

<p>Special Project Report</p> <p>AB1717 – Prepaid Mobile Telephony Services (MTS) Surcharge Project</p>	 <p>State Board of Equalization</p>
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Project Number – 0860-097

Original Submission: February 24, 2016

Prepared by:

MTS Project Team

California State Board of Equalization

Sacramento, California

Prepared for:

California Department of Technology

Sacramento, California

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1 Executive Project Approval Transmittal

Information Technology Project Request

Special Project Report
Executive Approval Transmittal



Agency/state entity Name
 California State Board of Equalization

Project Title (maximum of 75 characters)	Project Acronym
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Mobile Telephony Services Surcharge	MTS
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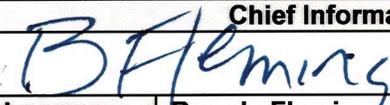
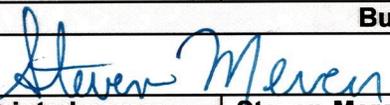
FSR Project ID	FSR Approval Date	State Entity Priority	Agency Priority
0860-097	04/28/15	2	N/A

I am submitting the attached Special Project Report (SPR) in support of our request for the California Department of Technology's approval to continue development and/or implementation of this project.

I certify that the SPR was prepared in accordance with the State Administrative Manual Sections 4945-4945.2 and that the proposed project changes are consistent with our information management strategy as expressed in our current Agency Information Management Strategy (AIMS).

I have reviewed and agree with the information in the attached Special Project Report.

I also certify that the acquisition of the applicable information technology (IT) product(s) or service(s) required by my department that are subject to Government Code 11135 applying Section 508 of the Rehabilitation Act of 1973 as amended meets the requirements or qualifies for one or more exceptions (see following page).

Approval Signatures		
Information Security Officer		Date Signed
		24 Feb 2016
Printed name:	Kenneth Thompson	
Enterprise Architecture		Date Signed
 FOR LIS. CDEVA		FEB. 27, 2016
Printed name:	Elizabeth Cueva	
Chief Information Officer		Date Signed
		2/24/2016
Printed name:	Brenda Fleming	
Budget Officer		Date Signed
		2-24-16
Printed name:	Steven Mercer	

Executive Approval Transmittal IT Accessibility Certification

Yes or No

Yes	The Proposed Project Meets Government Code 11135 / Section 508 Requirements and no exceptions apply.
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Exceptions Not Requiring Alternative Means of Access

Yes or No	Accessibility Exception Justification
N/A	The IT project meets the definition of a national security system.
N/A	The IT project will be located in spaces frequented only by service personnel for maintenance, repair, or occasional monitoring of equipment (i.e., "Back Office Exception.")
N/A	The IT acquisition is acquired by a contractor incidental to a contract.

Exceptions Requiring Alternative Means of Access for Persons with Disabilities

Yes or No	Accessibility Exception Justification
N/A	Meeting the accessibility requirements would constitute an "undue burden" (i.e., a significant difficulty or expense considering all agency resources). Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.
N/A	No commercial solution is available to meet the requirements for the IT project that provides for accessibility. Explain: Describe the alternative means of access that will be provided that will allow individuals with disabilities to obtain the information or access the technology.

2 Information Technology: Project Summary Package

2.1 Section A: Executive Summary

Project #	0860-097
Doc. Type	SPR

1.	Submittal Date	
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		SPR	PSP Only	Other:
2.	Type of Document	X		
	Project Number	0860-097		

		Estimated Project Dates	
3.		Start	End
	Project Title	Mobile Telephony Services Surcharge	
	Project Acronym	MTS	
	SPR proposed dates	07/01/2015	06/30/2017
	FSR approved dates	07/01/2015	06/30/2016

4.	Submitting Department	Board of Equalization
5.	Reporting Agency	N/A

6.	Project Objectives
<p>The goal of Assembly Bill (AB) 1717 is to create a fair and uniform way to collect state and local communications taxes and fees from prepaid mobile telephony consumers. In the past, postpaid (contract) telephony plans were the most common, but prepaid plans have increased significantly in recent years and continue to grow in popularity.</p> <p>Prepaid telephony plans require the consumer to pay in advance of services which makes it more difficult to determine the taxes and fees due for actual consumer usage. This bill is an attempt to reconcile these problems and differences. The Sales and Use Tax Department of the Board of Equalization (BOE) will be responsible for administering the new surcharge on indirect sellers and Special Taxes and Fees Department will be responsible for administering the new surcharge on the direct sellers. This project will allow the BOE to meet the expectation of all of its customers into future years.</p> <p>The project objectives are as follows:</p> <ul style="list-style-type: none"> • Register all Indirect Sellers and Direct Sellers of prepaid MTS. • Create the new return for indirect sellers and revised return for direct sellers required to file beginning with the first quarter 2016 and provide online filing for direct sellers • Establish the 911 fund accounting necessary to determine if the AB 1717 requirement of \$9.9 million annually for prepaid MTS 911 surcharge has been met and bill all California telecommunications service providers (Direct Sellers) their pro rata share of any short fall in the prepaid MTS 911 Account for a state fiscal year. • Collect all prepaid MTS California Public Utilities Commission (CPUC) surcharges from Indirect Sellers and deposit the CPUC surcharges in the Prepaid MTS PUC Account set up by the State Treasury starting in the first quarter 2016. • Collect prepaid MTS local User Utility Tax (UUT) from Indirect Sellers and deposit the local UUT surcharges into the Local Charges for Prepaid Mobile Telephony Services Fund for allocation to the various local jurisdictions throughout California starting in the first quarter 2016. • Collect prepaid MTS 911 surcharge from both Indirect Sellers and Direct Sellers starting in the January 2016 and deposit Indirect Sellers payments into the Prepaid MTS 911 Account and Direct Sellers into the State Emergency Telephone Number Account set up by the State Treasury. 	

