



# Stage 1 Business Analysis

California Department of Technology, SIMM 19A.3 (Ver. 3.0.8, 02/01/2022)

## 1.1 General Information

**1. Agency or State entity Name: 0860 - Equalization, State Board of**

If Agency/State entity is not in the list, enter here with the [organization code](#).

[Click or tap here to enter text.](#)

**2. Proposal Name and Acronym: BOE Modernization (BOEM)**

**3. Proposal Description: (Provide a brief description of your proposal in 500 characters or less.)**

This IT project proposes replacing BOE's outdated state-assessed property's legacy tax administration system with a modern cloud-based solution to enhance the efficiency, security, and scalability of state assessments. The new system will integrate automation for better accuracy and compliance, streamline case management, augment data storage, enhance accessibility, reduce operational costs, and ensure seamless processing, ultimately improving taxpayer services and agency effectiveness.

**4. Proposed Project Execution Start Date: 7/1/2026**

**5. S1BA Version Number: Version 2**

## 1.2 Submittal Information

**1. Contact Information**

Contact Name: Harry Pon

Contact Email: [Harry.Pon@cdtfa.ca.gov](mailto:Harry.Pon@cdtfa.ca.gov)

Contact Phone: 916-309-1730

**2. Submission Type: New Submission**

If Withdraw, select Reason: [Choose an item.](#)

If Other, specify reason here: [Click or tap here to enter text.](#)

**Sections Changed, if this is a Submission Update: (List all sections changed.)**

[Click or tap here to enter text.](#)

**Summary of Changes: (Summarize updates made.)**

[Click or tap here to enter text.](#)

3. Attach [Project Approval Executive Transmittal](#) to your email submission.
4. Attach [Stage 1 Project Reportability Assessment](#) to your email submission.

## 1.3 Business Sponsorship

### 1. Executive Champion (Sponsor)

Title: [Executive Director](#)

Name: [Yvette M. Stowers](#)

Business Program Area: [State Board of Equalization](#)

### 2. Business Owner

Title: [Deputy Director, Property Tax Department](#)

Name: [David Yeung](#)

Business Program Area: [Property Tax Administration](#)

### 3. Product Owner

Title: [Chief State-Assessed Property Division](#)

Name: [Jack Mc Cool](#)

Business Program Area: [State-Assessed Properties Division](#)

*TIP: Copy and paste or click the + button in the lower right corner on any section to add additional Executive Champions, Business Owners, or Product Owners with their related Business Program Areas as needed.*

## 1.4 Stakeholder Assessment

The Stakeholder Assessment is designed to give the project team an overview of communication channels that the state entity needs to manage throughout the project. More stakeholders may result in increased complexity to a project.

**1. Indicate which of the following are interested in this proposal and/or the outcome of the project. (Select 'Yes' or 'No' for each.)**

State Entity Only: No

Other Departments/State Entities: Yes

Public: No

Federal Entities: No

Governor's Office: No

Legislature: No

Media: No

Local Entities: No

Special Interest Groups: No

Other: No

**2. Describe how each group marked 'Yes' will be involved in the planning process.**

The other State entity involved in the project is California Department of Tax and Fee Administration (CDTFA). Since July 2017, CDTFA has been statutorily mandated by Government Code section 15570.28 to provide the State Board of Equalization (BOE) with administrative and personnel services, which includes information technology. The arrangement for these services is formalized through interagency agreements (IAA) approved by BOE's Executive Director and CDTFA's Director. CDTFA will be involved in the planning process as our information technology service provider.

## 1.5 Business Program

**1. Business Program Name:** State-Assessed Properties Division

**2. Program Background and Context:** (Provide a brief overview of the entity's business program(s) current operations.)

In accordance with Section 19, Article XIII of the California Constitution, the BOE is responsible for assessing intercounty property owned or used by certain public utilities and other specified companies operating in California. The properties subject to state assessment are valued by the

BOE, using standard appraisal techniques. In the case of public utilities, railroads, and intercounty pipelines, the values determined are allocated among the taxing districts in which the property is located for inclusion on county assessment rolls so that taxes may be levied and collected. Last fiscal year the value, as determined by BOE, was \$143.2 billion resulting in \$2.3 billion in property tax revenue. For private car lines (except fixed property), the values are placed on an assessment roll, and taxes are levied and collected by the BOE.

State assessees annually file property statements with the BOE which list all their properties with the associated costs and provide complete accounting and financial information on their properties and operations. From this and other information, the BOE determines the value of each assessee's "unitary" property as a whole and the value of each nonunitary property. The values are allocated among taxing districts.

