

EDMUND G. BROWN JR., GOVERNOR



BUSINESS, CONSUMER SERVICES, AND HOUSING AGENCY

BUSINESS MODERNIZATION 2018 ANNUAL REPORT

Developed By:

STATE OF CALIFORNIA
Department of Consumer Affairs
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1. Message from the Director

I am pleased to share the Department of Consumer Affairs' (DCA) Annual Business Modernization Report for the 2018 reporting period, highlighting some of the recent progress and successes that the Department along with the participating boards and bureaus have made towards information technology modernization. This report represents the activities and important milestones achieved in the past 12 months during the Business Modernization effort.

The Department, which is still dependent on legacy systems, initiated the Business Modernization effort to take advantage of new technology to revamp the way the Department and its various programs do business. The goals and initiatives that guided the Business Modernization effort this past year are outlined in the Business Modernization Plan released in November 2017. Broadly stated, the Business Modernization effort focus its efforts to lay the foundation for an enterprise-wide modernization of existing business processes that would improve and expand services to California consumers and professionals. This report reflects the continuous hard work to provide high quality services and technology infrastructure to support the mission of the Department.

Since its inception, key elements needed for success were put in place. These include dedicated executive leadership, a disciplined methodology, a rigorous review and approval process, and a clear vision for how to transform and improve the current business operations and enable consolidation of reporting applications. As the Department moves forward with implementation, we recognize the value of feedback and insights from our key stakeholders. We will continue to engage at all levels to ensure we are effectively assessing operational performance and addressing potential risks, with outcomes that will only benefit the Department and California's consumers and professionals.

Thank you,

Dean R. Grafilo
Director
Department of Consumer Affairs

2. Executive Summary

The purpose of this Annual Report is to provide a concise summary assessment of the progress of the DCA's Business Modernization effort, with emphasis on current status as the year comes to an end. The progress to date is the result primarily of the work done over the 12-month (2018) reporting period.

The table below summarizes the significant organizational strides that improved DCA's ability to manage the development of the Business Modernization effort, distributed a concise business vision that defines the overall goals of its boards and bureaus, and allowed for a department-wide evaluation of how best to reorganize business process and resources. DCA has also gained valuable information by successfully conducting business re-engineering activities aimed at determining the true business needs of the programs participating in this effort. The table below summarizes the various tasks and activities DCA accomplished in the 2018 reporting period. The report further details the individual strides and remaining efforts each program needs to accomplish their project objectives. In addition, the programs and teams found value in the project, and developed effective and collaborative relationships in their business activities, as further illustrated in the attached program testimonials. (Please see **Attachment 1- Testimonials** - for detailed communications.)

Program	Business Activities			Project Approval Lifecycle			
	As-Is Process Documentation	Could-Be Process Documentation	Functional Requirements	Stage 1 - Business Analysis	Stage 2- Alternatives Analysis	Stage 3 - Solutions Development	Stage 4 - Project Readiness and Approval
BOARD OF PROFESSIONAL ENGINEERS, LAND SURVEYORS, AND GEOLOGISTS	Complete	Complete	Complete	Completed – Approved by Agency and CDT	Completed – Scheduled for submission to CDT for approval Dec. 2018/Jan. 2019.	Stage 3 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval	Stage 4 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval
ACUPUNCTURE BOARD	Complete	Complete	Complete	Completed – Approved by Agency and CDT	In Progress – Final Drafts in Internal Review. Scheduled for submission to CDT for approval Dec. 2018/Jan. 2019.	Pending Stage 2 Approval	Pending Stage 3 Approval
BOARD OF CHIROPRACTIC EXAMINERS	Complete	Complete	Complete	Completed – Approved by Agency and CDT	In Progress – Final Drafts in Internal Review. Scheduled for submission to CDT for approval Dec. 2018/Jan. 2019.	Stage 3 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval	Stage 4 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval
BUREAU OF PRIVATE POSTSECONDARY EDUCATION	Complete	Complete	Complete	Completed – Approved by Agency and CDT	In Progress – Final Drafts in Internal Review. Scheduled for submission to CDT for approval Dec. 2018/Jan. 2019.	Stage 3 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval	Stage 4 delayed. Board will submit a BCP for project funding. A revised schedule pending BCP approval
COURT REPORTS BOARD	Complete	Complete	Complete	Stage 1 – Business Analysis is scheduled to start 2/2019	Stage 2 – Project Alternatives is scheduled to start 5/2019	Stage 3 – Project Procurement is scheduled to start 9/2019	Stage 4 – Project Execution is scheduled to start 12/2019
STRUCTURAL PEST CONTROL BOARD	Complete	Complete	In progress	In-progress	Stage 2 – Business Analysis is scheduled to start 2/2019	Stage 3 – Business Analysis is scheduled to start 6/2019	Stage 4 – Business Analysis is scheduled to start 7/2019
CEMETERY AND FUNERAL BUREAU	In-Progress	In-Progress	Awaiting Process Documentation	Stage 1 – Business Analysis is scheduled to start 7/2019	Stage 2 – Project Alternatives is scheduled to start 10/2019	Stage 3 – Project Procurement is scheduled to start 2/2020	Stage 4 – Project Execution is scheduled to start 6/2020
BOARD OF PHARMACY	Awaiting Approval of Planning BCP	Awaiting Approval of Planning BCP	Awaiting Approval of Planning BCP	Completed – Submitted to CDT for review and approval. S1BA process was not due to start until 7/2021; completion required for Planning BCP.	Stage 2 – Project Alternatives is scheduled to start 10/2021	Stage 3 – Project Procurement is scheduled to start 1/2022	Stage 4 – Project Execution is scheduled to start 5/2022
BOARD OF ACCOUNTANCY	Awaiting Approval of Planning BCP	Awaiting Approval of Planning BCP	Awaiting Approval of Planning BCP	Completed – Submitted to CDT for review and approval. S1BA process was not due to start until 6/2019; completion required for Planning BCP.	Stage 2 – Business Analysis is scheduled to start 9/2019	Stage 3 – Business Analysis is scheduled to start 1/2020	Stage 4 – Business Analysis is scheduled to start 3/2020
CONTRACTOR STATE LICENSING BOARD	In-Progress	In-Progress	Awaiting Process Documentation	Stage 1 – Business Analysis is scheduled to start 2/2020	Stage 2 – Business Analysis is scheduled to start 6/2020	Stage 3 – Business Analysis is scheduled to start 9/2020	Stage 4 – Business Analysis is scheduled to start 1/2021
CA ARCHITECTURE BOARD/LANDSCAPE ARCHITECT TECHNICAL COMMITTEE	In-Progress	In-Progress	In-Progress	Stage 1 – Business Analysis is scheduled to start 7/2019	Stage 2 – Business Analysis is scheduled to start 10/2019	Stage 3 – Business Analysis is scheduled to start 1/2020	Stage 4 – Business Analysis is scheduled to start 5/2020
BUREAU OF AUTOMOTIVE REPAIR	In-Progress	In-Progress	In progress	Stage 1 – Business Analysis is scheduled to start 12/2019	Stage 2 – Business Analysis is scheduled to start 2/2020	Stage 3 – Business Analysis is scheduled to start 4/2020	Stage 4 – Business Analysis is scheduled to start 7/2020
BUREAU OF ELECTRONIC AND APPLIANCE REPAIR, HOME FURNISHING, and THERMAL INSULATION	In-Progress	In-Progress	In-Progress	Stage 1 – Business Analysis is scheduled to start 10/2019	Stage 2 – Business Analysis is scheduled to start 1/2020	Stage 3 – Business Analysis is scheduled to start 5/2020	Stage 4 – Business Analysis is scheduled to start 7/2020
SPEECH-LANGUAGE PATHOLOGY AND AUDIOLOGY AND HEARING AID DISPENSERS BOARD	Scheduled start - 10/2019	Scheduled start - 10/2019	Scheduled start - 10/2019	PAL process originally scheduled to start 10/2018 - the board postponed Business Activities until 10/2019. New schedule will be reassessed.	TBD	TBD	TBD
CA STATE ATHLETIC COMMISSION	Scheduled start - 1/2020	Scheduled start - 1/2020	Scheduled start - 1/2020	Stage 1 – Business Analysis is scheduled to start 4/2020	Stage 2 – Business Analysis is scheduled to start 7/2020	Stage 3 – Business Analysis is scheduled to start 12/2020	Stage 4 – Business Analysis is scheduled to start 4/2021
PROFESSIONAL FIDUCIARIES BOARD	Complete	Board has postponed Business Activities	Board has postponed Business Activities	PAL process was originally scheduled 7/2018 the board has postponed Business Activities. Timeframe will be re-assessed based on new schedule.	TBD	TBD	TBD

3. Overview of Information

DCA's regulatory boards and bureaus protect the public by licensing, registering, certifying, or approving individuals or businesses in various professions. These entities also investigate complaints and discipline license holders who violate practice requirements. This annual report provides each participating board and bureau's major accomplishments for the past 12 months.

Here is an overview of the information included:

- Program Background and Context
- Summary of Business Activities
- Deliverables during Business Activities
- Summary of Project Approval Lifecycle (PAL) Activities
- Project Timelines

Business Activities Methodology

The business activities described below are intended to provide the boards and bureaus an opportunity to clarify their business rules, express their needs from an information technology platform, and actively participate in the development of their functional requirements. The opportunity to engage at the early stages of project analysis engenders a stronger sense of organizational investment and is expected to result in a higher probability of successful cultural adoption of any resulting regulatory enforcement and licensing platform. These business activities are guided by DCA's Organizational Change Management (OCM) unit using a series of facilitated elicitation workshops.

The methodology used for these business activities is informed and guided by the industry standards set forth in the *Business Analysts Body of Knowledge (BABOK) v3* and the *International Organization for Standardization/International Electrotechnical Commission/Institute of Electrical and Electronics Engineers (ISO/IEC/IEEE) - Standard 29148:2018* as well as the California Department of Technology (CDT) *Statewide Information Management Manual – Section 19 – Project Approval Lifecycle (SIMM-19)*.

See '**Attachment 2 – Business Activities Process**' for high-level overview of Business Activities process.

Inventory

The board and bureau inventories are simply a list of all the business processes a board or bureau has that will potentially be incorporated into an IT solution. The OCM unit works with the program to help curate this list for business modernization efforts. With a completed inventory, the OCM unit can establish estimated project due dates and phase milestones.

Charter

Given the importance of business activities and resulting functional requirements, formally establishing expectations, commitments, and an understanding of scope is a necessity. The project charter serves this purpose and allows all stakeholders to understand the impact of any changes to scope or resource commitment.

Preliminary Activities

The preliminary activities include a presentation entitled *Introduction to Business Process Mapping* and an open forum ‘Townhall’ discussion. The *Introduction to Business Process Mapping* presentation provides attendees with an overview of what they can expect and what is expected of them in the subsequent elicitation/process mapping workshops.

Process Mapping

Process maps describe the sequential flow of work or activities. A business process map describes the sequential flow of work across defined tasks and activities through an enterprise or part of an enterprise. A system process map defines the sequential flow of control among programs or units within a computer system.

A process map can be constructed on multiple levels, each of which can be aligned to different stakeholder points of view. These levels exist to progressively decompose a complex process into component processes, with each level providing increasing detail and precision. At a high (enterprise or context) level, the map provides a general understanding of a process and its relationship to other processes. At lower (operational) levels, it can define more granular activities and identify all outcomes, including exceptions and alternative paths. For the purposes of Business Activities, process models are constructed at the operational level. In doing so, the Business Analysts are able to better understand the business rules of a given process and write comprehensive functional requirements.

Process maps can be used to:

- describe the context of the solution or part of the solution,
- describe what actually happens, or is desired to happen, during a process,
- provide an understandable description of a sequence of activities to an external observer,
- provide a visual to accompany a text description,
- provide a basis for process analysis, and
- achieve consensus on how a process is to be completed.

The Business Analyst can use a process map to define the current state of a process (also known as an as-is map) or a potential future state (also known as a could-be/to-be map). A map of the current state can provide understanding and agreement as to what happens now. A map of the future state can provide alignment with what is desired to happen in the future.¹

As-Is Phase

See **‘Attachment 3 – As-Is Process Map Example’** for an example of an As-Is process map.

During the As-Is phase, the Business Analyst seeks to capture how existing business processes are performed and to clarify any business rules (e.g. rules, regulations, and policies) which govern those processes. The As-Is phase can be broken down to three sub-phases: Discovery, Review, and Approval. The As-Is ‘Discovery’ elicitation/mapping workshops are carried out with a group (usually

¹ BABOK, v3: *A guide to the Business Analysis Body of Knowledge®*. (2015). Toronto, Ontario: IIBA, International Institute of Business Analysis.

2-3) of Subject Matter Experts (SME) guided by two OCM Business Analysts and are solely focused on information elicitation and the initial creation of a process map. After refining the initial As-Is Discovery map, the OCM analysts confirm the accuracy of the process map with respective SMEs for the process and submit to the board or bureau designee for final sign-off.

In addition to the necessity of these artifacts in functional requirements development, these As-Is process maps provide immediate value to the boards and bureaus by serving as ready-to-use job aids for new staff, being a tool for management to better hold staff accountable to standard processes, and helping identify some inefficiencies in existing processes that can be corrected entirely without technology improvements.

Could-Be Phase

See 'Attachment 4 – Could-Be Process Map Example' for an example of a Could-Be process map.

Once an approved As-Is process map is received, the Business Analysts can begin reengineering the process. During the Could-Be phase, the Business Analysts modernize (to varying degrees) the existing analog processes using appropriate levels of automation, online processing, and the elimination of non-value-added steps within the process. The resulting Could-Be process map is then reviewed with the respective SMEs for that process to ensure all critical business functions are met and provide further opportunity for the board or bureau to express their expectations/needs from a new IT solution. After reviewing the Could-Be process map with respective SMEs, the reengineered process is submitted to the board or bureau designee for final sign-off.

Functional Requirements Phase

The Functional Requirements phase represents the final step for business activities. Using the knowledge gained and needs expressed during As-Is and Could-Be elicitation workshops, the OCM Business Analysts develop functional requirements which conform to industry and State of California standards.² The Business Analysts undergo several iterations of review with the board or bureau staff to capture any additional needs or requirements from their perspective and then submit to the program's project owner/sponsor for final approval.

Process Metrics

The below are the metrics kept for each mapped As-Is process to better understand existing operational constraints, business rules, realities, and opportunities for improvement.

Duration

Duration pertains to the amount of time it takes to complete a process. The subject matter experts estimate the amount of time required to perform each of the steps in the process. The times associated with each step are then added up which provide the estimated duration of the process. If there are several endpoints to the process, or if there are several scenarios with which a process can lead to, the individual cases are each assigned their estimated durations.

² ISO/IEC/IEEE 21938, BABOK v3, SIMM-19

Frequency

The frequency with which a process is performed is also measured. A process can be performed daily, weekly, monthly, quarterly, yearly, or as needed.

Volume

The volume or the number of times a process is done is shared as well by the subject matter experts. The volume is always associated with the frequency. For example, a process could be performed 10 times each month. If performed as needed, the number of times a process was performed in a reference year is provided.

Process Improvement Opportunities

Exploring opportunities for improving a process is a critical component of the business activities for the Business Modernization Project. Every chance or possibility to enhance the efficiency of a process is considered and stated accordingly. This could involve the removal of redundancies, reduction of downtimes, automation of manual steps, review of outdated regulations, and avoidance of disparate repositories of data by having an integrated relational database that could be queried for analysis and reporting, as well as be utilized in day-to-day business operations.

Many of the opportunities for improvement are dictated by the demands of consumers, licensees, and the general public. These external stakeholders rightfully expect the boards and bureaus to be more efficient, modernize their operations, and avail themselves of the latest developments in modern technology to run their business.

Cited Authority

The laws and regulations that provide authority to the boards and bureaus to conduct their business are documented in the process maps. Specific steps in a process may be labeled with the specific section in law that governs their performance or the decisions that need to be made.

4. Board of Professional Engineers, Land Surveyors, and Geologists (BPELSG)

1. Program Background and Context

BPELSG enforces professional standards and provides for the licensing and regulation of individuals in the practices of professional engineers, land surveyors, geologists, and geophysicists within the State of California. BPELSG must license and regulate such professionals to safeguard life, health, property, and to promote public welfare. This is achieved through the establishment and enforcement of regulations, qualifying and licensing individuals, enforcing laws, and providing information that allows consumers to make informed decisions.