7.	Proposed Solution
<p>The BOE proposes modifying existing online services and its legacy mainframe Integrated Revenue Information System (IRIS) and its subsystems to allow Indirect Sellers (prepaid wireless retailers) and Direct Sellers (telecommunications service providers) of prepaid mobile telephony services to register, file returns, and pay taxes with the BOE in accordance with the requirements in AB 1717 (Chapter 885, Statutes 2014). The proposed solution will require the analysis of five million lines of code and result in approximately 200 thousand additional lines of code.</p>	

8.	Major Milestones	Est. Complete Date
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California State Board of Equalization
 AB1717 Prepaid Telephony Services (MTS) Surcharge Project

Obtain approval of FSR	4/1/2015
Project Initiation	7/1/2015
Define Requirements	8/1/2015
System Design	8/31/2015
Procurement – Contracted Resources	8/1/2015
Phase 1 - Registration	2/1/2015
Phase 2 – Return Processing (Billing, Payments, Refunds)	6/1/2016
Phase 3 – Reporting	9/30/2016
Implementation	6/1/2016
Project completion	11/30/2016
Key Deliverables	
Project Charter	8/1/2015
Project Management Plan	8/1/2015
Project Master Schedule	8/1/2015
Risk Management Plan	9/1/2015
Communications Management Plan	9/1/2015
Requirements	8/15/2015
Requirements Traceability Matrix	9/1/2015
Requirements Repository	10/1/2015
System Design Documents	8/31/2015
Technology Architecture Plan	9/1/2015
Testing Plan	11/1/2015
Training Plan	11/1/2015
Testing Scripts	11/1/2015
Testing Issues Log	9/30/2015
Maintenance & Operations Transition Plan	6/1/2016
Project Closure Report	11/15/2016
Lesson Learned Report	11/15/2016
Post Implementation Evaluation Report	6/30/2018

2.2 Section B: Project Contacts

Project #	0860-097
Doc. Type	SPR

Executive Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
State Entity Director	Cynthia	Bridges	916	327-4975		916	324-2586	Cynthia.Bridges@boe.ca.gov
Budget Officer	Steven	Mercer	916	322-3059		916	323-9634	Steven.Mercer@boe.ca.gov
Information Security Officer	Kenneth	Thompson	916	324-2313				Kenneth.Thompson@boe.ca.gov
Enterprise Architect	Elizabeth	Cueva	916	445-4430		916	327-3484	Elizabeth.Cueva@boe.ca.gov
Chief Information Officer	Brenda	Fleming	916	445-8677		916	327-3483	Brenda.Fleming@boe.ca.gov
Project Sponsor	David	Gau	916	323-9070		916	323-9055	David.Gau@boe.ca.gov

Direct Contacts								
	First Name	Last Name	Area Code	Phone #	Ext.	Area Code	Fax #	E-mail
Document prepared by	Harpreet	Kathyal	916	322-4117		916	327-3483	Harpreet.Kathyal@boe.ca.gov
Primary Contact	Margarita	Haro	916	324-6009		916	327-3483	Margarita.Haro@boe.ca.gov
Contract Manager	Shelley	Morse	916	445-1708		916	327-3483	Shelley.Morse@boe.ca.gov
Project Manager	Cristina	Herrera	916	319-9950		916	327-3483	Cristina.Herrera@boe.ca.gov

2.3 Section C: Project Relevance to State and/or Department/Agency Plans

Project #	0860-097
Doc. Type	SPR

1	What is the date of your current Technology Recovery Plan (TRP)?	Date	4/15/2014
2	What is the date of your current Agency Information Management Strategy (AIMS)?	Date	Apr-09
3	For the proposed project, provide the page reference in your current AIMS and/or strategic business plan.	Doc.	2020 Plan
		Page #	18

		Yes	No
4	Is the project reportable to control agencies?	X	
	If YES, CHECK all that apply:		
X	a) The project involves a budget action.		
X	b) A new system development or acquisition that is specifically required by legislative mandate or is subject to special legislative review as specified in budget control language or other legislation.		
X	c) The estimated total development and acquisition cost exceeds the Department of Technology's established Agency/state entity delegated cost threshold and the project does not meet the criteria of a desktop and mobile computing commodity expenditure (see SAM 4989 – 4989.3).		
X	d) The project meets a condition previously imposed by the Department of Technology.		

2.4 Section D: Budget Information

Project #	0860-097
Doc. Type	SPR

Budget Augmentation Required?	No									
	Yes	<input checked="" type="checkbox"/>	If YES, indicate fiscal year(s) and associated amount:							
	FY	15/16	FY	16-17	FY	17-18	FY	18-19	FY	
	\$0		\$1,008,000		\$48,000		\$48,000		\$	

PROJECT COSTS

1. Fiscal Year	2015-16	2016-17	2017-18	2018-19		TOTAL
2. One-Time Cost	\$3,534,000	\$1,431,000	\$0	\$0		\$4,965,000
3. Continuing Costs	166,000	437,000	470,000	470,000		\$1,543,000
4. TOTAL PROJECT BUDGET	\$3,700,000	\$1,868,000	\$470,000	\$470,000	\$	\$6,508,000

PROJECT FINANCIAL BENEFITS

5. Cost Savings/Avoidances	\$	\$	\$	\$	\$	\$
6. Revenue Increase	\$20.4M	\$40.9M	\$40.9M	\$40.9M	\$	\$

2.5 Section E: Vendor Project Budget

Project #	0860-097
Doc. Type	SPR

Vendor Cost for Special Project Report (SPR) Development (if applicable)	\$0
Vendor Name	N/A

VENDOR PROJECT BUDGET

1.	Fiscal Year	FY 15/16	FY 16/17	FY 17/18	FY --/--	FY --/--	TOTAL
2.	Primary Vendor Budget	\$1,138,000	\$494,000				\$1,632,000
3.	Independent Oversight Budget	113,000	113,000				226,000
4.	IV&V Budget	40,000	113,000				153,000
5.	Other Budget						
6.	TOTAL VENDOR BUDGET	\$1,291,000	\$720,000	\$0	\$	\$	\$2,011,000

2.6 Section F: Risk Assessment Information

Project #	0860-097
Doc. Type	SPR

	Yes	No
Has a Risk Management Plan been developed for this project?	√	

General Comment(s)
<p>The Project's risk management plan will document the processes and procedures used to identify risks associated with the Prepaid Mobile Telephony Surcharges project and how they will be managed. The Project will follow the risk management processes identified by the Department's IT Project Management Office and the State Information Management Manual (SIMM). The Project Manager will oversee the risk management and mitigation plans to ensure that the risk owners effectively and timely address the risks. The Project will use a risk management approach that recognizes risk response planning must be appropriate to the severity of the risk and cost effective in meeting the challenge. The plan must also be timely to be successful, realistic within the project context, agreed upon by all parties involved, and owned by a responsible person. These considerations go into choosing the response when project risks are defined. The project team evaluates risk responses in the following order, beginning with those that have the highest likelihood of effectiveness: (1) Avoidance, (2) Acceptance (3) Mitigation (4) Sharing/Transfer. Mitigation efforts will be documented to ensure:</p> <ul style="list-style-type: none"> • Risks are defined and properly scoped and the correct participants are involved in the risk analysis and mitigation process. • Root causes are analyzed and recommendations are based on sound judgment. • Specific persons are named to complete action items. • Actions are tracked to resolution/completion and escalation to a higher level of management is available and is pursued when mitigation or intervention cannot be achieved at the project level. • Risks and associated actions and their status are formally documented and regularly reviewed. • Communication among project stakeholders is appropriate and timely in order to facilitate an understanding of risk impact, develop quality responses, and minimize the associated disruption.

