California
DEPARTMENT OF TECHNOLOGY

CALIFORNIA DEPARTMENT OF TECHNOLOGY

Strategic Plan 2014 Update

Serving 21st Century Constituents

Edmund G. Brown Jr.
Governor

Carlos Ramos
Director, Department of Technology

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CALIFORNIA DEPARTMENT OF TECHNOLOGY

I am pleased to present the 2014 update to the California Statewide Information Technology Strategic Plan.

This plan lays out strategic information technology goals and objectives to guide policymakers and IT leaders in transforming California's public sector operations into a 21st century government. More than any other force, information technology has the power to transform every aspect of government. One simply has to pay attention to the way people use technology in their daily lives to see the transformational power of technology at work. Information technology and social media have changed the way Californians transact business, communicate with each other, access and process information, and consume entertainment. Technology is a powerful tool that provides the individual with convenience, access, choice, and control. It is altogether appropriate then that any plan seeking to provide strategic guidance to state government in making its investments in technology be focused on serving Californians in a manner that also provides that same convenience, access, and choice.

The strategic goals and objectives laid out in the 2014 IT Strategic Plan update position government to meet the expectations of 21st century consumers by leveraging the potential of 21st century technology. The Plan recognizes that state agencies must work together in order to make government more effective, mobile, and accessible. Government technology systems must be designed with a focus on the needs of the consumer rather than on the needs of an individual agency or program. The 2014 plan recognizes that because government relies so heavily on information technology, it is critical that the state's IT infrastructure be reliable and available, and able to support the 21st century demands of government. The plan also recognizes that government is obligated to secure the public's trust by reducing the risk of failure of technology initiatives through continuous improvements to the way we do business, and how we handle information technology project procurements. Protecting and securing the information collected in the course of providing services to consumers is paramount to successful information technology endeavors. In order to do so, state government must be vigilant against cyber threats and risks and must build up the capacity of the state's IT workforce to avoid and combat these threats.

The Plan is not meant to be a detailed road map or a step by step tactical plan that lays out specific tasks and operational responsibilities for each agency. Rather, the 2014 IT Strategic Plan documents California's strategic vision and direction for technology. It updates the strategic goals and challenges each agency to understand the needs of its constituents, align its own goals and objectives to meet those needs, and then carefully plan its investments in technology to ensure that government is effectively serving 21st century constituents.

As the state and national economy recover from the greatest recession since the Great Depression, it is imperative that we each continue to do our part to enable business to function more efficiently and effectively through the acquisition, use, and appropriate management of information technology. At the same time, we must thoughtfully and strategically plan for our future by investing in educating, training, and mentoring strong information technology leaders. I look forward to working with you to build a California government that efficiently and effectively serves its constituents.

Sincerely,

CARLOS RAMOS
Director, California Department of Technology

Mission

The mission of the California Department of Technology and the state's information technology community is to support programs and departments in the delivery of state services and information to constituents and businesses through agile, cost-effective, innovative, reliable, and secure technology.

Vision

California's information technology community aspires to be a trusted, recognized partner and technology provider that enables government to be accessible to citizens and to deliver services and information with excellence and creativity.

Guiding Principles for California's Technology Community

In leveraging the potential of information technology to transform and improve California State government, policy and technology leaders need to adhere to guiding principles that will lead to success and achievement. The following principles are the basis for achievement, for securing the public trust, and ensuring a government that is responsive, accessible, and effective in serving its constituents:

Be Accountable:	**Own** business results and use technology to drive positive outcomes. **Engage** on technology initiatives and take responsibility for actions and outcomes.
Be Service Driven:	**Be Sensible** and pursue solutions with a clear business case that make government more accessible and responsive to Californians, and provide government employees with effective tools to do their jobs. **Ensure** that proposed solutions provide a measurable impact and value to solve an identified problem.
Collaborate & Cooperate:	**Involve** stakeholders early to develop a common understanding of issues and ensure shared objectives. **Build** cooperative relationships with stakeholders to develop proposed solutions and achieve outcomes that best serve the people of California. **Integrate** knowledge sharing and services across departments.
Understand Enterprise Value:	**Substantiate** tangible return on investments in technology that meet or exceed the expectations of program and policy sponsors. **Define** where technology fits in the different areas of government. **Demonstrate** the value provided by information technology solutions to government and consumers at large. **Leverage** shared services across government to increase value, eliminate unnecessary duplication and reduce costs.
Demonstrate Strong Leadership:	**Understand** the business and objectives of state leaders and constituents. **Manage** effective governance, decision-making, and communication. **Partner** with program and policy leaders in leveraging innovative and cost-effective technology solutions to address the state's business problems.