Through the examination of prospective licensees and the implementation of strict licensing requirements, BPELSG seeks to ensure that such individuals can clearly demonstrate a minimum level of competency in their chosen field. For the most part, licensed individuals serve consumers in a safe and professional manner. However, when a licensee fails to uphold their professional or ethical responsibilities, a complaint is often filed that merits prompt enforcement. BPELSG has the responsibility to address consumer complaints and enforce the laws and regulations in a reasonable and timely manner.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board, through a contracted resource, completed the business activities efforts.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Change of Address	1	Change of Address
2	Change of Name	2	Change of Name
3	License Verification	3	License Verification
4	Certification of License	4	Certification of License
5	Retired Status	5	Retired Status
6	Duplicate Certificate	6	Duplicate Certificate
7	License Renewal	7	License Renewal
8	Refunds	8	Refunds
9	Cost Recovery	9	Cost Recovery
10	EIT/LSIT Application	10	Initial Application – PE & LS
11	Initial Application – PE & LS	11	Refile Application – PE & LS
12	Refile Application – PE & LS	12	Exam Scheduling
13	Geology Initial Application	13	State Exam Results
14	Exam Scheduling	14	Complaint Intake
15	State Exam Results	15	Reporting Requirement Monitoring
16	National Exam Results	16	Notice of Department Designation Forms
17	Occupational Analysis (End of Life)	17	Organization Records
18	Complaint Intake	18	Probation Monitoring

19	Reporting Requirement Monitoring	19	Subpoena Tracking
20	Notice of Department Designation Forms	20	Non-Complaint Inquiries
21	Organization Records	21	Business Structure Change (OR)
22	Probation Monitoring	22	Statement of Issues
23	Subpoena Tracking	23	Complaint Investigation (DOI Cases & Non DOI)
24	Non-Complaint Inquiries	24	Cite & Fine
25	Business Structure Change (OR)	25	Formal Discipline
26	Statement of Issues	26	Fingerprint Results & Subsequent Arrest Reports
27	Complaint Investigation (DOI Cases & Non DOI)	27	Expert Contracts – Licensing & Enforcement
28	Cite & Fine	28	Expert Contracts – Task Order (Licensing)
29	Formal Discipline	29	Expert Contracts – Task Order (Enforcement)
30	Fingerprint Results & Subsequent Arrest Reports	30	Formal Citation Appeals
31	Expert Contracts – Licensing & Enforcement	31	Online Renewal Assessment
32	Expert Contracts – Task Order (Licensing)	32	Laws & Regs Exam
33	Expert Contracts – Task Order (Enforcement)	33	Default Decisions
34	Formal Citation Appeals	34	Proposed Decisions
35		35	Non-Adopt
36		36	PC 23
37		37	Interim Suspension Orders
38		38	Subpoena Issuance/ tracking
39		39	Subpoena receiving
40		40	Petition Hearings
41		41	Franchise Tax Board (FTB) Referrals
42		42	NPDB (National Practitioners' Database) Updates
43		43	Mail Vote
44		44	License Certification or Verification
45		45	Continuing Education Audit
46		46	Request to Vacate an Order
47		47	Exam and License Abandonment Process
48		48	Exam Application Evaluation
49		49	Tutorial Annual Report
50		50	Tutorial Abandonment

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

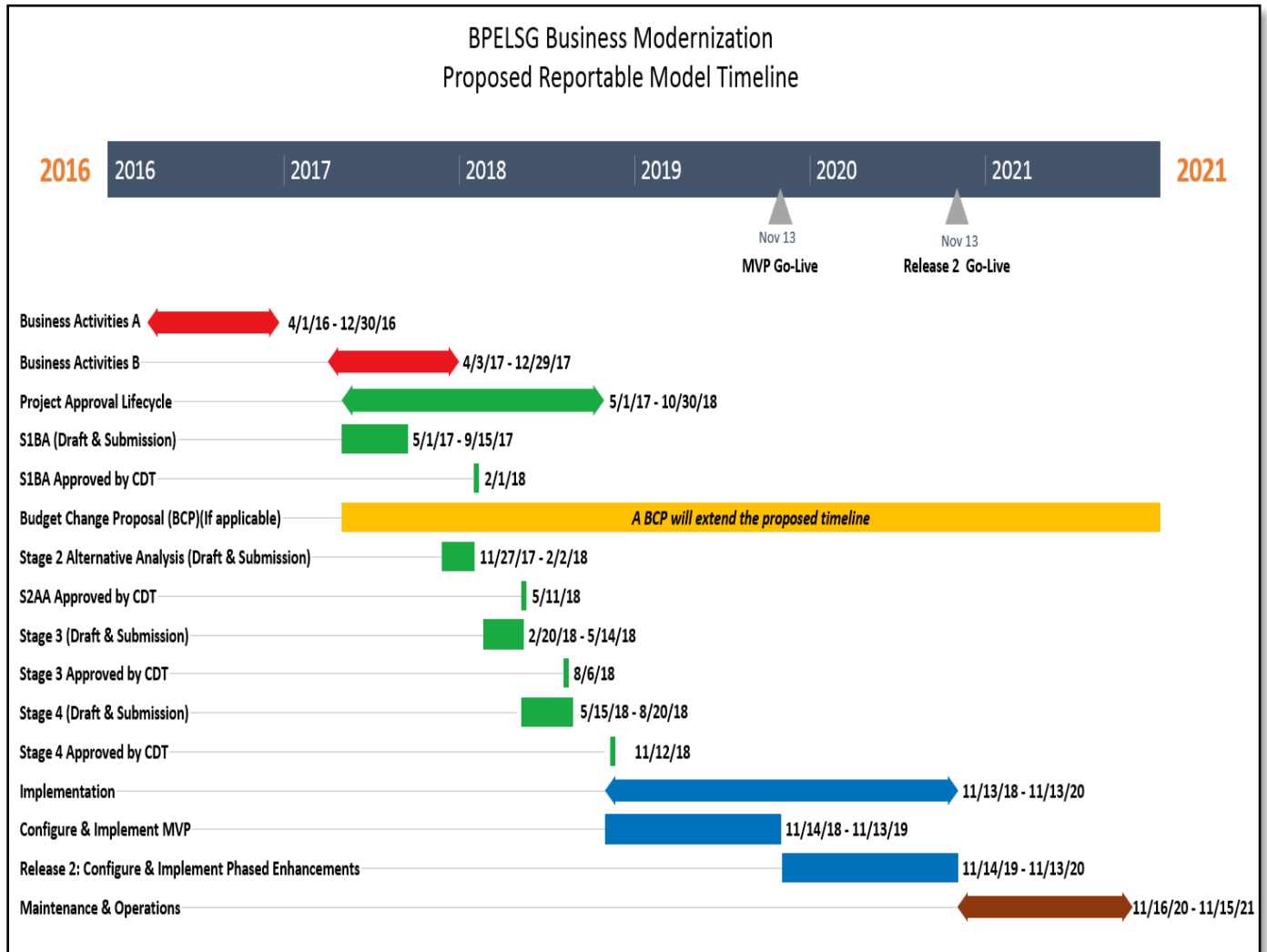
In addition to the process documentation note above, the board identified 968 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Completed – Approved by Agency and CA Dept of Technology (CDT)
Stage 2 - Project Alternatives	Completed – Scheduled for submission to CA Dept of Technology (CDT) for approval Dec 2018/Jan 2019
Stage 3 - Project Procurement	Stage 3 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will submit a BCP for project funding. A revised schedule will be updated once BCP is approved.
Stage 4 - Project Execution	Stage 4 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will submit a BCP for project funding. A revised schedule will be updated once BCP is approved.

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities was conducted by a third party and may vary due to contract performance.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

5. Acupuncture Board (AB)

1. Program Background and Context

AB enforces professional standards and provides for the licensing and regulation of qualified individuals and businesses in the primary care practice of acupuncture in the State of California. AB licenses and regulates such professionals to safeguard life, health, and to promote public welfare. This is achieved through the establishment and enforcement of regulations, qualifying and licensing individuals, enforcing statutes (Acupuncture Licensing Act), and providing information about licensed individuals and businesses, including disciplinary actions, that assist consumers in making informed decisions. Through the examination of prospective licensees and the implementation of strict licensing requirements, the AB seeks to ensure that such individuals can clearly demonstrate a minimum level of competency in their chosen field. AB has the responsibility to address consumer complaints and enforce the laws and regulations in a reasonable and timely manner.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 55 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering. The business activities tasks are complete for AB.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

The following processes were discussed and documented by the board in collaboration with the OCM team. This is the complete workflow processes identified during the Business Activities phase of the project.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Change of Licensee Personal Information	1	Change of Licensee Personal Information
2	Change of Name	2	Issue License
3	Issue License	3	License Renewal
4	License Renewal	4	Set to Active
5	Set to Active	5	Set to Inactive
6	Set to Inactive	6	Duplicate/Replacement Licenses (Wall and Pocket)
7	Fee Waiver: Military, Volunteer, Disability	7	Payment and Refund Processing
8	Duplicate/Replacement Licenses (Wall and Pocket)	8	Curriculum Review
9	Payment and Refund Processing	9	Continuing Education Course Application - New and Renewal
10	Initial Application, Training Facility or School License	10	Continuing Education Provider Change of Information: Address change, name change, renewal, owner change
11	Curriculum Review	11	Curriculum changes (Section B)
12	Continuing Education Course Application - New and Renewal	12	Tutorial Applications

13	Continuing Education Provider Change of Information: Address change, name change, renewal, owner change	13	Tutorial Renewals
14	Continuing Education Notification - Renewal	14	Tutorial Quarterly Reports
15	Continuing Education Database/Web Updates	15	Exam Request - Initial
16	Curriculum changes (Section B)	16	Exam Results - Individual
17	Tutorial Applications	17	Exam Results - Overall Statistics (Web Posts)
18	Tutorial Renewals	18	Exam Abandonment
19	Tutorial Quarterly Reports	19	Continuing Education Provider Application (New and Renewal)
20	Exam Request - Initial	20	Tutorial Completion
21	Exam Results - Individual	21	Livescan Verification
22	Exam Results - Overall Statistics (Web Posts)	22	Continuing Education Waiver Requests
23	Exam Fee Payment (First Timers & Retakers)	23	Foreign Transcript Evaluation
24	Exam Abandonment	24	NPDB (National Practitioners' Database) Queries for Applicants
25	Continuing Education Provider Application (New and Renewal)	25	Informal Cite and Fine Appeals
26	Tutorial Completion	26	Cite and Fine Appeals
27	Livescan Verification	27	Formal Cite and Fine Appeals (Written/ Teleconference/ In-Person)
28	Return Documents	28	Complaint Intake
29	Continuing Education Waiver Requests	29	Complaint Investigation for DOI Cases (aka: Investigation, Formal)
30	Foreign Transcript Evaluation	30	Complaint Investigation for Non-DOI Cases (aka: Investigation, Desk)
31	NPDB (National Practitioners' Database) Queries for Applicants	31	Request SME (Includes Review SME Report)
32	Informal Cite and Fine Appeals	32	Scope of Practice
33	Cite and Fine Appeals	33	Set to Revoke & No Longer Interested
34	Formal Cite and Fine Appeals (Written/ Teleconference/ In-Person)	34	Cost Recovery
35	Complaint Intake	35	Fingerprint Results - Application
36	Complaint Investigation for DOI Cases (aka: Investigation, Formal)	36	Formal Discipline - Settlement
37	Complaint Investigation for Non-DOI Cases (aka: Investigation, Desk)	37	Default Decisions
38	Request SME (Includes Review SME Report)	38	Proposed Decisions
39	Scope of Practice	39	Non-Adopt
40	Set to Revoke & No Longer Interested	40	PC 23
41	Cost Recovery	41	Interim Suspension Orders
42	Fingerprint Results - Application	42	Subpoena Issuance/ tracking
43	Applicant Investigations	43	Subpoena receiving
44	Formal Discipline - Settlement	44	Petition Hearings
45	Default Decisions	45	Franchise Tax Board (FTB) Referrals
46	Proposed Decisions	46	NPDB (National Practitioners' Database) Updates
47	Non-Adopt	47	Mail Vote

48	PC 23	48	License Certification or Verification
49	Interim Suspension Orders	49	Continuing Education Audit
50	Subpoena Issuance/ tracking	50	Request to Vacate an Order
51	Subpoena receiving	51	Exam and License Abandonment Process
52	Petition for Early Termination or Decision Modification	52	Exam Application Evaluation
53	Petition Hearings	53	Tutorial Annual Report
54	Petitions for Revocation	54	Tutorial Abandonment
55	Franchise Tax Board (FTB) Referrals	55	Tutorial Termination
56	NPDB (National Practitioners' Database) Updates	56	Criminal Case Tracking
57	Mail Vote	57	Probation Monitoring and Intake
58	Website Update Request	58	Petition for Reconsideration
59	License Certification or Verification	59	PRA
60	License Organizational Records		
61	Refunds		
62	Continuing Education Audit		
63	Request to Vacate an Order		
64	Exam and License Abandonment Process		
65	Exam Application Evaluation		
66	Tutorial Annual Report		
67	Tutorial Abandonment		
68	Tutorial Termination		
69	Criminal Case Tracking		
70	Probation Monitoring and Intake		
71	Payment Plan		
72	Petition for Reconsideration		
73	PRA		
74	Mental Illness or Physical Illness (820)		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

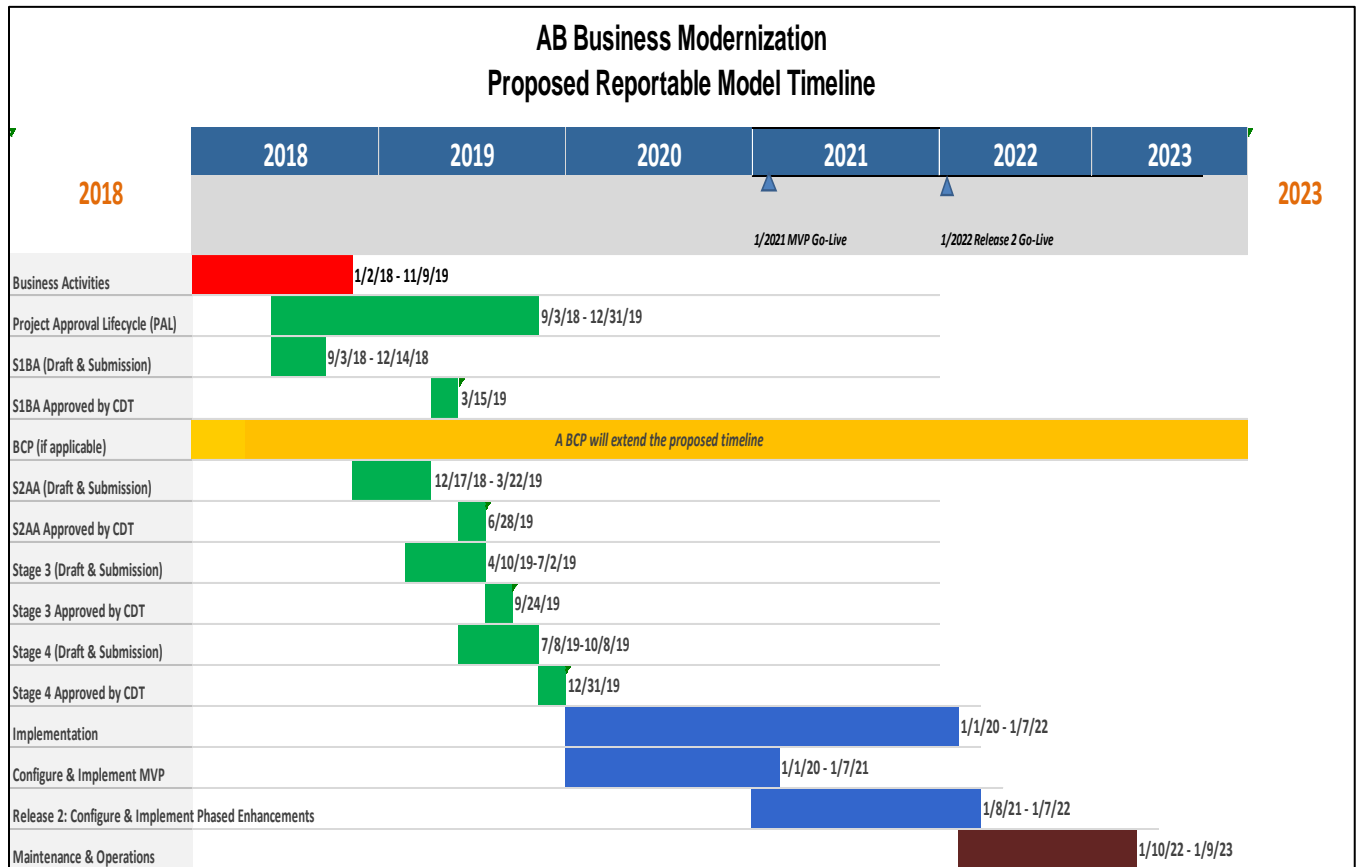
In addition to the process documentation note above, the board and OCM identified 154 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Completed – Approved by Agency and CA Dept of Technology (CDT)
Stage 2 - Project Alternatives	In Progress – Final Drafts in Internal Review. Scheduled for submission to CA Dept of Technology (CDT) for approval Dec 2018/Jan 2019
Stage 3 - Project Procurement	Stage 3 development is scheduled for 4/2019
Stage 4 - Project Execution	Stage 4 development is scheduled for 7/2019