3 Proposed Project Change

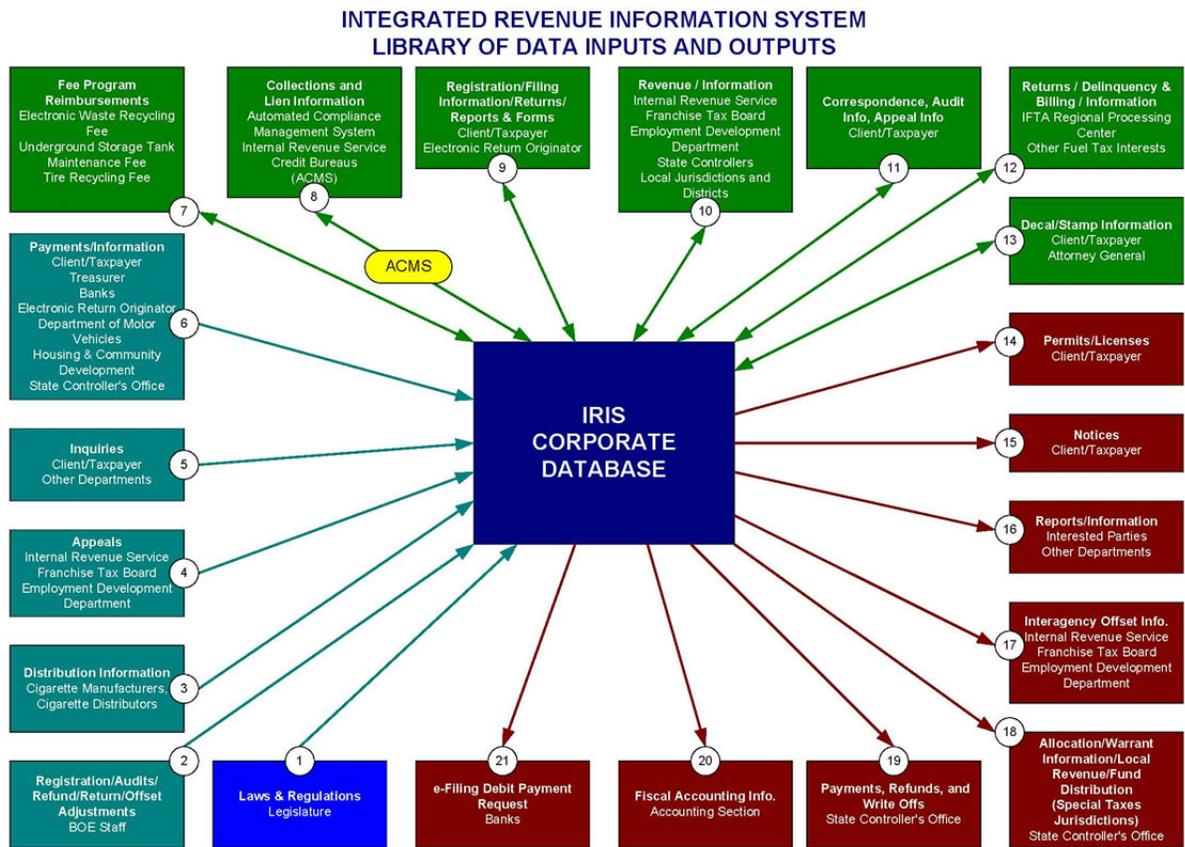
This section provides an overview and background of the existing BOE tax collection system. This Special Project Report (SPR) is submitted to address the changes in schedule, cost and scope affecting the project.

3.1 Project Background/Summary

The goal of Assembly Bill (AB) 1717 is to create a fair and uniform way to collect state and local communications taxes and fees from prepaid mobile telephony consumers.

The mainframe Integrated Revenue Information System (IRIS) is an account-based system that stores and manages registration, revenue source, and filing information. The following describes the process workflow and each of the functions currently in place to support the taxpayer's and BOE's obligations in regards to the registration, filing, collection and management of revenue.

Figure 3.1 – IRIS Inputs & Outputs



Although the Sales and Use Tax Department (SUTD) and the Field Operations Department (FOD) will be primarily responsible for administering this new tax program, all functions of tax administration at the BOE will be impacted. The Special Taxes and Fees Department (STFD) will be responsible to ensure the telecommunications service providers (Direct Sellers) correctly report both prepaid MTS and postpaid 911 surcharges.

Fund accounting at BOE must change how money is accounted for and deposited in order to accurately book the new prepaid MTS surcharges. The Revenue Section must distribute the prepaid MTS surcharges collected from Indirect Sellers to the CPUC, the Office of Emergency Services (OES), and the local cities and counties.

Technology Services Department (TSD) did not receive any funding for FY 2014-15 for the prepaid 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 was not possible as the TSD resources were 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. SB 84 Regional Railroad Accident Preparedness and Immediate Response (RRAPIR)
3. AB 92 Triple Flip Sunset
4. 2016 State Treasurer's Office: Electronic Funds Transfer Transition
5. State Controller's Office Audit: Corrective Action Plan
6. Financial Information System for California (FI\$CAL)
7. Check 21 Work-stream II

3.2 Project Status

A brief status of the current project phases follow:

- Phase 1 – Registration changes were completed and implemented on December 21, 2015.
- Phase 2 – Direct Sellers Paper Return Processing changes were completed and implemented on January 19, 2016.
- Phase 3 – Indirect Sellers Online Return Processing is in progress and on track to implement changes on April 18, 2016
- Phase 4 – Indirect Sellers expanded functionality (history, reports, and delinquency notices) is in progress and on track to implement changes on May 31, 2016.
- Phase 5 – Direct Sellers Online Return Processing is in progress and on track to implement changes on October 17, 2016.
- Phase 6 – Electronic Return Originators (ERO), Online Schedule Reporting, Audit, Appeals, Collections, and Temporary Accounts requested in Spring Finance Letter planned for implementation on June 30, 2017.

