

Information Technology Capital Plan

Department IT Capital Plan

Department of Real Estate

Information Technology Capital Plan, Plan Year 2009-10 through 2013-14 Executive Approval Transmittal



Department Name

APPROVAL SIGNATURES

I am submitting the attached Information Technology Capital Plan as required by the State Administrative Manual Section 4904.

I certify that the IT Capital Plan was prepared in accordance with State Information Management Manual section 57 and that the proposed IT projects are consistent with our business strategies and information technology strategy.

I have reviewed and agree with the information in the attached Information Technology Capital Plan.

Chief Information Officer		Date Signed
Printed name: Steven J. Ellis		
Information Security Officer		Date Signed
Printed name: Margaret Lahey		
Budget Officer		Date Signed
Printed name: Diane Westphal		
Department Director		Date Signed
Printed name: Jeff Davi		

DEPARTMENT IT CAPITAL PLAN

Department Name and Org Code:

Department of Real Estate 2320

Plan Year:

2009-10 through 2013-14

1. Summarize your organization's business goals and objectives below:

GOALS AND OBJECTIVES

- 1) Enhance consumer awareness and protection by:
 - Revising examination content.
 - Increasing the effectiveness of the Department's Continuing Education program.
 - Converting paper examinations to an electronic format.
 - Deploying a self-service call center to assist licensees.
 - Updating subdivision public report guidelines.
 - Increasing the number of consumer publications.
 - Reducing the time it takes to remedy Enforcement actions.
- 2) Assess and Improve services by:
 - Increasing the number of on-line service/transaction offerings by 5/year.
 - Improving operational efficiency and information access by reducing time spent on routine user support issues.
 - Improving file access and information management by converting paper-based systems to electronic formats.
 - Automating the Audit program's working paper directory.
 - Reviewing existing Regulations affecting California developers.
 - Pursuing an appropriate fee structure to support services being rendered.
 - Expanding performance measures reporting.
- 3) Promote workforce excellence by:
 - Reviewing employee classification specifications.
 - Improving hiring examination content.
 - Targeting recruitment efforts.
 - Expanding internal training programs.
 - Finalizing procedures manuals for succession planning.

2. What are your organization's plans to upgrade or replace your IT infrastructure for the following? When responding, please indicate the timeframes of your intended upgrade or replacement efforts.

The Department is nearing completion of an extensive upgrade of its IT Infrastructure. A second round of infrastructure enhancements is anticipated for FYs 10/11 and 11/12. This enhancement project will require the acquisition of imaging soft ware and hardware, Web development software, additional SAN storage, workstations, and servers. The enhancement will also enable the Department's Subdivision Program to receive applications from the industry via electronic submission.

2.1. Hardware

Personal computers, servers, paper scanners, SAN drive space, Jukebox, and platters.

2.2. Software

Additional imaging software (Kofax), additional Web development software, Adobe on-line form designer software with data capture via 2-D barcodes, and workflow software add-ons.

2.3. Network

Upgrade switches, net scaler and routers.

3. Existing Approved Reportable IT Projects

Provide the following information regarding your existing approved reportable IT projects on Table 1 on the following page:

- Existing IT Project;
- Approved Project Cost;
- Project Number; and
- Implementation Date

4. Proposed IT Projects

After each proposed IT project has been documented by answering questions 4.1 through 4.15 of the attached IT Project Proposal Form, provide the following information on Table 2 on the following page:

- The name of each proposed IT project;
- The priority ranking;
- The FSR submission date; and
- The estimated cost

Table 1-Existing Approved Reportable IT Projects Summary by Department

Existing IT Project	Approved Project Cost*	Project Number	Implementation Date
Electronic Examination Project (EEP)	\$4,673,752 (FSR) \$5,056,094 (SPR)	2320-19	November 1, 2010
Interactive Voice Response Replacement (IVR)	\$2,539,827	2320-18	December 31, 2008

***Note:** If a Special Project Report (SPR) was submitted for review in July 2008 that includes project costs that differ from the last approved project document, enter both the last approved project cost and the revised project cost from the SPR under review.

