



CALIFORNIA DEPARTMENT OF
CONSUMER
A F F A I R S

BUSINESS MODERNIZATION 2025 ANNUAL REPORT

Developed By:

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

December 2025

Table of Contents

1. Message from the Director	3
2. Executive Summary	4
3. Overview of Information	4
4. Business Modernization Cohort 1 (Cohort 1)	8
5. Business Modernization Cohort 2 (Cohort 2)	11
6. Court Reporters Board (CRB)	15
7. CA State Board of Pharmacy (CSBP).....	17
8. California Board of Accountancy (CBA)	18
9. Contractors State Licensing Board (CSLB)	20
10. Bureau of Automotive Repair (BAR).....	22
11. Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board (SLPAHADB)	24
12. California State Athletic Commission (CSAC)	26
13. Professional Fiduciaries Bureau (PFB)	27

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 2025 Annual Report Timeline

Attachment 6 - Business Modernization Summary Status

1. Message from the Director

The Department of Consumer Affairs' (DCA or Department) *Business Modernization 2025 Annual Report* is an opportunity for all DCA boards, bureaus, committees, and commission (programs) engaged in the Business Modernization Initiative to showcase progress in improving services to 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.

The most significant achievements since last year include the successful implementation of DCA's Business Modernization Cohort 2 (Cohort 2) project. Cohort 2 programs can now accept application types online and review and process consumer complaints. The successful collaboration and tremendous dedication of program and IT resources continue to be the foundation for Cohort 2's success during maintenance and operation.

During this reporting period, the California State Board of Pharmacy (CSBP) submitted Stage 2 of the California Department of Technology's (CDT) Project Approval Lifecycle. Stage 2 received conditional approval on December 2, 2025.

In October 2025, the Bureau of Automotive Repair (BAR) implemented a minimum viable product to support renewals for Vehicle Safety Systems Inspection Stations.

Additional information on the Business Modernization efforts for Cohort 2, CSBP, and BAR can be found 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, 2024 – October 31, 2025). 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 (OCM) 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 is in the final wave of Business Modernization efforts for the remaining programs and will continue to assess opportunities to improve services via implementation of low-risk, high-reward complementary technology solutions. The Department will continue to investigate and implement these solutions for programs when prudent.

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 laws and regulations. This annual report provides each participating program's major business modernization accomplishments over the past 12 months.

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 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 IT solutions through remote environments has become standard practice. OIO continues to utilize remote collaboration tools to support implementation activities for current and future projects, while conducting in-person sessions when necessary.

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 and GenAI Project Delivery 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 there are no budget constraints, the OIO staff can establish estimated project due dates and phase milestones.

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 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 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.¹

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 program 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 program for final sign-off.

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.

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:

1. Stage 1—Business Analysis offers the program an opportunity to state its high-level business objectives.
2. Stage 2 (Alternatives Analysis) includes market research and initial cost analysis for a proposed IT solution.
3. 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.
4. 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 was comprised of the Board of Professional Engineers, Land Surveyors and Geologists (BPELSG), the Bureau of Private Postsecondary Education (BPPE), the Board of Chiropractic Examiners (BCE), and the California Acupuncture Board (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

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 of 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.

California Acupuncture Board (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).

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 successfully implemented the software solution that best fit 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	Completed – June 2022

5. Summary of System Development and Implementation

Cohort 1's Phase 1 was implemented in September 2020. Following Phase 1 were major software releases, dozens of stabilizations with minor software releases to implement enhancements and system refinements. Phase 4, the last significant release, was deployed June 2022. The project phase officially concluded June 8, 2022, with a minor release to address a few minimal outstanding defects. 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.
- Student Tuition Recovery Fund (STRF) online application for BPPE.
- Continuing Education module for CAB.

Applicants and licensees have heavily utilized these online services. On June 8, 2022, the end of the project phase, the system had already accepted over 79,000 online applications and processed over \$17.4 million in revenue transactions. By October 31, 2025, the system has processed 350,448 online applications and processed over \$82.7 million in revenue transactions.

Leading the success of Cohort 1's completion was its Executive Steering Committee (ESC) that met throughout the project 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 completed the development phase of its last major software release in April 2022, and in June 2022 transitioned into a maintenance and operations phase. The project was delivered within its approved budget.

DCA's OIO provided change management assistance by reviewing and approving the training materials, assisted with user acceptance testing, collaborated with the boards on design changes, assisted with the delivery of virtual training, and planned for the provision of on-site support. Throughout the project, OIO 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 was comprised of the Bureau of Household Goods and Services (BHGS), Cemetery and Funeral Bureau (CFB), California Architects Board (CAB), Landscape Architects Technical Committee (LATC) and Structural Pest Control Board (SPCB). Collectively, all five 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 the same technology path as Cohort 1 and the Board of Accountancy.

2. Programs' Background and Context

Bureau of Household Goods and Services (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.

Cemetery and Funeral Bureau (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.

California Architects Board (CAB) and Landscape Architects Technical Committee (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 23,000 licensed architects and candidates 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.

Structural Pest Control Board (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 at https://www.dca.ca.gov/publications/business_modernization_plan2019.pdf and https://www.dca.ca.gov/publications/business_modernization_plan2020.pdf.

DCA and program staff utilized business activity artifacts as a foundation to complete project-related activities. These process flows and requirements helped drive the functionality which was developed in the new system.

In March 2022, SPCB requested their Wood Destroying Organism (WDO) processes be added to the scope of the project. OIO mapped the WDO As-Is processes, the Could-Be processes, and the functional requirements to support this addition. OIO also updated the overall functional requirements list to include changes made as a result of this addition. SPCB withheld placing WDO into production in lieu of adding functional requirements to ensure this was an optimal modernized system for their licensees. WDO is expected to be in for production November 2025.

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 4 of the PAL, Cohort 2 evaluated responses to the solicitation for system implementation services and negotiated with the highest scoring bidder. As a result, the Cohort selected the bidder with the highest score and best value interest to the State and its stakeholders.

Cohort 2 was approved for its fourth and final stage of the PAL in May of 2022. The following ancillary contracts were awarded to support the projects and were instrumental to the project's success.

- Project Management Consulting Services
- Independent Verification and Validation Services
- Data Conversion Services

As part of the 2023 Budget Act, the Legislature approved Cohort 2's project implementation Budget Change Proposal (BCP) requesting funds to continue project activities in Fiscal Year 2023-24.

PAL Stage	Timeline
Stage 1—Business Analysis	Approved
Stage 2—Project Alternatives	Approved

PAL Stage	Timeline
Stage 3—Project Procurement	Approved
Stage 4—Project Execution	Approved
Phase 1 Implementation	Completed – May 2023
Phase 2 Implementation	Completed – May 2024
Phase 3 Implementation	Completed – September 2024
Project Completion	Completed – November 2024

5. Summary of System Development and Implementation

Cohort 2's Phase 2 was released May 2024, Phase 3 was released September 2024, and the final phase of delivery was November 2024.

The project team implemented the following functionality for Cohort 2 programs:

- Online application services for 18 license types. This includes exam requests, initial license applications and renewals across the four Cohort 2 programs.
- Credit Card functionality.
- Multiple back-office workflows
 - Cashiering
 - Application intake, review, deficiency, and approval
 - Organizational search
 - License linking
 - Reciprocity applications
- Conversion of Household Movers data from California Public Utilities Commission (CPUC) to BHGS
- Online deficiency remediation
- Online license search
- Transfer applications
- Interface with external partners
 - Department of Justice
 - Exam partners

- Real-time email and text message functionality

Since the release of Phase 1, between May 2023 through October 2025, Cohort 2's applicants and licensees have heavily utilized the online services. The system has processed 62,495 online applications and processed over \$15.1 million in revenue transactions.

DCA's OIO provided change management assistance by reviewing and approving the training materials, assisted with phase releases, assisted with the delivery of virtual training, and planned for the provision of online support. Throughout the project, OIO continued to support the emotional connection developed by the programs during previous re-engineering activities.

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 at 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.

In August 2022, CRB requested that OIO capture a new license type for Firm Registration. OIO mapped the new process in October 2022, including Could-Be maps and updated functional requirements.

