Spec.)	/a		2.0	2.0	\$80,880	\$0	\$161,760	\$161,760
358	Senior Information Systems Analyst (Spec.)	/e		1.0	1.0	\$80,880	\$0	\$80,880	\$80,880
	External Affairs								
329	Business Taxes Compliance Specialist	/a		0.5	0.5	\$65,256	\$0	\$32,628	\$32,628
329	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748

Analysis of Problem

	SUTD								
466	Business Taxes Specialist I	/a		5.0	5.0	\$75,264	\$0	\$376,320	\$376,320
	STFD								
515	Business Taxes Specialist I			4.0	4.0	\$75,264	\$0	\$301,056	\$301,056
	TSD								
381	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748
381	Systems Software Specialist I (Technical)	/d		0.5	1.0	\$73,536	\$0	\$36,768	\$73,536
381	Staff Information Systems Analyst (Spec.)	/a		1.0	1.0	\$73,548	\$0	\$73,548	\$73,548
381	Systems Software Specialist II (Technical)	/f		0.5	2.0	\$80,748	\$0	\$40,374	\$161,496
381	Staff Information Systems Analyst (Spec.)	/a		1.0	1.0	\$73,548	\$0	\$73,548	\$73,548
381	Staff Information Systems Analyst (Spec.)	/a		0.5	0.5	\$73,548	\$0	\$36,774	\$36,774
381	Senior Information Systems Analyst (Spec.)	/g		1.0	2.0	\$80,880	\$0	\$80,880	\$161,760
381	Staff Information Systems Analyst (Spec.)	/d		1.5	3.0	\$73,548	\$0	\$110,322	\$220,644
381	Senior Information Systems Analyst (Spec.)	/d		0.5	1.0	\$80,880	\$0	\$40,440	\$80,880
381	Systems Software Specialist II (Technical)	/d		0.5	1.0	\$80,748	\$0	\$40,374	\$80,748
381	Associate Information Systems Analyst (Spec.)	/d		0.5	1.0	\$67,080	\$0	\$33,540	\$67,080
381	Senior Information Systems Analyst (Supvr.)	/a		1.0	1.0	\$84,936	\$0	\$84,936	\$84,936
381	Associate Information Systems Analyst (Spec.)	/d		1.0	2.0	\$67,080	\$0	\$67,080	\$134,160
381	Staff Information Systems Analyst (Spec.)	/h		1.0	3.0	\$73,548	\$0	\$73,548	\$220,644
381	Senior Information Systems Analyst (Spec.)	/a		2.0	2.0	\$80,880	\$0	\$161,760	\$161,760
381	Senior Information Systems Analyst (Spec.)	/a		3.0	3.0	\$80,880	\$0	\$242,640	\$242,640

Analysis of Problem

Overhead									
391	Associate Business Management Analyst	/a		0.5	0.5	\$62,160	\$0	\$31,080	\$31,080
391	Systems Software Specialist I (Technical)	/a		0.5	0.5	\$73,536	\$0	\$36,768	\$36,768
331	Personnel Specialist	/a		1.0	1.0	\$45,936	\$0	\$45,936	\$45,936
381	Senior Information Systems Analyst (Spec.)	/a		0.5	0.5	\$80,880	\$0	\$40,440	\$40,440
321	Business Taxes Specialist II	/a		0.5	0.5	\$80,916	\$0	\$40,458	\$40,458
Blanket Funds:									
	Overtime						0	7,662,720	8,782,638
	Temporary Help		0.0	34.2	40.6		0	2,430,257	2,879,886
	Total Salaries and Wages ³		0.0	99.2	115.6		\$0	\$15,262,088	\$17,547,201
Staff Benefits Detail							CY	BY	BY + 1
OASDI								1,167,550	1,342,361
Health/Dental/Vision Insurance								1,207,464	1,392,601
Retirement								1,558,098	1,796,998
Miscellaneous									
Workers' Compensation								69,154	79,758
Industrial Disability Leave								7,295	8,414
Non-Industrial Disability Leave								3,116	3,593
Unemployment Insurance								6,079	7,012
Other:								22,798	26,294
Total Staff Benefits ³							\$0	\$4,041,554	\$4,657,031
Grand Total, Personal Services							\$0	\$19,303,642	\$22,204,232

¹ Use standard abbreviations per the Salaries and Wages Supplement. Show any effective date or limited-term expiration date in parentheses if the position is not proposed for a full year or is not permanent, e.g. (exp 6-30-13) or (eff 1-1-13)

Note: Information provided should appear in the same format as it would on the Changes in Authorized Positions.

² If multiple programs require positions, please include a subheading under the classification section to identify positions by program/element.

³ Totals must be rounded to the nearest thousand dollars before posting to the Fiscal Summary.

/a Permanent position(s) starting 7-1-16

/b Permanent position(s) starting 7-1-17

/c Permanent position(s) starting 7-1-18

/d Permanent position(s) starting 1-1-17

/e 2-Year LT starting 7-1-16

/f 1.0 permanent position starting 1-1-17 and 1.0 permanent position starting 7-1-17

/g 1.0 permanent position starting 7-1-16 and 1.0 permanent position starting 7-1-17

/h 1.0 permanent position starting 7-1-16 and 2.0 permanent positions starting 7-1-17

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0860	Department State Board of Equalization	Priority No. 2
Budget Request Name 0860-301-BCP-DP-2016-A1		Program 0570650-PREPAID MOBILE TELEPHONY SERVICES SURCHARGE 0570500-EMERGENCY TELEPHONE USERS SURCHARGE	Subprogram

Budget Request Description
 AB 1717 Prepaid Mobile Telephony Services (MTS) Surcharge

Budget Request Summary

The Board of Equalization (BOE) requests \$2.9 million (Special Funds) in Fiscal Year (FY) 2016-17 and \$2.4 million in FY 2017-18 and ongoing for 22.0 positions (permanent establishment of 6.0 expiring limited-term (LT) positions, 3.0 LT extension, and 13.0 new permanent positions) for the BOE to continue processing mandated workload associated with AB 1717 enacted the Prepaid Mobile Telephony Services (MTS) Surcharge Collection Act and the Local Prepaid Mobile Telephony Services Collection Act (Prepaid MTS Collection Acts).

AB 1717 enacted the Prepaid Mobile Telephony Services Surcharge Collection Act and the Local Prepaid Mobile Telephony Services Collection Act (Prepaid MTS Collection Acts), which imposed upon each prepaid consumer a prepaid MTS surcharge and local charge to be collected by a seller on each retail transaction involving prepaid mobile telephony services and is effective January 1, 2016. The bill defines "prepaid consumer" to mean a person who purchases prepaid mobile telephony services in a retail transaction.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date

For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.

FSR SPR Project No. Date:

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA	Date submitted to the Legislature
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Analysis of Problem

A. Budget Request Summary

The Board of Equalization (BOE) requests \$2.9 million (Special Funds) in Fiscal Year (FY) 2016-17 and \$2.4 million in FY 2017-18 and ongoing for 22.0 positions (permanent establishment of 6.0 expiring limited-term (LT) positions, 3.0 LT extension, and 13.0 new permanent positions) for the BOE to continue processing mandated workload associated with AB 1717 enacted the Prepaid Mobile Telephony Services (MTS) Surcharge Collection Act and the Local Prepaid Mobile Telephony Services Collection Act (Prepaid MTS Collection Acts).

AB 1717 enacted the Prepaid Mobile Telephony Services (MTS) Surcharge Collection Act and the Local Prepaid Mobile Telephony Services Collection Act (Prepaid MTS Collection Acts), which imposed upon each prepaid consumer a prepaid MTS surcharge and local charge to be collected by a seller on each retail transaction involving prepaid mobile telephony services and is effective January 1, 2016. The bill defines "prepaid consumer" to mean a person who purchases prepaid mobile telephony services in a retail transaction.

These are new and complex programs for the Board of Equalization (BOE) to implement and administer. In addition, the Prepaid MTS Surcharge Fund and the Local Charges for Prepaid MTS Fund are new funds. Without the requested resources, the BOE will not be able to fully implement, and more importantly, continue to maintain the Prepaid MTS Collection Acts and related provisions. The BOE is requesting permanent resources due to ongoing workload and the difficulties in hiring and retaining staff in limited-term positions. Should the bill sunset on January 1, 2020, the BOE will prepare a negative Budget Change Proposal (BCP).

B. Background/History

Current law assesses a number of state surcharges, and taxes on telecommunications services. Telecommunication service providers collect these taxes, fees, and surcharges from their customers and remit them to either the California Public Utilities Commission (CPUC) or the BOE. There are six CPUC-mandated telecommunications end-user surcharges that support various public programs in California. The end-user surcharge amounts are remitted to the CPUC and the rates vary from program to program. Additionally, the CPUC imposes a CPUC User Fee to cover the costs associated with operating the CPUC. Finally, the Emergency Telephone Users Surcharge (911) Act imposes a surcharge on amounts paid by every person in this state for intrastate telecommunication service.

In addition to the state imposed taxes, surcharges, and fees, many local jurisdictions impose a local surcharge on intrastate telephone service. Through December 31, 2015, there are approximately 130 locally imposed intrastate telephone surcharges.

Telecommunication services are sold in multiple ways. Billings by landline carriers and cellular service carriers include separately itemized amounts for the taxes, fees, and surcharges outlined above. These are referred to as post-paid services, as the customer pays for the service received after the service is rendered. However, for prepaid phone service, the customer pays for the service amount in advance. When the service is paid for in advance, the service providers do not know how much of the prepaid amount is for intrastate service as opposed to interstate service or data services. Since the surcharges and taxes only apply to the intrastate amounts and those amounts are not known, it is difficult for the service providers to accurately calculate and report the proper amount subject to the various surcharges and taxes.

The provisions of AB 1717 imposed a new prepaid MTS surcharge and local charge to be administered and collected by the BOE, which is operative January 1, 2016 on the sale of prepaid MTS. The prepaid MTS surcharge and local charges are imposed upon the consumer of prepaid MTS, but are required to be collected by sellers and direct sellers. Since the prepaid MTS surcharge and local charge are assessed as a percentage of the sales price of the prepaid MTS, and a majority of the sellers of prepaid MTS currently hold a seller's permit for making sales of tangible personal property, the new prepaid MTS surcharge and local charge is administered primarily by the Sales and

Analysis of Problem

Use Tax and Field Operations Departments in conjunction with the existing sales and use tax program, of which they both administer. Direct sellers are administered by the Special Taxes and Fees Department in conjunction with the existing Emergency Telephone Users Surcharge Program, along with the guaranteed funding provision that ensures the existing Emergency Telephone Users Surcharge revenue remains at current levels.

The prepaid MTS surcharge rate is subject to calculation each year by the BOE. The state rate consists of the prepaid 911 Surcharge rate determined by the Office of Emergency Services, plus the CPUC End-User Surcharges, and includes the annual user fee established by the CPUC. The local charge rates are provided by the local jurisdictions to the BOE each year. The BOE is responsible for publishing the combined rate for each jurisdiction by December 1 of each year with the published rates becoming operative April 1 of the following year.

AB 1717 provides for the imposition of the local charge in two different scenarios. The first involves the location of the over-the-counter sale. In this situation, the local charge is based on the rate in effect at the place where the retail over-the-counter sale takes place. The second scenario involves a remote sale. This occurs when the seller is selling prepaid MTS to a person remotely, such as over the Internet. In this situation, the applicable local charge rate is the rate in effect at the customer's known address.

Local jurisdictions may have specific exemptions from the imposition of the local charge on the retail sale of prepaid MTS. For example, a local jurisdiction may provide an exemption for the purchase of prepaid MTS by a senior citizen. For any locally provided exemptions, the seller is required to collect the full amount of the state surcharge and local charge, and the customer is to seek a refund of the local charge directly from the local jurisdiction. State exemptions exist for bad debts and sales to LifeLine customers, sales for resale, credit for charges paid to other states, and certain minimal prepaid MTS amounts sold as a non-itemized bundled price with service.

C. State Level Considerations

The BOE collects taxes, fees, and surcharges that provide over 30 percent of the annual revenue for state government and essential funding for counties, cities, and special taxing districts. In FY 2013-14, the BOE administered taxes and fees that produced \$60.4 billion for education, public safety, transportation, housing, health services, social services, and natural resource management. The BOE administers the state's sales and use, fuel, alcohol, tobacco, and other taxes and fees that fund specific programs. More than one million businesses are registered with the agency.