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

6. Board of Chiropractic Examiners (BCE)

1. Program Background and Context

BCE protects California’s consumers from fraudulent, negligent, or incompetent chiropractic care. BCE ensures that only those applicants with the necessary education, examination, and experience receive a California license to practice chiropractic care. Requirements for licensing include passing the California Law and Professional Practice Exam, completing 60 pre-chiropractic units of approved education courses, and graduation from a Council on Chiropractic Education (CCE) approved college or school. Licensees are required to complete 24 hours of continuing education credit each year for license renewal. BCE continually strives to fulfill its state mandate and mission in the most efficient manner, by exploring new policies and revising existing policies, programs, and processes. BCE issues regulations and licenses, investigates possible insurance fraud, and responds to consumer complaints, not only in California, but also in other states. Additionally, BCE protects the public by ensuring that chiropractors meet all educational requirements for licensure and requiring all chiropractors to be licensed and to renew their licenses. BCE has the responsibility to address consumer complaints and enforce the laws and regulations in a reasonable and timely manner.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 208 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering. The business activities for BCE are complete.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

The following processes were discussed and documented by the board in collaboration with the OCM team. This is the complete workflow processes identified during the Business Activities phase of the project.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Initial Application for Chiropractic Corporation License	1	Initial Application for Chiropractic Corporation License
2	Change of Ownership / Changes to a Chiropractic Corp	2	Change of Ownership / Changes to a Chiropractic Corp
3	Canceled to Active	3	Canceled to Active
4	Initial Application for Continuing Education Provider	4	Initial Application for Continuing Education Provider
5	CE Provider Renewal	5	CE Provider Renewal
6	Late Postmark Letters	6	Forfeiture to Active
7	Forfeiture to Active	7	CE Courses
8	CE Courses	8	Maintenance of CE Courses
9	Maintenance of CE Courses	9	License Renewal for DC License
10	License Renewal for DC License	10	License Renewal for Corporation
11	License Renewal for Corporation	11	License Renewal for Satellite
12	License Renewal for Satellite	12	Initial Application for Referral Service Certificate

13	Initial Application for Referral Service Certificate	13	Maintenance of Referral Service
14	Maintenance of Referral Service	14	Change of Address
15	Change of Address	15	Initial Application for Satellite Office Certificate
16	Initial Application for Satellite Office Certificate	16	Initial Application for Professional License
17	Initial Application for Professional License	17	Exam and Issue License
18	Exam and Issue License	18	Duplicate License or Name Change
19	Duplicate License or Name Change	19	Preceptors
20	Preceptors	20	Inactive to Active Status
21	Inactive to Active Status	21	Deceased licensees
22	Deceased licensees	22	Mobile licensees
23	Mobile licensees	23	CE Audits
24	CE Audits	24	Medical C/E
25	Medical C/E	25	Petitions
26	Petitions	26	Petition Hearing
27	Petition Hearing	27	Arrests and Convictions
28	Arrests and Convictions	28	Non-complaint Inquiries - covers PRA requests
29	Non-complaint Inquiries - covers PRA requests	29	Complaint Intake
30	Complaint Intake	30	Complaint analysis, information and fact gathering (Desk Investigation)
31	Complaint analysis, information and fact gathering (Desk Investigation)	31	Field investigation
32	Field investigation	32	Probation Monitoring
33	Probation Monitoring	33	Complaint Recommendations/closures
34	Complaint Recommendations/closures	34	Letter of admonishment
35	Letter of admonishment	35	Citation and fine
36	Citation and fine	36	Referral to Expert consultant
37	Referral to Expert consultant	37	Referral to DOI
38	Referral to DOI	38	Intercept program
39	Intercept program	39	Administrative filings
40	Administrative filings	40	Non-Adopt
41	Non-Adopt	41	Hold for Discussion
42	Hold for Discussion	42	Petition for Reconsideration
43	Petition for Reconsideration	43	Unit stats
44	Unit stats	44	Subpoena Tracking
45	Committee meeting preparation	45	License Certification or Verification
46	Cashiering	46	Statement of Issues
47	Subpoena Tracking	47	Forfeiture to Cancel
48	Refunds	48	CE Provider Hours YTD Report
49	License Certification or Verification	49	Canceled Satellite Service Certificate
50	Invoicing -	50	Board Mail Vote
51	Statement of Issues	51	Compliance Stats for Board Meeting
52	Preparation for Board Meetings	52	FCLB Reporting
53	Mailroom	53	Writ of Mandamus
54	Timesheets	54	PC23

55	Forfeiture to Cancel		
56	Training Requests		
57	DCA Mandated Trainings		
58	Invoices		
59	CE Provider Hours YTD Report		
60	Purchase Order by Cal-card		
61	Purchase Order by Full BSO-47 (renamed to "by Cal-PIA")		
62	Contracts		
63	Travel Arrangement for Witnesses		
64	Travel Reimbursement for Board Members and Witnesses		
65	NSF Payments		
66	Requisition Request (Vendor Check Requests)		
67	Returned Satellite Certificate		
68	Canceled Satellite Service Certificate		
69	Board Mail Vote		
70	Compliance Stats for Board Meeting		
71	FCLB Reporting		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution**

Functional Requirements:

In addition to the process documentation note above, the board and OCM identified 519 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

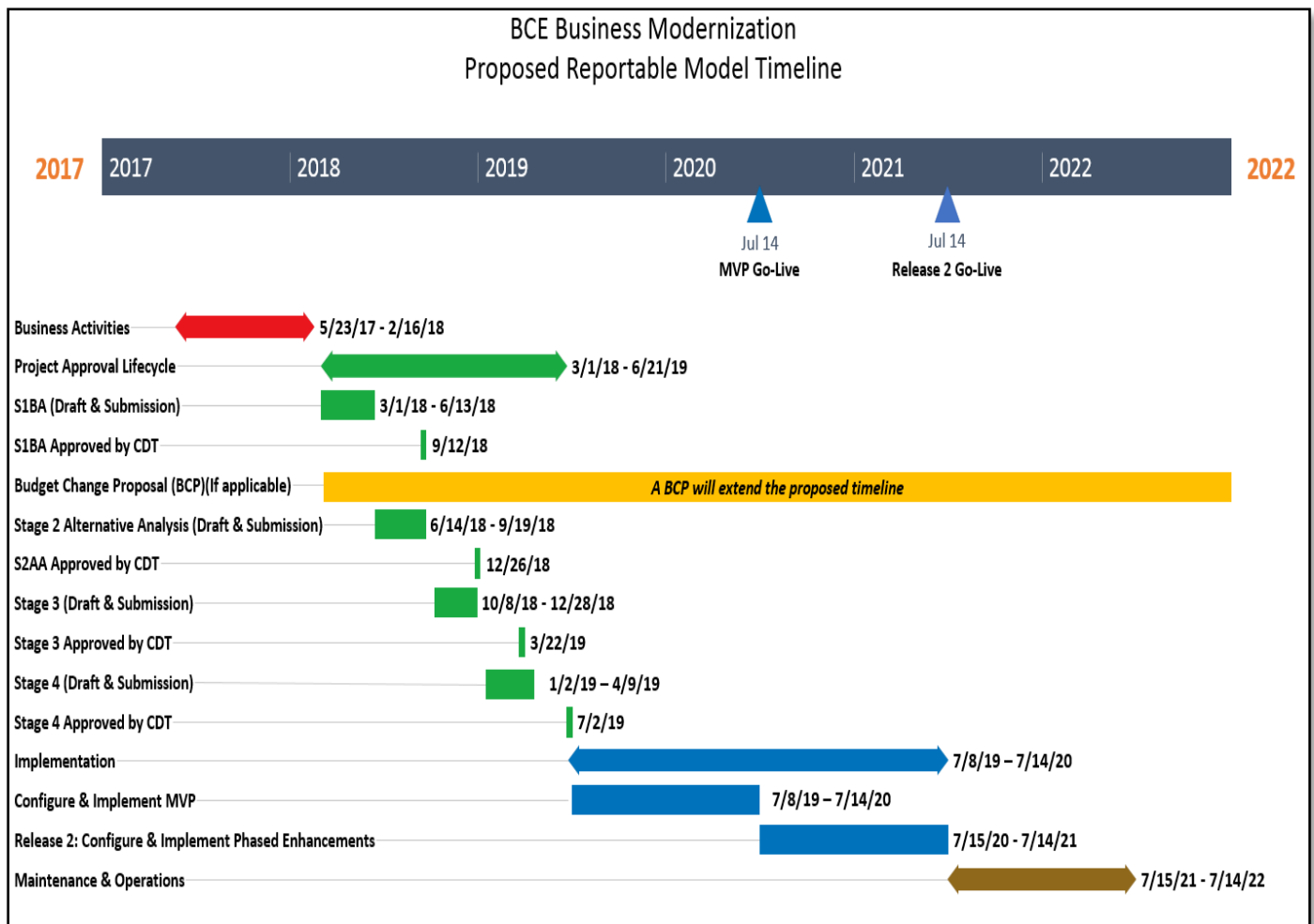
4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Completed – Approved by Agency and CA Dept of Technology (CDT)
Stage 2 - Project Alternatives	In Progress – Final Drafts in Internal Review. Scheduled for submission to CA Dept of Technology (CDT) for approval Dec 2018/Jan 2019.
Stage 3 - Project Procurement	Stage 3 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will

	submit a BCP for project funding. A revised schedule will be updated once BCP is approved.
Stage 4 - Project Execution	Stage 4 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will submit a BCP for project funding. A revised schedule will be updated once BCP is approved.

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

*Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

**PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.

***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.

MVP: Minimum Viable Product

7. Bureau for Private Postsecondary Education (BPPE)

1. Program Background and Context

BPPE enforces minimum professional standards for the ethical business practices, health and safety, and fiscal integrity of postsecondary education institutions. BPPE ensures instructional quality and institutional stability for all students and oversees private postsecondary educational institutions operating with a physical presence in California. BPPE is also tasked with actively investigating and combatting unlicensed activity, administering the Student Tuition Recovery Fund (STRF) which serves to relieve or mitigate economic loss suffered by a student for various reasons such as institutional or programmatic closure, and conducting outreach and education activities for students and private postsecondary educational institutions within the state.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the bureau and OCM staff held 34 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case, and functional requirements gathering. The business activities are complete for BPPE.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

The following processes were discussed and documented by the board in collaboration with the OCM team. This is the complete workflow processes identified during the Business Activities phase of the project.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Student Tuition Recovery Fund Procedure - OT and Analyst	1	Student Tuition Recovery Fund Procedure - OT and Analyst
2	Posting Dishonored Checks in SAIL	2	Posting Dishonored Checks in SAIL
3	Generating a New Annual Fee Invoice	3	Generating a New Annual Fee Invoice
4	Generating an Annual Fee Invoice for a New School	4	Generating an Annual Fee Invoice for a New School
5	Revenue Refund	5	Revenue Refund
6	Printing 1st and 2nd Delinquency Notices	6	Printing 1st and 2nd Delinquency Notices
7	Clearing an Annual Fee Billed in Error	7	Clearing an Annual Fee Billed in Error
8	Processing Annual Invoice Fees	8	Processing Annual Invoice Fees
9	Dishonored Check Reimbursement Procedure	9	Dishonored Check Reimbursement Procedure
10	Processing STRF Assessment Forms Received With and Without Payment	10	Processing STRF Assessment Forms Received With and Without Payment
11	STRF Delinquent Fee Notice Procedures	11	STRF Delinquent Fee Notice Procedures
12	Generating STRF Invoices	12	Generating STRF Invoices
13	Application Intake	13	Application Intake
14	Pre-Application Review for Existing Institutions	14	Pre-Application Review for Existing Institutions
15	Initial Application for Full Approval	15	Initial Application for Full Approval
16	Renewal Application for Full Approval	16	Renewal Application for Full Approval
17	Initial Application for Institutions ABMA	17	Initial Application for Institutions ABMA
18	Renewal Application for Institutions ABMA	18	Renewal Application for Institutions ABMA

19	Application to Add a Branch - Full Approval	19	Application to Add a Branch - Full Approval
20	Application for Change in Method - Full Approval	20	Application for Change in Method - Full Approval
21	Application for Change in Location - Full Approval	21	Application for Change in Location - Full Approval
22	Application for Change in Ed Objectives - Full Approval	22	Application for Change in Ed Objectives - Full Approval
23	Application for Change in Ownership - Full Approval	23	Application for Change in Ownership - Full Approval
24	Application for Change in Name - Full Approval	24	Application for Change in Name - Full Approval
25	Application to Add a Branch - ABMA	25	Application to Add a Branch - ABMA
26	Application for Change in Method - ABMA	26	Application for Change in Method - ABMA
27	Application for Change in Location - ABMA	27	Application for Change in Location - ABMA
28	Application for Change in Ed Objectives - ABMA	28	Application for Change in Ed Objectives - ABMA
29	Application for Change in Ownership - ABMA	29	Application for Change in Ownership - ABMA
30	Application for Change of Name - ABMA	30	Application for Change of Name - ABMA
31	Application for Verification of Exempt Status	31	Application for Verification of Exempt Status
32	Ineligible for Renewal Process	32	Ineligible for Renewal Process
33	Renewal and Expired Approval Notice	33	Renewal and Expired Approval Notice
34	Denial Liaison Procedures	34	Denial Liaison Procedures
35	Out-of-State Registration	35	Out-of-State Registration
36	Peer/Management Review	36	Peer/Management Review
37	Prioritizing and Selecting Institutions for Compliance Inspections	37	Prioritizing and Selecting Institutions for Compliance Inspections
38	Announced Compliance Inspection Notification	38	Announced Compliance Inspection Notification
39	Notice-to-Comply Response Management	39	Notice-to-Comply Response Management
40	Citation Procedures	40	Citation Procedures
41	Announced Compliance Inspections	41	Announced Compliance Inspections
42	Unannounced Compliance Inspections	42	Unannounced Compliance Inspections
43	Annual Report Electronic Submission Process	43	Annual Report Electronic Submission Process
44	Compliance Workshop Scheduling	44	Compliance Workshop Scheduling
45	Compliance Workshop Facilitation	45	Annual Reports Pre-Submission
46	Annual Reports Pre-Submission	46	Annual Reports Submission Management
47	Annual Reports Submission Management	47	Annual Report Coding & Web Posting
48	Annual Report Coding & Web Posting	48	Complaint Intake & Prioritization
49	Complaint Intake & Prioritization	49	Complaint Handling - Desk Investigation
50	Complaint Handling - Desk Investigation	50	3-Day Acknowledgement Letter
51	3-Day Acknowledgement Letter	51	Transfer to Field
52	Transfer to Field	52	Preparing the AG Transmittal Memo
53	Preparing the AG Transmittal Memo	53	Proposed Decision
54	Proposed Decision	54	Serving a Signed Decision Order
55	Serving a Signed Decision Order	55	Working with the AG's Office
56	Working with the AG's Office	56	Mandatory Settlement Conference
57	Mandatory Settlement Conference	57	Stipulated Settlements
58	Stipulated Settlements	58	Emergency Decision
59	Emergency Decision	59	Citation Intake and Issue (Non-Enforcement)
60	Citation Intake and Issue (Non-Enforcement)	60	Citation Monitoring (Includes "Appeals Process After Citation is Issued & Monitoring Citation Case")

