

STATE OF CALIFORNIA  
**Finance Letter - Cover Sheet**  
 DF-46 (REV 09/14)

Fiscal Year 2015/16	Business Unit 7730	Department Franchise Tax Board	Priority No. 1
Budget Request Name 7730-005-BCP-BR-2015-A1		Program 6280	Subprogram 6280010/6280019

Budget Request Description  
 Enterprise Data to Revenue

**Budget Request Summary**

The Enterprise Data to Revenue (EDR) project is 70 percent complete and has been very successful to date. All seven of the planned major deliverables have been delivered and project revenue is 194 percent over plan. The Franchise Tax Board (FTB) requests \$6.1 million and 17 temporary help positions in 2015-16 and proposes changes to the EDR project that will allow it to take the risk mitigation actions needed to successfully meet project objectives. These proposed changes fall into the following categories:

- Business Entities (BE) Return Analysis (RA) Ramp-up Approach – Crawl, Walk, Run
- Temporary Help Positions for Crawl, Walk, Run of New BE Return Analysis System
- Upgrade Vendor Staff Expertise During 2015-16 to Support Knowledge Management Transfer

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input checked="" type="checkbox"/> SPR #2      Project No. 7730-191      Date: 6/09/14		

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

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Supervisor	Date

**Pending Board Approval**

<b>Department of Finance Use Only</b>			
Additional Review: <input type="checkbox"/> Capital Outlay <input type="checkbox"/> ITCU <input type="checkbox"/> FSCU <input type="checkbox"/> OSAE <input type="checkbox"/> CALSTARS <input type="checkbox"/> Dept. of Technology			
BCP Type: <input type="checkbox"/> Policy <input type="checkbox"/> Workload Budget per Government Code 13308.05			
PPBA		Date submitted to the Legislature	

## **A. Budget Request Summary**

The Enterprise Data to Revenue (EDR) project is 70 percent complete and has been very successful to date. All seven of the planned major deliverables have been delivered and project revenue is 194 percent over plan. The Franchise Tax Board (FTB) requests \$6.1 million and 17 temporary help positions in 2015-16 and proposes changes to the EDR project that will allow it to take the risk mitigation actions needed to successfully meet project objectives. These proposed changes fall into the following categories:

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## **B. Background/History**

The EDR project will be in its fifth year of development in 2015-16 and continually undergoes a thorough review and approval process, as well as scheduled reporting at appropriate milestones. The EDR Feasibility Study Report (FSR), project number 7730-191 (formerly 1730-191) was approved on January 10, 2009. A Special Project Report (SPR#1) was approved on March 24, 2011, prior to awarding the contract to the Solution Provider. Subsequent legislation established the Financial Institution Record Match program (FIRM), requiring an SPR Addendum, approved on November 14, 2011, to include the addition of that program in the scope of the EDR contract. A Special Project Report (SPR#2) was approved on June 9, 2014 to modify the project objective related to Business Entities Tax System maintainability. Since the EDR project was approved in 2009-10, funding for the project has been subject to annual review through the Budget process, requiring approved Budget Change Proposals or Finance Letters to support the project.

The solution adopted by the EDR project implements improvements to FTB's enforcement and self-assessment capabilities and better positions the department to address the business problems as well as the current annual tax gap of over \$10 billion in taxes that are owed to the state but currently unpaid. The EDR solution also offers significant improvements to FTB's operational efficiency through an enterprise approach to data sharing and modernization of existing IT systems. This improved sharing of existing data is resulting in significant new and improved revenue streams. Additionally, EDR will enable FTB to implement new self-help tools for taxpayers and tax practitioners to ease burdens that currently exist related to filing a return or paying taxes due.

EDR is a "benefits-based" project which means the Solution Provider will be paid from the revenue generated by the EDR solution. The Solution Provider contract is based on a fixed contract sum, and provides for a maximum contractor payment of \$401 million when all project deliverables are achieved. The Solution Provider will be paid on a quarterly basis, based on their completed deliverables and the available benefits generated during that quarter. The first 25 percent of revenue will go directly to the state's General Fund and will not be available for the Solution Provider's compensation. Once the Solution Provider has been paid the total contract amount, all revenue generated by the EDR solution will be deposited into the General Fund. During the project reporting period (2009-2018), EDR is expected to generate between \$4 billion and \$4.7 billion, and it is estimated that annual revenue after completion of the project will be \$1 billion more annual revenue than FTB collected prior to the project beginning.