This proposal is consistent with the BOE's mission to serve the public through fair, effective and efficient tax administration. Specifically, this proposal allows the BOE to fully implement and administer the Prepaid MTS Collection Acts. This proposal is consistent with, and supports, the BOE's strategic plan by maximizing voluntary compliance, investing in a skilled, motivated and diverse workforce, and enhancing the BOE's operational effectiveness.

D. Justification

AB 1717 created an entirely new state surcharge and local charge program that is administered by the BOE and became operative January 1, 2016. The BOE recognizes that there are over 5,000 sellers of prepaid MTS that are required to register with the agency, collect the prepaid MTS surcharge from consumers, and remit the collected amounts directly to the BOE.

This (new) program is primarily administered by the Sales and Use Tax Department (SUTD) and the Field Operations Department (FOD) for sellers, and the Special Taxes and Fees Department (STFD) for direct sellers. However, the administrative provisions for the prepaid MTS surcharge portion of the program are under the Fee Collection Procedures Law, which does not conform entirely to the administrative provisions found within the Sales and Use Tax Law. Due to these differences, the BOE is required to perform additional functions that impact various phases of the fee payer experience. These additional functions are discussed in detail below.

Analysis of Problem

Although this program is primarily administered by the SUTD and the FOD, it is a new surcharge program that impacts all functions of tax administration including registration, return processing, collections, audits, appeals, refunds, and the various support functions. Significant resources are needed to fully implement and administer this new state surcharge and local charge program. These additional resources are critical so the administration of the current sales and use tax program is not adversely impacted and General Fund revenues are not jeopardized. The following outlines the various areas that are and/or will be impacted along with an explanation of the efforts that are necessary to fully implement and administer this new state surcharge and local charge.

Registration

The BOE utilizes an online web-based registration system. Fee payers registering with the BOE utilize the registration system by answering a series of questions about their business operations so they may receive all of the permits and licenses necessary for their business. The registration system requires programming to include the additional questions necessary to properly identify sellers of prepaid MTS and code accounts properly so the fee payer will receive the proper schedules for reporting prepaid MTS surcharge and local charge amounts collected. The BOE was granted some permanent and limited-term staff for this component in BCP 0860-001-BCP-BR-2015-A1.

Many sellers of prepaid MTS are already registered with the BOE for sales and use tax purposes. However, there are businesses that are not currently registered with the BOE as they do not sell tangible personal property, but they do sell prepaid MTS. The BOE must create and distribute materials to potential sellers of prepaid MTS so that they may register as required by law. A business that is not currently registered with the BOE must utilize the online registration tool to register for an account so they may report the prepaid MTS surcharge and local charge. Failure to properly register a seller of prepaid MTS extinguishes the ability to properly collect, and most importantly, remit the surcharge and local charge.

Return Processing

Extensive programming to the Integrated Revenue Information System (IRIS) and mid-tier applications is required. The prepaid MTS surcharge will be reported on a separate return. This requires creation and maintenance of a new efile return for sellers of prepaid MTS to allow for the reporting of prepaid MTS surcharges and local charges collected. Since the rate is subject to change biannually in January (statewide rate) and April (local rate), ongoing programming is necessary to revise the return to accommodate a new rate each year. Testing of the revised return is necessary to be performed annually to verify that the revised return functions properly. The programming necessary for reporting of the local charge rates will be extensive due to the numerous jurisdictions that impose a local prepaid MTS charge (at this time, there are a total of 118 local jurisdictions with contracts with the BOE to impose their local prepaid MTS charge). In addition to reporting the prepaid MTS surcharge and local charge, sellers will be permitted to claim exemptions for bad debts and sales to LifeLine eligible customers. As the prepaid MTS surcharge and local charge rates are not fixed, and change annually, the bad debt provisions will require extensive programming to allow for claiming of bad debts at numerous historical rates (both state and local) on an ongoing basis. The prepaid MTS surcharge and local charge also allows sellers to retain two percent (2%) of the prepaid MTS surcharge and local charge collected for administration. Programming is necessary to accommodate and maintain this provision. The BOE was granted staff for this component in BCP 0860-001-BCP-BR-2015-A1.

As with any new tax or fee program, it is anticipated that fee payers will need assistance when registering, filing returns, making payments, performing account maintenance and will additionally have questions concerning the application of the surcharge on various transactions. Therefore, call center staff are necessary to handle the increased volume of phone calls and email questions from fee payers requiring assistance to comply with the provisions of this new law.

The prepaid MTS surcharge is deposited in the Prepaid MTS Surcharge Fund, which was created by AB 1717. Amounts deposited include all surcharge amounts, interest, penalties, and other amounts

Analysis of Problem

collected, less payments of refunds and reimbursement to the BOE for administration and collection expenses. Money in the MTS Surcharge Fund is deposited as follows:

- The prepaid 911 surcharge portion of the prepaid MTS surcharge is deposited into the Prepaid MTS 911 Account (created by AB 1717).
- The CPUC surcharge portion of the prepaid MTS surcharge is deposited into the Prepaid MTS PUC Account (created by AB 1717).

In addition to the new sellers' requirement under the prepaid MTS surcharge, AB 1717 also created a new reporting group called direct sellers. AB 1717 defines direct sellers and requires direct sellers to utilize an alternative reporting method of the prepaid MTS surcharge and local charge. Direct sellers are required to remit that portion of the prepaid MTS surcharge to the BOE that consists of the prepaid 911 surcharge that is due in lieu of the Emergency Telephone Users Surcharge Act. Direct sellers are required to remit the CPUC portion of the prepaid MTS charge directly to the CPUC and the local MTS surcharge to the local agency imposing the charge.

The passage of AB 1717 also created the Local Charges for Prepaid MTS Fund in the State Treasury. All local charges imposed and collected by the BOE are held in trust for the local jurisdiction. Local charges consist of all surcharges, interest, penalties, and other amounts collected by the BOE, less any refunds and reimbursement to the BOE for expenses to administer and collect the local charges. The local charges are then distributed to the local jurisdictions on a quarterly basis along with a statement showing the amounts paid and withheld.

To ensure 911 Surcharge revenues, which are collected from all telecommunication service suppliers and prepaid MTS providers for deposit into the State Emergency Telephone Number Account (SETNA) are not adversely impacted by the provisions of the Prepaid MTS Surcharge Collection Act, there is a guaranteed funding provision. For each fiscal year beginning with FY 2016-17 and ending with FY 2018-19, the BOE's STFD is required, on or before November 1, to calculate the total prepaid MTS surcharge portion collected in the prior fiscal year for the 911 emergency telephone users surcharge less the BOE expenses incurred for administration of the program. If the resulting calculation is less than \$9.9 million, the BOE's STFD must impose the amount of the deficiency on each prepaid MTS provider or direct seller on a pro rata basis. This provision is known and referred to as the guaranteed funding provision in this document.

Collections

Since the prepaid MTS surcharge and local charge represents new liabilities for fee payers, prior experience shows having new surcharges due results in new delinquencies from fee payers. These delinquencies require staff time to perform collection activities to collect the prepaid MTS surcharge and local charge amounts due. The prepaid MTS surcharge is administered under the Fee Collection Procedures Law. There are some differences between the administrative provisions in the Fee Collection Procedures Law and the Sales and Use Tax Law. For example, the Fee Collection Procedure Law does not allow for revocation or suspension of a permit for failure to comply as does the Sales and Use Tax Law. Due to the differences between the administrative provisions, additional programming and staff time is critically necessary to ensure each collection activity for each liability is performed consistent with the applicable administrative provisions.

Since the Prepaid MTS Surcharge Act includes a guaranteed funding provision to ensure prepaid 911 surcharge revenues less expenses related to the prepaid 911 surcharge portion of the prepaid MTS surcharge do not fall below \$9.9 million, the BOE's STFD is required to issue a billing to each prepaid MTS provider or direct seller when the threshold is not met. The BOE's STFD staff is required to calculate the deficiency and determine the pro rata share attributable to each prepaid MTS provider or direct seller. This annual function requires staff time to perform the necessary calculations and programming of a new billing to issue the necessary determinations. Since these amounts are to be assessed by the BOE rather than self-assessed by the prepaid MTS providers, these billed liabilities are subject to appeal as well as collection activities to gain compliance.

Analysis of Problem

Online Payment Plans

When tax and fee payers cannot pay their final liability in full, the BOE offers them the ability to satisfy their liability in the form of a payment plan (in other words, in installments). This service is available on the BOE's website, and those tax and fee payers wishing to enter into a payment plan must submit their request online. Tax and fee payers meeting certain criteria are automatically approved. Accounts that are not auto-approved are routed to, and contacted by, a BOE staff member.

The online payment plan system will need to be programmed to allow prepaid MTS fee payers the ability to pay their liability in installments should they not be able to pay their liability in full at the time their return is due. The system will also need to be modified to allow for proper routing to BOE staff for those accounts that are not auto-approved.

Online Relief Requests

Online Relief Requests (ORR) allows tax and fee payers to electronically request extensions for filing returns, requests for relief of various penalties, interest, and the collection cost recovery fee. ORRs are also submitted online via the BOE's website. As such, the BOE's ORR system will require additional programming to accommodate the prepaid MTS fee payer, to allow them the ability to submit their filing extension and relief requests online. This will include both construction and testing of the ORR system to ensure it functions properly.

Audits

An audit for prepaid MTS surcharge and local charge may be conducted at the same time as a sales and use tax audit. However, since it is a separate surcharge program, it requires additional staff time to examine transactions subject to prepaid MTS surcharge and local charge to verify surcharge and local charge amounts are reported accurately and requires preparation of a separate audit report. To maintain current audit coverage for existing sales and use tax accounts, additional audit staff is necessary.

As audits are typically conducted on a three-year audit cycle, audit staff can be phased in after the first year of the program. AB 1717 currently has a sunset date of January 1, 2020. However, because the statute of limitations allows for audits to be conducted up to three years after the current sunset date, audit staff are required beyond the sunset date.

Appeals

Audit assessments of the prepaid MTS surcharge and local charge will also result in filing of petitions for redetermination. This will impact all phases of the appeals process resulting in additional workload for staff to process petitions for redetermination, hearing appeals cases, writing summary reports of the hearings, evaluating settlement proposals, considering an offer in compromise, and preparing for and conducting a hearing before the Board Members.

Additionally, as part of the guaranteed funding provisions, the direct sellers or prepaid MTS providers have the option to petition the pro rata share of the deficiency of the guaranteed funding that is attributable to each of them. Since the BOE's STFD is required to impose the deficiency on each prepaid MTS provider or direct seller on a pro rata basis, the BOE's STFD will be required to process any appeals that may arise from these determinations. This raises the potential for multiple appeals being filed on one calculation that could trigger the guaranteed funding calculation being calculated multiple times.

Refunds

Fee payers that believe they have overpaid the prepaid MTS surcharge are permitted to file a claim for refund. Additionally, since the prepaid MTS surcharge is imposed upon the consumer, a consumer that believes they were overcharged for the prepaid MTS surcharge may also file a claim for refund. Processing and verifying claims for refund results in additional workload for staff. Refunds filed by consumers are more time consuming to process as they require adjustments to amounts reported by sellers. Refunds involving the local charge must be filed with the local jurisdiction.

Analysis of Problem

Distribution of Revenue

The Prepaid MTS Collection Acts created by AB 1717 includes both a state and local component. The state component (prepaid MTS surcharge) is deposited into two different accounts (Prepaid MTS 911 Account and Prepaid MTS PUC Account). The state component of the prepaid MTS surcharge is subject to change every year based on the rate setting provision that allows adjustments for the prepaid 911 Surcharge rate and the CPUC Surcharge rates. Additionally, these amounts require allocation to the two separate fund accounts and are thus very complex. Since complete return data is generally not available until six months after returns are due, payments received are allocated based on statistical factors and calculated based on historical return data. A true-up is then performed after the complete return data is available. Because the rates change annually, calculation of the statistical factors is likely to be inaccurate resulting in additional workload for staff to ensure the proper amount of revenue is allocated to the correct funds.

The Local Prepaid Mobile Telephony Services Collection Act has a large number of jurisdictions that impose a local prepaid MTS charge at various rates. Due to the large number of local jurisdictions imposing a local charge, verification of amounts to distribute and the distribution is time consuming and requires additional resources to ensure amounts are allocated to the correct jurisdiction.

Other Administrative Functions

The BOE will have ongoing workload related to calculating the prepaid MTS surcharge and posting the combined prepaid MTS surcharge and local charge amounts by December 15 each year on the BOE website. The prepaid MTS surcharge amount is not fixed and must be calculated annually by the BOE. By November 1 of each year, the BOE must calculate the rate by combining the prepaid 911 surcharge rate with the various CPUC surcharge rates. Additionally, since the BOE will be administering a local charge, by December 1 of each year the BOE must publish the combined rate for each local jurisdiction. As these rates are subject to change every year, the BOE will incur costs associated with calculating the rate for each jurisdiction and publishing this information.

