STATE OF CALIFORNIA

DEPARTMENT OF CONSUMER AFFAIRS

GAVIN NEWSOM, GOVERNOR

BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY

BUSINESS MODERNIZATION 2020

ANNUAL REPORT

Developed By:

STATE OF CALIFORNIA
Department of Consumer Affairs
1625 North Market Blvd.
Sacramento, CA 95834-1924

December 2020

Table of Contents

1. Message from the Director 3
2. Executive Summary 4
3. Overview of Information 5
4. Business Modernization Cohort 1 (Cohort 1) 8
5. Court Reporters Board (CRB) 12
6. Structural Pest Control Board (SPCB) 14
7. Cemetery and Funeral Bureau (CFB) 15
8. Board of Pharmacy (BOP) 19
9. California Board of Accountancy (CBA) 23
10. Contractors State Licensing Board (CSLB) 28
11. California Architects Board (CAB)/Landscape Architect Technical Committee (LATC) 34
12. Bureau of Automotive Repair (BAR) 35
13. Bureau of Household Goods and Services (BHGS) 37
14. Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board (SLPAHADB) 39
15. California State Athletic Commission (CSAC) 42
16. Professional Fiduciaries Bureau (PFB) 45

Attachment 1 - Business Activities Process

Attachment 2 - As-Is Process Map Example

Attachment 3 - Could-Be Process Map Example

Attachment 4 - Business Modernization Testimonials

Attachment 5 - Business Modernization 2020 Annual Report Timeline

Attachment 6 - Business Modernization Summary Status

1. Message from the Director

The Department of Consumer Affairs' (DCA) *Business Modernization 2020 Annual Report* is an opportunity for all DCA boards, bureaus, committees, and commission (programs) engaged in the Business Modernization Initiative to showcase their progress in improving services to their constituents. The Business Modernization Initiative began in 2017 to address the business needs of DCA programs to better serve consumers, applicants, and licensees. The foundational strategy for this initiative continues to be dedicated executive leadership, a focus on business process documentation, organizational staffing and financial readiness, and thorough project planning.

Any significant effort to modernize by an entity, especially one with many semi-autonomous partners, involving large scale, program-wide changes will take time. As reflected in the program updates of this report, the COVID-19 pandemic's impact on the state's budget drove the urgency for low-risk and low-cost business modernization efforts to deliver automated/online services more quickly. DCA also worked swiftly to re-configure technologies to enable over 3,500 Department staff to telework and support social distancing; implemented virtual public board meetings through secure, online technology; and developed a portal allowing applicants reinstating their license to complete a web form application to be distributed to the appropriate program for processing.

Among the most significant achievements to report since last year is the successful implementation of the first phase of DCA's Business Modernization Cohort 1 (Cohort 1) project in September 2020. It deployed capabilities allowing applicants, licensees, and consumers to conduct their business with DCA online instead of in-person. The key to this effort was the dedicated staff and collaboration between the programs and DCA, as this was accomplished while working remotely.

Thank you for your interest in DCA's continued efforts to improve services for its constituents. These technology investments are paying dividends, and this trend will continue as DCA proceeds down the path of business modernization.

Sincerely,

Kimberly Kirchmeyer
Director
Department of Consumer Affairs

2. Executive Summary

The purpose of this annual report is to provide a summary of the progress of DCA's business modernization effort with an emphasis on progress in the current reporting period (November 1, 2019 – October 31, 2020). This report meets the notification and reporting requirements of Assembly Bill (AB) 97 (Ting, Chapter 14, Statutes of 2017) and Senate Bill (SB) 547 (Hill, Chapter 429, Statutes of 2017).

The completion of business process documentation through organizational change management activities and project planning activities through the California Department of Technology's (CDT) Project Approval Lifecycle (PAL) will continue to be the preliminary activities that must be completed prior to beginning any major technology improvement project. Any technology implementations associated with business modernization efforts will favor an incremental and agile implementation approach to limit risk and deliver functionality to DCA program constituents more quickly. DCA successfully used this approach with the Bureau of Cannabis Control's licensing and enforcement system implementation to meet aggressive implementation deadlines and respond to the changing regulatory requirements of a new industry. This approach is also currently being applied with the Cohort 1 project, which has already completed one major software release in September 2020 that allows programs to accept online applications through a new system.

While each DCA program individually sets its high-level goals for business modernization, those programs with similar goals at the same stage in their modernization effort have an opportunity to combine their pursuit of a major technology solution should the individual DCA programs' leadership deem this the most effective way to move forward. This approach presents potential benefits in cost and labor efficiencies in some areas if program goals, organizational readiness, and functionality needs are comparable. For example, Board of Professional Engineers, Land Surveyors, and Geologists (BPELSG); Bureau for Private Postsecondary Education (BPPE); Board of Chiropractic Examiners (BCE); and Acupuncture Board (Acupuncture) combined their modernization efforts into the Cohort 1 Project and successfully implemented their first major software release in September 2020, also referred to as a Minimum Viable Product (MVP).

Additionally, opportunities to improve services via implementation of low-risk, high-reward complementary technology solutions will continue to be investigated and implemented for programs when prudent. Examples of these low-risk targeted solutions include the in-house DCA online renewal payment solution and an online payment portal for the Board of Pharmacy to allow applicants (Pharmacy Technicians, Registered Pharmacists, Advanced Practice Pharmacists, and Designated Representatives) who passed their exam to pay their initial licensing fee. This resulted in a reduction in application processing time from an average of over 20 days to less than 3 days. This strategy is in alignment with DCA's objective of delivering beneficial functionality incrementally over time.

3. Overview of Information

DCA's programs protect the public by licensing, registering, certifying, and approving individuals and businesses in various professions. These programs also investigate complaints and discipline license holders who violate practice requirements. This annual report provides each participating program's major business modernization accomplishments over the past 12 months (as of October 31, 2020).

Below is an overview of the information included:

- Program background and context.
- Summary of business activities.
- Summary of project approval lifecycle (PAL) activities and timelines.
- Summary of system development and implementation.

Business Activities Methodology

DCA's Organizational Improvement Office (OIO) guides DCA programs through the prerequisite process mapping and functional requirement development activities (i.e., business activities) that must be completed prior to major project planning activities occurring. These business activities are intended to provide the programs an opportunity to clarify their business rules and processes, identify their needs for an information technology (IT) platform, and actively participate in the development of their functional requirements. During these activities, programs may also identify process improvements that can be implemented currently without any significant technological change. The opportunity to engage at the early stages of project analysis produces a stronger sense of organizational investment and results in a higher probability of successful cultural adoption of any resulting enforcement and licensing platform.

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 CDT *Statewide Information Management Manual—Section 19—Project Approval Lifecycle (SIMM—19)*.

*See **"Attachment 1—Business Activities Process"** for a high-level overview of the business activities process.*

Inventory

The program's inventories are a list of all the business processes a program has that will potentially be incorporated into an IT solution. DCA's OIO staff works with the program to help curate this list for business modernization efforts. With a completed inventory and assuming no budget constraints, the OIO staff can establish estimated project due dates and phase milestones.

Business Activities Charter

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

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 deconstruct 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.
- Achieve consensus on how a process is to be completed.

A process map defines 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 provides understanding and agreement as to what happens now. A map of the future state provides alignment with what is desired to happen in the future.[1]

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

As-Is Phase

*See **"Attachment 2—As-Is Process Map Example"** for an example of an As-Is process map.*

During the As-Is Phase, the OIO business analyst seeks to capture how existing business processes are performed and clarifies any business rules (e.g., rules, regulations, and policies) that 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 two to three) of subject matter experts (SME) guided by two OIO 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 OIO analysts confirm the accuracy of the process map with respective SMEs and submit to the program designee for final sign-off.

In addition to the necessity of these artifacts in the development of functional IT system requirements, these As-Is process maps provide immediate value to the programs 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 3—Could-Be Process Map Example"** for an example of a Could-Be process map.*

Once program designees approve the As-Is process map, the OIO analysts can begin re-engineering the process. During the Could-Be Phase, the analysts modernize (to varying degrees) the existing processes using appropriate levels of automation, online processing, and the elimination of nonvalue-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 program to express its expectations/needs from a new IT solution. After reviewing the Could-Be process map with respective SMEs, the re-engineered process is submitted to the program 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 OIO analysts develop functional requirements that conform to industry and state of California standards. The analysts undergo several iterations of review with program staff to capture any additional needs or requirements from their perspective and then submit to the program's project owner/sponsor for final approval.

California Department of Technology PAL Process

The CDT PAL process is a project planning framework. State governmental entities partner with CDT staff to complete the necessary project planning activities that best prepare a given project for success. This process has been in place since 2016. Because of these rigorous planning activities, projects initiated through the PAL process are far less likely to have cost or schedule overruns when compared to the previous Feasibility Study Report model.

The PAL process is four stages. Stage 1—Business Analysis offers the program an opportunity to state its high-level business objectives. Stage 2 (Alternatives Analysis) includes market research and initial cost analysis for a proposed IT solution. Stage 3 (Solution Development) includes the refining of functional requirements and the development of any major solicitation activities that will be necessary to bring on qualified resources to support the project effort. Finally, Stage 4 (Project Readiness and Approval) finalizes all the key project documents and sets the cost and schedule baselines to support project initiation.

System Development and Implementation
Upon project approval, execution of project activities with an incremental and agile approach will begin. During this phase, the following high-level activities are executed:

- Engagement of stakeholders.
- Management and monitoring of project work activities and communications.
- Procurement activity (if any).
- Testing to ensure the product meets functional requirements.
- Organizational change management to ensure the business is ready for the new system.
- Training to ensure users know how to use the new system.
- Go-live support to provide a smooth transition.

4. Business Modernization Cohort 1 (Cohort 1)

1. Cohort 1 Project

Cohort 1 is comprised of BPELSG, BPPE, BCE, and Acupuncture. Collectively, all four programs identified a 'software-as-a-service' technology solution capable of integrating into the existing DCA technology ecosystem in an incremental manner as the best path forward.

2. Programs' Background and Context

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

BPELSG enforces professional standards and provides for the licensing and regulation of individuals in the practices of professional engineering, land surveying, geology, and geophysics within 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, licensing qualified 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.

Bureau for Private Postsecondary Education (BPPE)

BPPE enforces minimum professional standards for ethical business practices, health and safety, and the fiscal integrity of postsecondary education institutions. BPPE ensures instructional quality and institutional stability for all students, and oversight of 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.

Board of Chiropractic Examiners (BCE)

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-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 follows up on 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 be licensed and renew their licenses. BCE has the responsibility to address consumer complaints and enforce the laws and regulations in a reasonable and timely manner.

Acupuncture Board

The Acupuncture Board enforces professional standards and provides for the licensing and regulation of qualified individuals and businesses in the primary care practice of acupuncture in California. The Board 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 Board seeks to ensure that such individuals can clearly demonstrate a minimum level of competency in their chosen field. The Board has the responsibility to address consumer complaints and enforce the laws and regulations in a reasonable and timely manner.

3. Summary of Business Activities

Cohort 1 programs have completed all business activities. For a listing of business activity deliverables for the individual programs included in Cohort 1, refer to the 2018 DCA Business Modernization Plan Annual Report (www.dca.ca.gov/publications/business_modernization_plan2018.pdf).

DCA and program staff updated and utilized business activity artifacts while completing PAL-related activities. These process flows and requirements were foundational as Cohort 1 transitioned into project implementation activities upon project and budgetary approval.

4. Summary of PAL Activities and Timelines

During the 2020 reporting period, DCA's Office of Information Services (OIS) and CDT staff worked collaboratively with the four programs' SMEs and leadership to complete the required Stage 4 solicitation, contract management, project plans, project baselines, and organizational change management activities. These efforts resulted in CDT's approval of Cohort 1's PAL Stage 4 in January 2020 and a contract with a qualified system integrator who can successfully implement the software solution that best fits Cohort 1's business needs.

As part of the 2019 Budget Act, the Legislature approved Cohort 1's project implementation Budget Change Proposal (BCP) requesting funds to begin project activities in fiscal year 2019-20 as well as five positions. Recruitment was completed for:

- Two Information Technology Specialist (ITS) I positions.
- One Information Technology Associate (ITA) position (re-classed from an ITS I to facilitate a larger quality candidate pool).
- One Acupuncture Associate Governmental Program Analyst (AGPA) position.

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	**Approved**
Stage 3—Project Procurement	**Approved**
Stage 4—Project Execution	**Approved**
Phase 1 Implementation	**Completed – September 2020**
Project Completion	Targeted for Completion July 2021

To improve services in parallel with larger modernization efforts, BCE's interim online renewal application system has processed over 7,300 transactions between November 1, 2019 – October 31, 2020.

5. Summary of System Development and Implementation

Cohort 1's Phase 1 was implemented in September 2020. The scope of this effort was to allow programs to accept online applications through a new system. Implementation of Phase I included the following project milestones:

- Completion of development and testing for seven online applications, two online consumer complaint forms, an interactive applicant dashboard, and back office application evaluation workflows.
- Completion of training for all functionality delivered as part of the first major project release.
- Completion of post go-live support and remediation of any necessary defects.

Leading the success of Cohort 1's Phase I completion was its Executive Steering Committee (ESC) that met throughout the year for status updates, significant oversight, and decision-making authority for major project decisions. Project staff provided commendable levels of guidance and support to the programs throughout the first software release, including requirements and design documentation, facilitation and execution of user acceptance testing, and direct end user support.

DCA's OIO provided change management assistance by reviewing and approving the training materials, performing user acceptance testing, collaborating with the boards on design changes, assisting with the delivery of virtual training, and planning for the provision of on-site support. Throughout the project, OIO has supported the emotional connection developed by the programs during previous re-engineering activities.

5. 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 of schools of court reporting. CRB *recognizes* schools rather than licenses 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.

2. *Summary of Business Activities*

CRB completed all business activities in the 2019 reporting period. For a listing of CRB's business activity deliverables, refer to the 2019 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf).

DCA and program staff utilized business activity artifacts while completing PAL-related activities. These process flows and requirements were foundational as CRB transitioned into project implementation activities upon project approval.

3. *Summary of Delegated PAL Activities and Timelines*

In 2020, CRB reviewed and evaluated market research data with other programs at a similar point in their business modernization planning activities. During CRB's evaluation, it was determined that their limited fund condition was more suitable with a business modernization effort that can be met through technology solutions that are currently

available within the DCA portfolio and will utilize existing redirected resources for implementation.

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	**Approved**
Stage 3—Project Procurement	**Approved**
Stage 4—Project Execution	**Approved**
Phase I Implementation	**Completed – August 2020**
Project Completion	Targeted for Completion February 2021

4. ***System Development and Implementation***

Phase I of CRB's Online Renewal Payment system was implemented by CRB and DCA's remote workforce in August 2020 during the COVID-19 pandemic. The scope of this effort was to provide licensees with the capability to renew and submit licensing fees online.

