

ATTACHMENT 6

Future State Business Case Processes

The following attachment documents the key future-state business processes for the Agency.

The Agency has defined key business processes and has categorized those processes into five major areas, as shown in Figure 4 (Business Capability Model) in the RFP.

1. Manage Constituent Relationships
2. Process Returns & Payments
3. Manage Collections
4. Conduct Investigations & Audits
5. Manage the Enterprise

The business process flows in this attachment are the product of an Agency exercise to envision and document a possible future state. For this exercise, Agency users were grouped by capability as shown in Figure 4 (Business Capability Model). Two sessions were conducted with each user group. The first session was used to identify pain points associated with use of the current technology and to identify desired future functionality. The second session was used to validate the desired functionality in the future System. Each user group had a different perspective on how to document future functionality, and the resulting business process flows were therefore built with varying degrees of detail. The business process flows should be used to provide preliminary guidance for configuring the System and should not be considered final until the Agency's key users validate future functionality.

Below are the key assumptions used in development of the business processes:

- The business process flows in this attachment are not intended to represent all the functionality of the System. Instead, they are intended to be representative of some of the key business processes that the System will need to support. A combination of the business processes, key scenarios, and user requirements should present a more complete picture of the capabilities that the future System will support.
- In most cases, the business process flows are generic across tax types unless otherwise indicated in these diagrams. For example, if Online Portal is used to submit one tax, the user should be able to use the Online Portal to submit all other taxes, miscellaneous procedures, etc., based on specific configuration for and requirements and specifications of each tax type (e.g. specific business rules, required information, etc.).

- The business process flows assume all user data entries are validated as the user interacts with the System. If there is an issue with user data entry, the System will provide a prompt indicating the error.
- Business rules will be configured to address specific requirements and specifications of each tax type.
- The System will utilize role-based security to ensure users have access to appropriate data and functionality.
- Offsets will be used to collect delinquent debt. If the offset satisfies the debt, collection enforcement actions will discontinue, or be reversed (e.g. lien, etc.).
- The collections process will incorporate both tax and non-tax debt.
- The System shall support both ad hoc and scheduled data extracts (e.g. SQL, etc.), and storage for analytics and reporting purposes.

1. Manage Constituent Relationships

The processes in this section describe how the Agency will utilize the System to interact with and manage its constituent relationships, primarily through the Online Portal. The Agency interacts with a variety of constituencies, including tax professionals, business taxpayers, bulk filers, individual taxpayers, local governments and other government agencies, elected officials, and Agency Staff. Therefore, it is critical that System is efficient and straight-forward. The System must enable constituents to manage their relationship with the Agency while maintaining the security and integrity that the Agency requires.

Figure 1. Establish Taxpayer access to an Online Portal

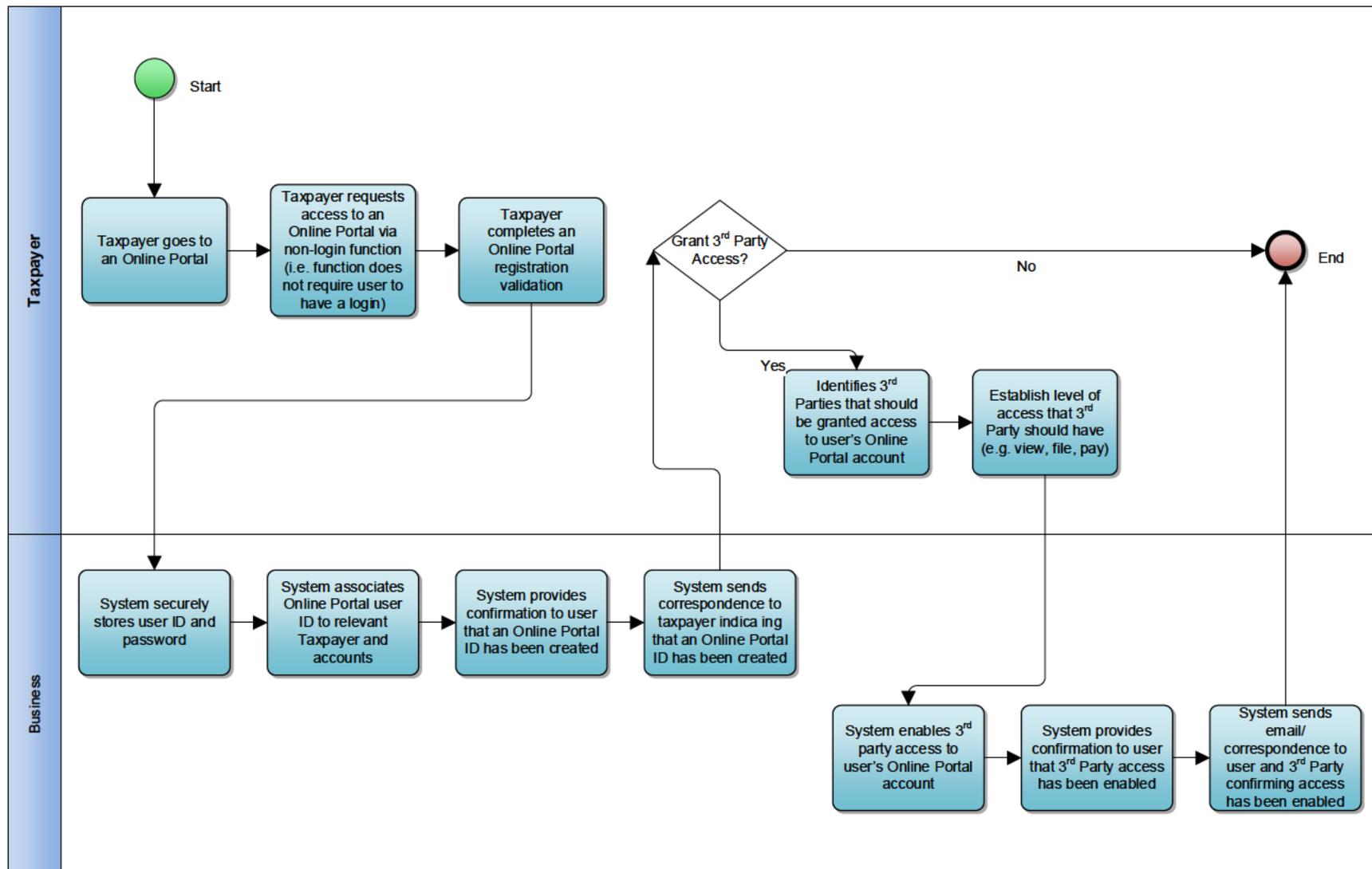


Figure 2. Taxpayer self-service through the Online Portal

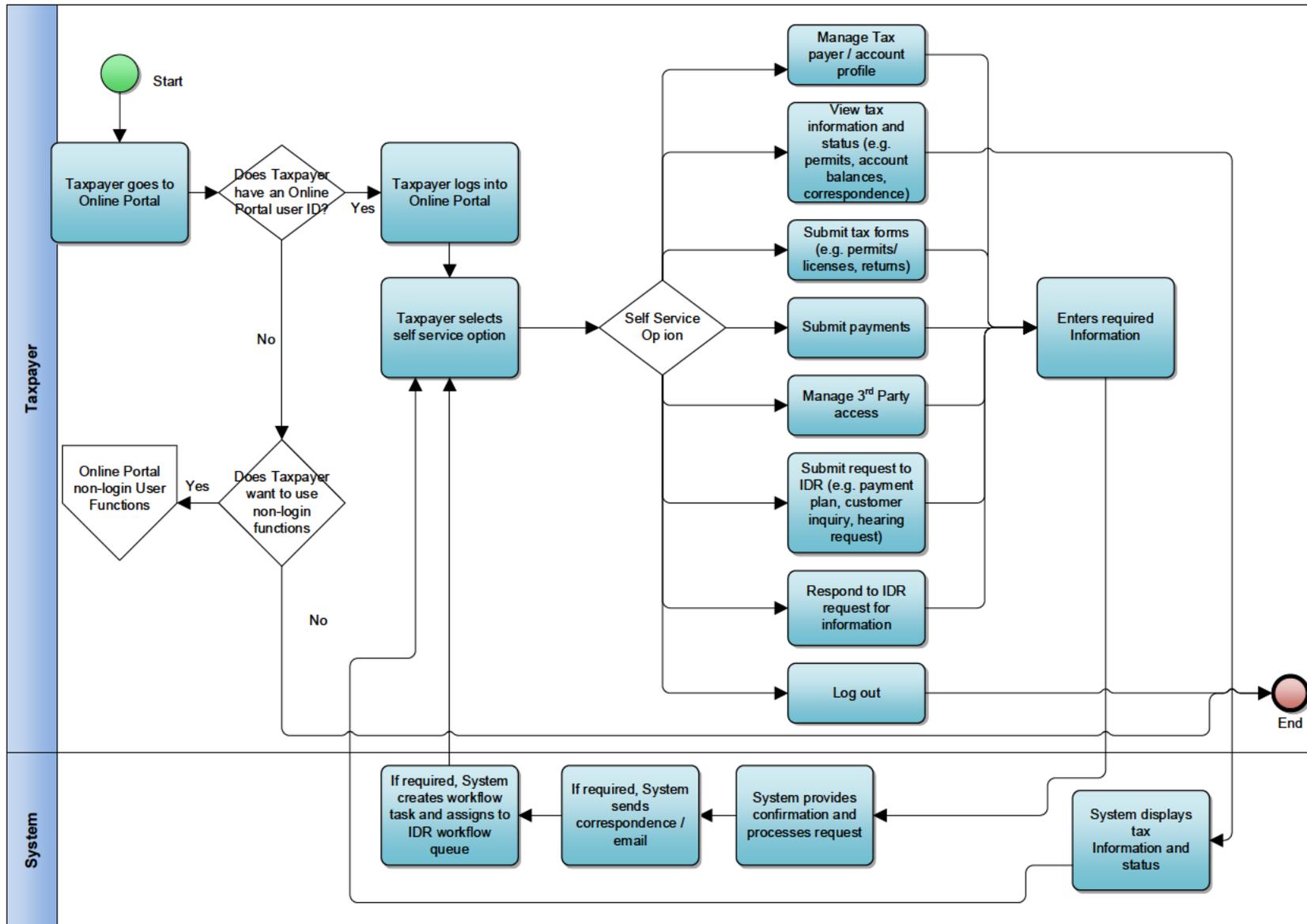


Figure 3. Taxpayer self-service through the Online Portal (Non-login functions)

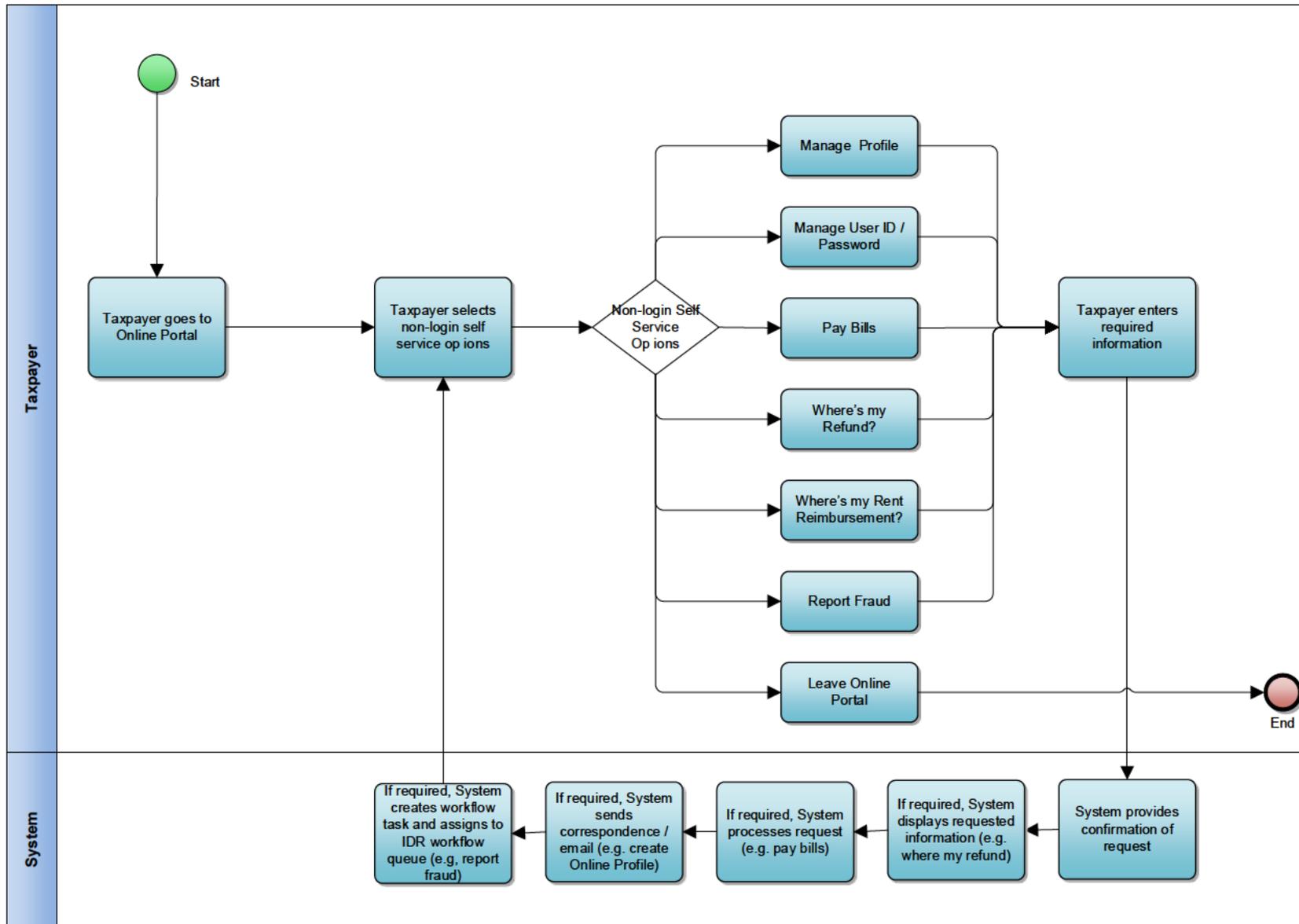


Figure 4. Registration for Business Permit/License

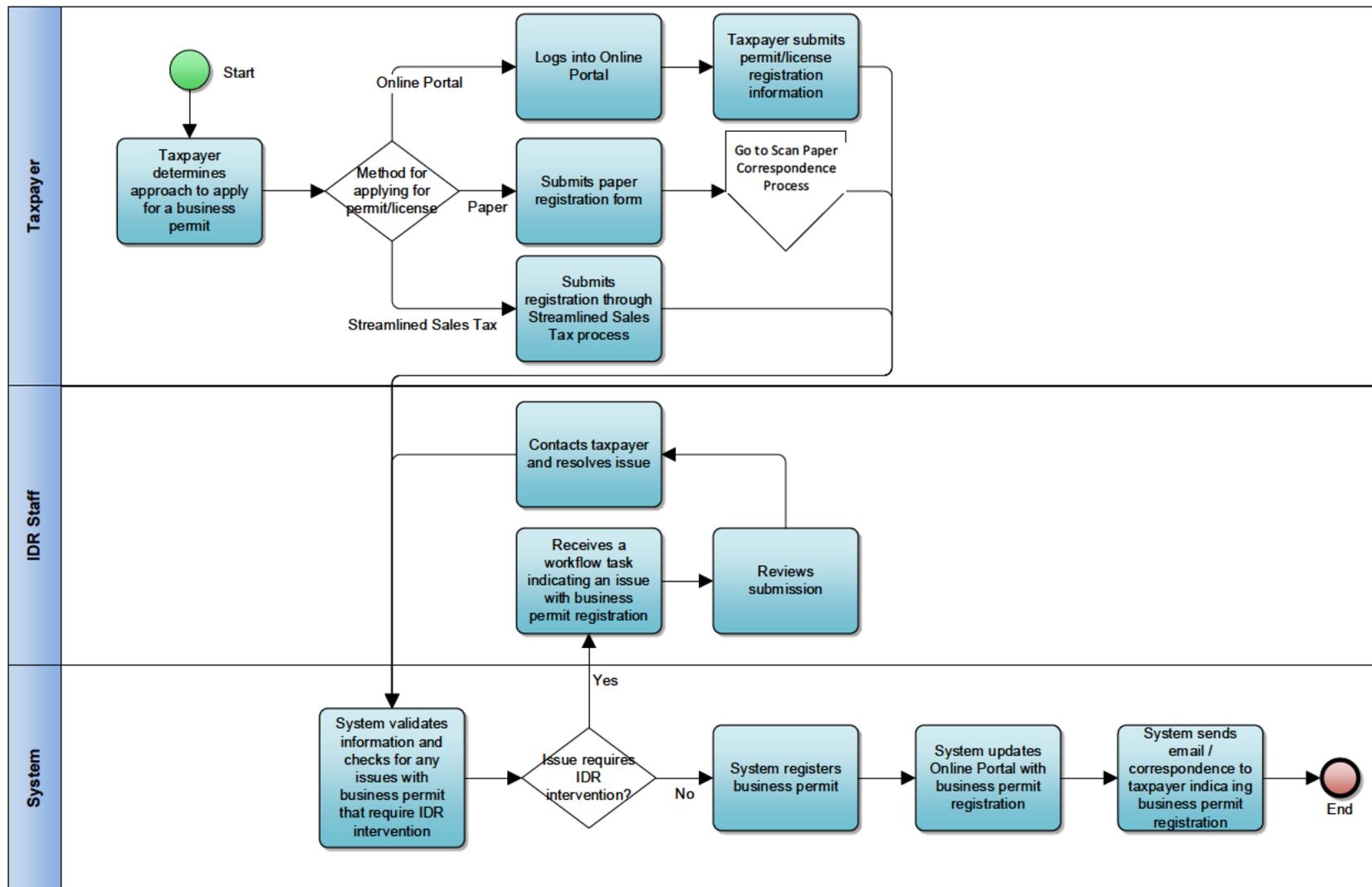


Figure 5. Manage Business Permit/Licenses

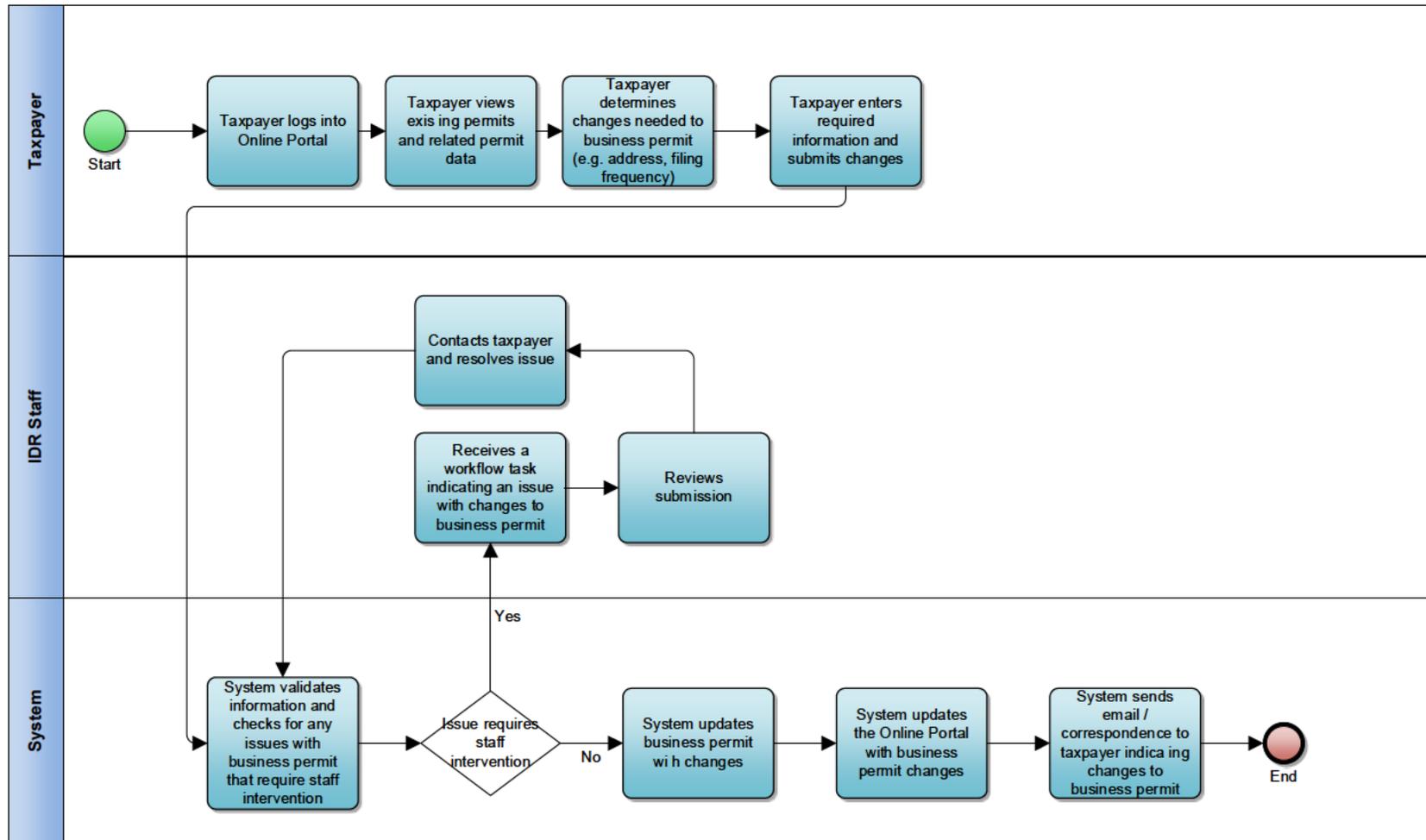


Figure 6. Scan Paper Correspondence (e.g. Tax Forms, Payments, etc.)

