



Department of Veterans Affairs
Information Technology Capital Plan
Department IT Capital Plan
October 2008



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

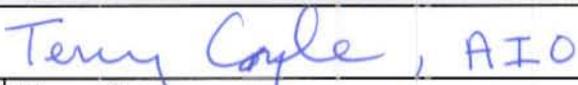
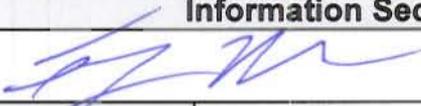
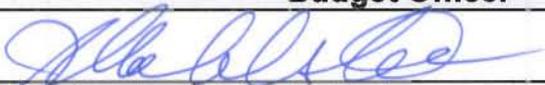
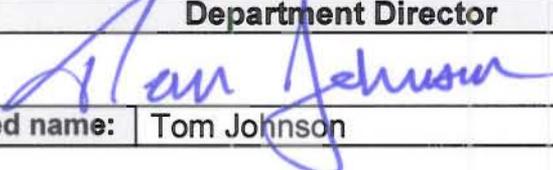
Department Name: VETERANS AFFAIRS

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
 AIO		9/30/08
Printed name:	Terry Coyle	
Information Security Officer		Date Signed
		9/30/08
Printed name:	Thys Bohr	
Budget Officer		Date Signed
		9/30/08
Printed name:	John Wahlstrom	
Department Director		Date Signed
		10/1/08
Printed name:	Tom Johnson	

DEPARTMENT IT CAPITAL PLAN

Department Name and Org Code:

Veterans Affairs

Plan Year:

2009-10 through 2013-14

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

Goal 1: We will provide high quality advocacy and services for all California Veterans.

Objectives:

- A. Extend Cal-Vet Qualified Veterans Mortgage Bond benefits to post 1976 veterans.
- B. Expand outreach activities to veterans, their families and dependents.
- C. Enhance leadership role to advocate for, and provide veterans benefits.
- D. Develop partnerships to enhance relationships with local, state and federal representatives.
- E. Assess customer satisfaction.
- F. Ensure constituent data confidentiality.
- G. Prepare for catastrophic events to minimize disruption of services.

Goal 2: We will provide the best long-term care and enhanced quality of life for all State Veterans Homes residents.

Objectives:

- A. Provide healthcare services that meet or exceed state and national quality of care indicators.
- B. Add or adjust the services offered based upon the changing demographics, expectations and needs of the veterans, as well as the changing opportunities afforded by medical science and technology.
- C. Support and modernize information technology in health care delivery at State Veterans Homes.
- D. Meet or exceed federal and state survey resident care targets in State Veterans Homes.
- E. Enhance in-service training of Claims Representatives at Veterans Homes.

Goal 3: We will attract, develop and retain qualified and caring CDVA staff and volunteers.

Objectives:

- A. Enhance in-service training for all staff.
- B. Expand recruitment outreach to healthcare professionals and volunteers.
- C. Strengthen staffs' job skill sets and enhance upward mobility opportunities.
- D. Continue promotion of staff and volunteer recognition and reward system.
- E. Implement standardization of employee Individual Development Plans and Performance Appraisals.
- F. Obtain staff input in assessing workplace environment.

Goal 4: We will maintain effective communication with all staff and stakeholders.

Objectives:

- A. Continue efforts to collaborate, improve, and coordinate communication with veteran's organizations.
- B. Maximize the use of Intranet as an electronic repository of CDVA documents.
- C. Ensure department-wide distribution of CDVA Policy/Information Memos to educate and inform staff of departmental policies, practices and procedures.
- D. Monitor and increase contact between management and staff.

Goal 5: We will use our resources wisely.

Objectives:

- A. End each budget year within appropriation levels at each Veterans Home and Headquarters.
- B. Assess and improve business processes and implement efficiencies to reduce operational costs and improve customer service.
- C. Pursue technological innovations to improve distribution of information to staff, veterans and their families, stakeholders and the public at large.
- D. Redesign Farm & Home Loan Services to reflect market place changes and funding challenges.
- E. Maximize use of assets and funding sources available to the department from private and public sectors.