61	Complaint Investigations Intake & Issue (formerly "Enforcement Citation Intake and Issue")	61	Unlicensed Institutions Process/Order to Disconnect Phone Service
62	Citation Monitoring (Includes "Appeals Process After Citation is Issued & Monitoring Citation Case")	62	Automatic Suspensions
63	Unlicensed Institutions Process/Order to Disconnect Phone Service	63	Probation Monitoring
64	Automatic Suspensions	64	Provisional Approval Tracking
65	Probation Monitoring	65	Planned Closed School Procedures
66	Provisional Approval Tracking	66	Conditional Approvals for Approval to Operate
67	Planned Closed School Procedures	67	Conditional Approvals for Substantive Change Applications
68	Conditional Approvals for Approval to Operate	68	Potential School Closure and Checklist
69	Conditional Approvals for Substantive Change Applications	69	Field Investigations Process
70	Potential School Closure and Checklist	70	Abrupt Closed School Procedures
71	Field Investigations Process	71	Corinthian College Transcript Request
72	Abrupt Closed School Procedures	72	Appeal Process for NTCs
73	Corinthian College Transcript Request		
74	Appeal Process for NTCs		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution**

Functional Requirements:

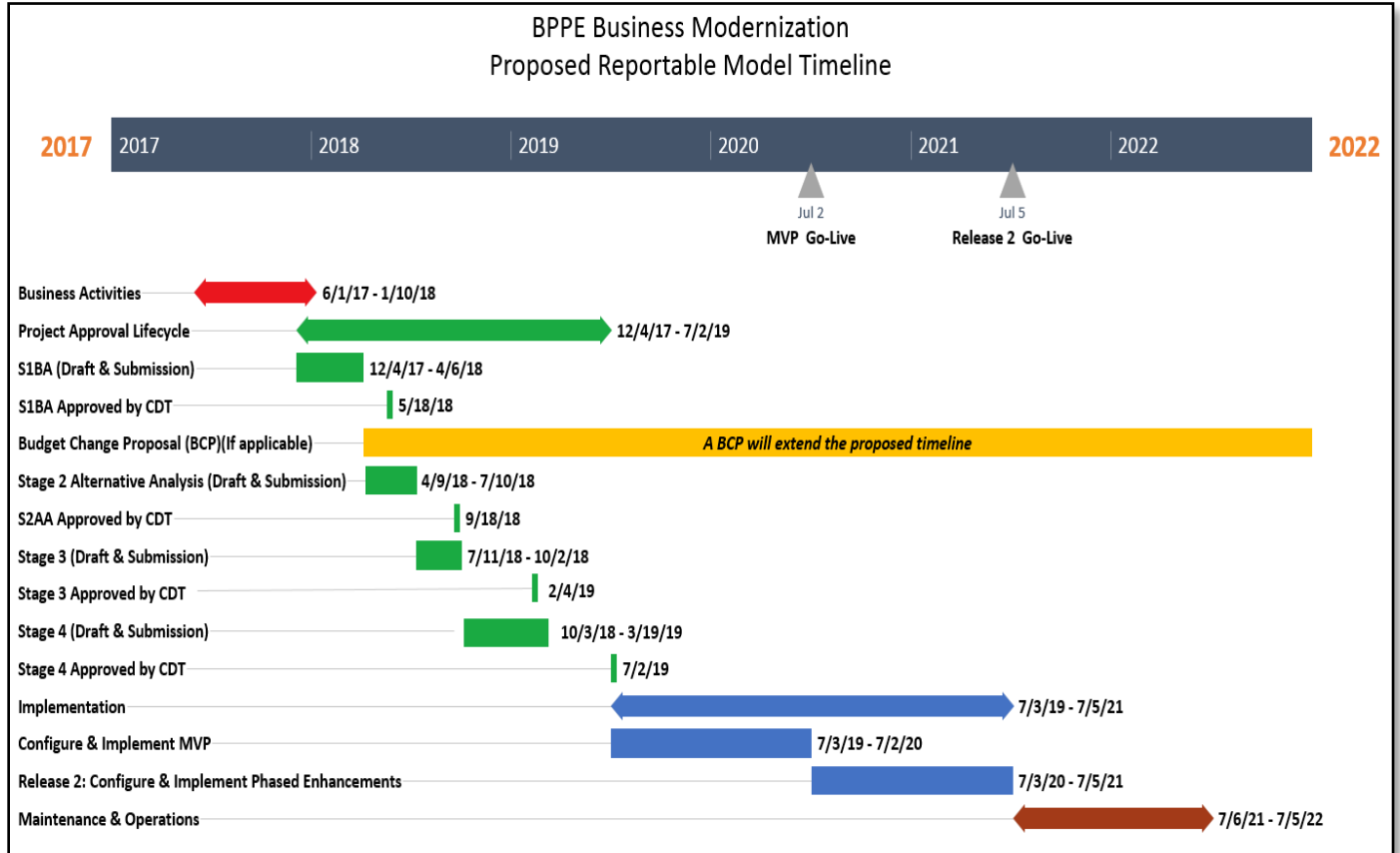
In addition to the process documentation note above, the bureau and OCM identified 241 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

4. Summary of Project Approval Lifecycle Activities

<p>Stage 1 - Business Analysis</p>	<p>Completed – Approved by Agency and CA Dept of Technology (CDT)</p>
<p>Stage 2 - Project Alternatives</p>	<p>In Progress – Final Drafts in Internal Review. Scheduled for submission to CA Dept of Technology (CDT) for approval Dec 2018/Jan 2019.</p>
<p>Stage 3 - Project Procurement</p>	<p>Stage 3 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will submit a BCP for project funding. A revised schedule will be updated once BCP is approved.</p>
<p>Stage 4 - Project Execution</p>	<p>Stage 3 development is delayed due to completion of some preceding Stages taking longer than originally planned. The board will submit a BCP for project funding. A revised schedule will be updated once BCP is approved.</p>

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



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Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

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***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.

MVP: Minimum Viable Product

8. Court Reporters Board (CRB)

1. Program Background and Context

CRB oversees the practice of court reporting through licensing and enforcement. Court reporters are highly-trained professionals who stenographically preserve the words spoken in a wide variety of official legal settings such as court hearings, trials, and other pretrial litigation-related proceedings, namely depositions. Court reporters work either in courtrooms as official reporters or in the private sector as freelance reporters who provide deposition services. These court reporters are officers of the court, and their competence, impartiality, and professionalism must be beyond question. A complete and accurate transcript of the proceedings made by an impartial third party is the cornerstone for all appeal rights. It is relied upon by the consumer as an accurate source of information, which includes testimony given under oath.

CRB also has oversight for schools of court reporting. CRB “recognizes” schools rather than licensing them. Only court reporting schools recognized by CRB can certify students to qualify for the license examination.

Additionally, CRB administers the Transcript Reimbursement Fund (TRF) to aid qualified indigent litigants in civil cases by providing transcript reimbursement funds. To date, the TRF has disbursed over \$8.5 million to California’s indigent population.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 29 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering. The business activities for CRB are complete.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

The following processes were discussed and documented by the board in collaboration with the OCM team. This is the complete workflow process identified during the Business Activities phase of the project.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Cashiering	1	Duplicate/Replacement license
2	Duplicate/Replacement license	2	License certification verification
3	License certification verification	3	Fingerprint Results
4	Fingerprint Results	4	Change of Name
5	Change of Name	5	Change of Address
6	Change of Address	6	Exam Application
7	Exam Application	7	Exam Site Set Up/Exam Cycle Set Up
8	Exam Site Set Up/Exam Cycle Set Up	8	Exam Eligibility and Scheduling
9	Refund	9	Manually enter dictation results post grading
10	Exam Eligibility and Scheduling	10	License renewals
11	Manually enter dictation results post grading	11	Exam appeals (with Transcript Request)
12	License renewals	12	PSI exam cycles (PSI vendor for written exams)
13	Exam appeals (with Transcript Request)	13	Re-examination Application

14	PSI exam cycles (PSI vendor for written exams)	14	Initial License Application
15	Military Fee Waiver - included in Could Be: 20	15	FTB - Offset Program
16	Re-examination Application	16	Canceled status
17	Initial License Application	17	Complaint Intake
18	FTB - Offset Program	18	Desk Investigation
19	Canceled status	19	Referral to AG
20	Complaint Intake	20	Cite and Fine
21	Desk Investigation	21	Statement of Issues
22	Referral to AG	22	Accusations
23	Cite and Fine	23	Petition to Revoke Probation
24	Statement of Issues	24	Probation monitoring
25	Accusations	25	Petition for Reinstatement
26	Petition to Revoke Probation	26	Petition for Reconsideration of Board Decision
27	Probation monitoring	27	Hold for Discussion
28	Petition for Reinstatement	28	ALJ Hearing
29	Petition for Reconsideration of Board Decision	29	Transcript Reimbursement (TRF) Pro Bono
30	Hold for Discussion	30	Transcript Reimbursement (TRF) Pro Per
31	ALJ Hearing	31	Non-Adopt
32	Transcript Reimbursement (TRF) Pro Bono	32	Mail Vote to Board
33	Transcript Reimbursement (TRF) Pro Per		
34	Non-Adopt		
35	Mail Vote to Board		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

In addition to the process documentation note above, the board and OCM identified 194 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

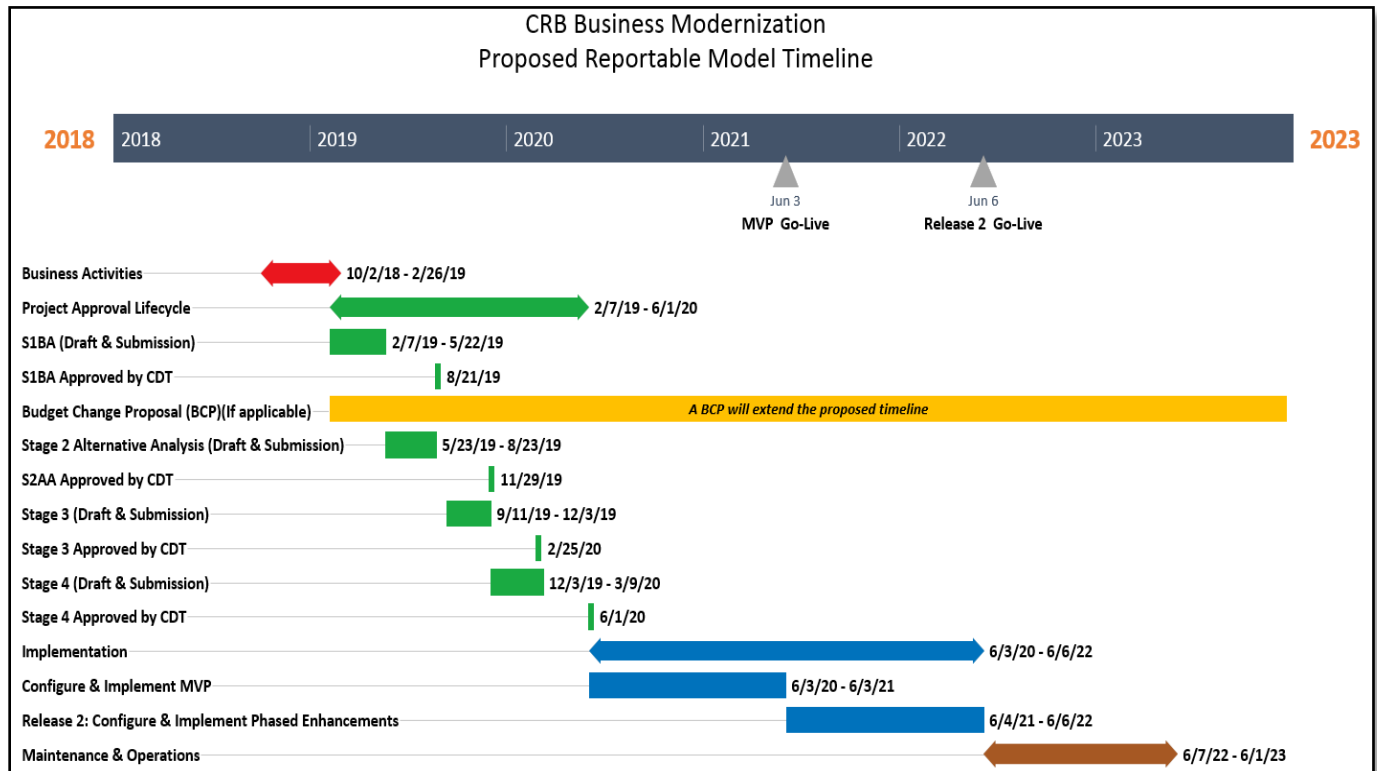
4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 2/2019
Stage 2 - Project Alternatives	Stage 2 – Project Alternatives is scheduled to start 5/2019
Stage 3 - Project Procurement	Stage 3 – Project Procurement is scheduled to start 9/2019

Stage 4 - Project Execution	Stage 4 – Project Execution is scheduled to start 12/2019
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5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

*Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

**PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.

***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.

MVP: Minimum Viable Product

9. Structural Pest Control Board (SPCB)

1. Program Background and Context

SPCB protects the general welfare of Californians and the environment by promoting outreach, education, and regulation of the structural pest management profession. Structural pest control is the control of household pests (including but not limited to rodents, vermin and insects) and wood-destroying pests and organisms or other pests which may invade households or structures. The practice of structural pest control includes engaging in, offering to engage in, advertising for, soliciting, or the performance of any of the following: identification of infestations or infections; the making of an inspection for the purpose of identifying or attempting to identify infestations or infections of household or other structures by such pests or organisms; the making of inspection reports; recommendations, estimates, and bids, whether oral or written, with respect to such infestation or infections; and the making of contracts, or the submitting of bids for, or the performance of any work including the making of structural repairs or replacements, or the use of pesticides, insecticides, rodenticides, fumigants, or allied chemicals or substances, or mechanical devices for the purpose of eliminating, exterminating, controlling or preventing infestations or infections of such pests, or organisms.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 26 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

The following processes were discussed and documented by the board in collaboration with the OCM team. This is the complete workflow process identified during the Business Activities phase of the project.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Cashiering	1	Cashiering
2	Refunds	2	Refunds
3	Transfer of Revenue	3	Transfer of Revenue
4	Transfer Beneficiary	4	Transfer Beneficiary
5	Dishonored Checks	5	Dishonored Checks
6	WDO Cashiering	6	Initial Application Exam
7	Initial Application Exam	7	Re-Exam
8	Re-Exam	8	Continuing Education Exams
9	Continuing Education Exams	9	Initial Application RA- Registered Applicator (entry level)
10	Initial Application RA- Registered Applicator (entry level)	10	Initial Application FR - Field Representative
11	Initial Application FR - Field Representative	11	Initial Application, OPR
12	Initial Application, OPR	12	Fingerprint/LiveScan Results and Rejections
13	Fingerprint/LiveScan Results and Rejections	13	Name Approval process for company
14	Name Approval process for company	14	Initial application business company

