

Information Technology Capital Plan

Department ITCP



Information Technology Capital Plan

Executive Approval Transmittal

Department Name

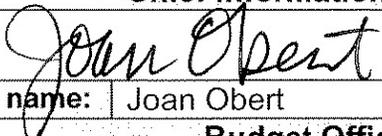
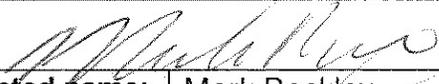
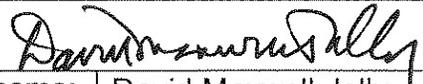
Department of Child Support Services

APPROVAL SIGNATURES

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

I certify that the ITCP was prepared in accordance with State Information Management Manual section 57 and that the proposed project concepts 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 |
|---|---------------------|-------------|
|  | | 8/28/08 |
| Printed name: | Joan Obert | |
| Budget Officer | | Date Signed |
|  | | 8/28/08 |
| Printed name: | Mark Beckley | |
| Department Director | | Date Signed |
|  | | 8/28/08 |
| Printed name: | David Maxwell-Jolly | |

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Department name and Org Code:

Department of Child Support Services

Plan year:

2009-10 through 2013-14

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

Mission: The mission of the California Child Support Services Program is to promote the well-being of children and the self-sufficiency of families by assisting both parents to meet the financial, medical and emotional needs of their children through the delivery of quality child support establishment, collection, and distribution services.

Vision: Children can rely on their parents for the financial, medical and emotional support they need to be healthy and successful.

Goals: Improve the performance of California's Child Support Services Program.

Promote statewide consistency and efficiency of child support practices among the program's governmental partners.

Enhance customer service to child support program clients.

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.

1.1. Hardware

The following refresh statistics are based on current hardware and staffing levels and also includes all CCSAS project hardware that is now the property of DCSS effective July 1, 2008.

| Type | SFY 2008-09 | SFY 2009-10 | SFY 2010-11 | SFY 2011-12 |
|--------------|---------------------|---------------------|---------------------|---------------------|
| Desktops | \$135,000 | \$390,000 | \$200,000 | \$284,000 |
| Laptops | \$186,000 | \$160,000 | \$ 80,000 | \$174,000 |
| Servers | \$ 85,000 | \$ 85,000 | \$ 85,000 | \$ 70,000 |
| Storage | \$ 0 | \$100,000 | \$120,000 | \$ 90,000 |
| Printers | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Total | \$446,000.00 | \$775,000.00 | \$525,000.00 | \$658,000.00 |

1.2. Software

1.2.1. Office Suites:

Planned upgrade from Microsoft Office 2003 products to Office 2007 products at some time in 2009. (Actual date TBD) All Microsoft products purchased by DCSS are under MS software assurance, so there are no additional licensing costs for upgrades. The software assurance is paid annually.

1.2.2. Operating systems:

Desktop: Planned upgrade from Microsoft Windows XP to Microsoft Windows Vista at some time in 2009. (Actual date TBD) As with the Office products, the

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licensing is covered under Software assurance so there are no software licensing costs involved in this process.

Server: Planned upgrade from Microsoft Windows Server 2003 to Windows Server 2008 beginning in Fall 2008. Again, upgrades are allowed under software assurance. Only new servers will be installed with Windows Server 2008. No immediate plans to upgrade existing Windows Server 2003 systems.

Notes: The annual cost for Microsoft Software assurance for each PC in the department is estimated to be \$450/computer annually for ~1,000 computers for the next 3 years. The annual cost for software assurance is projected to be ~\$450,000.

1.2.3. Other: No major software upgrades are planned at this time for the department. Most product upgrades are covered under maintenance/software assurance agreements which allow the department to utilize the latest versions without incurring any one time costs above the annual maintenance costs.

1.3. Network

| Type | SFY 2008-09 | SFY 2009-10 | SFY 2010-11 | SFY 2011-12 |
|-----------------|-------------|---------------------|---------------------|---------------------|
| Switch Cores | 0 | \$ 82,000 | 0 | 0 |
| Access Switches | 0 | \$112,000 | \$ 70,000 | \$ 56,000 |
| Firewalls | 0 | \$10,000 | \$ 50,000 | \$ 45,000 |
| Miscellaneous | 0 | \$ 41,000 | \$ 38,000 | \$ 77,000 |
| Total | 0 | \$245,000.00 | \$158,000.00 | \$178,000.00 |

1.3.1. Routers

Router needs handled through DTS.