- F. Specify data and metrics required to monitor and report program and service performance.
- G. Establish ongoing strategic planning policies and procedures.

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.

Background & Baseline

In 2006, CDVA prepared and submitted an FSR to address the upgrade of its information technology infrastructure in order to carry its mission. The effort was approved in 2007 as the Information Technology Infrastructure Upgrade Project and is scheduled over eight years for a total of \$14 million.

The IT Infrastructure Upgrade Project had two primary goals: (1) complete a one-time, agency wide infrastructure upgrade of older equipment and components across the desktop, server and network environments, and (2) implement an on-going infrastructure maintenance (refresh) program to avoid gradual obsolescence of individual technical components. Funding of both the one-time replacement and ongoing refresh program ensured that CDVA met its current business and technical needs.

The one-time upgrade of older equipment was scheduled to take place in the first two years (FY 07/08 and FY 08/09) and cost \$5.1 million. Continuing costs for the refresh program will commence in FY 08/09 and FY 09/10 and will cost \$600,000 per year. Beginning in FY 10/11 and continuing through FY 14/15 the continuing cost for the refresh program will be \$1.6 million per year to allow refreshment of older equipment and software.

The following objectives detail the improvements that emerged through the project's implementation:

- Reduced security risks by eliminating the most significant hardware and software vulnerabilities
- Improved business operational efficiency by eliminating periodic response time degradation
- Reduced risk of future disruptions by providing maintenance and support at a reasonable cost and adequate levels
- Improved desktop efficiency by reducing desktop refresh cycle time
- Reduced time spent on support activities for desktops
- Allowed for scalability and extensibility to meet future growth

CDVA will be expanding from three Veterans Homes to a total of six over the next two years. The three new homes will open in the Los Angeles area in 2009 and 2010.

CDVA also has plans and is budgeted to open two additional homes in Redding and Fresno. These are scheduled for opening in 2011 and 2012.

2.1. Hardware

The FSR documented that CDVA uses approximately 1100 workstations including both desktops (950) and laptops (150). 90 % of these devices were over 5 years old. With a 4 year life expectancy for a workstation, almost all of CDVA's workstations needed to be replaced under the IT Infrastructure Upgrade Project.

The FSR also documented CDVA needs to replace 500 printers and 180 fax machines.

The FSR reported CDVA with 32 single processor and dual processor servers. Almost all the servers are five years or older and will be replaced during FY 07/08 and FY 08/09.

2.2. Software

Infrastructure related software is part of the scope of the IT Infrastructure Upgrade Project.

CDVA has upgraded workstation-focused software such as operating systems (Microsoft XP) and office automation tools (Microsoft Office Outlook 2003).

During FY08/09, CDVA plans to use the Altiris software packages to run inventory and asset management functions. CDVA also plans to use Altiris to push software upgrades and critical hot fixes to both desktops and servers.

CDVA plans to upgrade our server operating systems to Microsoft Server 2008 during FY 08/09.

CDVA plans over the next eighteen months to review and determine the appropriate time to switch CDVA to newer versions of software such as Vista and Outlook 2007.

2.3. Network

As part of the IT Infrastructure Upgrade Project, CDVA established Verizon Networks, running a MPLS network, as our primary WAN provider with new network routers installed throughout our network in FY 07/08.

CDVA also replaced all network switches running on our LAN network for all CDVA sites during FY 07/08.

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 4.5.7 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
1) Enterprise-wide Veterans Homes Information System (Ew-VHIS)	\$33,982,315 Last approved	8950-49	4/2009 to 12/2010 (6 Vets Homes)
a) Enterprise-wide Veterans Homes Information System (Ew-VHIS) – SPR submitted 8/26/08	\$31,868,125	8950-49	6/2010 to 6/2012 (8 Vets Homes)
2) Computed Radiology-Picture Archiving & Communication System (CR-PACS)	\$781,654	8950-50	03/01/2009
3) Information Technology Infrastructure Upgrade (ITIU)	\$9,503,406	8950-51	06/30/2011