AB 1717 contains a sunset date of January 1, 2020. To assist the Legislature in determining the effectiveness of the Prepaid MTS Collections Acts, the BOE is required to prepare a report no later than July 1, 2017 that identifies actual revenues collected for the calendar year 2016, the number of sellers and direct sellers remitting the prepaid MTS surcharge and local charge, the number of sales locations, and the BOE's actual costs to implement the prepaid MTS surcharge and local charge programs. The report also requires a revised estimate be prepared for 2017-2019 calendar years for anticipated revenues and costs to administer the program.

Due to the complex nature of the prepaid MTS surcharge and local charge, extensive training of staff is necessary. Training is required for staff in all aspects of the administration of this new surcharge program, including registration, return processing, collections, audits, and appeals.

E. Outcomes and Accountability

According to AB 1717, the prepaid MTS surcharge is expected to generate approximately \$51 million annually (\$5 million in new revenue). The local charge is expected to generate \$72 million annually for the local jurisdictions, based on described assumptions (\$36 million in new revenue). These revenue amounts are based upon the statutory provisions prior to the small seller exemption of \$15,000 during the previous calendar year commencing on January 1, 2017 and adjusted annually by the Department of Finance. Therefore, it is unknown at this time how much of the revenue may actually be realized if a small seller exemption is established.

Workload Measure	Projected Net Annual Revenue
State Prepaid MTS Surcharge	\$51 million
Local Prepaid MTS Surcharge	\$72 million

Analysis of Problem

F. Analysis of All Feasible Alternatives

Alternative 1 – Provide the requested resources to fully implement the prepaid MTS surcharge program as required by AB 1717.

Pros:

- Provides the necessary resources to fully implement and successfully administer all aspects of the prepaid MTS surcharge program
- Provides funding for all program components including audits, collections, refunds and appeals
- Guarantees and ensures revenues for this program are recognized, determined, collected, allocated, and thus realized

Cons:

- Requires a budget augmentation

Alternative 2 – Provide the requested resources to partially implement the prepaid MTS surcharge program as required by AB 1717.

Pros:

- Provides resources to implement and administer the prepaid MTS surcharge
- Ensures some of the revenues intended to be collected for this program are realized

Cons:

- Requires a budget augmentation
- Does not provide funding for all administrative functions such as audits, appeals, and collections

Alternative 3 – Do not provide the requested resources.

Pros:

- Does not require a budget augmentation

Cons:

- The BOE is unable to fully implement the prepaid MTS surcharge program
- Revenues from the prepaid MTS surcharge are not fully collected and thus not fully realized

G. Implementation Plan

The following table details the full implementation of this program:

Hire and train new staff	July 2015 (Complete)
Design registration system changes	July 2015 (Complete)
Design system changes to capture fee payer data	July 2015 (Complete)
Design efile system (seller)	July 2015 (Complete)
Program registration system changes	September 2015 (Complete)
Program system changes to capture fee payer data	September 2015 (Complete)
Program efile system (seller)	March 2016 (Ongoing)
Design efile system (direct seller)	July 2015 (Ongoing)
Program efile system (direct Seller)	October 2016 (Ongoing)
Test registration system changes	November 2015 (Ongoing)
Enter into contracts with local jurisdictions	September 2015 (Ongoing)

Analysis of Problem

Outreach to surcharge fee payers	July 2015 (Ongoing)
Register surcharge payers for program	December 2015 (Ongoing)
Test system changes to capture fee payer data	January 2016
Calculate prepaid MTS surcharge rates	November 2015 (Ongoing)
Test efile system	February (Ongoing)
Train all staff	December 2015 (Ongoing)
Post prepaid MTS surcharge rates	December 2015 (Ongoing)
Allocate local prepaid MTS surcharge revenue to local jurisdictions	June 2016 (Ongoing)
Distribute state prepaid MTS surcharge revenue to fund	June 2016 (Ongoing)
Online Relief Requests	June 2017
Online Installment Payment Agreements	June 2017
Collections	June 2017
Audits	June 2017
Appeals	June 2017
Refunds	June 2017
Prepare report to the Legislature	July 2017
Review direct sellers reporting of emergency telephone users surcharge portion of the prepaid MTS surcharge	September 2017 (Ongoing)
Calculate and determine whether the \$9.9 million threshold amount is met	November 2017 (Ongoing)
Calculate deficiencies for each provider	December 2017 (Ongoing)
Send billing notices to deficient service providers	December 2017 (Ongoing)

H. Supplemental Information

N/A

I. Recommendation

Alternative 1 is recommended to provide the resources necessary to implement this new surcharge program.

Analysis of Problem

Workload detail for AB 1717 PREPAID MOBILE TELEPHONY SERVICES SURCHARGE PROGRAM

TECHNOLOGY SERVICES DEPARTMENT (TSD)

TSD initially received resources through Fiscal Year (FY) 2015-16 (BCP No. 1) to assist with the development and implementation of the Prepaid Mobile Telephony Services (MTS) Surcharge project. TSD received spending authority for 5.0 1 year limited-term (LT) technology positions, and augmentation of \$1,620,000 for software customization in FY 2015-16. The breakdown of one-time IT project costs for prepaid MTS was based on the assumption that all IT development and implementation work would be completed by June 30, 2016.

In order to provide the system components necessary for fee payers to register their accounts and for the BOE to be in compliance with the requirements of this legislation, TSD and the Program developed the scope and scheduled 5 phases to implement the prepaid MTS program. The scope and schedule were approved by the prepaid MTS Project Steering Committee and the BOE Department Head Committee. This change requires that the BOE extend the project schedule and defer some of the direct seller functionality to October of 2016. Additionally, the project scope has been expanded to include additional functionality that was removed from the original BCP No. 1 in the areas of collections, audits, appeals, and refunds. However, the resources were not approved and thus the scope changed and the requested resources were reduced.

To fund these changes, TSD requests 3.0 1 year limited-term (LT) positions for FY 2016-17 with an expiration date of June 30, 2017 and \$607,300 for contractor services. This request assumes that no unexpended funding received in FY 2015-16 is used for FY 2016-17. Should TSD be granted approval for the unexpended funds in FY 2015-16 to be expended in FY 2016-17, then the request for funds would be decreased.

Based on projections, TSD will have unexpended funds of \$186,272.00 received from the 5.0 1 year LT positions from FY 2015-16. Additionally, TSD projects anticipated unexpended contractor services funds from FY 2015-16 for software customization of \$481,964. If funding authority is shifted to FY 2016-17 then additional spending authority would be needed to extend the 3.0 1 year LT positions of \$34,372 and \$125,336 in contractor services to meet the needs of the original approved scope plus the added functionality as part of phase 6.

Original LT One-time IT Positions

TSD received spending authority to fill the following LT positions:

One Time		Classification	BY FY 2015-16	PY Funding per BCP	Unexpended Funds
	Unit				
New	BA/EA	Staff Information Systems Analyst	1.0 ^{a/}	\$73,548 ^{b/}	\$200
New	PMO	Staff Information Systems Analyst	1.0 ^{a/}	\$73,548 ^{c/}	\$73,548
New	IRIS	Staff Programmer Analyst	1.0 ^{a/}	\$73,548 ^{b/}	\$18,378
New	IRIS	Staff Programmer Analyst	1.0 ^{a/}	\$73,548 ^{b/}	\$20,598
New	MidTier (eServices)	Staff Programmer Analyst	1.0 ^{a/}	\$73,548 ^{c/}	\$73,548
Total New LT Positions			5.0	\$367,740	\$186,272

a/ 1 year LT effective 07/1/2015 to 06/30/2016

b/ 1 year LT effective 07/1/2015 to 06/30/2016, requesting extension until 06/30/2017

c/ Currently unfilled due to difficulty in hiring staff with JAVA and project management experience on a limited basis. TSD has repeatedly tried to recruit staff in these areas but have not been successful.

Analysis of Problem

Background

TSD did not receive any funding for FY 2014-15 for the MTS project; therefore, work on the project did not begin until July 1, 2015. Procurements were initiated on July 1, 2015 but as a result there were multiple resources that were not in place in time to begin the necessary work.

Historically, TSD has absorbed much of the workload related with the implementation of new programs. However, in the case of prepaid MTS, this is not possible as the TSD resources are focused on the support of all current workload consisting of legislation/mandates, and special/strategic/program area requests. Following are the complex legislation/mandated projects running concurrent to the prepaid MTS Project:

1. Centralized Revenue Opportunity System (CROS) Project
2. Revenue Recovery and Criminal Enforcement (RRaCE) (AB 576)
3. Triple Flip Sunset (AB 92)
4. International Fuel Tax Agreement (IFTA) Return Processing
5. 2015 Electronic Funds Transfer Transition
6. Regional Railroad Accident Preparedness and Immediate Response (RRAPIR)(SB 84)

TSD began requirements gathering on July 1, 2015 and as the requirements were gathered and the complexity of the project was better understood, it was determined that we needed to modify the phases as represented in the Feasibility Study Report (FSR). TSD realized that there were legal implications that drove the need to bring in the schedule for indirect sellers. Specifically, the registration system needed to be implemented in December of 2015 and return processing needs to be implemented in April 2016. These shifts in implementation dates took an already aggressive schedule and compressed it even more. As a result, there was a need to reevaluate the timing for the direct sellers implementation and it was determined that we would move some of that scope to a later timeframe. After having collaborative discussions with the project team and stakeholders, a schedule was presented to the project Steering Committee which deferred some of the direct seller functionality to October 2016. Per the FSR, we were going to implement reporting functionality in September 2016 and some of this functionality will now be incorporated into each phase of the project, adding to the complexity of each phase.

When the original BCP for MTS was drafted, it was anticipated that TSD would enhance our systems for registration, reporting, collections, refunds, appeals, and post on its internet web site individual rates (PUD surcharges, prepaid 911 surcharge rates, and each of the individual local charges). The key elements are the interfaces between the BOE's mainframe and database systems and the web-based pages used to provide fee payer services. TSD would build in online relief requests, audits, appeals, and collections activities. As the BCP was finalized and approved, it was determined that these activities would be delayed. Language was added to the original BCP that stated that the BOE is not requesting resources to perform any of these activities at that time, but may pursue additional resources at a later date if it is determined there is a need. These activities are now being added to the project scope and will be part of phase 6 in the prepaid MTS project timeline.

Analysis of Problem

The following is an overview of the MTS project timeline and scheduled dates:

MTS Project Timeline	Scheduled Dates
Phase 1: Indirect Sellers <ul style="list-style-type: none"> • Registration • Linking of MTS Account and Sales Tax Account • Unapplied Payments Deposited to MTS Account • Reporting 	7/2015-12/2015
Phase 2: Direct Sellers Changes to Paper Return	8/2015-1/2016
Phase 3: Indirect Sellers Return Processing <ul style="list-style-type: none"> • Online Return Processing • Fund Allocations • Payments and Refunds • Reporting 	7/2015-4/2016 (6 weeks earlier than originally planned)
Phase 4: Indirect Sellers Return Processing (formerly part of Phase 3) <ul style="list-style-type: none"> • Reprint Return Utility • History Browse for Prior Returns • Quarterly Reports for FAC • DAS Downloads/Reports • Delinquency Functionality • Warrant Process • Reporting 	7/2015-5/2016
Phase 5: Direct Sellers Online Return Processing (formerly Phase 4)	2/2016-10/2016
Phase 6: Additional functionality <ul style="list-style-type: none"> • Online Relief Request • Online installment payment arrangements • Collections • Audits • Appeals • Refunds 	06/2016-4/2017
Post Implementation Efforts	5/2017-6/2017

Analysis of Problem

Workload Justification

The following table identifies the hours estimated by staff to complete the tasks associated with the additional functionality:

Function	Existing Staff	New Staff	Contractor	Total Hours
Online Services (registration, relief request and installment payment arrangements)		2,220	1,365	3,585
Audits and Appeals		479	718	1,197
Collections		639		639
Total Application Development Hours		3,338	2,083	5,421
Support Units (business requirements, testing, project support)	3,785	1,800	1,660	7,245
Total TSD System Modification	3,785	5,138	3,743*	12,666

TSD contractor costs that are requested equal \$374,300 (3743 hours estimated at \$100 per hour), which are needed for Phase 6 plus \$120,000 (1,200 hours estimated at \$100 per hour) needed to meet the needs of the original approved scope. Hourly rate is based on current contract proposals.