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 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	Completed – February 2021

4. Summary of 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
- Provide post Go-Live support activities.

Upon system implementation, CRB licensees began using the system immediately. Since implementation in August 2020 through October 2025, the system has processed 9,748 online renewal transactions and processed over \$1.9 million in revenue 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. Formal business modernization activities were completed in February 2021.

CRB continues to find opportunities for modernization and recently leveraged the Technical Modernization Fund (TMF) through the California Department of Technology (CDT) to modernize their entire business process.

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

CSBP completed all business activities in October 2023. For a listing of CSBP's business activity deliverables, refer to the 2022 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2022.pdf).

The project was restarted in 2024 and required re-approval from CDT. DCA and program staff revised the business requirements to align with updated project objectives. The updated business artifacts are being utilized to complete 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.

After restarting the project in June 2024, Stage 1 approval was received by CDT in December 2024. During Stage 2 of PAL activities, CSBP conducted extensive market research and analysis. The market research showed that a robust set of products was available, and many of them were built to support CSBP's requirements. To ensure the software was well suited to the CSBP's purpose, DCA conducted

demonstrations of customized solutions. These system demonstrations indicate a robust marketplace exists for solutions that can meet the needs of CSBP for an improved initial licensing and renewal system. OIS has confirmed these solutions can be implemented via an agile methodology. A Cloud - Hosted Software as a Service solution, which will be available via a leveraged procurement agreement, is the best solution.

3. Summary of PAL Activities and Timelines

PAL Stage	Timeline
Stage 1—Business Analysis	
Stage 2—Project Alternatives	Conditional Approval
Stage 3—Project Procurement	Targeted for Completion October 2026
Stage 4—Project Execution	Targeted for Completion January 2027
Phase 1 Implementation*	Targeted for Completion December 2027
Project Completion*	Targeted for Completion December 2029
*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.	

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 115,000 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 at 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	Approved
Stage 3—Project Procurement	Approved
Stage 4—Project Execution	Approved
Phase 1 Implementation*	Completed – March 2023
Project Completion*	Completed – November 2023

4. Summary of System Development and Implementation

CBA launched a pilot project in April 2022 that was part of its Stage 2 market research activities. The pilot delivered functionality for online renewals and an online complaint form. The successful pilot paved the path for CBA's formal delegated

business modernization project. The project completed in November 2023 implementing the following deliverables:

- Public facing functionality that serves 89,000 Certified Public Accountants.
- Online renewals with electronic payments functionality. To date CBA has processed over 150,041 online renewals and processed over \$45.6 million in revenue transactions.
- Online complaint form functionality. To date CBA has received approximately 2,311 online complaints from stakeholders.

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. As of this reporting period, CSLB now licenses and regulates contractors in 46 classifications, an increase of 2 classifications, that constitute the construction industry. Subsequently, there are approximately 315,000 licensed contractors and home improvement salespersons, a 5% increase from the prior reporting period.

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 at 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 could 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.

PAL Stage	Timeline
Stage 1—Business Analysis	Approved
Stage 2—Project Alternatives	Approved

PAL Stage	Timeline
Stage 3—Project Procurement	Approved
Stage 4—Project Execution	Approved
Phase 1 Implementation	Completed – April 2020
Project Completion	Completed – July 2020

4. Summary of 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 and between the July implementation and October 2020, the volume of online renewals was:

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

CSLB expanded the renewal policy for Sole Owners (sole proprietors), and it now includes corporations with one qualifier. The license name was updated to Single Qualifier and this change was implemented into the online renewals system. This change has contributed to an increase in renewals as noted below:

- 2021 Single Qualifier Renewals - 40,757
- 2022 Single Qualifier Renewals - 62,570
- 2023 Single Qualifier Renewals – 65,781
- 2024 Single Qualifier Renewals – 68,551

- 2025 Single Qualifier Renewals – 81,335

The online renewal process for Home Improvement Salesperson (HIS) remains the same as when implemented, however, the volume continues to increase as noted below:

- 2021 HIS Renewals – 4,657
- 2022 HIS Renewals – 4,666
- 2023 HIS Renewals – 5,013
- 2024 HIS Renewals – 5,498
- 2025 HIS Renewals – 7,025

The DCA and CSLB continue to improve business process and stakeholder needs as they arise.

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 at 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.

In June 2022, BAR requested OIO's services to conduct an Organizational Change Management (OCM) workshop in November to ensure change readiness in preparation for system implementation. To assist OIO in tailoring the workshop to better suit BAR's needs, BAR developed a survey, which they provided to OIO for review. BAR plans to provide OIO with the survey results to help guide the OCM discussion in November of 2022.

3. Summary of PAL Activities and Timeline

BAR has worked diligently with DCA to leverage strategic investments made by DCA Cohort 1 and incorporate lessons learned. BAR received the approval of the Stage 2 Alternatives Analysis on May 25, 2021, and approval of Stage 3 Solution Development on December 23, 2021. Because the BAR project team has experienced resources, conducted extensive planning, and has a track record of successful projects, CDT approved Stage 4 Project Readiness and a Project Delegation Request on April 25, 2022.

After selecting the platform, BAR worked extensively with an approved DGS Software Licensing Program partner to implement the solution. On May 1, 2023, BAR ceased implementation efforts on the platform and pivoted to another solution already successfully implemented within the DCA community. BAR submitted a Special Project Report (SPR) for schedule variance, which was approved on August 30, 2023. The project delegation remained in place. BAR worked diligently with DCA in late 2023 to finalize procurement of the platform and implementation services needed to complete the project.

PAL Stage	Timeline
Stage 1—Business Analysis	Approved
Stage 2—Project Alternatives	Approved
Stage 3—Project Procurement	Approved
Stage 4—Project Execution	Approved
Project Completion	Completed – October 2024

4. Summary of System Development and Implementation

BAR and DCA worked with the selected contractor (JB SA) to deploy a Minimum Viable Product (MVP) focused on licensing and external facing functionality in January 2024. Additional major releases were deployed in May, August, and October 2024. As of Release 4, all of BAR's initial applications are available online. Payments can be made online and application deficiencies can be handled through the platform instead of through a slow and error-prone paper process.

Renewals are currently available online, but BAR implemented an MVP product in October 2025 to support renewals for Vehicle Safety Systems Inspection Stations. Renewals for additional license types will be moved from the current online platform to the SimpliGov platform in early 2026.

Overall, BAR is pleased with the overall quality of the solution. The SimpliGov platform is extremely mature, and capable of delivering both publicly facing and backend workflows very quickly. The team continues to refine production support processes and work collaboratively to establish a framework for continuous improvement. The Enforcement and Licensing Modernization (ELM) project includes a total of 76 high-level business requirements. As of the deployment of Release 4, 76 of 76 requirements (100% of the total) have been delivered and validated. Adoption of the online platform has exceeded BAR's expectations.

Despite resource challenges, BAR programs remained actively engaged and committed to supporting project goals and objectives. The project was formally closed out on October 31, 2024.

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 at 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 Delegated 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. SLPAHADB was also selected to participate in CDT's Technology Modernization Fund (TMF) program, which

funded vendor resources for the project. Delegated PAL activities were modified and approved on August 26, 2022.

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*	MVP – February 2023
Project Completion*	Completed – May 2023

4. Summary of System Development and Implementation

The SLPAHADB project was completed and executed within the planned schedule and budget, and the scope was enhanced to exceed the Board's expectations. The application process went from 100% paper application, with checks/money orders, mail submission, and duplicative data entry to a 100 percent paperless process. The project delivered 29 online applications, with credit card payments, electronic signatures, email notification of deficiencies, and an online display of application statuses. The applicant process timeline is faster and more efficient for both the constituents and staff as it now eliminates the need for staff data entry, manual check payment processing, waiting on the mail to communicate and fulfil deficiencies, and transferring application status inquiries from phone calls to a self-serve online look up.

This project was a crucial success for the SLPAHADB by delivering a solution that modernized the application process for constituents and delivering many process improvements and standardizations that will significantly increase staff efficiencies and timeframes for issuing licenses.