*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

Proposed IT Project	Priority Ranking	FSR Submission Date	Estimated Total Cost
1) Enterprise-wide Wireless Technology Project	1	July 2009	TBD
2) Veterans Services Case Management System Project	1	July 2009	TBD

PROPOSED IT PROJECTS

Complete this IT Project Proposal Form (questions 4.1 through 4.5.7 below) for each proposed IT project that meets the definition of a reportable project as defined in the State Administrative Manual Section 4819.37:

ENTERPRISE-WIDE WIRELESS TECHNOLOGY PROJECT

4.1. Proposal name and priority ranking:

Proposal name: Enterprise-wide Wireless Technology Project
Priority ranking: 1

4.2. Description of the proposed IT project:

The Enterprise-wide Wireless Technology Project is to bring wireless technology to the Department of Veterans Affairs.

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

The Enterprise-wide Wireless Technology Project will support the following strategic goals and objectives:

Goal 2: We will provide the best long-term care and enhanced quality of life for all State Veterans Homes residents.

Objectives:

- Provide healthcare services that meet or exceed state and national quality of care indicators.
- Add or adjust the services offered based upon the changing demographics, expectations and needs of the veterans, as well as the changing opportunities afforded by medical science and technology.
- Support and modernize information technology in health care delivery at State Veterans Homes.
- Meet or exceed federal and state survey resident care targets in State Veterans Homes.

This project will support this goal and these objectives by providing wireless devices for healthcare providers to facilitate documentation of patient information at the point of care and retrieve patient history and past medications quicker and easier. This will help avoid duplication of services, tests, and medications. Wireless technology will make it possible for physicians to use handheld devices to produce diagnostic imaging reports on-demand.

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

The expected business outcome is improvement in the care services and focused patient care for residents of the Veterans Homes. With wireless technology, physicians would be able to enter information into handheld devices at the point of service and not have to write down notes on a piece of paper to hand to someone to key into the system or to go back to their office to type in their notes. Less time would be spent managing the paperwork and more time will be spent with the resident.

With the sophistication of handheld devices, physicians would be able to review an electronic medical chart for the patient rather than leafing through pages of paper charts to see when x-rays and laboratory tests were last done. This could prevent manual errors, such as re-ordering tests that have already been completed. In addition, physicians will be able to use electronic signatures, which save time and reduce paperwork.

Nurses would be able to electronically verify medications at bedside to prevent medication administration errors. In addition, nurses would be able to quickly perform bedside charting, such vital signs.

Mobile wireless technology would better track and monitor the location of each resident as they are moved to and from different levels of care.

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

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?

07/15/2009

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

07/2010

4.10. What is the duration of the proposed project?

Approximately three (3) years.

4.11. Will the proposed project utilize the existing infrastructure?

Yes

No

If no, please explain.

The existing Veterans Homes in Yountville, Barstow, and Chula Vista and Sacramento Headquarters will need additional cabling and re-wiring to accommodate the wireless infrastructure.

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:

The wireless technology project is related to the Enterprise-wide Veterans Homes Information System (Ew-VHIS) project. The Ew-VHIS project is currently in the procurement phase. CDVA is seeking an integrated healthcare, financial, and business information system to manage the business functions of the Veterans Homes. The wireless technology will be used through the Veterans Homes for healthcare and business-related functions and is essential to maximizing the advantages of the Ew-VHIS EHR.

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

The consequence of not doing this proposed project would be the inability to fully implement an electronic medical system. CDVA would not be able to implement physician order entry to capture charges at the point of care. They also would also have to rely on paper charts for patient information and not an electronic chart.