EDR touches all of FTB's systems and existing business processes, transforming the way FTB does business. FTB and the Solution Provider started the project with initial assumptions of existing processes, resource needs, opportunities, and solutions that needed to be validated by both parties. Over the last several years, FTB and the Solution Provider have worked collaboratively to validate and evolve the initial assumptions to improve operations to collect revenue, enhance taxpayer compliance, and provide superior taxpayer service.

The following is a summary of the project results to date at the fifth year of the project (70 percent of duration complete):

- **Revenue** to date has exceeded projections for the first three years of the project. For 2011-12 through 2013-14, excluding backlog revenue, projections were \$444 million, yet actual revenue was \$863 million (194 percent over plan).
- **Costs** through July 31, 2014—the EDR project has expended \$349.9 million of its \$757.3 million total cost (46 percent (includes BCP expenditures plus redirected staff and OE&E)).
- **Schedule** through July 31, 2014—seven seven major releases were planned for this period and all have been delivered.

### C. State Level Considerations

The EDR project will significantly improve the department's ability to address the state's annual \$10 billion tax gap through a strategically planned Tax Systems Modernization effort consistent with the FTB IT Strategic Plan, FTB IT Capital Plan, and enterprise vision incorporating state IT goals and objectives. The EDR project is a key step for aligning FTB's tax systems with the FTB Strategic Plan and FTB Enterprise Tax Business Vision. Approval of this request is critical to the success of the EDR project and sets the stage to achieve the corresponding state revenue objectives and IT goals at the lowest possible costs.

This proposal supports FTB's mission to fairly and effectively administer the state's tax system and the Strategic Plan Goals for Taxpayer Centric Service, Effective Enforcement, a Strong Organization and Operational Excellence.

The added revenue coupled with the improvement to taxpayer compliance will provide many long-term benefits to the state. Associated benefits not only increase the General Fund, but also improve the public's perception and awareness in order to fully support and accurately participate in the taxation process for the benefit of all Californians.

### D. Justification

Now that EDR is 70 percent complete and all the stages have completed their initial design reviews, FTB is able to forecast previously unforeseen needs for 2015-16. In an analysis, FTB has evaluated the remaining risks to the state, and has determined the most effective way to transition the operation and support of the EDR solution to the state. Based on this review, changes to the project were identified that FTB will be unable to absorb, trade-off, or remove from scope without great risk to the project success, and therefore require additional funding. These proposed changes fall into the following categories:

- Business Entities (BE) Return Analysis (RA) Ramp-up Approach – Crawl, Walk, Run (project costs)
- Temporary Help Positions for Crawl, Walk, Run of New BE Return Analysis System (program costs)
- Upgrade Vendor Staff Expertise During 2015-16 to Support Knowledge Management Transfer (project costs)

By integrating the changes into the EDR project, FTB will be able to minimize risk to taxpayers and our operations by using a safe and methodical strategy for BE RA implementation and acquire the knowledge to effectively enhance the EDR Solution without negatively impacting Filing Season.

#### **Business Entities (BE) Return Analysis (RA) Ramp-Up Approach, Crawl, Walk, Run - \$3.0 million**

The EDR project has two RA deliverables relating to processing workloads where FTB validates tax returns for simple logic, such as checking for transposed numbers between tax schedules. The first of the RA deliverables was implemented in December 2014 on the individual tax return workload in which FTB deployed a Crawl, Walk, Run approach to manage implementation risks as the solution was delivered and placed in production. This approach minimizes the risk to FTB's filing processes and revenue by allowing for a safe and methodical slow volume ramp up versus starting quickly with a very large number of returns. This approach assists with mitigating the effects of unforeseen issues associated with initial implementation defects—like those FTB has seen with previous IT implementations—related to data validity and

accessibility to downstream systems and staff, initial slow system performance, and last minute system changes due to implementation of changes associated with recently enacted legislation. Using the Crawl, Walk, Run approach allows FTB to fix initial defects that impact data validity, degraded system performance, and ensure that last minute changes associated with changes made due to new legislation can be thoroughly tested on a smaller universe, resulting in faster stabilization and defect correction of the deliverable without substantial or quantifiable impacts on ongoing operations. Based on lessons learned from the RA for individual returns and other previous IT projects, and considering the complexity of BE workloads and potential negative impacts to return and refund processing if the system does not work at peak efficiency, FTB believes it is necessary to mirror a similar ramp-up approach (Crawl, Walk, Run) for the BE RA implementation starting with Release 3.2 (January 1, 2016). Funding is needed to retain the Solution Provider's specialized staff beyond their currently planned roll-off dates in order to do a slower and safer Crawl, Walk, Run implementation of the BE RA solution. The total cost of this effort is \$6.0 million which is being split 50/50 between the state and the vendor.