This business modernization effort was managed and executed with existing redirected staff and resources to:

- Review and update CRB functional requirements;
- Leverage existing technologies within DCA's portfolio to implement the online renewal system;
- Perform test activities;
- Provide organizational change management and training; and
- Provide post Go-Live support activities.

Upon system implementation, CRB licensees began using the system immediately. Between August 2020 – October 2020, there were over 270 online renewal transactions.

6. 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 (such as rodents, vermin, insects, etc.) and wood-destroying pests and organisms or other pests that may invade households or structures, including railroad cars, ships, docks, trucks, airplanes, or the contents thereof.

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*

SPCB completed all business activities in the 2019 reporting period. For a listing of SPCB's business activity deliverables, refer to the 2019 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf).

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as SPCB plans and transitions into project implementation activities upon project and budgetary approval.

3. *Summary of PAL Activities and Timelines*

In 2020, SPCB reviewed and evaluated market research data with other programs at a similar point in their business modernization planning activities. During this time, the impact of the COVID-19 pandemic on the state's budget has resulted in the re-evaluation of project activities, resources, and timelines. The new timelines are as follows:

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion January 2021
Stage 3—Project Procurement	Targeted for Completion May 2021
Stage 4—Project Execution	Targeted for Completion July 2021
Phase I Implementation	Targeted for Completion January 2022
Project Completion	Targeted for Completion January 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

7. 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/branch, 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*

The completed inventory of CFB's process maps are as follows:

	As-Is Processes		Could-Be Processes
1	Change of Address (Individual and Cemetery Broker)	1	Change of Address (Individual)
2	Assignment of Funeral Establishment (FD) License	2	Assignment of Funeral Establishment License
3	Notification of Change – (FD, Certificate of Authority (COA), & Crematory (CR)	3	Notification of Change – (FD, COA, & CR)
4	Transfer/Reinstatement of Cemetery Salesperson (CES) License (Salesperson)	4	Transfer/Reinstatement of CES License (Salesperson)
5	Change of Name (FD, COA, CR)	5	Change of Name (FD, COA, CR)
6	Change of Name Person (Individual and Cemetery Broker)	6	Change of Name Person (Individual and Cemetery Broker)
7	Exam Results	7	Exam Results
8	Exam Retake	8	Exam Retake
9	Initial Application (Individual & Cemetery Broker)	9	Initial Application (Individual & Cemetery Broker)
10	Initial Application (FD, COA, CR)	10	Initial Application (FD, COA, CR)
11	Renewals (Individual)	11	Renewals (Individual)
12	Deceased	12	Deceased
13	Petition for Reinstatement	13	Petition for Reinstatement
14	Cite and Fine (multiple processes)	14	Cite and Fine (multiple processes)
15	Cite and Fine Appeal	15	Cite and Fine Appeal
16	Decisions	16	Decisions
17	ALJ Hearings - (Link to Cite & Fine Appeal #23)	17	ALJ Hearings - (Link to Cite & Fine Appeal #23)
18	Stipulated settlements	18	Stipulated settlements
19	Defaults	19	Defaults
20	Complaint Intake	20	Complaint Intake
21	Complaint Investigation for DOI (Request for Service)	21	Complaint Investigation for DOI (Request for Service)
22	Desk Investigation	22	Desk Investigation
23	Field Investigations	23	Field Investigations
24	Probation Monitoring	24	Probation Monitoring
25	Petition for Modification/ Termination of Probation	25	Petition for Modification/ Termination of Probation
26	Cost Recovery	26	Cost Recovery
27	Fingerprints	27	Fingerprints
28	Inspection Review (desk)	28	Inspection Review (desk)
29	Suspension	29	Suspension
30	Case Transmittal to AG office	30	Case Transmittal to AG office
31	Accusations	31	Accusations
32	Statement of Issues	32	Statement of Issues

	As-Is Processes		Could-Be Processes
33	Reporting Requirement Monitoring - Annual Funeral Reports/Quarterly Crematory & Cemetery Reports	33	Reporting Requirement Monitoring - Annual Funeral Reports/Quarterly Crematory & Cemetery Reports
34	Cemetery Annual Report Delinquency Monitoring	34	Cemetery Annual Report Delinquency Monitoring
35	Appeal Decisions	35	Appeal Decisions
36	Duplicate or Replacement License	36	Duplicate or Replacement License
37	License Certification or Verification	37	License Certification or Verification
38	Public Records Request (PRA)	38	Public Records Request (PRA)
39	Renewals (FD, COA, CR)	39	Renewals (FD, COA, CR)
40	Field Inspection	40	Field Inspection
41	Quarterly Reporting - Crematory & Cemetery	41	Quarterly Reporting - Crematory & Cemetery
42	Desk Reviews (Cemetery)	42	Desk Reviews (Cemetery)
43	Conversion to the Unitrust Distribution Method	43	Conversion to the Unitrust Distribution Method
44	Site Visit Examination (Cemetery)	44	Site Visit Examination (Cemetery)
45	Annual Reporting - Declaration of Nonreporting Status (Funeral)	45	Annual Reporting - Declaration of Nonreporting Status (Funeral)
46	Annual Reporting - Preneed Funeral Trust Fund (Funeral)	46	Annual Reporting - Preneed Funeral Trust Fund (Funeral)
47	PC 23 - Subsequent Convictions	47	PC 23 - Subsequent Convictions
48	Petition to Revoke of Probation	48	Petition to Revoke of Probation
49	Desk Examination (Cemetery)	49	Desk Examination (Cemetery)
50	Desk Reviews (Funeral)	50	Desk Reviews (Funeral)
51	Site Visit Examination (Funeral)	51	Site Visit Examination (Funeral)
52	Audits Annual Reporting - Endowment Care Fund (Cemetery)	52	Audits Annual Reporting - Endowment Care Fund (Cemetery)
53	Stipulated Surrender	53	Stipulated Surrender
54	Abandonment Process	54	Prior Disciplinary Review
55	Prior Disciplinary Review	55	Due Date Extension Request - Annual Report - Endowment Care Fund and Special Care Fund Report (Cemetery)
56	Due Date Extension Request - Annual Report - Endowment Care Fund and Special Care Fund Report (Cemetery)	56	Change of Location or Preparation and Storage
57	Quarterly Reconciliation CAS to Excel (no Could-Be automated)	57	FTB Intercept Program
58	Change of Location or Preparation and Storage	58	Individual Licensed Operator Deceased - Crematory
59	Individual Licensed Operator Deceased - Crematory	59	Audits FD Closure
60	Audits FD Closure	60	FD Closure

	As-Is Processes		Could-Be Processes
61	FD Closure		

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as CFB plans and transitions into project implementation activities upon project and budgetary approval.

3. ***Summary of PAL Activities and Timeline***

In 2020, CFB reviewed and evaluated market research data with other programs at a similar point in their business modernization planning activities. During this time, the impact of the COVID-19 pandemic on the state's budget has resulted in the re-evaluation of project activities, resources, and timelines. The new timelines are as follows:

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion January 2021
Stage 3—Project Procurement	Targeted for Completion May 2021
Stage 4—Project Execution	Targeted for Completion July 2021
Phase 1 Implementation*	Targeted for Completion January 2022
Project Completion*	Targeted for Completion January 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

To improve services in parallel with larger modernization efforts, CFB's interim online renewal application system has processed over 3,820 transactions between November 1, 2019 – October 31, 2020.

8. Board of Pharmacy (BOP)

1. *Program Background and Context*

BOP protects and promotes consumer health and safety by pursuing the highest quality of pharmacists' 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. BOP accomplishes its purpose by ensuring that pharmacists provide patients with pharmaceutical care by dispensing information, by protecting patients from drug-related accidents, and by taking responsibility for therapeutic outcomes resulting from their decisions.

2. *Summary of Business Activities*

As of October 2020, BOP and OIO resources have identified 75 As-Is process maps and completed 66. Currently, 75 Could-Be processes have been identified and 38 have been completed. The functional requirements will be completed once As-Is and Could-Be documentation is complete.

BOP also submitted a BCP to request additional staffing to begin business process mapping, functional requirement development, and project planning activities in fiscal year 2019–20.

The current inventory of BOP's process maps are as follows:

	As-Is Processes	As-Is Completed		Could-Be Processes*	Could-Be Completed
1	Initial Application—Individual	Y	1	Initial Application—Individual	Y
2	Initial Application—Facility No Inspection	Y	2	Initial Application—Facility No Inspection	Y
3	Issue License—Individual	Y	3	Issue License—Individual	Y
4	Issue License - Facility	Y	4	Issue License - Facility	Y
5	Initial License—Temporary Facility Inspection Required	Y	5	Initial License—Temporary Facility Inspection Required	Y
6	Initial License—Temporary Facility Inspection Not Required	Y	6	Initial License—Temporary Facility Inspection Not Required	Y
7	Master File	Y	7	Master File	Y

	As-Is Processes	As-Is Completed		Could-Be Processes*	Could-Be Completed
8	Headquarter Creation – Pharmacy/Clinic	Y	8	Headquarter Creation – Pharmacy/Clinic	Y
9	Headquarter Creation - ADDS	Y	9	Headquarter Creation - ADDS	N
10	Change of Address—Individual	Y	10	Change of Address—Individual	Y
11	Change of Officer/Permit	Y	11	Change of Officer/Permit	Y
12	Change of PIC/DRIC/RMG/CRP	Y	12	Change of PIC/DRIC/RMG/CRP	Y
13	Change of Name—Individual	Y	13	Change of Name—Individual	N
14	Exam Eligibility/Scheduling	Y	14	Exam Eligibility/Scheduling	Y
15	Exam Results	Y	15	Exam Results	Y
16	Discontinuation of Business	Y	16	Discontinuation of Business	N
17	Military Fee Waiver	Y	17	Military Fee Waiver	Y
18	Set to Inactive	Y	18	Set to Inactive	Y
19	Set to Retire	Y	19	Set to Retire	Y
20	Create Relationship	Y	20	Create Relationship	Y
21	Fingerprint Results – License Application	Y	21	Fingerprint Results – License Application	Y
22	Extend Expiration Date for Facility	Y	22	Extend Expiration Date for Facility	Y
23	Cashiering—Individual	Y	23	Cashiering—Individual	N
24	Replacement or Duplicate License	Y	24	Replacement or Duplicate License	Y
25	License Verifications	Y	25	License Verifications	N
26	Clinic Colocations	Y	26	Clinic Colocations	N
27	Refunds	Y	27	Refunds	N
28	Out of State Travel	Y	28	Out of State Travel	N
29	Non-Complaint Inspections	Y	29	Non-Complaint Inspections	N
30	Probation Monitoring	N	30	Probation Monitoring	N
31	Appeal Decision	N	31	Appeal Decision	N
32	Citation and Letter of Admonishment	Y	32	Citation and Letter of Admonishment	N
33	Complaint Intake	Y	33	Complaint Intake	N
34	Complaint Investigation for DOI	Y	34	Complaint Investigation for DOI	N
35	Investigation, Desk	Y	35	Investigation, Desk	N
36	Supervisor Investigation Review	N	36	Supervisor Investigation Review	N

	As-Is Processes	As-Is Completed		Could-Be Processes*	Could-Be Completed
37	Set to Suspend	Y	37	Set to Suspend	N
38	Reinstatement	N	38	Reinstatement	N
39	Cost Recovery	N	39	Cost Recovery	N
40	Fingerprint Exception Report	Y	40	Fingerprint Exception Report	N
41	Formal Discipline	N	41	Formal Discipline	N
42	Reporting Requirement Monitoring	N	42	Reporting Requirement Monitoring	N
43	Statement of Issues	N	43	Statement of Issues	N
44	Multiple Respondents to Multiple Outcomes	N	44	Multiple Respondents to Multiple Outcomes	N
45	Initial Application - Individual Pharmacists Only	Y	45	Initial Application - Individual Pharmacists Only	N
46	Enforcement Review - Individual	Y	46	Enforcement Review - Individual	Y
47	Principal Creation Review & Assessment	Y	47	Principal Creation Review & Assessment	Y
48	Application Denial	Y	48	Application Denial	N
49	Initial Application - Facility with Inspection	Y	49	Initial Application - Facility with Inspection	N
50	Set to Cancel	Y	50	Set to Cancel	N
51	Initial Application - Facility Temporary to Full	Y	51	Initial Application - Facility Temporary to Full	N
52	Cashiering – Facility	Y	52	Cashiering – Facility	Y
53	Cashiering—Individual Renewals	Y	53	Cashiering—Individual Renewals	N
54	Cashiering—Facility Renewals Inspection Needed	Y	54	Cashiering—Facility Renewals Inspection Needed	Y
55	Cashiering—Facility Renewals No Inspection	Y	55	Cashiering—Facility Renewals No Inspection	Y
56	Refer for Psychological Evaluation	Y	56	Refer for Psychological Evaluation	Y
57	Enforcement Review—Facility	Y	57	Enforcement Review—Facility	Y
58	Complaint Investigations Inspections	Y	58	Complaint Investigations Inspections	Y
59	ADDS Initial Application and Issuance – Manual	Y	59	ADDS Initial Application and Issuance – Manual	Y
60	Intern Pharmacist Request for Extension	Y	60	Intern Pharmacist Request for Extension	Y
61	Change of License Type	Y	61	Change of License Type	Y

	As-Is Processes	As-Is Completed		Could-Be Processes*	Could-Be Completed
62	Cashiering - Headquarter Renewals	Y	62	Cashiering - Headquarter Renewals	Y
63	CE Audit	Y	63	CE Audit	Y
64	Bond Creation	Y	64	Bond Creation	Y
65	Trial Balance	Y	65	Trial Balance	Y
66	Revenue Transfer	Y	66	Revenue Transfer	Y
67	Dishonored Checks	Y	67	Dishonored Checks	N
68	ADDS Renewals	Y	68	ADDS Renewals	Y
69	Beneficiary Transfer	Y	69	Beneficiary Transfer	N
70	Return Payments	Y	70	Return Payments	N
71	ADDS Systems Process	Y	71	ADDS Systems Process	N
72	Bond Cancelation	Y	72	Bond Cancelation	N
73	Cashiering/Refund Cash in Lieu of Bond	Y	73	Cashiering/Refund Cash in Lieu of Bond	N
74	Reasonable Accommodation for CJPE	Y	74	Reasonable Accommodation for CJPE	N
75	Issue Pharmacist Wall License	Y	75	Issue Pharmacist Wall License	Y

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as BOP plans and transitions into project implementation activities upon project and budgetary approval.