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

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

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	2013-14 and future	Total
General Fund	TBD	TBD	TBD	TBD	TBD	TBD
Federal Fund						
Special Fund*						
Total						

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

VETERANS SERVICES CASE MANAGEMENT SYSTEM PROJECT

5.1. Proposal name and priority ranking:

Veterans Services Case Management System Project, priority 1

5.2. Description of the proposed IT project:

The Department of Veterans Affairs' outreach program of improving California's utilization of veterans' benefits has resulted in an increase of veterans receiving federal veteran benefits. CDVA has a relationship with California's County Veterans Services Offices (CVSO) statewide in ensuring that veterans receive all eligible benefits. The CVSO provide the local network for initiating claims, providing services and generally assisting veterans, veteran dependents and survivors. The CVSO originate claims for all United States Department of Veterans Affairs (USDVA) recognized organizations as well as for the CDVA. Currently, there are 56 counties with an established CVSO. The Veterans Services Case Management System will be used to track veterans' claims and award activities from the CVSOs and provide reporting functions to local, state, and federal agencies as well as to individuals and other entities. The system will be used to improve statutorily required audits and to expedite payment of local assistance to the counties. This will be a web-based system for all 56 CVSOs and CDVA district offices to enter their claim and award activity details and will allow claim development outside of the standard office environment.

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

The Veterans Services Case Management Project will support the following goal and objectives:

Goal 1: We will provide high quality advocacy and services for all California Veterans.

Objectives:

- Expand outreach activities to veterans, their families and dependents.
- Enhance leadership role to advocate for, and provide veterans benefits.
- Develop partnerships to enhance relationships with local, state and federal representatives.

This project will support the goal and objectives is by providing a tool for CVSO to provide assistance to veterans and their dependents in preparing and submitting claims and in representing claimants before the federal, state, and local agencies in providing veterans benefits. In addition, the system will provide CDVA with a central repository of all claims that could be easily audited as well as valuable demographics to improve services.

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

The expected outcome of this proposal is to be able to track the caseload of all the claims filed at the CVSO. While many counties use electronic case management software, the software products are highly variable in effectiveness, disjointed between counties, and not fully integrated to California reporting requirements. Some counties remain on paper systems. The proposal would provide all counties with a web-based system to manage claim activities electronically. This would meet all of the objectives listed in 5.3.

5.5. 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

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

- Yes
- No

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

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

- Yes
- No

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

07/2009

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

07/2010

5.10. What is the duration of the proposed project?

Approximately 3 years to implement system in all CVSOs.

5.11. Will the proposed project utilize the existing infrastructure?

- Yes
- No

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

- Yes
- No

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

With the increased outreach efforts to ensure veterans receive the benefits they are entitled to, the caseload has increased dramatically. Many CVSOs are still using paper claim forms, which is inefficient to track and audit. Not doing the proposed project at the planned timeframe will result in a backlog of claims to be prepared and submitted.

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

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

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

Fund Source	2009-10	2010-11	2011-12	2012-13	2013-14 and future	Total
General Fund	TBD	TBD	TBD	TBD	TBD	TBD
Federal Fund						
Special Fund*						
Total						

*** 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				
Service				
Technical				
Data				

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

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

- Yes
- No

CDVA has a position allocated for the Enterprise Architect and will be advertising to fill it soon.

Name: _____

Classification: _____

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

Information Security

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

It is the practice of CDVA to fully involve its ISO in all technology-related projects. CDVA's ISO actively reviews and provides input in both Information Security and Risk Management aspects involved in agency IT projects.

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?

CDVA maintains a host of policies aimed at the protection and maintenance of information integrity, confidentiality, and protection of information assets. These policies including, but are not limited to:

- Electronic Communication and Acceptable Use
- Confidentiality and Security of Automated Systems and Resources
- Systems Hardening, Configuration Management, Data Backup/Recovery
- Content Filtering and Monitoring of Internet and Logs
- IT Equipment and Data Sanitizing

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

- Yes
 No

CDVA maintains a practice of ensuring that its business associates acknowledge and adhere to IT policies and practices when performing their contracting engagements. This process includes having vendors sign a "Confidentiality and Security" Agreement prior to the engagement start date.

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?

CDVA's ISO works with its IT development and programming staff to ensure that they integrate security "best practice" when developing applications. Also, CDVA's IT Security Staff makes a practice of scanning its application servers regularly for vulnerabilities and make certain that these servers are patched in a timely manner.

Information Security

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: Thys Bohr

Classification: Sr. Information Systems Analyst – Supervisor

Telephone Number: 916-653-2053 **E-Mail:** Thys.Bohr@cdva.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.

