

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: [Redacted]

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Description

Brief description of the proposed project:

This project builds on and integrates with the Enterprise Data to Revenue (EDR) Project as the next phase of FTB's Tax Systems Modernization plan to continue progress towards the Enterprise Business and Technology Visions. The objective is to engineer, reengineer, design and document integrated Enterprise Scoring/Modeling Service and Enterprise Case Management/Workflow within and with all Systems Of Work. It will continue to reduce dependency upon legacy systems such as INC, PASS, and ARCS scoring/modeling and case management systems. We will leverage EDR Taxpayer Folder and develop and implement additional Enterprise Services to reduce dependency on legacy systems.

Need Statement

High Level Capabilities Needed:

1. Ability to document, share, plan, manage, monitor, simulate, integrate and optimize any and all Business Rules within a System of Work and across the Enterprise.
2. Ability to score, select and route returns for most of the effective and appropriate Enterprise Red or Blue Path activities
3. Enterprise Taxpayer Folder with comprehensive self-services and tools
4. Ability to immediately access all customer Enterprise information, coordinate Red and Blue Path activities across the Enterprise, and provide "one and done" customer service
5. Ability to manage performance at enterprise level

What is Driving This Need?

Current Workflow and Case Management does not allow for enterprise level inventory or performance management to help us manage workloads through multiple SOWs or track the process of taking taxpayers from the identification of an obligation and tax debt to full collection. Workloads and workflows are not optimally designed and implemented to get maximum cost effectiveness and efficiency. Business processes are manual, fragmented and not adequately automated and monitored. Some activities and priorities in one System of Work (SOW) sometimes conflict with activities and priorities in another SOW, i.e., some FE Notices sent are not collectible.

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: [Redacted]

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Risk to the Organization if This Work is Not Done:

FTB will continue to make only incremental progress towards and benefits from narrowing the tax gap such that the tax gap will continue to grow. Resources may not effectively and efficiently be spent. Enterprise Case Management will leverage EDR and continue to provide breakthrough improvements and revenue benefits.

Benefit Statement

Intangible Benefits

Process Improvements (describe the nature of the process improvement):

An Enterprise Modeling service provides an integrated and reusable set of modeling tools for the enterprise to identify, select, score, assess feasibilities, rank, and determine actions on non-compliant accounts. Enterprise Modeling will increase revenues, reduce operational costs and taxpayer intrusion by improving identification of new and more productive compliance workloads for all SOW. Workflow and Case Management includes the opportunity to implement an enterprise level inventory management system, helping us to better manage workloads through multiple SOWs and track the process of taking taxpayers from the identification of a tax debt to full collection.

Other Intangible Benefits:

Ability to more effectively redirect resources across the enterprise. Better coordination and more consistent policies.

Tangible Benefits

Revenue Generation (describe how revenue will be generated):

The IT Project benefits will depend on many factors including the scope of the Project, the solution, the data and the phasing of the implementation especially the increased data capture, functionality and services. Opportunity Benefits Ranges from \$20-120 million.

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: [Redacted]

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Cost Savings (describe how cost will be reduced):

NA

Cost Avoidance (describe the cost and how avoided):

NA

Risk Avoidance (describe the risk and how avoided):

NA

Improved Services:

The Enterprise Taxpayer Folder will facilitate a view of data that is used for external business processes performed by taxpayers, tax representatives, employers, and external agencies as well as internal business processes performed by Return Filing, Return Validation, Audit, Filing Enforcement, and Underpayment.

Consistency

"No" Responses 		Rationale	Action Required
Enterprise Architecture	Yes		
Business Plan	Yes		

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: [Redacted]

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Strategic Plan	Yes		

Impact to Other Agencies

Nature of Impact to Other Agencies

Agency:
<i>Describe the nature of the impact:</i>
NA

Agency:
<i>Describe the nature of the impact:</i>

Agency:
<i>Describe the nature of the impact:</i>

Agency:
<i>Describe the nature of the impact:</i>

Solution Alternatives

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: [Redacted]

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Alternative 1:

Expand upon the EDR Business Processing Platform to implement enterprise case management, enterprise modeling and enterprise taxpayer folder.

Technical Considerations for Alternative 1:

ROM Cost: \$70,000,000 to \$200,000,000 | Note: high end of range must not exceed 200% of low end of range

Alternative 2:

Technical Considerations for Alternative 2:

ROM Cost: to | Note: high end of range must not exceed 200% of low end of range

Alternative 3:

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: _____

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

--

Technical Considerations for Alternative 3:

--

ROM Cost: _____ to _____ Note: high end of range must not exceed 200% of low end of range

Recommendation

Comparison:

Alternative 1	ROM Cost	Risk
	\$70,000,000 - \$200,000,000	
Alternative 2	ROM Cost	Risk
	\$0 - \$0	
Alternative 3	ROM Cost	Risk
	\$0 - \$0	

Conclusions:

1	
2	
3	
4	

Recommendation:

Recommend implementing Alternative 1

Project Name: Enterprise Case Management (Tax System Modernization Project 2)

OCIO Project #: _____

Department: Franchise Tax Board

Revision Date: 5/14/09

Concept Statement

Concept Approach *(if known)*

System Complexity:		System Business Hours: <i>(e.g., 24x7, 9am-5pm)</i> :	
Architecture	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Client Server	<input type="checkbox"/> Web Based
Technology	<input type="checkbox"/> New	<input type="checkbox"/> New to Staff	<input type="checkbox"/> In-House Experience
Implementation	<input type="checkbox"/> Central Site	<input type="checkbox"/> Phased Roll-out	
M & O Support	<input type="checkbox"/> Contractor	<input type="checkbox"/> Data Center	<input type="checkbox"/> Project <input type="checkbox"/> Returned to Sponsor
Procurement Approach: <i>(consult with OSI Procurement Center)</i>			Number of Procurements:
Open Procurement?		Delegated Procurement?	
Scope of Contract	<input type="checkbox"/> Development	<input type="checkbox"/> Implementation	<input type="checkbox"/> M & O <input type="checkbox"/> Other:
Anticipated Length of Contract:		Years /	extensions for years