3. *Summary of PAL Activities and Timelines*

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion May 2022
Stage 3—Project Procurement	Targeted for Completion August 2022
Stage 4—Project Execution	Targeted for Completion November 2022
Phase 1 Implementation*	Targeted for Completion June 2024
Project Completion*	Targeted for Completion July 2025
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

To improve services in parallel with larger modernization efforts, BOP's interim online renewal applications system has processed over 20,850 transactions between November 1, 2019 – October 31, 2020.

In addition, BOP has implemented an online payment portal to allow applicants (Pharmacy Technicians, Registered Pharmacists, Advanced Practice Pharmacists, and Designated Representatives) who passed their exam to pay their initial licensing fee. This resulted in a reduction in application processing time from an average of over 20 days to less than 3 days.

9. 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 107,000

licensees, the largest group of licensed accounting professionals in the nation, including individuals and firms. CBA certifies and licenses individual certified public accountants (CPAs). In addition, CBA enforces actions against licensees for violations of CBA laws and rules and ensures compliance with continuing education requirements. CBA also monitors work products of accounting professionals to ensure adherence to professional standards.

2. ***Summary of Business Activities***

As of October 2020, CBA and OIO resources have completed 89 As-Is process maps, 90 Could-Be process maps, and 341 functional requirements.

CBA also submitted a BCP to request additional staffing to begin business process mapping, functional requirement development, and project planning activities in fiscal year 2019–20.

The completed inventory of CBA's process maps are as follows:

	As-Is Processes		**Could-Be Processes**
1	U.S. Transcripts and Foreign Credential Evaluation Intake	1	U.S. Transcripts and Foreign Credential Evaluation Intake
2	First-time Uniform CPA Exam Application	2	First-time Uniform CPA Exam Application
3	Firm License Name Change	3	Firm License Name Change
4	Abandonment Process (Licensing)	4	Abandonment Process (Licensing)
5	Abandonment Process (Firms)	5	Abandonment Process (Firms)
6	Repeat Uniform CPA Exam Application	6	Repeat Uniform CPA Exam Application
7	Name and Address Change	7	Name and Address Change
8	Foreign Credential Evaluation Approval	8	Foreign Credential Evaluation Approval
9	Score Transfers from Another State	9	Score Transfers from Another State
10	Uniform CPA Exam Pass Letters	10	Uniform CPA Exam Pass Letters
11	Section Change Requests	11	Section Change Requests
12	Reasonable Accommodations	12	Reasonable Accommodations
13	Conditional Credit/Notice to Schedule Extensions	13	Conditional Credit/Notice to Schedule Extensions
14	Foreign Credential Evaluation Renewal	14	Foreign Credential Evaluation Renewal
15	CPA Application Review Process	15	CPA Application Review Process
16	Expired Application - Exam Candidates	16	Expired Application - Exam Candidates
17	CPA License Application- Intake Process	17	CPA License Application- Intake Process

	As-Is Processes		Could-Be Processes
18	Type F Application	18	Type F Application
19	Firm License Applications	19	Firm License Applications
20	Initial Out-of-State Firm Registration	20	Initial Out-of-State Firm Registration
21	CORI Licensing	21	CORI Licensing
22	License Certification Verifications	22	License Certification Verifications
23	QC Deferral Process	23	QC Deferral Process
24	Renewal Out-of-State Firm Registration	24	Renewal Out-of-State Firm Registration
25	License Number Issuance	25	License Number Issuance
26	Abandoned Application (Renewals)	26	Abandoned Application (Renewals)
27	Renewal Application Review (In-House)	27	Renewal Application Review (In-House)
28	Renewal Application Review (Central Cashiering)	28	Renewal Application Review (Central Cashiering)
29	Enforcement Referrals	29	Enforcement Referrals
30	License Status Conversion	30	License Status Conversion
31	Petition for Reconsideration	31	Petition for Reconsideration
32	Retired Status Renewal	32	Retired Status Renewal
33	Retired Status Application	33	Retired Status Application
34	Military Waiver	34	Military Waiver
35	Military Inactive	35	Military Inactive
36	CE Extension/ Exemption Requests	36	CE Extension/ Exemption Requests
37	Voluntary Surrender	37	Voluntary Surrender
38	Retired to Active status	38	Retired to Active status
39	Delinquency Fee Waivers	39	Delinquency Fee Waivers
40	CE Audit	40	CE Audit
41	Regulatory Review Initial Course	41	Regulatory Review Initial Course
42	Regulatory Review Renewal Course	42	Regulatory Review Renewal Course
43	Duplicate/ Replacement License	43	Duplicate/ Replacement License
44	Report of collections	44	Report of collections
45	Complaint intake	45	Complaint intake
46	Investigative	46	Investigative
47	Filing an accusation	47	Filing an accusation
48	Stipulations	48	Stipulations
49	Payment plan Process	49	Payment plan Process
50	Default	50	Default

	As-Is Processes		Could-Be Processes
51	Out-of-State Firm Discipline review	51	Out-of-State Firm Discipline review
52	Reportable Events	52	Reportable Events
53	Investigative Hearings (IH)	53	Investigative Hearings (IH)
54	CORI	54	CORI
55	EAC Meeting Process	55	EAC Meeting Process
56	Bi-annual SEC/PCAOB discipline reviews	56	Bi-annual SEC/PCAOB discipline reviews
57	Cite and Fine (C/F)	57	Cite and Fine (C/F)
58	Administrative Hearing	58	Administrative Hearing
59	Appeal of the Citation	59	Appeal of the Citation
60	Issuance of a Subpoena	60	Issuance of a Subpoena
61	Interim Suspension Orders (ISO)	61	Interim Suspension Orders (ISO)
62	DOI Referral	62	DOI Referral
63	Retroactive Fingerprinting for licensees	63	Retroactive Fingerprinting for licensees
64	CPA Office Visits (Initial and Probation)	64	CPA Office Visits (Initial and Probation)
65	Probation Monitoring	65	Probation Monitoring
66	Petition to Revoke Probation	66	Petition to Revoke Probation
67	Petition to Modify/Terminate Probation	67	Petition to Modify/Terminate Probation
68	Non-Adopt Administrative Hearing	68	Non-Adopt Administrative Hearing
69	Post Closed Session Board Meeting Process	69	Post Closed Session Board Meeting Process
70	PC 23	70	PC 23
71	AG Referral Process	71	AG Referral Process
72	DA Referral	72	DA Referral
73	Web Change Request	73	Web Change Request
74	Non-Adopt Default	74	Non-Adopt Default
75	Non-Adopt Stipulations	75	Non-Adopt Stipulations
76	Petition for Reinstatement	76	Petition for Reinstatement
77	DAN (Document Approval Needed)	77	DAN (Document Approval Needed)
78	Filing a Statement of Issues (SOI)	78	Filing a Statement of Issues (SOI)
79	Logs and Tracking (Mailroom)	79	Logs and Tracking (Mailroom)
80	Cashiering Deficiencies	80	Cashiering Deficiencies
81	Cashiering Payments	81	Cashiering Payments
82	Logs and Tracking (Cashiering)	82	Logs and Tracking (Cashiering)
83	Wire Transfers	83	Wire Transfers

	As-Is Processes		Could-Be Processes
84	Revenue Transfers	84	Revenue Transfers
85	Revenue Refunds Request	85	Revenue Refunds Request
86	FTB Intercept Program	86	FTB Intercept Program
87	Dishonored Checks	87	Dishonored Checks
88	Archive Request	88	Archive Request
89	Annual Archiving	89	Annual Archiving
		90	Pre-CORI Archiving

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as CBA plans and transitions into project implementation activities upon project and budgetary approval.

3. ***Summary of PAL Activities and Timeline***

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion March 2021
Stage 3—Project Procurement	Targeted for Completion June 2021
Stage 4—Project Execution	Targeted for Completion September 2021
Phase 1 Implementation*	Targeted for Completion September 2022
Project Completion*	Targeted for Completion September 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

To improve services in parallel with larger modernization efforts, CBA's interim online renewal applications system has processed over 24,730 transactions between November 1, 2019 – October 31, 2020.

10. Contractors State Licensing Board (CSLB)

1. *Program Background and Context*

CSLB protects consumers by regulating 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 and home improvement salespersons.

2. *Summary of Business Activities*

CSLB's business activities follow an agile methodology that supports the operational needs of its multifaceted consumer services. Their business activities first begin with identifying As-Is processes by functional and sub-functional areas (e.g., licensing—asbestos, workers' compensation, general liability, home improvement salesperson and enforcement—citations and investigations) that are ready (organizationally and fiscally) for business modernization activities. Those As-Is processes are then mapped with an overview and then use cases are developed. After that has been completed, a Could-Be process is developed and then implemented.

CSLB has completed 69 As-Is business processes specific to licensing and enforcement revenue generating activities. Of those As-Is processes, 37 Could-Be business processes were mapped and implemented.

The current inventory of business processes with implementation dates and activities are as follows:

	As-Is Processes	As-Is Completed	Could-Be Processes	Implemented
1	Enf.: Citation Enforcement Section (CES) Norwalk	Y		
2	Enf.: Investigation Amended Citation	Y		
3	Lic.: App.—Additional Classification (Add Class)	Y		
4	Lic.: App.—Asbestos Certification	Y	Submit Online Asbestos Open Book Exam	5/2019

	As-Is Processes	As-Is Completed	Could-Be Processes	Implemented
5	Lic.: App.—Bond and Fee Process	Y	Bond and Fee Return for Correction Letter	10/2018
6	Lic.: App.—Exam LLC	Y		
7	Lic.: App.—Exam Original	Y	Submit Online Original Application—Sole Owner	
8	Lic.: App.—Hazardous Substance Removal Certification	Y		
9	Lic.: App.—Home Improvement Salesperson Application	Y	1. HIS Return for Correction Letter 2. Submit Online Renewal or Reactivation	1. 9/2018 2. 7/2020
10	Lic.: App.-Issuance	Y	1. Issuance/Waiver's Return for Correction Letter 2. Initial License Fee Return for Correction Letter	1. 9/2018 2. 1/2019
11	Lic.: App.—Reactivation (Renewal Unit)	Y	1. Renewal Reactivation Return for Correction Letter 2. Submit Online Renewal or Reactivation	1. 11/2018 2. 4/2020
12	Lic.: App.—Renewal Phase 1 (1, 2, 3) Lic.: App.—Renewal Phase 3 (4) Lic.: App.—Renewal Phase 4 (5)	Y	1. Renewal Return for Correction Letter 2. HIS Renewal Registration Return for Correction Letter 3. Renewal Not Printed Return for Correction Letter 4. Submit Online Renewal—Sole Owner 5. Submit Online Renewal or Reactivation	1. 9/2019 2. 9/2019 3. 9/2019 4. 4/2020 5. 4/2020
13	Lic.: App.—Replacing RME/RMO	Y		
14	Lic.: App.—Teale Entry Process	Y		
15	Lic.: App.—Waiver JV	Y	Issuance/Waiver's Return for Correction Letter	12/2018
16	Lic.: App.—Waiver LLC	Y	Issuance/Waiver's Return for Correction Letter	12/2018
17	Lic.: App.—Waiver Original	Y	Issuance/Waiver's Return for Correction Letter	12/2018
18	Lic.: Bond—Cancellation	Y		

	As-Is Processes	As-Is Completed	Could-Be Processes	Implemented
19	Lic.: Bond—Cash Deposit in Lieu of Bond	Y		
20	Lic.: Bond—Contractors Bond (Includes BQI and LLC)	Y	Bond Return for Correction Letter	8/2018
21	Lic.: Bond—Disciplinary Bond	Y		
22	Lic.: Bond—Reinstatement	Y		
23	Lic.: Bond—Rider	Y		
24	Lic.: CBU—Denials	Y		
25	Lic.: CBU—Error Report	Y		
26	Lic.: CBU—Probation	Y		
27	Lic.: CBU—Subsequent Arrest	Y		
28	Lic.: Experience Verification (EVU)	Y	1. Request Experience Documents Return for Correction Letter 2. Additional Experience Documents Return for Correction Letter	1. 1/2019 2. 1/2019
29	Lic.: Judgments	Y		
30	Lic.: Judgment-Family Support	Y		
31	Lic.: Judgment-Inquiry Process	Y		
32	Lic.: Judgment-Outstanding Liability	Y		
33	Lic.: Judgment-Payments of Claim	Y		
34	Lic.: Lic. Mod.—Death Notifications	Y	Death Notice Return for Correction Letter	8/2018
35	Lic.: Lic. Mod.—IFS Extensions	Y		
36	Lic.: Lic. Mod.—Qualifier Suspension	Y		
37	Lic.: Lic. Mod.—Application to Add Limited Partner to a Partnership	Y	New Limited Partner Return for Correction Letter	3/2019
38	Lic.: Lic. Mod.—Application to Add New Personnel—Corp or LLC	Y	Change of Personnel Return for Correction Letter	3/2019
39	Lic.: Lic. Mod.—Application to Change Business Name or Address Order Wall Certificate or Pocket License	Y	1. Business Name Return for Correction Letter 2. Business Name Limitation Return for Correction Letter	1. 8/2018 2. 8/2018

	As-Is Processes	As-Is Completed	Could-Be Processes	Implemented
40	Lic.: Lic. Mod.—Application to Change HIS Address	Y		
41	Lic.: Lic. Mod.—Application to Inactivate Contractors License	Y	Inactivation Return for Correction Letter	11/2018
42	Lic.: Lic. Mod.—Application to Remove Classification from License	Y		
43	Lic.: Lic. Mod.—Application to Report Change of Title for Current Personnel of a Corp or LLC	Y	Change of Title Return for Correction Letter	8/2018
44	Lic.: Lic. Mod.—Contractor Notification of HIS Cessation	Y	Notice of Cessation Return for Correction Letter	8/2018
45	Lic.: Lic. Mod.—Contractor Notification of HIS Employment (Fee)	Y	Notice of Employment Return for Correction Letter	8/2018
46	Lic.: Lic. Mod.—Disassociation Request (Contractor License)	Y	Disassociation Return for Correction Letter	9/2018
47	Lic.: Lic. Mod.—License Cancellation Request (Contractor License)	Y	1. License Cancellation Return for Correction Letter 2. Submit Online License Cancellation	1. 8/2018
48	Lic.: Lic. Mod.—License Continuance Request (Contractor License only)	Y		
49	Lic.: Lic. Mod.—Request for Voluntary Surrender and Cancellation of HIS	Y	HIS Vol Surrender/Cancel Return for Correction Letter	8/2018
50	Lic.: Posting List	Y		
51	Lic.: RCU—Certification of Non-Licensure and Non-Registration	Y		
52	Lic.: RCU—Certified and Uncertified Copies	Y		
53	Lic.: RCU—Certified License Histories	Y		
54	Lic.: RCU—Certified Registration Histories	Y		
55	Lic.: RCU—General Status Letters	Y		
56	Lic.: RCU—Public Records Act (PRA)	Y		

	As-Is Processes	As-Is Completed	Could-Be Processes	Implemented
57	Lic.: RCU—Reciprocity	Y		
58	Lic.: RCU—Request for Current Bond Information	Y		
59	Lic.: RCU—Response Letters	Y		
60	Lic.: RCU—Subpoenas for Records	Y		
61	Lic.: RCU-Summons and Writs	Y		
62	Lic.: Request for Duplicate Renewal or Reactivation	Y	Submit Online Request for Duplicate Renewal or Reactivation	
63	Lic.: Request for Expedite	Y		
64	Lic.: Workers' Compensation—Addendum	Y		
65	Lic.: Workers' Compensation—Cancelations	Y		
66	Lic.: Workers' Compensation—General Liability	Y	1. General Liability Insurance Return for Correction Letter 2. Submit Online General Liability Insurance	1. 11/2018 2. 2/2019
67	Lic.: Workers' Compensation—Reinstatement	Y		
68	Lic.: Workers' Comp—Exemption	Y	1. Workers' Comp Exemption Return for Correction Letter 2. Submit Online Exemption from Workers' Compensation	1. 10/2018 2. 12/2018
69	Lic.: Workers' Compensation—Certificates	Y	1. Workers' Compensation Return for Correction Letter 2. Submit Online Workers' Compensation Certificate	1. 8/2018 2. 11/2018

3. *Summary of Delegated PAL Activities and Timeline*

In 2020, CSLB determined that their business modernization effort can be met through technology solutions that are currently available within DCA's and CSLB's portfolio. In addition, CSLB will utilize existing redirected resources for implementation.