Cost expenditure as of December 2015 is shown in the table below:

	Last Approved Budget	Cumulative Actual Cost
One-Time IT Project Costs		
Staff (Salaries & Benefits)	\$ 1,912,966	\$ 990,141
Hardware Purchase		
Software Purchase/License	\$ 5,800	\$ -
Telecommunications	\$ 8,750	\$ 8,750
Contract Services - Software Customization	\$ 1,620,000	\$ 128,127
Contract Services - Project Management		
Contract Services - Project Oversight	\$ 113,000	\$ 56,010
Contract Services - IV&V Services	\$ 80,000	\$ -
Contract Services - Other Contract Services		
Data Center Services	\$ 37,075	\$ -
Agency Facilities		
Other	\$ 111,798	\$ -
Total One-Time IT Project Costs	\$ 3,889,389	\$ 1,183,028
Continuing IT Project Costs		
Staff (Salaries & Benefits)	\$ 298,991	
Hardware Lease/Maintenance		
Software Maintenance/Licenses		
Telecommunications	\$ 1,600	
Contract Services		
Data Center Services	\$ 98,725	
Agency Facilities	\$ 102,150	
Other	\$ 16,580	
Total Continuing IT Project Costs	\$ 518,046	\$ -
TOTAL	\$ 4,407,435	\$ 1,183,028

3.3 Reason for Proposed Change

TSD began gathering requirements on July 1, 2015 and as the requirements were gathered and the complexity of the project became apparent. Therefore, it was determined that the phases, as represented in the Feasibility Study Report (FSR) needed to be modified. TSD realized that there were legal implications that drove the need to accelerate 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.

As the BCP was finalized and approved, it was determined that the functionality of online relief requests, online payment plans, audits, appeals, collection activities and some return processing 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.

3.4 Proposed Project Change

Scope

When the original BCP for prepaid MTS was drafted, it was anticipated that TSD would enhance our systems for online relief requests, online payment plans, audits, appeals, collection activities, and some return processing. These activities are now being added to the project scope and will be part of Phase 6 in the prepaid MTS project timeline. The benefits of adding the functionality above includes sustaining over a 90% voluntary compliance rate, maintaining a fair tax administration system and ensuring a high level customer service.

Cost

TSD initially received resources through Fiscal Year (FY) 2015-16 (BCP No. 1) to assist with the development and implementation of the Prepaid 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.

To fund the additional scope, TSD requests 3.0 1-year 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 anticipates 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.

Schedule

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 Heads Committee. This change required 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 online return processing including EROs and supporting schedules for the TE return, online relief requests, online

payment plans, collections, audits, and appeals. This request requires that the BOE extend the project schedule to June of 2017.

3.4.1 Accessibility

Accessibility was addressed in the approved Feasibility Study Report (FSR).

3.4.2 Impact of Proposed Change on the Project

Scope will be expanded, schedule will be extended until June 2017 and cost information has been described in Section 3.4.

Schedule

The BOE proposes to extend the project schedule to complete the implementation of Direct Sellers Online Return Processing by October 2016 and to implement the new requested functionalities in section 3.3 by June 2017.

See the proposed phases below:

Phase	Implementation Date
Phase 1 – Indirect Sellers Registration changes implemented	December 21, 2015
Phase 2 – Direct Sellers Paper Return Processing changes implemented	January 19, 2016
Phase 3 – Indirect Sellers Online Return Processing is in progress and scheduled for implementation	April 18, 2016
Phase 4 – Indirect Sellers expanded functionality (history, reports and delinquency notices) is in progress and scheduled for implementation	May 31, 2016
Phase 5 – Direct Sellers Online Return Processing is in progress and scheduled for implementation	October 17, 2016
Phase 6 – Indirect Sellers- Online relief requests, online payment plans, audits, appeals, collection activities and temporary accounts Direct Sellers- Electronic Return Originators (ERO) and some return processing and temporary accounts <i>This phase is requested in the Spring Finance Letter.</i>	June 30, 2017

Scope

Based on information discussed in Section 3.3, this strategy includes bringing resources/positions to the project to work on extended scope items and making changes to the IRIS system to enable requested functionalities.

Cost

The BOE has submitted and requested in the Spring Finance Letter to Department of Finance:

- \$3 million (Special Funds);
- 21.5 positions (permanent establishment of 5.5 expiring LT positions, 3.0 LT extension, and 13.0 new permanent positions) in Fiscal Year 2016-17; and
- \$2.4 million in 2017-18 and ongoing for the BOE to continue processing mandated workload associated with AB 1717.

3.4.3 Feasible Alternatives Considered

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, and appeals
- 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 in line with how the BOE administers its other programs
- 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 because noncompliance would not be audited nor would collections be performed to collect revenues owed

3.4.4 Implementation Plan

The following table details the full implementation of this program:

Phase I: Indirect Sellers and Early Payments <ul style="list-style-type: none"> • Registration • Linking of MTS Account and Sales Tax Account • Unapplied Payments Deposited to MTS Account • Reporting 	Implemented on 12/21/15
Phase 2: Direct Sellers Changes to Paper Return	Implemented on 1/19/16
Phase 3: Indirect Sellers Return Processing <ul style="list-style-type: none"> • Online Return Processing • Fund Allocations • Payments and Refunds • Reporting 	Implement on 4/18/16 (6 weeks earlier than originally planned)
Phase 4: Indirect Sellers Return Processing and Misc. Return Functions (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 	5/31/16 (moved to accommodate an aggressive schedule)
Phase 5: Direct Sellers Online Return Processing (formerly Phase 3)	10/17/16 (moved to accommodate an aggressive schedule)
Phase 6: Additional functionality Indirect Sellers <ul style="list-style-type: none"> • Online Relief Request • Online payment plans • Collections 	4/28/17

<ul style="list-style-type: none"> • Audits • Appeals • Temporary Accounts <p>Direct Sellers</p> <ul style="list-style-type: none"> • Electronic Return Originators (ERO) • Online Schedule Reporting • Temporary Accounts 	
Post Implementation Efforts	6/30/17
Prepare report to the legislature	7/31/17
Review directs sellers reporting of emergency telephone users surcharge portion of the prepaid MTS surcharge	09/29/17 (ongoing)
Calculate and determine whether the guaranteed funding threshold amount is met	11/30/17 (ongoing)
Calculate deficiencies for each telecommunication service provider	12/29/17 (ongoing)
Send billing notices to deficient telecommunication service providers	12/29/17 (ongoing)

4 Updated Project Management Plan

The BOE is committed to the success of the prepaid MTS project. To this end, BOE has developed a project management plan that uses the California Department of Technology’s Project Management Methodology (PMM), as presented in the State Information Management Manual (SIMM). Once the SPR is approved by the Department of Technology, the BOE will revise the project management deliverables including the project management plan, project schedule, and other project management deliverables to incorporate the approved changes.

