

STATE CAPITOL
P.O. BOX 942849
SACRAMENTO, CA 94249-0139
(916) 319-3600
FAX: (916) 319-3650

Assembly
California Legislature



ASSEMBLY COMMITTEE ON
ACCOUNTABILITY AND ADMINISTRATIVE REVIEW

COTTIE PETRIE-NORRIS, CHAIR
ASSEMBLYMEMBER, SEVENTY-FOURTH DISTRICT

VICE CHAIR
JIM PATTERSON

MEMBERS
AUTUMN R. BURKE
TOM LACKEY
JOSE MEDINA
SHARON QUIRK-SILVA
CHRISTY SMITH

JOINT OVERSIGHT HEARING
Accountability and Administrative Review Committee
Business and Professions Committee

AGENDA
Wednesday, August 14, 2019
9:30 a.m. State Capitol, Room 437

***Department of Consumer Affairs: Update on Professional Licensing,
Technology, and the Business Modernization Plan***

Opening Remarks

Asm. Cottie Petrie-Norris, Chair, Accountability and Administrative Review Committee
Asm. Evan Low, Chair, Business and Professions Committee

Panel 1: Update on Professional Licensing and Modernization

Helen Kerstein, Principal Fiscal & Policy Analyst, Legislative Analyst's Office
Christopher Shultz, Chief Deputy Director, Department of Consumer Affairs (DCA)
Jason Piccione, Deputy Director, Office of Information Services, DCA

Panel 2: Technology Update and Board and Bureau Experiences

Jason Piccione, Deputy Director, Office of Information Services, DCA
Andy Wertin, Information Technology Manager, Office of Statewide Project Delivery, CDT
Jessica Siefertman, Executive Officer, Veterinary Medical Board
Robert Puleo, Executive Director, Board of Chiropractic Examiners

Public Comment





ASSEMBLY COMMITTEE ON
ACCOUNTABILITY AND ADMINISTRATIVE REVIEW

COTTIE PETRIE-NORRIS, CHAIR
ASSEMBLYMEMBER, SEVENTY-FOURTH DISTRICT

VICE CHAIR
JIM PATTERSON

MEMBERS
AUTUMN R. BURKE
TOM LACKEY
JOSE MEDINA
SHARON QUIRK-SILVA
CHRISTY SMITH

JOINT OVERSIGHT HEARING

Asm. Accountability and Administrative Review Committee
Asm. Business and Professions Committee

Wednesday, August 14, 2019
9:30 a.m. State Capitol, Room 437

***Department of Consumer Affairs: Update on Professional Licensing,
Technology, and the Business Modernization Plan***

About the Department of Consumer Affairs

The Department of Consumer Affairs' (DCA) mission is to "protect California consumers by providing a safe and fair marketplace through oversight, enforcement, and licensure of professions." DCA currently oversees about 40 boards, bureaus, committees, and programs (entities). These entities have issued nearly four million licenses, registrations, certifications, and permits in about 250 license categories. Entities set requirements for licensing, enforce standards, and take action against unlicensed practitioners.

Licensing System Information Technology

Historically, different entities had used various information technology (IT) systems and processes to manage their licensing and other work. In 2009, DCA began the BreZE project with the intent of moving all the 39 entities it oversaw at that time to one IT licensing system (in three phases). Release 1, which was launched in 2013 included 10 entities. It faced cost overruns, delays, and implementation issues. The California State Auditor's audit of Release 1 determined that DCA did not adequately plan, staff, and manage the project. According to DCA,

based on the audit recommendations and lessons learned, it made adjustments that led to improved implementation of Release 2, which was launched in 2016.

While the BreEZe project was initially budgeted at \$24 million, the costs grew to \$96 million for releases 1 and 2 alone – with 16 entities still remaining on their legacy systems. DCA removed the remaining entities (originally slated for Release 3) from the project and re-evaluated its next steps.

Business Modernization and Next Steps

In November 2017, DCA released its Business Modernization Plan to address business and technology needs for the entities that did not transition to BreEZe. The document includes lessons learned from the BreEZe project and a framework to plan and evaluate business needs and technology solutions as entities move from their legacy systems to updated IT solutions. The plan stresses coordination of each entity with DCA and the California Department of Technology (CDT) to use CDT's Project Approval Lifecycle (PAL) process. The four-step PAL process aims to improve the quality, value, and likelihood of success for IT projects. PAL includes:

- Stage 1, Business Analysis: establish the business case and develop the initial business analysis.
- Stage 2, Alternatives Analysis: determine alternatives and perform cost-benefit analysis.
- Stage 3, Solution Development: provide basis to acquire a solution that meets business objectives and yields the highest possibility of success.
- Stage 4, Project Readiness and Approval: select a solution and determine the approach.

After these steps are completed, the modernization plan calls for DCA along with the entity to begin implementation. In addition to the DCA Business Modernization Plan, individual entities have completed their own business modernization plans. DCA also released a business modernization annual report at the end of 2018. This document shows the status of each entities' efforts, including their status under the PAL process along with timelines.

Key Questions for Discussion

- How are lessons learned from BreEZe and recent business modernization planning efforts used to ensure successful IT implementation?
- What factors determine how quickly or slowly a modernization can occur?
- What lessons are entities learning from using the PAL process and can this help inform other entities as they begin their processes?
- How are entities, DCA, and CDT working together to ensure future IT projects are on time and on budget?
- What opportunities for oversight exist?