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	**Approved**
Stage 3—Project Procurement	**Approved**
Stage 4—Project Execution	**Approved**
Phase 1 Implementation	**Completed**
Project Completion	**Completed**

4. *System Development and Implementation*

CSLB's business modernization scope was to allow CSLB to accept online application renewals and payments for Original Sole Owners and Home Improvement Salespersons. The implementation activities included the following:

- Business and IT staff reviewed and updated requirements.
- Mainframe updates and web server moves were performed.
- Applications were established and developed.
- System testing was performed and approved.
- User Acceptance Testing was successfully approved.
- Business Training sessions were held.
- Phase 1 implementation for online sole owner applications renewal.
- Phase 2 implementation for home improvement salesperson application renewals.
- Post Go-Live support activities.

The volume of online renewals processed are as follows:

- Original Sole Owners: Over 16,300 (May 2020 – September 2020)
- Home Improvement Salesperson: Over 790 (July 2020 – September 2020)

11. California Architects 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 CAB 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

CAB/LATC completed all business activities in the 2019 reporting period. For a listing of CAB/LATC's business activity deliverables, refer to the 2019 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf).

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as CAB/LATC plans and transitions into project implementation activities upon project and budgetary approval.

3. *Summary of PAL Activities and Timeline*

In 2020, CAB/LATC reviewed and evaluated market research data with four other programs at a similar point in their business modernization planning activities. During this time, the impact of the COVID-19 pandemic on the state's budget has resulted in the re-evaluation of project activities, resources, and timelines. The new timelines are as follows:

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion January 2021
Stage 3—Project Procurement	Targeted for Completion May 2021
Stage 4—Project Execution	Targeted for Completion July 2021
Phase 1 Implementation*	Targeted for Completion January 2022
Project Completion*	Targeted for Completion January 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

To improve services in parallel with larger modernization efforts, CAB/LATC's interim online renewal applications system has processed over 2,050 transactions between November 1, 2019 – October 31, 2020.

12. 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: 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; helps to keep California's air clean by reducing air pollution produced by motor vehicles.

2. ***Summary of Business Activities***

BAR completed all business activities in 2019. For a listing of business activity deliverables, refer to the 2019 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf).

During the 2020 reporting period, BAR worked diligently to refine 730 functional requirements into a format more suited to support an agile development methodology. The functional requirements have been distilled into 19 epics and 142 associated user stories.

3. ***Summary of PAL Activities and Timeline***

After receiving approval of the PAL Stage 1, BAR submitted PAL Stage 2 to CDT on April 7, 2020. As BAR worked to resolve several minor issues and questions raised during CDT's review, a global pandemic impacted the way in which the state does business and created a massive budget shortfall. BAR was obligated to re-evaluate the initial goals and objectives of the project and re-focus the overall scope on improving BAR's telework capabilities and supporting social distancing by deploying capabilities that allow applicants, licensees, and consumers to interact with BAR online instead of in person.

The impact of the global pandemic led to BAR's withdrawal of the approved PAL Stage 1 and nearly completed PAL Stage 2 to incorporate these scope changes and re-baseline the project. Although the new strategy has resulted in a small delay, the new strategy will reduce the overall duration of the project, reduce risk, leverage investments already made by the DCA community, and result in the more rapid deployment of mission critical functionality that will improve BAR's ability to telework and support digital interactions with applicants, licensees, and consumers.

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	In Final Approval Phase at Control Agencies
Stage 3—Project Procurement	Targeted for Completion November 2020
Stage 4—Project Execution	Targeted for Completion January 2021
Project Completion*	Targeted for Completion November 2021
*Project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

13. Bureau of Household Goods and Services (BHGS)

1. *Program Background and Context*

BHGS protects consumer safety by developing standards in various industries that include the following: household movers, appliance service dealers, furniture and bedding (wholesalers, retailers, manufacturers and importers), bedding sanitizers, thermal insulation manufacturers, service contracts (administrators, sellers, and obligors), electronic service dealers, custom upholsterers, and supply dealers. BHGS ensures materials and craftsmanship of home furnishings, electronic equipment and thermal insulation meet quality standards. BHGS 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*

BHGS completed all business activities in the 2019 reporting period. For a listing of BHGS' business activity deliverables, refer to the 2019 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf).

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as BHGS

plans and transitions into project implementation activities upon project and budgetary approval.

3. ***Summary of PAL Activities and Timeline***

In 2020, BHGS reviewed and evaluated market research data with four other programs at a similar point in their business modernization planning activities. During this time, the impact of the COVID-19 pandemic on the state's budget has resulted in the re-evaluation of project activities, resources, and timelines. The new timelines are as follows:

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	Targeted for Completion January 2021
Stage 3—Project Procurement	Targeted for Completion May 2021
Stage 4—Project Execution	Targeted for Completion July 2021
Phase 1 Implementation*	Targeted for Completion January 2022
Project Completion*	Targeted for Completion January 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

14. 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. SLPAHADB 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, SLPAHADB promulgates regulations, issues, renews, and imposes disciplinary actions, when necessary.

2. *Summary of Business Activities*

As of October 2020, SLPAHADB and OIO resources completed 73 As-Is process maps, 67 Could-Be process maps, and 162 functional requirements.

The completed inventory of SLPAHADB's process maps are as follows:

	As-Is Processes		Could-Be Processes
1	Mail Sorting and Distributing	1	Replacement License
2	Replacement License	2	Application Intake
3	Cashiering Payments	3	New SLPA Program Approvals
4	Insufficient Funds- Cashiering	4	Annual Report Statistics
5	Refunds	5	Practical Exams
6	Application Intake	6	Exam Retake
7	New SLPA Program Approvals	7	Written Exam Results
8	Annual Report Statistics	8	Fingerprint/Live Scans
9	Practical Exams	9	Fee Waiver
10	Exam Retake	10	Initial License Application RPE (7700)
11	Written Exam Results	11	Initial License Application Equivalency (7700)
12	Fingerprint/Live Scans	12	Previously Licensed in CA
13	Fee Waiver	13	Initial License Application SLPA (7700)
14	Initial License Application RPE (7700)	14	RPA Verification Form
15	Initial License Application Equivalency (7700)	15	Initial License Application Audiology Aid (7700)
16	Previously Licensed in CA	16	Initial License Application Speech Pathology Aid (7700)

	As-Is Processes		Could-Be Processes
17	Initial License Application SLPA (7700)	17	Initial License Application Licensed in Other State (7700)
18	RPA Verification Form	18	Initial License Written Exam (6700)
19	Initial License Application Audiology Aid (7700)	19	Initial License Trainee (6700)
20	Initial License Application Speech Pathology Aid (7700)	20	Initial License Temporary (6700)
21	Initial License Application Licensed in Other State (7700)	21	Initial License Application Branch
22	Initial License Written Exam (6700)	22	Permanent License Application (6700)
23	Initial License Trainee (6700)	23	Application Denials
24	Initial License Temporary (6700)	24	Change of Address
25	Initial License Application Branch	25	Permanent License Application (7700)
26	Permanent License Application (6700)	26	Change of Company Name
27	Application Denials	27	SME Contract Process
28	Change of Address	28	License Renewal Update
29	Permanent License Application (7700)	29	Reactivation of License
30	Change of Company Name	30	CE Course Submissions
31	SME Contract Process	31	CE Provider/Instructor Application
32	License Renewal Update	32	License Verification
33	Reactivation of License	33	RPE Extension
34	CE Course Submissions	34	Fingerprint Hard Card
35	CE Provider/Instructor Application	35	Employment Verification
36	License Verification	36	Course Evaluation for Foreign Educated Applications
37	RPE Extension	37	Course Evaluation for Non-Approved SLPA Programs
38	Fingerprint Hard Card	38	Practical Exam Results
39	Employment Verification	39	Complaint Intake
40	Course Evaluation for Foreign Educated Applications	40	Referral to Expert Consult
41	Course Evaluation for Non-Approved SLPA Programs	41	Desk Investigation
42	Practical Exam Results	42	Request for Service to DOI
43	Complaint Intake	43	Franchise Tax Board (FTB) Offset

	As-Is Processes		Could-Be Processes
44	Referral to Expert Consult	44	Petitions
45	Desk Investigation	45	Cite and Fine
46	Request for Service to DOI	46	Set/Remove Suspension
47	Franchise Tax Board (FTB) Offset	47	Stipulated Settlements
48	Petitions	48	Informal Conference
49	Cite and Fine	49	Administrative Hearing
50	Set/Remove Suspension	50	Referral to Attorney General
51	Stipulated Settlements	51	Cite and Fine Appeals
52	Informal Conference	52	Accusation
53	Administrative Hearing	53	Mandatory Settlement Conference
54	Referral to Attorney General	54	Probation Monitoring
55	Cite and Fine Appeals	55	Subpoena Tracking
56	Accusation	56	Final Action Process
57	Mandatory Settlement Conference	57	Conditional Licenses
58	Probation Monitoring	58	Office Mediation
59	Cost Recovery	59	Applicant Conviction Review
60	Subpoena Tracking	60	CE Audit & Tracking
61	Quarterly Reports	61	Interim Suspension Ordered
62	Final Action Process	62	Inspecting Hearing Aid Dispensaries
63	Conditional Licenses	63	Supplemental Request for Service to DOI
64	Office Mediation	64	Probation Monitoring Costs
65	Applicant Conviction Review	65	Restitution
66	CE Audit & Tracking	66	Biological Testing (Drug Testing)
67	Interim Suspension Ordered	67	Written Exam
68	Inspecting Hearing Aid Dispensaries		
69	Supplemental Request for Service to DOI		
70	Probation Monitoring Costs		
71	Restitution		
72	Biological Testing (Drug Testing)		
73	Written Exam		

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as SLPAHADB plans and transitions into project implementation activities upon project and budgetary approval.

3. *Summary of PAL Activities and Timeline*

PAL Stage	Timeline
Stage 1—Business Analysis	Targeted for Completion November 2020
Stage 2—Project Alternatives	Targeted for Completion March 2021
Stage 3—Project Procurement	Targeted for Completion June 2021
Stage 4—Project Execution	Targeted for Completion September 2021
Phase 1 Implementation*	Targeted for Completion September 2022
Project Completion*	Targeted for Completion September 2023
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

To improve services in parallel with larger modernization efforts, SLPAHADB's interim online renewal applications system has processed over 6,500 transactions between November 1, 2019 – October 31, 2020.

15. California State Athletic Commission (CSAC)

1. *Program Background and Context*

CSAC regulates professional and amateur boxing, kick boxing, and mixed martial arts throughout the state by licensing all participants and supervising the events. CSAC is dedicated to the health, safety, and welfare of the participants in regulated competitive sporting events, through ethical and professional service.

2. *Summary of Business Activities*

As of October 2020, CSAC and OIO resources have completed 30 As-Is process maps. Currently, 30 Could-Be process maps have been identified and 29 have been

completed. Functional requirements will be completed once the Could-Be documentation is complete.

The current inventory of CSAC's process maps are as follows:

	As-Is Processes	As-Is Completed		Could-Be Processes	Could-Be Completed
1	Issue License - Promoter	Y	1	Issue License - Promoter	Y
2	Issue License - Manager	Y	2	Issue License - Manager	Y
3	Issue License - Judges, Referee, Timekeeper	Y	3	Issue License - Judges, Referee, Timekeeper	Y
4	Issue License - Professional trainer	Y	4	Issue License - Professional trainer	Y
5	Issue License - Seconds (Chief Seconds)	Y	5	Issue License - Seconds (Chief Seconds)	Y
6	Issue License – Matchmaker Assistant	Y	6	Issue License – Matchmaker Assistant	Y
7	License Renewal	Y	7	License Renewal	Y
8	Global/MMA Identification Cards	Y	8	Global/MMA Identification Cards	Y
9	Renewal of Global/MMA Identification Cards	Y	9	Renewal of Global/MMA Identification Cards	Y
10	Duplicate Global/MMA Cards	Y	10	Duplicate Global/MMA Cards	Y
11	Contract Tracking (Manager and Fighting Contract)	Y	11	Contract Tracking (Manager and Fighting Contract)	Y
12	Request to Hold Event	Y	12	Request to Hold Event	Y
13	Event Tracking	Y	13	Event Tracking	Y
14	Appeals	Y	14	Appeals	Y
15	Weight Cutting	Y	15	Weight Cutting	Y
16	Formal Discipline	Y	16	Formal Discipline	Y
17	Drug Testing	Y	17	Drug Testing	Y
18	Subpoena Tracking	Y	18	Subpoena Tracking	Y
19	Arbitration Cases	Y	19	Arbitration Cases	Y
20	Complaint intake	Y	20	Complaint intake	Y
21	Cashiering	Y	21	Cashiering	Y
22	License Certification or Verification	Y	22	License Certification or Verification	Y
23	PRA	Y	23	PRA	Y

	As-Is Processes	As-Is Completed		Could-Be Processes	Could-Be Completed
24	Refunds	Y	24	Refunds	Y
25	Dishonored checks	Y	25	Dishonored checks	Y
26	Ticket Printers	Y	26	Ticket Printers	Y
27	Certification of Ringside Physicians	Y	27	Certification of Ringside Physicians	Y
28	Event Results and Medical Suspensions	Y	28	Event Results and Medical Suspensions	Y
29	Clearing Medical Suspension	Y	29	Clearing Medical Suspension	Y
30	Appeal of License Denial	Y	30	Appeal of License Denial	N

DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as CSAC plans and transitions into project implementation activities upon project and budgetary approval.