This project management plan is presented in the following sections:

4.1 Project Manager Qualifications

The full-time project manager originally assigned to the project left BOE on February 15, 2016. Cristina Herrera, PMP, has been assigned to replace the project manager.

4.2 Project Management Methodology

The project management methodology described in the FSR PMM, Section 4.2.1, continues to be followed, and is aligned with the California Project Management Methodology (SIMM section 17). There is no change from the approved FSR.

4.3 Project Organization

A revised Project Organization Chart is provided in Attachment A.

4.4 Project Priorities

Schedule	Scope	Resources	Quality
1	4	2	3

This information was not included in the Feasibility Study Report and is being included as specified in the Special Project Report instructions.

4.5 Project Plan

The project will continue to utilize the BOE-PMM to develop the project management plan. The BOE-PMM is aligned with the California PMM (SIMM 17). Microsoft Project will be used to develop the project schedule including the work breakdown structure, assigned staff resources, task dependencies, and task status. A SharePoint Project Site is established to collaborate with project team members. The Project Plan will be revised to include requested functionality and schedule changes following Special Project Report and Spring Finance Letter approval.

4.5.1 Project Scope

The original FSR was approved to implement the following scope items:

The following items are In Scope:
Register direct and indirect sellers using BOE's existing registration process (online services)
File direct and indirect sellers returns electronically using online services.
Account for the total amount of Emergency Telephone Users Surcharge (ETUS) collected in order to determine if the guaranteed funding amount of \$9.9 million is reached to ensure that the statewide 911 telephone system is adequately funded.
Collect prepaid MTS CPUC surcharges from indirect sellers on behalf of the CPUC.
Collect prepaid MTS local UUT from indirect sellers on behalf of California cities and counties.
Collect prepaid MTS 911 surcharge from direct and indirect sellers on behalf of the OES.
Establish payment methods for prepaid MTS surcharges.
Establish fund accounting to account for and distribute payments to the appropriate state treasury bank accounts.
Allocate the collected prepaid MTS local UUT to about 150 cities and counties throughout the state.
Issue billings and refunds.
Calculate and publish prepaid MTS surcharge rates.
Generate internal and external reports.

In this special project report, BOE is requesting to include the following items as “In Scope”:

Indirect Sellers
Prepaid MTS Consumer Registration (79B)
Changes to Automated Compliance Management System (ACMS)
Audits
Appeals
Online Relief Requests
Online Payment Plans
Outside Agency Liability Offsets
Liens
Temporary Accounts
Direct Sellers
Electronic Return Originators (ERO)
Online Schedule Reporting
Temporary Accounts

4.5.2 Project Assumptions

1. Other BOE workload does not negatively impact the business or technical resources assigned to the MTS Project.
2. Project scope, schedule, and quality for the functionality in the approved Budget Change Proposal and Feasibility Study Report may be negatively impacted if the requested resources in the current Spring Finance Letter (SFL) and this SPR are not approved.
3. The mission, values, and vision of the BOE may not be attained as described in the 2015-2020 Strategic Plan with regard to the MTS program if the SFL and SPR are not approved. Specifically:
 - a. The voluntary compliance rate for the MTS program may be impacted due to the lack of compliance functions/features which could result in tax and fee payers not reporting and paying into the MTS related funds.
 - b. The fair administration of the BOE MTS tax and fee program may be negatively impacted if some MTS tax and fee payers pay into the program and others do not.
 - c. Customer service and organizational efficiency may be negatively impacted if functions included in the proposed phase 6, such as Online Payment Plans or Online Relief Requests, are not approved.

- d. The BOE can successfully transition the project management role to the new project manager without negatively impacting the project progress.

4.5.3 Project Phasing

In addition to MTS project phases identified in the approved FSR, Phase 6 has been added as described in Section 3.4 Proposed Project Change.

4.5.4 Project Roles and Responsibilities

Key Positions	Roles & Responsibilities
Procurement Lead	<ul style="list-style-type: none"> Prepares specifications, statement of work, and procurement related technical material for RFP. Communicates with vendors and stakeholders.
Technical Project Manager	<ul style="list-style-type: none"> Manages day-to-day tasks and provides direction to technical team members. Provides status of technical activities to the Project Sponsors and stakeholders. Works with project management support to update schedule and ensure technical activities are executed.
Project Management Support	<ul style="list-style-type: none"> Provides project management support to technical project manager.
Business Project Manager	<ul style="list-style-type: none"> Manages day-to-day tasks and provides direction to Business team members. Conducts final review of all business deliverables Works with project management support to update schedule and ensure business activities are executed. Provides status of business activities to the Project Sponsors and stakeholders.
Project Sponsors	<ul style="list-style-type: none"> Accepts all project deliverables. Approves all project requirements, project schedule and cost changes.
Executive Project Sponsors	<ul style="list-style-type: none"> Reports project status to the Board Members, and Department Heads Committee.

4.5.5 Project Schedule

Listed below is the revised project schedule. The most significant changes in schedule are that Phase 4 Indirect Sellers Return Processing was formerly part of Phase 3; Phase 5 Direct Sellers Online Return Processing (formerly Phase 4) and Phase 6 has been added for additional functionalities.

MTS Project Timeline	Scheduled Dates
Phase I: Indirect Sellers	12/21/2015

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<ul style="list-style-type: none"> • Registration • Linking of MTS Account and Sales Tax Account • Unapplied Payments Deposited to MTS Account • Reporting 	
Phase 2: Direct Sellers Changes to Paper Return	1/19/2016
Phase 3: Indirect Sellers Return Processing <ul style="list-style-type: none"> • Online Return Processing • Fund Allocations • Payments and Refunds • Reporting 	4/18/2016 (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 the Fiscal Accounting (FAC) Subsystem • Data Analysis Section (DAS) Downloads/Reports • Delinquency Functionality • Warrant Process • Reporting 	5/31/2016
Phase 5: Direct Sellers Online Return Processing (formerly Phase 4)	10/17/2016
Phase 6: Additional functionality Indirect Sellers <ul style="list-style-type: none"> • Online Relief Request • Online payment plans • Collections • Audits • Appeals Direct Sellers <ul style="list-style-type: none"> • Electronic Return Originators (ERO) • Online Schedule Reporting • Temporary Accounts 	4/28/2017
Post Implementation Efforts	6/30/2017

4.6 Project Monitoring and Oversight

The project monitoring processes described in the FSR continue, including the use of an experienced contract Independent Project Oversight Consultant (IPOC) and Independent Validation and Verification (IV&V) services. The IV&V statement of work is currently in progress and the costs for this contract are included in the SPR and Economic Analysis Worksheets.