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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 Investments

After each proposed IT investment has been documented by answering questions 4.1 through 4.5 of the attached IT Investment Proposal Form, provide the following information on Table 2 on the following page:

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

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Table 1-Existing Approved Reportable IT Projects Summary by Department

| Existing IT Project | Approved Project Cost | Project Number | Implementation Date |
|---|------------------------------|------------------------|-----------------------------|
| CA Child Support Automation System (CCSAS) - CSE | \$1,111,058,175 | CCSAS #1730-150 | 11/30/08¹ |
| CA Child Support Automation System (CCSAS) - SDU | \$225,147,906 | SDU-1730-172 | 12/15/09 |
| | | | |
| | | | |
| | | | |

Table 2-Proposed IT Investment Summary

| Proposed IT Investments | Priority Ranking | FSR Submission Date | Estimated Total Cost |
|--|-------------------------|----------------------------|-----------------------------|
| Child Support Enforcement (CSE) Enhancements | 1 | SPR – January 2009 | \$ 78.2 million |
| State Disbursement Unit (SDU) Re-procurement / Implementation² | 2 | June 2009 | \$237.6 million |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

¹ Statewide implementation date; Project Approval through 2012 includes two years of Maintenance & Operations.

² The SDU is a service contract and may not be considered an IT project.

SIMM 57, Office of the State CIO

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PROPOSED IT INVESTMENT #1

Complete this IT Investment Proposal Form (questions 4.1 through 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:

CSE Enhancements – Priority 1

4.2. Description of the proposed IT investment:

Enhancements to the CSE application are necessary to improve program performance, increase collections, and ensure system functionality is consistent with mandated federal and state programmatic changes. These enhancements include changes to existing or new federal and state mandates, implementation of programmatic best practices and lessons learned from other states, and a backlog of Change Requests that resulted from the Project's focus on making system changes related to federal certification findings. (Certification of the Alternative System Configuration was achieved June 2008; certification of the single statewide systems [CSE Version 2] is scheduled for December 2008).

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

Improve the performance of California's Child Support Services Program. Although the CSE Enhancements will support all three of the Department's strategic goals, the primary focus is on improving program performance through improved system functionality and worker efficiencies and effectiveness. Enhancements will provide improved reporting, performance monitoring, and data reliability as well as streamline Local Child Support Agency business processes. New performance improvement initiatives will be more easily evaluated and, when appropriate, lead to statewide best practices.

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

1. Increased revenues to children and families and the state General Fund.
2. Improved program performance will result in increased federal incentive funding for the program.
3. Improved data reliability will ensure federal incentive funding is achieved by attaining / sustaining the 95% reliability rate required.
4. Improved worker efficiency and effectiveness will improved California's performance on the cost effectiveness measure.

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

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- 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
 - No

Not applicable.

- 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?

Special Project Report will be submitted in 01/2009; the existing approved FSR is in place through 2012.

- 4.9. What is the estimated project start date (mm/yyyy) if the FSR is approved?

Not later than 07/2011

- 4.10. What is the duration of the proposed project?

2 years

- 4.11. Will the proposed project utilize the existing infrastructure?
- Yes
 - No

- 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:

This project is related to the existing Child Support Enforcement (CSE) Project; it provides for enhancements to address ongoing federal and state programmatic changes, performance improvement initiatives, a backlog of critical change requests, and improve worker efficiency and effectiveness.

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

If this project is not implemented, the CSE system will not provide the ability increase collections and revenue for children, families and the state General Fund. The system will not provide the ability to sufficiently monitor program improvement initiatives or result in the desired worker efficiency and effectiveness. Increased federal incentive funding for the

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program will not be realized and, if the system is not compliant with federal regulations, fiscal penalties for non-compliance may be imposed. Child support workers frustration in using the system will increase.

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

- Budget action needed**
- Redirection of existing funds**
- Other (describe):**

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

(All dollars are in millions)

| Fund Source | 2009-10 | 2010-11 | 2011-12 | 2012-13 | 2013-14 and future | Total |
|--------------|-------------|-------------|---------|---------|--------------------|-------------|
| General Fund | 17.9 | 8.7 | | | | 26.6 |
| Federal Fund | 34.8 | 16.8 | | | | 51.6 |
| Special Fund | | | | | | |
| Total | 52.7 | 25.5 | | | | 78.2 |

PROPOSED IT INVESTMENT #2

Complete this IT Investment 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:

State Disbursement Unit (SDU) Re-procurement & Implementation – Priority 2³

4.2. Description of the proposed IT investment:

The existing contract for the SDU Service Provider will expire in December 2012. The SDU is a federally required component of the single, statewide child support system and must be re-procured to ensure seamless transition and no disruption to disbursement of monies to California's children and families. An overlap period of at least 6 months between the existing SDU contract and the proposed new contract is necessary to reduce risks associated with a potential change in vendor services.

