



GAVIN NEWSOM, GOVERNOR  
BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY



# BUSINESS MODERNIZATION 2021 ANNUAL REPORT

Developed By:

STATE OF CALIFORNIA  
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# 1. Message from the Director

The Department of Consumer Affairs' (DCA) *Business Modernization 2021 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, financial readiness, and thorough project planning.

2021 posed many challenges with the ongoing COVID-19 pandemic. Restructuring business processes to continue high-quality levels of service while also planning or implementing a new technology solution is no small feat. Despite the challenges, many programs made good progress this year towards their modernization goals.

Among the most significant achievements to report since last year is the successful implementation of several additional phases of DCA's Business Modernization Cohort 1 (Cohort 1) project. Cohort 1 programs can now accept dozens of application types online, review and process consumer complaints, and inspect private postsecondary institutions in their new system. Further details on this Cohort's accomplishments are available later in this report. The successful collaboration and tremendous dedication of program and IT resources continue to be the foundation for Cohort 1's success.

Additionally, Business Modernization Cohort 2 (Cohort 2) has been formed and is in its third stage of four of the California Department of Technology Project Approval Lifecycle. Four programs have formed as Cohort 2 and are comprised of:

1. Bureau of Household Goods and Services
2. Cemetery and Funeral Bureau
3. California Architects Board/Landscape Architects Technical Committee
4. Structural Pest Control Board

Several other programs are also on the cusp of completing their planning efforts and transitioning into the implementation phase of their improved IT solutions in the next calendar year. California Board of Accountancy will pilot a project of smaller scope initially then transition to full scope project once the pilot is launched. The Bureau of Automotive Repair will launch a ten-month project in early February as part of their Business Modernization effort. Both updates are provided later in this report.

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, 2020 – October 31, 2021). 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 Department 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 three major software releases.

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 (CAB) combined their modernization efforts into the Cohort 1.

Cohort 2 has been formed and is in CDT's PAL stage three of four. Cohort 2 will utilize the same methodology embraced by the Cohort 1 project. The four programs are:

- Bureau of Household Goods and Services (BHGS)
- Cemetery and Funeral Bureau (CFB)
- California Board of Architects (CAB)/Landscape Architects Technical Committee (LATC)
- Structural Pest Control Board (SPCB)

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. Between

efforts associated with business modernization and the BreEZe system, 32 out of 36 DCA programs now have the ability to accept online submission and payment for renewal applications.

### 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, 2021).

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. Implementing an IT solution solely through a remote environment due to the challenges of the coronavirus pandemic had the potential to present many challenges. Instead, Cohort 1 continued implementation activities and other programs continued progress towards beginning implementation activities via remote working tools.

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:

- Provide a blueprint to the developer detailing the desired 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.
- Identify automation and process improvement opportunities.

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.<sup>1</sup>

### **As-Is Phase**

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

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



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.

### **Value Stream Analysis (VSA)**

The purpose of value-stream mapping of As-Is business processes is to identify and remove waste and barriers to productivity to increase efficiency. During this process, OIO engages staff in identifying three critical areas of efficiency: value added, business necessity, or non-value added. Tasks and activities that improve the product or service are considered to add value. An activity required by law, regulation, and/or policy is considered a business necessity. Tasks and activities that do not contribute to the product or the process are considered non-value added. VSA is an interactive process that involves both the SME and OIO staff and typically results in the discovery of operational 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 the BPELSG, the BPPE, the BCE, and the CAB. 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**

#### **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.

### **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.

### **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.

## **CAB**

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](http://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**

In 2020 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.

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>
<b>Stage 3—Project Procurement</b>	<b>Approved</b>
<b>Stage 4—Project Execution</b>	<b>Approved</b>
<b>Phase 1 Implementation</b>	<b>Completed – September 2020</b>
<b>Project Completion</b>	Targeted for Completion April 2022

## **5. Summary of System Development and Implementation**

Cohort 1's Phase 1 was implemented in September 2020. Since that time the project team implemented two other major software releases as well as dozens of stabilization or minor software releases to implement enhancements or system refinements, waivers due to the coronavirus, and fee changes. To date, the project team has implemented the following functionality for Cohort 1 programs:

- Online application and license maintenance services (e.g. address changes) for 35 license types across the four Cohort 1 programs. This includes exam, initial license, and renewal application types.
- An online consumer complaint form and back office investigation process for three of the four Cohort 1 programs.
- School inspection functionality for BPPE.
- Conversion of all enforcement and inspection data for BPPE.