Breakdown of Resources

2.0 Staff Programmer Analyst (SPA) – LT Extension to 06/30/2017

During the second half of 2016, the Staff Programmer Analysts will continue to provide required programming support for all phases of the MTS project previously implemented to ensure that the system changes are functioning properly and the business needs for these two tax programs are met. This will include making system enhancements as needed for the new tax programs to function efficiently. During the second half of 2016, the Staff Programmer Analysts will also complete the construction and unit testing of the direct sellers phase of the project and provide system support of these changes while the project goes through formal testing. They will continue to provide this support after implementation during the stabilization period of the direct sellers phase in November and December. Specifically, programming efforts for the MTS project includes online registration, online return processing, online payments refunds, fund allocations, financial accounting reporting, and delinquency functionality, for indirect sellers and direct sellers tax programs, and all phase 6 added functionality. TSD will provide functionality for electronic return originator capability, changes to our collections database, audits, appeals, prepaid MTS consumer registration, online relief requests, installment payment agreements, outside agency liability offsets, liens, and temporary accounts. The final implementation for the MTS project is scheduled for April 2017 with a 2 month post implementation stabilization period.

Analysis of Problem

Workload Detail				
Classification: Staff Programmer Analyst (SPA)	Time Measure		New Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Maintenance Request Analysis: System management which includes performance monitoring and tuning, and system and security maintenance	H	4.0	120	480
Design and Documentation: Database management which includes performance monitoring and tuning, data integrity and quality control, upgrades and patches	H	11.0	120	1,320
Construction: Application stabilization which includes application and data fixes, application enhancements, upgrade and patches, and version control	H	15.0	120	1,800
Total SPA hours				3,600
Total SPA Positions Requested (1800 Hours/Position)				2.0

1.0 Staff Information Systems Analyst (SISA) – LT Extension to 06/30/2017

The Staff Information Systems Analyst will continue to provide support to the project during the construction phases. The business analyst assists in the development of use cases and updating the requirement's documentation. During the post implementation, the business analyst will work with the business, developers and develop test use cases. The final implementation is scheduled for April 2017 with 2 month post implementation period. Due to current workload and limited resources, existing staff would not be able to provide this support.

Workload Detail				
Classification: Staff Information Systems Analyst: Business Analyst (SISA)	Time Measure		New Activities	
Activity	M=Minutes H = Hours	Percentage of Time per Activity	Occurrences Per Year	Total Hours
Gather business and technical requirements		40%		720
Document business and technical requirements		40%		720
Leads and facilitates business impact analysis		10%		180
Performs miscellaneous duties as required by management		10%		180
Total SISA hours				1,800
Total SISA Positions Requested (1800 Hours/Position)				1.0

Analysis of Problem

EXTERNAL AFFAIRS

Customer Service Center

The Customer Service Center (CSC) is the primary point of contact for callers with questions regarding over 30 BOE tax and fee programs. Inquiries range from general questions regarding the various programs that the BOE administers, to in-depth questions regarding the BOE's online services and filing/registration assistance. Last year CSC answered over 600,000 phone calls.

With the increasing number of online services being offered, CSC has taken on a greater role with assisting tax and fee payers to comply voluntarily. In order for CSC to effectively administer and manage staff in a constant state of churn, it is essential to have the appropriate coverage for each position. The CSC estimates an additional 59,279 ongoing calls annually. To handle the ongoing increase in call volumes, the CSC is requesting the following positions:

2.0 Business Taxes Representative (BTR) – 2 Year Limited-Term Converted to Permanent (start date 7/1/17)

The CSC requests the two (2.0) limited-term BTR positions be made permanent to provide ongoing training, answer complex fee payer inquiries via phone and email, monitor and assist the services provided by the Tax Technicians, and ensure the information provided to fee payers and the public regarding MTS is accurate and concise.

Workload Detail				
Classification: Business Taxes Representative (BTR)	Time Measure		On-going Activities	
Activity	M = Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Answer fee payer inquiries received by internet email.	M	8	2,100	280
Provide first level advisory services on the CSC hotline, a separate assistance line (split) for the exclusive use of Remote Agents in other areas of the BOE and CSC staff.	M	9	12,375	1,856
Answer fee payer and public inquiries received via the BOE toll free 800 phone line, and answer the more complex inquiries concerning the new MTS program, registration information and guidance, provide return filing assistance, MTS rates, MTS notices, and the application of tax thereto.	M	15	5,550	1,388
Total BTR hours				3,524
Total BTR Positions Requested (1,800 Hours/Position)				2.0

5.0 Tax Technician II – Permanent (start date 7/1/16)

The CSC requests 5.0 permanent Tax Technician II's to handle the additional ongoing call volume. Based upon the historical call volumes related to the number of registered taxpayers, the CSC estimates that 59,279 additional calls will be received annually resulting from the new prepaid MTS surcharge. The Tax Technician II's will: answer general questions from sellers and the public, assist with online registration and filing, provide guidance with or route delinquency notice calls, refer callers to the appropriate sections, and assist callers with other online issues.

Analysis of Problem

Workload Detail				
Classification: Tax Technician II (TT II)	Time Measure		On-going Activities	
Activity	M = Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Answer fee payer and public inquiries received on the BOE toll free 800 phone number concerning the new MTS program, regarding registration information and guidance, return filing assistance, MTS rates, MTS notices, and the application of tax thereto.	M	12	59,279	11,856
Total TT II hours				11,856
Total TT II Positions Requested (1,800 Hours/Position)				5.0

1.0 Business Taxes Compliance Specialist (BTCS) – Permanent (start date 7/1/16)

The BTCS will develop, schedule, and provide training to the technical staff, as well as monitor and evaluate staff to ensure the information furnished to fee payers and the public regarding the MTS surcharge is accurate and concise. The BTCS will also research, develop, and provide complex reports to management.

Workload Detail				
Classification: Business Taxes Compliance Specialist (BTCS)	Time Measure		On-going Activities	
Activity	M = Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Develops, conducts, updates, and evaluates New Customer Service Representative (CSR) training. Develops and conducts quarterly refresher training for CSRs and Remote Agents.	H	32	8	256
Trains/mentors the technical and journey level compliance staff. Answers MTS questions received: on the Split 11 Customer Service Representative (CSR) assistance line, from the BOE webmail box from the public, by Report of Referral from CSRs, and from various other internal and external representatives.	H	3	260	780
Represents CSC in a variety of meetings and projects. Provides statistical analysis and reporting of complex data. Advisory services to technical staff. Prepares and reviews statistical information to evaluate staff performance and recommends changes for improvement.	H	32	18	576
Serves as a backup to the Business Taxes Administrator I	H	8	12	96
Other duties as required.	H	10	12	120
Total BTCS Hours				1,828
Total BTCS Positions Requested (1,800 Hours/Position)				1.0

Analysis of Problem

Office of Public Affairs

The Office of Public Affairs (OPA) is the primary point of contact for media with questions regarding the BOE and it's more than 30 tax and fee programs. As the primary media contact, OPA manages the BOE's document translation program, review's external communication products (for example, letters, videos, publications) to ensure the communication messages conform to plain language as well as ensure they reflect agency communication priorities. OPA also manages the BOE's social media accounts and provides communication support to the BOE Board Members. The questions received range from general questions about the BOE, to in-depth questions regarding tax application on specific items sold in California. Last year, OPA issued more than 200 news releases, answered more than 600 media inquiries, translated approximately 150 items, posted approximately 800 messages to the BOE's social media accounts, and reviewed nearly 300 communication products.

In addition, OPA ensures the BOE's message is easily understood, effectively communicated, and consistently applied across multiple mediums through letters, videos, public service announcements, articles, publications, and other tools in order to efficiently and effectively educate and assist tax and feepayers to comply voluntarily with the law. Last calendar year, OPA reviewed nearly 300 items to ensure those items were clear and reflected agency communication priorities. OPA also coordinates with outside stakeholders to help communicate BOE messages. To date there were 163 media calls regarding the prepaid MTS program. The BOE anticipates the media inquiries to increase once the surcharge is implemented.

1.0 Associated Governmental Program Analyst (AGPA) – 2 Year Limited-Term Converted to Permanent (start date 7/1/17)

The Associate Governmental Program Analyst researches and responds to media questions, coordinates with other BOE staff, reviews MTS documents and marketing materials, coordinates media interviews, assists with event support, and drafts fact sheets, guides, and webpages.

Workload Detail				
Classification: Associate Governmental Program Analyst (AGPA)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Research and respond to media inquiries	H	6	50	300
Oversee document translation of program materials	H	5	25	125
Review communication products related to program	H	6	35	210
Social Media to raise public awareness	H	5	100	500
Draft fact sheets, guides, webpages, video/PSA scripts	H	20	25	500
Support Board Member webpages, media interviews, activities	H	6	35	210
Total AGPA hours				1,845
Total AGPA Positions Requested (1,800 Hours/Position)				1.0

Analysis of Problem

LEGAL DEPARTMENT

Settlement and Taxpayer Services Division

Disclosure Office

The Disclosure Office has agency-wide responsibility for all information disclosure and public records issues concerning data maintained by the BOE. The Disclosure Office is subject to statutory timelines to respond to requests for such documents and records.

1.0 Business Taxes Specialist II (BTS II) – Permanent (start date 7/1/16)

The BTS II in Disclosure will be responsible for fielding the most complex inquiries related to taxpayer and public requests for documents and records associated with the prepaid MTS surcharge and local charge. The BTS II will be responsible for performing research and assisting the Disclosure staff regarding each request. The BTS II will be responsible for ensuring that the Disclosure Office timely responds to requests to meet statutory deadlines. The BTS II will design and generate monthly reports related to inquiries and requests for documents involving the prepaid MTS surcharge and local charge. The BTS II will meet with programs within the BOE and contact other agencies on the state and local level to coordinate document releases and establishes policies and procedures for document releases, as consistent with all other programs administered by the BOE.

Workload Detail				
Classification: Business Taxes Specialist II (BTS II)	Time Measure		Ongoing Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Research and analyze all inquiries	H	2	240	480
Review documents and communications provided to requestors	H	5	240	1,200
Establish policies and procedures	H	20	4	80
Advisory meetings	H	4	4	16
Report generation	H	2	12	24
Total BTS II hours				1,800
Total BTS II Positions Requested (1,800 Hours/Position)				1.0

Analysis of Problem

SALES AND USE TAX DEPARTMENT

Headquarters Operations Division

Return Analysis Unit

The Return Analysis Unit (RAU) is responsible for critical return/payment processing, maintenance, billing/adjustment and desk review activities for selected Sales and Use Tax programs. In addition, RAU performs:

- Desk audits/reviews on periodic returns.
- Investigates reporting discrepancies and prepares necessary determinations.
- Reviews and takes appropriate action on various relief requests such as Relief from Penalty, Relief from Interest, Relief from CRF, Extension requests, and Declaration of Timely Mailing.
- Reviews corrected return information submitted by fee payers and takes appropriate action.
- Provide advisory services to fee payers by telephone and written correspondence.
- Administers the Sales and Use Tax Department Electronic Funds Transfer (EFT) program including registering fee payers for the program, providing fee payer assistance with making EFT payments, enforcing compliance and maintaining EFT payments.
- Performs return and/or payment maintenance associated with the Sales and Use Tax Department other E-Services programs, such as electronic return filing and credit card payments.

1.0 Business Taxes Representative (BTR) – 2 Year Limited-Term Converted to Permanent (start date 1-1-18)

1.0 Business Taxes Representative (BTR) – Permanent (start date 7-1-16)

The BTR will perform desk reviews of returns with errors, questionable amounts, and those returns with missing amounts related to the surcharge. The BTR will contact the fee payers directly to resolve the questionable or missing amount, and will issue a Notice of Determination (billing) to assess the additional surcharge due. The BTR will perform return and payment maintenance associated with the new surcharge, since it is an assessment separate from sales and use tax. The BTR will process various relief requests and also assist with various duties to ensure the Electronic Funds Transfer (EFT) payments settle correctly and accurately as they relate to the prepaid MTS surcharge. RAU was originally granted 1.0 BTR on a 2 year limited-term basis, and requests that position be made permanent and 1.0 additional BTR.