SLPAHADB project achievements to date include the following:

- Overall 73 percent reduction in overall application processing timeframes.
- Average increase in application processing capacity of 34 percent per year due to reduced staff time processing each application.
- 12,927 professionals were licensed from application through completion between February 2023 and October 2025.

As SLPAHADB is in full maintenance and operations, they continue outreach to constituents and stakeholder of the modernized application process, and they expect additional efficiencies to increase.

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

CSAC completed all business activities in the 2022 reporting period. For a listing of CSAC's business activity deliverables, refer to the 2022 DCA Business Modernization Plan Annual Report (https://www.dca.ca.gov/publications/business_modernization_plan2022.pdf).

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

DCA and program staff will utilize business activity artifacts while completing PAL-related activities. These process flows and requirements will be foundational as CSAC plans and transitions.

3. Summary of Delegated PAL Activities and Timeline

During the COVID-19 pandemic, CSAC recognized a decrease in revenue of approximately 85 percent. The reassignment of CSAC staff to other state-programs during the pandemic left the commission without staff and fiscal resources to continue planning and project activities. As CSAC's fund is recovering, business activities and project planning have commenced. As a result, CSAC's PAL Stage 1 was approved as a delegated project in September 2023.

While CSAC intended to complete project planning and project implementation during 2025, CSAC continues to struggle with the availability of funding needed to move forward with modernization efforts. It is unknown when funding will be available to proceed with modernization efforts.

PAL Stage	Timeline
Stage 1—Business Analysis	
Stage 2—Project Alternatives	TBD based upon funding
Stage 3—Project Procurement	TBD based upon funding
Stage 4—Project Execution	TBD based upon funding
Phase 1 Implementation*	TBD based upon funding
Project Completion*	TBD based upon funding
*Per summary above, these dates will be re-evaluated.	

13. Professional Fiduciaries Bureau (PFB)

1. Program Background and Context

PFB licenses and 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 at https://www.dca.ca.gov/publications/business_modernization_plan2020.pdf.

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

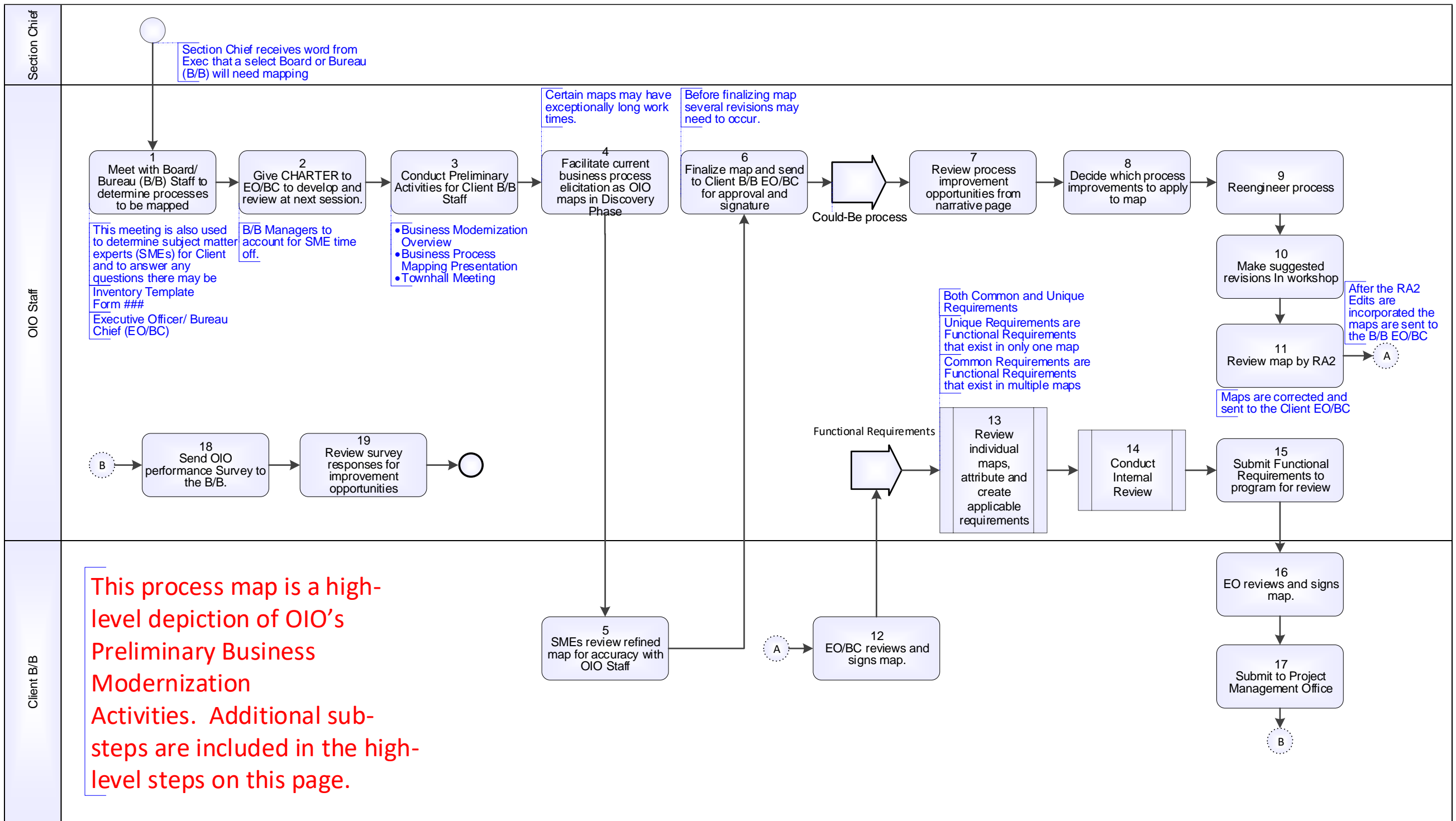
3. Summary of Delegated PAL Activities and Timeline

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.

As recognized in the Bureau's 2023 Sunset Review Report, PFB had a significant budget deficit. Legislative mandates and increases in expenditures outside of the Bureau's control continues to impact the ability to provide resources, hire additional staff, or proceed with modernization efforts.

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	TBD based upon funding
Project Completion	TBD based upon funding
*Internal software applications are being extended and there are no new major procurements.	