Applicants and licensees have heavily utilized these online services. As of August 2021, less than a year after the implementation of the first major software release for Cohort 1, the system had already accepted over 9,500 online applications and processed over \$7.3 million in revenue.

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 software releases, including requirements and design documentation, facilitation and execution of user acceptance testing, and direct end user support. The project is currently in the development phase of its last major software release before transitioning into a maintenance and operations phase. The project is trending towards being delivered within its approved budget. During the project the need to allocate development resources to refinements of functionality and changes due to statute, regulation, or the coronavirus pandemic was greater than anticipated during the planning stage. This has resulted in an anticipated extension of the project schedule to early 2022 complete the last remaining project scope, which includes additional online applications types, conversion of BPPE licensing data, and additional back office enforcement functionality.

DCA's OIO provided change management assistance by reviewing and approving the training materials, assisting with 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. Business Modernization Cohort 2 (Cohort 2)**

### **1. Cohort 2 Project**

Cohort 2 is comprised of BHGS, CFB, CAB/LATC and SPCB. 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. This is a similar technology path as Cohort 1.

### **2. Programs' Background and Context**

#### **BHGS**

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.

#### **CFB**

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.

### **CAB and LATC**

CAB protects the health, safety, and welfare of the public through the regulation of the practice of architecture in California. 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.

### **SPCB**

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.

## **3. Summary of Business Activities**

BHGS, SPCB and CAB/LATC programs completed all business activities in the 2019 reporting period. CFB completed all business activities in the 2020 reporting period. For a listing of individual program business activity deliverables, refer to the 2019 and 2020 DCA Business Modernization Plan Annual Report.

([https://www.dca.ca.gov/publications/business\\_modernization\\_plan2019.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf))  
[https://www.dca.ca.gov/publications/business\\_modernization\\_plan2020.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2020.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 Cohort 2 continues planning and transitions into project implementation activities upon project and budgetary approval.

#### 4. Summary of PAL Activities and Timelines

Before the four programs formed a cohort, each program separately completed the first stage of PAL. CDT approved individual PAL Stage 1 for all four programs. Stage 2 was the first stage completed as Cohort 2. During Stage 3 of the PAL, Cohort 2 has completed all draft solicitation documentation to contract with a qualified system integrator who can successfully develop and implement the software solution selected. Draft solicitation documents completed include:

- Request for Proposal
- Statement of Work
- Solution Requirements

Cohort 2 continues to draft additional project artifacts such as, project plans, schedules, and ancillary procurement documentation in preparation for additional planning activities and the beginning of the implementation phase in early 2022.

As part of the 2020 Budget Act, the Legislature approved Cohort 2's project implementation Budget Change Proposal (BCP) requesting funds to begin project activities in fiscal year 2021-22 as well as eight positions. Recruitment will be completed for:

- Four ITS I position
- One ITS II position
- One LATC AGPA position
- One BHGS Staff Services Analyst (SSA) position
- One BHGS Office Technician (OT) position

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>
<b>Stage 3—Project Procurement</b>	<b>Targeted for Completion October 2021</b>
<b>Stage 4—Project Execution</b>	<b>Targeted for Completion February 2022</b>
<b>Phase 1 Implementation</b>	<b>Targeted for Completion September 2022</b>



PAL Stage	Timeline
Project Completion	Targeted for Completion September 2023

## 6. 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](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.

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>
<b>Stage 3—Project Procurement</b>	<b>Approved</b>
<b>Stage 4—Project Execution</b>	<b>Approved</b>
<b>Phase I Implementation</b>	<b>Completed – August 2020</b>
<b>Project Completion</b>	<b>Completed – February 2021</b>

#### **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 2021, there were over 1,500 online renewal transactions.

The second phase of CRB's business modernization effort was implemented January 2021. This phase included the development of a monthly report that displays the number of online renewals processed and the number of licenses pending.

## **7. CA State Board of Pharmacy (CSBP)**

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

CSBP 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. CSBP oversees those who dispense, store, ship, and handle prescription drugs and devices to patients and practitioners in California. CSBP 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 August 2021, CSBP and OIO resources have identified 73 As-Is process maps and completed 72. Currently, 73 Could-Be processes have been identified and 38 have been completed. The functional requirements will be approved in December 2021.