2013 Retrospective: A Look Back

This past year has been an eventful one for state government, in general, and information technology in particular. This year saw the first IT project in state history terminated by the State Chief Information Officer, and another suspended. From these difficult decisions have come valuable lessons learned.

In light of the IT projects that make headlines throughout any given year, state leaders are asking how we can make these valuable "lessons learned" benefit other projects. To that end, the Data Analytics Team has laid the groundwork for a robust catalog of lessons learned. The Lessons Learned project will allow all state project team members, the Department of Technology, Legislative staff, vendors, and the public to have visibility into what our challenges have been in state IT projects and to leverage these lessons learned on current endeavors to increase the likelihood of success.

Additionally, the newly formed Consulting and Planning Division at the Department of Technology provides assistance at the executive level for projects experiencing challenges. This division offers early intervention and intensive hands-on coaching aimed at restoring project equilibrium and mitigating risks that could jeopardize project success. The Consulting and Planning Division is comprised of IT professionals charged with resolving some of the most intricate challenges found in projects, particularly in the areas of schedule development and management, contract management and negotiations, quality assurance and quality control, risk and issue identification and mitigation, data conversion and migration, testing, and planning for system deployment and implementation.

One of the key lessons learned through our oversight of the state's IT project portfolio is that a critical component of a successful project is a skilled and experienced project team, which uses a structured approach to managing an IT initiative. To that end, California has undertaken a series of efforts aimed at developing the skillset and capability of the state IT workforce. In 2014, additional efforts will be launched to ensure that the state has a workforce with the necessary capability, knowledge, and expertise in the area of project management.

The Governor's Reorganization Plan (No. 2 of 2012) accomplished the integration of California departments responsible for technology, procurement and other administrative services, human resources and others into a new Government Operations Agency. Additionally, the Governor's Reorganization Plan transitioned procurement authority for IT projects from the Department of General Services (DGS) to the Department of Technology. The Department of General Services retains all other IT Procurement Authorities (i.e., Leveraged Procurement Agreements, Procurement Delegation Authority, and commodity purchases). By transitioning IT Project procurement authority to the Department of Technology, the state is able to leverage the lessons learned on projects to shorten the procurement cycle, create stronger bid requirements and contracts, and reduce the risk profile of the state's IT initiatives. Additionally, the state anticipates reduced state and vendor costs. The Data Analytics Team will also track vendor performance.