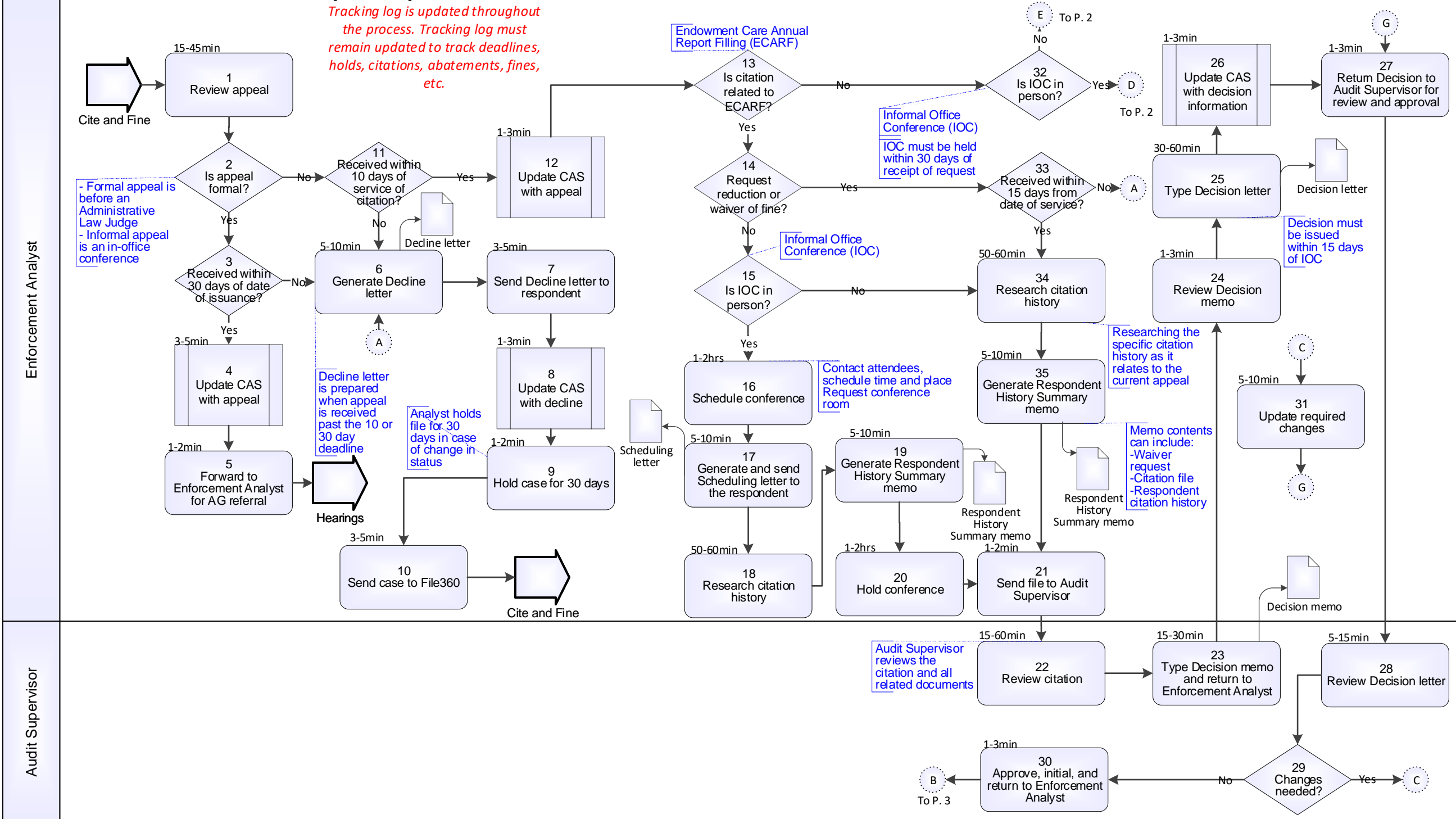
Attachment 1 – Business Activities Process



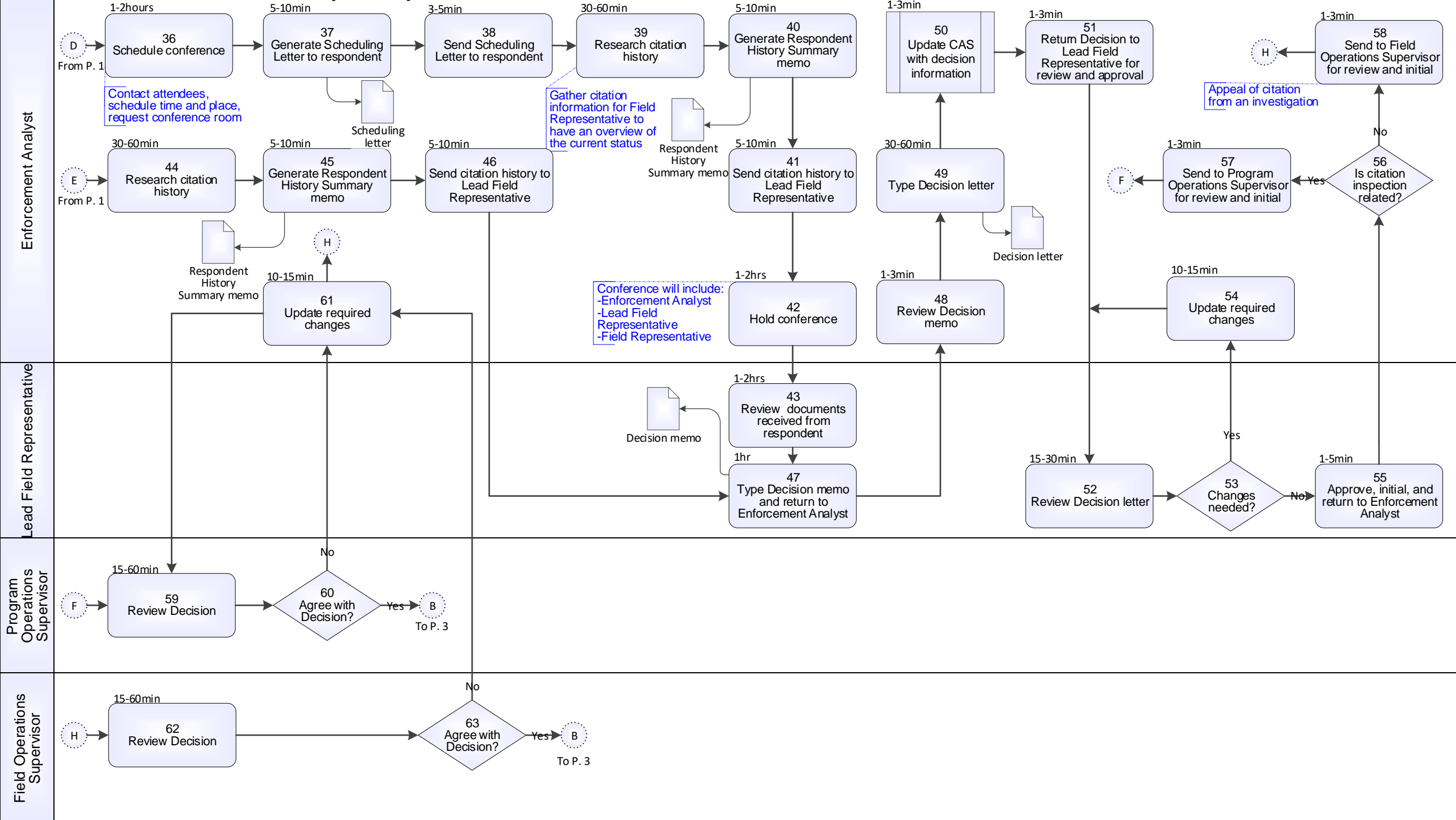
Attachment 1 – Business Activities Process

<p>Narrative Description of Business Process</p> <p><u>Trigger:</u> Section Chief receives word from Exec. that B/B is ready to begin Business Modernization.</p> <ol style="list-style-type: none"> 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. <p><u>End points and duration:</u> (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.</p>	<p>Associated Documents and Artifacts</p> <ul style="list-style-type: none"> • Process maps for all processes that were requested by client B/B. • Functional Requirements <p>Critical Information Inputs</p> <ul style="list-style-type: none"> • Data inputs from Subject Matter Experts. (SMEs) <p>Process Improvement Opportunities <i>(including applicable automation recommendations)</i></p> <ul style="list-style-type: none"> • 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. <p>Authority Cited</p> <ul style="list-style-type: none"> • 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. <p>Contributor</p> <ul style="list-style-type: none"> • OIO Staff
---	--