The current inventory of CSBP'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
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/Professional Director	Y	12	Change of PIC/DRIC/RMG/CRP/Professional Director	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	Discontinuance of Business	Y	16	Discontinuance 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 and Duplicate License	Y	24	Replacement and Duplicate License	Y
25	License Verifications	Y	25	License Verifications	N
26	Clinic Colocation	Y	26	Clinic Colocation	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	Y	30	Probation Monitoring	N
31	Appeal Formal Decision	Y	31	Appeal Formal 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	Desk Investigation	Y	35	Desk Investigation	N
36	Supervisor Investigation Review	Y	36	Supervisor Investigation Review	N
37	Set to Suspend	Y	37	Set to Suspend	N
38	Petitions - Reinstatement, Early term and Reduction of Penalty	Y	38	Petitions - Reinstatement, Early term and Reduction of Penalty	N
39	Cost Recovery	Y	39	Cost Recovery	N
40	Fingerprint Exception Report	Y	40	Fingerprint Exception Report	N
41	Formal Discipline	Y	41	Formal Discipline	N
42	Reporting Requirement Monitoring	N	42	Reporting Requirement Monitoring	N
43	Multiple Respondents to Multiple Outcomes	Y	43	Multiple Respondents to Multiple Outcomes	N
44	Initial Application - Individual Pharmacists Only	Y	44	Initial Application - Individual Pharmacists Only	N
45	Enforcement Review - Individual	Y	45	Enforcement Review - Individual	Y
46	Principal Creation Review & Assessment	Y	46	Principal Creation Review & Assessment	Y
47	Application Denial	Y	47	Application Denial	N
48	Initial Application - Facility w Inspection	Y	48	Initial Application - Facility w Inspection	Y
49	Set to Cancel	Y	49	Set to Cancel	N
50	Initial Application - Facility Temporary to Full	Y	50	Initial Application - Facility Temporary to Full	N
51	Cashiering - Facility	Y	51	Cashiering - Facility	Y
52	Cashiering - Individual Renewals	Y	52	Cashiering - Individual Renewals	N
53	Facility Renewals Inspection Needed	Y	53	Facility Renewals Inspection Needed	Y
54	Cashiering - Facility Renewals No Inspection	Y	54	Cashiering - Facility Renewals No Inspection	Y
55	Refer for Psychological Evaluation	Y	55	Refer for Psychological Evaluation	Y

56	Enforcement Review - Facility	Y	56	Enforcement Review - Facility	Y
57	Complaint Investigation Inspections	Y	57	Complaint Investigation Inspections	Y
58	ADDS Initial Application and Issuance - Manual	Y	58	ADDS Initial Application and Issuance - Manual	Y
59	Intern Pharmacist Request for Extension	Y	59	Intern Pharmacist Request for Extension	Y
60	Change of License Type	Y	60	Change of License Type	Y
61	Cashiering - Headquarter Renewals	Y	61	Cashiering - Headquarter Renewals	Y
62	CE Audit	Y	62	CE Audit	Y
63	Bond Creation	Y	63	Bond Creation	Y
64	Trial Balance	Y	64	Trial Balance	Y
65	Revenue Transfer	Y	65	Revenue Transfer	Y
66	Dishonored Checks	Y	66	Dishonored Checks	N
67	Beneficiary Transfer	Y	67	Beneficiary Transfer	N
68	Return Payments	Y	68	Return Payments	N
69	ADDS Initial Application and Issuance - System	Y	69	ADDS Initial Application and Issuance - System	N
70	Bond Cancelation	Y	70	Bond Cancelation	N
71	Cashiering/Refund - Money in Lieu of Bond	Y	71	Cashiering/Refund - Money in Lieu of Bond	N
72	Reasonable Accommodations for CPJE	Y	72	Reasonable Accommodations for CPJE	N
73	Issue Pharmacist Wall License Certificate	Y	73	Issue Pharmacist Wall License Certificate	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 CSBP plans and transitions into project implementation activities upon project and budgetary approval.

### 3. Summary of PAL Activities and Timelines

PAL Stage	Timeline
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	Targeted for Completion September 2022
<b>Stage 3—Project Procurement</b>	Targeted for Completion December 2022
<b>Stage 4—Project Execution</b>	Targeted for Completion March 2023
<b>Phase 1 Implementation*</b>	Targeted for Completion June 2024
<b>Project Completion*</b>	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.	

CSBP's resource availability was greatly impacted by the COVID-19 pandemic as many staff had to pivot from business modernization planning to address a number of COVID-19 related tasks. Because of this, several of the planning milestones originally targeted for completion will be adjusted and CSBP will be re-confirming the scope of their modernization effort to align with staffing and financial resource availability.

In the interim, CSBP will continue to look for interim measures to increase the availability of online application submission and credit card payment. CSBP implemented an online payment portal in December of 2019, to allow applicants (Pharmacy Technicians, Registered Pharmacists, Advanced Practice Pharmacists, and Designated Representatives) who passed their exam to pay their initial licensing fee. This online payment portal has resulted in a reduction in application processing time from an average of over 20 days to less than 3 days.