### **Temporary Help Positions for Crawl, Walk, Run of new BE Return Analysis System - \$791,000**

One of the key components of the EDR Project is the RA system—the final stage of return processing.

RA will:

- Automate workflow processes from return filing through validation which is the final stage of return processing.
- Apply business rules to verify data captured from returns regardless of the filing method (paper or e-file).
- Provide better fraud and identify theft detection.
- Provide Case Management functionality to manage workloads.

Consistent with the EDR project approach for phasing implementation, FTB is using the Crawl, Walk, Run approach for the RA system. This approach allows FTB to limit risks and issues to a small number of users and a low volume of cases in initial phases. As the implementation moves forward, additional users and tax years will be added and the volume will increase. These business staff resources will allow us to conduct the Crawl and Walk phases of implementation from January through June of 2016.

### **Update Vendor Staff Expertise During 2015-16 to Support Knowledge Management Transfer - \$2.3 million**

To ensure a successful transition of the EDR solution to FTB, additional funds are requested to retain Solution Provider key staff with high expertise levels during 2015-16. During the 2015-16 period, the contract requires the vendor to provide "junior" expertise level staff to maintain the EDR solution. However, in order to execute an effective Knowledge Management transfer, the project requires "expert" level staff. This request is for the difference in cost between the "junior" staff (required by the contract) and the "expert" staff being requested. Retention of these expert Solution Provider resources will enable FTB's knowledge transfer protégés more time to understand the key complex architecture and applications to ensure that once FTB takes ownership of the applications, staff will be more capable to implement later enhancements, such as changes for legislation or law, conducting performance forecasting and capacity planning, or addressing the overall growth and expansion of the new EDR solution. This will position FTB to provide long-term support for the EDR solution without future reliance on Solution Provider staff. If FTB is unable to fund this request, consultant services will be required post EDR contract for anything other than normal maintenance and operations of the delivered EDR solution. Investing in state employees to perform this new work will cost significantly less than procuring consultant services. Conservatively, consultant services to enhance or change the EDR solution for annual legislative changes could cost between \$5 million to \$10 million annually or more, depending on the complexity of the changes and support required. This would also require very quick non-competitive procurement and deficit funding request since the three month (October to December) legislative cycle is very close to the required implementation date for the new tax year changes and FTB's key filing season. For example, this year FTB received late federal changes on December 20 that were required to be implemented by January 1.

## E. Outcomes and Accountability

FTB SPR#2, approved June 9, 2014, updates the previous SPR#1, approved November 14, 2011, and FSR 08-05 (Project number 7730-191) and provides project authority and details about the project scope, requirements and solution. A cross-section of state staff participates in the FSR and SPR analysis and requirements, including the EDR Project Director, EDR Business Project Director, and dedicated Project Management staff, working with the department's Project Oversight Guidance (POG) Section to oversee project activities, as well as representatives from California Department of Technology who oversee all procurement activities, to ensure all applicable policies, rules, guidelines and procedures are followed. The EDR Project Manager works with POG to monitor project progress and perform communication management, including status reporting consistent with stakeholder and overseer needs. The SPR is the responsibility of the department's Chief Information Officer or delegate. The fiscal oversight of the project is the responsibility of both the California Department of Technology and the Chief Financial Officer (CFO).

FTB is required to submit a SPR to the California Department of Technology if the information technology project costs increase by \$5 million, or a change in scope or schedule occurs. FTB is in the process of preparing SPR 3 that proposes the above changes to the EDR project, which allows for risk mitigation actions needed to successfully meet project objectives.