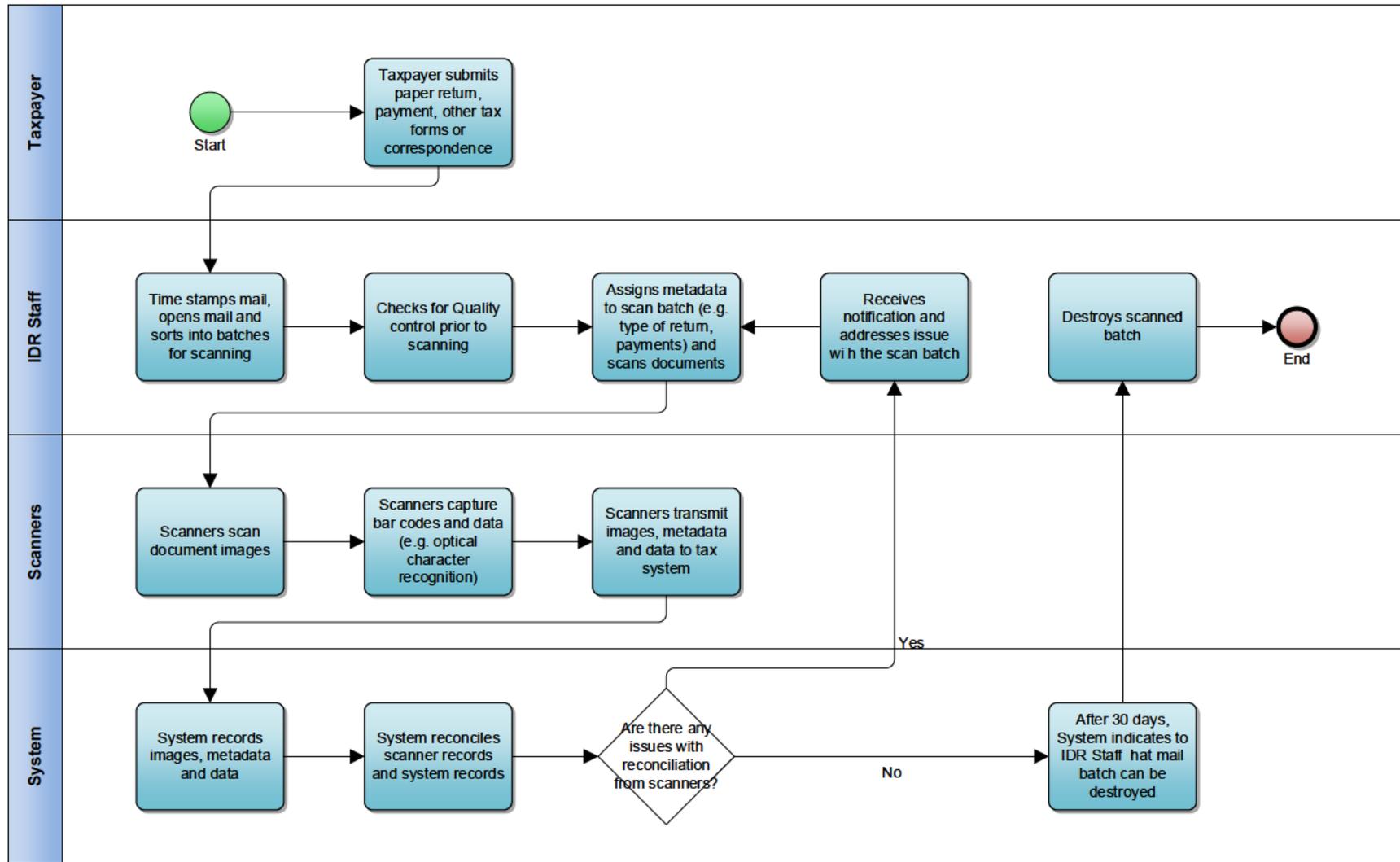


Figure 7. Taxpayer Files Return

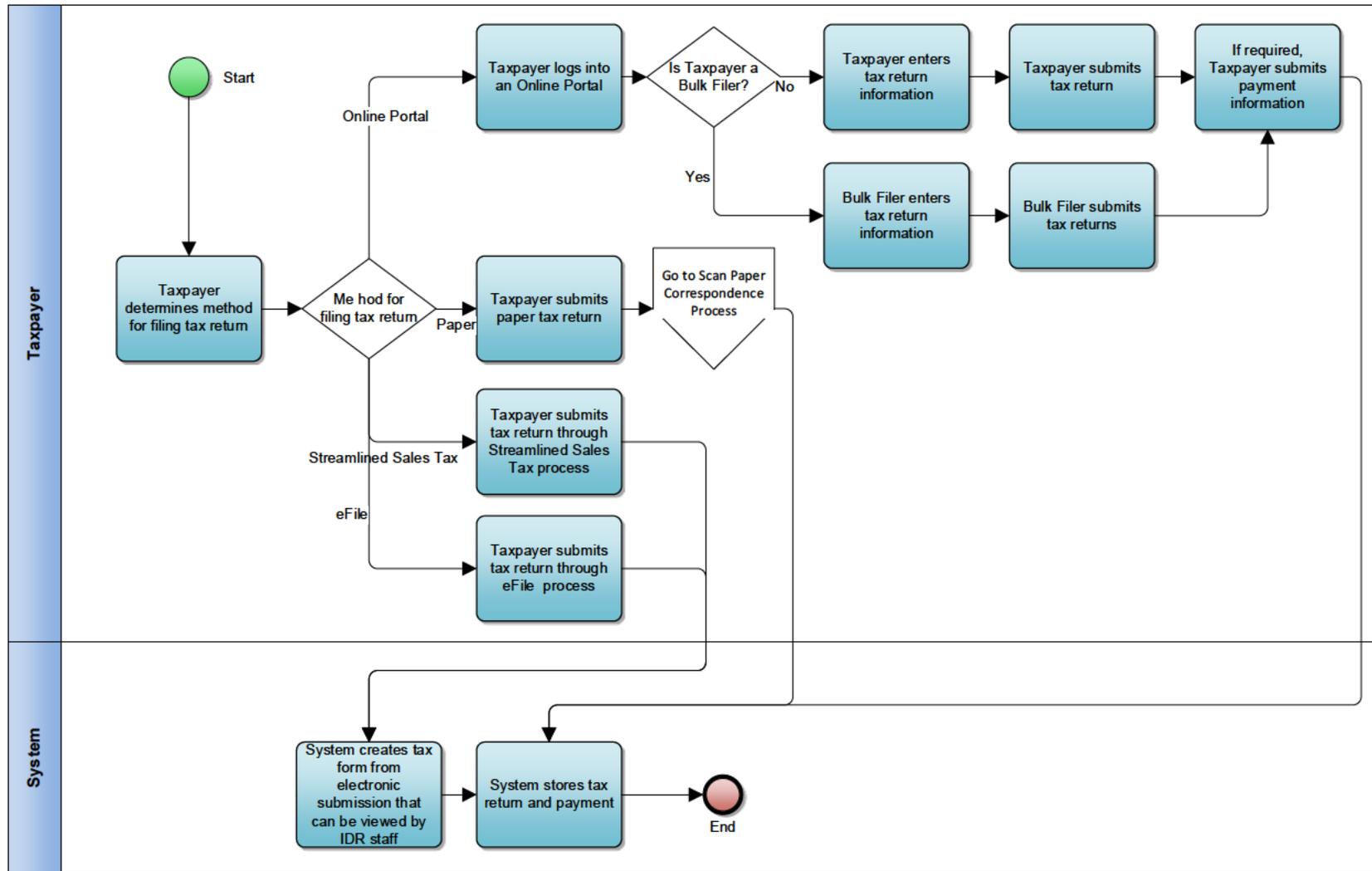


Figure 8. Manage Taxpayer Inquiries (Mail, email, Online Portal)

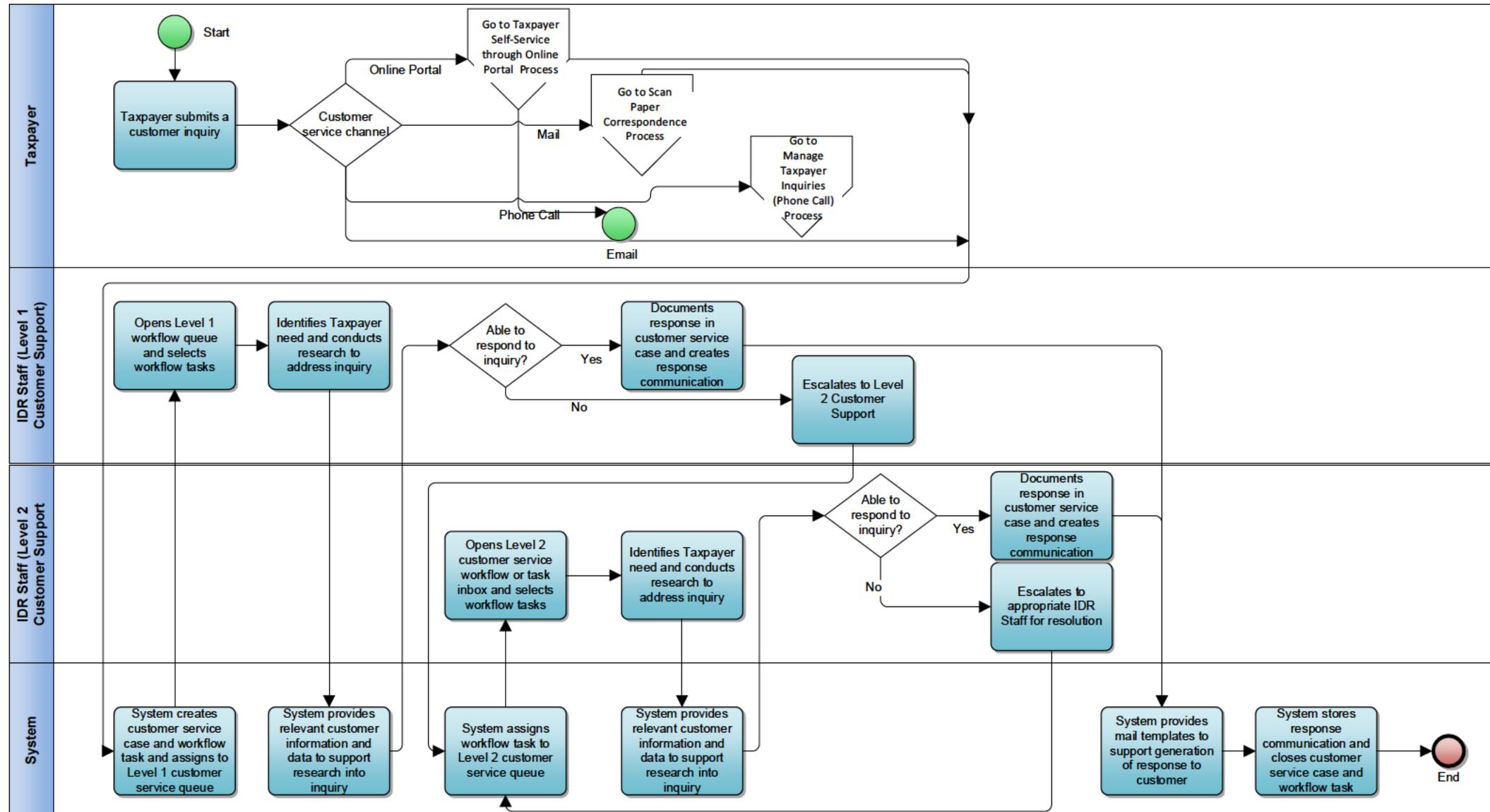


Figure 9. Manage Taxpayer Inquiries (Phone Calls/Customer Service)

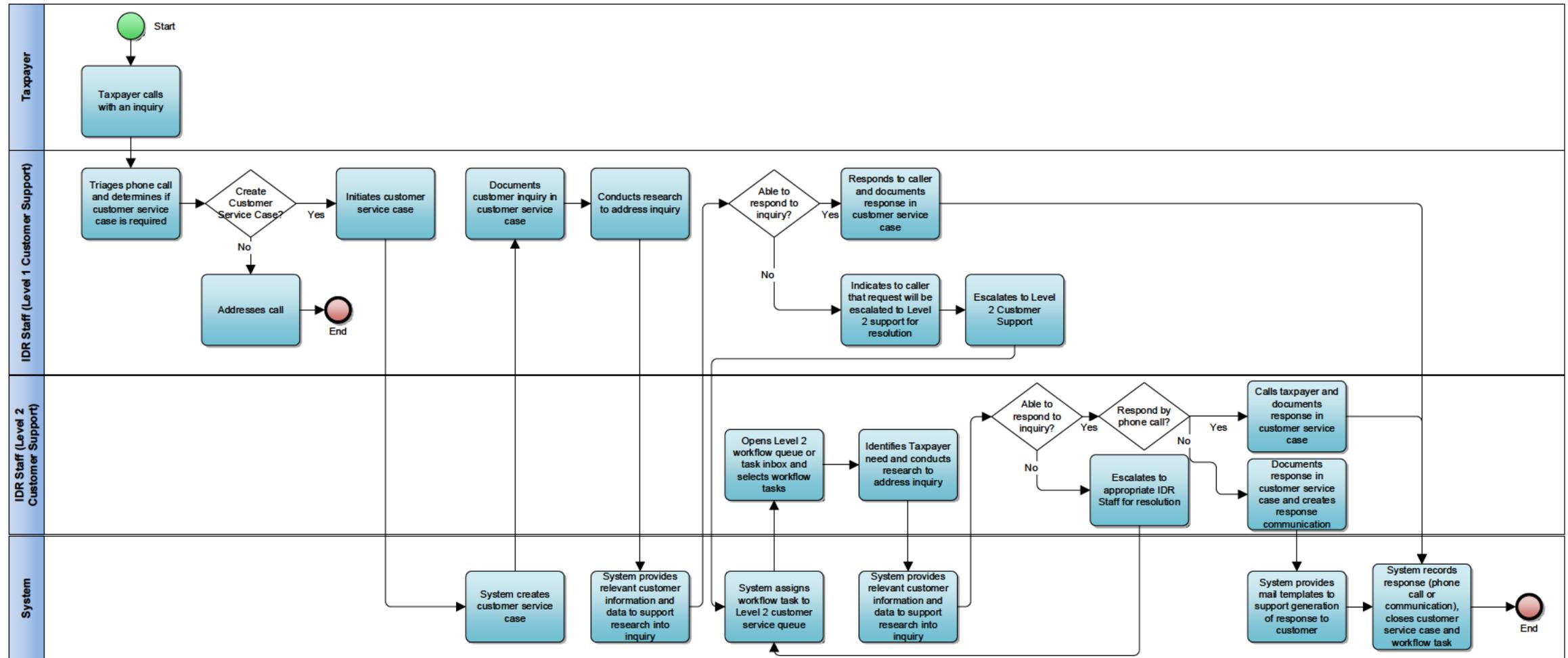
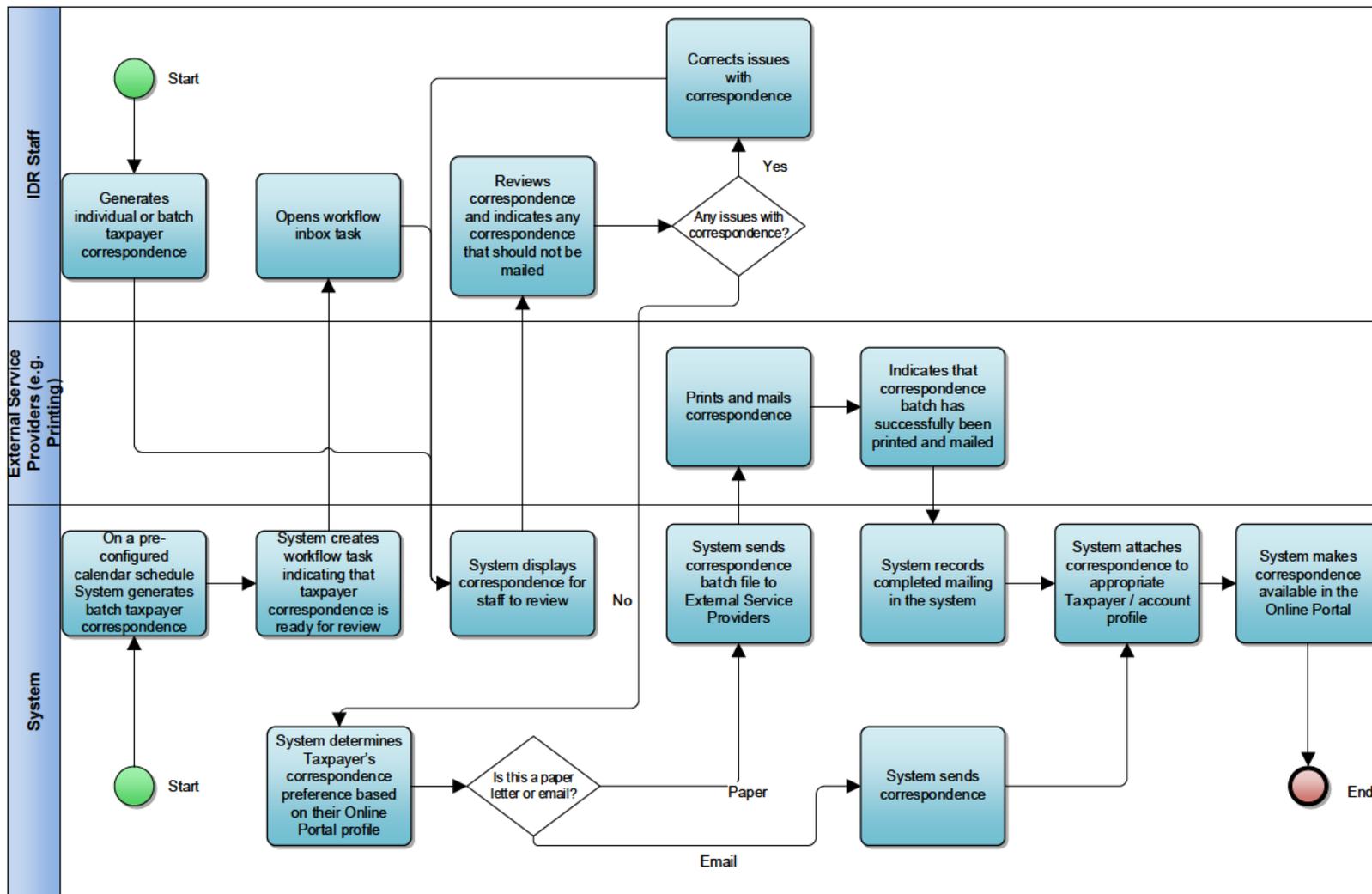


Figure 10. Generate Taxpayer Correspondence (e.g. paper letter, email, etc.)