Table 2-Proposed IT Project Summary (DRAFT – NOTE: ONLY “REPORTABLE” PROJECTS SHOULD APPEAR HERE)

Proposed IT Project	Priority Ranking	FSR Submission Date	Estimated Total Cost
This project is to enhance DRE’s IT infrastructure to enable its Subdivision Program to image and store files and to allow for the electronic submission of timeshare and other public report applications, renewals and amendments.	1	May 2010	\$4,000,000

PROPOSED IT PROJECTS

Complete this IT Project Proposal Form (questions 4.1 though 4.15 below) for each proposed IT project that meets the definition of a reportable project as defined in the State Administrative Manual Section 4819.37:

4.1. Proposal name and priority ranking:

Subdivision Imaging and Infrastructure Project

4.2. Description of the proposed IT project:

The project will upgrade the Department's infrastructure to allow for to electronic submission of timeshare and public report applications and amendments, and will create a Subdivision file imaging system wherein documents received in connection with timeshare and public report applications and amendments are imaged and bar coded for identification and electronic storage and retrieval. Once implemented, the file contents deemed public could be more accessible.

4.3. Which of your department's business goals and objectives does this project support, and how?

Increases on-line service/transaction offerings to the public by enabling access to subdivision public reports and related documentation.

Improves operational efficiency and information access by reducing staff time spent on routine user support issues.

Improves file access and information management by converting paper-based systems to electronic formats through the imaging process.

4.4. What are the expected business outcomes or benefits of the proposal as they relate to your organization's business goals and objectives?

Less staff time spent copying documents requested by the public, subdividers and other users as a result of on-line availability.

Files will be readily available to staff at their desktop workstations. Efficiencies will be realized because less time will be spent by staff to retrieve the documents from remote storage locations.

Converting paper-based systems to electronic formats through the imaging process lessens the costs of paper, copying expenses and storage space.

4.5. The following are from the State's IT strategic plan. Check the appropriate box(es) to identify the goals this proposal supports:

- Supporting and enhancing services for Californians and businesses
- Enhancing information and IT security
- Reducing state operational costs (leveraging, consolidation, new technology, etc.)
- Improving the reliability and performance of IT infrastructure
- Enhancing human capital management
- Supporting state and agency priorities and business direction

4.6. Is the proposal consistent with your organization's Enterprise Architecture?

Yes (We believe this project meets Enterprise Architecture principals although DRE has not yet developed a formal written EA plan).

No

If no, please explain why the deviation from the organization's Enterprise Architecture is necessary.

4.7. Will the proposed system collect, store, transmit, or exchange confidential or sensitive information?

- Yes
 No

4.8. If this proposal is conceptually approved, what is the estimated date (mm/yyyy) the FSR will be submitted?

05/2010

4.9. What is the estimated project start date if the FSR is approved?

07/2011

4.10. What is the duration of the proposed project?

Three years

4.11. Will the proposed project utilize the existing infrastructure?

- Yes
 No

If no, please explain.

4.12. Is the proposal related to another proposal or to an existing project?

- Yes
 No

If yes, describe the related proposal or project and how it is related:

4.13. Describe the consequences of not doing this proposed project at the planned timeframe:

There will be delays in realizing cost savings, efficiencies and public service benefits.

4.14. Check the appropriate box(es) to identify the proposal's funding strategy:

- Augmentation needed
 Redirection of existing funds
 Other (describe):

Reserve balances must be sufficient to support this project.

4.15. What are the estimated cost and funding source(s) by fiscal year through implementation (information should be provided in the following format):

Fund Source	2009-10	2010-11	2011-12	2012-13	2014-15 and future	Total
General Fund						
Federal Fund						
Special Fund* 0317 Real Estate Fund		\$2,000,000 0317 Real Estate Fund	\$1,250,000 0317 Real Estate Fund	\$750,000 0317 Real Estate Fund		\$4,000,000
Total		\$2,000,000	\$1,250,000	\$750,000		\$4,000,000

*** Note: Identify the fund source and if the department is the sole user of the fund.**

Enterprise Architecture

A.1. Does your organization have documented Enterprise Architecture principles, strategies, or standards to guide decisions on technology projects?

- Yes
- No

A.2. Indicate on Table A-1 below, the completion status of the component Reference Models of your formal Enterprise Architecture efforts. If available, please submit a copy of your Enterprise Architecture document.

Table A-1, Enterprise Architecture Completion Status

Component Reference Model	Status			
	Implemented	Implementation in Progress	Planned or Planning in Progress	Not Implemented and Not Planned
Business			x	
Service			x	
Technical			x	
Data			x	

A.3. Describe the governance structure your organization uses to review and approve the Enterprise Architecture and any subsequent changes.

It is anticipated that the review and approval would be done by DRE's program managers and the Commissioner on a quarterly basis in connection with DRE's strategic planning process.