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

Enhance customer service to child support program clients. The SDU serves as the central point of collection for all child support payments statewide and per federal regulations must disburse collections to the appropriate parties within 2 working days. The SDU currently collects and distributes approximately \$2.5 billion annually. Disbursements are made to the families and children owed child support, the Title IV-A program for

³ **NOTE:** The SDU is a service contract and may not be considered an IT project pending OCIO determination.

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recoupment of current aid, Non IV-D court ordered child support recipients, and the State General Fund.

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

Federal program compliance requires funds to be disbursed within 2 working days; federal financial penalties can be imposed if non-compliance is an ongoing or long-term issue. The department must ensure the collection and disbursement of child support monies to CA children and families are sustained without interruption. Most importantly, families and children will not receive monies owed them if there is a break in SDU services.

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
- No

Not applicable.

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?

06/2009

4.9. What is the estimated project start date (mm/yyyy) if the FSR is approved?

The procurement start date is targeted to start no later than 09/2009; the implementation is targeted to start no later than 07/2012

4.10. What is the duration of the proposed project?

The new SDU contract is proposed for a 5 year term with 3 additional 1 year options.

4.11. Will the proposed project utilize the existing infrastructure?

- Yes
- No

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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:

This proposal is related to the existing SDU contract services and is required to ensure seamless ongoing SDU services statewide.

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

If this proposal is not approved, child support collections and disbursements will not be accomplished. Families and children owed child support monies will suffer and the state General Fund will be negatively impacted.

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

- Budget action needed**
 Redirection of existing funds
 Other (describe):

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

(All dollars are in millions)

| Fund Source | 2009-10⁴ | 2010-11 | 2011-12 | 2012-13 | 2013-14 and future | Total |
|---------------------|----------------------------|----------------|----------------|----------------|---------------------------|--------------|
| General Fund | 0 | 0 | 0 | 7.344 | 73.440 | 80.784 |
| Federal Fund | 0 | 0 | 0 | 14.256 | 142.560 | 156.816 |
| Special Fund | | | | | | |
| Total | \$0 | \$0 | \$0 | \$21.600 | \$216.000 | \$237.600 |

⁴ The existing SDU contract has two, one-year options carrying the project through to December 2012.

Enterprise Architecture

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

- Yes
- No
- Not applicable

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 Progress | Not Implemented and Not Planned |
| Performance | | | X | |
| 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.

Currently, our department does not have an Enterprise Architecture governance structure in place to review and approve our enterprise architecture; however, efforts to develop an Enterprise Architecture implementation plan are underway. We are directly working with the CHHS to leverage Agency Enterprise Architecture developments and OSI enterprise architecture best practices. We have plans to establish a Department Enterprise Architecture Steering Committee with a cross section of business and IT representatives that includes the Chief Deputy, Program Deputies and the ISO, and project the following levels of Enterprise Architecture governance at a minimum:

- Department Enterprise Architecture Steering Committee responsible for department-level governance review and recommend approval of IT investments, policy, procedure, guiding principles, and reference models in accordance with the department business strategy.

This structure follows the projected CHHS Agency Enterprise Architecture strategy, with the CIO at the head of the department’s decision-making structure, and department workgroups, in subordinate roles, actively evaluating enterprise-wide operational policies and procedures to be forwarded to the CIO for approval.

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

- Yes
- No

Enterprise Architecture

Name: _____

Telephone Number: _____ **E-Mail:** _____

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

The DCSS Chief Information Security Officer is a member of the DCSS Executive Management Team and will be a member of all formal IT governance processes to be established. The ISO also assigns a representative to each project initiative to ensure security concerns are addressed early and throughout the development lifecycle.

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 has published an Information Security Manual, conducts annual security training, monitors network accesses, and provides ongoing informational updates to all DCSS staff. The Information Security Manual addresses the principles, policies and standards related to information integrity, confidentiality, and availability and protection of information assets. The manual is also distributed to the local child support agencies as a standard that must be met at a minimum by all child support offices and workers.

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

- Yes
 No

If no, please explain.