4.7 Project Quality

The BOE's commitment to project quality continues, along with the established quality assurance processes approved in the FSR.

4.8 Change Management

The change management methodology approved in the FSR remains in place and is being used to manage change throughout the duration of the Project.

4.9 Authorization Required

N/A

5 Updated Risk Management

A Risk Management Plan was identified in the FSR, and it documents the process and procedures that BOE is using to manage project risks.

5.1 Risk Register

See attachment B for an updated risk log.

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6 Updated Economic Analysis Worksheets (EAWs)

	EXISTING SYSTEM/BASELINE COST WORKSHEET											
	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
SIMM 20C, Rev. 06/2014												
Agency/state entity: Board of Equalization												
Project: Mobile Telephony Services Surcharge												
All costs to be shown in whole (unrounded) dollars.												
Date Prepared: 2/18/2016												
Continuing Information												
Technology Costs												
Staff (salaries & benefits)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Hardware Lease/Maintenance		0		0		0		0		0		0
Software Maintenance/Licenses		0		0		0		0		0		0
Telecommunications		0		0		0		0		0		0
Contract Services		0		0		0		0		0		0
Data Center Services		0		0		0		0		0		0
Agency Facilities		0		0		0		0		0		0
Other		0		0		0		0		0		0
Total IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Continuing Program Costs:												
Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Other		0		0		0		0		0		0
Total Program Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
TOTAL EXISTING SYSTEM COSTS	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0

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SIMM 20C, Rev. 06/2014																							
PROPOSED ALTERNATIVE: <u>Modified Legacy System</u>																							
Agency/state entity: Board of Equalization																							
Project: Mobile Telephony Services Surcharge																							
Date Prepared: 2/18/2016																							
All Costs Should be shown in whole (unrounded) dollars.																							
	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL												
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts											
One-Time IT Project Costs																							
Staff (Salaries & Benefits)	0.0	0	20.0	2,079,158	6.0	630,534	0.0	0	0.0	0	26.0	2,709,692											
Hardware Purchase		0		0		0		0		0		0											
Software Purchase/License		0		5,800		0		0		0		5,800											
Telecommunications		0		8,750		2,400		0		0		11,150											
Contract Services																							
Software Customization		0		1,138,036		494,300		0		0		1,632,336											
Project Management		0		0		0		0		0		0											
Project Oversight (1)		0		113,000		113,000		0		0		226,000											
IV&V Services		0		40,000		113,000		0		0		153,000											
Other Contract Services		0		0		0		0		0		0											
TOTAL Contract Services		0		1,291,036		720,300		0		0		2,011,336											
Data Center Services		0		37,075		40,000		0		0		77,075											
Agency Facilities		0		0		34,050		0		0		34,050											
Other		0		111,798		3,516		0		0		115,314											
Total One-time IT Costs	0.0	0	20.0	3,533,617	6.0	1,430,800	0.0	0	0.0	0	26.0	4,964,417											
Continuing IT Project Costs																							
Staff (Salaries & Benefits)	0.0	0	0.0	0	2.8	298,991	2.8	298,991	2.8	298,991	8.4	896,973											
Hardware Lease/Maintenance		0		0		0		0		0		0											
Software Maintenance/Licenses		0		0		0		0		0		0											
Telecommunications		0		0		1,600		1,600		1,600		4,800											
Contract Services		0		0		0		0		0		0											
Data Center Services		0		79,575		104,150		136,650		136,650		457,025											
Agency Facilities		0		79,450		22,700		22,700		22,700		147,550											
Other		0		6,860		9,720		9,720		9,720		36,020											
Total Continuing IT Costs	0.0	0	0.0	165,885	2.8	437,161	2.8	469,661	2.8	469,661	8.4	1,542,368											
Total Project Costs	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	469,661	2.8	469,661	34.4	6,506,785											
Continuing Existing Costs																							
Information Technology Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0											
Other IT Costs		0		0		0		0		0		0											
Total Continuing Existing IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0											
Continuing Existing Program Costs																							
Program Staff	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0											
Other Program Costs		0		0		0		0		0		0											
Total Continuing Existing Program Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0											
Total Continuing Existing Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0											
TOTAL ALTERNATIVE COSTS	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	469,661	2.8	469,661	34.4	6,506,785											
INCREASED REVENUES		0		20,479,000		40,958,000		40,958,000		40,958,000		143,353,000											
Revenue Detail:	<table border="1"> <thead> <tr> <th>Workload Measure</th> <th>Projected Net Annual Revenue</th> </tr> </thead> <tbody> <tr> <td>Direct Seller: State</td> <td>\$ 2,809,000</td> </tr> <tr> <td>Direct Seller: Local</td> <td>\$ 20,425,000</td> </tr> <tr> <td>Indirect Seller: State</td> <td>\$ 2,181,000</td> </tr> <tr> <td>Indirect Seller: Local</td> <td>\$ 15,543,000</td> </tr> <tr> <td>Total Revenue</td> <td>\$ 40,958,000</td> </tr> </tbody> </table>											Workload Measure	Projected Net Annual Revenue	Direct Seller: State	\$ 2,809,000	Direct Seller: Local	\$ 20,425,000	Indirect Seller: State	\$ 2,181,000	Indirect Seller: Local	\$ 15,543,000	Total Revenue	\$ 40,958,000
Workload Measure	Projected Net Annual Revenue																						
Direct Seller: State	\$ 2,809,000																						
Direct Seller: Local	\$ 20,425,000																						
Indirect Seller: State	\$ 2,181,000																						
Indirect Seller: Local	\$ 15,543,000																						
Total Revenue	\$ 40,958,000																						
Note: (1) Includes a FTE Department of Technology oversight resource.																							