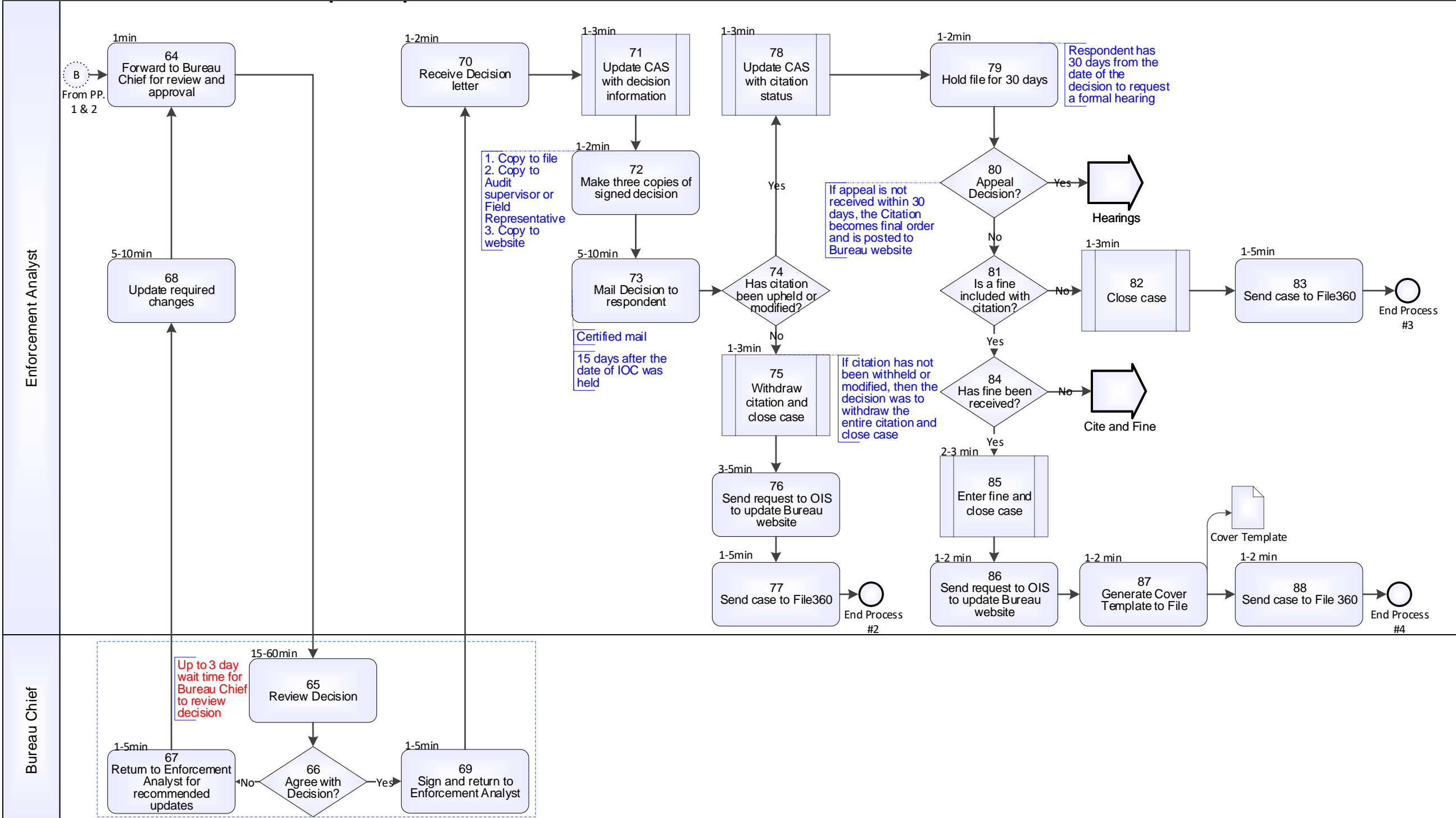
Attachment 2 - As-Is Process Map Example



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

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

1. Review appeal
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
5. Forward to Enforcement Analyst for AG referral. **Case is referred to Hearing Process.**
6. Generate Decline letter
7. Send Decline letter to respondent
8. Update CAS with decline
9. Hold case for 30 days
10. Send case to File360. **End process #1**
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
13. Is citation related to ECARF? *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
17. Generate and send Scheduling letter to the respondent
18. Research citation history
19. Generate Respondent History Summary memo
20. Hold conference
21. Send file to Audit Supervisor
22. Review citation
23. Type Decision memo and return to Enforcement Analyst
24. Review Decision memo
25. Type Decision letter

Narrative Description of Business Process Continued

26. Update CAS with decision information
27. Return Decision to Audit Supervisor for review and approval
28. Review Decision letter
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*
31. Update required changes. *Return to step 27*
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
35. Generate Respondent History Summary memo. *Return to step 21*
36. Schedule conference
37. Generate Scheduling Letter to respondent
38. Send Scheduling Letter to respondent
39. Research citation history
40. Generate Respondent History Summary memo
41. Send citation history to Lead Field Representative
42. Hold conference
43. Review documents received from respondent
44. Research citation history
45. Generate Respondent History Summary memo
46. Send citation history to Lead Field Representative
47. Type Decision memo and return to Enforcement Analyst
48. Review Decision memo
49. Type Decision letter
50. Update CAS with decision information
51. Return Decision to Lead Field Representative for review and approval
52. Review Decision letter
53. Changes needed? *If yes, proceed to step 54. If no, proceed to step 55*
54. Update required changes. *Return to step 52*
55. Approve, initial, and return to Enforcement Analyst
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
58. Send to Field Operations Supervisor for review and initial
59. Review Decision



Attachment 2 - As-Is Process Map Example

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
62. Review Decision
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
65. Review Decision
66. Agree with Decision? *If yes, proceed to step 31. If no, proceed to step 30*
67. Return to Enforcement Analyst for recommended updates
68. Update required changes
69. Sign and return to Enforcement Analyst
70. Receive Decision letter
71. Update CAS with decision information
72. Make three copies of signed decision
73. Mail Decision to respondent
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
76. Send request to OIS to update Bureau website
77. Send case to File360. **End Process #2**
78. Update CAS with citation status
79. Hold file for 30 days
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
83. Send case to File360. **End Process #3**
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
86. Send request to OIS to update Bureau website
87. Generate Cover Template to File
88. Send case to File 360. **End Process #4**

Narrative Description of Business Process (Continued)

End points:

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

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)

End Process #3: Send file to File360 and close case when fine is not included with citation (process ends at step 83)

End Process #4: Fine was received with citation, fine was entered in CAS, and file was sent to File360 (process ends at step 88)

Frequency: As Needed

Volume: Approximately 10-15 per year

Annual Statistics

- Average for one completed process (in minutes): 1232
- Annual Volume: 13
- Total Annual Workload in Minutes: 16016
- Total Annual Workload in Hours (Minutes/60): 267
- Total Annual Workload in PY (Hours/1776): 0.15
- Average Wait Time (In days): 58

Methodology

Annual Statistics are based on the average time documented on each step in the process being completed one time, irrespective of deficiencies or no deficiencies. Additional loops and scenarios are not included in the calculations. Variability in Annual Volume for process sub-categories are not included. This calculation assumes all duties are performed by the same classification.

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

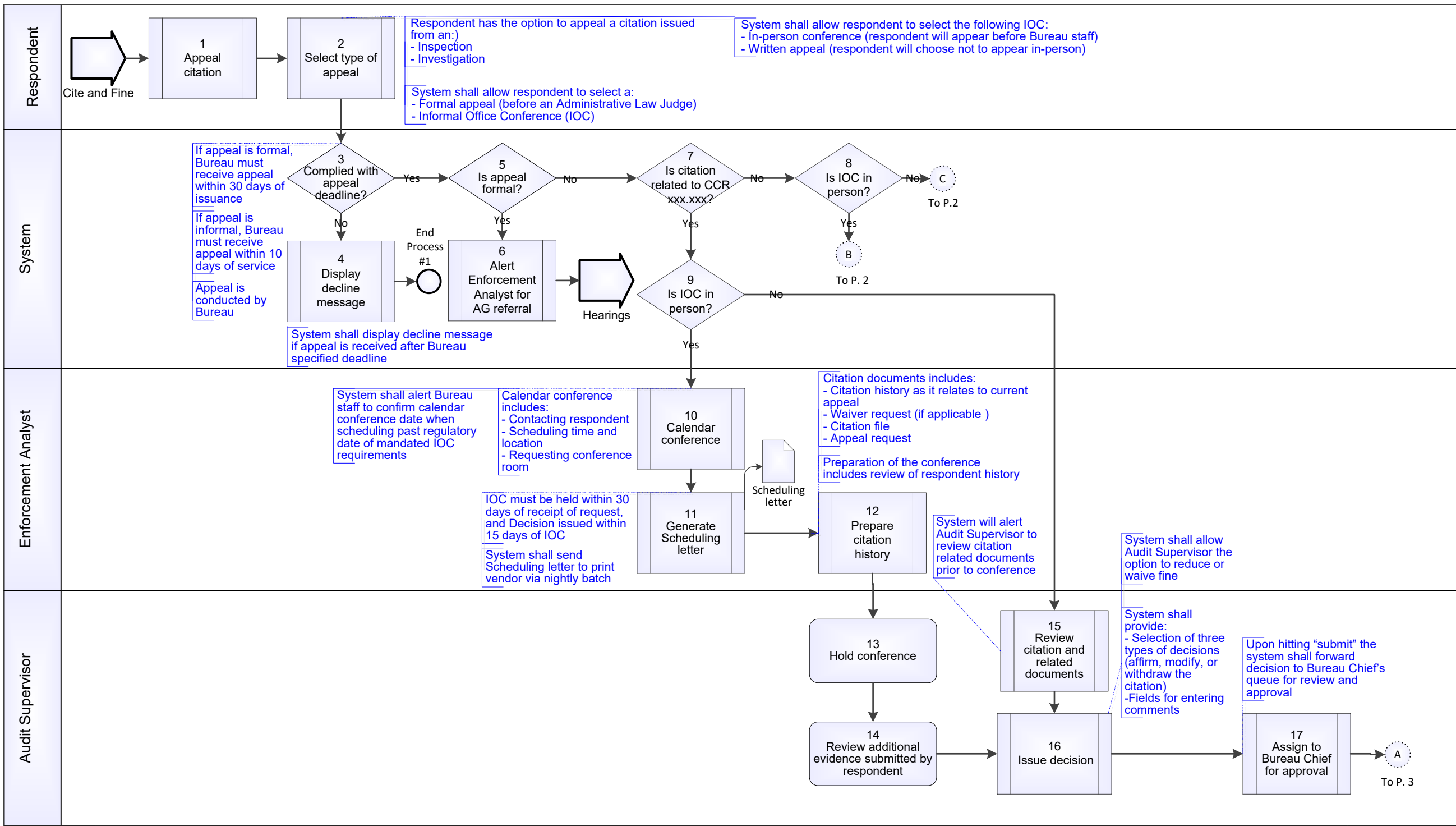
- CCR § XXXX-XXXX
- Business & Professions Code § XXXX.XX