## 8. 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 August 2021, CBA and OIO resources have completed 89 As-Is process maps, 90 Could-Be process maps, and 341 functional requirements.

CBA completed all business activities in the 2020 reporting period. For a listing of CBA's program business activity deliverables, refer to the 2020 DCA Business Modernization Plan Annual Report

[https://www.dca.ca.gov/publications/business\\_modernization\\_plan2020.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2020.pdf).

### 3. Summary of PAL Activities and Timeline

PAL Stage	Timeline
Stage 1—Business Analysis	Approved
Stage 2—Project Alternatives	Targeted for Completion January 2022
Stage 3—Project Procurement	Targeted for Completion April 2022
Stage 4—Project Execution	Targeted for Completion August 2022
Phase 1 Implementation*	Targeted for Completion August 2023
Project Completion*	Targeted for Completion August 2024



PAL Stage	Timeline
*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.	

#### **4. Summary of Delegated PAL Activities and Timelines**

CBA will launch a software pilot as part of its Stage 2 market research activities. This will allow CBA to evaluate whether the implementation and software path Cohorts 1 and 2 selected will be suitable for CBA's business needs. CBA currently anticipates a longer project duration as this will allow for a less aggressive project timeframe for staff and will ensure CBA's fund condition will remain in a healthy state. The non-delegated project duration will be approximately three years. During the three years' time period several iterations of functionality will be released to allow additional public facing functionality to be available. This incremental approach, which has worked successfully for other DCA programs, will allow CBA to improve services while limiting impact to CBA's fund condition. The software pilot is scheduled to begin in October 2021 and conclude in February 2022. Subsequent to the pilot, CBA will then complete PAL Stages 3 and 4.

## **9. 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 completed all business activities in the 2020 reporting period. For a listing of CSLB's business activity deliverables, refer to the 2020 DCA Business Modernization Plan Annual Report ([https://www.dca.ca.gov/publications/business\\_modernization\\_plan2020.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2020.pdf)).

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

### **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 utilized existing redirected resources for implementation.

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>
<b>Stage 3—Project Procurement</b>	<b>Approved</b>
<b>Stage 4—Project Execution</b>	<b>Approved</b>
<b>Phase 1 Implementation</b>	<b>Completed – April 2020</b>
<b>Project Completion</b>	<b>Completed – July 2020</b>

#### **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 project was completed July 2020. The following volume of online renewals processed during the last reporting period are as follows:

- Original Sole Owners: Over 19,270 (April 2020-October 2020)
- Home Improvement Salesperson: Over 1,130 (July 2020-October 2020)

## **10. 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](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**

BAR has worked diligently with DCA to leverage strategic investments made by Cohort 1 and incorporate lessons learned. BAR continues to work through the PAL and does not anticipate any major changes to cost, scope, or schedule at this time. BAR received the approval of the Stage 2 Alternatives Analysis on May 25, 2021 and submitted the Stage 3 Solution Development to CDT on July 13, 2021. A permanent state Project Manager came onboard on May 24, 2021. Work continues on the development of Stage 4 artifacts and the completion of project management documentation.

PAL Stage	Timeline
Stage 1—Business Analysis	Approved
Stage 2—Project Alternatives	Approved
Stage 3—Project Procurement	Approved
Stage 4—Project Execution	Targeted for Completion February 2022
Project Completion*	Targeted for Completion December 2022
*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.	

## 11. 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 and renews licenses, and imposes disciplinary actions, when necessary.

### 2. Summary of Business Activities

SLPAHADB completed all business activities in December 2020. For a listing of SLPAHADB's program business activity deliverables, refer to the 2020 DCA Business Modernization Plan Annual Report [https://www.dca.ca.gov/publications/business\\_modernization\\_plan2020.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2020.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 SLPAHADB plans and transitions into project implementation activities.

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

In July 2021, during SLPAHADB's evaluation of their fund condition, it was determined that their business modernization would be best met through technology solutions that are currently available within the DCA portfolio. PAL activities will be modified to meet the SLPAHADB's fund condition.

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>
<b>Stage 3—Project Procurement</b>	Targeted for December 2021
<b>Stage 4—Project Execution</b>	Targeted for January 2022
<b>Phase 1 Implementation*</b>	Targeted for April 2022
<b>Project Completion*</b>	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.	