Workload Detail				
Classification: Business Taxes Representative (BTR)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Desk Review and Analysis	M	20	3,500	1,166
Payment and Return Maintenance	M	15	7,200	1,800
Review and analyze relief requests	M	20	200	67
EFT Analysis and Reports	M	15	1,000	250
EFT Advisory Services	M	30	1,000	500
Total BTR hours				3,783
Total BTR Positions Requested (1,800 Hours/Position)				2.0

Analysis of Problem

1.0 Business Taxes Compliance Specialist (BTCS) – Permanent (start date 7-1-16)

The BTCS will provide technical, procedural, and analytical assistance relating to the more complex desk reviews of returns associated with the new surcharge. The BTCS will be required to review and approve the various types of relief requests since the surcharge will require manual relief processing. The BTCS will be required to review and approve custom written fee payer correspondence relating to the return filing errors. Also, the BTCS will respond to written inquiries from fee payers as well as the district field offices.

Workload Detail				
Classification: Business Taxes Compliance Specialist (BTCS)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Complex Desk Review and Analysis	M	15	2,800	700
Review and Approve Relief Requests	M	30	600	300
Review and Approve Custom-written Correspondence	M	30	800	400
Review, Analyze, and Respond to Written Inquiries	M	60	400	400
Total BTCS ours				1,800
Total BTCS Positions Requested (1,800 Hours/Position)				1.0

Audit Review and Refund Section (ADRS)

1.0 Associate Tax Auditor - Permanent (start date 7/1/16)

After sellers of MTS begin to file returns to report their fees, overpayments will be made. The Audit Determination and Refund Section (ADRS) is responsible for receiving, categorizing, reviewing and creating the refunds relating to MTS. To address the additional staff needs, ADRS will need one Associate Tax Auditor (ATA).

Based on current estimates of 2.5 claims for refund for every 100 returns filed, ADRS will receive approximately 500 claims for refund per year. Each of these claims must be received, acknowledged by letter, categorized, and analyzed. To create the refund, the returns must be amended in the system and a refund must be initiated. After the refund has been approved in the system, ADRS will manually schedule the refund for transfer and payment to the State Controller's Office.

The estimated total time for each refund is four hours, which is broken down to one hour for receipt, acknowledgement and categorization; two and one-half hours for analysis, amending the return in the system and initiation of the refund and one-half hour for scheduling and transporting the refund to the State Controller's Office.

Although the total hours expected for this function totals 1.11 positions, ADRS will absorb .11 of a position and is only requesting one ATA position.

Workload Detail				
Classification: Associate Tax Auditor (ATA)	Time Measure		New Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Receive, acknowledge and categorize claims for refund.	H	1.0	500	500
Analyze and initiate claims for refund within the system.	H	2.5	500	1,250
Schedule refund for payment by State Controller's Office.	H	.5	500	250
Total ATA hours				2,000
Total ATA Positions Requested (1800 Hours/Position)				1.0

Analysis of Problem

Tax Policy Division

Data Analysis Section (DAS)

1.0 Business Taxes Specialist I (BTS I) – Permanent (start date 7/1/16)

The BTS I position will be utilized to design and generate monthly registration and revenue reports for AB 1717. In addition, this position will be responsible for performing data analysis, providing reporting activities related to program performance and preparing reconciliations of return data to assist in identifying discrepancies requiring further review. This position will also create audit leads and identify accounts to be evaluated for audit selection.

Workload Detail				
Classification: Business Taxes Specialist I (BTS I)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Report Generation (Revenue and Registration)	H	30	24	720
Audit Selection and Discovery	H	55	4	220
Data Analysis & Reconciliations for Review	H	18	20	360
Special request reports	H	25	20	500
	H			
Total BTS I hours				1,800
Total BTS I Positions Requested (1,800 Hours/Position)				1.0

Compliance and Technology Section (CTS)

CTS manages, evaluates, provides support, advises field staff and management on compliance issues and statewide compliance programs, and implements new and amended legislation. CTS also creates, maintains, and updates the Online Services, such as online filing system, registration, relief requests, payments, and license verification.

1.0 Business Taxes Specialist I (BTS I) – 2 Year Limited-Term Converted to Permanent (start date 7/1/17)

The BTS I in the eServices Unit on an ongoing basis, is responsible for facilitating Joint Application Development (JAD) sessions and developing the business requirements as the threshold amount and new rates change. The BTS I is also responsible for facilitating User Acceptance Testing (UAT), and plays a vital role in the development of training materials. The BTS I updates webpages, coordinates the changes and testing with the Direct Transmitters and Electronic Return Originators (EROs), assists with the revision of returns and schedule changes, and the development and implementation of policies regarding collection activities. The eServices Unit requests this position, which was a 2 year limited-term, be made permanent.

Analysis of Problem

Workload Detail				
Classification: Business Taxes Specialist I (BTS I)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Participation in JADs	H	380	1	380
Business Requirements	H	280	1	280
User Acceptance Testing	H	155	1	155
Online Filing	H	110	1	110
Webpage Updates	H	35	1	35
Training – Liaisons (Develop Presentations and Attend Meetings)	H	100	1	100
Direct Transmitter/ERO testing	H	250	1	250
Develop Test Scripts	H	170	1	170
Video Script Development and Review	H	40	1	40
Assisting Staff on Questions/Issues	M	20	300	100
Develop and Implement Collection Policies and Procedures	H	180	1	180
Total BTS I hours				1,800
Total BTS I Positions Requested (1,800 Hours/Position)				1.0

Audit and Information Section (AIS)

AIS's function is to maintain the BOE's audit program, provide audit guidance to the district field offices, answer fee payer questions in writing and over the telephone, as well as implement projects and control the changing tax/fee rates.

1.0 Business Taxes Specialist I (BTS I) – 2 Year Limited-Term Converted to Permanent (start date 7/1/17)

The BTS I responds routinely to the ongoing most complex written inquiries from surcharge fee payers, district field offices, fee payer representatives, accountants, and attorneys. The BTS I drafts ongoing publications, policies and procedures, and special notices to affected surcharge payers. The BTS I works independently without supervision, implements prepaid MTS rate and program changes, and leads and reviews lower level auditor staff's work for accuracy.

Workload Detail				
Classification: Business Taxes Specialist I (BTS I)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Respond to written inquiries from surcharge payers	H	8	115	920
Respond to inquiries from the district field and Headquarters offices	H	24	20	480
Draft and publish new and updates to publications, special notices, webpages	H	200	1	200
Draft and develop new and modifications to policy and procedures memos, operations memos, broadcast email communications to staff, as well as assist with the development of drafting new regulations	H	240	1	240
Total BTS I hours				1,840
Total BTS I Positions Requested (1,800 Hours/Position)				1.0

Analysis of Problem

Field Operations Department (FOD)

The FOD's function is to plan, organize, direct, and control all administrative activities and the sales and use tax program functions such as registration, collection and audit for fourteen statewide district field offices, seven branch field offices, and three out-of-state area offices. FOD also formulates, plans, and recommends for approval programs, budgetary matters, personnel issues and organization changes relating to the overall operation of the field offices. FOD will also be charged with these same functions as they relate to prepaid MTS program.

1.0 Business Taxes Representative (BTR) – Field Position – Permanent (start 7/1/16)

The BTRs in the field offices are primarily responsible for initiating contact with tax/fee debtors to collect monies owed the state on mid-level accounts receivable and/or arrange for filing and payment of past due returns. In addition, these positions are often responsible for arranging installment payment plans, assisting fee payer with filing returns, and assisting with complex registration issues. BTRs use a wide variety of collection tools and techniques, such as skip tracing, issuing liens on property, levying bank accounts, and issuing keepers in a fee payer's business location.

Workload Detail				
Classification: Business Taxes Representative (BTR)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Perform collection activities on mid-level accounts receivables including making field calls to fee payer's business locations	H	13	60	780
Obtain delinquent returns and payments	H	2	263	526
Assist fee payers filing their returns	H	0.3	1,600	480
Aid clerical staff with complex registration issues	H	0.25	1,680	420
Total BTR hours				2,206
Total BTR Positions Requested (1,800 Hours/Position)				1.0

1.0 Associate Tax Auditor (ATA) – Field Position – Permanent (start date 7/1/16)

ATAs will be utilized to conduct complex audits, prepare audit reports, and conduct specialized audit procedures and techniques to address the additional workload by the imposition of the new tax/fee based upon approximately 5,000 surcharge payers that are now identified as reporting an additional tax/fee that they were not required to collect and remit prior thereto. Responsibilities include examining fee payers' books and records and determining the appropriate amount due, which includes the additional new tax/fee. ATAs also determine the appropriate test or statistical sampling methodology, prepare audit working papers to support the audit findings, issue billings, and explain the audit findings to the fee payer and the fee payer's representative(s). The ATA is also be involved in the appeals process related to audits or field billing orders including petitions for redetermination and hearings. The table below provides the estimate workload for these positions.

Analysis of Problem

Workload Detail				
Classification: Associate Tax Auditor (ATA)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Audit fee payer records	H	90	15	1,350
Prepare audit reports & issue Notices of Determinations (Billings)	H	16	15	240
Conduct appeals procedures	H	8	20	160
Review and examine IRIS screens for registration and reporting issues	H	1	30	30
Total ATA hours				1,780
Total ATA Positions Requested (1,800 Hours/Position)				1.0

DRAFT

Analysis of Problem

DF-46 (REV 05/11)

Fiscal Summary (Dollars in thousands)

BCP No. SFL #301	Proposal Title AB 1717 MTS	Program				
Personal Services	Positions			Dollars		
	CY	BY	BY + 1	CY	BY	BY + 1
Total Salaries and Wages ¹	0.0	16.0	18.5		\$1,070	\$1,289
Total Staff Benefits ²					\$435	\$496
Distributed Administration					\$209	\$171
Total Personal Services	0.0	16.0	18.5		\$1,714	\$1,956
Operating Expenses and Equipment						
General Expense					\$182	\$49
Distributed Administration					\$52	\$43
Printing					\$1	\$1
Communications					\$19	\$15
Postage					\$40	\$7
Travel-In State						
Travel-Out of State						
Training					\$13	\$15
Facilities Operations					\$182	\$216
Utilities					\$3	\$3
Consulting & Professional Services: Interdepartmental ³						
Consulting & Professional Services: External ³					\$607	
Data Center Services					\$40	\$48
Information Technology					\$22	\$3
Equipment ³						
Other/Special Items of Expense: ⁴						
Total Operating Expenses and Equipment					\$1,161	\$400
Total State Operations Expenditures					\$2,875	\$2,356
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund	0860	001	0001			
Special Funds ⁵					\$2,207	\$2,356
Federal Funds						
Other Funds (Specify)						
Reimbursements	0860	501	0995			
Total Local Assistance Expenditures						
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund						
Special Funds ⁵						
Federal Funds						
Other Funds (Specify)						
Reimbursements						
Grand Total, State Operations and Local Assistance					\$2,875	\$2,356

¹ Itemize positions by classification on the Personal Services Detail worksheet.

² Provide benefit detail on the Personal Services Detail worksheet.

³ Provide list on the Supplemental Information worksheet.

⁴ Other/Special Items of Expense must be listed individually. Refer to the Uniform Codes Manual for a list of standard titles.

⁵ Attach a Fund Condition Statement that reflects special fund or bond fund expenditures (or revenue) as proposed.

Analysis of Problem

Personal Services Detail								
(Whole dollars)								
BCP No. SFL TBD			Proposal Title AB 1717 MTS					
Salaries and Wages Detail								
Classification ^{1 2}	Positions				Salary Range	Dollars		
	FN	CY	BY	BY + 1		CY	BY	BY + 1
<u>TSD</u>								
Staff Programmer Analyst (Spec.)	a/		2.0	0.0	\$73,548	\$0	\$147,096	\$0
Staff Information Systems Analyst (Spec.)	a/		1.0	0.0	\$73,548	\$0	\$73,548	\$0
<u>EXTERNAL AFFAIRS</u>								
Business Taxes Representative	b/			2.0	\$49,656		\$0	\$99,312
Tax Technician II (Call Center)	d/		5.0	5.0	\$38,544	\$0	\$192,720	\$192,720
Business Taxes Compliance Specialist	d/		1.0	1.0	\$65,256	\$0	\$65,256	\$65,256
Associate Governmental Program Analyst	b/			1.0	\$62,160	\$0	\$0	\$62,160
<u>LEGAL</u>								
Business Taxes Specialist II	d/		1.0	1.0	\$80,916	\$0	\$80,916	\$80,916
<u>SUTD</u>								
Business Taxes Representative	c/			0.5	\$49,656	\$0	\$0	\$24,828
Business Taxes Representative	d/		1.0	1.0	\$49,656	\$0	\$49,656	\$49,656
Business Taxes Compliance Specialist	d/		1.0	1.0	\$65,256	\$0	\$65,256	\$65,256
Associate Tax Auditor	d/		1.0	1.0	\$67,080	\$0	\$67,080	\$67,080
Business Taxes Specialist I	d/		1.0	1.0	\$75,264	\$0	\$75,264	\$75,264
Business Taxes Specialist I	b/			1.0	\$75,264	\$0	\$0	\$75,264
Business Taxes Specialist I	b/			1.0	\$75,264	\$0	\$0	\$75,264
Business Taxes Representative	d/		1.0	1.0	\$49,656	\$0	\$49,656	\$49,656
Associate Tax Auditor	d/		1.0	1.0	\$67,080	\$0	\$67,080	\$67,080
Blanket Funds:								
Overtime						0	136,606	239,407
Temporary Help		0.0	0.0	0.0		0	0	0
Total Salaries and Wages ³		0.0	16.0	18.5		\$0	\$1,070,134	\$1,289,119
Staff Benefits Detail						CY	BY	BY + 1
OASDI							81,865	98,618
Health/Dental/Vision Insurance							148,328	166,789
Retirement							191,401	215,222
Miscellaneous								
Workers' Compensation							8,495	9,552
Industrial Disability Leave							896	1,008
Non-Industrial Disability Leave							383	430
Unemployment Insurance							747	840
Other:							2,801	3,149
Total Staff Benefits ³						\$0	\$434,916	\$495,608
Grand Total, Personal Services						\$0	\$1,505,050	\$1,784,727

¹ Use standard abbreviations per the Salaries and Wages Supplement. Show any effective date or limited-term expiration date in parentheses if the position is not proposed for a full year or is not permanent, e.g. (exp 6-30-13) or (eff 1-1-13)

Note: Information provided should appear in the same format as it would on the Changes in Authorized Positions.