Contributor

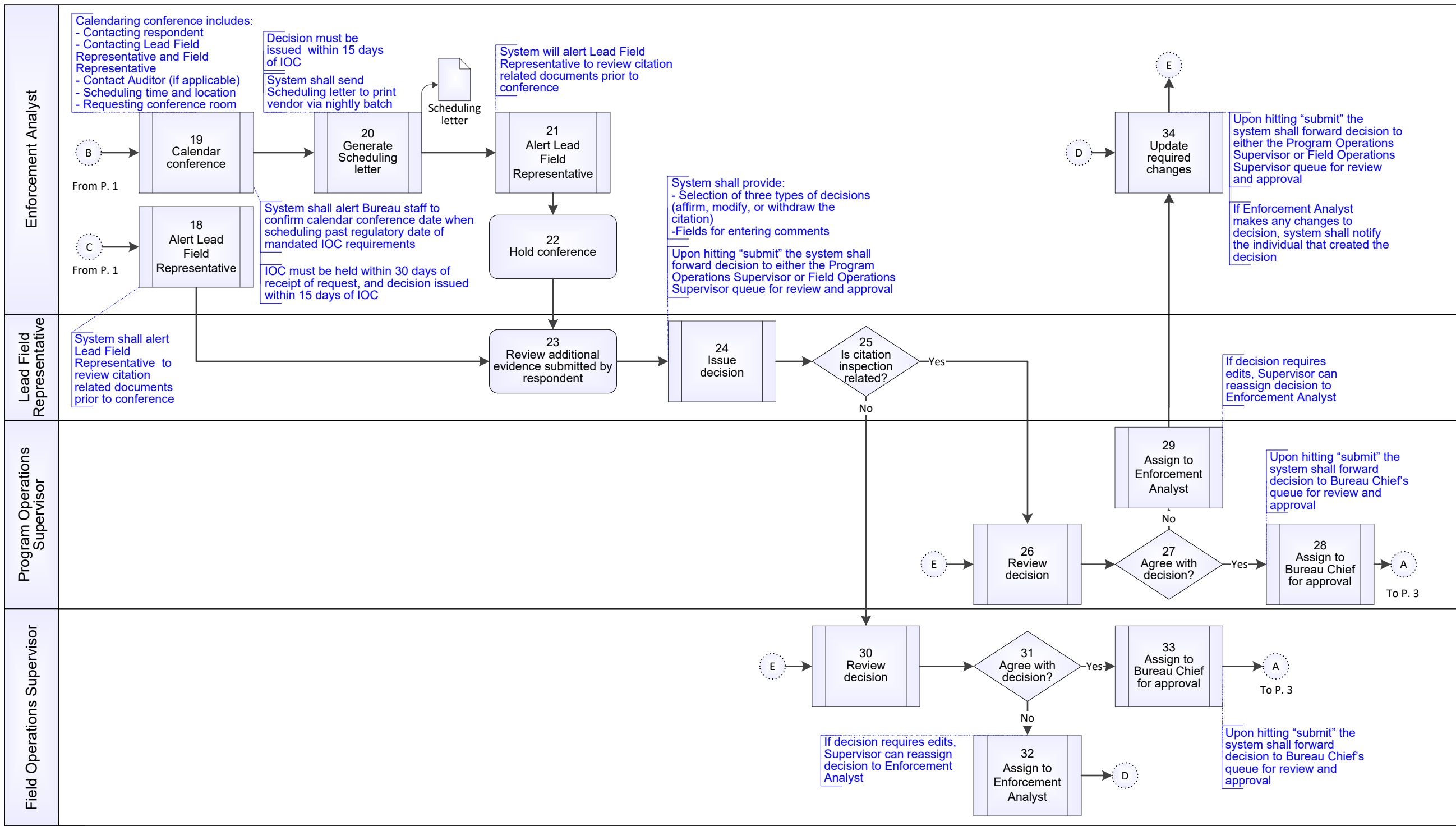
- SME Number One
- SME Number Two



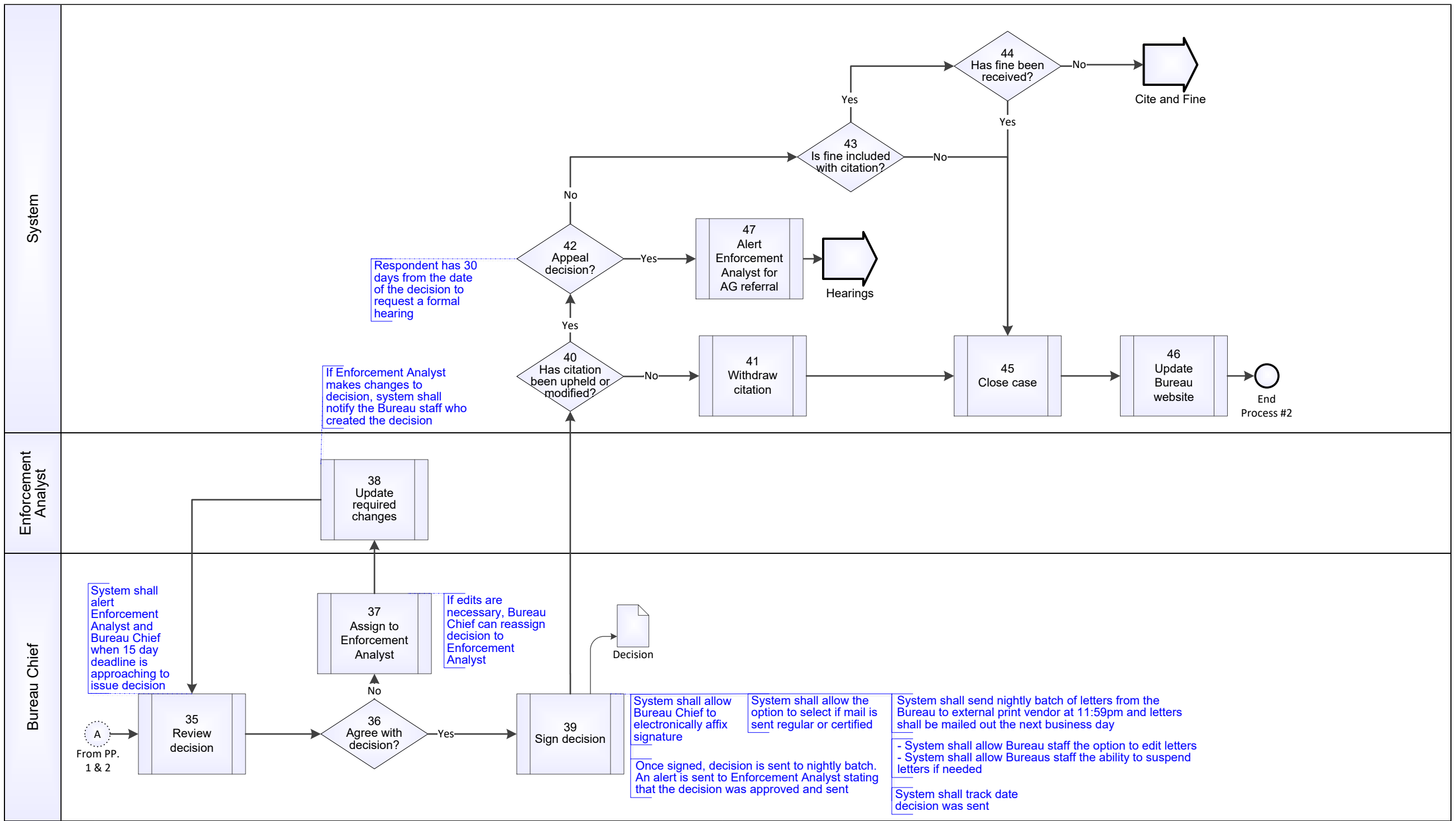
Attachment 3 - Could-Be Process Map Example