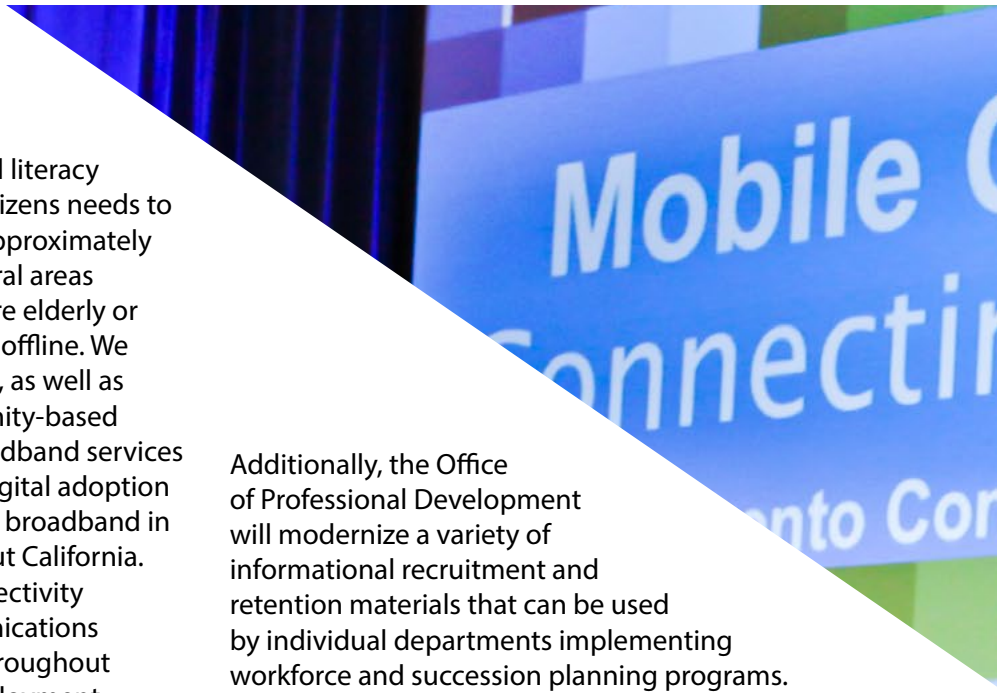
The state IT community came together to review and refine the approach to approving IT projects. The objective of this effort was to streamline the process, reduce bureaucratic redundancy, and focus the review on the critical factors that predict project success. The IT Project Approval project examined existing processes, researched the best practices of other states and countries, and revamped California's IT Project Approval Lifecycle. In September of 2013, the first phase of the new project approval process was deployed. This first phase focuses on ensuring that state agencies seeking approval to initiate an IT project are clearly able to articulate a strong business case demonstrating their need for an IT solution. This provides a basis for department executives and state control agencies to understand and validate the business problem or opportunity to be addressed and the technology approach to address it. More than 500 state IT and business professionals have attended training to learn about the new process and procedures.

In order to further leverage lessons learned to the benefit of new IT initiatives, the Department of Technology has begun drafting a template for a model IT Project. The Model IT Project template will be built by including all the components that are necessary for a successful project and will be based on recognized industry standards.

Later project approval phases will revamp the way in which technology alternatives are evaluated, solutions are analyzed, and procurements are facilitated. This will also allow for greater accuracy in schedule and budget projections.

Also in 2013, we created and published California's Enterprise Architecture Framework, version 2.0 (CEAF 2.0). Enterprise Architecture identifies the business processes that execute or support an organization's mission, and defines standards for how Information Technology can enable and support those processes. The purpose of Enterprise Architecture is to transform an often fragmented technology infrastructure into an efficient and integrated environment that can effectively support the business operations of government. Information Technology leaders from many different departments have been involved in this framework's creation, and have worked collaboratively with the State Enterprise Architect. The new framework will reduce duplicative and costly redundancy, increase uniformity, and strengthen the interoperability of systems throughout state government.

California's digital divide remains a vexing challenge for a state government seeking to leverage technology to make itself more accessible and responsive to its constituents. There remain troubling disparities in access to broadband connectivity and proficiency in using current consumer technologies. Demographic disparities exist between rural and urban parts of the state, as well as among varying cultural and socio-economic groups. Disparities exist based on educational levels, age group, gender, and race. Bridging the digital divide is essential for California if it is to maintain its place in the global economy and secure



access to opportunity for its citizens. Digital literacy and inclusion of all Californians as digital citizens needs to be a key objective for California's leaders. Approximately nine million Californians, mostly living in rural areas and tribal lands, or of low income, or who are elderly or have disabilities, remain disproportionately offline. We are working with federal and state agencies, as well as the private sector, non-profits, and community-based organizations in our efforts to improve broadband services and bridge the digital divide. We support digital adoption and the creation of critical infrastructure for broadband in unserved and underserved areas throughout California. We seek to enhance public safety and connectivity via broadband access and a digital communications infrastructure for emergency responders throughout California, as well as public services for employment, education, telemedicine, housing, and support services that are mobile, efficient, and effective. The widespread availability of broadband access enhances California's economic competitiveness, enhances public safety, supports educational advancement, facilitates the development of tele-health capabilities, and promotes responsive civic interaction.