15	Initial application business company	15	Initial Application Branch Office
16	Initial Application Branch Office	16	Denials
17	Denials	17	Change of Address Business
18	Change of Address Business	18	Change of Address Individual
19	Change of Address Individual	19	Change of Branch office supervisor BOS
20	Change of Branch office supervisor BOS	20	Change of Qualifying Manager
21	Change of Qualifying Manager	21	Change of Business Ownership
22	Change of Business Ownership	22	Change of Business Entity
23	Change of Business Entity	23	Change of Company Name
24	Change of Company Name	24	Change of Individual Name
25	Change of Individual Name	25	Change of Corporate Officer
26	Change of Corporate Officer	26	Fee waiver for all license upgrades
27	Fee waiver for all license upgrades	27	Individual renewal
28	Individual renewal	28	Set to active/ Set to Inactive
29	Set to active/ Set to Inactive	29	License/Registration Cancellations
30	License/Registration Cancellations	30	Upgrade License for Individual-Downgrade
31	Upgrade License for Individual-Downgrade	31	Upgrade License for Individual-Upgrade
32	Upgrade License for Individual-Upgrade	32	Upgrade License for Company- Upgrade
33	Upgrade License for Company- Upgrade	33	Upgrade License for Company- Downgrade
34	Upgrade License for Company- Downgrade	34	Duplicate license
35	Duplicate license	35	License History
36	License History	36	CE Course Approvals
37	CE Course Approvals	37	Transfer of employment
38	Transfer of employment	38	Insurance/bond info
39	Insurance/bond info	39	Dual Employment
40	Dual Employment	40	Office Records Check/Site Inspection
41	Office Records Check/Site Inspection	41	Complaint Intake
42	Complaint Intake	42	Complaint referral to DOI tracking
43	Complaint referral to DOI tracking	43	Investigation Desk
44	Investigation Desk	44	Formal Investigation referred to specialist
45	Formal Investigation referred to specialist	45	County Fine & Collections
46	County Fine & Collections	46	Cite and Fine- Informal conference
47	Cite and Fine- Informal conference	47	Cite and Fine - Administrative Hearing
48	Cite and Fine - Administrative Hearing	48	Insurance Reinstatements, Certificates and Cancellations
49	Insurance Reinstatements, Certificates and Cancellations	49	DA referrals
50	DA referrals	50	Continuing Education Approval Provider and Instructor
51	Continuing Education Approval Provider and Instructor	51	Formal Discipline- Accusations
52	Formal Discipline- Accusations	52	Formal Discipline- Statement of issues
53	Formal Discipline- Statement of issues	53	Formal Discipline- Probationary License
54	Formal Discipline- Probationary License	54	Formal Discipline- Petition to Revoke Probation
55	Formal Discipline- Petition to Revoke Probation	55	Cite and Fine
56	Cite and Fine	56	Penal Code 23 Suspension
57	Penal Code 23 Suspension	57	Probation Monitoring
58	Probation Monitoring	58	Reinstatement from suspension

59	Reinstatement from suspension	59	Reinstatement from surrender/revocation of license
60	Reinstatement from surrender/revocation of license	60	Cost Recovery
61	Cost Recovery	61	Subpoena tracking
62	Subpoena tracking	62	Public Records tracking
63	Public Records tracking	63	Statistics: quarterly, yearly, sunset
64	Statistics: quarterly, yearly, sunset		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution**

Functional Requirements:

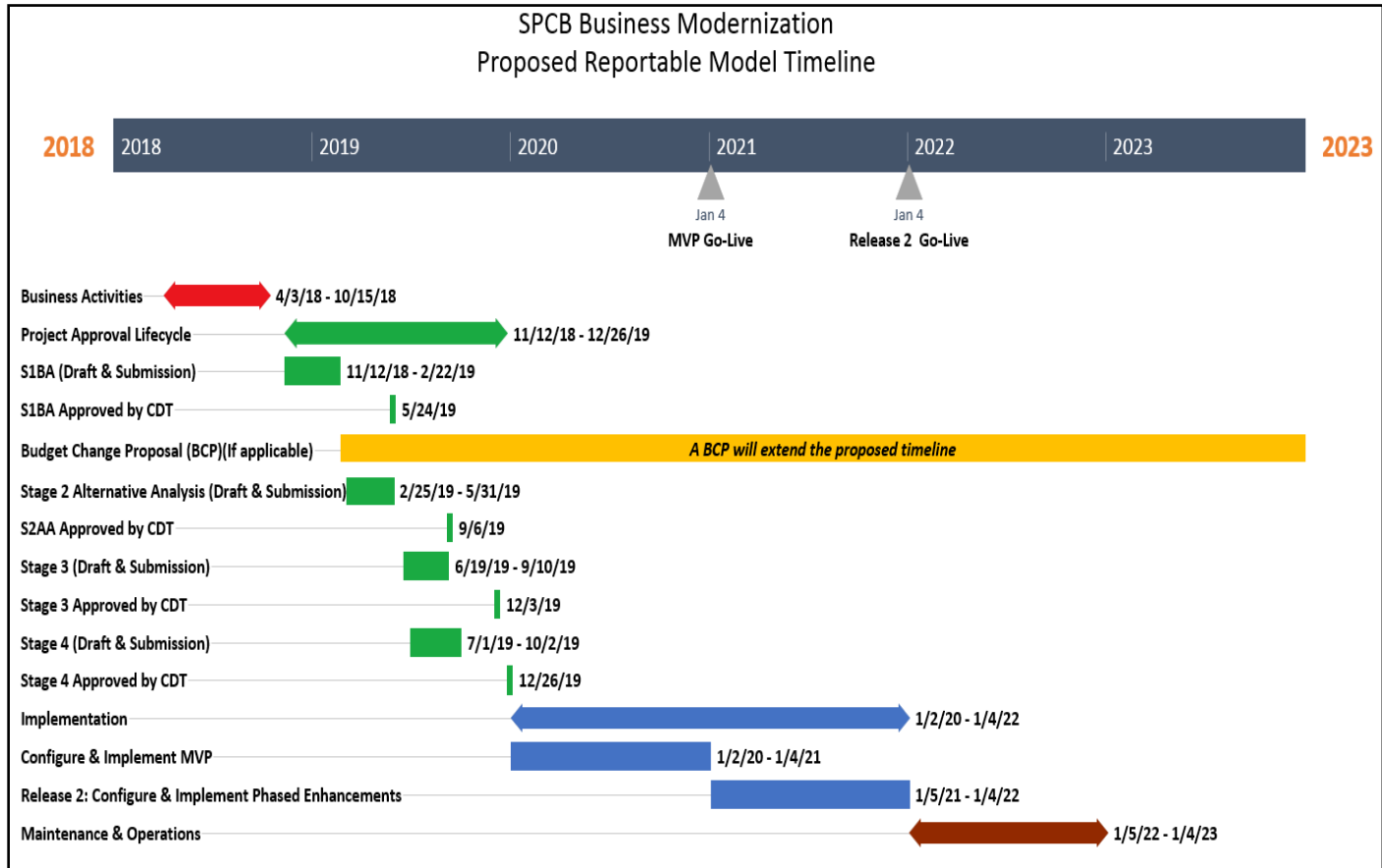
In addition to the process documentation note above, the board and OCM identified 139 detailed functional requirements necessary for their technology and workflow solution. These requirements may be revisited at later stages of the PAL process. (See **Attachment 5 – Functional Requirements** - for details of the program’s functional requirements)

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Pending – S1BA development in final stages
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 2/2019
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 6/2019
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 7/2019

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product.

10. Cemetery and Funeral Bureau (CFB)

1. Program Background and Context

CFB licenses, regulates, and investigates complaints against funeral establishments, funeral directors, embalmers, apprentice embalmers, cemetery brokers/branches, cemetery salespersons, cremated remains disposers, crematories, crematory managers, cemetery managers, and the nearly 200 licensed private cemeteries in the State. CFB protects consumers through proactive education and consistent interpretation and application of the laws governing the death care industry. CFB empowers California consumers to make informed end-of-life decisions in a fair and ethical marketplace.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM initiated the preliminary stages of their Business Activities efforts. The team held 17 sessions exclusively for business activities. As noted below, the team have completed approximately 7% of the process documentation.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

Business activities for CFB are underway. To date, the bureau and OCM have completed approximately 7% of the process documentation, as follows.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Cite and Fine (multiple processes)	1	Cite and Fine (multiple processes)
2	Cite and Fine Appeal	2	Cite and Fine Appeal
3	Complaint Intake	3	Complaint Intake
4	Inspection	4	Inspection

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

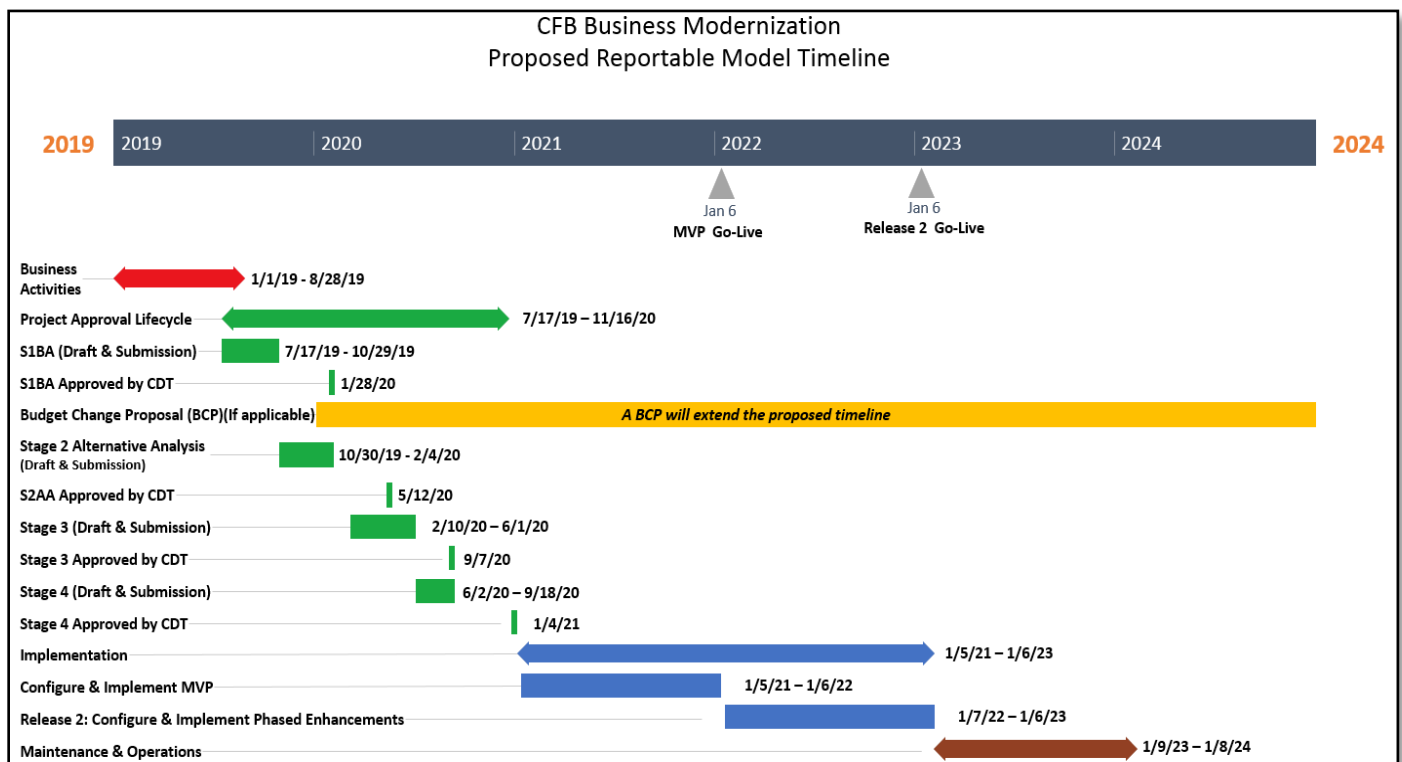
Functional requirements discussion will commence once the Could-Be Processes have been identified.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 7/2019
Stage 2 - Project Alternatives	Stage 2 – Project Alternatives is scheduled to start 10/2019
Stage 3 - Project Procurement	Stage 3 – Project Procurement is scheduled to start 2/2020
Stage 4 - Project Execution	Stage 4 – Project Execution is scheduled to start 6/2020

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

*Business Activities timeline is based on a two-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

**PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.

***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected

MVP: Minimum Viable Product

11. Board of Pharmacy (BOP)

1. Program Background and Context

BOP protects and promotes consumer health and safety by pursuing the highest quality of pharmacist's care and the appropriate use of pharmaceuticals through education, communication, licensing, legislation, regulation, and enforcement. BOP oversees those who dispense, store, ship and handle prescription drugs and devices to patients and practitioners in California. The Board accomplishes its purpose by ensuring that pharmacists provide patients with pharmaceutical care by dispensing information; by protecting patients from drug misadventures; and by taking responsibility for therapeutic outcomes resulting from their decisions.

2. Summary of Business Activities

Business activities for BOP has not commenced. BOP will be submitting a Budget Change Proposal for the 2019/20 FY to obtain funding to assist with the planning for this project. This includes completion of the business activities.

3. Deliverables during Business Activities

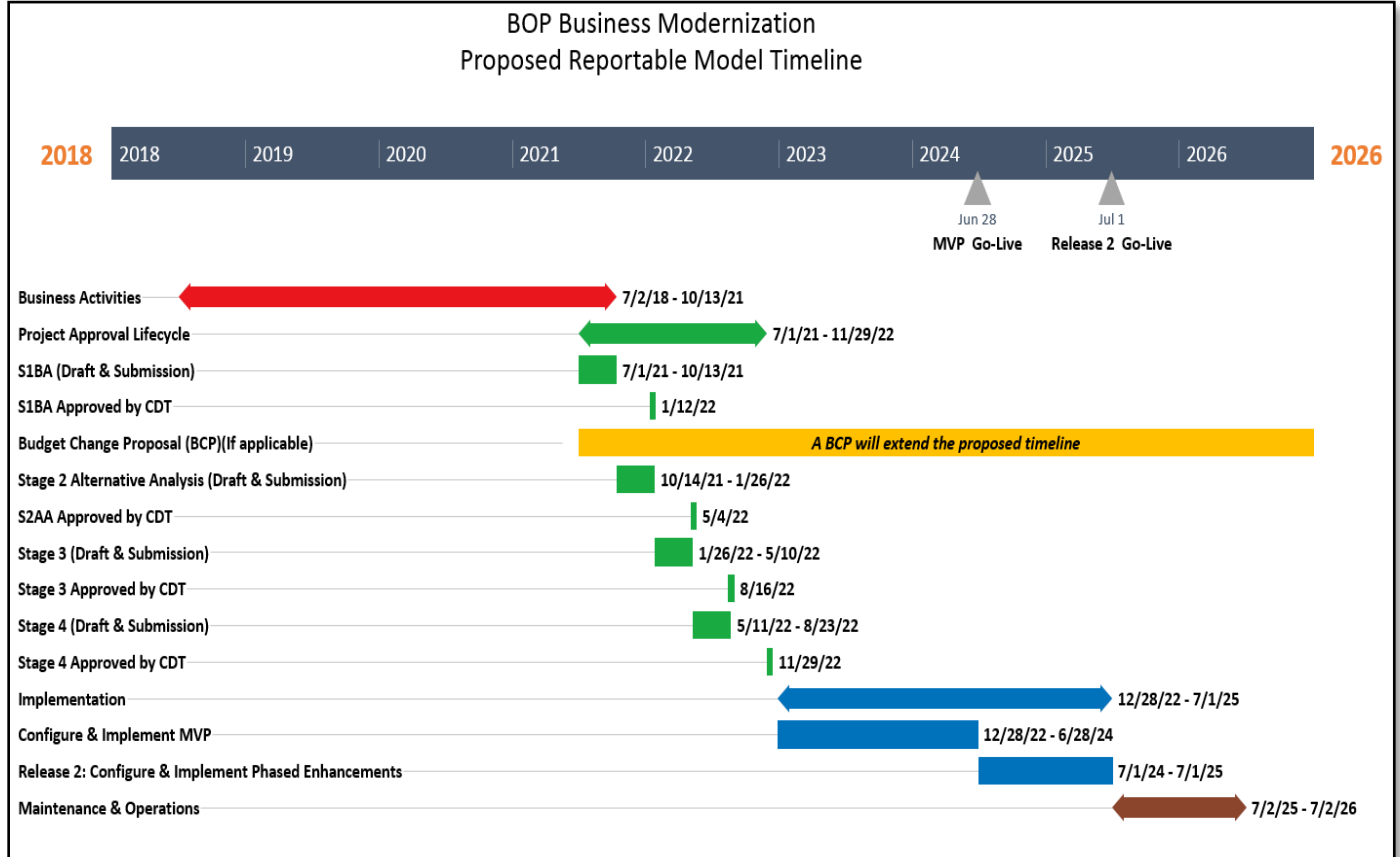
Business activities for BOP has not commenced. BOP will be submitting a Budget Change Proposal for the 2019/20 FY to obtain funding to assist the planning for this project. This includes completion of the business activities.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Completed – Submitted to CDT for review and approval. S1BA process was not due to start until 7/2021; however, BOP completed to submit Project Planning BCP.
Stage 2 - Project Alternatives	Stage 2 – Project Alternatives is scheduled to start 10/2021
Stage 3 - Project Procurement	Stage 3 – Project Procurement is scheduled to start 1/2022
Stage 4 - Project Execution	Stage 4 – Project Execution is scheduled to start 5/2022

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities will be conducted by a third party and may vary due to contract performance.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

12. California Board of Accountancy (CBA)

1. Program Background and Context

CBA regulates the accounting profession for the public interest by establishing and maintaining entry standards of qualification and conduct within the accounting profession, primarily through its authority to license. CBA currently regulates over 97,000 licensees, the largest group of licensed accounting professionals in the nation, including individuals and firms. CBA certifies and licenses individual Certified Public Accountants (CPA). In addition, CBA enforces actions against licensees for violations of CBA laws and rules. CBA also monitors work products of accounting professionals to ensure adherence to professional standards.