2. Process Returns and Payments Business Processes

The processes in this section describe how the Agency will utilize the System for processing returns and payments. The Agency processes over 2.5M tax returns every year. Therefore, it is critical to ensure that tax return processing and outgoing payment processing are streamlined, intuitive, and efficient in the System. The System must enable transparent and expedited validation and processing of tax returns and taxpayer-submitted payments and provide the ability to upload and integrate core tax information from a variety of internal and external sources, including the Agency customer front end, employer-submitted data, and Agency data.

Figure 11. Process Returns

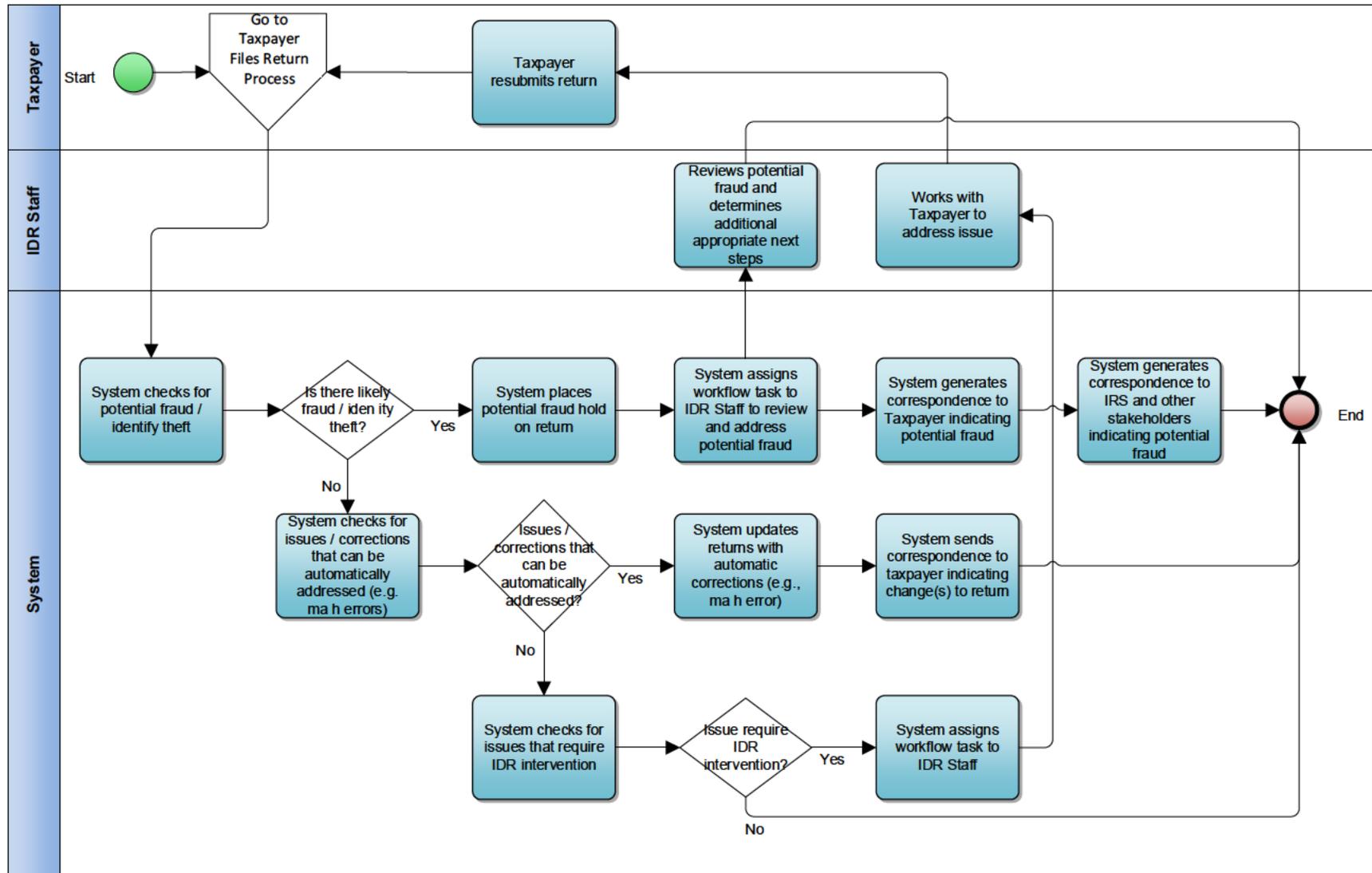


Figure 12. Process Payments

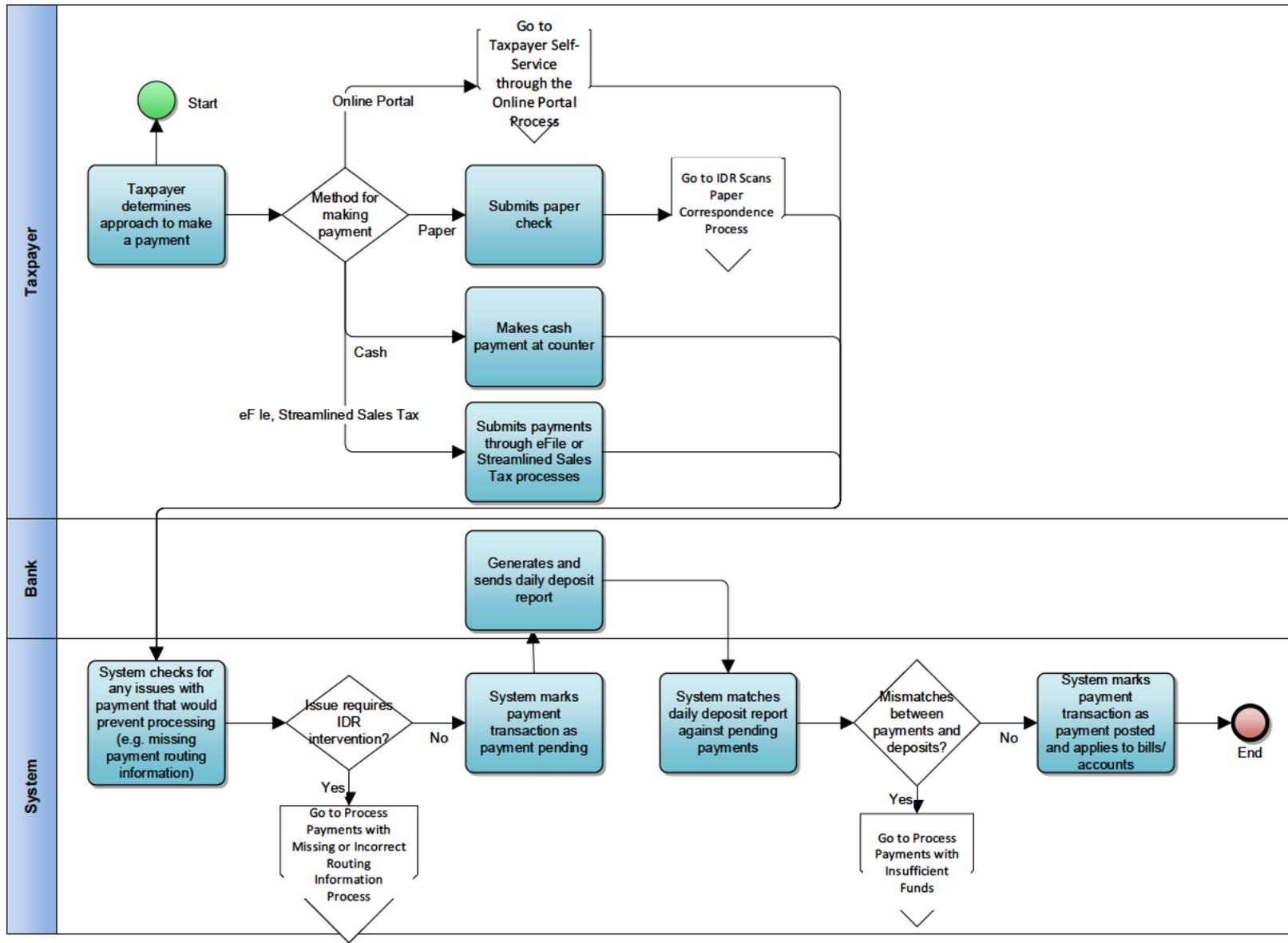


Figure 13. Process Payments with missing or incorrect routing Information

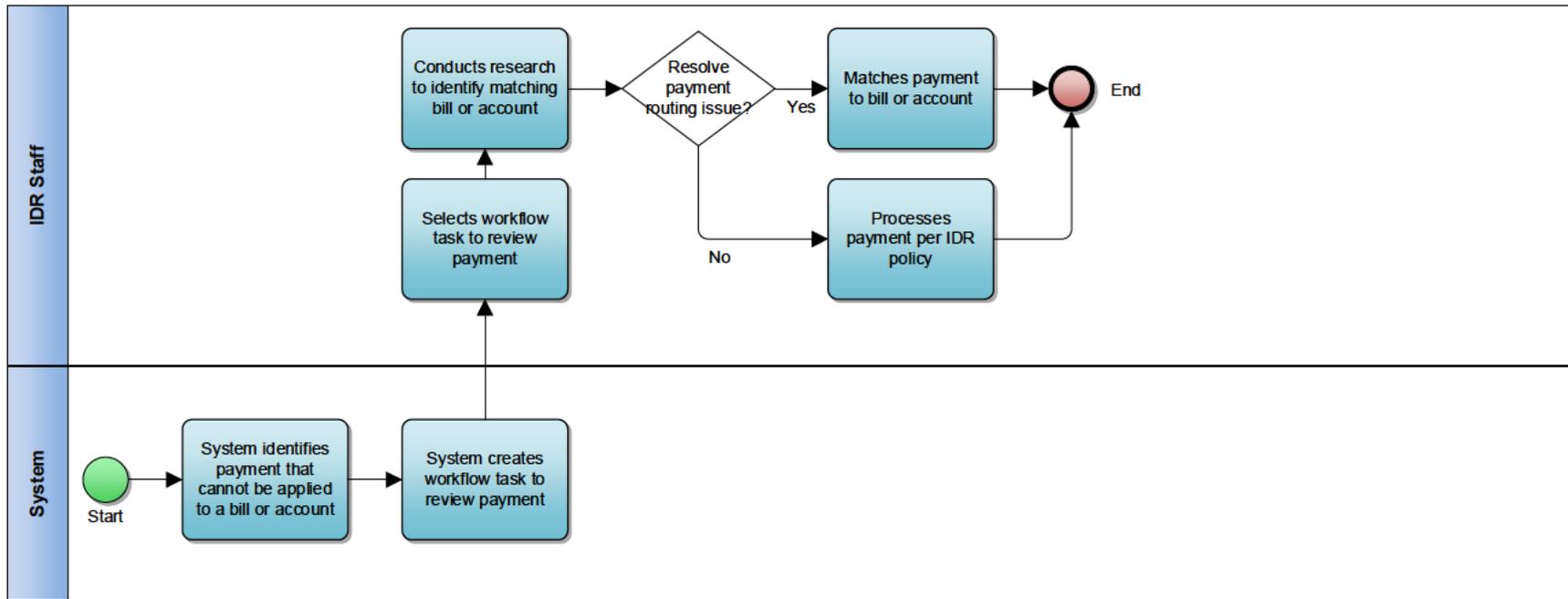


Figure 14. Process Payments with insufficient funds (e.g. "No good check," etc.)

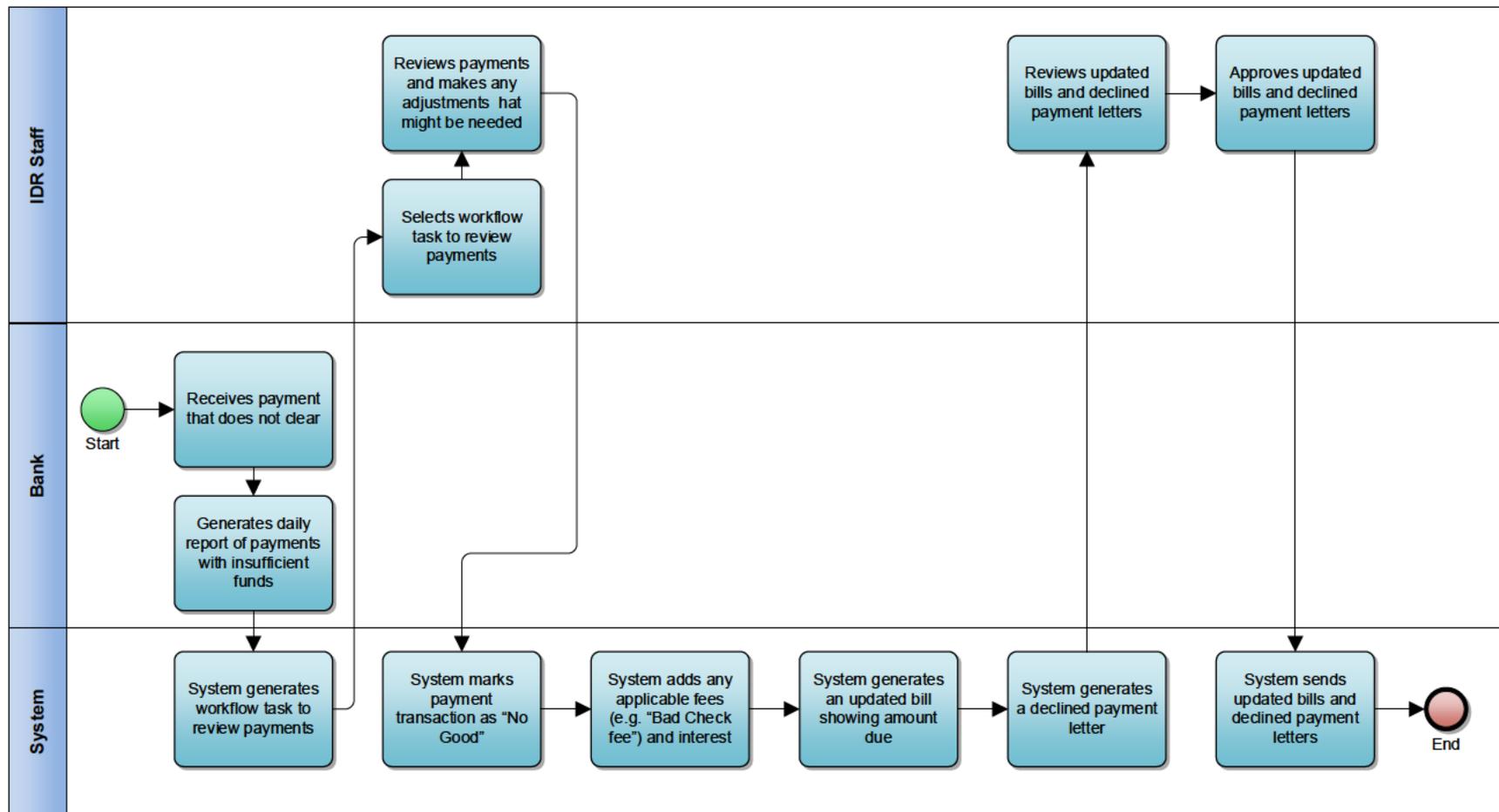


Figure 15. Process Refunds

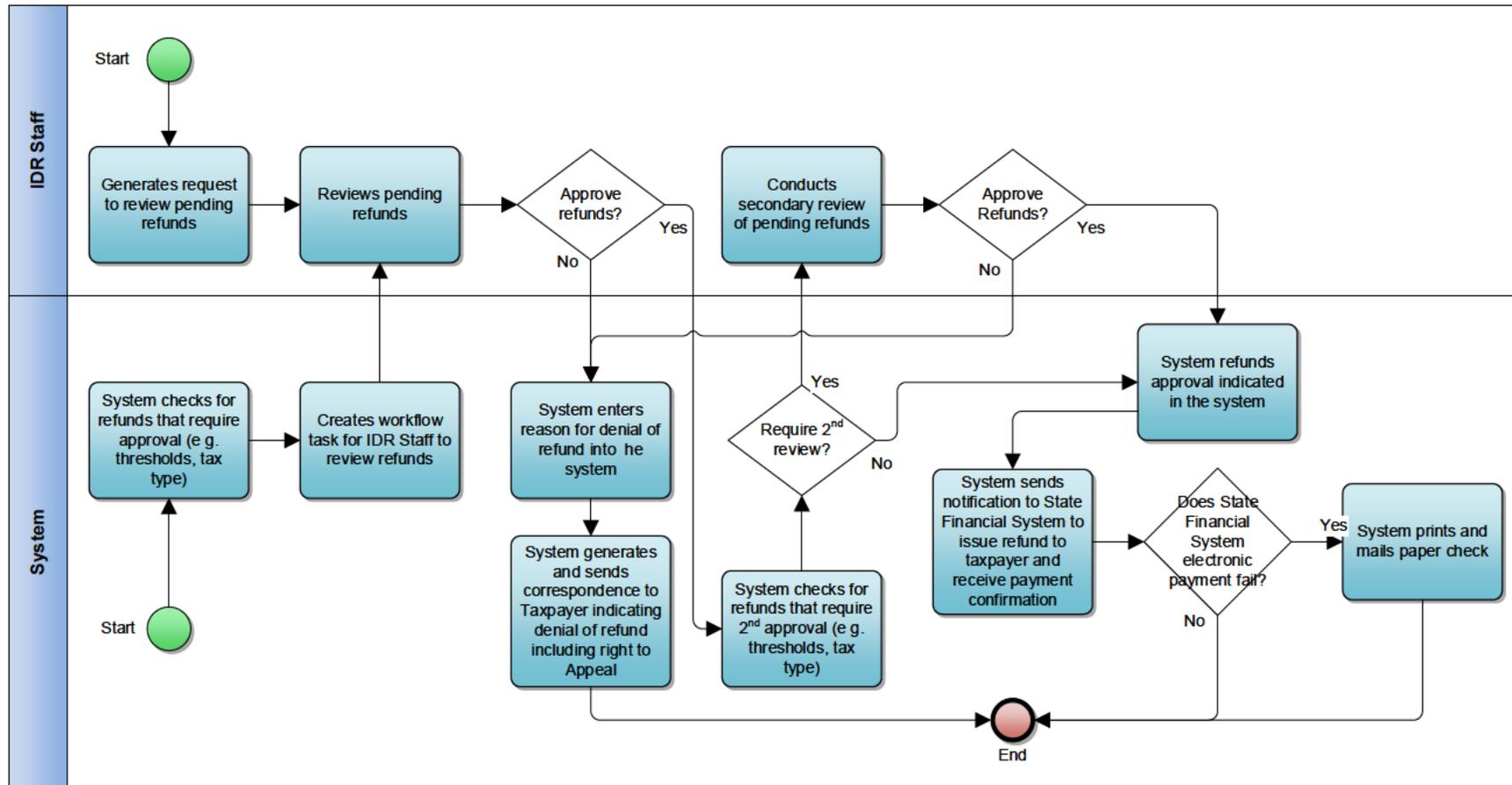


Figure 16. Process Financial Adjustments (e.g. payment reversal, penalty reversal, etc.)