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SIMM 20C, Rev. 06/2014												
Agency/state entity: Board of Equalization												
Project: Mobile Telephony Services Surcharge												
Date Prepared: 2/18/2016												
ECONOMIC ANALYSIS SUMMARY												
All costs to be shown in whole (unrounded) dollars.												
	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTAL	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
EXISTING SYSTEM												
Total IT Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Program Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Existing System Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
0												
PROPOSED ALTERNATIVE												
Total Project Costs	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	0	2.8	0	34.4	6,506,785
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	1,867,961	2.8	1,867,961	34.4	6,506,785
COST SAVINGS/AVOIDANCES	0.0	0	(20.0)	(3,699,502)	(8.8)	(1,867,961)	(2.8)	(1,867,961)	(2.8)	(1,867,961)	(34.4)	(6,506,785)
Increased Revenues	0	0	20,479,000	0	40,958,000	0	40,958,000	0	40,958,000	0	143,353,000	0
Net (Cost) or Benefit	0.0	0	(20.0)	16,779,498	(8.8)	39,090,039	(2.8)	39,090,039	(2.8)	39,090,039	(34.4)	136,846,215
Cum. Net (Cost) or Benefit	0.0	0	(20.0)	16,779,498	(28.8)	55,869,537	(28.8)	55,869,537	(28.8)	55,869,537	0	0
0												
ALTERNATIVE #1												
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
0												
ALTERNATIVE #2												
Total Project Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Cont. Exist. Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Alternative Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
COST SAVINGS/AVOIDANCES	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Increased Revenues	0	0	0	0	0	0	0	0	0	0	0	0
Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Cum. Net (Cost) or Benefit	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
0												

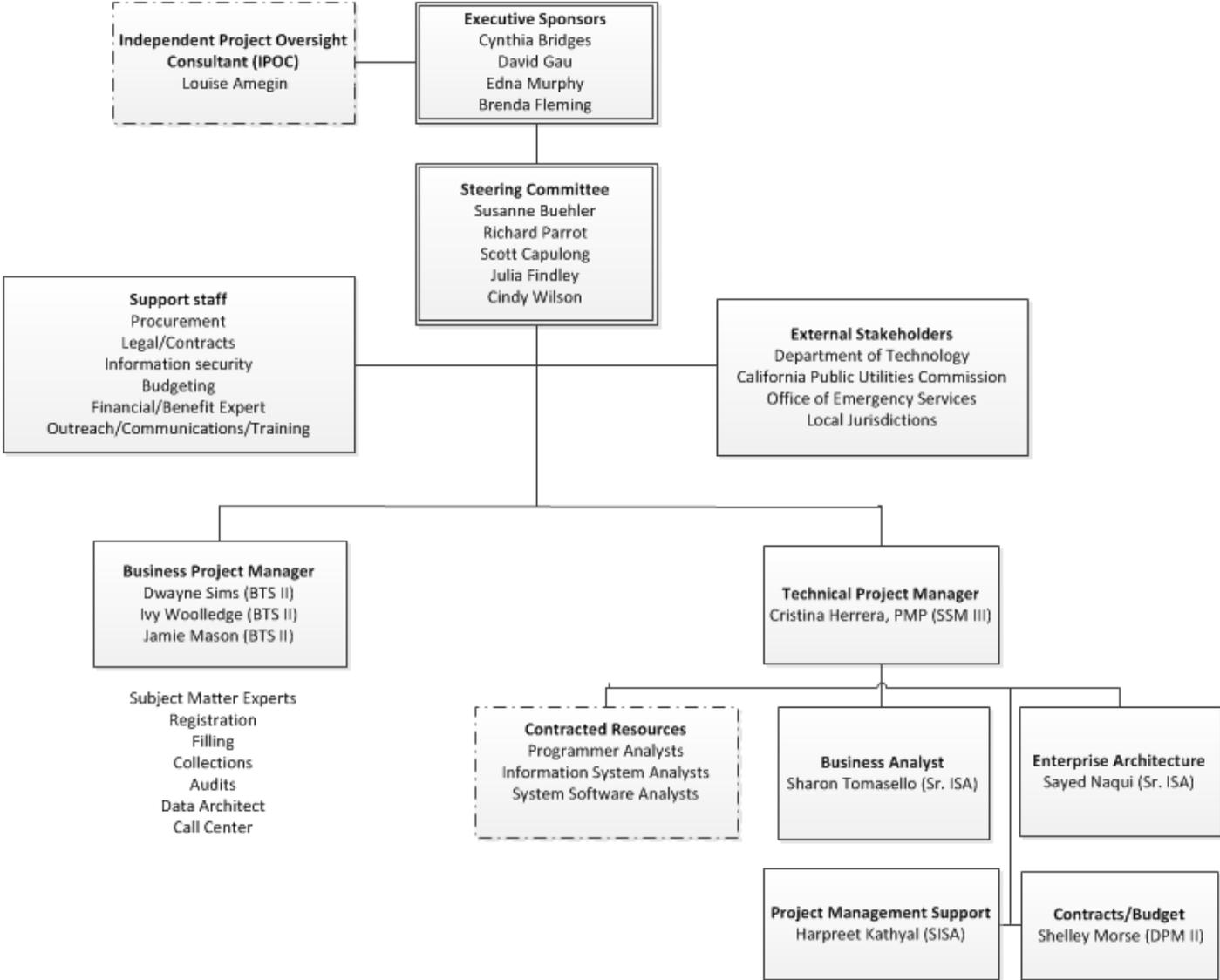
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SIMM 20C, Rev. 06/2014	PROJECT FUNDING PLAN											
Agency/state entity: Board of Equalization	All Costs to be in whole (unrounded) dollars										Date Prepared: 2/18/2016	
Project: Mobile Telephony Services Surcharge												
	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		TOTALS	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
TOTAL PROJECT COSTS	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	469,661	2.8	469,661	34.4	6,506,785
RESOURCES TO BE REDIRECTED												
Staff	0.0	0	20.0	3,699,502	5.8	746,726	2.8	298,991	2.8	298,991	31.4	5,044,210
Funds:												
Existing System		0		0		113,000		0		0		359,200
Other Fund Sources		0		0		0		0		0		0
TOTAL REDIRECTED RESOURCES	0.0	0	20.0	3,699,502	5.8	859,726	2.8	0	2.8	0	31.4	4,559,228
ADDITIONAL PROJECT FUNDING NEEDED												
One-Time Project Costs	0.0	0	0.0	0			0.0	0	0.0	0	0.0	0
Continuing Project Costs	0.0	0	0.0	0	3.0	1,008,235	0.0	47,500	0.0	47,500	3.0	1,103,235
TOTAL ADDITIONAL PROJECT FUNDS NEEDED BY FISCAL YEAR	0.0	0	0.0	0	3.0	1,008,235	0.0	47,500	0.0	47,500	3.0	1,103,235
TOTAL PROJECT FUNDING	0.0	0	20.0	3,699,502	8.8	1,867,961	2.8	47,500	2.8	47,500	34.4	5,662,463
Difference: Funding - Costs	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Total Estimated Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
FUNDING SOURCE*												
General Fund (Redirection)	55%	-	55%	2,034,726	25%	472,849	0%	0	0%	0	44%	2,507,575
Federal Fund (Redirection)	0%	-	0%	-	0%	-	0%	-	0%	-	0%	-
Special Fund (BCP)	0%	-	0%	-	54%	1,008,235	100%	47,500	100%	47,500	19%	1,103,235
Special Fund (Redirection)	15%	-	15%	554,925	7%	128,958	0%	0	0%	0	12%	683,884
Reimbursement (Redirection)	30%	-	30%	1,109,851	14%	257,919	0%	-	0%	-	24%	1,367,769
TOTAL FUNDING	100%	-	100%	3,699,502	100%	1,867,961	100%	47,500	100%	47,500	100%	5,662,463
*Type: If applicable, for each funding source, beginning on row 29, describe what type of funding is included, such as local assistance or grant funding, the date the funding is to become available, and the duration of the funding.												