Annually, CDVA managers and supervisors conduct a training assessment of the training needs with each employee and then develops a training plan that provides the employee with training to enhance and increase their knowledge and ability to perform their duties.

In addition to the training plan, managers and supervisors complete an individual development plan (IDP) for each employee. The IDP reflects the employee's short and long term goals and a plan on how to achieve those goals.

CDVA also has implemented a training and development (T&D) program that provides employees the opportunity to be trained on the job for an IT career. Generally, the T&D assignment is at the entry-level of the Assistant Information Systems Analyst classification.

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) Training & Development Assignments

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.

CDVA conducts promotional exams for the IT classifications approximately every two to three years to create a talent pool of qualified candidates from which to hire or promote.

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

- Yes
 No CDVA is in the process of developing a succession plan. Although CDVA does not have a formal plan, CDVA provides staff the opportunity to be future leaders.

Workforce Development, Workforce Planning and Succession Planning

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.**

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	2	1	Staff ISA –Sup	2	2
Associate ISA	10	1	Senior ISA – Sup	4	3
Staff ISA	10	9	DP Manager III	3	3
Senior ISA	1	0			
Sys Sw Spec I	1	0			
Sys Sw Spec II	3	0			

Project Management, Portfolio 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.

CDVA has two steering committees, one for the Veterans Homes information technology needs and one for the Farm and Home Loan Division's needs. Both of these committees plan, review, approve, and prioritize information technology plans and requests. In addition, they discuss and resolve all IT-related issues. These committees meet monthly and on an "as needed" basis with the Agency Information Officer and the IT management team. The Veterans Home IT Steering Committee consists of the Deputy Secretary of Veterans Homes, the Director of Operations, and the Agency Information Officer. The Farm and Home IT Steering Committee consists of the Agency Information Officer, the Chief and Supervising Property Agents of the Farm and Home Loan Division.

Also, the Agency Information Officer and IT management team meets monthly via video conference with each Veterans Home Administrator to discuss IT-related needs and issues.

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, but currently researching tools, such as Primavera.

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

- Implemented (Please describe)

Project Management, Portfolio Management and IT Governance

Implementation in progress (Please describe)

In fiscal year 2007-08, CDVA was approved for five positions to create a Project Management Office (PMO) within the Information Services Division to support the Enterprise-wide Veterans Homes Information Systems Project. This team is tasked with standing up the PMO and implementing a standard project management methodology and for providing project management support for all IT projects. Currently, the PMO is reviewing the standard templates created by the Office of Systems Integration and is adapting them as CDVA's standards templates.

Planned or planning in progress

Not implemented and not planned

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)

State Project Management Certificate Course

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)

– MS Project

–

–

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

Business Process Analysis

Requirements Traceability

Procurement/Contracts Management

Other (identify below)

– Feasibility Study Report Writing

– Budget Change Proposal Writing

–

None

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

Project Management, Portfolio Management and IT Governance

CDVA uses the guidelines of the OCIO's Information Technology Project Framework to determine what required project management practices and processes are to be used (high, medium, or low project criticality).

For all projects, CDVA prepares the following:

- Project Charter
- Project Governance
- Master Project Management Plan
- Change Management Plan
- Risk Management Plan
- Issue & Escalation Plan
- Communications Plan
- Cost Management Plan
- Schedule Management Plan
- Document Management Plan
- Contract Management Plan
- Staff Management Plan
- Quality Management Plan
- Lesson Learned

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

Yes (Please describe)

For each project, lessons-learned are discussed and documented at each major phase of the project. This provides the opportunity to identify areas that need improvement and what worked before the next phase begins. At project close-out, the lessons-learned are again discussed and are used to change and update procedures in project management, systems development life cycle, or procurement that needed improvement and to implement procedures that worked well (project strengths). In addition, advice for similar projects is also documented for future projects.

At the close of all projects, a post implementation evaluation report (PIER) is used to formally document the successes (or failures) of the project, if objectives were met, project costs, and the lessons learned.

No