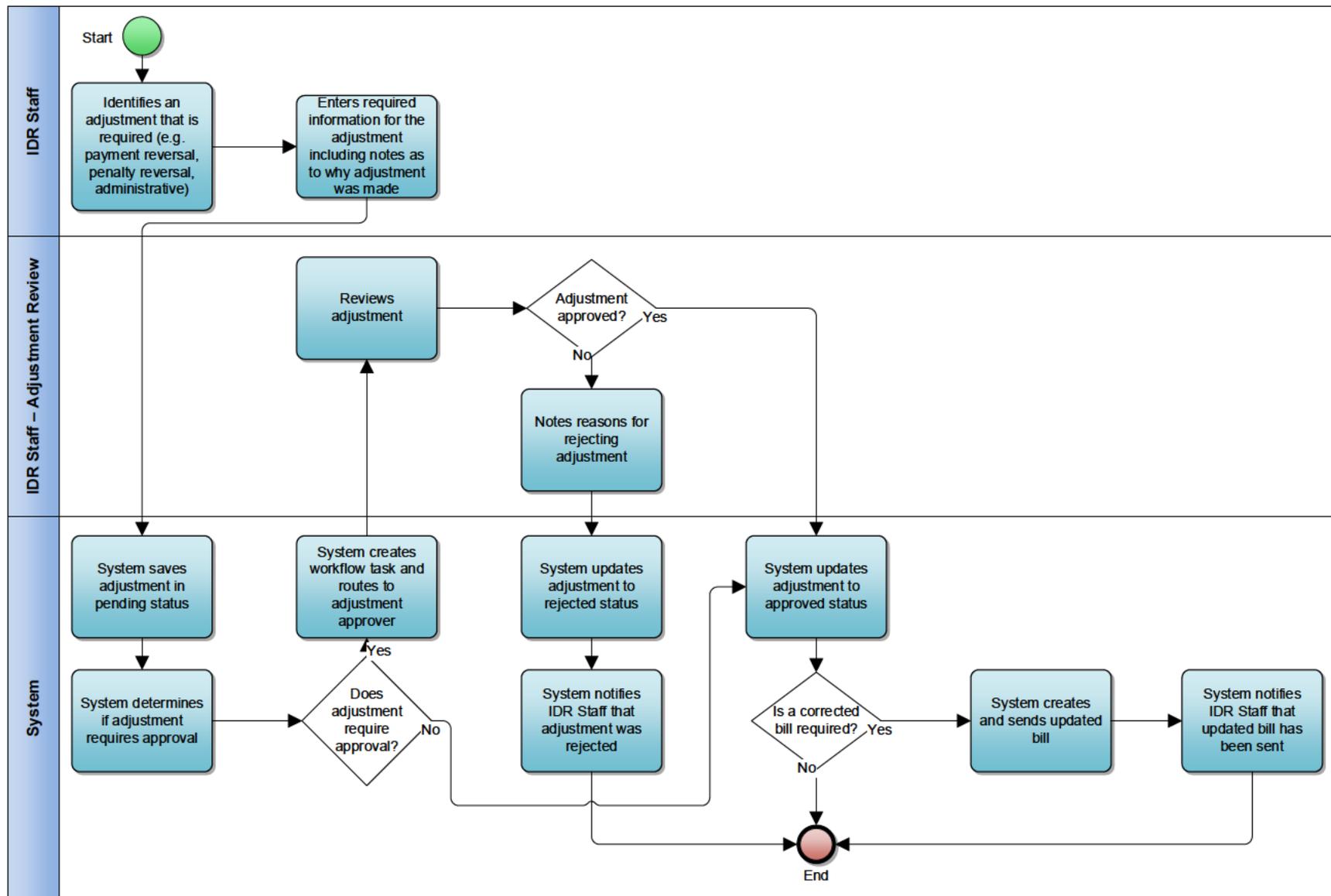


Figure 17. Equalization Process (1 of 2)

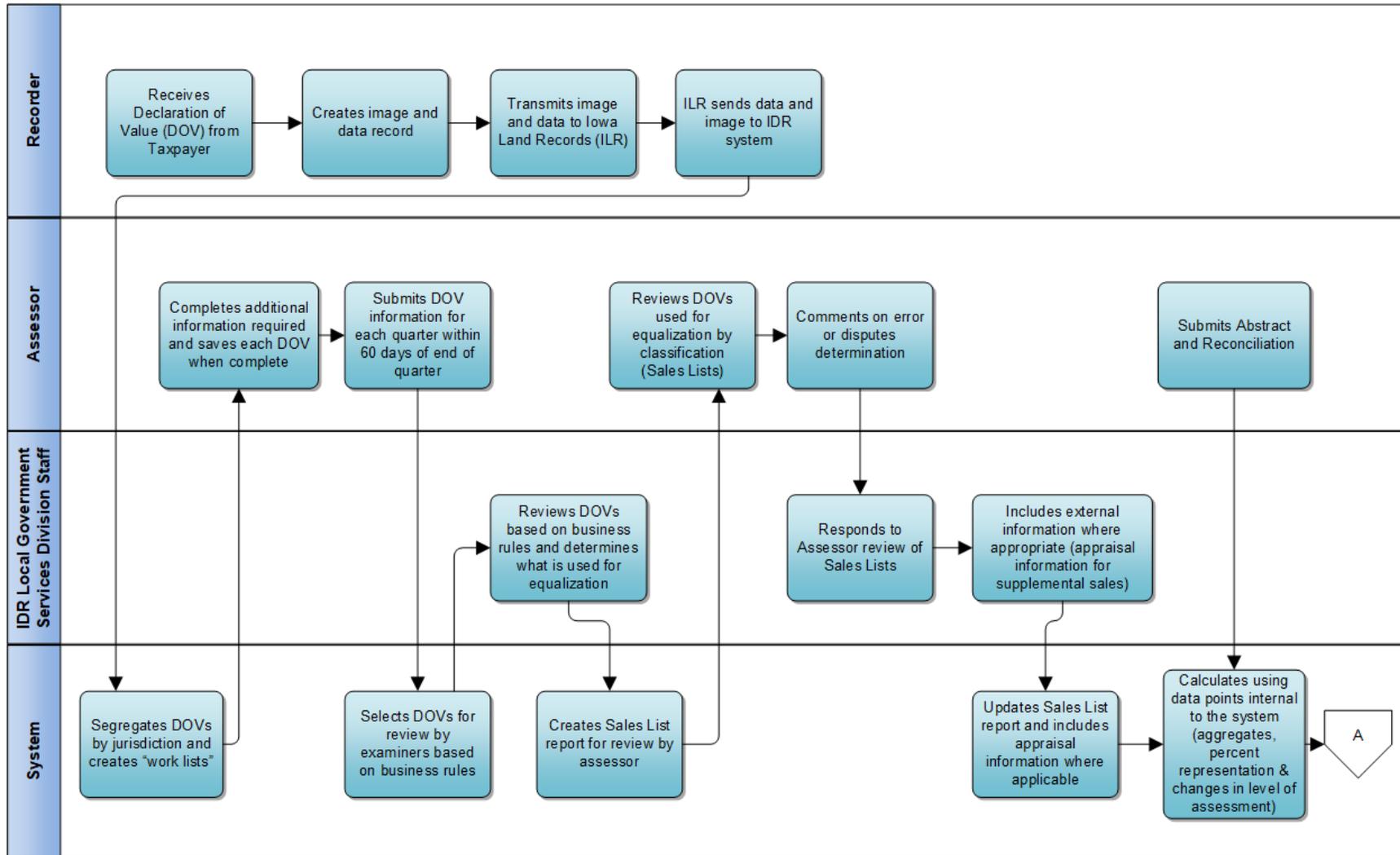


Figure 18. Equalization Process (2 of 2)

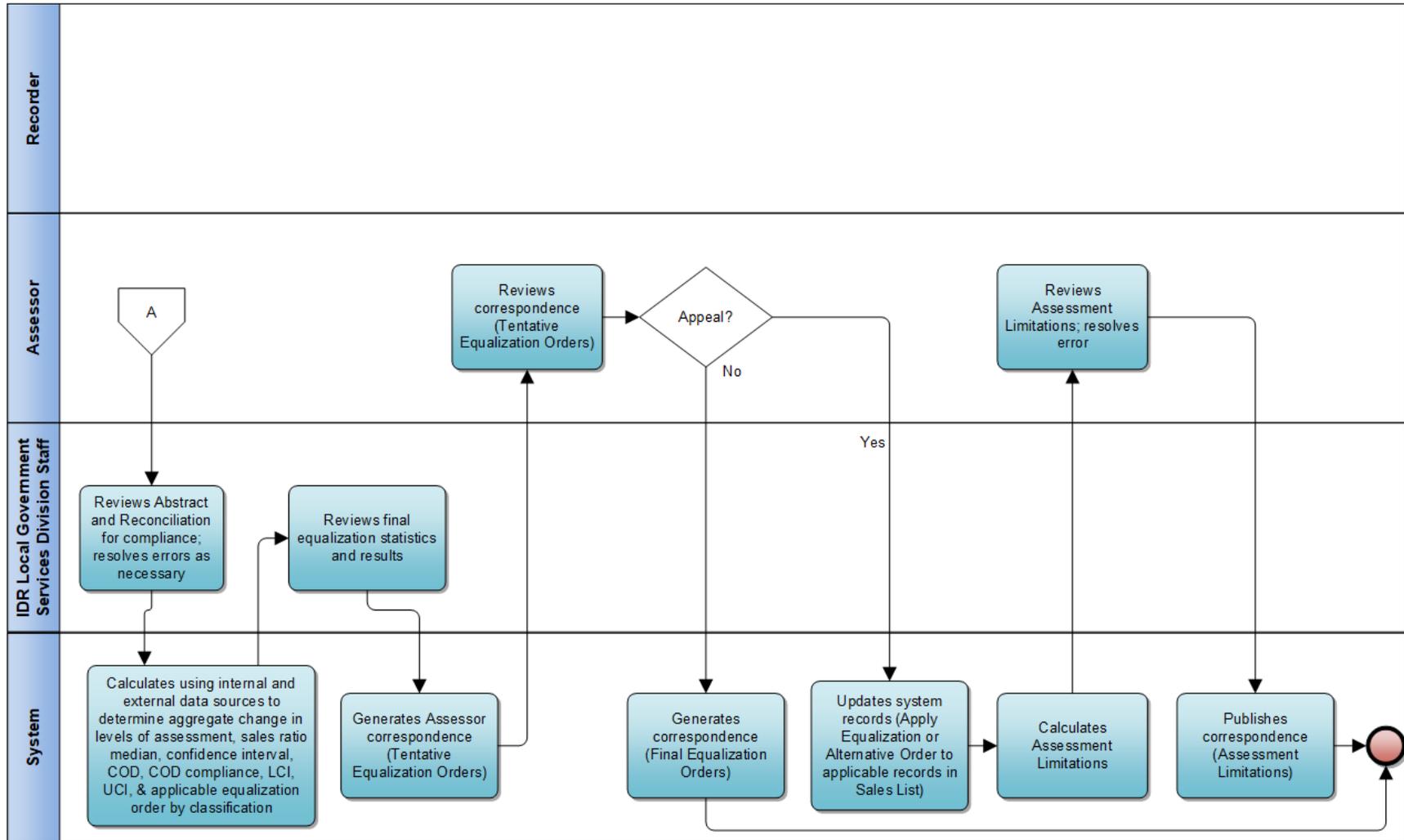


Figure 19. Central Assessment

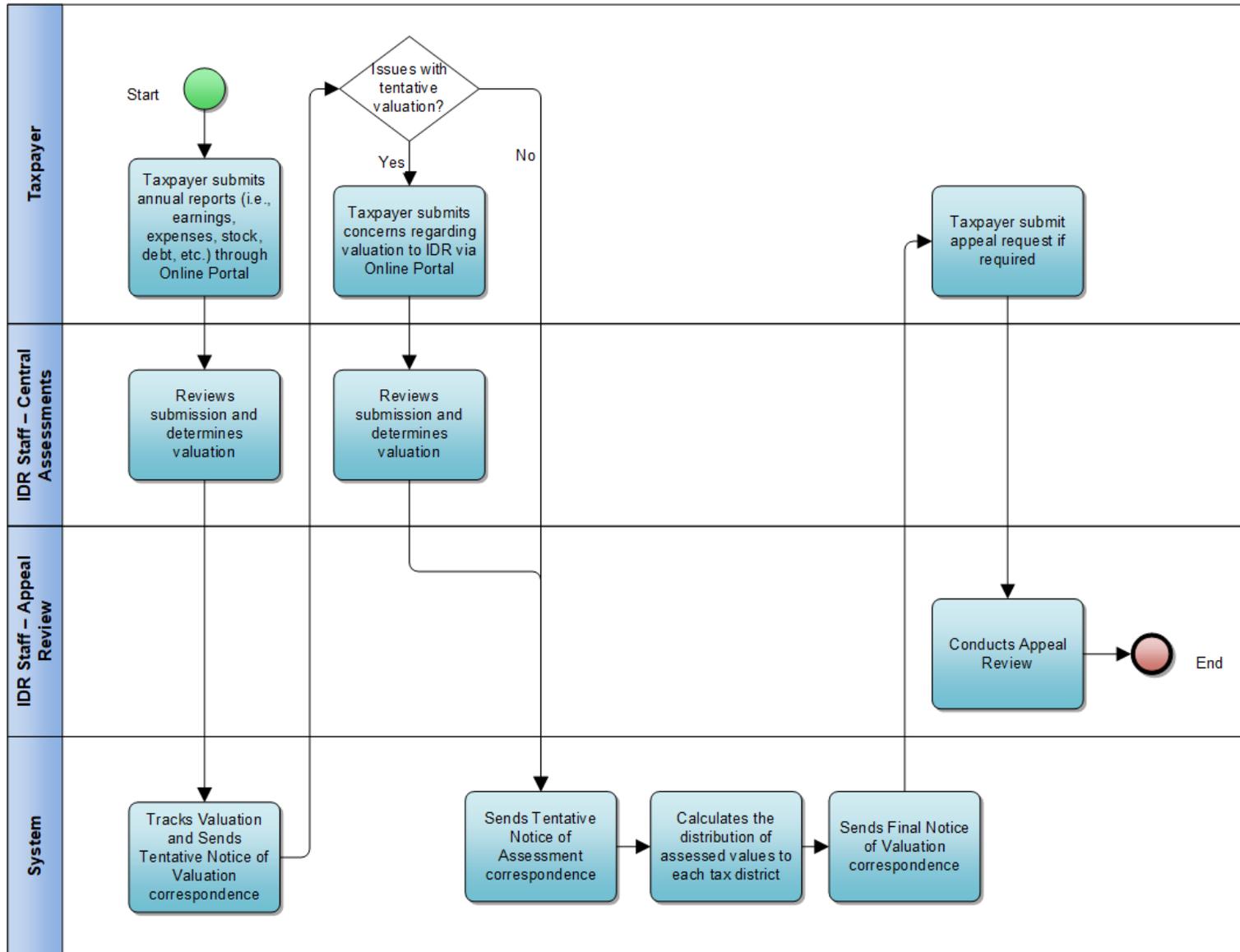


Figure 20. Utility Replacement Tax

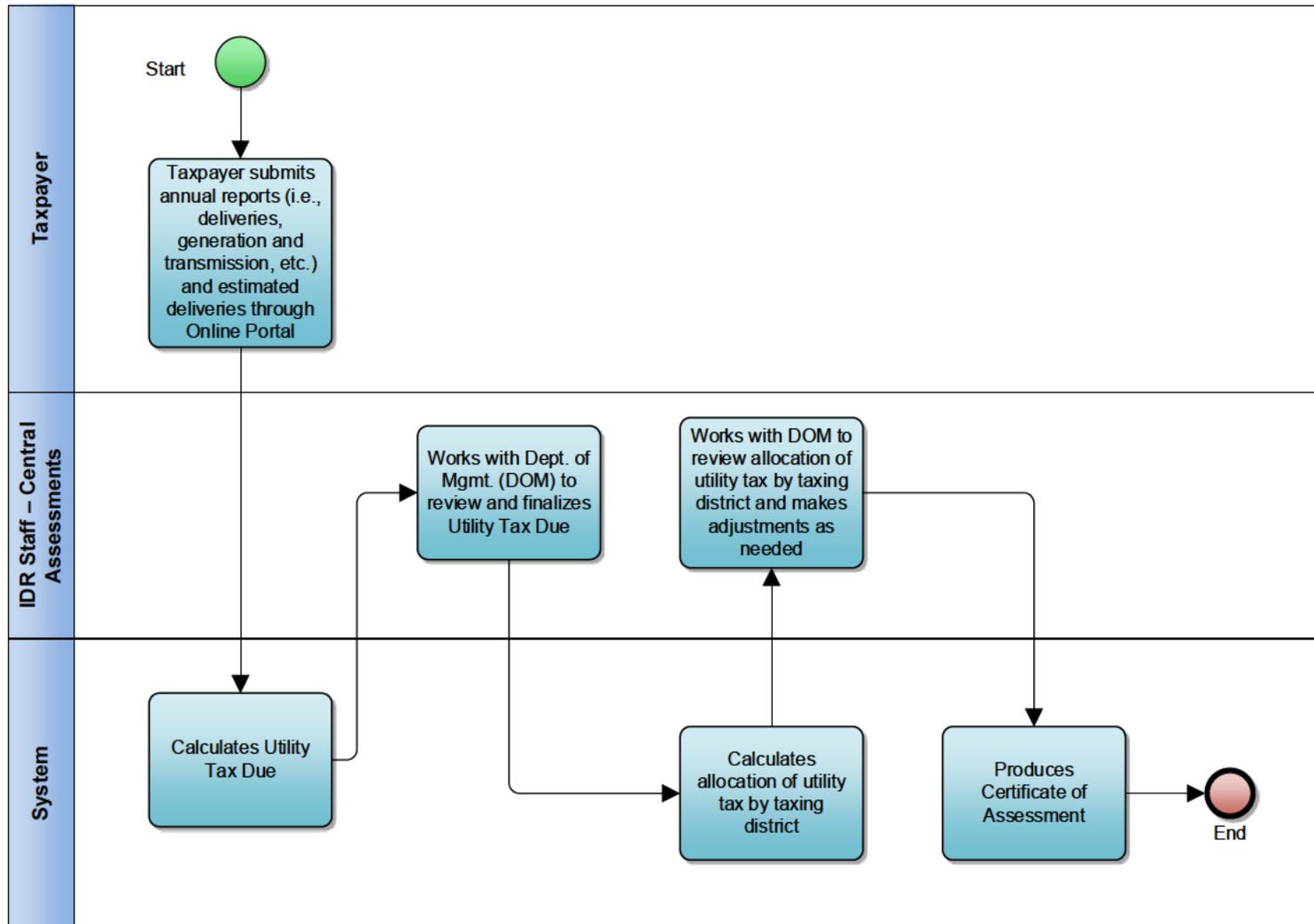


Figure 21. Process Local Government Distribution — Estimated Payments (e.g. Local Option Sales Tax)