## F. Analysis of All Feasible Alternatives

### **Alternative 1 – Approve \$6.1 million and 17 temporary help positions in 2015-16 to ensure continued project success.**

The requested funding and temporary help positions are the most effective way to transition the operation and support of the EDR solution to the state. FTB is unable to absorb, trade-off, or remove these items from the scope without increasing risk to the project. This funding will allow FTB to successfully implement the BE RA solution, one of the key components of the EDR project and support knowledge management transfer to state staff.

### **Alternative 2 – Approve funding of \$4.9 million and 17 temporary help positions for the Business Entities (BE) Return Analysis Crawl, Walk, Run Approach and half of the requested funding to support knowledge management transfer.**

This alternative will allow FTB to take the risk mitigation actions needed to successfully implement the BE RA solution. This alternative splits the cost of the knowledge management transfer 50/50 between the state and the vendor. If the knowledge management transfer is not fully funded this may not allow FTB staff to obtain full and complete knowledge to ensure that FTB is able to enhance systems as needed to support legislation and program enhancement.

### **Alternative 3 – Approve funding of \$3.8 million and 17 temporary help positions for the Business Entities (BE) Return Analysis Crawl, Walk, Run Approach. Do not approve \$2.3 million to support knowledge management transfer.**

FTB will be able to minimize risk to the state and taxpayers by using a safe and methodical strategy for BE RA implementation. This alternative does not allow FTB to acquire the knowledge needed to enhance the EDR Solution which are required annually due to legislative changes. As changes are required, FTB will request funding annually to enhance or change the EDR solution beginning in 2017-18. This alternative will inhibit FTB's ability to dynamically or quickly change its revenue generating systems during a legislative period or respond to late legislative changes to the existing tax season. This would also require very quick non-competitive procurement and approval of deficit funding request since the three month (October to December) legislative cycle is very close to the required implementation date for the new tax year changes and FTB's key filing season. FTB forecasts the unfunded need would be between \$5 million and \$10 million annually.

### **Alternative 4 – Do not approve the request.**

Failure to have the funding and key positions in place will result in unnecessary and significant risks to the EDR project, FTB's ability to timely process tax returns and payments, and could cause taxpayers to have their refunds delayed.

Not allowing FTB to deploy the Crawl, Walk, Run strategy will significantly enhance the likelihood of negative impacts to the processing of business entity returns during the 2016 year. Return and payment processing could be delayed resulting in the delay of refunds or cashiering of payments, and if validation of the return occurs incorrectly, taxpayers could receive notices from FTB indicating they erroneously owe additional tax or their refund has been offset.

Not allowing for additional Solution Provider support for Knowledge Management transfer activities eliminates short-term expenses but the State will incur more expensive costs later to procure consultant services in the future to enhance or change the EDR solution for annual legislative changes or program enhancements. FTB's strategy is to maintain systems with state staff and avoid long term reliance on vendors. Failure to approve this additional funding level does not allow FTB staff to obtain full and complete knowledge to ensure that FTB is able to enhance systems as needed to support legislation and program enhancement.

#### **G. Implementation Plan**

July 1, 2015 – FTB begin hiring 17 TPT II's (temporary help)

#### **H. Supplemental Information**

Consultant Professional Services (External Contracts) for Solution Provider payment.

#### **I. Recommendation**

**Alternative 1 is recommended.** By integrating the changes into the EDR project, FTB will be able to minimize risk to taxpayers by using a safe and methodical strategy for BE RA implementation and acquire the knowledge to effectively maintain the EDR Solution. This alternative is the most desirable alternative to minimize costs and risks and maximize revenue and benefits for the state.

2015/16 EDR Finance Letter - Temp Help Workload Metrics

Division	Section	Classification	Resource Type (Perm, LT, TH, OT)	Tasks (workload)	Metrics	2015/16 Hours	2015-16 Positions Requested	Risk Impact if Position(s) Not Approved
Filing	Business Entities Section	Tax Program Tech II	TH	Staff will be following each return step by step through the process to ensure the return is being validated correctly and that the automated validation logic is analyzing the returns correctly and identifying errors correctly. Errors (defects) will be addressed and resolved.	25,000 returns 1 return per hour	25,000	17	Without these resources, FTB will be unable to conduct the Crawl and Walk phases of this implementation and return processing could be delayed and if validation of the return occurs incorrectly, taxpayers could receive notices from FTB indicating they erroneously owe additional tax.
<b>Total Hours</b>						<b>25,000</b>	<b>17</b>	

Filing Division  
 Processing Service Bureau  
 Business Entities Section - 760  
 January 2015

Program Specialist III 4366  
 001 Murillo-Corona, Eduvijes  
 Office Technician (T) 1139  
 002 Farrell, Denise A.