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

Peer walkthroughs at each stage of the development lifecycle are conducted to ensure software developers and programmers follow the standards and best practices for development. Business analysts, testers, infrastructure and security representatives, in addition to the development team, participate in these walkthroughs to ensure a quality product that meets standards and business requirements is delivered.

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

- Yes
 No

Information Security

Name: Debborah Martin

Classification: DPM III

Telephone Number: 916.464.5774 E-Mail: Debborah.Martin@dcss.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.

DCSS' will be using the CHHS-developed standard approach. The following is a brief description.

Currently in the planning stage, CHHS's workforce development efforts will incorporate recruitment, lifelong learning, and mentorship into an effective plan of action for successfully increasing the size and aptitude of our skilled staff. Our plan formulation strategy involves seven key steps to goal fruition:

1. **Develop an overall plan structure.** CHHS will construct a general outline of the plan's architecture with the final framework goals of incorporating and implementing policies and processes within reasonable time frames, and at acceptable costs. The plan will be geared towards realizing observable improvements in department and agency performance, labor force management and retention.
2. **Establish roles and responsibilities.** The plan structure will outline roles, responsibilities, and targets for leadership.
3. **Incorporate formal and informal efforts.** The plan will make room for both formal development efforts (i.e., job fair recruitment), and informal efforts (i.e., supporting word-of-mouth recruitment and mentorship outside of an established mentoring program).
4. **Develop performance process mechanisms and procedures.** With the necessary safeguards and appropriate accountability mechanisms in place, our performance plan will focus on achieving organizational results, accelerating change, providing meaningful performance distinctions, and opening up ongoing dialogs between management and staff to aid in employee growth.
5. **Formulate retention and mentor recruiting elements.** Using proven recruiting and retention methods, we will create a workable, affordable plan of action to initiate and maintain productive recruiting and mentoring programs within the department.
6. **Solidify department participation.** Departmental feedback is critical to create workable, affordable procedures and attain employee "buy in". CHHS will rely heavily on department-level participation in construction of the final framework for workforce development.
7. **Identify core competencies.** To create an effective workforce development plan, we will examine the existing architecture of our department and identify those core competencies essential to successful operations. Our development plan will nurture the sustainment of these competencies by cultivating a talented staff guaranteed to support operations and meet CHHS short and long-term needs.

CHHS will initiate proven recruiting methods to hire new talent, map the advancement of current employees, identify and address potential future knowledge and skill needs, uphold workforce diversity, and increase employee retention. Based on thorough workforce planning analysis, our workforce development plan will successfully aid in the achievement of organizational goals, and meet the current and future needs of CHHS, whatever the challenge.

Workforce Development, Workforce Planning and Succession Planning

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)

As stated, CHHS will soon solidify a formal workforce development plan geared towards the following priorities:

- Implement mentorship and management training programs to maximize the upward mobility of current staff and enhance retention efforts.
- Aid employee growth through the development of performance process mechanisms and procedures to provide meaningful performance distinctions, accelerate positive change, and initiate employee growth.
- Potentially further support retention efforts through recruitment bonuses and employee recognition programs that acknowledge and reward excellence while promoting individual and team growth.

Performance management is vital to ensure and enhance department performance, due to the correlation between an individual's activities and departmental results. To increase department-wide performance, our workforce development plan will involve three key practices:

1. **Behavior modification support: linking individual performance with department performance and goals.** Each individual will be encouraged to realize the connection between their daily activities and accomplishments and their broader impact on company operations and objectives. This awareness will nurture our team mentality and identity as a cohesive unit, aiding in CHHS's health and future growth.
2. **Increasing communication and accountability.** As part of the plan's behavior modification support, mentoring, and retention efforts, each employee will be impressed upon the fact that, as part of a team, they have a responsibility both to reaching their goals and helping their coworkers achieve the same results. Further, performance monitoring by management will open up ongoing dialogs between supervisors and staff, supporting that same establishment of a link between individual performance and team/department performance. This collaborative atmosphere will provide a nurturing, open environment for staff at every level.
3. **Performance tracking.** Employee assessments will continue to be used for performance monitoring, providing a framework for constructive criticism, and enhancing individual productivity. The assessment, which will include an analysis of employee competencies, job duties, performance, and behavior, will allow the employee to "self-monitor" and address performance gaps. The result will be the enhancement of both accountability and management-employee communications, creating a continuous wish

Workforce Development, Workforce Planning and Succession Planning

for growth within the employee that directly and continuously contributes to department success.

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

- Yes
 No

If yes, briefly describe it.