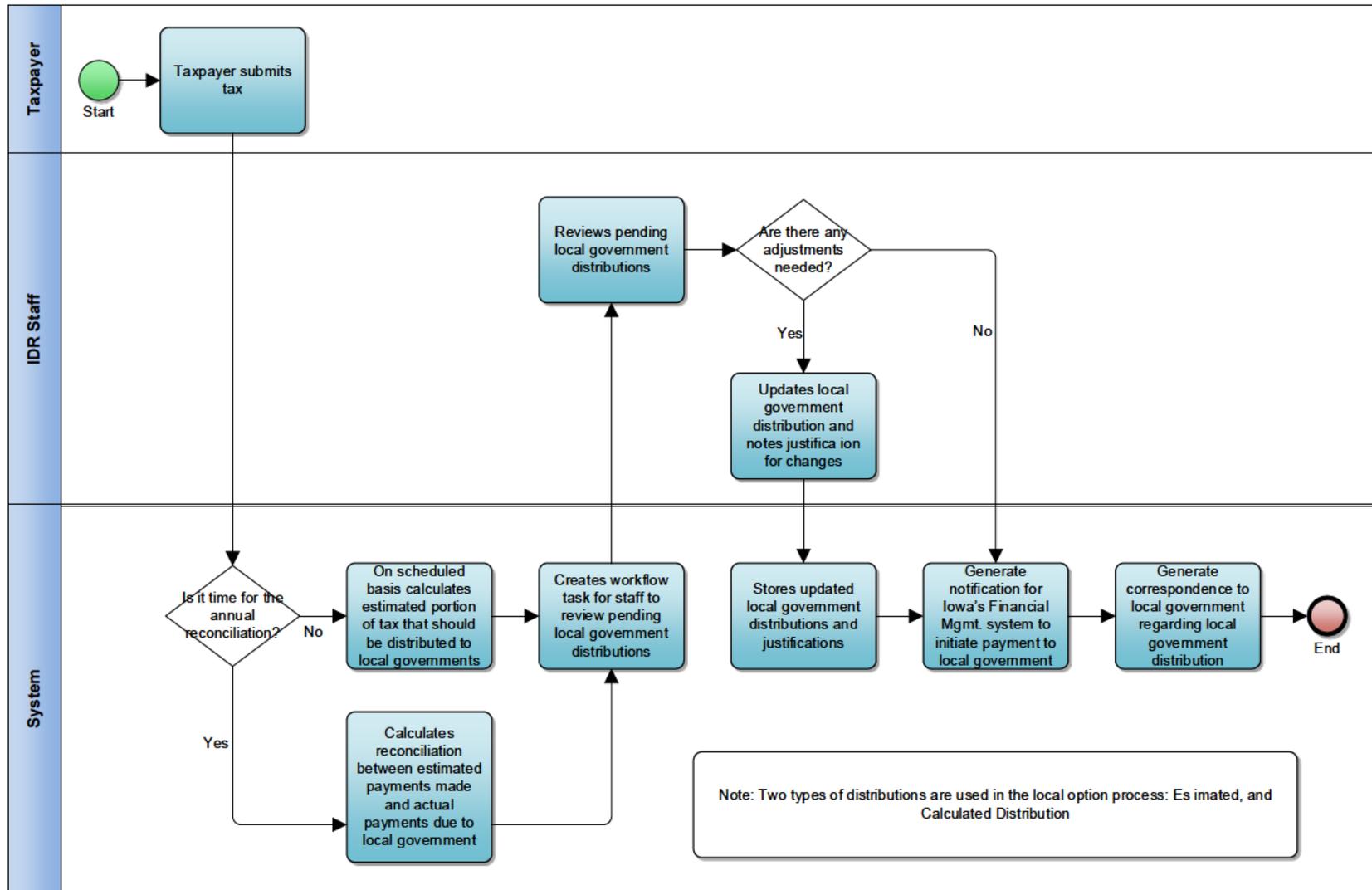
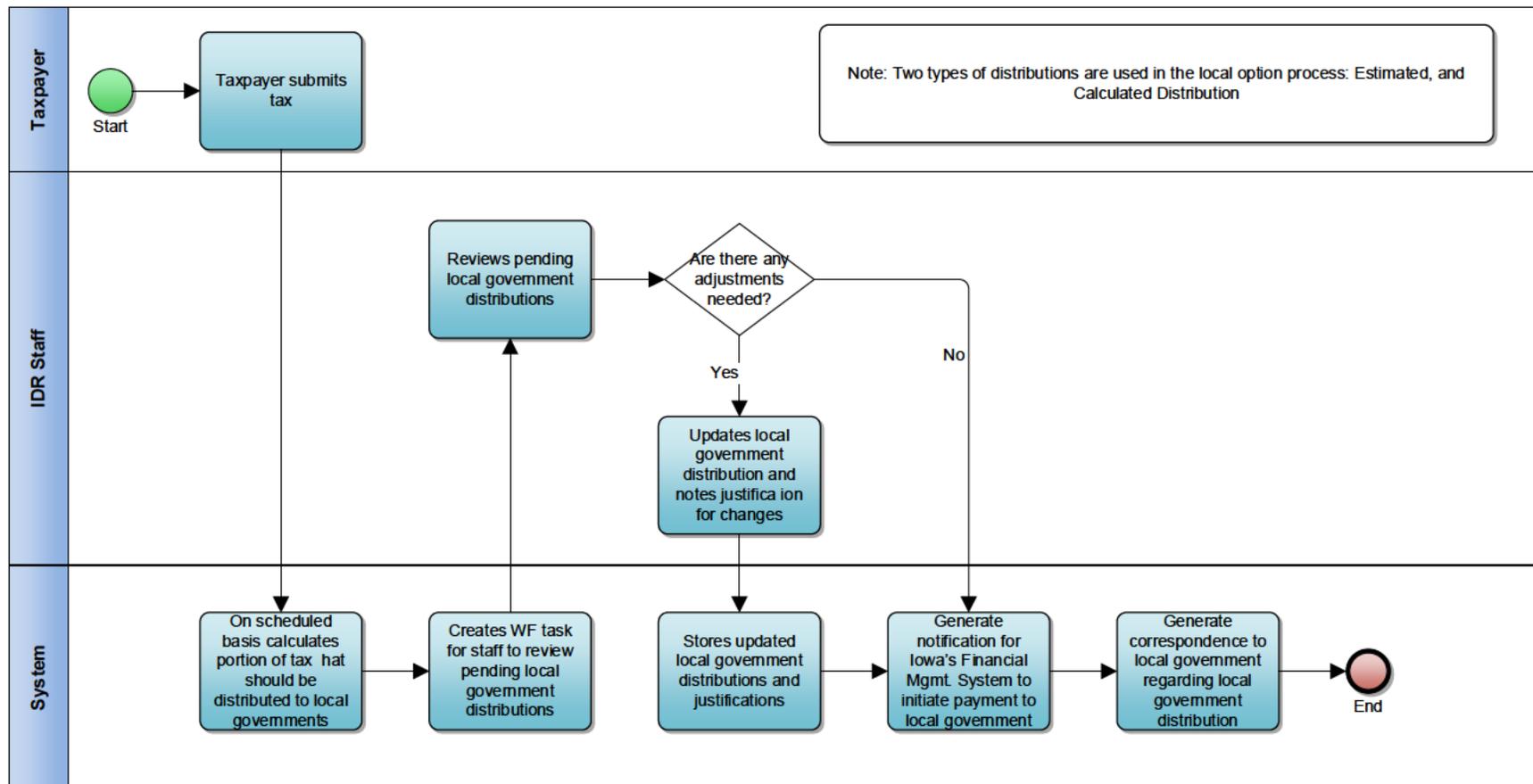


Figure 22. Process Local Government Distribution — No Estimated Payments (e.g. Hotel/Motel Tax)



3. Manage Collections Business Processes

The processes in this section describe how the Agency will manage Collections. The System is expected to increase the efficiency of the Agency Collections processes by providing configurable, comprehensive risk scoring models that help inform the Agency's collection priorities and treatment strategies (e.g. warrants, liens, payment plans, etc.), as well as regularly re-evaluate and utilize skip trace needs cases as new information becomes available. With a single 360° view of each taxpayer (e.g. individual, corporation, etc.), the Agency can make data-driven decisions concerning its collection efforts and manage its accounts receivables.