**BES Section Manager** S  
**AD III** 4352  
 002 Feaster, Matthew R.

209 Permanent Positions  
 14 Vacancies  
 7 Perms in Temp Help  
 36 Temp Positions  
 266 Total Positions

**BE Production Support Unit** U  
**AD II** 4357  
 004 Mohammed, Rumi K.

2015/16 EDR FL Positions-17

**BES Production Group 1** U  
**OSM I** 1103  
 003 Mendoza-Lopez, Vicky

**Tax Program Supervisor 9589**  
 003 Vacant

**BES Production Group 4** U  
**OSM I LT** 1103

**Tax Program Supervisor 9589**  
 012 Anthony, Dominique A.

**BES Production Group 3** U  
**OSM I** 1103  
 011 Pendarvis, Dianna M.

**Return Processing Team 4** U  
**Tax Program Supervisor 9589**  
 050 Jafelice, Laura L.

**Return Processing Team 10** U  
**TPS LT** 9589  
 990 Garcia, Hector F.

**Return Processing Team 1** U  
**TPS LT** 9589  
 021 Somer, Scott K.

**Return Processing Team 5** U  
**TPS LT** 9589  
 016 Huff, Adrienne L.

**Return Processing Team 3** U  
**TPS LT** 9589  
 990 Scott, Debra A.

**Return Processing Team 7** U  
**TPS LT** 9589  
 020 Heimen, Wade T.

**TPT II** 9588  
 016 Kabigting, Rosario H.  
 074 Neal, Clorana  
**TPT I** 9587  
 046 Newton, William E. III  
 050 Zahedi, Bradley A.  
 080 Mason, Donald C.  
 115 Balaban, Tanja  
 120 Piepho, Paul G.  
 177 Kimes, Cindy L.  
**TPT I PI** 9587  
 990 Huynh, Dalena T.

**TPT II** 9588  
 015 Bittle, Joanne D.  
 099 Mac, Ai M.  
**TPT I** 9587  
 010 Adame, Sophia L.  
 038 Lin, Chien L.  
 041 Tsou, Hwa-Tsu  
 059 Vacant  
 061 Begg, Rozina  
 071 Leung, Judith C.  
 098 Leung, Tommy C.  
 112 Wells, Sherry E.  
 118 Chavornay, Flordeliza M.  
 121 Stanley, Richy P.  
 181 Santos-Coy, Maria M.

**TPT II** 9588  
 026 Leung, Teresa (LOA)  
 032 Manchik, Svetlana M.  
 036 Mook, Carla G.  
**TPT I** 9587  
 049 Chau, Xian  
 062 Andrade, Jamie L.  
 063 Au, Wai-Fong  
 065 Chang, May Y.  
 072 Fong, Laura T.  
 076 Lam, Sin D.  
 084 Beltran, Jacqueline N.  
 171 Franklin Sr, Anthony D.  
**TPT I PI** 9587  
 990 Kozlov, Ruslan

**TPT II** 9588  
 022 Lawas, Nestor R.  
 023 Radov, Susan A.  
**TPT I** 9587  
 004 Vacant  
 033 Sutton, Anthony W.  
 047 Le, Chithanh B.  
 048 Sin, Jiu C.  
 077 Dhesi, Harjit  
 081 Foley, Helen R.  
 096 Vacant  
 101 Guseva, Emiliya  
 104 Love, Debra A.  
**TPT I PI** 9587  
 990 Stroh, Dakota R.

**TPT II** 9588  
 042 Tran, Diep N.  
 047 Sharp, Michelle M.  
**TPT I** 9587  
 037 Amelia, Dewi  
 045 Widjaja, Heldajanti I.  
 057 Lovric, Slavica  
 074 Le, Winfred B.  
 086 Go, Shirley  
 100 Ho, Richard H.  
 105 Trinh, Quyen T.  
 129 Whiteside, Raquel Y.  
**TPT I PI** 9587  
 990 Williamson, Wheeler J.