2. Summary of Business Activities

Business activities for the board has not commenced. The board will be submitting a Budget Change Proposal for the 2019/20 FY to obtain funding to assist the planning for this project. This includes completion of the business activities.

3. Deliverables during Business Activities

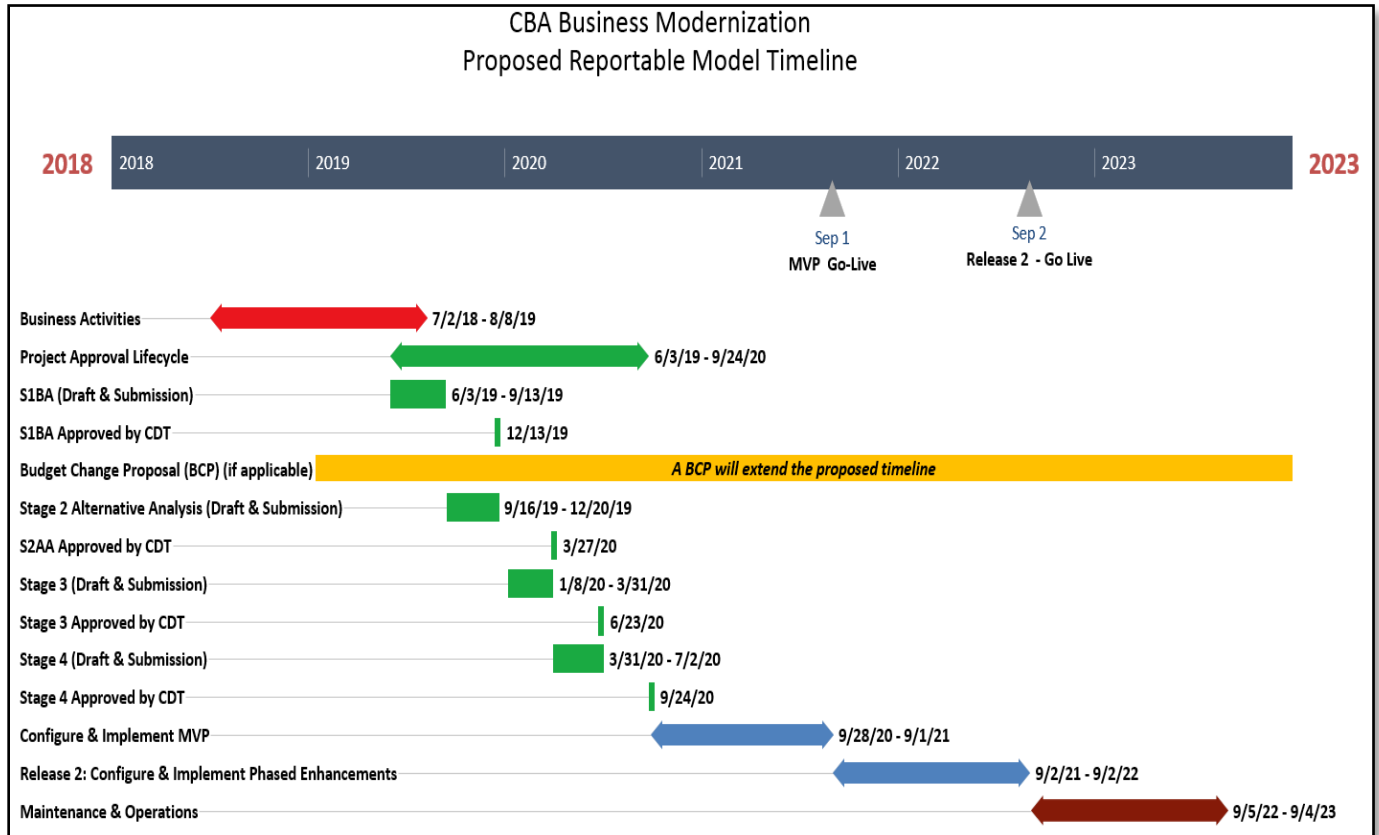
Business activities for the board has not commenced. The board will be submitting a Budget Change Proposal for the 2019/20 FY to obtain funding to assist the planning for this project. This includes completion of the business activities.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Completed – Submitted to CDT for review and approval. S1BA process was not due to start until 6/2019; however, BOP completed to submit Project Planning BCP.
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 9/2019
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 1/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 3/2020

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

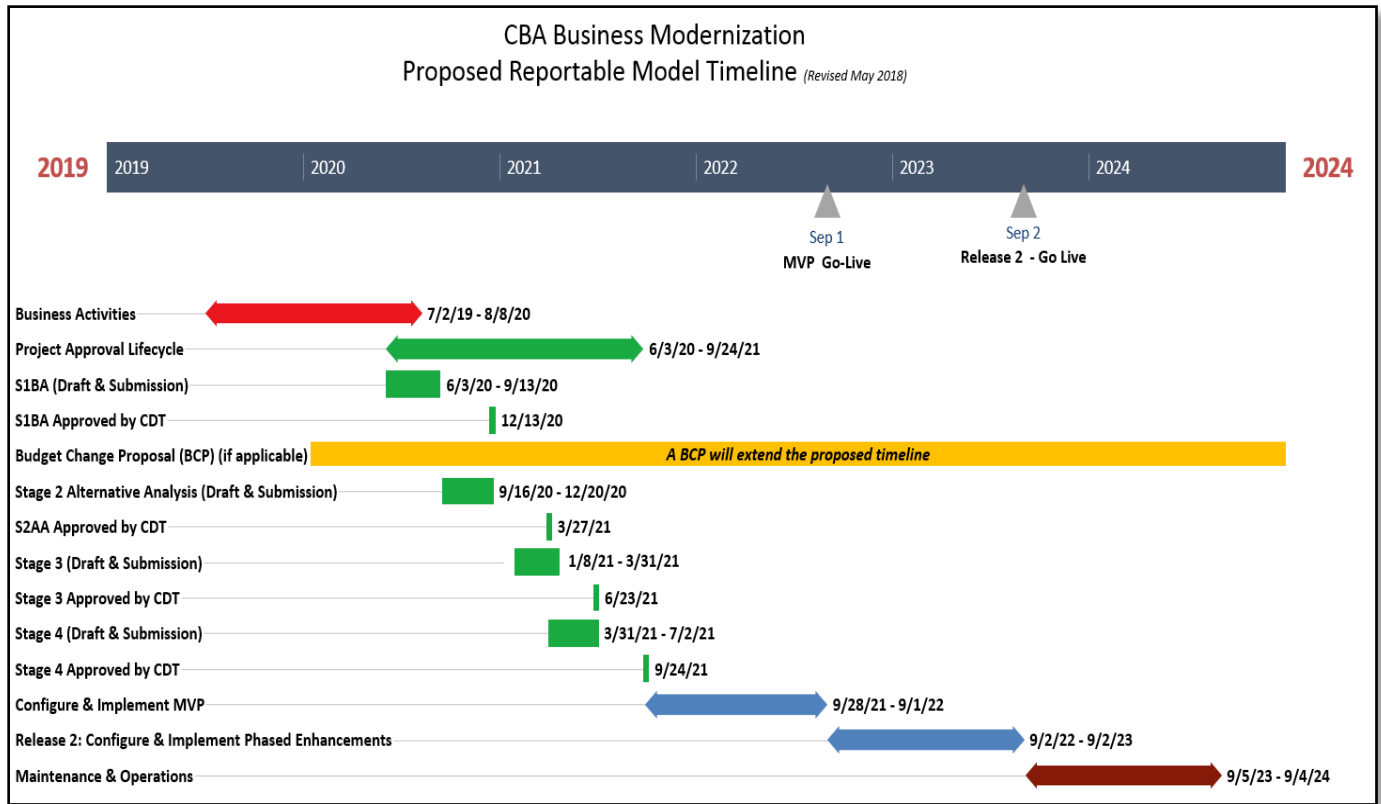
*Business Activities timeline is based on a two-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

**PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.

***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected

MVP: Minimum Viable Product

The following reflects a revised timeline, due to board’s anticipated submittal of a BCP to request funding for planning services. The BCP request will shift the schedule to start Business Activities in 7/2019:



PLEASE NOTE: Dates are tentative and subject to change.

*Business Activities timeline is based on a two-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.

**PAL timeline is based on estimates of current CDT’s requirements and documentation, as well as DCA’s experience with other projects.

***System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected

MVP: Minimum Viable Product

13. Contractor State Licensing Board (CSLB)

1. Program Background and Context

CSLB regulates the construction industry through policies that promote the health, safety, and general welfare of the public in matters relating to construction. CSLB licenses and regulates contractors in 44 classifications that constitute the construction industry. There are approximately 300,000 licensed contractors in the state. CSLB also registers home improvement salespersons.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 10 exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering. The team is in the midst of the process and continues to work towards completion.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

Business activities for the Contractor State Licensing Board are underway. To date, the board and OCM have completed the workflow documentation for the following processes.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	App-Additional Classification (Add Class)	1	Request for Duplicate Renewal or Reactivation-CEA
2	App-Exam Original	2	Renewal or Reactivation
3	App-Exam LLC	3	License Cancellation
4	App-Home Improvement Salesperson Application	4	Disassociation Request
5	App-Replacing RME/RMO	5	Address Change No Fee
6	App-Reactivation (Renewal unit)	6	Request for Duplicate Renewal or Reactivation-CEA
7	App-Renewal		
8	App-Waiver JV		
9	App-Waiver LLC		
10	App-Waiver Original		
11	Applications: Bond and Fee Process		
12	Applications: Hazardous Substance Removal Certification		
13	Applications: Issuance		
14	Applications: Teale Entry Process		
15	Bond - Cash Deposit in Lieu of Bond		
16	Bond - Contractors Bond (Includes BQI & LLC)		
17	Bond - Disciplinary Bond		
18	Cash- Fee Receipt Process		
19	Cash-Book Transfer		
20	Cash-Citations & Cost Recovery		
21	Cash-Dishonored Checks		

22	Cash-ePayment Process		
23	Cash - Notice of Dishonored Check (Letters)		
24	ePAYMENT		
25	Lic Mod -Application to Add New Personnel - Corp or LLC		
26	Lic Mod -Application to Change Business Name or Address Order Wall Certificate or Pocket License		
27	Lic Mod -Application to Change HIS Address		
28	Lic Mod -Application to Add Limited Partner to a Partnership		
29	Lic Mod -Application to Inactivate Contractors License		
30	Lic Mod -Application to Remove Classification From License		
31	Lic Mod -Application to Report Change of Title for Current Personnel of a Corp or LLC		
32	Lic Mod -Contractor Notification of HIS Employment (Fee)		
33	Lic Mod -Contractor Notification of HIS Cessation		
34	Lic Mod -Disassociation Request (Contractor License)		
35	Lic Mod -License Cancellation Request (Contractor License)		
36	Lic Mod -License Continuance Request (Contractor License only)		
37	Lic Mod -Request for Voluntary Surrender and Cancellation of HIS		
38	Lic Mod - Death Notifications		
39	Lic Mod - IFS Extensions		
40	Lic Mod - Qualifier Suspension		
41	Request for Duplicate Renewal or Reactivation		
42	Request for Expedite		
43	Workers' Compensation Certificates		
44	Workers' Compensation - Exemptions		

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

Functional requirements discussion will commence once the Could-Be Processes have been identified.

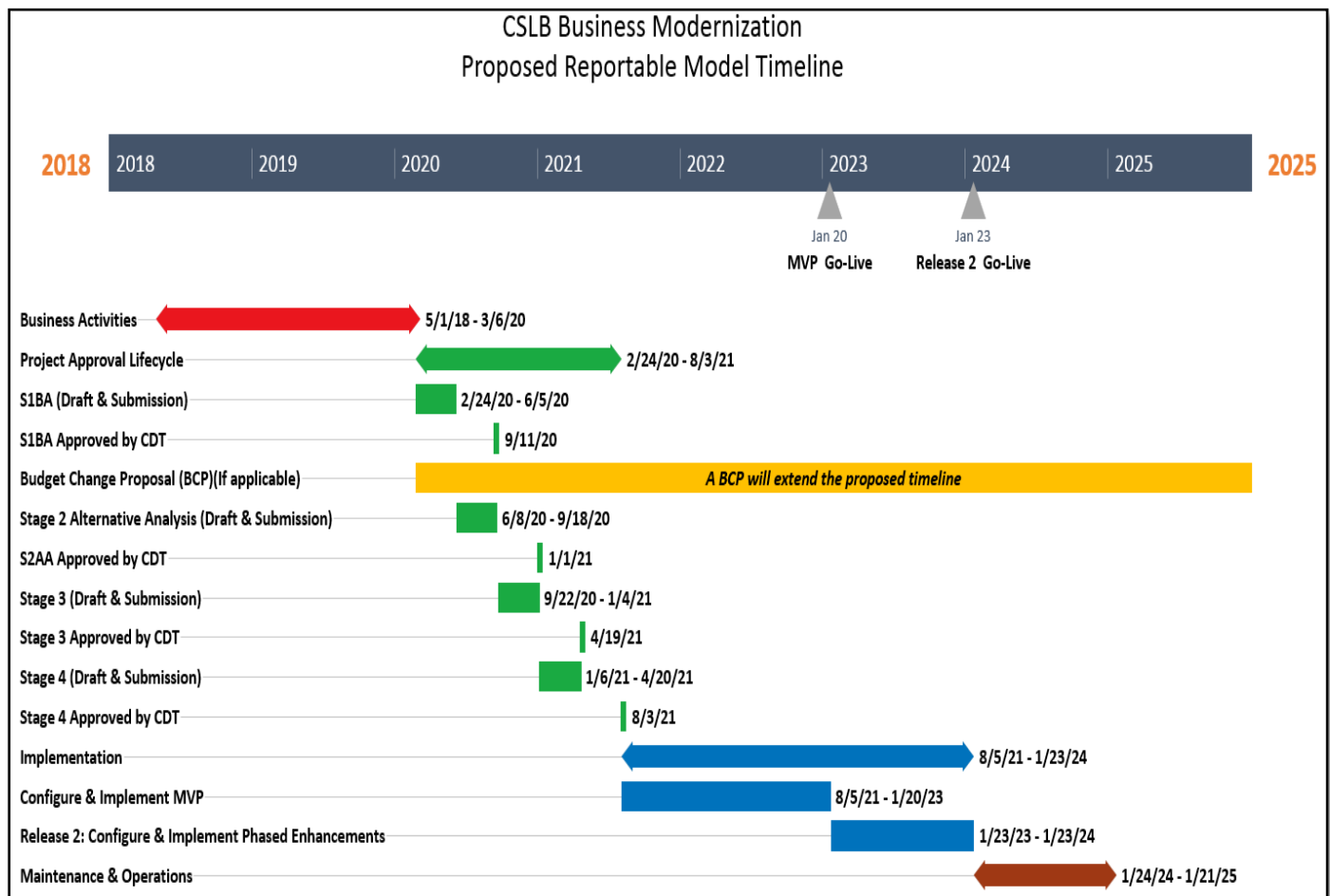
4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 2/2020
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 6/2020

Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 9/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 1/2021

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

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14. California Architecture Board (CAB)/Landscape Architect Technical Committee (LATC)

1. Program Background and Context

CAB protects the health, safety, and welfare of the public through the regulation of the practice of architecture in California. The board establishes regulations for examination and licensing of the profession of architecture in California, which today numbers over 21,000 licensed architects and approximately 10,000 candidates who are in the process of meeting examination and licensure requirements.