Figure 23. Manage Tax Debt

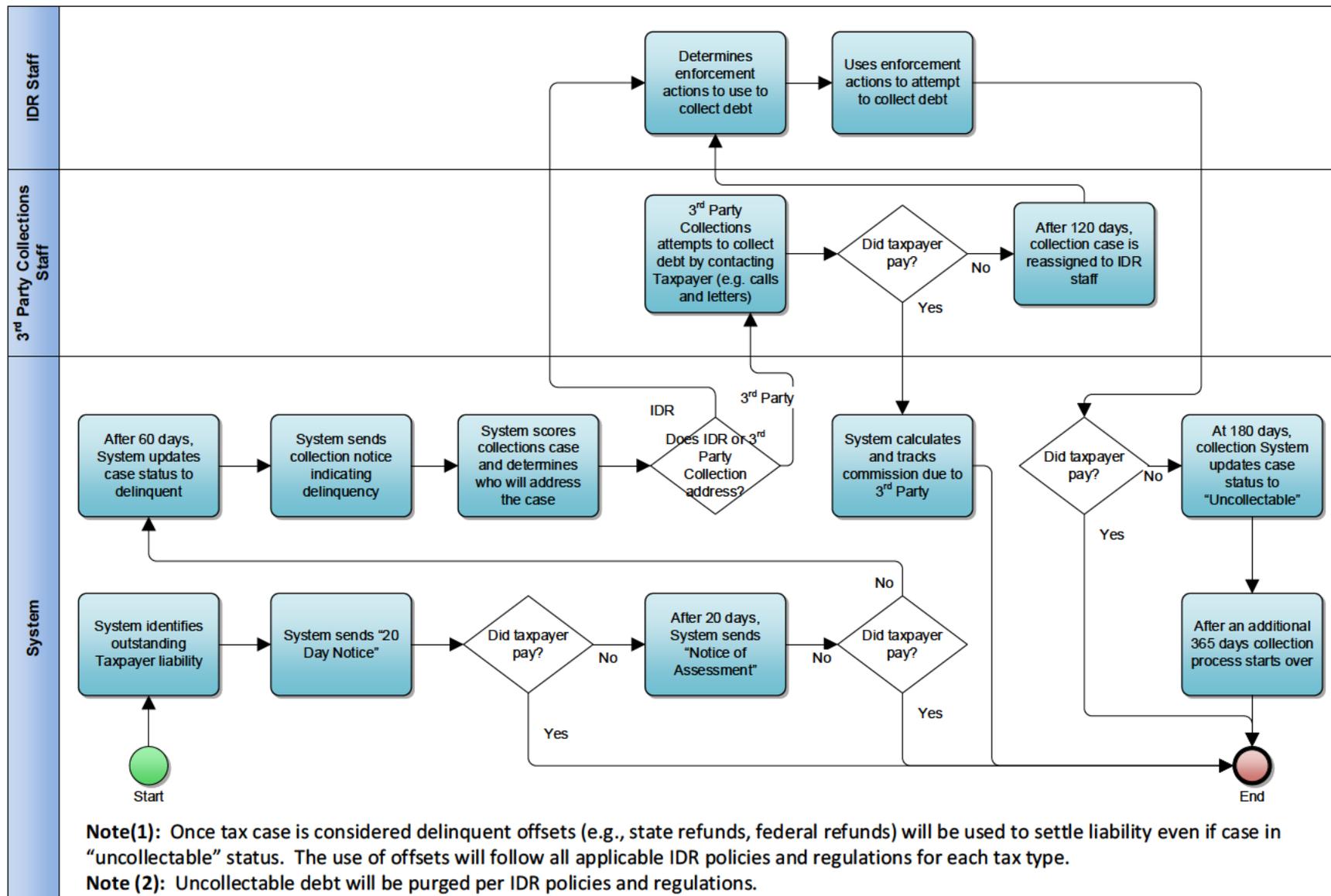


Figure 24. Manage Non-Tax Debt

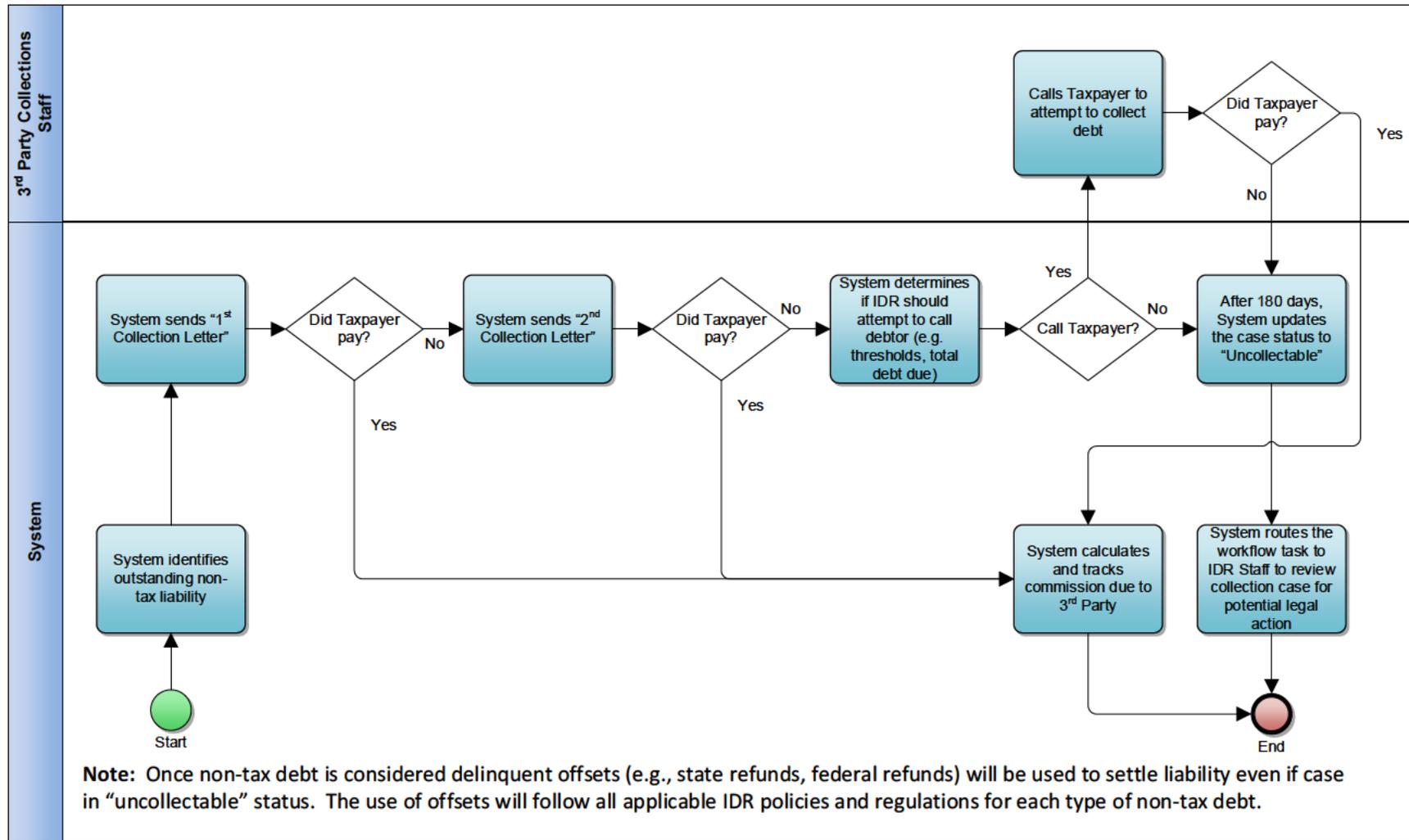


Figure 25. Enroll in Payment Plan

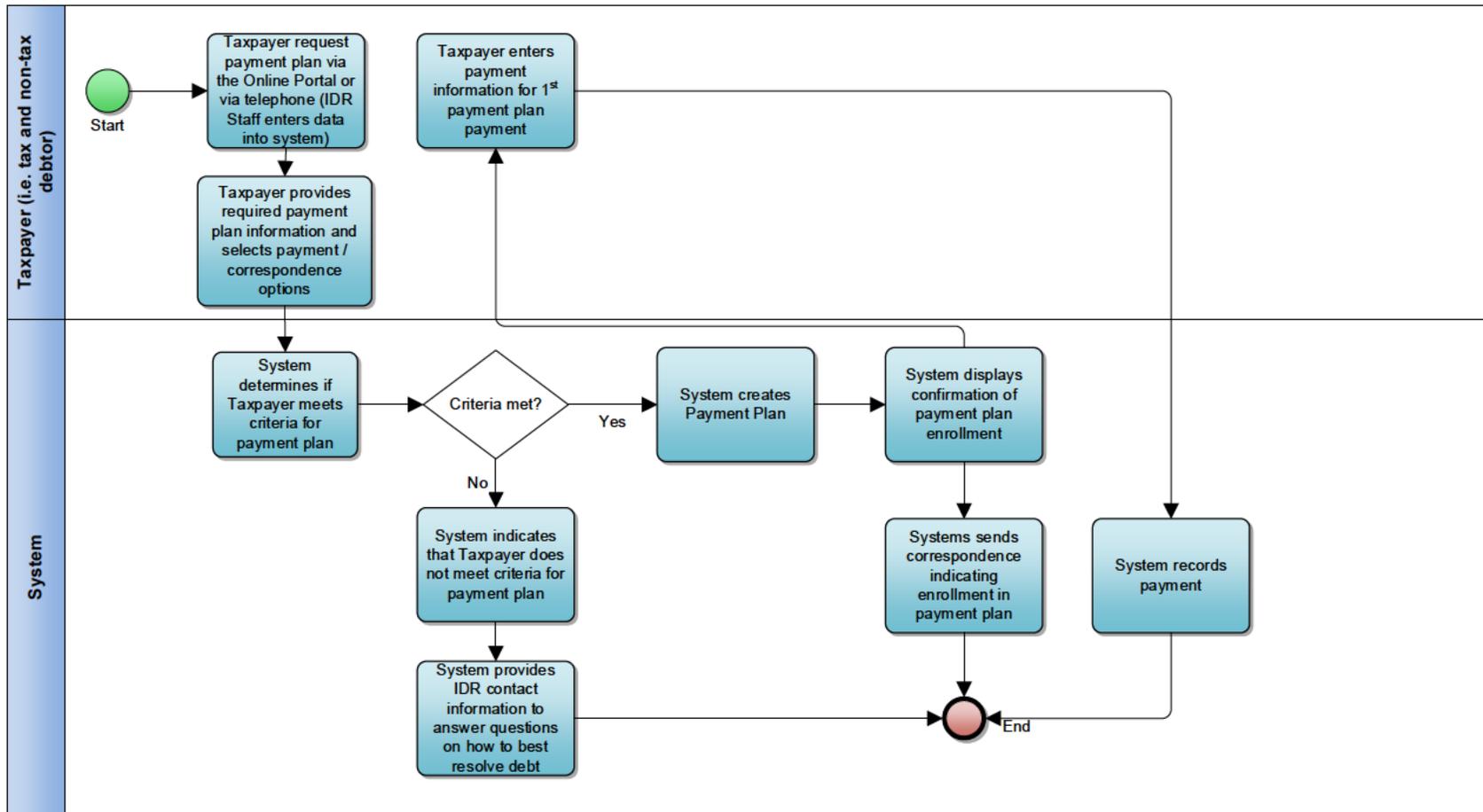


Figure 26. Manage Payment Plan Default

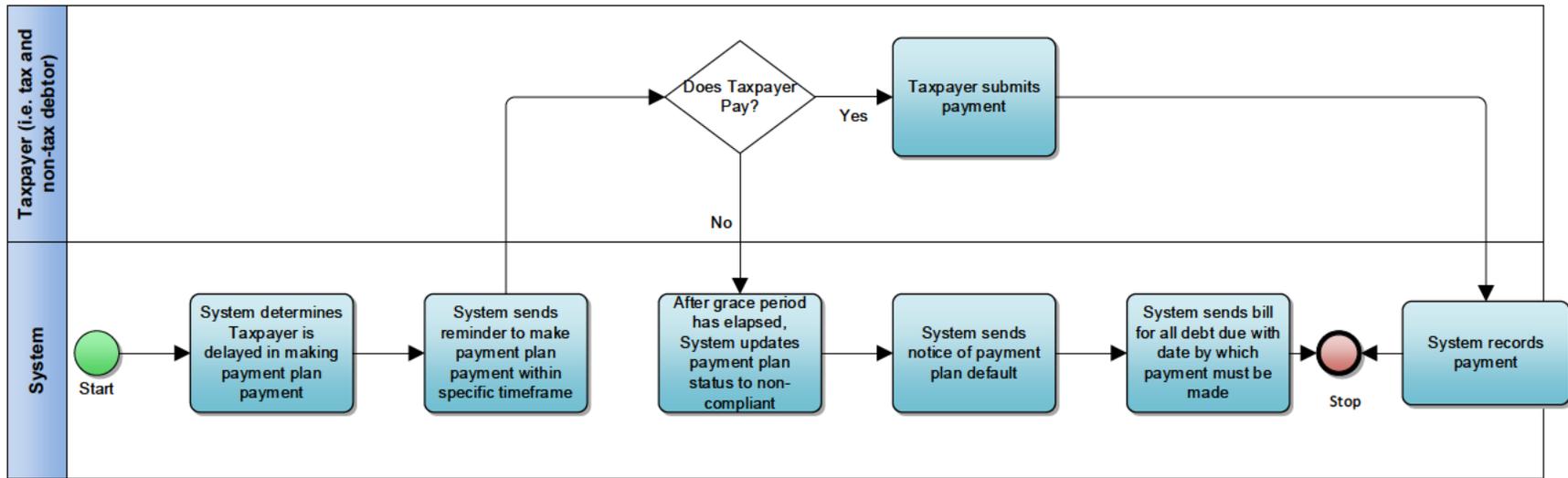


Figure 27. Issue Levies

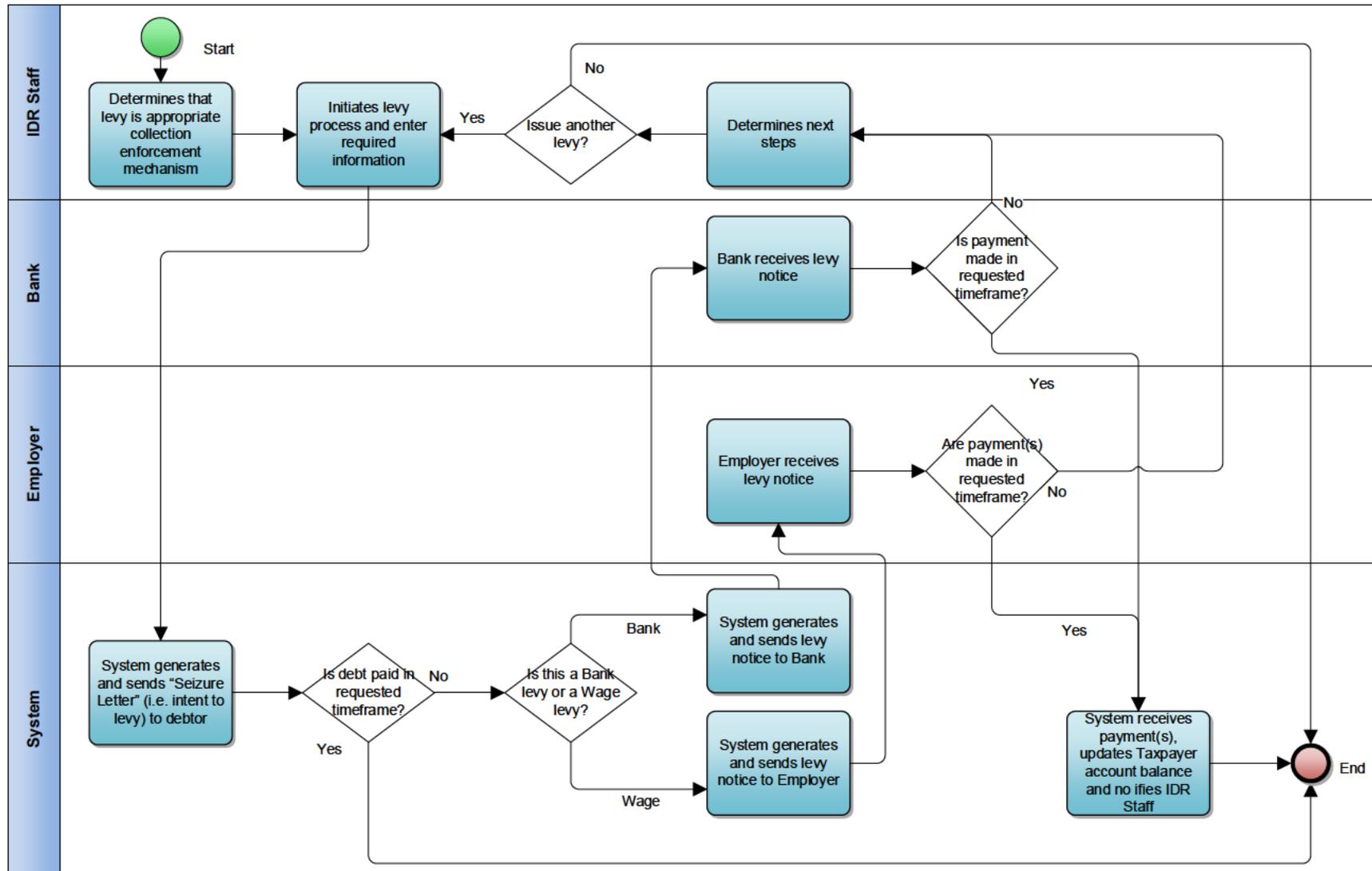


Figure 28. Process Lien Recording

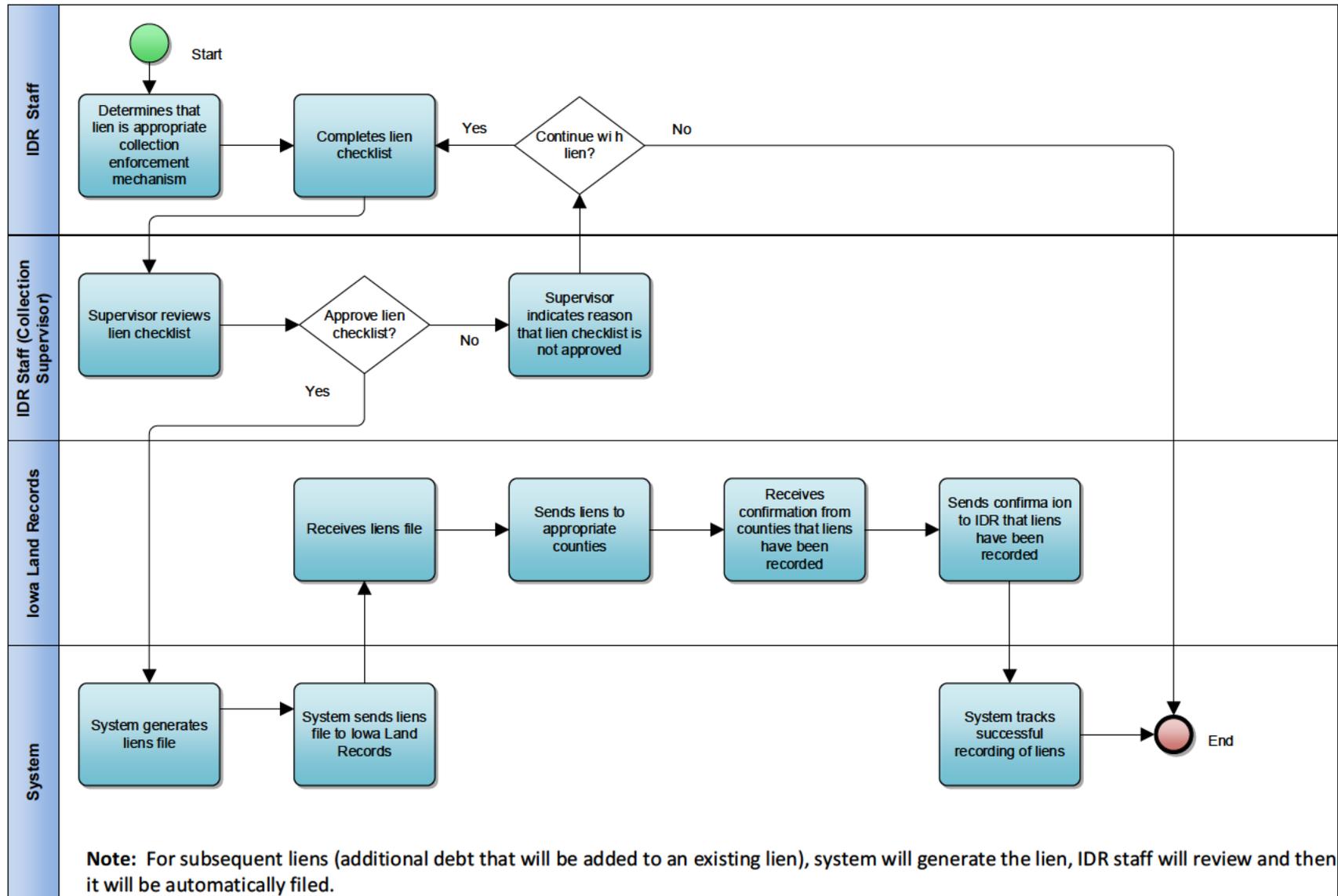


Figure 29. Process Lien Release/Extension

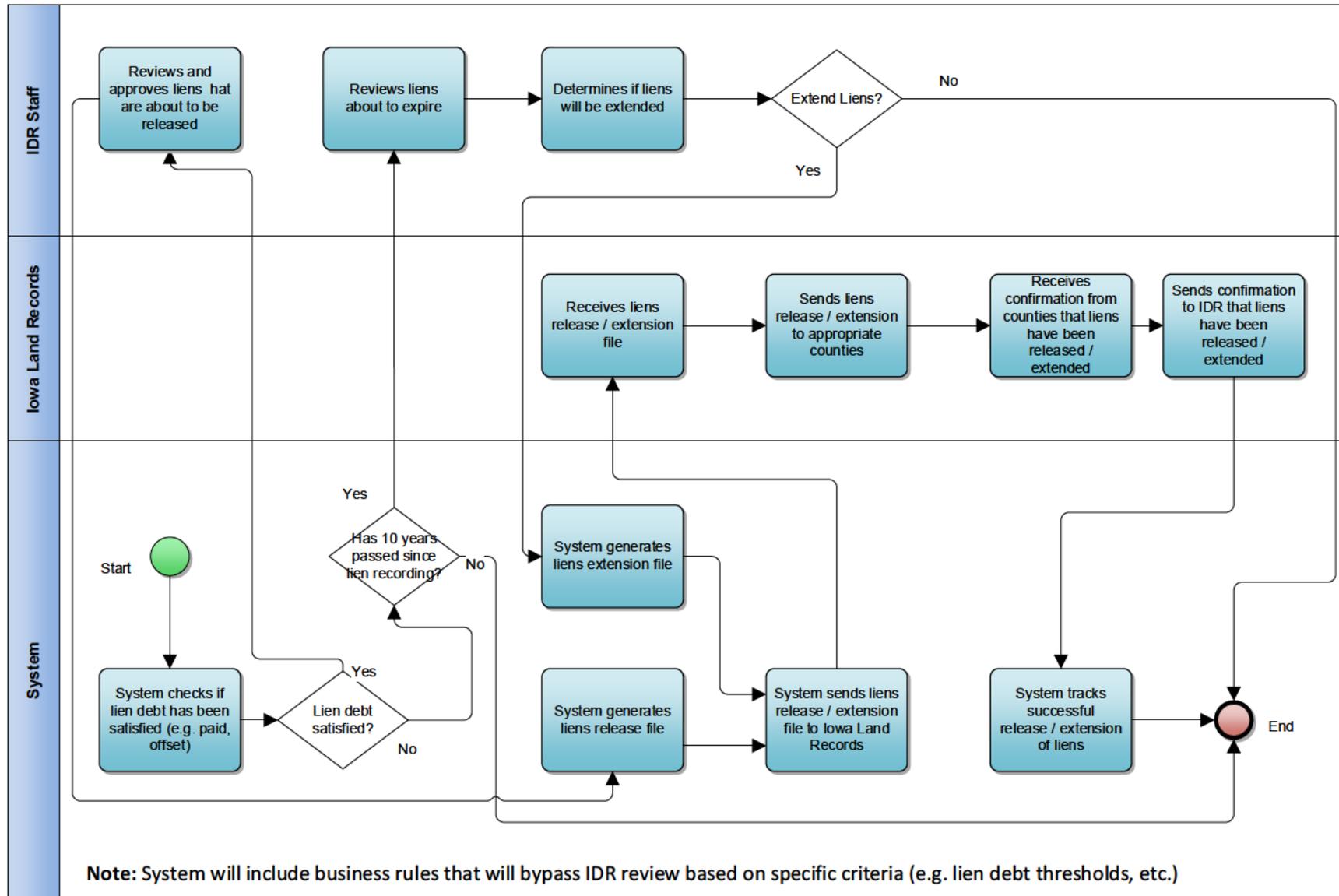


Figure 30. Process Distress Warrant (e.g. Wage Garnishment)

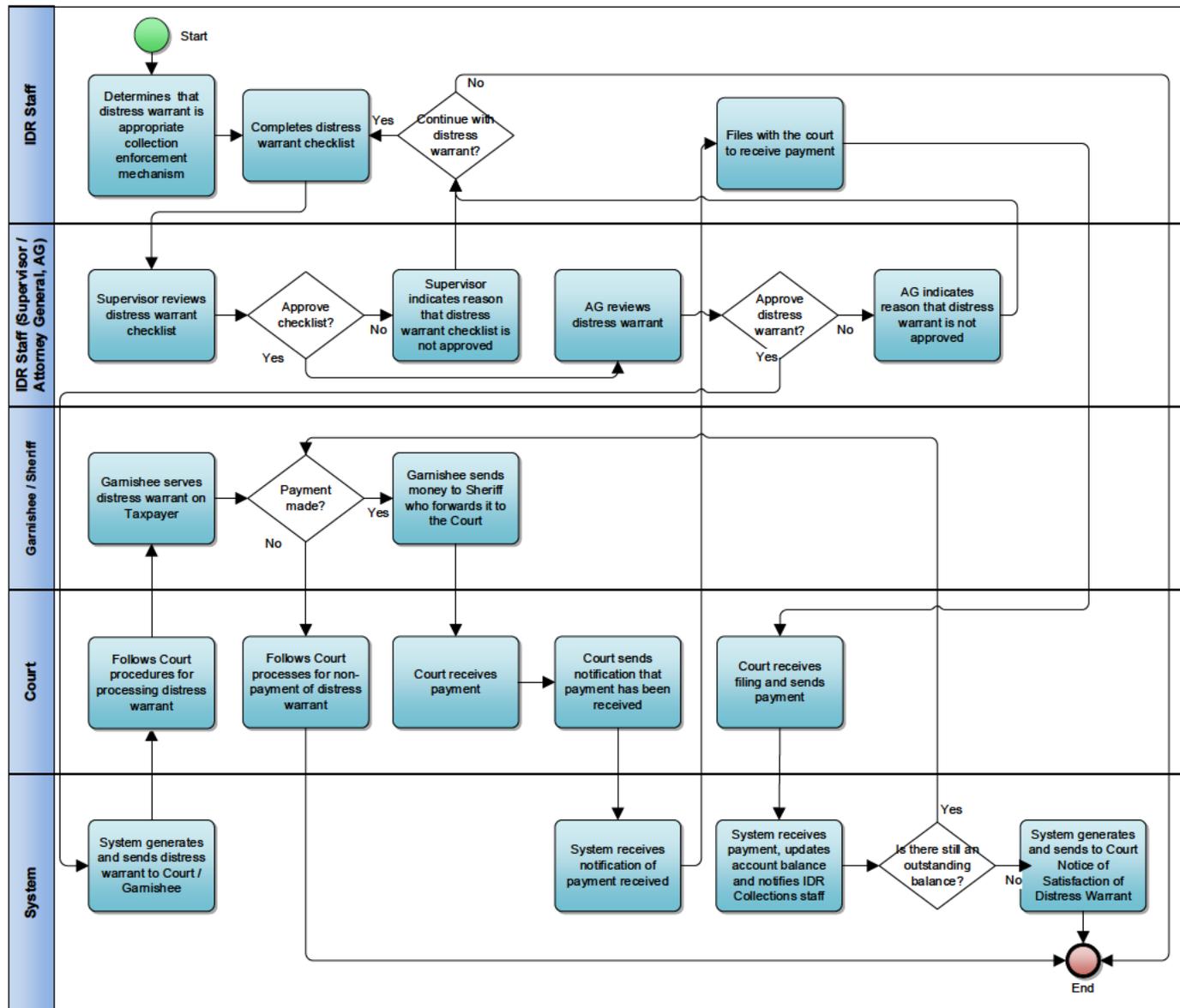
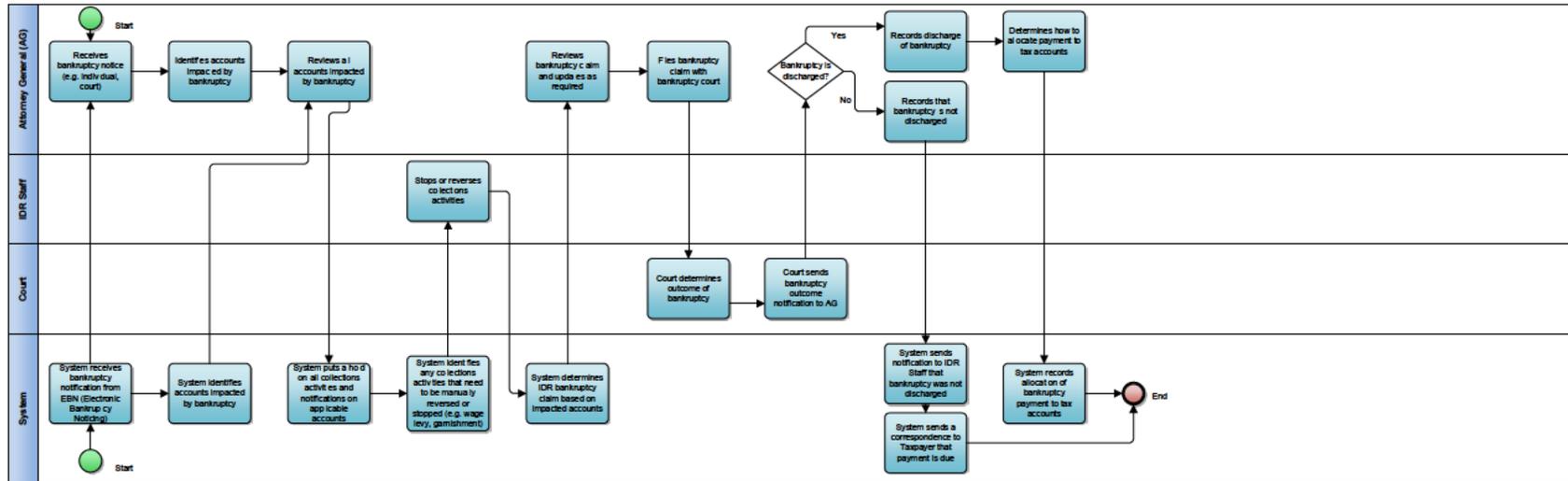


Figure 31. Process Bankruptcy



4. Conduct Audits and Investigations Business Processes

The processes in this section describe how the Agency will conduct Audits and Investigations with the System. The System is expected to enhance the audit process by providing flexible and comprehensive audit selection, forecasting processes that accurately predict audit yield, and informing audit prioritization, segmentation, and workload. The System will also enhance the overall audit case management capability, including the efficient, transparent assessment of audit cases (for both non-filers and for filers), timely issuance of audit case results (e.g. closing agreements, voluntary disclosure agreements, etc.), and appeals of audit cases by taxpayers.