A.4. Does your organization have an Enterprise Architect? (if yes, provide their name, telephone number, and e-mail address below)

- Yes
- No

Name: Steve Ellis

Classification: Assistant Commissioner, Administration

Telephone Number: (916) 227-0754 **E-Mail:** steven_ellis@dre.ca.gov

Information Security

B.1. How is your Information Security Officer involved in proposed project development efforts?

DRE has engaged the ISO in the planning of its EA and is expanding the ISO's role to include the proposed project development.

B.2. What are your department's core business principles, policies and standards related to information integrity, confidentiality, and availability and the protection of information assets?

The Department's core business principles, policies and standards related to information integrity, confidentiality, and availability and the protection of information assets is to preserve the integrity and security of information systems, maintain policies and procedures for asset management and security implementation and maintenance, and to be in compliance with State mandates (i.e. OCIO, SAM and SIMMS) and industry best practices regarding information management.

B.3. If data within your department is shared with external entities, does your department implement data exchange agreements with these entities?

Yes

No

If no, please explain.

Not applicable

B.4. How does your department ensure that software developers and programmers follow standards and best practices for Web, application, and system development?

The Department's software developers and programmers adhere to the systems development lifecycle and change control processes. For the web, DRE has implemented the California State Template and follows the best practices guidelines as defined by E- Services.

B.5. Does your organization have an Information Security Officer? (if yes, provide their name, telephone number, and e-mail address below)

Yes

No

Name: Margaret Lahey

Classification: Deputy Commissioner

Telephone Number: (916) 227-0776 **E-Mail:** margaret_lahey@dre.ca.gov

Workforce Development, Workforce Planning and Succession Planning

C.1. Does your organization have a workforce development plan for IT staff?

- Yes
- No

If yes, briefly describe it.

C.2. Check the appropriate box(es) to identify which workforce development tools, if any, your organization is using for IT classifications:

- Training
- Upward Mobility
- Mentoring
- Career Assessments
- Knowledge transfer program
- Performance Evaluations
- Other (please list)

C.3. Does your organization have a workforce plan for IT staff (i.e., for Rank and File)?

- Yes
- No

If yes, briefly describe it.

DRE's workforce plan insures that it has trained personnel for system management and development, that there are primary and secondary staff assignments for essential functions, and that there is a separation of duties for security purposes.

C.4. Does your organization have a succession plan for IT staff (i.e., for Management)?

- Yes

X No However, but one is being developed as part of DRE's current general succession planning efforts.

If yes, briefly describe it.

C.5. IT Staffing

Provide the following information in table C-1 on the following page:

- The name of each IT classification currently in the organization.
- The number of staff in each IT classification in the organization.
- The number of staff in each IT classification eligible to retire in the next five years.
- The percentage of each IT classification eligible to retire in the next five years.

Workforce Development, Workforce Planning and Succession Planning

Table C-1 — IT Staffing

IT Rank and File Staff Classification	Number of IT Rank and File Staff in Classification	Number of IT Rank and File Staff in Classification Eligible to Retire in Next 5 Years	IT Management Staff Classification	Number of IT Management Staff in Classification	Number of IT Management Staff in Classification Eligible to Retire in Next 5 Years
Senior Info. Systems Analyst	2	2 (100%)	Data Processing Manager III	1	1 (100%)
Staff Info. Systems Analyst	5	3 (60%)			
Associate Info. Systems Analyst	2	0 (0%)			
Senior Programmer Analyst	1	1 (100%)			
Staff Programmer Analyst	1	1 (100%)			
Systems Software Specialist III	1	1 (100%)			
Systems Software Specialist II	1	0 (0%)			
Systems Software Specialist I	3	0 (0%)			

D.1. Does your organization have a process for improving the alignment of business and technology?

- Yes**
 No

If yes, briefly describe it.

Improving the alignment of business and technology is one of the DRE's Strategic Plan goals and this is one of the major factors considered in connection with the development of work plan items submitted by the Department's various program areas as part of the strategic planning process.

D.2. What is the status of implementing a formal portfolio management methodology for technology projects within your organization?

- Implemented (Please describe)**
 Implementation in progress (Please describe)
 Planned or planning in progress
 Not implemented and not planned

D.3. List any automated tools being used for portfolio management. Enter "None" if no automated tools are being used.

The Department currently uses Microsoft Project software to manage its project portfolio.

D.4. What is the status of implementing a standard project management methodology for technology projects in your organization?