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 step 18
9. Is IOC in person? If Yes proceed to step 10, 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.



Attachment 3 - Could-Be Process Map Example

<p>Associated Documents and Artifacts</p> <ul style="list-style-type: none"> • Citation letters • Decline letter • Decision letter • Memo's • Scheduling letter • Cover letter • Appeal • Waiver of fine • Citation file/related documents 	<p>Improvements from the As-Is (continued):</p> <ul style="list-style-type: none"> • System shall have the ability to batch letters overnight • System shall allow Bureau staff the ability to suspend letters for editing
<p>Critical Information Inputs</p> <ul style="list-style-type: none"> • 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 	<p>Authority Cited</p> <ul style="list-style-type: none"> • CCR § XXXX-XXXX • CCR § XXXX-XXXX • CCR § XXXX • Business & Professions Code § XXXX.XX
<p>Improvements from the As-Is:</p> <ul style="list-style-type: none"> • System shall allow respondent to go online and select the following appeal: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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 	<p>Contributor</p> <ul style="list-style-type: none"> • SME Number One • SME Number Two

Attachment 4 – Testimonials for the 2025 Reporting Period

Bureau of Household Goods and Services

The Bureau of Household Goods and Services (BHGS) in partnership with the Department of Consumer Affairs (DCA), Office of Information Services (OIS), and software vendor, InLumon, successfully launched a new license application for Interstate Movers to meet the requirements of SB 1451 (Ashby, 2024) and made the household mover transfer application available online. Improvements in the transfer application were also incorporated into the general application to simplify the process for applicants.

The Bureau also added new functionality that allows licensees to update their address and other identifying information via their Connect accounts and to directly upload required insurance certifications. In addition, automatic notifications related to various license requirements have been enabled. Lastly, the complaint form has been released, which allows users to immediately upload supporting documentation, streamlining the complaint process for them as well as staff.

The Bureau has been finalizing the wireframes for renewals in its other two programs – Electronic and Appliance Repair (EAR) and Home Furnishings and Thermal Insulation (HFTI) and anticipates development of these processes to begin in winter 2025. The Bureau then plans to monitor these transactions and make periodic improvements with the team during the maintenance and operations phase of the project.

*Claire Goldstene, Deputy Chief
Bureau of Household Goods and Services*

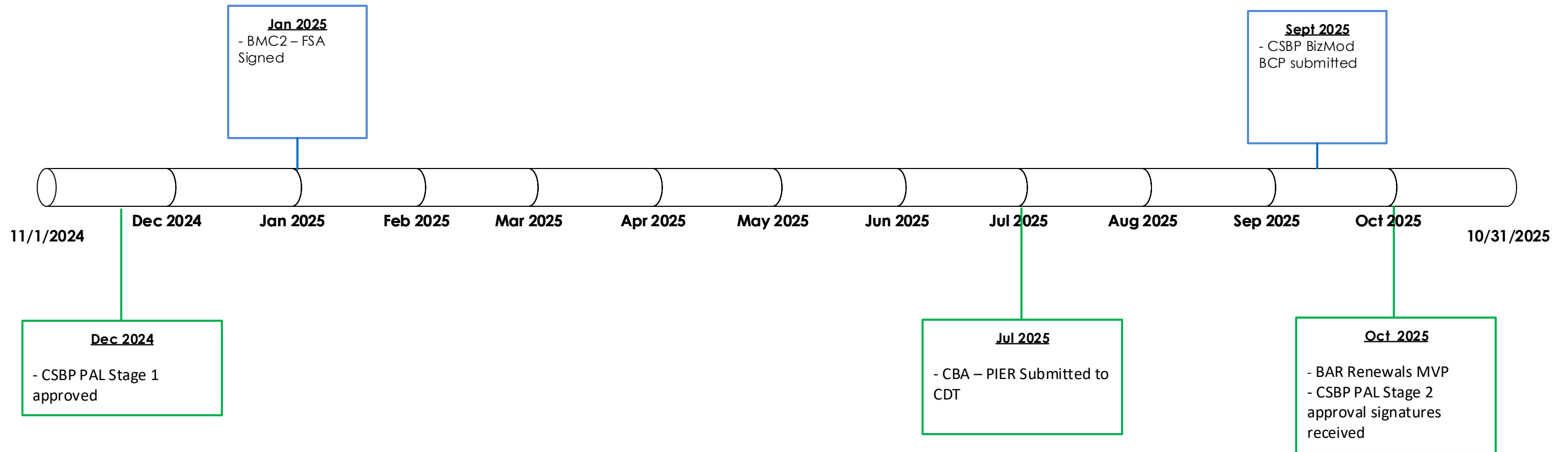
Court Reporters Board

The Court Reporters Board (Board) has collaborated with the Department of Consumer Affairs' Office of Information Services (OIS) and our vendor InLumon on our Technology Modernization Project, using funds from the Department of Technology. In July of 2024, the Board moved the exam, re-exam, initial licensure for individuals, initial registration for firms, and license and registration renewals company, and branch office applications to the new online licensing system. In the first year of implementation, we have seen the number of paper applications and renewals decrease to the point where we are able to shift resources from exam, license, and renewal processing to processing claims for the Transcript Reimbursement Fund, which the board administers to aid qualified indigent litigants with access to transcripts. We are grateful to the Department, OIS, and the Department of Technology for their leadership and support.

*Yvonne Fenner, Executive Officer
Court Reporters Board*

Attachment 5 – Business Modernization 2025 Annual Report Timeline

Business/Organizational Change Management Activities



Project and Project Approval Lifecycle (PAL) Activities

Attachment 6: DCA Business Modernization Summary Status

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 Board¹							
	December 2017 Report	9/4/2018	3/15/2019	6/28/2019	9/24/2019	12/31/2019	1/7/2021
	December 2018 Update	11/9/2018	3/15/2019	6/28/2019	9/24/2019	12/31/2019	1/7/2021
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	7/1/2020
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	7/1/2020
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	7/1/2020
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete
	Comments						
Board of Accountancy¹							
	December 2017 Report	8/8/2019	12/31/2019	3/27/2020	6/23/2020	9/24/2020	9/1/2021
	December 2018 Update	8/8/2020	12/13/2020	3/27/2021	6/23/2021	9/24/2021	9/1/2022
	May 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022
	August 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022
	October 2019 Update	8/8/2020	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022
	October 2020 Update	Complete	Complete	3/27/2021	6/23/2021	9/24/2021	9/1/2022
	October 2021 Update	Complete	Complete	1/30/2022	4/30/2022	8/31/2022	8/1/2023
	October 2022 Update	Complete	Complete	10/1/2022	11/1/2022	12/1/2022	11/1/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	6/12/2023
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete
	Comments						
Bureau of Automotive Repair¹							
	2017 Report	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A
	2018 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A
	May 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A
	August 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A
	October 2019 Update	12/17/2019	4/24/2020	7/3/2020	9/11/2020	11/20/2020	N/A
	October 2020 Update	Complete	Complete	10/30/2020	11/20/2020	1/11/2021	N/A
	October 2021 Update	Complete	Complete	Complete	Complete	1/11/2021	11/10/2022
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	4/28/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	1/30/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	1/31/2024