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ADJUSTMENTS, SAVINGS AND REVENUES WORKSHEET												
SIMM 20C, Rev. 06/2014										Date Prepared: 2/18/2016		
Agency/state entity: Board of Equalization												
Project: Mobile Telephony Services Surcharge												
Annual Project Adjustments	FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		FY 2018/19		Net Adjustments	
	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts	PYs	Amts
One-time Costs												
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(A) Annual Augmentation /(Reduction)	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
(B) Total One-Time Budget Actions	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0
Continuing Costs												
Previous Year's Baseline	0.0	0	0.0	0	0.0	0	3.0	1,008,235	0.0	47,500		
(C) Annual Augmentation /(Reduction)	0.0	0	0.0	0	3.0	1,008,235	(3.0)	(960,735)	0.0	0		
(D) Total Continuing Budget Actions	0.0	0	0.0	0	3.0	1,008,235	0.0	47,500	0.0	47,500	3.0	
Total Annual Project Budget Augmentation /(Reduction) [A + C]	0.0	0	0.0	0	3.0	1,008,235	(3.0)	(960,735)	0.0	0		
[A, C] Excludes Redirected Resources											3.0	0
Annual Savings/Revenue Adjustments												
Cost Savings	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0		
Increased Program Revenues		0		20,979,000		41,958,000		41,958,000		41,958,000		

Attachment A: Project Organization Chart



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Attachment B: Updated risk log

Ranked #	Risk Title	Phase	Description	Probability	Impact	Exposure	Risk Status	Risk Owner	Mitigation Strategy	Contingency Plan
3	Requirements Documentation	All Phases	If requirements were missed or changed after approval then the project schedule and deliverables could be impacted.	75.00%	3	2.25	Open	Allen, Stephanie; Sims, Dwayne	Change request procedures in place. Put a "freeze" on changes.	
1	Timeline Slippage	All Phases	If there is any slippage in the timeline construction, testing, deliverables and implementation date could be impacted.	70.00%	3	2.1	Open	Allen, Stephanie; Shihabi, Jamil L; Evans, John	JEvans: AD will reduce the risk by tracking work completed by module.	JEvans: It is too late to reduce Scope and I understand the implementation dates cannot be extended, so it is a Risk, but we could reduce testing based on functionality priority.
9	No Independent Verification & Validation (IV&V) services	All Phases	At this time there are no IV&V contract services, which is a condition in the approval letter. No IV&V resources are on board to review project requirements. If all tasks are not validated accurately then it could impact the quality of the project.	50.00%	3	1.5	Open	Sims, Dwayne; Mason, Jamie; Allen, Stephanie;	2/10: Draft statement of work (SOW) is being worked on to get IV&V services.	

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10	Citibank testing effort	All Phases	If the following OPC system testing issues aren't resolved by 3/4/16 then it could impact testing: <ul style="list-style-type: none"> • Lost a day of testing since the OPC website was down the first day; • The IVR has been down ever since Tuesday. OPC is currently looking into the issue but there's no ETA; • The credit card file will not be available for 2 days (i.e., payments we made yesterday won't be available to load until Friday.) Jon's looking into this issue with OPC. 	30.00%	1	0.3	Open	Shihabi, Jamil L	2/11: There is enough time left in the schedule to absorb delay, also there will be minor shifts to resource allocation.
2	Resource Availability	All Phases	If resources from each department are not available (due to leave, retirement, redirection, length of hiring process, etc.), this could cause schedule delays.	25.00%	1	0.25	Open	Shihabi, Jamil L; Evans, John; Sims, Dwayne; Venegas, Jeff; Mosqueda, Edward	JEvans: Resource managers will need to be strategic on when leave is approved. Monitoring work progress will help us stay on top of this risk.

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5	Citibank to Union Bank Transition	All Phases	If this project has delays or issues it could impact our timeline, scope and/or resources.	20.00%	3	0.6	Open	Allen, Stephanie; Venegas, Jeff; Mosqueda, Edward	PMT and SPA to work with Resource Managers to mitigate any resource constraints. MTS technical project manager is working with the EFT technical project manager to assess the impact on the project schedules.
6	OPC adding shopping cart	All Phases	If this project has delays or issues it could impact our timeline, scope and/or resources.	20.00%	3	0.6	Open	Allen, Stephanie; Venegas, Jeff; Mosqueda, Edward	
7	E-filing Implementation	Phase 4	If E-filing is not implemented as scheduled there may need to be additional notifications and workarounds.	20.00%	3	0.6	Open	Hawkins, Jennifer; Di Meola-Leach, Angela	If E-filing is not implemented as scheduled there may need to be additional notifications and workarounds.

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4	Resources/Skill Sets	All Phases	If the resources don't have the right skill sets to support the project we may impact milestones or the quality of deliverables.	10.00%	3	0.3	Open	Shihabi, Jamil L; Evans, John	JEvans: Resource managers are trying to strategically use their resources where they can best help the project, based on their current skills.
8	Code/Module Contention	All Phases	There is a risk of code contention within and among projects which may impact the project schedule and project cost. This may require additional coordination within and among BOE projects.	10.00%	2	0.2	Open	Evans, John	JEvans: AD Leads track the code changes for each project and phase by module and combine changes as needed.

Project Complexity Assessment