² If multiple programs require positions, please include a subheading under the classification section to identify positions by program/element.

³ Totals must be rounded to the nearest thousand dollars before posting to the Fiscal Summary.

a/ LT extension to 6/30/17

b/ Convert LT to permanent starting starting 7/1/17

c/ Convert LT to permanent starting starting 1/1/18

d/ Permanent position starting 7/1/16

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0860	Department State Board of Equalization	Priority No. 3
Budget Request Name 0860-302-BCP-DP-2016-A1		Program <i>REGIONAL RAILROAD ACCIDENT PREPAREDNESS AND IMMEDIATE RESPONSE</i>	Subprogram

Budget Request Description
 SB 84 Regional Railroad Accident Preparedness and Immediate Response

Budget Request Summary

The State Board of Equalization (BOE) requests \$822,000 and 2.4 positions in FY 2015-16; \$893,000 and 4.3 positions in FY 2016-17; \$898,000 and 5.4 positions in FY 2017-18 to administer the provisions of Senate Bill (SB) No. 84 (Chapter 25, Statutes of 2015, Section 6).

SB 84 authorizes a new fee to be imposed on owners of the 25 most hazardous material commodities at the time that hazardous material is transported by loaded rail car in California. This bill creates the Regional Railroad Accident Preparedness and Immediate Response Fund.

SB 84 creates a new and complex program with new workloads that cannot be absorbed by the BOE. The BOE is requesting permanent resources due to the difficulties in hiring and retaining staff in limited-term positions. Without the requested resources, the BOE will not be able to administer the new program and will not be in compliance with the new legislation, resulting in significant revenue loss/delay. The BOE cannot redirect existing resources necessary to perform the duties for this new program, as it would adversely impact existing resources dedicated to other mandated tax and fee programs.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
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For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.

FSR SPR Project No. Date:

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA Date submitted to the Legislature

Analysis of Problem

A. Budget Request Summary

The State Board of Equalization (BOE) requests \$822,000 and 2.4 positions in FY 2015-16¹; \$893,000 and 4.3 positions in FY 2016-17; \$898,000 and 5.4 positions in FY 2017-18 and ongoing to administer the provisions of Senate Bill (SB) No. 84 (Chapter 25, Statutes of 2015, Section 6).

SB 84 authorizes a new fee to be imposed on owners of the 25 most hazardous material commodities at the time that hazardous material is transported by loaded rail car in California. This bill creates the Regional Railroad Accident Preparedness and Immediate Response Fund.

SB 84 creates a new and complex program with new workloads that cannot be absorbed by the BOE. The BOE is requesting permanent resources due to the difficulties in hiring and retaining staff in limited-term positions. Without the requested resources, the BOE will not be able to administer the new program and will not be in compliance with the new legislation, resulting in significant revenue loss/delay. The BOE cannot redirect existing resources necessary to perform the duties for this new program, as it would adversely impact existing resources dedicated to other mandated tax and fee programs.

B. Background/History

The BOE and the Office of Emergency Services (OES) entered into an Interagency Agreement (IA) to establish and implement a fee collection program to collect the new Regional Railroad Accident Preparedness and Immediate Response (RRAPIR) fee on behalf of the OES. In the IA, the OES agreed to provide the BOE \$822,000 for fiscal year 2015-16 for costs to establish and implement the new fee collection program. BOE's implementation costs include: (1) one-time contract programming resources and data center services necessary to add a new fee program to the BOE's Integrated Revenue Information System (IRIS) and Automated Collection System (ACMS); and (2) funding for BOE positions and operating expenses for work involved in the implementation of the RRAPIR fee collection program. This request is for ongoing resources to administer and maintain the new RRAPIR fee program and be in compliance with the new legislation.

SB 84 authorizes a new fee to be imposed on a person owning any of the 25 most hazardous material commodities, as identified in regulations adopted by the OES, contained in or on a rail car transported by rail in California. The bill requires the OES Director to establish a fee schedule based on each loaded rail car. SB 84 requires the fee to be imposed within six (6) months of the OES establishing a fee schedule. Pursuant to the IA, the collection of the fee is scheduled to begin October 1, 2016. The fee is assessed on the number of loaded hazardous material rail cars transported within California. If the loaded rail car enters California from outside California, the fee is imposed at the time the loaded rail car enters the state of California. If the rail car is loaded within California, the fee is imposed at the time the hazardous material is loaded into or onto the rail car within California for transport in or through California. The person operating the train containing the rail car for transport into or within California is required to collect the fee from the owner of the hazardous material. The bill would authorize the Director of the OES to consider adjusting the fee not less frequently than every three years. The bill authorizes a railroad to collect up to five (5) percent of the fee collected to offset the administrative cost of collecting the fee. The bill also gives authority to the Director of the OES to authorize payment of a portion, but not the entire amount, of the fee owed through contributions in kind of equipment, materials or services. The Director of the OES may exempt from the fee shipments of hazardous materials that meet certain criteria. There is a rebuttable presumption that the shipper, consignor, or consignee of the hazardous material is the owner of the hazardous material.

In addition, the bill creates the Regional Railroad Accident Preparedness and Immediate Response Fund (Fund). Revenues collected, less refunds and expense reimbursement to the BOE, are to be deposited into the Fund. The Fund will repay any moneys loaned to pay OES implementation costs. Upon appropriation by the Legislature, monies in the Fund will be used to plan, develop, create,

¹ The BOE requests authority to receive reimbursement from the OES for FY 2015-16.

Analysis of Problem

acquire, support, and maintain emergency response capabilities to prepare for, and respond to, rail car accidents involving large-scale hazardous materials releases.

The BOE is mandated to administer and collect the new fee in accordance with the Fee Collection Procedures Law (Part 30 commencing with Section 55001, Division 2 of the Revenue and Taxation Code). Under the provisions of SB 84, railroad operators that transport hazardous material by rail car are required to register with the BOE and collect the fee from the owner of the hazardous materials. Any fees collected by the railroad operator from the hazardous material owner are to be paid to the BOE with the quarterly fee return, as prescribed by the BOE. The BOE would handle and decide all petitions for redetermination and claims for refund, except those based on the premise that the contents of the rail car is or is not a hazardous material. The BOE is required to forward such petitions or refund claims to the Director of the OES for handling. The BOE is required to notify the Director of the OES if the amount of fees collected reaches the maximum fund amount specified for each calendar year and will need to have the capability of discontinuing collection of the fee if maximums are reached. The OES and the BOE will work cooperatively in handling matters concerning payment of fee through contribution in kind, the OES fee exemptions and adjustments, and the owner's rebuttable presumption.

The purpose of the new RRAPIR fee program is to provide funding for regional and onsite response capabilities in the event of a large-scale hazardous materials release from a train accident. Real world examples of train derailments in the last several years highlight the need to take an all hazards approach when planning for emergencies and when conducting exercises for first responders. For example, a 2013 Maryland freight train accident caused fifteen of the train cars to derail that contained highly toxic substances. The release of the toxic substances at the derailment site caused an explosion as well as a fire, further complicating emergency operations. An analysis of federal data from the U.S. Department of Transportation's Pipeline and Hazardous Materials Safety Administration estimated that 1.15 million gallons of crude oil spilled from rail cars in the U.S. in 2013 alone.

The California Legislature improved public disclosure by enacting legislation in 2014 requiring railroads to inform the OES about the type of oil or crude product delivered by rail, including data for the 25 largest hazardous material commodities transported through California while taking into account the need to protect sensitive information for security purposes. The new RRAPIR fee program is the latest expansion of oversight and regulation by the California Legislature to address rail transport of hazardous materials. Last year, California expanded fees paid on marine shipments of crude oil to oil transported by all modes of delivery and all waters of the state, not just deliveries by vessel to marine terminals. The fees – 6.5 cents per barrel – pay for the State's highly regarded Oil Spill Prevention and Administration Program.

C. State Level Considerations

The BOE collects taxes, fees, and surcharges that provide over 30 percent of the annual revenue for the state government and essential funding for counties, cities, and special taxing districts. In FY 2013-14, the BOE administered taxes and fees that produced \$60.4 billion for education, public safety, transportation, housing, health services, social services, and natural resource management. The BOE administers the state's sales and use, fuel, alcohol, tobacco, and other taxes, and collects fees that fund specific programs. More than one million businesses are registered with the agency.

This request is consistent with the BOE's mission to serve the public through fair, effective, and efficient tax administration. This request is consistent with, and supports, the BOE's strategic plan by maximizing voluntary compliance, investing in a skilled, motivated and diverse workforce, and enhancing the BOE's operational effectiveness.

Analysis of Problem

D. Justification

SB 84 creates an entirely new and complex fee program. The BOE is mandated to administer and collect the new fee. It is estimated there are approximately 35 railroad operators that may need to register with the BOE, collect the RRAPIR fee from owners of hazardous materials, and remit fee amounts collected to the BOE.

The new RRAPIR fee program will create new workloads that impact all functions of tax administration including registration, return processing, collections, audits, online services, appeals/refunds, and the various support functions. Essential permanent resources are requested to effectively administer and maintain this new fee program. The following outlines the various areas that will be impacted along with an explanation of the efforts that are needed to effectively administer the new fee program. Without the requested resources, the BOE will not be able to administer the new program and will not be in compliance with the new legislation, resulting in revenue delays/losses starting in fiscal year 2016-17 and ongoing.

Registration

The BOE utilizes an online web-based registration system. Feepayers registering with the BOE utilize the registration system by answering a series of questions about their business operations so feepayers may receive all of the permits and licenses necessary for their business. Every person who operates a railroad that transports hazardous materials by rail car is required to register with the BOE. Railroad operators will need to utilize the online web-based registration system to register and receive a RRAPIR permit and fee return to remit the fee to the BOE. The BOE will create and distribute materials to railroad operators so that railroad operators may register with the BOE as required by law. Any railroad operator that transports hazardous material by rail car into or through California that has not voluntarily registered with the BOE will need to be contacted for proper registration. BOE will perform account review and maintenance, research bad mailing addresses, resolve registration conflicts, provide customer service by answering and processing phone calls, and performing advisory services for the new fee program.

Return Processing

The RRAPIR fee will be reported on a special taxes and fee paper return and have a single fee amount (per agreement with the OES). As this is a new fee, programming to the BOE's Integrated Revenue Information System (IRIS) is required. This requires creation, testing, and maintenance of a new return. Since the fee rate is subject to change, ongoing programming will be needed to revise the return with the new rate. When the fee rate changes, the BOE will need to create and distribute materials to railroad operators to notify them of rate changes. Since the Fund is subject to a maximum fund amount that varies for specified fiscal years, BOE's system will require programming to allow BOE to suspend the program when the fund maximum balance is reached.