**TPT II** 9588  
 089 Vacant  
 090 Winemiller, Donna Jean  
**TPT I** 9587  
 009 Baptiste, Brenda M.  
 021 Oberheu, Laura L.  
 124 Medinger, Kelly M.  
 990 Putnam, Erik F.  
**TPA** 1474  
 003 Jenkins, Angelnita R.  
 004 Hollinger, Amos J.  
 005 Vacant  
 008 Zetter, Angelica M.  
 113 Lopez, Francisco  
**TPA PI** 1474  
 990 Esparza, Anita L.  
 990 Mars, Monica K.  
 990 Pena, Lupe D.

**Return Processing Team 9** U  
**Tax Program Supervisor 9589**  
 009 Hart, Janet M.

**Return Processing Team 8** U  
**Tax Program Supervisor 9589**

**Return Processing Team 2** U  
**Tax Program Supervisor-LT 9589**  
 002 Johnson, Sherry L.

**Return Processing Team 8** U  
**Tax Program Supervisor 9589**

**TPT II** 9588  
 064 Marrufo, Thomas M.  
 072 Valdez, Emalyn C.  
**TPT I** 9587  
 022 Silva, Maria E.  
 052 Whitlock, Kimberly D.  
 056 Stayton, Clifford  
 059 Diaz, Joseph F.  
 060 Luckett, Teresa A.  
 064 Adams, Ronald  
 070 Choi, George W.  
 111 Tsai, Tyng, R.  
 117 Mika, Sharon L.  
**TPT I PI** 9587  
 990 McElreath, Michael E.

**TPT II** 9588  
 990 Vacant  
 990 Vacant

**TPT II** 9588  
 029 Wong, Kam L.  
 056 Aguirre, Robert  
**TPT I** 9587  
 013 Handly, Chad E.  
 053 Chau, James  
 054 Michaud, Alexandria  
 055 Kong, Haiyan  
 067 Gagen, Tonia L.  
 082 Lane, Christina M.  
 127 Vong, Senh C.  
 141 Morgan, Patricia D.  
**TPT I PI** 9587  
 990 Putnam, Sara A.

**TPT II** 9588  
 990 Vacant  
 990 Vacant  
 990 Vacant  
 990 Vacant  
 990 Vacant  
 990 Vacant  
 990 Vacant

**Return Processing Team 8** U  
**Tax Program Supervisor 9589**  
 011 Meza Teresa

**TPT II** 9588  
 061 Montoya, Candis R.  
 117 Bray, Sandra K.  
**TPT I** 9587  
 017 Hardwick, Colin M.  
 025 Rodriguez-Lopez, Martha  
 032 Driskell, Bella M.  
 034 Chau, Zoe X.  
 035 Wesley, Marsha R.  
 075 Magana, Veronica  
 098 Chu, Anna O.  
 170 Smith, Penny J.  
 174 Smith, La Wonda L.

Filing Division  
 Processing Service Bureau  
 Business Entities Section - 760  
 January 2015

BES Section Manager **S**  
AD III 4352  
 002 Feaster, Matthew R.

Program Specialist II 4365  
 004 Feenstra, Jon E.

BES Support Unit **U**  
AD II 4357  
 005 Vacant

Program Specialist II 4365  
 002 Rowe, Audrey J.

Exempt / Audit Support Unit **U**  
AD II 4357  
 002 Wynne, John W.

Processing Support/ Training and Procedure Group **U**  
AD I 4358  
 007 Adversalo, Michelle S.

BES Audit, Analysts, and Program Support Team **U**  
PS II on AD I T&D 4365  
 004 Getachew, Tsion S.

BES Exempt Organization Group 1 **U**  
AD I 4358  
 004 Lindquist, John A.

BES Exempt Organization Group 2 **U**  
AD I 4358  
 001 Coker, Linda M.

Processing Support Group **U**  
OSMI 1103  
 002 Nunn, Laurie M.

Training and Procedure Team **U**  
OSMI 1103  
 008 Roberts, Teri L.

Processing Support Team 1 **U**  
TPS LT 9589  
 023 Rubi, Lynberg

Processing Support Team 2 **U**  
Tax Program Supervisor 9589  
 015 Crandall, Craig D.

Return Processing Team 6 **U**  
Tax Program Supervisor 9589  
 019 Abucay, Andrew P.