### 3. How will this proposed project impact the product or services supported by the state entity?

The proposed project will streamline the annual state assessee filing and BOE assessment process so that timelines are met, improve valuation capabilities, and ensure the accuracy of the Board Roll valuation and allocation. The current system is very antiquated, paper-driven, and uses repetitive, complicated, manual processes subject to human error to complete the valuation and allocation.

*TIP: Copy and paste or click the + button in the lower right corner to add Business Programs, with background and context and impact descriptions as needed.*

## 1.6 Project Justification

### 1. Strategic Business Alignment

#### Enterprise Architect

Title: Enterprise Architect, CDTFA

Name: Chuck Harris

Strategic Plan Last Updated? 3/1/2020

Strategic Business Goal:

Goal 2: Modernize core tax administration functions and business processes by leveraging technology systems and process improvement opportunities.

Alignment: The project will modernize our core tax administration system.

*TIP: Copy and paste or click the + button in the lower right corner to add Strategic Business Goals and Alignments as needed.*

**Mandate(s):** None

Bill Number/Code, if applicable: [Click or tap here to enter text.](#)

Add the Bill language that includes system-relevant requirements:

Click or tap here to enter text.

*TIP: Copy and paste or click the + button in the lower right corner to add Bill Numbers/Codes and relevant language as needed.*

## 2. Business Driver(s)

### Financial Benefit:

Increased Revenue: No

Cost Savings: Yes

Cost Avoidance: No

Cost Recovery: No

Will the state incur a financial penalty or sanction if this proposal is not implemented? No

If the answer to the above question is "Yes," please explain:

### Improvement

Better Services to the People of California: Yes

Efficiencies to Program Operations: Yes

Improved Equity, Diversity, and/or Inclusivity: No

Improved Health and/or Human Safety: No

Improved Information Security: Yes

Improved Business Continuity: Yes

Improved Technology Recovery: Yes

Technology Refresh: No

Technology End of Life: Yes

## 1.7 Business Outcomes Desired

### Executive Summary of the Business Problem or Opportunity:

Replace the State-Assessed Properties (SAPD) valuation and allocation system used in the administration of taxes and audits.

**Objective ID:** 1.1

**Objective:** Reduce data entry and manual review of taxpayer submissions from current and future state assessees.

**Metric:** Reduction in time to enter, reconcile, and validate 350 state assesses property statements annually.

**Baseline:** Reduction of 1800 hours annually (1 PY); estimated at \$110,000 annual cost

**Target Result:** Decrease time reviewing and validating taxpayer-submitted filings, allowing an increase in hours available to perform valuation and audits of taxpayers to ensure compliance and veracity of information presented.

#### **Objective ID:** 1.2

**Objective:** Create a fast, secure, accessible data retrieval and storage system.

**Metric:** The current metric of data storage usage is Gigabytes (GB) per month. Storage capacity is expected to quadruple in the foreseeable future with the expectation that storage cost to remain about the same or less than today's \$2.00/GB.

**Baseline:** Current storage usage is about 25 GB of data storage, costing approximately \$50.00 per month

**Target Result:** Optimized combination of block and object storage capacity of 100 GB or more at approximately \$2.00/GB or less.

#### **Objective ID:** 1.3

**Objective:** Streamline case management for tax appeals; Centralized appeals documents based on user permissions – Board Proceedings

**Metric:** Reduction in time to open, manage, and close case files

**Baseline:** Reduction in time spent (.5 PY); estimated cost \$53,000 annually

**Target Result:** Automated file management, reduction in time spent;

#### **Objective ID:** 1.4

**Objective:** Create an electronic “e-filing” system for taxpayers to enter property data, upload tax files, and business property filings and schedules (tax returns) while adding a mobility access capability for BOE field staff, such as auditors and appraisers, to enter their fieldwork data into the SAPD Board Roll tax administration process.

**Metric:** Reduction in time spent tracking data entry, managing data files, validating data, and correcting data errors.

**Baseline:** Reduction in time spent (.5 PY); estimated at \$82,400 annually, reduction in overtime costs of \$50,000 annually.

**Target Result:** A tax filing web portal for tax filing data entry and data file uploads that possesses an automated file management system with data validation and reconciliation to input possibly into

a data warehouse or database for data analysis, all to reduce time spent in this initial phase of assessee tax filing and validation. Additionally, create a seamless mobile capability via cell phone or tablet computing-like device through a Wi-Fi or Broadband LTE connection to enter BOE staff's fieldwork data regarding changes to valuations, documentation, and other pertinent information to the SAPD Board Roll tax administration process.