Attachment 6: DCA Business Modernization Summary Status

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
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
Board of Chiropractic Examiners¹								
	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
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	Complete	4/3/2022
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	Complete	6/30/2022
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
Bureau of Household Goods and Services¹								
	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
	October 2021 Update	Complete	Complete	Complete	10/29/2021	3/1/2022	9/30/2022	9/30/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	12/19/2022	11/15/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	5/23/2023	11/15/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	11/15/2024
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
Board of Pharmacy¹								
	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
	October 2021 Update	12/31/2021	Complete	9/4/2022	12/16/2022	3/29/2023	6/28/2024	7/1/2025
	October 2022 Update	12/31/2021	Complete	9/4/2022	12/16/2022	3/29/2023	6/28/2024	7/1/2025

Attachment 6: DCA Business Modernization Summary Status

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	
	October 2023 Update	10/10/12/2023	Complete	6/1/2024	9/1/2024	12/1/2024	12/31/2025	
	October 2024 Update	10/12/2023	12/18/2024	4/30/2025	12/31/2025	4/30/2026	6/30/2031	
	October 2025 Update	Complete	Complete	Spring 2026	Oct-26	Jan-27	Dec-29	
	Comments	PAL Stage 1 was originally approved in 2019 and was re-approved in December 2024. PAL Stage 2 was conditionally approved on Dec 2, 2025.						
Board of Professional Engineers, Land Surveyors, and Geologists¹								
	December 2017 Report	12/29/2017	2/1/2018	5/11/2018	8/6/2018	10/30/2018	11/3/2020	
	December 2018 Update	12/29/2017	2/1/2018	5/11/2018	8/6/2018	11/12/2018	11/13/2020	
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	10/31/2020	
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	6/30/2021	
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	6/30/2021	
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	7/15/2021	
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	4/3/2022	
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	6/30/2022	
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	Comments							
Bureau of Private Postsecondary Education¹								
	December 2017 Report	1/10/2018	5/18/2018	9/18/2018	12/25/2018	7/2/2019	7/5/2021	
	December 2018 Update	1/10/2018	5/18/2018	9/18/2018	2/4/2019	7/2/2019	7/5/2021	
	May 2019 Update	Complete	Complete	Complete	8/31/2019	10/31/2019	12/31/2020	
	August 2019 Update	Complete	Complete	Complete	8/31/2019	12/2/2019	6/30/2021	
	October 2019 Update	Complete	Complete	Complete	Complete	1/10/2020	6/30/2021	
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	7/15/2021	
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	4/3/2022	
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	6/30/2022	
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	
	Comments							
Professional Fiduciaries Bureau								
	December 2017 Report	6/13/2018	1/11/2019	4/26/2019	7/23/2019	12/26/2019	1/4/2022	
	December 2018 Update	6/13/2018	TBD	TBD	TBD	TBD	TBD	
	May 2019 Update	7/1/2019	8/31/2019	11/30/2019	2/28/2020	7/28/2020	8/1/2022	
	August 2019 Update	8/31/2019	8/31/2019	11/30/2019	2/28/2020	7/28/2020	8/1/2022	
	October 2019 Update	12/31/2019	Complete	1/15/2020	5/15/2020	8/1/2020	8/1/2022	

Attachment 6: DCA Business Modernization Summary Status

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
	October 2020 Update	Complete	Complete	Complete	Complete	Complete	8/1/2021	8/1/2022
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	10/1/2022	6/1/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	10/1/2023	6/1/2024
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	9/1/2024	12/1/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	9/1/2025	12/1/2025
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	TBD upon funding	TBD upon funding
	Comments	Legislative mandates and increases in expenditures outside of the Bureau's control have impacted the ability to make significant IT updates. It is unknown when funding will be available to proceed with the project.						
Speech-Language Pathology and Audiology and Hearing Aid Dispensers Board¹								
	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
	October 2021 Update	Complete	Complete	Complete	12/30/2021	1/30/2022	4/30/2022	1/1/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	2/1/2023	5/31/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
California Architects Board/LATC¹								
	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
	October 2021 Update	Complete	Complete	Complete	10/29/2021	3/1/2022	9/30/2022	9/30/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	12/19/2022	11/15/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	5/23/2023	11/15/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	11/15/2024
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							

Attachment 6: DCA Business Modernization Summary Status

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
California State Athletic Commission¹							
	December 2017 Report	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	10/2/2023
	December 2018 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	10/2/2023
	May 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	10/2/2023
	August 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	10/2/2023
	October 2019 Update	3/31/2020	10/13/2020	1/12/2021	5/31/2021	9/29/2021	10/2/2023
	October 2020 Update	1/31/2021	10/1/2021	1/2/2022	5/15/2022	9/15/2022	9/15/2024
	October 2021 Update	Complete	5/1/2022	9/2/2022	5/15/2023	9/15/2023	9/15/2025
	October 2022 Update	Complete	5/1/2022	9/2/2022	5/15/2023	9/15/2023	9/15/2025
	October 2023 Update	Complete	9/7/2023	1/30/2024	1/30/2024	1/30/2024	4/1/2024
	October 2024 Update	Complete	Complete	6/30/2025	6/30/2025	6/30/2025	12/30/2025
	October 2025 Update	Complete	Complete	TBD upon funding	TBD upon funding	TBD upon funding	TBD upon funding
	Comments	The CSAC fund is recovering from an 85% decrease in revenue due to the COVID-19 pandemic and project activities are underway. CSAC intended to complete project planning and project implementation in 2025; however, at this time it is unknown when funding will be available to proceed with PAL activities.					
Cemetery Funeral Bureau¹							
	December 2017 Report	8/28/2019	1/28/2020	5/12/2020	3/17/2021	8/30/2021	9/1/2023
	December 2018 Update	8/28/2019	1/28/2020	5/12/2020	9/7/2020	1/4/2021	1/6/2023
	May 2019 Update	8/28/2019	1/28/2020	5/12/2020	9/7/2020	1/4/2021	1/6/2023
	August 2019 Update	1/3/2020	5/1/2020	9/1/2020	1/2/2021	5/1/2021	11/1/2022
	October 2019 Update	1/3/2020	12/15/2019	1/15/2020	5/15/2020	8/1/2020	2/1/2022
	October 2020 Update	Complete	Complete	1/2/2021	5/3/2021	7/1/2021	1/30/2023
	October 2021 Update	Complete	Complete	Complete	10/29/2021	3/1/2022	9/30/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	11/15/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	11/15/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	11/15/2024
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete
	Comments						
Court Reporters Board							
	December 2017 Report	11/6/2018	5/21/2019	8/30/2019	11/26/2019	2/28/2020	3/4/2022
	December 2018 Update	2/26/2019	8/21/2019	11/29/2019	2/25/2020	6/1/2020	6/6/2022
	May 2019 Update	Complete	8/21/2019	11/29/2019	2/25/2020	6/1/2020	6/6/2022
	August 2019 Update	Complete	Complete	11/29/2019	2/25/2020	6/1/2020	6/6/2022

Attachment 6: DCA Business Modernization Summary Status

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	
	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	Complete
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	Comments							
Contractors State License Board¹								
	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
	October 2021 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Comments								
Structural Pest Control Board¹								
	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
	October 2021 Update	Complete	Complete	Complete	10/29/2021	3/1/2022	9/30/2022	9/30/2023
	October 2022 Update	Complete	Complete	Complete	Complete	Complete	12/19/2022	11/15/2023
	October 2023 Update	Complete	Complete	Complete	Complete	Complete	5/23/2023	11/15/2024
	October 2024 Update	Complete	Complete	Complete	Complete	Complete	Complete	11/15/2024
	October 2025 Update	Complete	Complete	Complete	Complete	Complete	Complete	Complete
Comments								

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