TPT II 9588  
 005 Rodrigues, Lynnette R.  
 007 Pressley, Angela R.  
 012 Perez, Christina L.  
 014 Fong, Yuk L.  
 017 Burruss, Sandra  
 044 Anderson, Linda M.  
 046 Ruiz, Maria D.  
 049 McHargue, Nancy J.  
 073 Fish, Cathy J.  
 077 Trujillo, Melissa R.  
 093 Cheng, Lin P. LOA  
 100 Dennis, Mistee M.  
 114 Carlisle, Mary K.  
 118 Neely, Sarah E.

TPT II 9588  
 002 Hightower, Merrie S.  
 027 Reyes, Marisa L.  
 034 Daclan, John J.  
 048 Houser, Cheryl A.  
 058 Nielsen, Kim K.  
 062 Ortega, Tobi A.  
 063 Montagne, John A.  
 067 Lin, Helen X.  
 068 Quy, Brian  
 069 Lampman, Steven M.  
 070 Thexton, Elaine E.  
 080 Vacant  
 085 Khademi, Darioush  
 086 Lopez, Jacqueline  
 088 Thach, Ba N.

TPT II 9588  
 028 Wong, Toy L.  
TPT I 9587  
 005 Hill, Kathy A.  
 039 Marvich, Lewis J.  
 042 Argee, Carol S.  
 102 Siva, Alumita R.  
 107 Ly, Lu A.  
 122 Reali, Robert  
TPT I PI 9587  
 990 Gonzales, Melinda H.  
 990 James-Stewart, Belinda J.  
 990 Simpson, Willie T.

TPT II 9588  
 013 Vacant  
 019 Terry, Melody C.  
 033 Abucay, LordAllen  
 035 Entezari, Dale L.  
 050 Vacant  
 104 Morrison, Dean P.  
 105 Munguia, Rose Anne  
 107 Vacant  
 109 Berry, Benita R.  
 110 Waltoff, Mallorie K.  
 111 Swafford, Tara M.  
TPT I 9587  
 150 Homerick, David G.

AISA 1470  
 001 Sherrard, Jeane L.  
SOS 5335  
 003 Earles, H. Elaine  
AOS 5334  
 001 Tham, Hien D.  
 003 Rexroat, Amalia A.  
ATA 4361  
 009 Burchett, Robert A.  
 010 Champlin, Ardith M.  
SSA 5157  
 002 Davis, Lucius C.  
 003 Morrasy, Benjamin W.  
 009 Norris, Gayle C.  
TPA PI 1474  
 990 Lacey, Richard E.

PS I 4364  
 003 Vacant  
 006 Robinson, Ples L  
 008 Sandberg, Karen S.  
 009 Williams, Ruth A  
 010 Nearman, Rhonda L.  
 011 Maddox, Christie R.  
ATA 4361  
 011 Amaya, Julio C.  
 012 Diala, Emmanuel O.  
 013 Sikich Mike D.  
TA 4362  
 003 Nazim, UmmuF.  
 008 Gabbe, Eva  
 009 Vacant  
 010 Jiddi, Ahsan

AOS 5334  
 002 Martin, Cheryl A.  
TPT II 9588  
 075 Flemmings, Anquetette L.  
 106 Ornelas, Monalisa  
TPT I 9587  
 014 Voong, Hon S.  
 018 Diez, Marcos Q.  
 024 Saechao, Lai S.  
 029 Evans, Andrea R.  
 103 Joslin, Catherine L.  
 158 Palacios, Brianna L.  
TA RA 4361  
 990 Maddox, Ronald D.

Exempt Support Team **U**  
Tax Program Supervisor 9589  
 013 Patel, Rohit K.

TPT II 9588  
 018 Gsell, Teresa M.  
 037 Kiriakidis, Lynn M.  
 038 Riehle, Neil V.  
 052 Adams Jr, Harvey L.  
 065 Davis-Bell, Virginia M.  
 081 Prakash, Ashneel N.  
 094 Schock, Theresa L.  
 108 Candy, Dennis M.  
TPT I 9587  
 019 Renfrow, Tamara L.  
 068 Walker, George R.  
TPA 1474  
 006 Clemmons, Gail  
 007 Pettit, Steffanie  
 026 Munn, Carey N.

TPT II 9588  
 001 Cheung-Tarn, Vera L.  
 076 Pabla, Gurbax K.  
 087 Wyrick, Christopher S.