As a new fee program, it is anticipated that feepayers will make frequent errors in filing returns. Registration and/or return processing staff will handle new workloads related to feepayer outreach; provide program advisory service; verify returns; perform account maintenance; process payments, billings, reports, refunds, and relief from penalty requests; provide training; and respond to emails, letters, phone calls from feepayers with questions regarding if they are required to register, what transactions are subject to the fee, and how to properly complete the return, etc. Returns filed with amounts that are questioned by BOE staff will require correspondence with feepayers to resolve. Any delays in fee return processing may result in lost interest to the state that would otherwise have been earned by timely fee deposits. In addition, not answering feepayer questions in a timely manner may delay the feepayer from timely remitting the correct amount of fees owed, resulting in additional work/time required by staff to correct errors.

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Collections

The BOE is responsible for the collection of any outstanding past due fees. Since the RRAPIR fee represents new liabilities for railroad operators, having new RRAPIR fees due may result in new delinquencies for the BOE to monitor and manage. The BOE will research and analyze delinquent accounts, contact delinquent feepayers to resolve delinquencies, answer feepayer questions, review/process installment payment arrangements, and perform collection action. The BOE will assess and collect the RRAPIR fee in accordance with the Fee Collection Procedures Law. The Fee Collection Procedures Law generally provides for the BOE's administration of fee programs. While most taxpayers voluntarily comply with the tax or fee laws that BOE administers, those that are not in compliance with the new RRAPIR fee laws will be subject to collection activities in order to gain compliance.

Online Services

The BOE utilizes an online web-based system to allow feepayers to make payments; request relief from penalty, interest, and/or fees (i.e. collection cost recovery fee, etc.); request return filing extensions; and set up payment plans. The BOE will be required to perform programming to add this new fee program to our existing online services.

Audits

The BOE maintains an effective audit program to ensure that businesses accurately report the correct amount of tax or fee. The BOE will be responsible for auditing the amount of fees collected by the rail companies versus the amount remitted to the BOE by the rail companies. Without an audit presence, companies that do not comply with the new fee laws, incorrectly/erroneously report, or fraudulently file will not be properly educated and monitored to ensure compliance with the new fee laws. Those companies who erroneously fail to comply with the new laws may increase underreporting and potentially commit tax fraud. Without the additional resources, audit opportunities may be lost due to expiring statute of limitations on audit periods resulting in potential revenue loss. The BOE anticipates the size and complexity of the books and records maintained by the rail companies will require senior audit staff and resources to plan and carry out audit efforts and resolve audit issues that arise.

Appeals and Refunds

The BOE will handle all petitions and claims for refund involving the fee assessment except those based on the premise that the content of the rail car is or is not a hazardous material. The OES will handle petitions and refund claims that are based on the premise that the content of the rail car is or is not a hazardous material. The BOE is required to forward such petitions and refund claims to the Director of the OES for handling. The BOE will need to develop procedures to track those appeals and claims that are forwarded to the OES and to document the outcome of those petitions and claims for refund. The OES will advise the BOE of its decision and final outcome of such petitions and refund claims. BOE staff will be responsible for processing and issuing a statement of account, redetermination, or refund notice resulting from the final outcome of these petitions and refund claims involving the fee assessment. Acknowledging, tracking, verifying, processing petitions and claims for refunds, attending appeals conferences, and issuing any redetermination, refund and statement of account notices will result in additional workload for staff. Without the additional resources, petitions, appeals and refunds may be delayed resulting in higher interest payments to feepayers.

Other Administrative Functions

As with any new tax or fee program, it is anticipated that RRAPIR feepayers will need assistance when registering, filing returns, making payments, updating their account information, and will have questions concerning the application of the fee on various transactions. BOE expects an increase in phone calls and email inquiries from feepayers and hazardous material owners requiring assistance to comply with the provisions of SB 84. The OES may adjust the fee rate annually based on information received from

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the railroads and the fund balance. The BOE will be required to provide notification of fee rate changes and post the new fee rate. The BOE will track revenues to the new fund, prepare new fund reports, notify and suspend the collection of revenue when fund maximum is reached, exchange information with OES, and prepare additional reports as necessary.

The Fee Collection Procedures Law provides for the BOE's authority to adopt regulations related to administration and enforcement. The BOE is provided with the authority to prescribe, adopt, and enforce regulations or emergency regulations, as needed, relating to the administration and enforcement of SB 84.

The requested resources will allow the BOE to administer this new fee program as well as continue to provide high quality service to tax and fee payers while protecting the Special Fund revenues. The BOE will ensure the correct amount of fees is collected timely and properly and funds are allocated timely and appropriately. The BOE will provide continuous program needs for future and ongoing system maintenance changes. The lack of funding would severely impact current and future revenue and our revenue generating activities. Without the requested resources, the BOE will not be able to administer and maintain the new program and will not be in compliance with the new legislation. The BOE is requesting permanent resources due to the difficulties in hiring and retaining staff in limited-term positions. This workload cannot be absorbed by the BOE.

E. Outcomes and Accountability

This proposal will allow the BOE to effectively administer the program and collect the revenues due to the State for the RRAPIR fee program purposes. SB 84 does not specify a fee amount; therefore, no revenue can be estimated.

The fee is to be imposed on a person owning hazardous material at the time the hazardous material is transported by loaded rail car within six (6) months of the OES Director establishing the fee rate and no earlier than October 1, 2016, due to BOE's other legislative mandates and agreement with the OES.

F. Analysis of All Feasible Alternatives

Alternative 1 – Provide the requested resources to administer the RRAPIR fee program as required by SB 84.

Alternative 1 requests the following to administer SB 84:

- \$822,000 and 2.4 positions in FY 2015-16.
- \$893,000 and 4.3 positions in FY 2016-17.
- \$898,000 and 5.4 positions in FY 2017-18.
- \$894,000 and 5.5 positions in FY 2018-19 and ongoing.

Pros:

- Provides resources to administer the new RRAPIR fee.
- Ensures revenues intended to be collected for this new fee program are realized.
- Ensures the fair, effective, and efficient administration of the program by assessing and collecting the fee from all obligated feepayers.
- Provides high quality customer service to feepayers.
- Legislative mandates will be met.

Cons:

- Requires a budget augmentation.

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Alternative 2 – Do not provide requested resources

The BOE will not be able to administer the program without the requested resources.

Pros:

- Does not require a budget augmentation.

Cons:

- Without the requested resources, the BOE is unable to administer this new fee program.
- Legislative mandates will not be met.
- Revenues from the RRAPIR fee will not be realized by the state.

G. Implementation Plan

The following table details the implementation plan and ongoing resource activities of this program:

ACTIVITY	DATE (approximate)
Hire and train staff	January 2016
Design, program and test registration system	January 2016
Design, program and test new return	January 2016
Design, program and test IRIS to capture data and allocate to new fund	January 2016
Design, program and test IRIS for online services	January 2016
Design, program and test IRIS for collection, audit and appeal capabilities	January 2016
Register fee payers for new fee program	90 days before fee begins
Outreach to new fee payers	90 days before fee begins and ongoing as necessary
Respond to technical questions regarding the RRAPIR fee	Ongoing
Exchange information with the OES as needed	Ongoing
Track RRAPIR fee revenues and notify the OES when revenues near maximum specified for the calendar year	October 2016 and ongoing
Suspend collection of RRAPIR fee if revenue maximum is reached for the specified calendar year	October 2016 and ongoing
Prepare reports as necessary	October 2016 and ongoing
Perform audits of registered fee payers	April 2017 and ongoing
Handle appeals related to the RRAPIR fee	October 2017 and ongoing

H. Supplemental Information

None.

I. Recommendation

Alternative 1 is recommended.

Alternative 1 is recommended to provide the essential resources necessary to effectively administer and maintain this new fee program.

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Workload Detail for SB 84 REGIONAL RAILROAD ACCIDENT PREPAREDNESS AND IMMEDIATE RESPONSE

SPECIAL TAXES AND FEES DEPARTMENT

The Special Taxes and Fees Department (STFD) is charged with the ongoing administration of over 29 special tax and fee programs. Ongoing administration of the Regional Railroad Accident Preparedness and Immediate Response (RRAPIR) Fee program will cause workload that is not absorbable by STFD.

Audit Examination Branch (AEB)

The AEB performs audit selection, conducts field/desk audits, and performs audit review for the STFD programs. AEB is responsible for educating taxpayers on proper reporting to ensure compliance with tax and fee laws.

Business Taxes Specialist I (BTS I) – 1.0 permanent position (start date 04/01/17)

Due to the anticipated size and complexity of the books and records maintained by the rail companies, the audit field work will need to be conducted by senior field audit staff to properly administer the audit component for the new fee program. The BTS I position is vital to the effective administration of the program in verifying and auditing the accounts required to be registered and to collect and remit the fee to the BOE. The BTS I will perform field audits of the most complex nature and, given the level of audit assignments for this position, will require a greater field audit knowledge level than those of an Associate Tax Auditor or Tax Auditor.

It is estimated that there will be at most 35 railroad companies registered for the fee program. The estimated average audit hours for a small to medium railroad company is 175 hours and 550 hours for a large railroad company. Using an estimate of 1,600 direct field hours, the BTS I will be expected to complete approximately 7 audits annually.

Workload Detail				
Classification: Business Taxes Specialist I	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Large (Class I) Railroad Audits	H	550	1	550
Small & Medium Railroad Audits	H	175	6	1,050
Administrative Reports, Research, etc.	H	8	12	96
Specialized Audit Training	H	50	2	100
Total BTS I Hours				1,796
Total BTS I Positions Requested (1,800 Hours/Position)				1.0

Appeals and Data Analysis Branch (ADAB)

The Appeals Section of the ADAB is responsible for evaluating refund and appeals, recommending resolution to relief from penalty and interest requests, process refund/audit billings, and attending appeals conferences and board hearings for the STFD programs.

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The Data Analysis Section of the ADAB is responsible for analyzing complex computer audit systems for the STFD taxpayers and fee payers. Computer Audit Specialist (CAS) staff provide guidance to BOE's audit program and are subject matter experts on various computer programs (ACL, SQL, IDEA, VEDIT, Monarch, etc.).

Business Taxes Specialist I (BTS I) – 0.5 permanent position (start date 10/01/17)

ADAB will handle the petition for redetermination and related refund workload associated with the RRAPIR fee. The Fee Collection Procedures Law requires the fee payer to submit a timely petition or claim for refund to the BOE. If the grounds of the petition or claim for refund are found to be whether the content of the tank car is or is not hazardous, ADAB will acknowledge and forward the petition or refund to OES. The petitions and refunds that are forwarded to OES will eventually be returned to ADAB to finalize and issue the redetermination and refund notices. For the petitions and claims for refund where the grounds are other than determining if the content is hazardous, ADAB is responsible for acknowledging, screening, analyzing, and processing these cases from beginning to end. There are an estimated 35 railroad companies that may be registered for the fee program, and it is expected that the railroad companies' quarterly filings will be complex. Claims for refund or petitions filed will likewise be complex and time consuming to analyze.

The BTS I will perform the detailed analysis on petitions and refunds along with attending appeals conferences and the final review and billings of audits performed by the AEB. The BTS I position will also perform the CAS workload associated with the field audit component of the new fee program. A CAS is used on all audits where sophisticated computerized accounting records are maintained and which involve the examination of voluminous source documents electronically. It is anticipated that the audits of the railroad companies will meet these criteria as each shipment involving a rail car will require examination. In order to meet this added workload, a one-half permanent BTS I is required.

Workload Detail				
Classification: Business Taxes Specialist I	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Audit Billing	H	4	7	28
Refund Processing	H	25	6	150
Petition Processing	H	50	1	50
Computer Audit Specialist Workload	H	100	7	700
Administrative Reports, Research, etc.	H	8	12	96
Total BTS I Hours				1,024
Total BTS I Positions Requested (1,800 Hours/Position)				0.5

Compliance Branch - Collection and Registration

The Collections Section is responsible for collecting accounts receivables, obtaining delinquencies, generating compliance assessments for delinquent returns, and providing advisory services for all the STFD programs. The Registration Section is responsible for performing registration and account maintenance functions, license renewals, processing security requirements, and program/phone advisory services on all STFD programs. RRAPIR creates new workloads for the Compliance Branch - Collection and Registration related to program advisory, registration, account review and maintenance,

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billings, collections on accounts and responding to feepayer questions that will be addressed with overtime requests totaling 669 hours on an ongoing basis starting 07/01/16.

Return Processing Branch

The Return Processing Branch is responsible for processing returns, reports, schedules and payments, interest and penalty relief requests; reviewing overpayments and issuing refunds; and providing customer service for all of the STFD programs. Support staff is responsible for processing and distributing mail, answering and transferring incoming calls, maintaining files and processing document requests for all STFD programs. RRAPIR creates new workloads for the Return Processing Branch related to outreach, program advisory, return processing, and responding to feepayer questions that will be addressed with overtime requests totaling 121 hours on a one-time basis starting 07/01/16 and 44.25 hours on an on-going basis starting 10/01/16.