LATC, under the purview of CAB, protects the health, safety, and welfare of the public by establishing standards for licensure and enforcing the laws and regulations that govern the practice of landscape architecture in California.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the board and OCM staff held 12 sessions exclusively for business activities, which includes process documentation, review, approval, discussions, business use case and functional requirements gathering. The team is in the midst of the process and continues to work towards completion.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

Business activities are underway. To date, the board and OCM have completed the workflow documentation for the following processes.

	<u>As - Is Processes</u>		<u>Could-Be Processes</u>
1	Assign Payment (CAB)	1	Assign Payment (CAB)
2	Transfer Fees	2	Transfer Fees
3	Revenue Refund Request (CAB)	3	Revenue Refund Request (CAB)
4	Examination (ARE) Eligibility	4	Examination (ARE) Eligibility
5	Examination (ARE) Results	5	Examination (ARE) Results
6	Examination (LARE) Eligibility	6	Examination (LARE) Eligibility
7	Complaint Intake (CAB)	7	Complaint Intake (CAB)
8	Desk Investigation - CE	8	Desk Investigation - CE
9	Desk Investigation - Analyst (CAB)	9	Desk Investigation - Analyst (CAB)
10	Desk Investigation - Unlicensed Advertising (CAB)	10	Desk Investigation - Unlicensed Advertising (CAB)
11	Sworn Investigation (DOI) (CAB)	11	Sworn Investigation (DOI) (CAB)
12	Complaint Closure (CAB)	12	Complaint Closure (CAB)
13	Cite & Fine	13	Cite & Fine
14	Formal Administrative Hearing	14	Formal Administrative Hearing
15	License/Eligibility Denial	15	License/Eligibility Denial
16	Formal Discipline (CAB)	16	Formal Discipline (CAB)
17	Complaint Intake (LATC)	17	Complaint Intake (LATC)

18	Assign Payment (LATC)	18	Assign Payment (LATC)
19	Transferring Beneficiaries	19	Transferring Beneficiaries
20	Revenue Refund Request (LATC)	20	Revenue Refund Request (LATC)
21	Complaint Closure (LATC)	21	Complaint Closure (LATC)
22	Desk Investigation - Unlicensed Advertising (LATC)	22	Desk Investigation - Unlicensed Advertising (LATC)
23	Sworn Investigation (DOI) (LATC)	23	Sworn Investigation (DOI) (LATC)
24	Reasonable Accommodation	24	Reasonable Accommodation
25	Desk Investigation - Analyst (LATC)	25	Desk Investigation - Analyst (LATC)
26	Default Decision	26	Default Decision
27	Stipulated Settlement (CAB)	27	Stipulated Settlement (CAB)
28	Stipulated Settlement (LATC)	28	Stipulated Settlement (LATC)
29	Surrender License (CAB)	29	Surrender License (CAB)
30	Surrender License (LATC)	30	Surrender License (LATC)
31	Non-Adopt for Proposed Decision	31	Non-Adopt for Proposed Decision
32	Formal Discipline (LATC)	32	Formal Discipline (LATC)

**** Please note that the Could-Be Process inventory was determined in detailed discussions between the program and OCM with goals of efficiencies through possible automation via a technology solution.**

Functional Requirements:

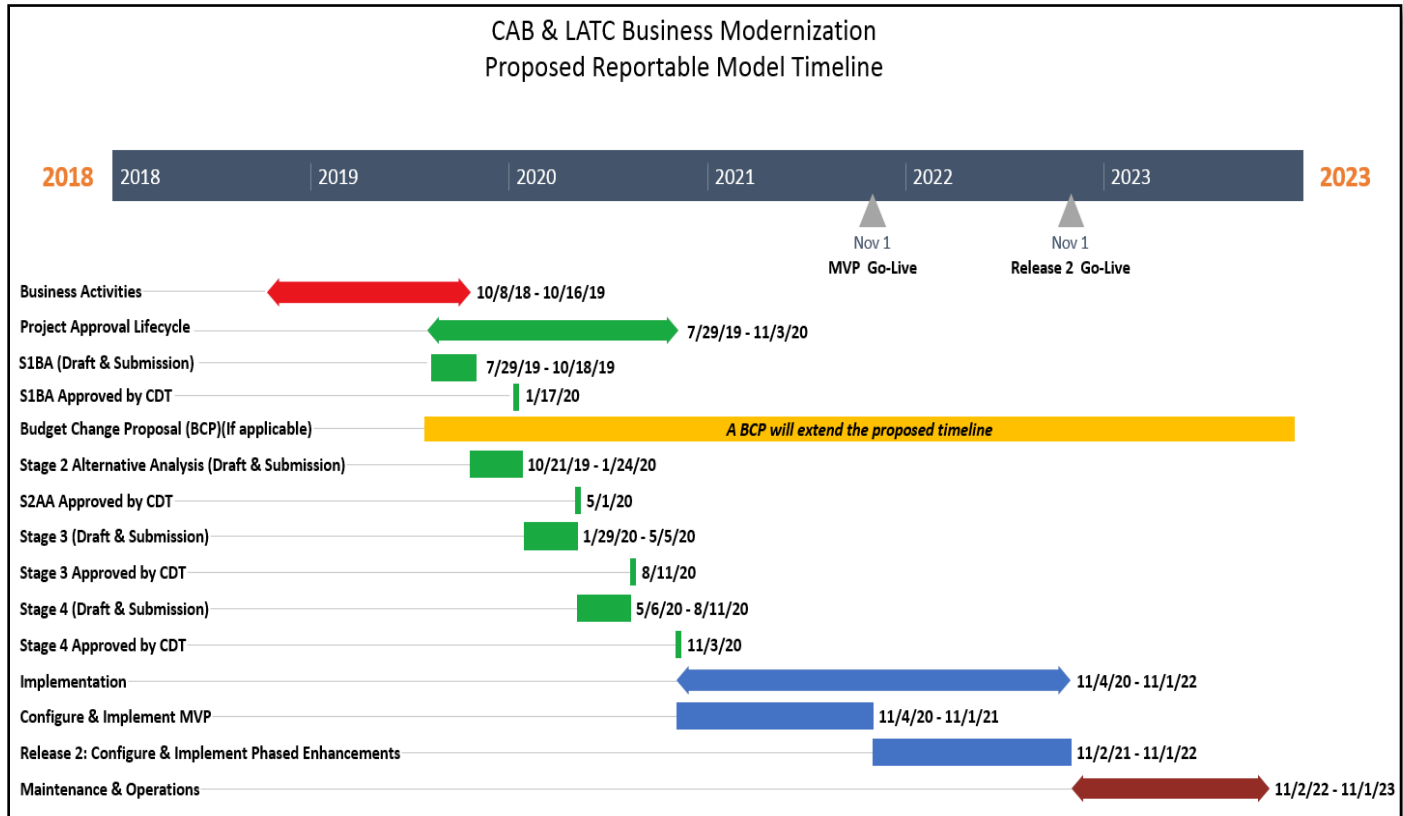
Functional requirements discussion will commence once the Could-Be Processes have been identified.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 7/2019
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 10/2019
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 1/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 5/2020

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

15. Bureau of Automotive Repair (BAR)

1. Program Background and Context

BAR promotes and protects the interests of California automotive repair consumers through a wide range of services. BAR registers and regulates approximately 36,000 California automotive repair dealers; administers licenses, and enforces the Smog Check program/stations, technicians, and inspectors; licenses brake and lamp stations and adjusters; mediates automotive repair complaints, saving California consumers millions of dollars each year in the form of direct refunds, rework, and bill adjustments; investigates and takes disciplinary action against licensees who violate the law; and helps to keep California's air clean by reducing air pollution produced by motor vehicles.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the Business Activities efforts have begun. Given the volume and complexity, they have enlisted a third-party consultant to assist with the Business Activities tasks. To date, the bureau has completed its initial business process inventory, and completed the Licensing portion of the As-Is Business Process Mapping and 17.5% of the Enforcement processes.

3. Deliverables during Business Activities

Process Workflow Documentation Listing:

BAR is currently working on their process documentation.

Functional Requirements:

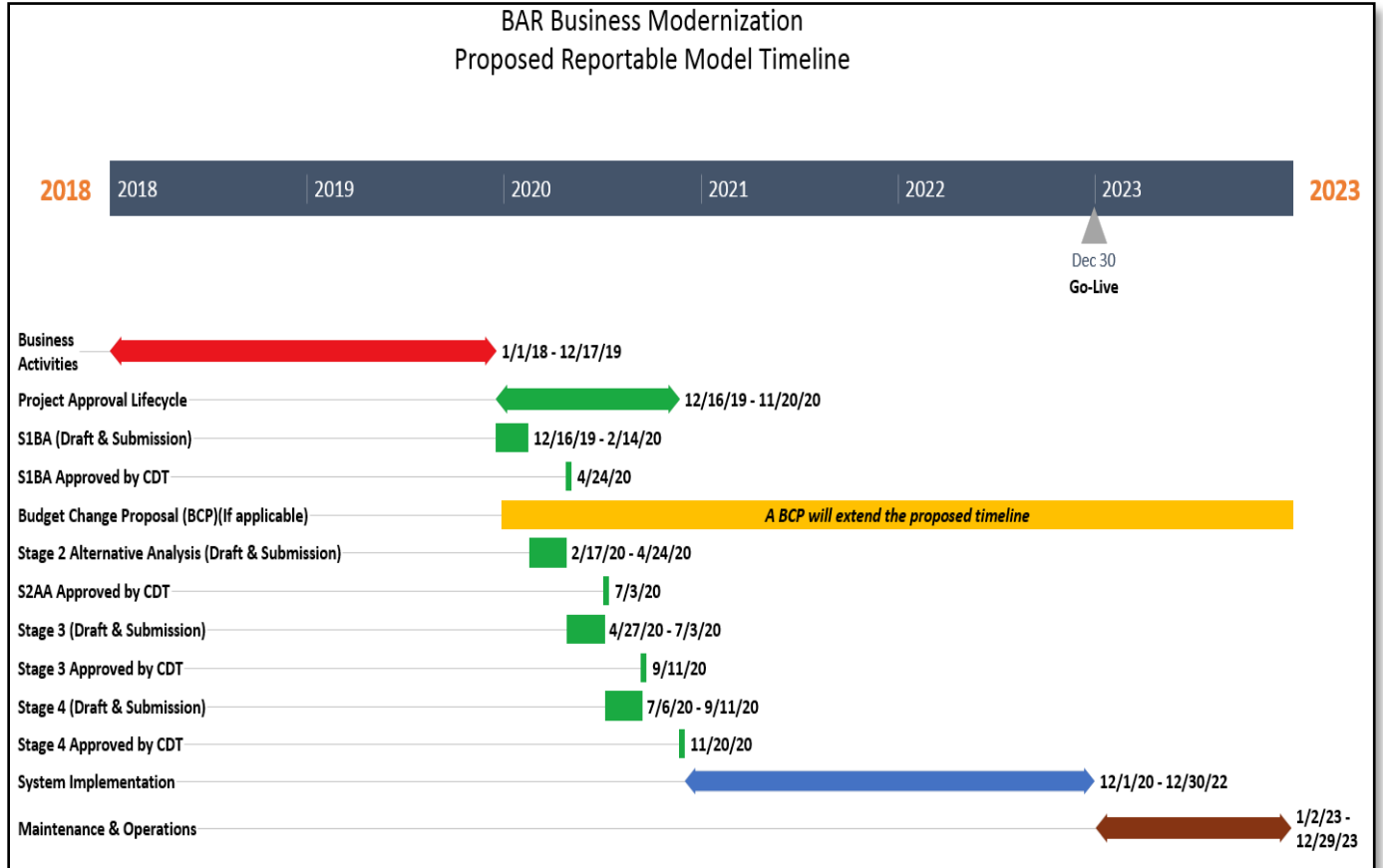
Functional requirements discussion will commence once the Could-Be Processes have been identified.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 12/2019
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 2/2020
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 4/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 7/2020

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities will be conducted by a third party and may vary due to contract performance.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

16. Bureau of Electronic and Appliance Repair, Home Furnishings and Thermal Insulation (BEARHFTI)

1. Program Background and Context

BEARHFTI protects consumer safety by developing standards in various industries that include household movers, appliance service dealers, furniture and bedding (wholesalers, retailers, manufacturers and importers), bedding sanitizers, thermal insulation manufacturers, service contracts (administrators, sellers, obligors), electronic service dealers, custom upholsterers, and supply dealers. BEARHFTI ensures materials and craftsmanship of home furnishings, electronic equipment and thermal insulation meet quality standards. The bureau works with retailers, wholesalers and importers to be able to trace the origin of a product to the source where products are deemed dangerous to remove those products from the market.

2. Summary of Business Activities

Business activities for BEARHFTI are ahead of schedule. Tasks were initialized in November, 2018.

3. Deliverables during Business Activities

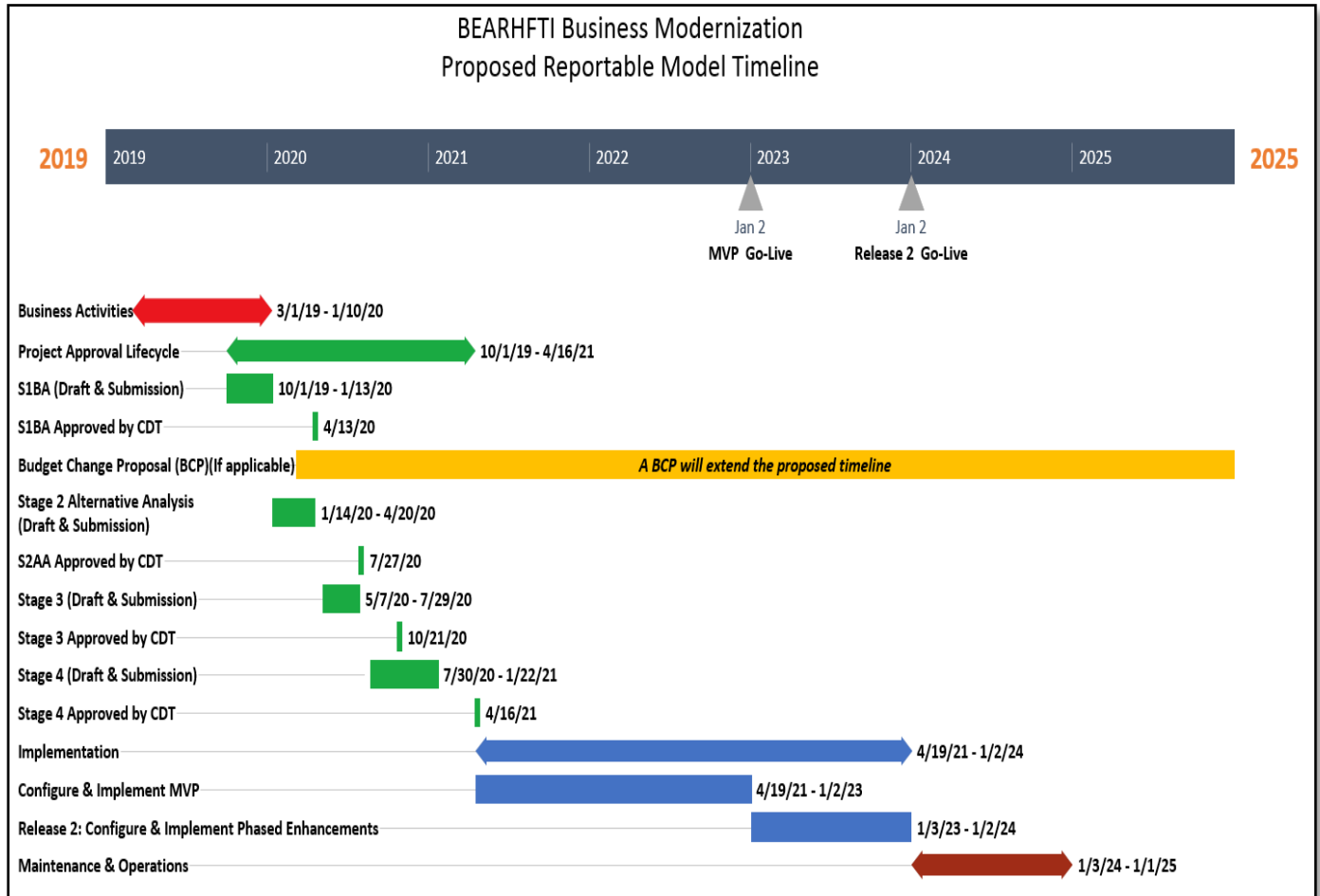
Business activities for BEARHFTI are ahead of schedule. Tasks were initialized in November, 2018.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 10/2019
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 1/2020
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 5/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 7/2020

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

17. Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board (SLPAHADB)

1. Program Background and Context

SLPAHADB protects California consumers by promoting standards and enforcing the laws and regulations that ensure the qualifications and competence of providers of speech-language pathology, audiology, and hearing aid dispensing services. The board regulates the practices of speech-language pathology, audiology, and hearing aid dispensing in California by licensing those who meet minimum standards of competency. Among its functions, the board promulgates laws and regulations; issues, renews, suspends, and revokes licenses; and imposes disciplinary sanctions, when necessary.