Figure 32. Assign Audits

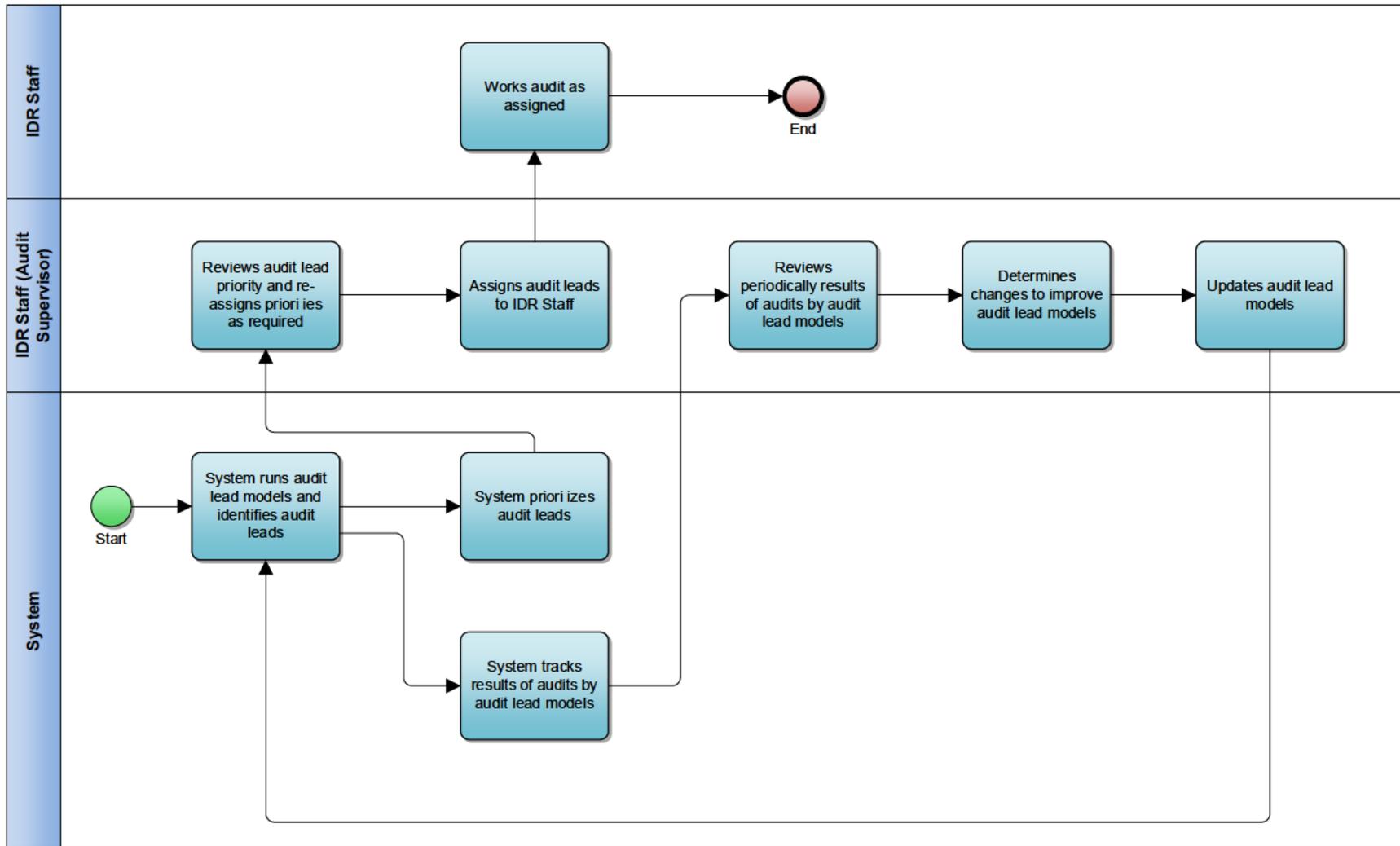


Figure 33. Conduct Audits

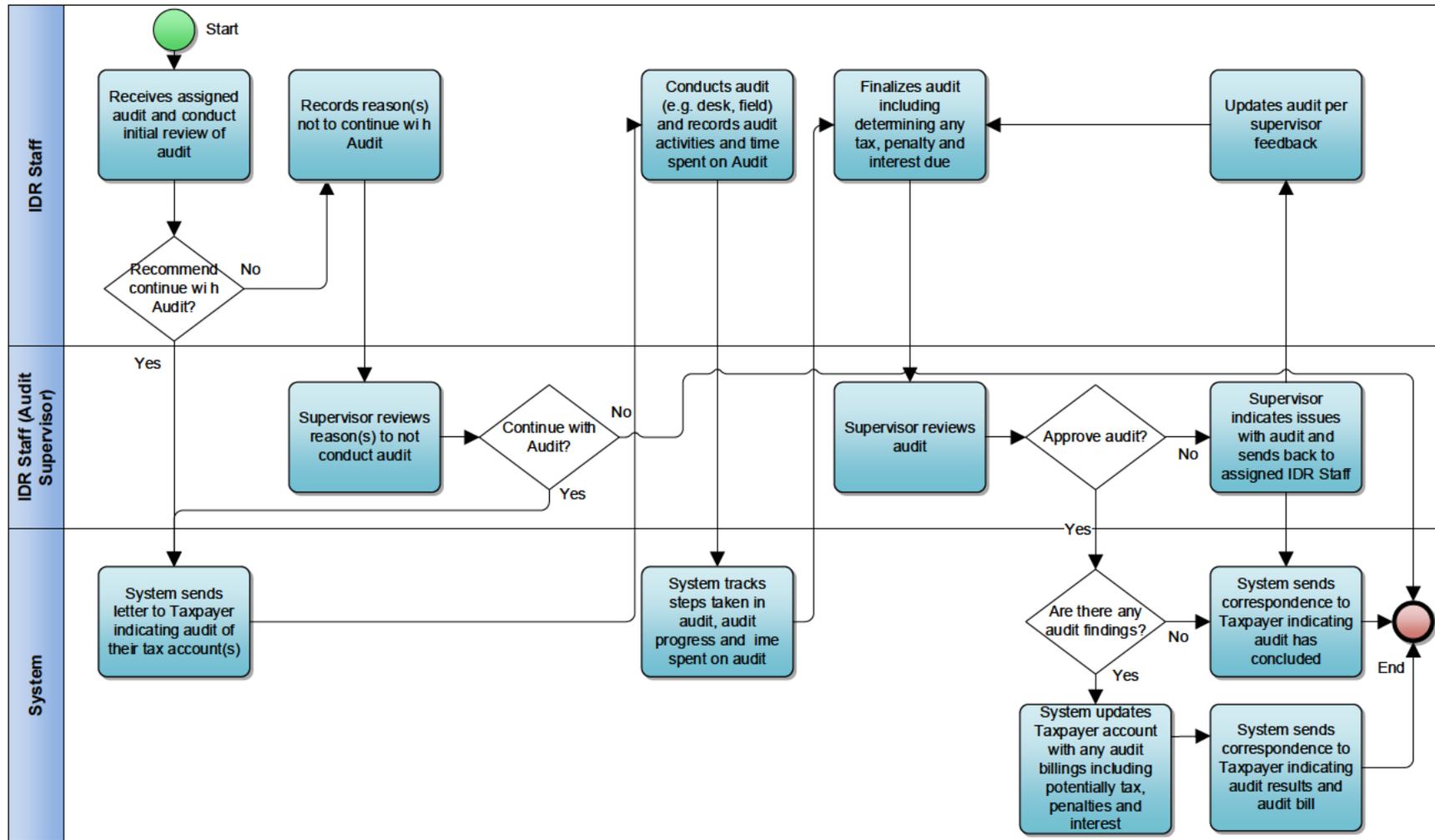


Figure 34. Manage Criminal Investigation Referrals

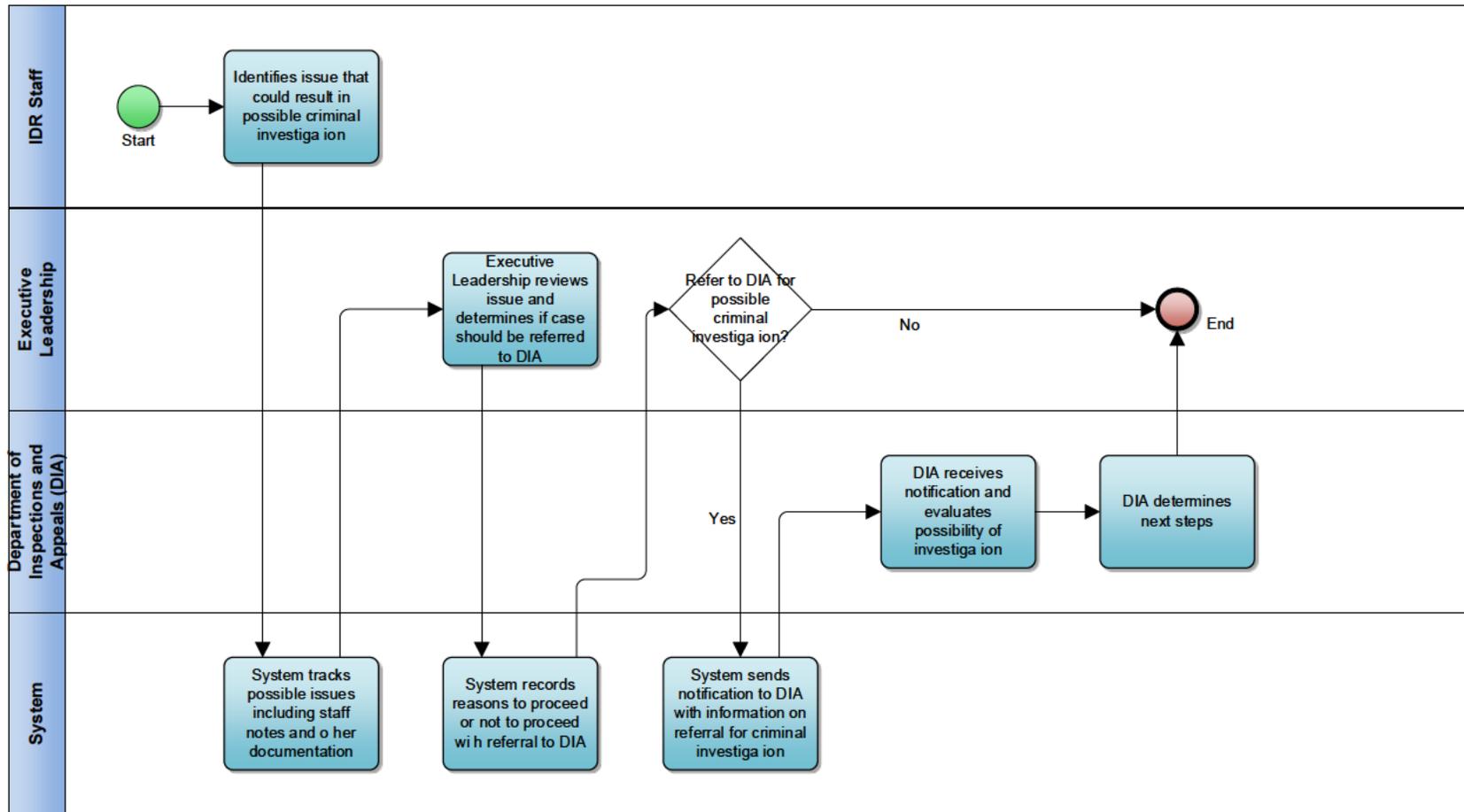
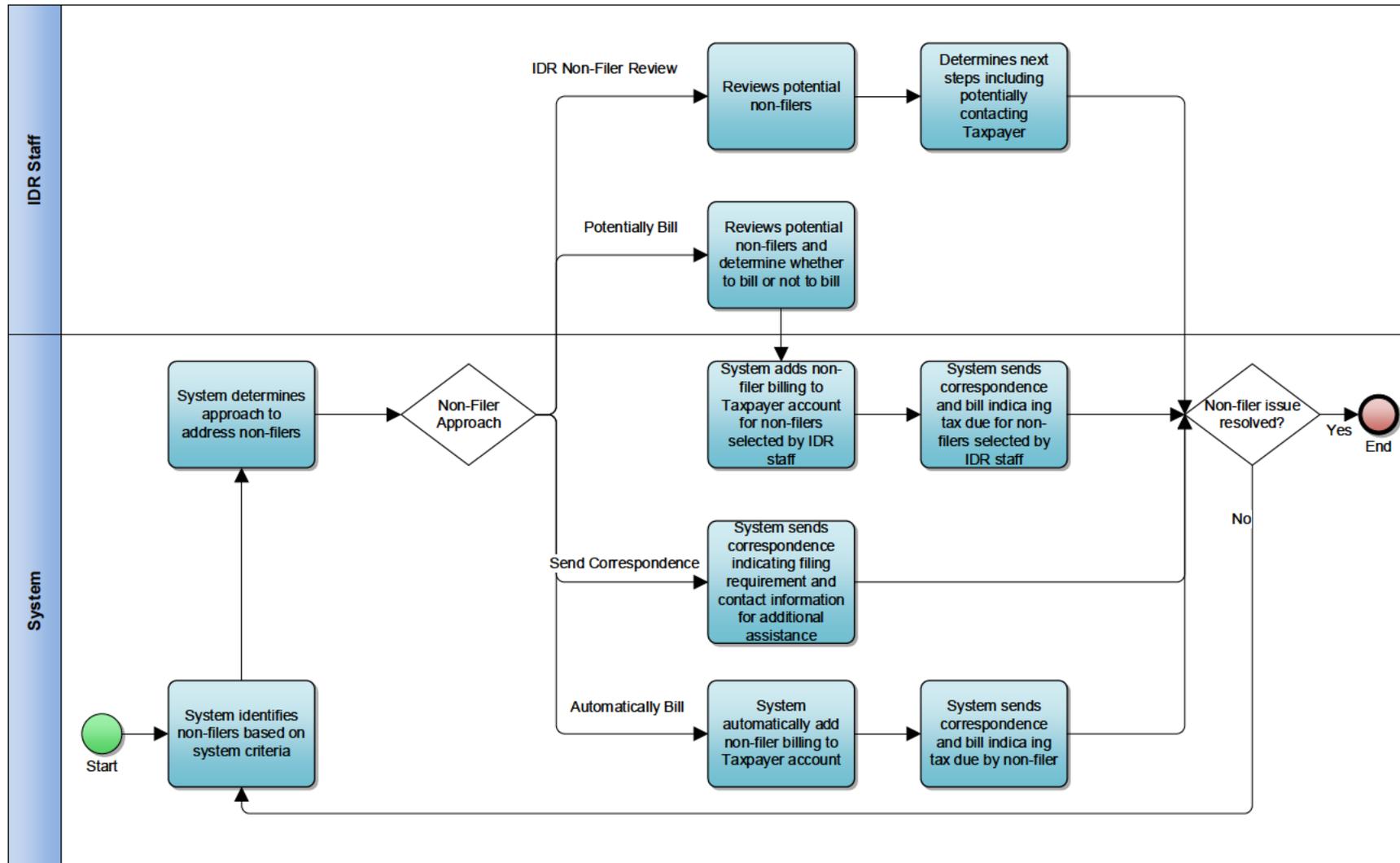


Figure 35. Manage Non-Filer Process



5. Manage the Enterprise Business Processes

The processes in this section describe additional enterprise wide processes for managing Finance, Appeals, Research & Policy, and Security. The System must provide robust financial management and revenue accounting functionality, and must enable adherence to standard accounting principles, standards, and procedures (i.e., Generally Accepted Accounting Practices (GAAP) and statutory reporting requirements). In addition, the System must support electronic case management and document management capabilities for managing appeals. The System must also support all business processes and requirements related to Security and Research in the Specifications Matrices.