3. ***Summary of PAL Activities and Timeline***

PAL Stage	Timeline
Stage 1—Business Analysis	Targeted for Completion October 2021
Stage 2—Project Alternatives	Targeted for Completion January 2022
Stage 3—Project Procurement	Targeted for Completion May 2022
Stage 4—Project Execution	Targeted for Completion September 2022
Phase 1 Implementation*	Targeted for Completion September 2023
Project Completion*	Targeted for Completion September 2024
*Phase 1 implementation and project completion will be formally baselined upon Stage 4 approval. Changes to these dates may occur depending on implementation considerations identified during final project planning activities in Stage 4.	

16. Professional Fiduciaries Bureau (PFB)

1. ***Program Background and Context***

PFB regulates nonfamily 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. Professional fiduciaries manage 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.

2. ***Summary of Business Activities***

As of October 2020, PFB and OIO resources completed all business activities. This included 21 As-Is process maps, 20 Could-Be process maps, and 11 functional requirements identified for their business modernization effort.

The completed inventory of PFB's process maps are as follows:

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

	As-Is Processes		Could-Be Processes
21	Probation Monitoring		

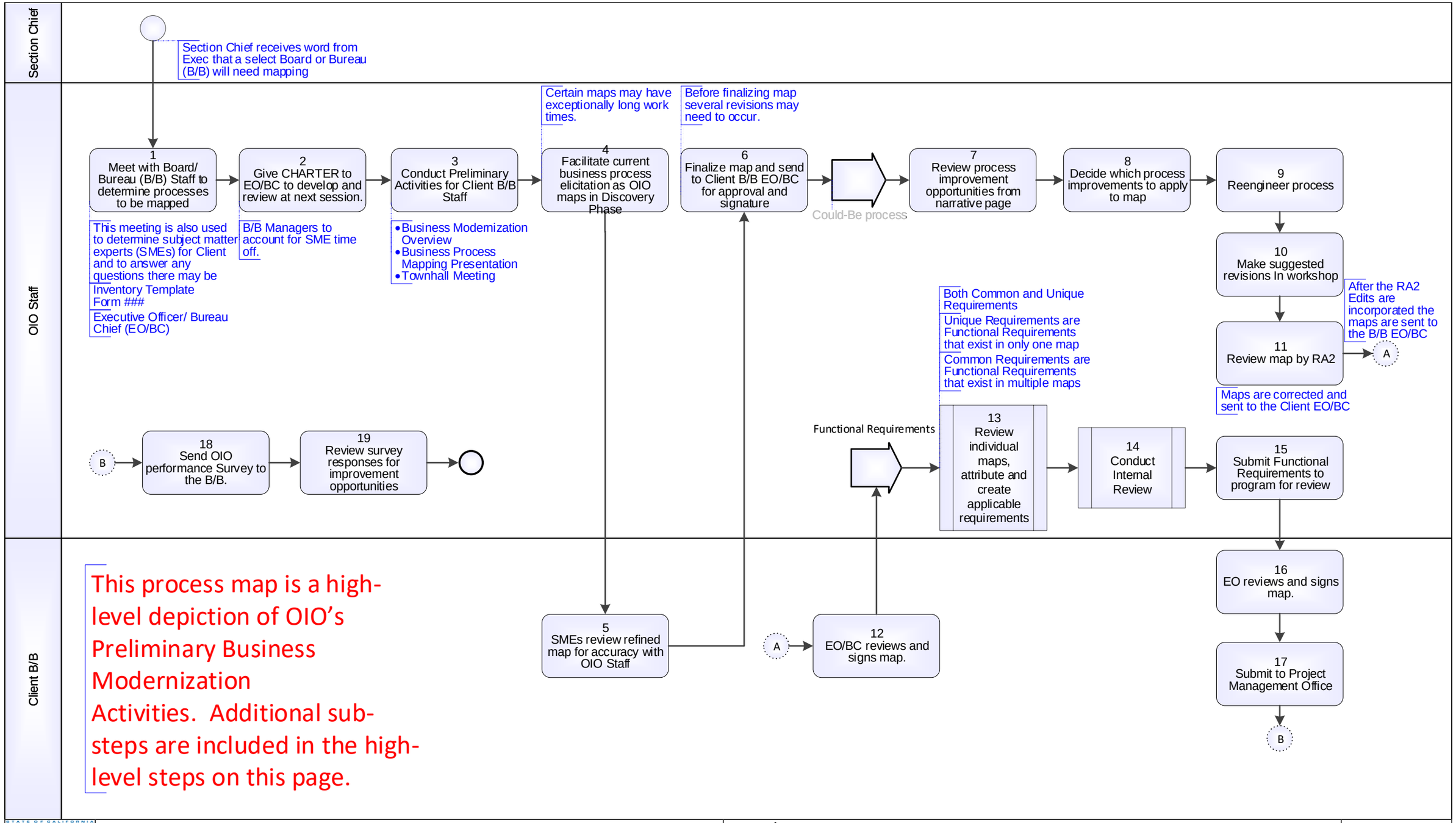
DCA and program staff will be utilizing business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as PFB transitions into project implementation activities.

3. ***Summary of Delegated PAL Activities and Timeline***

PFB's business modernization effort can be met through technology solutions that are currently available within the DCA portfolio and will utilize existing redirected staff resources for implementation.

PAL Stage	Timeline
Stage 1—Business Analysis	**Approved**
Stage 2—Project Alternatives	**Approved**
Stage 3—Project Procurement*	**Approved**
Stage 4—Project Execution*	**Approved**
Phase 1 Implementation	Targeted for Completion August 2021
Project Completion	Targeted for Completion August 2022
*Internal software applications are being extended and there are no new major procurements.	

Attachment 1 – Business Activities Process



Attachment 1 – Business Activities Process

Narrative Description of Business Process

Trigger: Section Chief receives word from Exec. that B/B is ready to begin Business Modernization.

1. Meet with Board/Bureau (B/B) Staff to determine processes to be mapped.
2. Give CHARTER to EO/BC to develop and review at next session.
3. Conduct Preliminary Activities for Client B/B Staff.
4. Facilitate current business process elicitation as OIO maps in Discovery Phase.
5. SMEs review refined map for accuracy with OIO Staff.
6. Finalize map and send to Client B/B EO/BC for approval and signature.
7. Review process improvement opportunities from narrative page.
8. Decide which process improvements to apply to map.
9. Reengineer process.
10. Make suggested revisions In workshop.
11. Review map by RA2.
12. EO reviews and signs map.
13. Review individual maps, attribute and create applicable requirements.
14. Conduct Internal Review.
15. Submit Functional Requirements to program for review.
16. EO reviews and signs map.
17. Submit to Project Management Office.
18. Send OIO performance Survey to the B/B.
19. Review survey responses for improvement opportunities.

End points and duration: (Assume 65 maps for Functional Requirement and Total time Calculations)
Preliminary activities/As-Is Duration ≈ 18 hrs 20 min/Map; with ≈ 23 days wait time.
Could Be Duration: ≈ 7 hrs 40 min /Map; with ≈ 18 days wait time.
Functional Requirements Duration: ≈ 63 hrs 20 mins; with ≈ 21 days wait time.
Total Time: ≈ 1748 hrs 20 mins; with ≈ 60 days wait time.
Completed Process maps and Functional Requirements Package submitted to Project Management Office.

Associated Documents and Artifacts

- Process maps for all processes that were requested by client B/B.
- Functional Requirements

Critical Information Inputs

- Data inputs from Subject Matter Experts. (SMEs)

Process Improvement Opportunities *(including applicable automation recommendations)*

- Require SME's and B/B Management to return reviewed maps 5 business days after receiving them in order for OIO staff to meet deadlines.

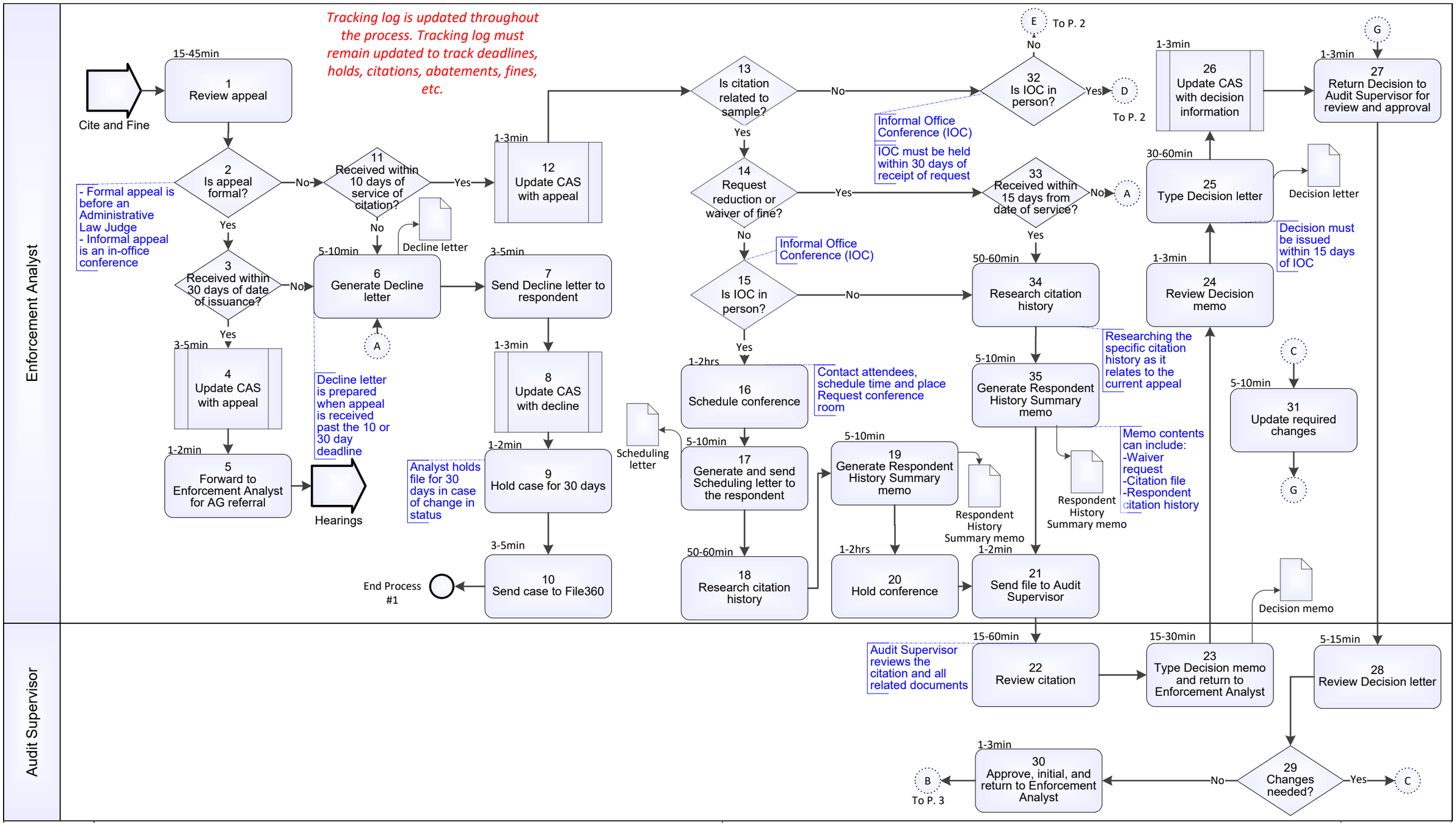
Authority Cited

- Request BMP specific Law & Regulation information from clients OR find Laws & Regulations on B/B's website (if applicable). Some processes will not have any Laws & Regulations associated with them.