## **12. 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 August 2021, CSAC and OIO resources completed 30 As-Is process maps, 30 Could-Be process maps, and 268 functional requirements.

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

	<b>As-Is Processes</b>		<b>Could-Be Processes</b>
1	Issue License - Promoter	1	Issue License - Promoter
2	Issue License - Manager	2	Issue License - Manager
3	Issue License - Judges, Referee, Timekeeper	3	Issue License - Judges, Referee, Timekeeper
4	Issue License - Professional trainer	4	Issue License - Professional trainer
5	Issue License - Seconds (Chief Seconds)	5	Issue License - Seconds (Chief Seconds)
6	Issue License – Matchmaker Assistant	6	Issue License – Matchmaker Assistant
7	License Renewal	7	License Renewal
8	Global/MMA Identification Cards	8	Global/MMA Identification Cards
9	Renewal of Global/MMA Identification Cards	9	Renewal of Global/MMA Identification Cards
10	Duplicate Global/MMA Cards	10	Duplicate Global/MMA Cards
11	Contract Tracking (Manager and Fighting Contract)	11	Contract Tracking (Manager and Fighting Contract)
12	Request to Hold Event	12	Request to Hold Event
13	Event Tracking	13	Event Tracking
14	Appeals	14	Appeals
15	Weight Cutting	15	Weight Cutting
16	Formal Discipline	16	Formal Discipline
17	Drug Testing	17	Drug Testing
18	Subpoena Tracking	18	Subpoena Tracking
19	Arbitration Cases	19	Arbitration Cases
20	Complaint intake	20	Complaint intake
21	Cashiering	21	Cashiering
22	License Certification or Verification	22	License Certification or Verification
23	PRA	23	PRA
24	Refunds	24	Refunds
25	Dishonored checks	25	Dishonored checks
26	Ticket Printers	26	Ticket Printers
27	Certification of Ringside Physicians	27	Certification of Ringside Physicians

	<b>As-Is Processes</b>		<b>Could-Be Processes</b>
28	Event Results and Medical Suspensions	28	Event Results and Medical Suspensions
29	Clearing Medical Suspension	29	Clearing Medical Suspension
30	Appeal of License Denial	30	Appeal of License Denial

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**

During the COVID-19 pandemic, CSAC's revenues have been disproportionately affected much more than other programs. When there is a state of emergency similar to the COVID-19 pandemic and combat sporting events are cancelled or restricted in California, the main source of funding for CSAC is greatly impacted. During the COVID-19 pandemic, CSAC recognized a decrease in revenue of approximately 85%. CSAC believes it will take approximately three to four years to return its fund condition to the pre-pandemic state.

These fiscal realities have a direct relationship to CSAC's ability to pursue business modernization and to what scale. This has resulted in a necessary re-planning of the scope of the CSAC business modernization initiative. Updated dates to allow time for this re-planning are provided below.

In parallel to this re-planning effort, CSAC plans to work with DCA to enable the ability to pay online for one or more common applications as an interim solution to a larger modernization effort.

<b>PAL Stage</b>	<b>Timeline</b>
<b>Stage 1—Business Analysis</b>	Targeted for Completion May 2022
<b>Stage 2—Project Alternatives</b>	Targeted for Completion September 2022
<b>Stage 3—Project Procurement</b>	Targeted for Completion May 2023
<b>Stage 4—Project Execution</b>	Targeted for Completion September 2023
<b>Phase 1 Implementation*</b>	Targeted for Completion September 2024

PAL Stage	Timeline
<b>Project Completion*</b>	Targeted for Completion September 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.	

## 13. 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

PFB completed all business activities in the 2020 reporting period. For a listing of PFB's program business activity deliverables, refer to the 2020 DCA Business Modernization Plan Annual Report

[https://www.dca.ca.gov/publications/business\\_modernization\\_plan2020.pdf](https://www.dca.ca.gov/publications/business_modernization_plan2020.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 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. Due to variables that are outside the Bureau's control, which may increase the Bureau's cost and effect its ability to maintain solvency, the timing of implementing a new IT system has been modified.

PAL Stage	Timeline
<b>Stage 1—Business Analysis</b>	<b>Approved</b>
<b>Stage 2—Project Alternatives</b>	<b>Approved</b>



PAL Stage	Timeline
<b>Stage 3—Project Procurement*</b>	<b>Approved</b>
<b>Stage 4—Project Execution*</b>	<b>Approved</b>
<b>Phase 1 Implementation</b>	Targeted for Completion October 2022
<b>Project Completion</b>	Targeted for Completion June 2023
*Internal software applications are being extended and there are no new major procurements.	