Figure 36. Manage Appeal Intake Process

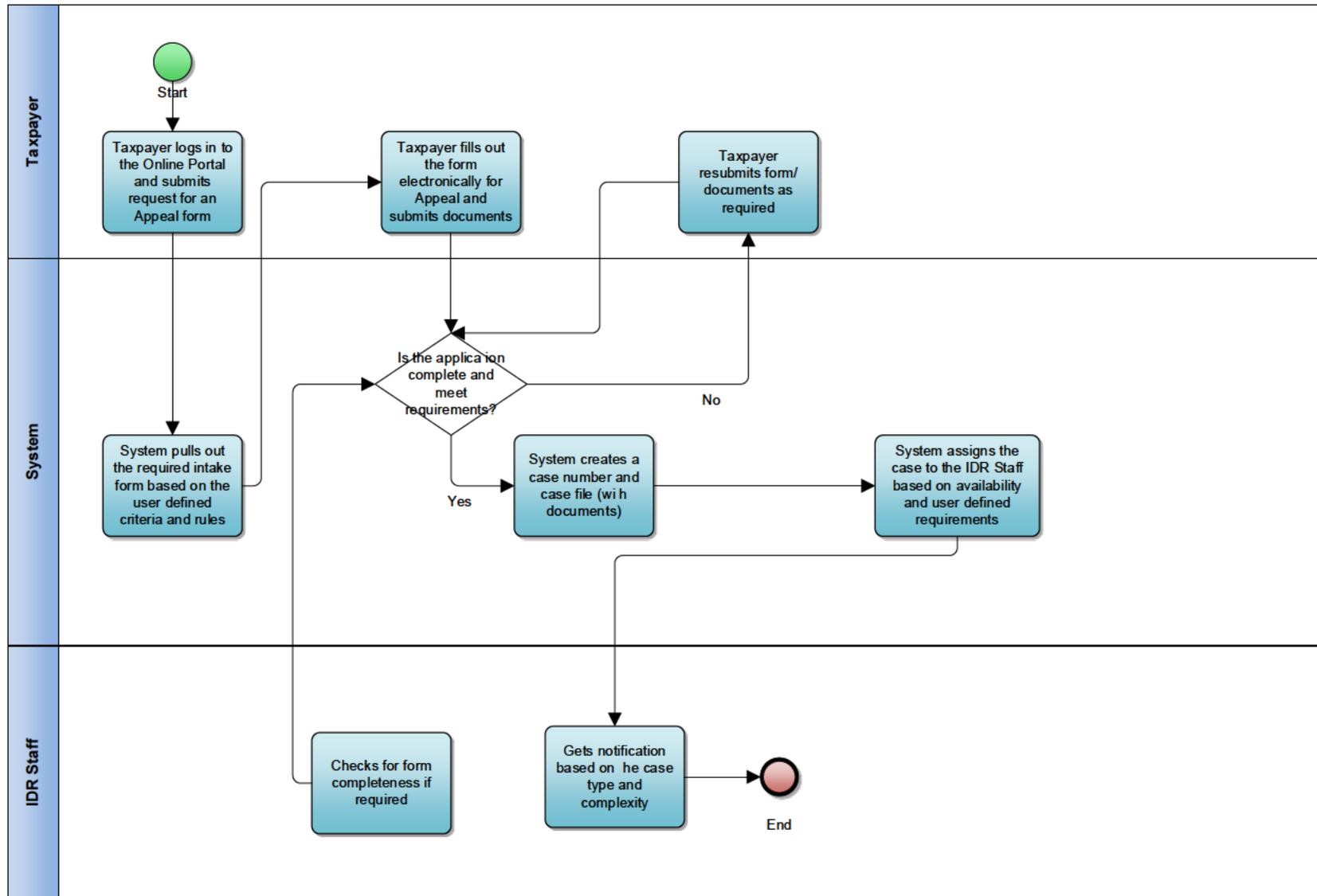


Figure 1

Figure 37. Manage Appeal Review Process

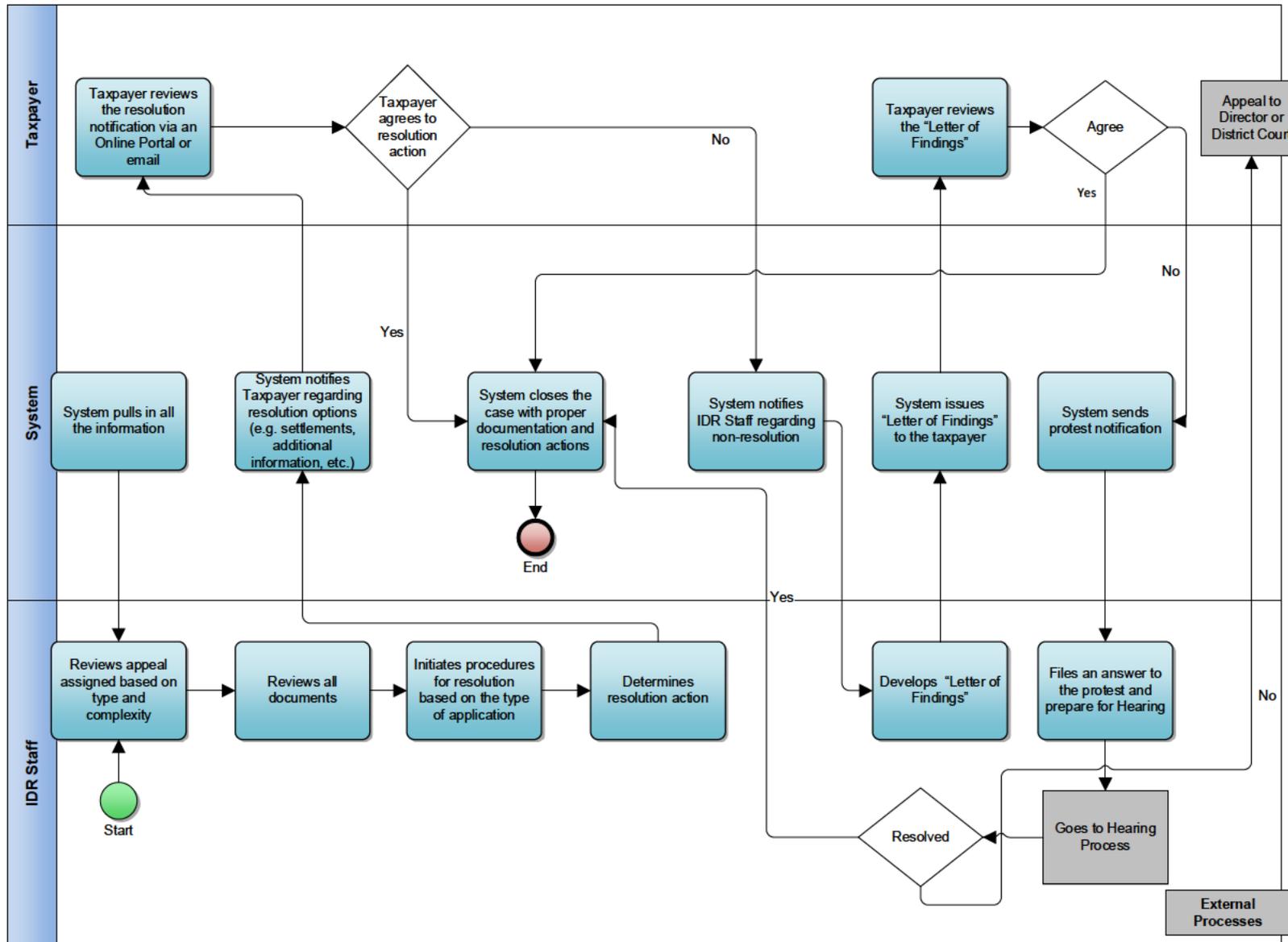


Figure 38. Manage Revenue Forecast and Data Analysis

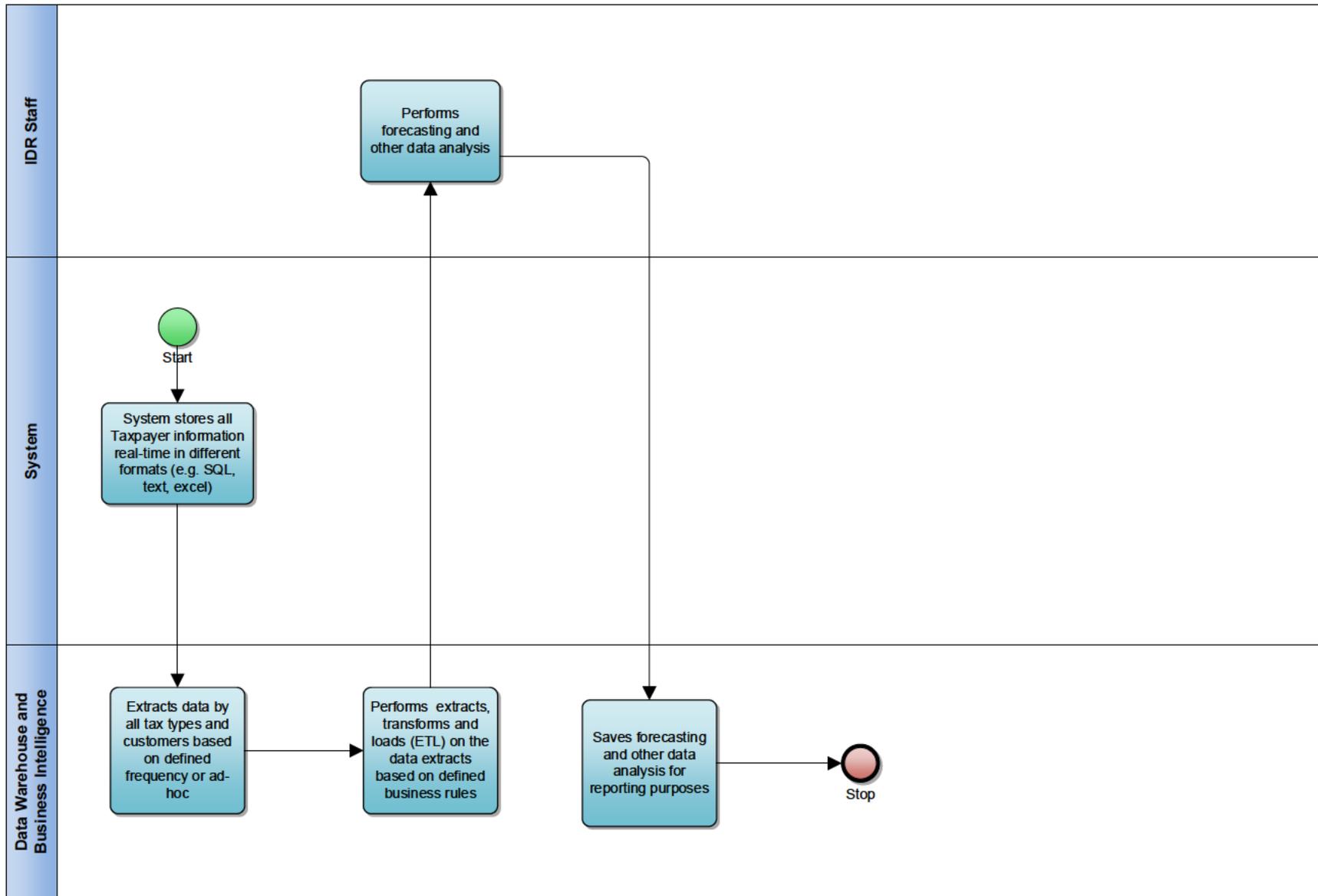


Figure 39. Manage New User System Access (IAM)

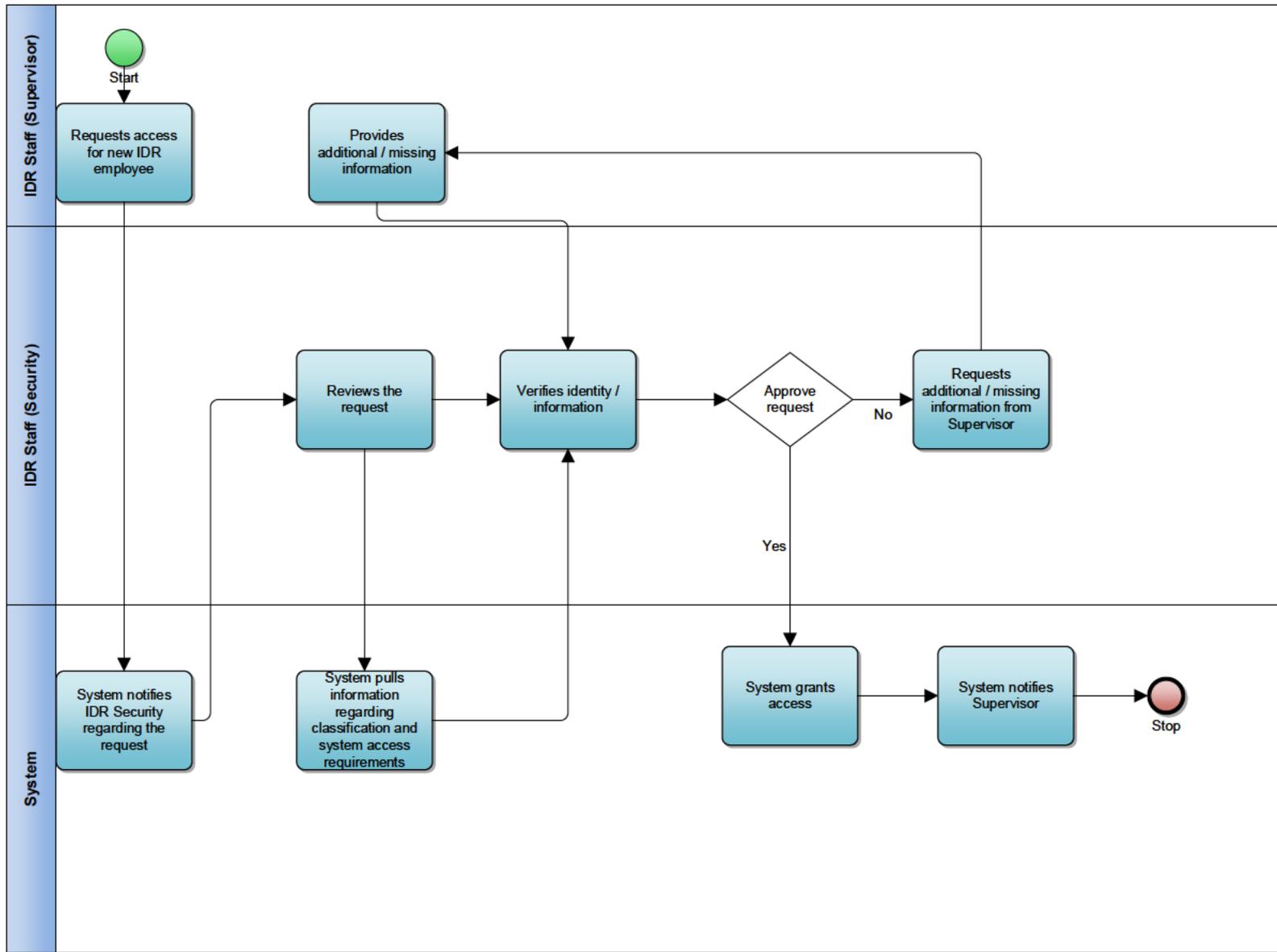


Figure 40. Manage Security Audits

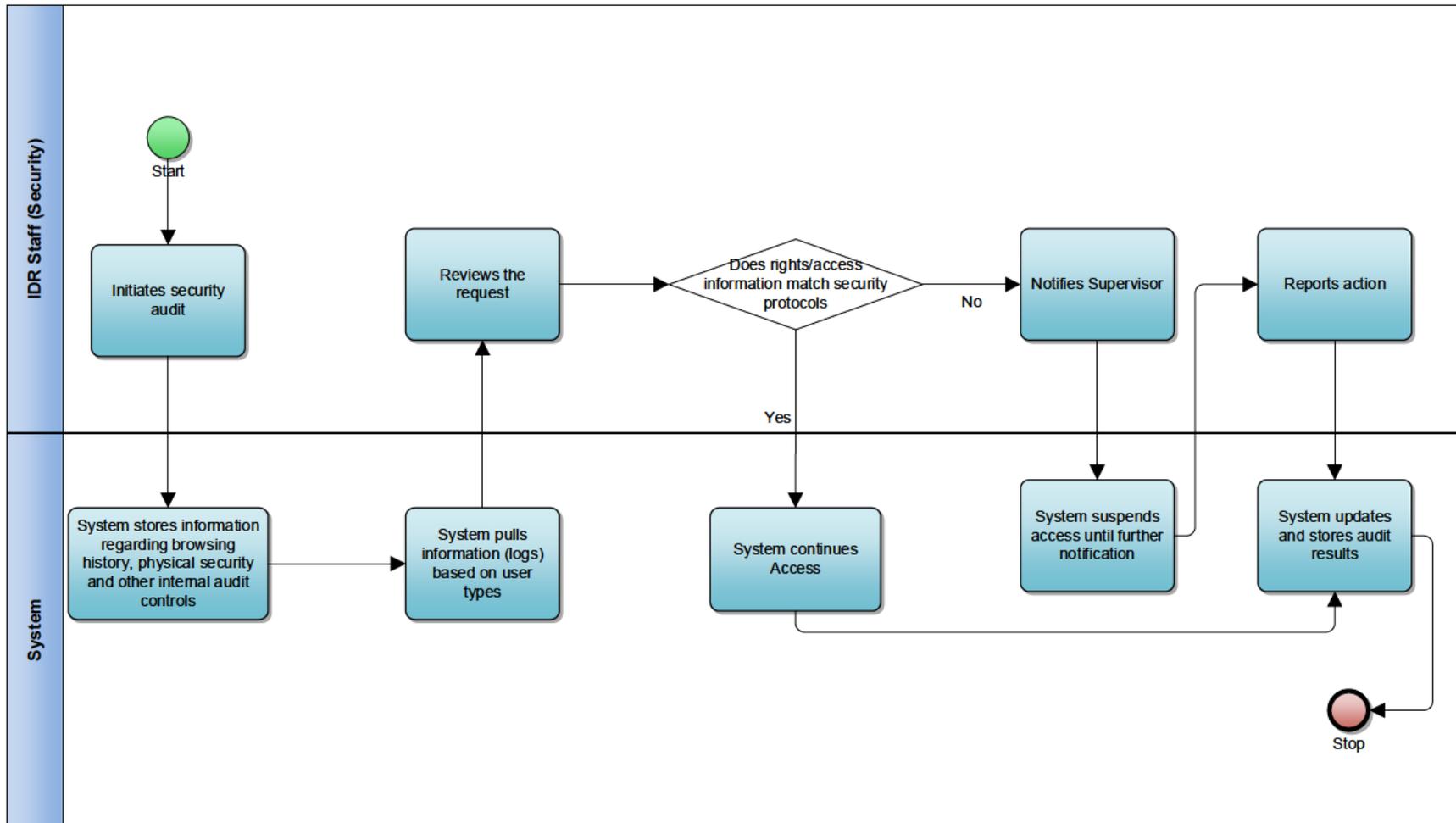


Figure 41. Manage General Ledger and Journal Entries

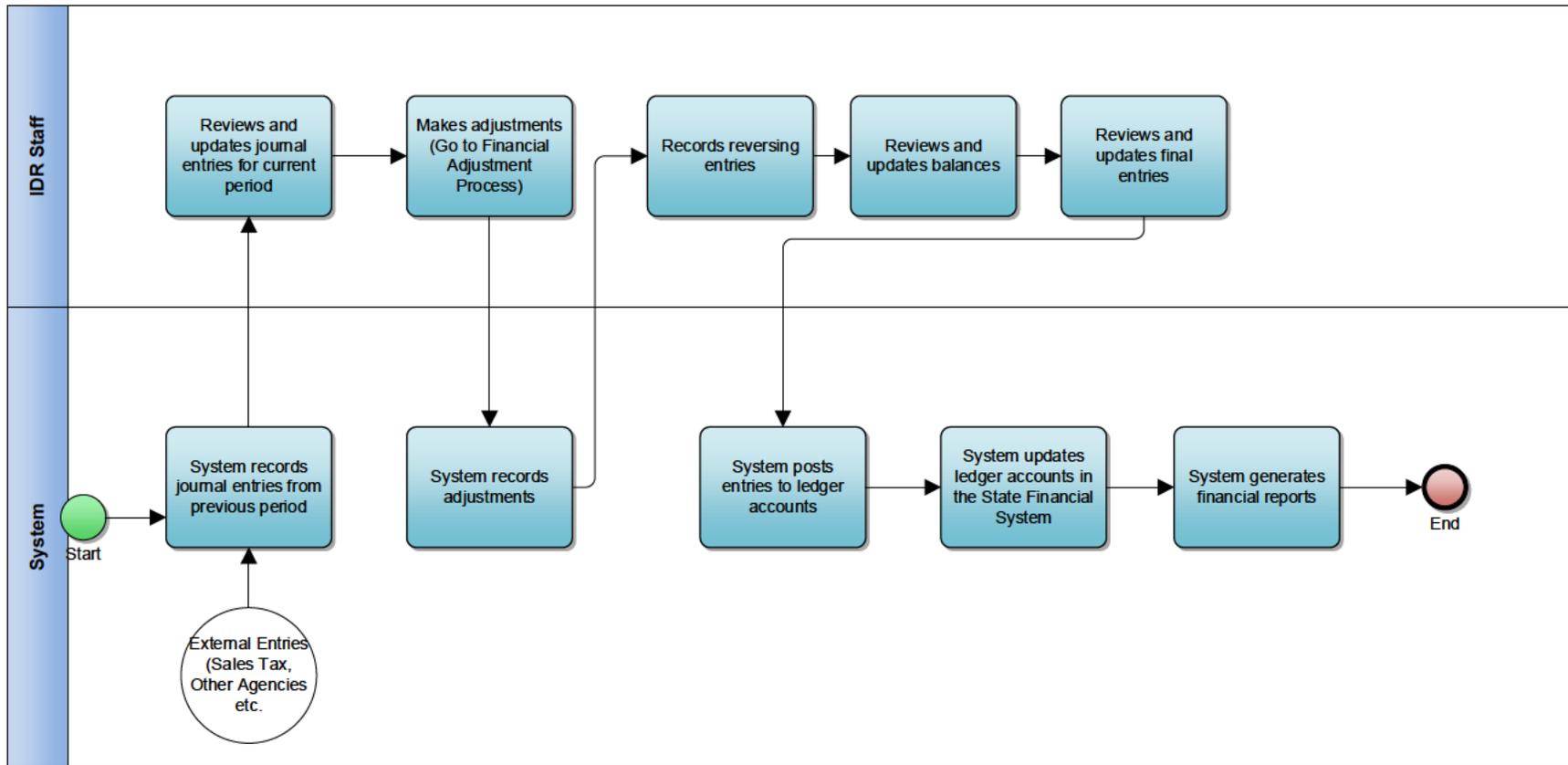


Figure 42. Manage Tax Revenue Reconciliation