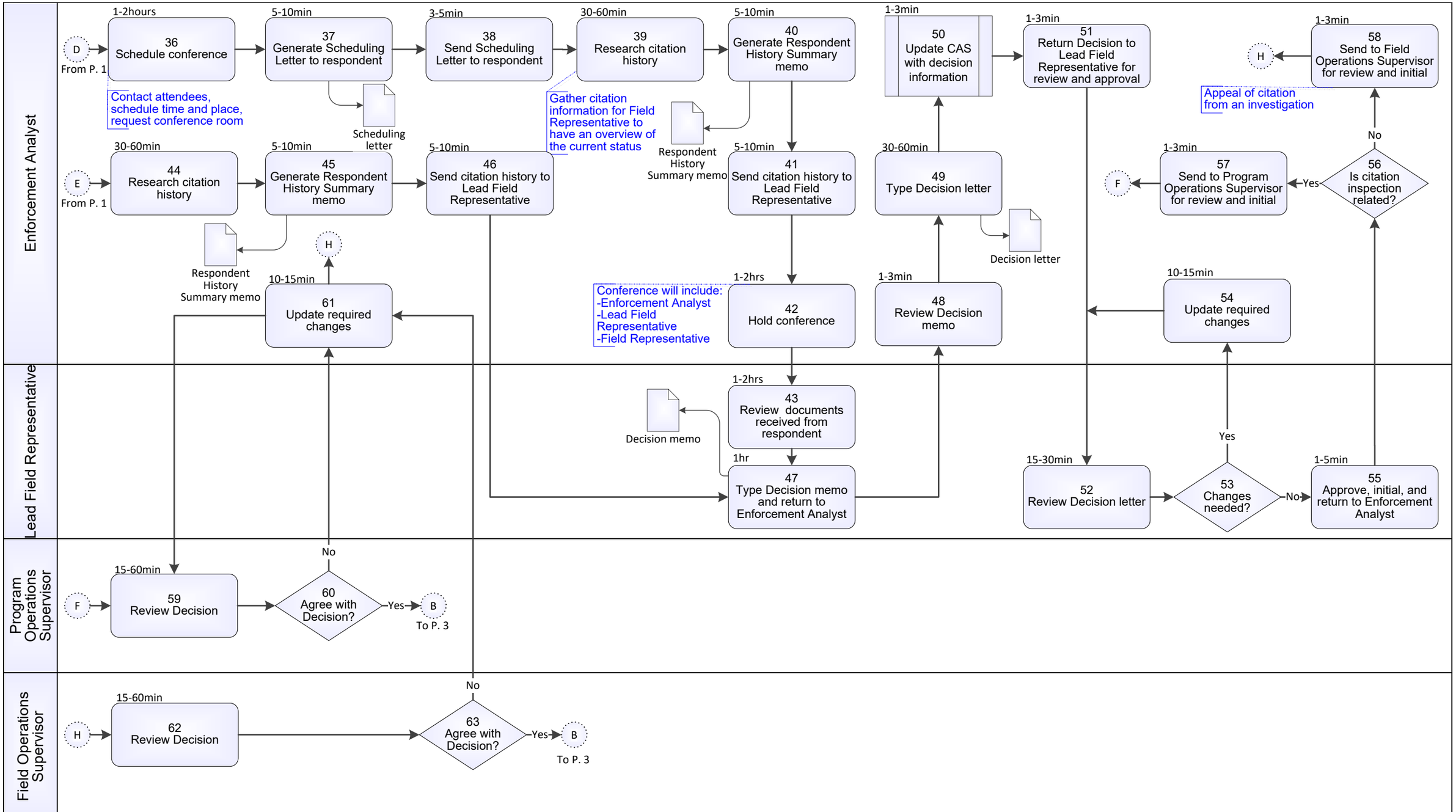
Contributor

- OIO Staff

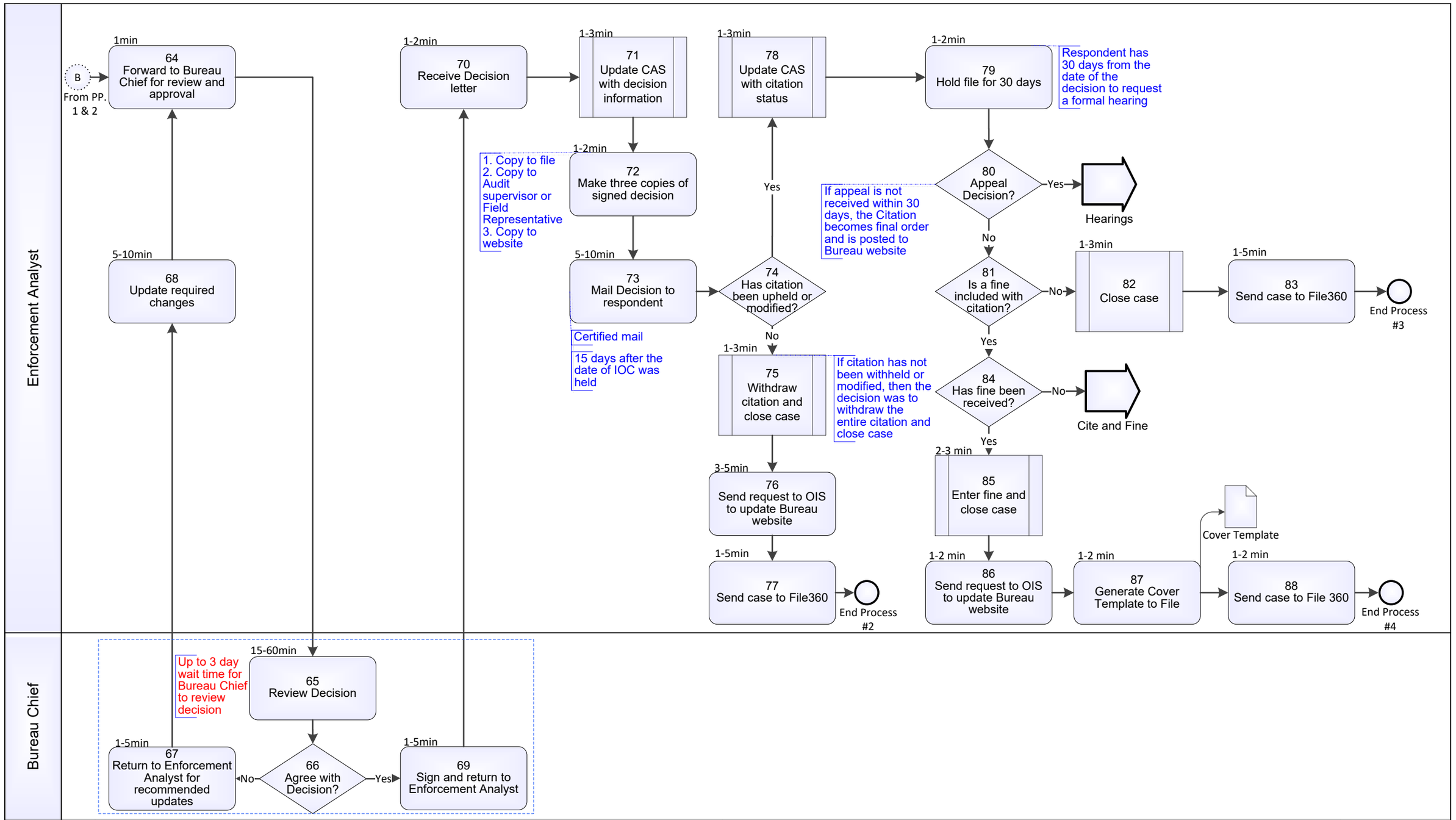
Attachment 2 - As-Is Process Map Example



Attachment 2 - As-Is Process Map Example



Attachment 2 - As-Is Process Map Example



Attachment 2 - As-Is Process Map Example

Narrative Description of Business Process

Blue – task duration
Red – wait time
Green – external to Board

Trigger: **Licensee or Cited person mails, emails, or faxes a citation appeal.**

1. Review appeal (15-45min)
2. Is appeal formal? *If yes, proceed to step 3. If no, proceed to step 11*
3. Received within 30 days of date of issuance? *If yes, proceed to step 4*
If no, proceed to step 6
4. Update CAS with appeal (3-5min)
5. Forward to Enforcement Analyst for AG referral. **Case is referred to Hearing Process.** (1-2min)
6. Generate Decline letter (5-10min)
7. Send Decline letter to respondent (3-5min)
8. Update CAS with decline (1-3min)
9. Hold case for 30 days (1-2min)
10. Send case to File360. **End process #1** (3-5min)
11. Received within 10 days of service of citation? *If yes, proceed to step 12*
If no, proceed to step 6
12. Update CAS with appeal (1-3min)
13. Is citation related to sample? *If yes, proceed to step 14*
If no, proceed to step 32
14. Request reduction or waiver of fine? *If yes, proceed to step 33*
If no, proceed to step 15
15. Is IOC in person? *If yes, proceed to step 16*
If no, proceed to step 33
16. Schedule conference (1-2hrs)
17. Generate and send Scheduling letter to the respondent (5-10min)
18. Research citation history (50-60min)
19. Generate Respondent History Summary memo (5-10min)
20. Hold conference (1-2hrs)
21. Send file to Audit Supervisor (1-2min)
22. Review citation (15-60min)
23. Type Decision memo and return to Enforcement Analyst (15-30min)
24. Review Decision memo (1-3min)
25. Type Decision letter (30-60min)

Narrative Description of Business Process Continued

26. Update CAS with decision information (1-3min)
27. Return Decision to Audit Supervisor for review and approval (1-3min)
28. Review Decision letter (5-15min)
29. Changes needed? *If yes, proceed to step 31.*
If no, proceed to step 30
30. Approve, initial, and return to Enforcement Analyst. *Proceed to step 63* (1-3min)
31. Update required changes. *Return to step 27* (5-10min)
32. Is IOC in person? *If yes, proceed to step 36. If no, proceed to step 44*
33. Received within 15 days from date of service? *If yes, proceed to step 34.*
If no, return to step 6
34. Research citation history (50-60min)
35. Generate Respondent History Summary memo. *Return to step 21* (5-10min)
36. Schedule conference (1-2hrs)
37. Generate Scheduling Letter to respondent (5-10min)
38. Send Scheduling Letter to respondent (3-5min)
39. Research citation history (30-60min)
40. Generate Respondent History Summary memo (5-10min)
41. Send citation history to Lead Field Representative (5-10min)
42. Hold conference (1-2hrs)
43. Review documents received from respondent (1-2hrs)
44. Research citation history (30-60min)
45. Generate Respondent History Summary memo (5-10min)
46. Send citation history to Lead Field Representative (5-10min)
47. Type Decision memo and return to Enforcement Analyst (1hr)
48. Review Decision memo (1-3min)
49. Type Decision letter (30-60min)
50. Update CAS with decision information (1-3min)
51. Return Decision to Lead Field Representative for review and approval (1-3min)
52. Review Decision letter (15-30min)
53. Changes needed? *If yes, proceed to step 54. If no, proceed to step 55*
54. Update required changes. *Return to step 52* (10-15min)
55. Approve, initial, and return to Enforcement Analyst (1-5min)
56. Is citation inspection related? *If yes, proceed to step 57. If no, proceed to step 58*
57. Send to Program Operations Supervisor for review and initial (1-3min)
58. Send to Field Operations Supervisor for review and initial (1-3min)
59. Review Decision (15-60min)

Narrative Description of Business Process (Continued)

60. Agree with decision? *If yes, proceed to step 64. If no, proceed to step 61*
61. Update required changes *(10-15min)*
62. Review Decision *(15-60min)*
63. Agree with Decision? *If yes, proceed to step 64. If no, proceed to step 61*
64. Forward to Bureau Chief for review and approval *(1min)*
65. Review Decision *(15-60min)*
66. Agree with Decision? *If yes, proceed to step 31. If no, proceed to step 30*
67. Return to Enforcement Analyst for recommended updates *(1-5min)*
68. Update required changes *(5-10min)*
69. Sign and return to Enforcement Analyst *(1-5min)*
70. Receive Decision letter *(1-2min)*
71. Update CAS with decision information *(1-3min)*
72. Make three copies of signed decision *(1-2min)*
73. Mail Decision to respondent *(5-3min)*
74. Has citation been upheld or modified? *If yes, proceed to step 78.*
If no, proceed to step 75
75. Withdraw citation and close case *(1-3min)*
76. Send request to OIS to update Bureau website *(3-5min)*
77. Send case to File360. **End Process #2** *(1-5min)*
78. Update CAS with citation status *(1-3min)*
79. Hold file for 30 days *(1-2min)*
80. Appeal Decision? *If yes, case is referred to Hearing Process*
If no, proceed to step 81
81. Is a fine included with citation? *If yes, proceed to step 84*
If no, proceed to step 82
82. Close case *(1-3min)*
83. Send case to File360. **End Process #3** *(1-5min)*
84. Has fine been received? *If yes, proceed to step 85*
If no, case is referred to Cite and Fine
85. Enter fine and close case *(2-3min)*
86. Send request to OIS to update Bureau website *(1-2min)*
87. Generate Cover Template to File *(1-2min)*
88. Send case to File 360. **End Process #4** *(1-2min)*

Narrative Description of Business Process (Continued)

End points and duration:

End Process #1: File Decline Letter in File360 after being mailed to correspondent and updated in CAS (process ends at step 10) (process time between 28min to 1hr10min)

End Process #2: Send file to File360 and withdraw citation in CAS if citation has not been upheld or modified (Process ends at step 77) (process time between 12hrs15min to 23hrs34min, up to 3 days wait time)

End Process #3: Send file to File360 and close case when fine is not included with citation (process ends at step 83) (process time between 12hrs14min to 23hrs34min, up to 3 days wait time)

End Process #4: Fine was received with citation, fine was entered in CAS, and file was sent to FIle360 (process ends at step 88) (process time between 12hrs15min to 23hrs27min, up to 3 days wait time)

Frequency: As Needed
Volume: Approximately 10-15 per year

Associated Documents and Artifacts

- Citation Letters
- Decline Letter
- Decision Letter
- Memo's
- Scheduling Letter
- Cover Letter

Critical Information Inputs

- Licensee numbers
- Hearing Dates
- Decisions

Attachment 2 - As-Is Process Map Example

Process Improvement Opportunities *(including applicable automation recommendations)*

- Automation of letters
- System can track due dates and deadlines
- Ability to cross reference violation with appropriate Bureau codes
- Ability to view status and pay fines online
- Ability to appeal online (via Bureau website), along with track status of appeal