As stated, CHHS is in the process of implementing an effective workforce development plan, which will incorporate recruitment, lifelong learning, and mentorship. The plan will outline governance roles, responsibilities, and targets for leadership. The envisioned plan will be formulated for utilization by all departments.

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

- Yes
 No

If yes, briefly describe it.

CHHS has a strong presence as an employer within the state of California. Though IT staff retention levels are historically low within the IT industry, CHHS does not suffer from high IT turnover and personnel shortages. We are adept at coping with increases and decreases in staffing requirements, and our effective workforce planning management procedures eliminate negative program continuity impact due to employee vacancies. Nevertheless, CHHS is in the process of developing a succession plan, applicable to all departments, that ensures continued success in adequate staffing.

CHHS's succession a plan will accomplish the following:

- Incorporate a workable, affordable recruitment strategy based on established best practices, and attracting potential talent via targeted outreach efforts and word of mouth.
- Implement mentorship and management training programs to increase staff promotions and help to ensure the retention of our current talent.
- Further support retention efforts through recruitment bonuses and recognition programs.

At CHHS, we stay abreast of changes in the local economy affecting employment rates, as well as any employee recruitment developments within the greater Sacramento area. We realize that the welfare of our current and newly acquired staff members is paramount to agency success. Or plan will promote communication and knowledge sharing, increase retention rates, and provide employees with stability and valuable opportunities for advancement, creating a dedicated, reliable workforce.

Workforce Development, Workforce Planning and Succession Planning

C.5. By classification, how many Information Technology staff does your organization have?

See attached table at end of document.

C.6. What percentage of Rank and File IT staff identified in question C.5 above will be eligible to retire within the next five years?

See attached table at end of document.

C.7. What percentage of Management IT staff identified in question C.5 above will be eligible to retire within the next five years?

See attached table at end of document.

Portfolio Management, Project Management, and IT Governance

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

- Yes
- No

If yes, briefly describe it.

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.

None

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

Portfolio Management, Project Management, and IT Governance

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
 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)
 -
 -
 -
 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.

For the CCSAS Project, DCSS has implemented the CCSAS Governance Structure. This structure includes subject matter Workgroups, the Change Management Coordination Committee (CMCC), and the Change Control Board (CCB).

The Workgroups analyze issues and recommend resolutions to the CMCC. Issue resolution may include a change request, policy change, a business process or training update. Workgroups are comprised of State and LCSA subject matter experts and the Business Partner.

The Workgroup Recommendation is reviewed and approved/denied by the CMCC. This committee has State and LCSA representation. The committee discusses and analyzes the issue and Workgroup Recommendation from a change management perspective.

The CCB reviews change request recommendations and approves the change requests for impact analysis and eventually implementation.

Portfolio Management, Project Management, and IT Governance

There is a CMCC Escalation Team that reviews CCSAS items for needing an immediate response. This is a small team with a single representative from State and the Business Partner.

In addition, the DCSS Executive Team is at the highest level of the CCSAS Governance Structure and provides overall business and program strategies and goals as well problem escalation as necessary.

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

Yes (Please describe)

No

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 |
|---------------------------------------|--|---|------------------------------------|---|--|
| Assistant ISA ⁵ | 6 | 3 | CEA III | 1 | 1 |
| Associate ISA | 21 | 7 | CEA II | 2 | 2 |
| Staff ISA | 57 | 18 | CEA I | 1 | 1 |
| Senior ISA | 34 | 13 | DPM IV | 2 | 1 |
| Associate PA ⁶ | 8 | 0 | DPM III | 9 | 5 |
| Staff PA | 17 | 5 | DPM II | 6 | 0 |
| Senior PA | 9 | 4 | Sr. ISA (Sup) | 5 | 2 |
| Associate PSA ⁷ | 3 | 0 | Senior PA (Sup) | 3 | 1 |
| Staff PSA | 4 | 0 | Senior PSA (Sup) | 1 | 0 |
| Senior PSA | 3 | 0 | SSS III (Sup) | 3 | 1 |
| Associate SSS ⁸ | 2 | 0 | | | |
| SSS I | 12 | 4 | | | |
| SSS II | 13 | 5 | | | |
| SSS III | 3 | 0 | | | |
| | | | | | |

⁵ ISA = Information Systems Analyst

⁶ PA = Programmer Analyst

⁷ PSA = Program Systems Analyst; DCSS unique classification that includes IT duties such as requirements definition, testing, etc.

⁸ SSS = Systems Software Specialist