- Implemented (Please describe)**
 Implementation in progress (Please describe)
 Planned or planning in progress
 Not implemented and not planned

DRE's project management methodology is a disciplined, structured approach to managing projects. It addresses all phases of project management from conceptualization to completion. DRE's project management methodology integrates scope, quality, time, costs, risk, human resources, contract, and communications management with comprehensive guidelines for effective project management and

administration, while providing sufficient flexibility to meet the needs of individual projects and project managers.

DRE's system development methodology is folded into its project management methodology. The system development methodology follows the CASE Method framework with which DRE also has proven success. The CASE Method framework covers the complete system lifecycle. The use of a methodology such as this is critical because it provides a framework by which complex problems can be attacked systematically by a group of technical experts consistently over the life of a project and into the system maintenance cycle. This process covers the full system lifecycle including Planning, Requirements Definition, Design, Build, Testing, Transition and Production stages. This approach seeks to minimize mistakes to the maximum extent possible, can be adapted easily to anticipated change, and ensures that flexibility is designed into the structure of the system. This methodology has defined benchmarks that are monitored and controlled as part of the project management effort.

Project Management Methodology

DRE will comply with the State's Project Management Methodology as defined in SIMM Section 200, or a comparable standard. The Department will adhere to the State's methodology, which includes the following components:

- Completion and acceptance of project charter/statement of work
- Development of comprehensive business and technical requirements
- Development of activities/work breakdown structures
- Clearly defined project roles and responsibilities
- Development of detailed project schedule, including milestones and deliverables
- Completion of a quality assurance (QA) plan
- Completion of a risk management plan
- Ongoing project performance review and project plan updates
- Comparison of planned and actual progress-to-date
- Completion of project closeout

In addition, DRE will follow best practices of other proven project management such as Oracle's CASE*Method and the Project Management Institute's Project Management Book of Knowledge (PMBOK). These best practices, in addition to the State's guidelines, generate a blended approach that will include the following:

Project Planning and Tracking

A formal Project Management Plan (PMP) will be developed and all management, technical and business staff, and integrators involved in this effort will be trained in its contents and use. Key components of the PMP will include description of practices related to:

- Project initiation activities
- Detailed role and responsibility definition
- Issue tracking, escalation, and resolution
- Change request approval and tracking
- Schedule/milestone tracking and resource allocation
- Budget management and expenditure control
- Deliverable/product review and approval and other acceptance criteria

- Vendor management
- Project success evaluation criteria and project close-out activities
- Status and other reporting expectations
- Relationships to other IT or business efforts

Relationships to Requirements Management, Configuration Management, Risk Management, Contracts/Procurement Management, Oversight, Training, Testing, Change Leadership and Communication and Marketing will also be described in this document.

Requirements Management

DRE recognizes that changes to business and technical requirements may occur any time in the project, especially as a result of technology testing or implementation, revisions in project budget, and emerging needs. In order to be responsive to needed changes and conscientious about managing the impact of change, the Project Manager and Leads will be responsible for formal and intentional management of requirements. Key elements of Requirements Management will include:

- Assumption Definition, Tracking and Traceability
- Business Requirement Definition, Tracking, Traceability and Test Verification
- Technical Requirement Definition, Tracking, Traceability and Test Verification
- Phase and Product Entry and Exit (Acceptance) Criteria Definition, Tracking and Signoff

To accomplish this, assumptions and requirements will be confirmed and documented early in the project life cycle by the Project Manager. The resulting baseline requirements-based products will be used to create contractual agreements, test plans and project closeout plans. As changes are requested or needed, the Issue Tracking and Resolution Process will ensure such requests are analyzed, approved, documented, and change notifications will be distributed among project participants and interested parties.

General criteria for accepting changes to baseline requirements will be developed if initial experiences addressing change requests demonstrate that changes fall into generalized categories and will not, therefore, be accepted on a case-by-case basis.

All changes to requirements will be documented in the project's requirements' traceability/tracking records.

Configuration Management

Configuration management policies and practices are key to managing technical change, anticipating and mitigating implementation and migration problems, and ensuring configuration documentation is consistent, coherent and produced.

A formal Configuration Management Plan will be developed to define roles, responsibilities and procedures for management, technical staff and business staff, and vendor personnel involved in this effort, and to guide the production of configuration documentation consistent with established practices. Relationships with Project Planning and Tracking, Requirements Management, Testing and Training will also be defined.

Participating integrators will be required to supplement the Configuration Management Plan with specific reference to their company's policies and procedures to the extent that is contractually allowed.