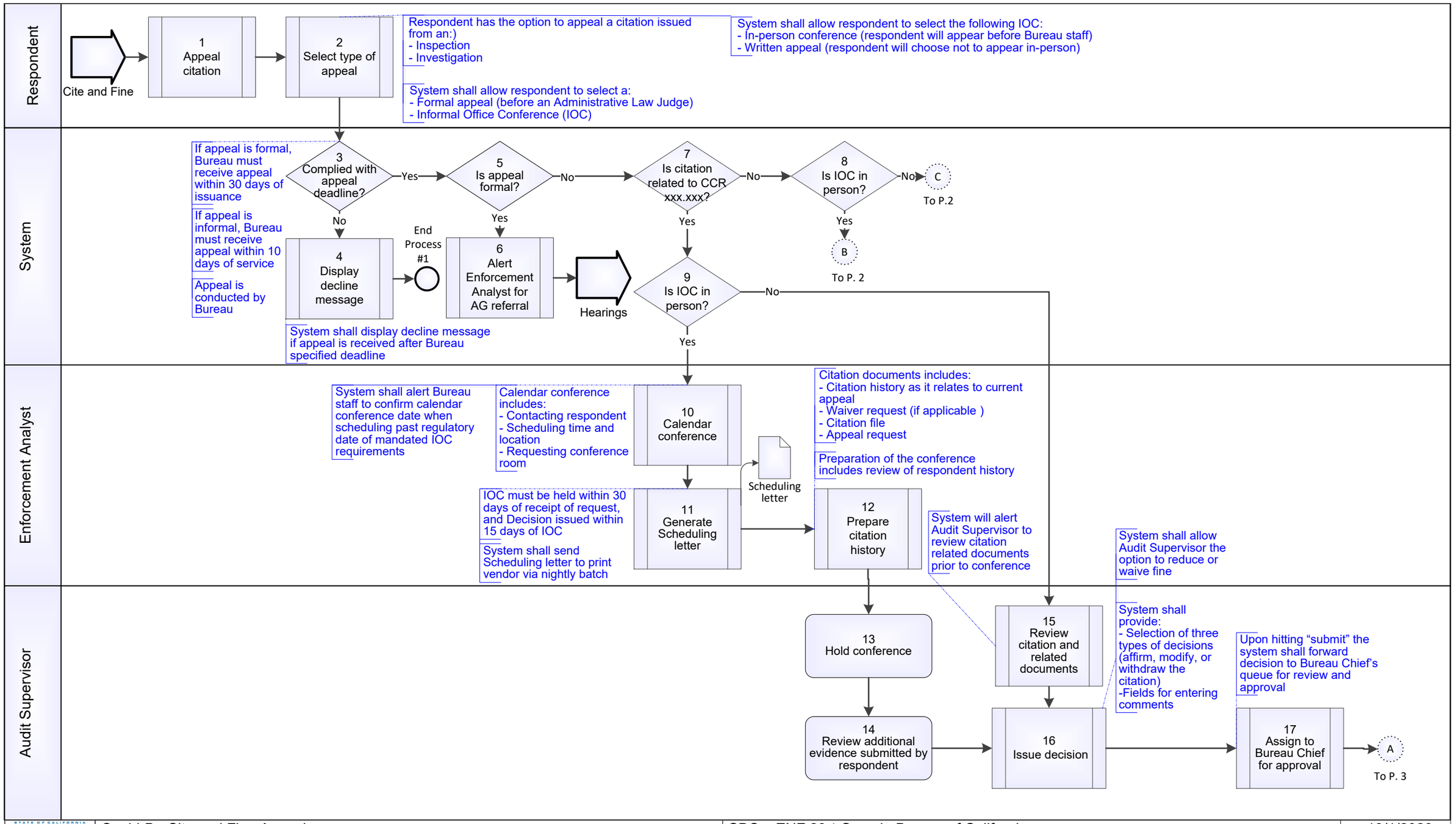
Authority Cited

- CCR § XXXX-XXXX
- Business & Professions Code § XXXX.XX

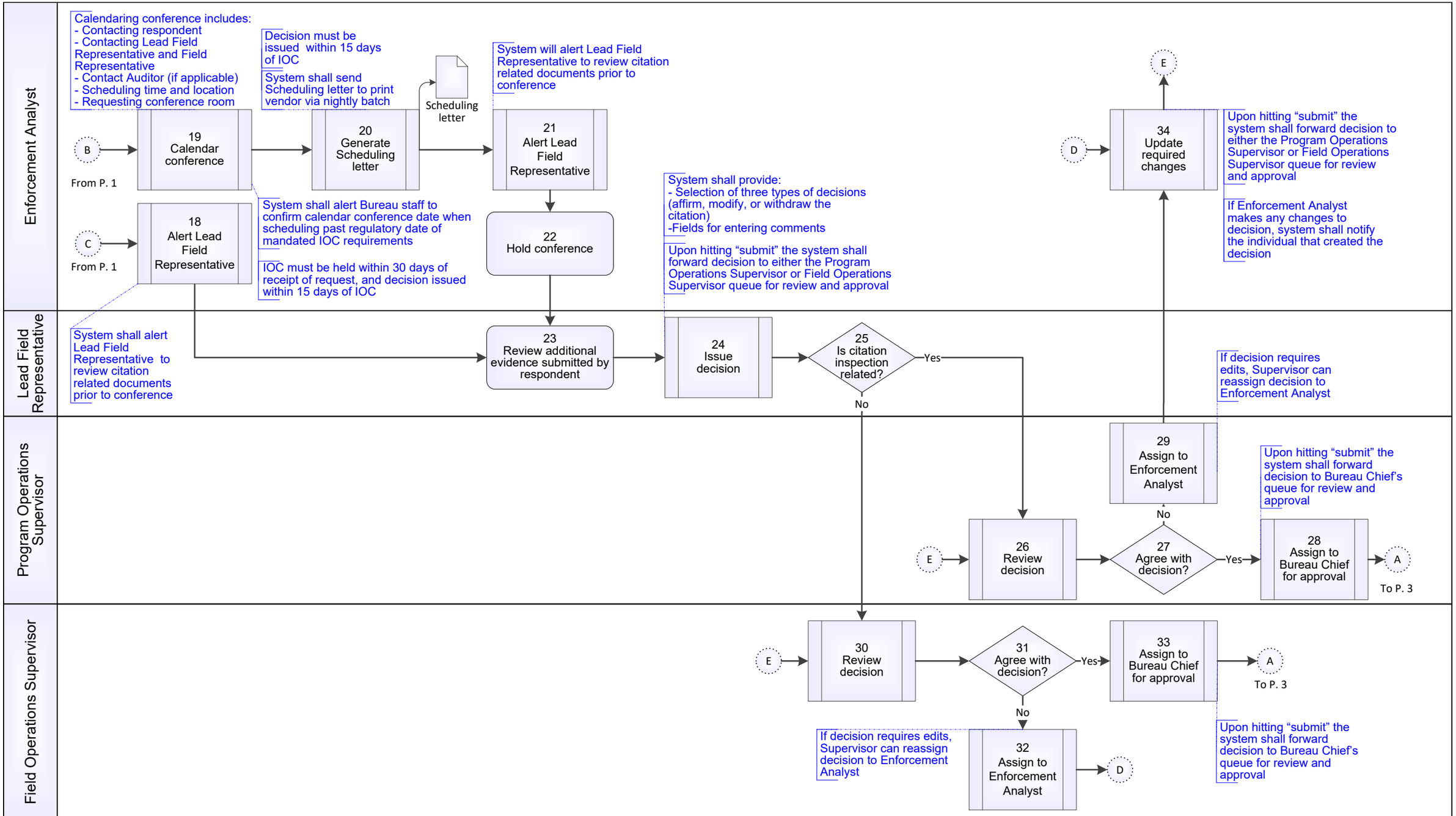
Contributor

- SME Number One
- SME Number Two

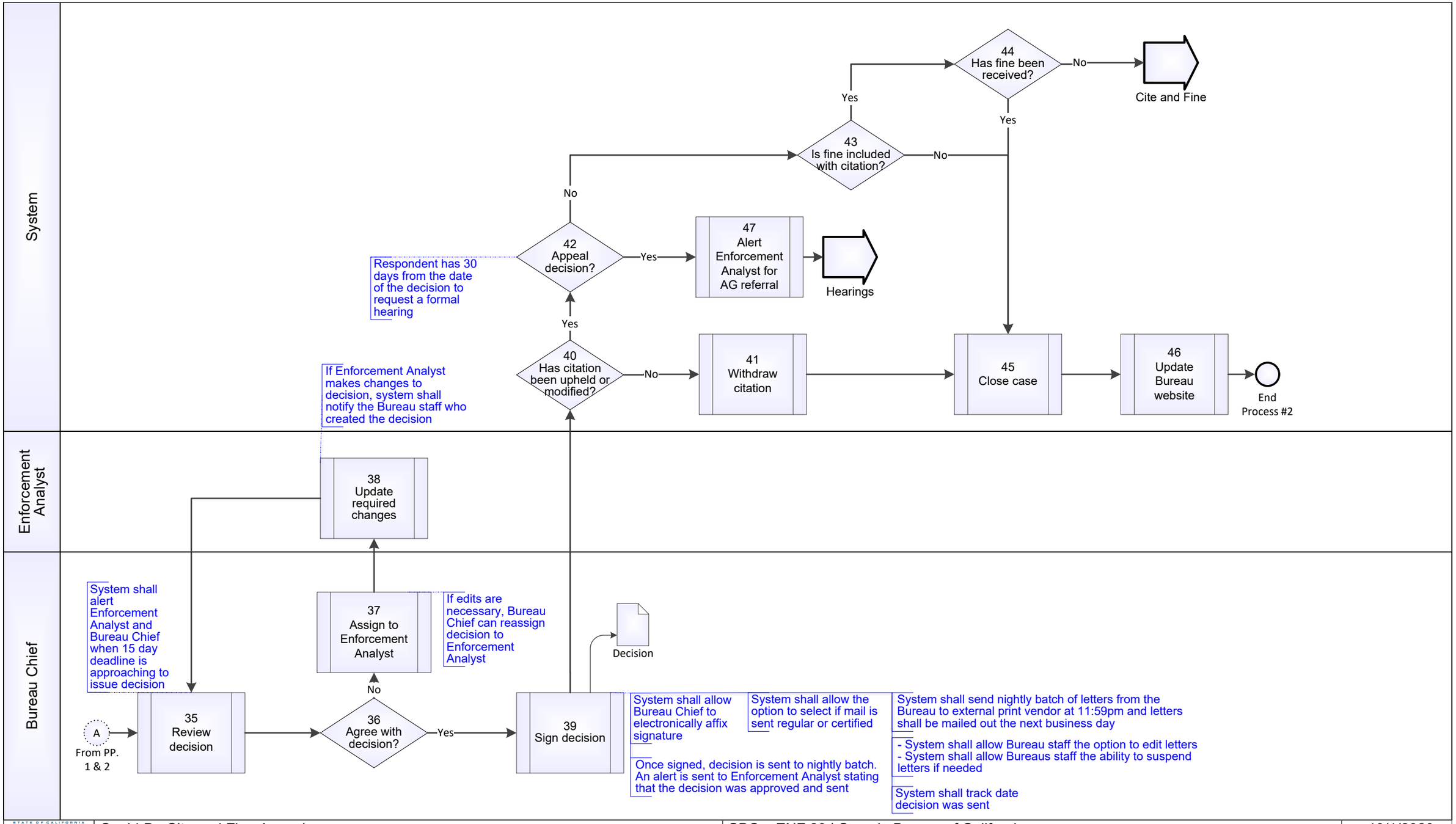
Attachment 3 - Could-Be Process Map Example



Attachment 3 - Could-Be Process Map Example



Attachment 3 - Could-Be Process Map Example



Attachment 3 - Could-Be Process Map Example

Narrative Description of Business Process

Trigger: Respondent appeals citation.

1. Appeal citation
2. Select type of appeal
3. Complied with appeal deadline? If Yes proceed to step 5, if No proceed to step 4
4. Display decline message **End Process #1**
5. Is appeal formal? If Yes proceed to step 6, if No proceed to step 7
6. Alert Enforcement Analyst for AG referral
7. Is citation related to CCR xxx.xxx? If Yes proceed to step 9, if No proceed to step 8
8. Is IOC in person? If Yes proceed to step 19, if No proceed to step18
9. Is IOC in person? If Yes proceed to step10, if No proceed to step 14
11. Generate Scheduling letter
12. Research citation history
13. Hold conference
14. Review additional evidence submitted by respondent
15. Review citation
16. Issue Decision
17. Assign to Bureau Chief for approval
18. Alert Lead Field Representative
19. Calendar conference
20. Generate Scheduling letter
21. Alert Lead Field Representative
22. Hold conference
23. Review additional evidence submitted by respondent
24. Issue Decision
25. Is citation inspection related? If Yes proceed to step 26, if No proceed to step 30
26. Review Decision
27. Agree with Decision? If Yes proceed to step 28, if No proceed to step 29
28. Assign to Bureau Chief for approval
29. Assign to Enforcement Analyst
30. Review Decision

Narrative Description of Business Process Continued

31. Agree with Decision? If Yes proceed to step 33, if No proceed to step 32
32. Assign to Enforcement Analyst
33. Assign to Bureau Chief for approval
34. Update required changes
35. Review Decision
36. Agree with Decision? If Yes proceed to step 39, if No proceed to step 37
37. Assign to Enforcement Analyst
38. Update required changes
39. Sign Decision
40. Has citation been upheld or modified? If Yes proceed to step 42, if No proceed to step 41
41. Withdraw citation
42. Appeal Decision? If Yes proceed to step 47, if No proceed to step 43
43. Is fine included with citation? If Yes proceed to step 44, if No proceed to step 45
44. Has fine been received? If Yes proceed to step 45, if No proceed to Cite and Fine
45. Close case
46. Update Bureau website **End Process #2**
47. Alert Enforcement Analyst for AG referral

End points:

End Process #1: If respondent does not comply with appeal deadline, system shall display decline message.

End Process #2: Citation has been received and case has been closed.

Frequency: As Needed
Volume: Approximately 10-15 per year

Attachment 3 - Could-Be Process Map Example

Associated Documents and Artifacts

- Citation letters
- Decline letter
- Decision letter
- Memo's
- Scheduling letter
- Cover letter
- Appeal
- Waiver of fine
- Citation file/related documents

Critical Information Inputs

- Licensee numbers
- Informal Conference Dates
- Decision (Affirm, Modify, Withdraw, Waive or Reduce Fine)
- Type of appeal (Endowment Care, Inspection, Investigation)
- Citation information (Reduction or waiver of fine); Citation; Citation with Fine; Citation with Abatement; Citation with Fine & Abatement)
- Informal Office Conference or Formal Appeal
- Date appeal was received
- Date Informal Conference was held
- Date decision was issued

Improvements from the As-Is:

- System shall allow respondent to go online and select the following appeal:
  - Formal appeal (before an Administrative Law Judge)
  - Informal Office Conference (IOC) - (appeal is heard by Bureau staff)
- System shall allow respondent to go online select the following IOC:
  - In-person conference (respondent will appear before Bureau staff)
  - Written appeal (respondent will chose not to appear in-person)
- Ability to automatically generate letters
- System can track due dates and deadlines
- Ability to cross reference violation with appropriate Bureau codes
- Ability to appeal online (via Bureau website)
- Ability for respondent to track status of appeal and pay fines online
- System can update Bureau website with citation status
- Ability for Bureau Chief to affix signature
- System shall display decline message if appeal is received after Bureau specified deadline
- System shall allow Bureau staff to calendar conference dates and generate scheduling letter
- System shall allow Bureau Chief to electronically affix signature

Improvements from the As-Is (continued):

- System shall have the ability to batch letters overnight
- System shall allow Bureau staff the ability to suspend letters for editing

Authority Cited

- CCR § XXXX-XXXX
- CCR § XXXX-XXXX
- CCR § XXXX
- Business & Professions Code § XXXX.XX

Contributor

- SME Number One
- SME Number Two

Attachment 4 – Business Modernization Testimonials

California Board of Accountancy

"The Organizational Improvement Office (OIO) team's expertise in process mapping have been invaluable in guiding the California Board of Accountancy's (CBA) efforts to create maps of our current business processes and "envision" maps for future processes and system requirements as part of its Business Modernization Project. Throughout the process, they've provided useful insights that have helped us understand and refine many complex business processes and have been timely in producing and updating project documents. The OIO team have been excellent partners throughout this process, and their assistance has been critical in helping the CBA complete the first stage of its Business Modernization Project." - Patti Bowers, Executive Officer, California Board of Accountancy

"The California Board of Accountancy (CBA) is undertaking a large Business Modernization Project, and the Organizational Improvement Office (OIO) has been an integral component. They made us feel very comfortable and took the time to explain every step to make sure we understood what was happening in each phase. Their entire team is knowledgeable, professional, and patient, and we appreciated the fact that when the OIO had to change one of its team members midway through the project, the new individual was able to come in and function as if he had been there from day one. They were also flexible and responsive adapting their project approach to meet changing workplace conditions. When the CBA had to quickly transition from an office to a virtual environment, the OIO quickly adapted their project plan to accommodate a virtual meeting environment. The CBA is extremely thankful that we have the opportunity to work with OIO." - Deanne Pearce, Assistant Executive Officer, California Board of Accountancy

Speech Language Pathology & Audiology & Hearing Aid Dispensers Board

"Working with the Organizational Improvement Office (OIO) has been a pleasure and their process mapping expertise has been not only critical to our Business Modernization Project but has been enlightening for both staff and management. The work with OIO is making our current processes more efficient and showing where we can make significant improvements in the future with the help of new technologies. We look forward to continuing our work with OIO to complete Stage 1 of the Business Modernization Project." - Paul Sanchez, Executive Officer, Speech-Language Pathology & Audiology & Hearing Aid Dispensers Board

Cemetery and Funeral Bureau

"The Cemetery and Funeral Bureau (CFB), in collaboration with the Department of Consumer Affairs, Office of Information Services (OIS), have been actively pursuing solutions to modernize business practices to better serve the consumer and its licensees. It is more important than ever for state entities to have the capability to offer online services to their stakeholders. The OIS BizMod team has been phenomenal in pursuing and supporting this project. First, supporting CFB to quickly and seamlessly complete process mapping documents and requirements. Next, the engagement and participation in market research demonstrations allowed CFB an interactive role with vendors and the ability to weigh all options to allow for an informed decision. As CFB is a small bureau, OIS has the specialists and resources necessary to handle a large IT project to transition from an antiquated legacy system to a paper-less online platform. It is time to move from paper based to "There's an App for That!" - Gina Sanchez, Bureau Chief, Cemetery and Funeral Bureau

Court Reporters Board

"The Court Reporters Board (CRB) is excited to have gained the ability to accept renewal payments by credit card. Throughout the development and implementation process, the Department of Consumer Affair's Office of Information Services (OIS) kept our office informed. Despite the challenges of working with a new vendor in the middle of the process, DCA OIS remained professional and courteous, answering any questions we had along the way." – Yvonne Fenner, Executive Officer, Court Reporters Board

Attachment 5 – Business Modernization 2020 Annual Report Timeline

Business/Organizational Change Management Activities

Dec 2019

- PFB Business Activities Completed.