**Objective ID:** 1.5

**Objective:** Create a system that uses a set of rules and calculations (an algorithm) to automatically compute unitary values and allocate values by tax area.

**Metric:** Reduction in time spent performing manual complex calculations and allocations, including review and correction of human errors.

**Baseline:** Reduction in time spent (.5 PY); estimated at \$82,400 annually, reduction in overtime costs of \$50,000 annually.

**Target Result:** Automated computation and allocation of unitary values and production of Board Roll, reduce time spent, less errors, reliable information for taxpayers and local government.

*TIP: Copy and paste or click the + button in the lower right corner to add Objectives as needed. Please number for reference.*

*TIP: Objectives should identify WHAT needs to be achieved or solved. Each objective should identify HOW the problem statement can be solved and must have a target result that is specific, measurable, attainable, realistic, and time-bound. Objective must cover the specific. Metric and Baseline must detail how the objective is measurable. Target Result needs to support the attainable, realistic, and time-bound requirements.*

## 1.8 Project Management

### 1. Project Management Risk Score: 0.3

(Attach a completed [Statewide Information Management Manual \(SIMM\) Section 45 Appendix A Project Management Risk Assessment Template](#) to the email submission.)

### 2. Project Approval Lifecycle Completion and Project Execution Capacity Assessment

Does the proposal development or project execution anticipate sharing resources (state staff, vendors, consultants, or financial) with other priorities within the Agency/state entity (projects, PALs, or programmatic/technology workload)?

**Answer:** Yes

Does the Agency/state entity anticipate this proposal will result in the creation of new business processes or changes to existing business processes?

**Answer** (No, New, Existing, or Both): Both New and Existing Processes

## 1.9 Initial Complexity Assessment

### 1. Business Complexity Score: 0.7

(Attach a completed [SIMM Section 45 Appendix C](#) to the email submission.)

### 2. Noncompliance Issues: (Indicate if your current operations include noncompliance issues and provide a narrative explaining how the business process is noncompliant.)

Programmatic regulations: No

HIPAA/CIIS/FTI/PII/PCI: No

Security: No

ADA: No

Other: No

Not Applicable: No

Noncompliance Description: none

[Click or tap here to enter text.](#)

### 3. Additional Assessment Criteria

If there is an existing Privacy Threshold Assessment/Privacy Information Assessment, include it as an attachment to your email submission.

How many locations and total users is the project anticipated to affect?

Number of locations: 1 location at headquarters, 51 staff (including field audit staff)

Estimated Number of Transactions/Business Events (per cycle): Real property staff values forty thousand land parcels each year.

Approximate number of internal end-users: 60

Approximate number of external end-users: 408

## 1.10 Funding

### Planning

#### 1. Does the Agency/state entity anticipate requesting additional resources through a budget action to **complete planning** through the project approval lifecycle framework? No

If Yes, when will a budget action be submitted to your Agency/DOF for planning dollars?

[Click or tap to enter a date.](#)

#### 2. Please provide the Funding Source(s) and dates funds for planning will be made available:

**Project Implementation Funding:** [General Funding Available July 1, 2026](#)

1. Has the funding source(s) been identified for ***project implementation***? [No](#)

If known, please provide the Funding Source(s) and dates funds for implementation will be made available:

[The project will utilize BCP funding.](#)

Will a budget action be submitted to your Agency/DOF? [Yes](#)

If "Yes" is selected, specify when this BCP will be submitted: [July 2025](#)

Please provide a rough order of magnitude (ROM) estimate as to the total cost of the project: [Less than \\$10 Million](#)

**End of agency/state entity document.**

**Please ensure ADA compliance before submitting this document to CDT.**

**When ready, submit Stage 1 and all attachments in an email to [ProjectOversight@state.ca.gov](mailto:ProjectOversight@state.ca.gov).**

## Department of Technology Use Only

Original "New Submission" Date: [03/06/2025](#).

Form Received Date: [03/06/2025](#).

Form Accepted Date: [03/05/2025](#).

Form Status: [Completed](#)

Form Status Date: [12/18/2025](#)

Form Disposition: [Approved](#)

If Other, specify: [Click or tap here to enter text.](#)

Form Disposition Date: [12/18/2025](#)

Department of Technology Project Number (0000-000): [0860-100](#).