Program Policy & Administration Branch (PPAB)

The PPAB is responsible for policies, procedures, program processes and implementation of new programs and legislation for STFD. The PPAB is also responsible for the following for all STFD branches and programs: review, track, and implement new legislation; implement tax/fee rates; produce/revise forms, publications, and notices; manage internal/external webpages; liaison with industry and outside agencies; maintain/test information systems; budget, acquisition, expenditures and contracts; and process reports.

Business Taxes Specialist II – 0.5 permanent position (start date 01/01/16)

The Business Taxes Specialist II (BTS II) will administer and maintain the program's policies, procedures, and processes for all special taxes branches. The BTS II will act as a technical advisor, perform program planning and ongoing administrative functions for this new program, and act as program lead and agency liaison with the OES. The BTS II will coordinate with the OES on taxpayer outreach; prepare a Memorandum of Understanding for any future data sharing/exchange of information; prepare written policies and procedures; prepare and provide staff training; provide feepayer advice and prepare written correspondence; update fee return, rate table on program webpage, and IRIS database with new OES fee rate schedule; prepare special notices as a result of new OES fee rate schedule/program changes; draft regulations; and maintain new program webpages and FAQs. Additionally, the BTS II will prepare and monitor the program budget, prepare fiscal year end reports, prepare monthly statistical reports, track revenue, monitor mandated program fund caps associated with the new program, notify the OES when revenues near maximum fund cap specified for each calendar year, coordinate suspension of fee collection when revenues reach maximum fund cap, maintain and update forms, coordinate with the OES to develop new publications and prepare updates to them as needed, meet with the OES regarding program issues that arise, and prepare policy memos and special reports.

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Workload Detail				
Classification: Business Taxes Specialist II	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Agency Liaison (Technical Advisor, Program Lead)	H	12	10	120
Research and Technical Advice	H	30	5	150
Taxpayer Outreach (Special Notices, Webpage, FAQs)	H	2	50	100
Program Support (Reports, Correspondence, Rate Changes, etc.)	H	100	4	400
Prepare Written Policies and Procedures	H	40	4	160
Draft Regulations	H	80	1	80
Total BTS II Hours				1,010
Total BTS II Positions Requested (1,800 Hours/Position)				0.5

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TECHNOLOGY SERVICES DEPARTMENT (TSD)

Background

The TSD is responsible for the computer systems and technology infrastructure that support the BOE’s over 30 tax, administrative, revenue accounting and reporting programs for over 5,000 employees in California and the three out-of-state offices.

The Regional Railroad Accident Preparedness and Immediate Response (RRAPIR) fee collection program contains a significant number of complex business and technical requirements. Successful implementation of this functionality will require dedicated project management, thorough requirements analysis and documentation, comprehensive application design and development, rigorous testing, effective training and implementation. The scope and complexity for this project is further impacted by the number of available staff resources with the skills needed to perform the work.

BOE Legacy System Impact and Estimated Timeline

BOE will modify existing code, modules, subsystems, and business rules in two legacy systems to implement the functional provisions of RRAPIR:

- 1) IRIS (Integrated Revenue Information System)
 - o Registration
 - o Return Processing
 - o Financial Accounting
 - o Payment Processing
 - o Audit and Appeals
- 2) ACMS (Automated Compliance Management System)
 - o Collections

The following is an overview of the projected schedule:

TASKS	START DATE
Registration Functionality – Phase 1	
Gather and document detailed business and systems requirements for registration functionality	January 2016
Design and program system changes for Registration Functionality	February 2016
Test system changes for Registration Functionality	May 2016
Milestone: Implement Registration Functionality	June 2016
Register fee payers	July 2016
Return Processing, Payment Processing, Fiscal Accounting, Collections, Audits and Appeals Functions – Phase 2	
Gather and document detailed business and systems requirements for Phase 2 functions	February 2016
Design and program system changes for Phase 2 functions	April 2016
Test system changes for Phase 2 functions	August 2016
Milestone: Implement Phase 2 functions	October 2016
Fee payers file returns and pay amounts due	January 2017
Process tax returns	February 2017

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Estimating Approach

The BOE utilizes a cost estimation model where the application or system modification and complexities are identified by all impacted TSD programming, testing, and project support units based on the requirements of the proposal. TSD's methodology for estimating resources considers the total project hours and the resources available based on resource allocations in BOE's Information Technology (IT) governance project portfolio.

Historically, TSD has absorbed much of the workload related with the implementation of new programs. However, in the case of RRAPIR, this is not possible as the TSD resources are focused on the support of all current workload consisting of legislation/mandates, and special/strategic/program area requests. The following complex legislation/mandated projects will be running concurrent to the RRAPIR Project: Centralized Revenue Opportunity System (CROS); Mobile Telephony Surcharge (MTS); and Electronic Funds Transfer Bank Transition.

The number of hours estimated for designing and implementing this new program is estimated at approximately 16,000 man-hours. Review of workload data indicates that the BOE will need to establish 2.0 permanent technology positions and augment with contract services. The remaining hours will be performed by existing staff.

In order to comply with this legislative mandate, and ensure project success, TSD is requesting the following:

- a. IT Positions to Implement SB 84
- b. IT Contract Resources
- c. IT Positions to support RRAPIR Maintenance and Operations

a. IT Positions to Implement SB 84

TSD requests 2.0 IT positions to implement SB 84. TSD is required to make changes to existing mission critical legacy systems to comply with the new law. The bill specifically requires TSD to enhance our systems for registration, return processing, financial accounting, payment processing, audit, appeals, and collections.

b. IT Contract Resources

TSD will require an augmentation of \$358,000 (3,580 hours) in current year (CY) (this amount is included in the IA for FY 2015/16) and \$179,000 (1,791 hours) in fiscal year (FY) 2016-17. The TSD does not have sufficient internal resources available to perform the required work due to current workload and schedule constraints. The contract resources are required to continue tasks to ensure implementation of Phase 2 functions.

c. IT Positions to support RRAPIR Maintenance and Operations

The bill specifically requires TSD to enhance our systems for: registration, return processing, financial accounting, payment processing, audit, appeals, and collections. TSD requests 2.0 IT positions to support the ongoing work to build the solution and start the knowledge management and transition from the IT contractors. The positions will allow TSD to take over all responsibilities and contractors released from their consulting services contracts thereby reducing BOE's reliance on contract staff at the end of the project.

The TSD's "Lessons Learned" from previous implementations of new tax and fee programs has shown that the first 12–24 months following implementation requires significant application fixes and enhancements to refine the "expected" versus the "actual" business requirements. Additional

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lessons have shown that maintaining the subject matter expertise for this period results in efficient and effective problem resolution.

The number of positions requested to support the new functionality conforms to industry standards. Studies have indicated that annual maintenance costs range from 15%-25% of the original system cost.² The requested positions represent approximately 20% of the total system modification hours.

Breakdown of Resources

The following are the classifications requested for the on-going support for the successful implementation and support of RRAPIR:

Staff Programmer Analyst (SPA) – 1.0 permanent position (start date 01/01/16)

The BOE requests 1.0 permanent Staff Programmer Analyst (SPA) for providing on-going support.

Workload Detail				
Classification: Staff Programmer Analyst (SPA)	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Maintenance Request Analysis: System management which includes performance monitoring and tuning, and system and security maintenance	H	4.0	60	240
Design and Documentation: Database management which includes performance monitoring and tuning, data integrity and quality control, upgrades and patches	H	11.0	60	660
Construction: Application stabilization which includes application and data fixes, application enhancements, upgrade and patches, and version control	H	15.0	60	900
Total SPA Hours				1,800
Total SPA Position Requested (1,800 Hours/Position)				1.0

Staff Information Systems Analyst (SISA) – 1.0 permanent position (start date 01/01/16)

The BOE requests 1.0 permanent Staff Information Systems Analyst (SISA) for project support services such as technology operations, enhancement planning, human resource capacity planning, portfolio planning, changes to operational procedures, backup and recovery plans, and miscellaneous TSD administration.

² Source: "The Economics of Software Maintenance in the Twenty First Century," by Capers Jones.

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Workload Detail					
Classification: Staff Information Systems Analyst (SISA)	Time Measure			On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Percentage of Time per Activity	Occurrences Per Year	Total Hours
Provides project support activities			65%		1,170
Provides enterprise planning and support activities			30%		540
TSD Administration (human resources management, data center coordination, change requests, etc.)			5%		90
Total SISA Hours					1,800
Total SISA Positions Requested (1,800 Hours/Position)					1.0

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ADMINISTRATION DEPARTMENT

Accounting Branch

Accounting Administrator I – Specialist (AA I) – 1.0 permanent position (start date 01/01/16)

Due to the need for a new fund to be created, this position would be required for implementation and fund development. Subject matter expert will be required to participate in the development and testing phases for the incorporation of this new fund. Maintenance, reconciliations, and reporting of new fund are complicated and will require numerous analyses, interim statements, and special reports prepared. This fund has fiscal year caps that will require special reporting to all stakeholders. The AA I will monitor critical cash flow.

Workload Detail				
Classification: Accounting Administrator I	Time Measure		On-going Activities	
Activity	M=Minutes H = Hours	Time Per Occurrence	Occurrences Per Year	Total Hours
Reconcile accounts with the State Controller's Office (SCO)	H	20	12	240
Compile fiscal year-end information and complete financial statements	H	80	1	80
Post entries to the general ledger and accounting registers	H	30	12	360
Process SCO journal entries	H	10	12	120
Process documents and fund adjustments from Cashiers	H	10	12	120
Process refunds from the program area	H	5	12	60
Balance reports received from TSD against electronic fund transfer (EFT) transactions reported by the State Treasurer's Office (STO)	H	10	12	120
Reconcile non-EFT and EFT deposits to bank statements	H	10	12	120
Prepare transmittals	H	20	12	240
Report revenue to control agencies (SCO, STO, Dept. of Finance (DOF), Bureau of State Audits) and BOE units	H	10	12	120
Prepare monthly allocation of total payments, less expenditures, refunds, or adjustments	H	10	12	120
Analyze fund cash daily/weekly	H	5	12	60
Issue interim statements for management, other agencies, or special interest groups as needed	H	5	12	60
Total AA I Hours				1,820
Total AA I Positions Requested (1,800 Hours/Position)				1.0

Analysis of Problem

DF-46 (REV 05/11)						
Fiscal Summary (Dollars in thousands)						
BCP No.	Proposal Title RRAPIR Hazardous Material Fee (October 1, 2016)			Program		
Personal Services	Positions			Dollars		
	CY	BY	BY + 1	CY	BY	BY + 1
Total Salaries and Wages ¹	2.4	4.3	5.4	\$162	\$331	\$410
Total Staff Benefits ²				\$74	\$139	\$177
Distributed Administration				\$60	\$65	\$65
Total Personal Services	2.4	4.3	5.4	\$296	\$535	\$652
Operating Expenses and Equipment						
General Expense				\$59	\$25	\$29
Distributed Administration				\$15	\$16	\$16
Printing				\$6	\$4	\$4
Communications				\$5	\$6	\$7
Postage						
Travel-In State					\$3	\$17
Travel-Out of State					\$6	\$34
Training				\$3	\$4	\$5
Facilities Operations				\$45	\$57	\$68
Utilities				\$1	\$1	\$1
Consulting & Professional Services: Interdepartmental ³						
Consulting & Professional Services: External ³				\$358	\$179	
Data Center Services				\$24	\$55	\$58
Information Technology Equipment ³				\$10	\$2	\$7
Other/Special Items of Expense: ⁴						
Total Operating Expenses and Equipment				\$526	\$358	\$246
Total State Operations Expenditures				\$822	\$893	\$898
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund	0860	001	0001			
Special Funds ⁵						
Federal Funds						
Other Funds (Specify)						
Reimbursements	0860	501	0995			
Total Local Assistance Expenditures						
Fund Source	Item Number					
	Org	Ref	Fund			
General Fund						
Special Funds ⁵						
Federal Funds						
Other Funds (Specify)						
Reimbursements						
Grand Total, State Operations and Local Assistance				\$822	\$893	\$898

¹ Itemize positions by classification on the Personal Services Detail worksheet.

² Provide benefit detail on the Personal Services Detail worksheet.

³ Provide list on the Supplemental Information worksheet.

⁴ Other/Special Items of Expense must be listed individually. Refer to the Uniform Codes Manual for a list of standard titles.

⁵ Attach a Fund Condition Statement that reflects special fund or bond fund expenditures (or revenue) as proposed.