Jan 2020

- CFB Business Activities Completed.

Mar 2020

- CSAC As-Is Process Maps Initiated.

- BOP Could-Be Process Maps Initiated.

Jun 2020

- Cohort 1 OCM Activities Initiated.

Aug 2020

- Cohort 1 Training Completed.

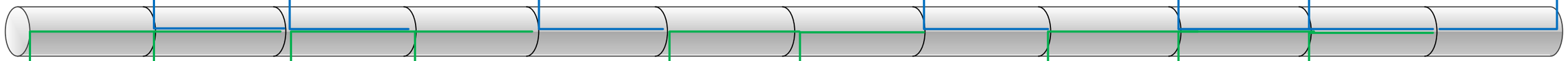
Sep 2020

- Cohort 1 MVP Go-Live and Post-Implementation Support Initiated.

- CBA Business Activities Completed.

Oct 2020

- SLPAHADB Business Activities Completed.



Nov 1, 2019

Oct 31, 2020

Nov 2019

- CAB/LATC Stage 1 Approved.

Dec 2019

- BOP Online Payment Portal Implemented.

Jan 2020

- Cohort 1 Stage 4 Approved.

- BHGS Stage 1 Approved.

- CFB Stage 1 Approved.

Feb 2020

- CSLB Delegated PAL Stages 2-4 Approved.

Apr 2020

- CSLB Online Sole Owner Renewal Implemented.

May 2020

- PFB Delegated PAL Stages 1-4 Approved.

Jul 2020

- CSLB Online Home Improvement Salesperson Renewal Implemented.

Aug 2020

- CRB Delegated PAL Stages 1-4 Approved.

- CRB Online Renewal Payment Implemented.

Sep 2020

- Cohort 1 MVP Implemented.

- BAR Stage 1 Approved.

Project and Project Approval Lifecycle (PAL) Activities

DCA Program		Complete Business Activities	Complete PAL Stage 1	Complete PAL Stage 2	Complete PAL Stage 3	Complete PAL Stage 4	First Major Software Release (i.e., MVP)	Project Completion
Acupuncture Board[1]								
	December 2017 Report	9/4/2018	3/15/2019	6/28/2019	9/24/2019	12/31/2019	1/7/2021	1/7/2022
	December 2018 Update	11/9/2018	3/15/2019	6/28/2019	9/24/2019	12/31/2019	1/7/2021	1/7/2022
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	7/1/2020	12/31/2020
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	7/1/2020	6/30/2021
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	7/1/2020	6/30/2021
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	7/15/2021
	Comments	Program has received additional expenditure authority in FY 2020/21 to continue project implementation.						
Board of Accountancy[1]								
	December 2017 Report	8/8/2019	12/31/2019	3/27/2020	6/23/2020	9/24/2020	9/1/2021	9/2/2022
	December 2018 Update	8/8/2020	12/13/2020	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	May 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	August 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	October 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	October 2020 Update	Complete	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	Comments							
Bureau of Automotive Repair[1]								
	2017 Report	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A	12/30/2022
	2018 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A	12/30/2022
	May 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A	12/30/2022
	August 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A	12/30/2022
	October 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A	12/30/2022
	October 2020 Update	Complete	Complete	10/30/2020	11/20/2020	1/11/2021	N/A	11/15/2021
	Comments							
Board of Chiropractic Examiners[1]								
	December 2017 Report	2/6/2018	9/12/2018	12/26/2018	3/22/2019	6/21/2019	7/1/2020	7/1/2021
	December 2018 Update	2/6/2018	9/12/2018	12/26/2018	3/22/2019	7/2/2019	7/14/2020	7/14/2021
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	7/1/2020	12/31/2020
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	7/1/2020	6/30/2021
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	7/1/2020	6/30/2021
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	7/15/2021
	Comments	Program has received additional expenditure authority in FY 2020/21 to continue project implementation.						

DCA Program		Complete Business Activities	Complete PAL Stage 1	Complete PAL Stage 2	Complete PAL Stage 3	Complete PAL Stage 4	First Major Software Release (i.e., MVP)	Project Completion
Bureau of Household Goods and Services[1]								
	December 2017 Report	6/30/2020	9/11/2020	1/11/2021	4/7/2021	7/13/2021	3/29/2023	3/28/2024
	December 2018 Update	1/10/2020	4/13/2020	7/27/2020	10/21/2020	4/16/2021	1/2/2023	1/2/2024
	May 2019 Update	1/10/2020	4/13/2020	7/27/2020	10/21/2020	4/16/2021	1/2/2023	1/2/2024
	August 2019 Update	8/31/2019	12/1/2019	3/1/2020	7/1/2020	10/1/2020	10/1/2021	4/1/2022
	October 2019 Update	Complete	12/1/2019	1/15/2020	5/15/2020	8/1/2020	4/1/2021	2/1/2022
	October 2020 Update	Complete	Complete	1/2/2021	5/31/2021	7/1/2021	1/10/2022	1/30/2023
	Comments	Program is pursuing completion of remaining PAL stages with other programs as a cohort.						
Board of Pharmacy[1]								
	December 2017 Report	10/13/2021	1/12/2022	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	December 2018 Update	10/31/2021	1/12/2022	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	May 2019 Update	10/31/2021	Complete	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	August 2019 Update	10/31/2021	Complete	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	October 2019 Update	10/31/2021	Complete	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	October 2020 Update	10/31/2021	Complete	5/4/2022	8/16/2022	11/29/2022	6/28/2024	7/1/2025
	Comments							
Board of Professional Engineers, Land Surveyors, and Geologists[1]								
	December 2017 Report	12/29/2017	2/1/2018	5/11/2018	8/6/2018	10/30/2018	11/1/2019	11/3/2020
	December 2018 Update	12/29/2017	2/1/2018	5/11/2018	8/6/2018	11/12/2018	11/13/2019	11/13/2020
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	7/1/2020	10/31/2020
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	7/1/2020	6/30/2021
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	7/1/2020	6/30/2021
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	7/15/2021
	Comments	Program has received additional expenditure authority in FY 2020/21 to continue project implementation.						
Bureau of Private Postsecondary Education[1]								
	December 2017 Report	1/10/2018	5/18/2018	9/18/2018	12/25/2018	7/2/2019	7/2/2020	7/5/2021
	December 2018 Update	1/10/2018	5/18/2018	9/18/2018	2/4/2019	7/2/2019	7/2/2020	7/5/2021
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	7/1/2020	12/31/2020
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	7/1/2020	6/30/2021
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	7/1/2020	6/30/2021
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	7/15/2021
	Comments	Program has received additional expenditure authority in FY 2020/21 to continue project implementation.						

DCA Program		Complete Business Activities	Complete PAL Stage 1	Complete PAL Stage 2	Complete PAL Stage 3	Complete PAL Stage 4	First Major Software Release (i.e., MVP)	Project Completion
Professional Fiduciaries Bureau								
	December 2017 Report	6/13/2018	1/11/2019	4/26/2019	7/23/2019	12/26/2019	1/4/2021	1/4/2022
	December 2018 Update	6/13/2018	TBD	TBD	TBD	TBD	TBD	TBD
	May 2019 Update	7/1/2019	8/31/2019	11/30/2019	2/28/2020	7/28/2020	8/1/2021	8/1/2022
	August 2019 Update	8/31/2019	8/31/2019	11/30/2019	2/28/2020	7/28/2020	8/1/2021	8/1/2022
	October 2019 Update	12/31/2019	Complete	1/15/2020	5/15/2020	8/1/2020	8/1/2021	8/1/2022
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	8/1/2021	8/1/2022
	Comments							
Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board[1]								
	December 2017 Report	11/1/2018	5/21/2019	9/3/2019	11/26/2019	3/9/2020	3/11/2021	3/14/2022
	December 2018 Update	9/28/2018	TBD	TBD	TBD	TBD	TBD	TBD
	May 2019 Update	6/1/2020	7/31/2020	11/30/2020	2/15/2021	6/15/2021	6/1/2022	6/1/2023
	August 2019 Update	6/1/2020	7/31/2020	11/30/2020	2/15/2021	6/15/2021	6/1/2022	6/1/2023
	October 2019 Update	6/1/2020	7/31/2020	11/30/2020	2/15/2021	6/15/2021	6/1/2022	6/1/2023
	October 2020 Update	Complete	10/30/2020	3/27/2021	6/23/2021	9/24/2021	9/1/2022	9/2/2023
	Comments							
California Architects Board/LATC[1]								
	December 2017 Report	6/30/2019	11/30/2018	10/21/2019	1/15/2020	4/6/2020	7/1/2021	7/1/2022
	December 2018 Update	10/16/2019	1/17/2020	5/1/2020	8/11/2020	11/3/2020	11/1/2021	11/1/2022
	May 2019 Update	10/16/2019	1/17/2020	5/1/2020	8/11/2020	11/3/2020	11/1/2021	11/1/2022
	August 2019 Update	Complete	12/1/2019	3/1/2020	7/1/2020	10/1/2020	10/1/2021	4/1/2022
	October 2019 Update	Complete	12/1/2019	1/15/2020	5/15/2020	8/1/2020	4/1/2021	2/1/2022
	October 2020 Update	Complete	Complete	1/2/2021	5/31/2021	7/1/2021	1/10/2022	1/30/2023
	Comments	Program is pursuing completion of remaining PAL stages with other programs as a cohort.						
California State Athletic Commission[1]								
	December 2017 Report	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	9/30/2022	10/2/2023
	December 2018 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	9/30/2022	10/2/2023
	May 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	9/30/2022	10/2/2023
	August 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	9/30/2022	10/2/2023
	October 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	9/30/2022	10/2/2023
	October 2020 Update	1/31/2021	10/1/2021	1/2/2022	5/15/2022	9/15/2022	9/15/2023	9/15/2024
	Comments							

DCA Program		Complete Business Activities	Complete PAL Stage 1	Complete PAL Stage 2	Complete PAL Stage 3	Complete PAL Stage 4	First Major Software Release (i.e., MVP)	Project Completion
Cemetery Funeral Bureau[1]								
	December 2017 Report	8/28/2019	1/28/2020	5/12/2020	3/17/2021	8/30/2021	9/1/2022	9/1/2023
	December 2018 Update	8/28/2019	1/28/2020	5/12/2020	9/7/2020	1/4/2021	1/6/2022	1/6/2023
	May 2019 Update	8/28/2019	1/28/2020	5/12/2020	9/7/2020	1/4/2021	1/6/2022	1/6/2023
	August 2019 Update	1/3/2020	5/1/2020	9/1/2020	1/2/2021	5/1/2021	5/1/2022	11/1/2022
	October 2019 Update	1/3/2020	12/15/2019	1/15/2020	5/15/2020	8/1/2020	4/1/2021	2/1/2022
	October 2020 Update	Complete	Complete	1/2/2021	5/3/2021	7/1/2021	1/10/2022	1/30/2023
	Comments	Program is pursuing completion of remaining PAL stages with other programs as a cohort.						
Court Reporters Board								
	December 2017 Report	11/6/2018	5/21/2019	8/30/2019	11/26/2019	2/28/2020	3/3/2021	3/4/2022
	December 2018 Update	2/26/2019	8/21/2019	11/29/2019	2/25/2020	6/1/2020	6/3/2021	6/6/2022
	May 2019 Update	Complete	8/21/2019	11/29/2019	2/25/2020	6/1/2020	6/3/2021	6/6/2022
	August 2019 Update	Complete	Complete	11/29/2019	2/25/2020	6/1/2020	6/3/2021	6/6/2022
	October 2019 Update	Complete	Complete	1/15/2020	5/15/2020	8/1/2020	4/1/2021	2/1/2022
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	1/27/2021
	Comments							
Contractors State License Board[1]								
	December 2017 Report	3/6/2020	9/11/2020	1/1/2021	4/19/2021	8/3/2021	1/20/2023	1/23/2024
	December 2018 Update	3/6/2020	9/11/2020	1/1/2021	4/19/2021	8/3/2021	1/20/2023	1/23/2024
	May 2019 Update	3/6/2020	9/11/2020	1/1/2021	4/19/2021	8/3/2021	1/20/2023	1/23/2024
	August 2019 Update	3/6/2020	9/11/2020	1/1/2021	4/19/2021	8/3/2021	1/20/2023	1/23/2024
	October 2019 Update	7/1/2020	1/2/2021	5/1/2021	9/1/2021	1/2/2022	1/20/2023	1/23/2024
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
Structural Pest Control Board[1]								
	December 2017 Report	10/15/2018	5/24/2019	9/6/2019	12/3/2019	12/26/2019	1/4/2021	1/4/2022
	December 2018 Update	10/15/2018	5/24/2019	9/6/2019	12/3/2019	12/26/2019	1/4/2021	1/4/2022
	May 2019 Update	Complete	5/24/2019	9/6/2019	12/3/2019	12/26/2019	1/4/2021	1/4/2022
	August 2019 Update	Complete	Complete	11/29/2019	2/25/2020	6/1/2020	1/4/2021	1/4/2022
	October 2019 Update	Complete	Complete	1/15/2020	5/15/2020	8/1/2020	4/1/2021	2/1/2022
	October 2020 Update	Complete	Complete	1/2/2021	5/31/2021	7/1/2021	1/10/2022	1/30/2023
	Comments	Program is pursuing completion of remaining PAL stages with other programs as a cohort.						

Footnote: 1. Timeline estimates may extend if Programs must request funding through the annual budgeting process or are denied requested funds.