2. Summary of Business Activities

The board has requested to postpone its Business Activities to 10/2019.

3. Deliverables during Business Activities

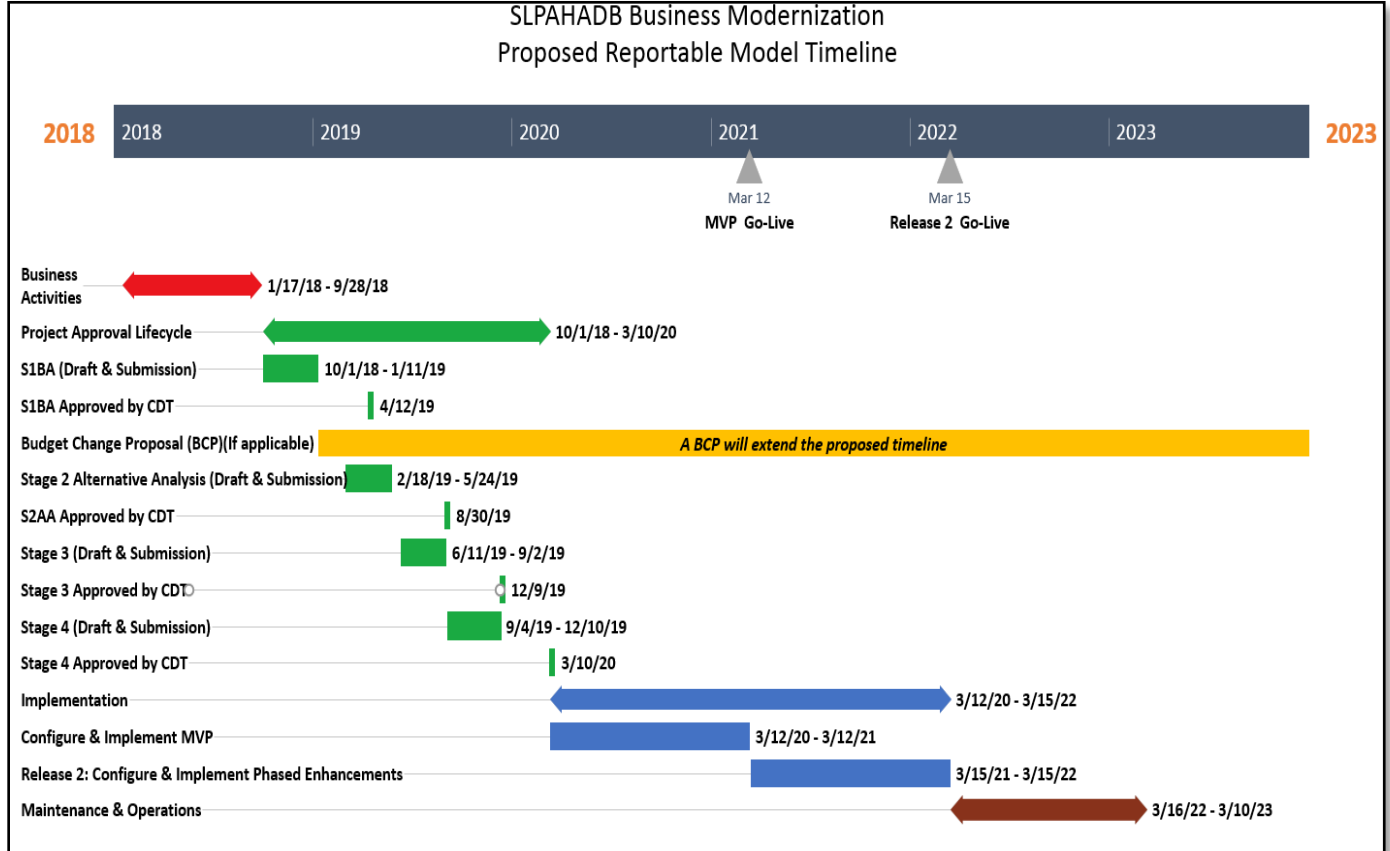
The board has requested to postpone its Business Activities to 10/2019.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	The board's PAL process was originally scheduled to start 10/2018 with Stage 1 development; however, the board is delaying the start of Business Activities until 10/2019. The subsequent PAL process timeframe will be re-assessed based on new schedule.
Stage 2 - Project Alternatives	To be determined.
Stage 3 - Project Procurement	To be determined.
Stage 4 - Project Execution	To be determined.

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are displayed below. However, the board delayed the start of Business Activities until 10/2019. A revised schedule will be re-assessed and re-issued based on this new start date.



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product.

18. California State Athletic Commission (CSAC)

1. Program Background and Context

CSAC regulates professional and amateur boxing, kickboxing and mixed martial arts throughout the State by licensing all participants and supervising the events. The commission is dedicated to the health, safety and welfare of the participants in regulated competitive sporting events, through ethical and professional service. California is the premier map for the safety and fairness of regulated sporting events.

2. Summary of Business Activities

Business activities for CSAC are scheduled to begin 1/2020.

3. Deliverables during Business Activities

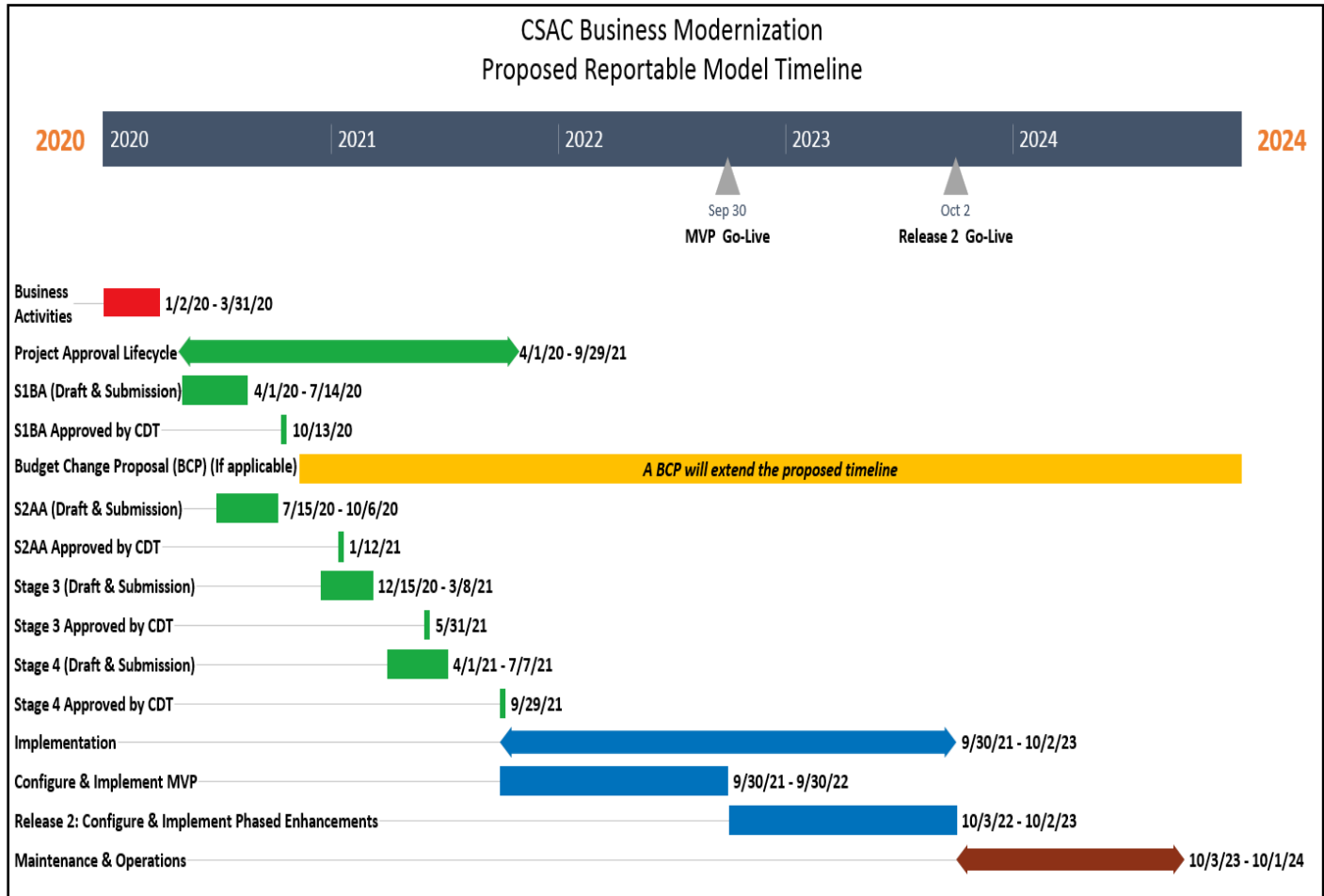
Business activities for CSAC are scheduled to begin 1/2020.

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	Stage 1 – Business Analysis is scheduled to start 4/2020
Stage 2 - Project Alternatives	Stage 2 – Business Analysis is scheduled to start 7/2020
Stage 3 - Project Procurement	Stage 3 – Business Analysis is scheduled to start 12/2020
Stage 4 - Project Execution	Stage 4 – Business Analysis is scheduled to start 4/2021

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are as follows:



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product

19. Professional Fiduciaries Bureau (PFB)

1. Program Background and Context

PFB regulates non-family member professional fiduciaries, including conservators, guardians, trustees, and agents under durable power of attorney as defined by the Professional Fiduciaries Act. Professional fiduciaries provide critical services to seniors, persons with disabilities, and children. PFB manages matters for clients including daily care, housing and medical needs, and offer financial management services ranging from basic bill paying to estate and investment management. Requirements for licensing include passing an examination and completing 30 hours of approved education, and earning 15 hours of continuing education credit (two hours must be in ethics for fiduciaries) each year for renewal.

2. Summary of Business Activities

Level of Effort:

During the 2018 reporting period, the bureau and OCM staff held 25 sessions exclusively for business activities, which includes As-Is process documentation, review, approval, and discussions. The team has completed the As-Is process documentation, but, the board decided to currently postpone business activities. A new schedule for the remainder of the process will be developed and reissued.

3. Deliverables during Business Activities

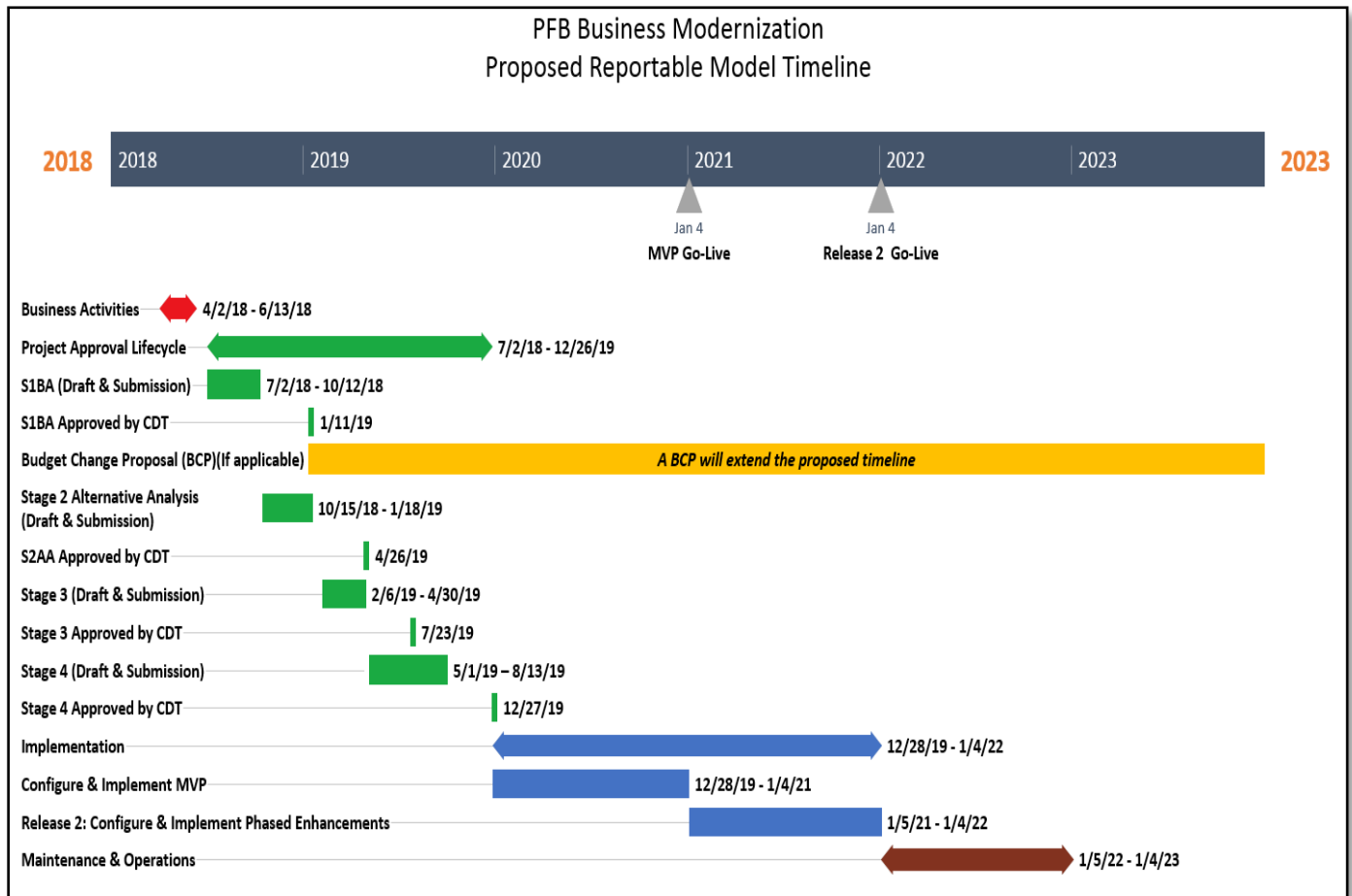
	As - Is Processes
1	Duplicate / Replace License
2	License Certification or Verification
3	Non-complaint inquires
4	Cashiering
5	Refunds
6	Course Review/ Approval
7	Course Removal
8	Initial Application
9	Issue License
10	Denial of application
11	Exam Process
12	Exam Retake
13	License Renewal
14	Set to Active
15	Change of Name/ Address
16	Complaint Intake
17	Investigation
18	Formal Discipline
19	Cite & Fine
20	Appeal Decision
21	Probation Monitoring

4. Summary of Project Approval Lifecycle Activities

Stage 1 - Business Analysis	The bureau’s PAL process was originally scheduled to start 7/2018 with Stage 1 development; however, the board has postponed business activities. The subsequent PAL process timeframe will be re-assessed based on new schedule.
Stage 2 - Project Alternatives	To be determined.
Stage 3 - Project Procurement	To be determined.
Stage 4 - Project Execution	To be determined.

5. Timelines

As noted in the previous report submitted to the Legislature for the 2017 reporting period, the project timelines are displayed below. However, the board delayed the start of Business Activities until 10/2019. A revised schedule will be re-assessed and re-issued based on this new start date.



PLEASE NOTE: Dates are tentative and subject to change.

**Business Activities timeline is based on a three-day per week resource commitment and formulas included in Section 6. Timeline may vary depending upon complexity of business processes, new business processes discovered during analysis, and resource commitment.*

***PAL timeline is based on estimates of current CDT's requirements and documentation, as well as DCA's experience with other projects.*

****System Implementation timeline will vary depending upon the solution characteristics, implementation strategy and complexity, and platform selected.*

MVP: Minimum Viable Product.