Risk Management

A formal Risk Management Plan has been developed for the implementation of the proposed solution. Initial risks have been identified and mitigating actions have been planned. The Project Manager intends to perform periodic, formal risk assessment, which will be scheduled as appropriate into the master project milestones. Additional details of the Risk Management Plan can be found in Section 7.

Project Oversight

The primary vehicle for project oversight will be the skills and experience of the Project Manager and the continued involvement of the Project Steering Committee. The implementation of the proposed solution will depend on this day-to-day oversight to ensure schedules are met and products are of the quality demanded by requirements. The Project Manager will employ the information provided by various project management processes (e.g., issue tracking, risk management, and change management) as input to the decisions made every day. The Project Sponsor will solicit input from all interested stakeholders through the status reporting and issue escalation processes.

The goal of this approach to oversight is to identify interested parties at the most appropriate levels and to provide mechanisms for meaningful involvement of these parties at the lowest possible levels. In this way, issues and problems are best identified early and resolved, and concerns about variances from standards or established project practices are addressed without delay.

Training Plan

A formal Training Plan will be developed to document training requirements and the approach DRE will use for updating training requirements, planning training curricula, and deploying training for DRE's technical and business staff (including partners, such as DTS, as necessary).

Master Test Plan

A Master Test Plan will be developed that describes the approach that will be taken to fully test all components of the proposed solution. This plan will also describe test control and approval processes, test participants, how testing will interface with configuration management processes, and test documentation expectations. Relationships to Project Planning and Tracking, Configuration Management, Risk Management and Oversight will also be defined.

Additional test plans will be developed describing the detailed testing methodologies, test scripts and expected test results for unit, integration, system and acceptance tests.

D.5. Does the organization require its project managers to be certified, either through a professional organization (e.g., PMI, ITIL) and/or through completion of specified project management coursework:

Yes

PMI (Project Management Institute)

ITIL

Agency-specified project management coursework (identify below)

No

D.6. Select from the list other areas of training your organization requires of its project managers:

Fundamental Project Management

Systems Development Life Cycle

Scheduling tool (identify below)

Microsoft Project

–

–

Project Performance Management (e.g., Earned Value Management)

Business Process Analysis

Requirements Traceability

Procurement/Contracts Management

Other (identify below)

–

–

–

None

D.7. Describe project-level governance practices, including change management, issue resolution, and problem escalation.

Project status is tracked and reported on an ongoing basis. Regularly scheduled status meetings are held to discuss project progress, issues/issue resolution and next steps. Attendees include the project manager, project team members and any external vendors involved in the project. Project Steering Committee meetings will be held on a regular basis to discuss project progress, change requests, and open issues. The following standard reporting mechanisms will be used:

- Status reports
- Issues lists
- Risk management updates

DRE undertakes a top-down/bottom-up approach to project quality. The Project Steering Committee will provide “Top-down” project oversight. The composition of the Steering Committee ensures broad and balanced oversight, as it includes program and technical staff. “Bottom-up” project oversight will be provided by the project management team, which will include Business Area Experts from the Licensing Unit.

In order to ensure that the project meets identified business and technical objectives and requirements, DRE develops a Quality Assurance/Risk Management Plan based on the State's Project Management Methodology. The plan has the following elements:

- Measurable objectives and functional requirements
- Software Development standards to be used during system development
- Unit, System, and Acceptance testing
- Acceptance testing plan
- Regularly scheduled audits/reviews of key tasks
- Identification of quality assurance responsibility with Project Steering Committee
- Establishment of the measures for process quality control both during the project and for ongoing operations

DRE recognizes that the chances of project success are significantly increased through the utilization of a Change Management Plan. Change affects the view of the project and will impact the scope, project definition, and specification. The selected Project Manager will serve as the Change Manager. The project Steering Committee will act as the Change Control Board (CCB) responsible for the approval and/or rejection of change requests. Change requests will be:

- Drafted by the Project Team (both developers and end users)
- Reviewed and edited by the Project Manager
- Decided by the Project Steering Committee (if they impact scope, schedule or cost)
- Implemented by the Project Team.

The Steering Committee will provide project oversight and will help direct the course of the project. The Steering Committee will be responsible for management and control agency reviews, quality control inspections, testing measurements and other observation processes to ensure that planned project objectives are achieved in accordance with the approved project plan.

D.8. Does the project management methodology include processes for documenting lessons-learned and applying these to future projects?

Yes (Please describe)

As part of project wrap-up meetings, results and lessons learned are documented for future project reference. Project results are also analyzed, documented and retained for future reference in connection with the PIER process after the project has been completed.

No