With the aging of the state workforce, recruiting, retaining, and building the capabilities of the state IT workforce has never been more important. Over the past year, the Office of Professional Development has engaged in a comprehensive effort to train state IT professionals and equip them with the skills to support a 21st century government. As long-tenured personnel continue to retire from state service, we have developed enhanced training opportunities specifically targeted at addressing skillsets needed to support California's mainframe and legacy technologies. These systems are critical to California government and they have been disproportionately impacted by the retirement bubble.

In addition, the Office of Professional Development has continued to improve our much acclaimed IT Leadership Academy. Building on this successful model, in the fall of 2013 we launched a separate Academy specifically targeted at building the capabilities of state IT project teams. The Project Academy, taught by accomplished state professionals with firsthand experience, brings state IT project teams together to learn valuable skills, such as how to effectively manage a vendor engagement, how to effectively redesign business processes prior to undertaking an IT initiative, and how to employ effective testing strategies. In 2014, we will be sponsoring classes to discuss the basics of contract and vendor management.

Additionally, the Office of Professional Development will modernize a variety of informational recruitment and retention materials that can be used by individual departments implementing workforce and succession planning programs.

To date, the state of California has achieved more than an 86 percent email consolidation rate. There are now approximately 145,000 mailboxes on one of the state's two email solutions. This means more opportunities for collaboration. Additionally, we have increased server virtualization within the Office of Technology Services data centers, and have eliminated outdated technologies, such as microfiche.

To ensure continuity of operations and availability of the IT infrastructure, we replaced old power and cooling distribution equipment with smart generation energy efficient models.

In December 2013, we initiated CalCloud - California's move into a 21st century IT infrastructure model. With an anticipated implementation during the second quarter of 2014, CalCloud is a public-private partnership which will leverage the benefits of cloud computing. Through CalCloud, we will increase operational efficiencies across state government. CalCloud's infrastructure will be supplied and managed by a private sector provider, while all services will be managed by the Office of Technology Services. The key features are a flexible, scalable, secure, self-service infrastructure provided at market speed and with no upfront costs to the state. Government customers only pay for what they use at significantly lower rates.

Lastly, as part of a strategic security and privacy policy improvement initiative, California restructured the security and privacy policy for state government. The California Office of Information Security, with assistance from the Office of Emergency Services, and the Naval Postgraduate School Center for Homeland Defense and Security, also facilitated a cybersecurity workshop for the state's senior

leadership. The workshop walked top state officials through a cyber-disaster scenario with cascading effects and consequence management discussions.

The California Office of Information Security also expanded the 2013 Cyber Security Symposium to provide security and privacy educational content to personnel from law enforcement, emergency management, education, and critical infrastructure sectors. The event reached more than 600 people, and 96 percent of post event survey respondents indicated their attendance at this event provided value, and will help them be more effective in their jobs.

Now let us look ahead to 2014.

Strategic Goals

Goal 1: Responsive, Accessible, and Mobile Government

Government is providing more services and information to citizens by expanding online services, increasing access from mobile devices, creating innovative business systems, and bridging the digital divide by promoting digital literacy and access to broadband connectivity. The result is a government that better meets Californians' service expectations and provides Californians with access at their convenience wherever they are.

Objective 1.1

Make government services, information, and transactions available online and accessible through mobile devices.

- Develop mobile applications that provide public access to government services and information.
- Develop and support mobile application tools, infrastructure, training, and the California Mobile Gallery.

As of September 2013, 91 percent of American adults own a cell phone and many use the devices for much more than phone calls[1]. In the most recent nationally representative survey, the most popular activities people perform on their cell phones found:

- 81 percent of cell phone owners send or receive text messages
- 60 percent of cell phone owners access the Internet
- 52 percent send or receive email
- 50 percent download apps
- 49 percent get directions, recommendations, or other location-based information
- 48 percent listen to music
- 21 percent participate in a video call or video chat
- 8 percent "check in" or share their location

In response to the growing demand for mobile access, the State of California currently offers 50 mobile applications for public consumption located within the California Mobile Gallery. Mobile access to state websites has increased steadily and averages 6 million mobile visits per month, which is now 25 percent of the visits to Ca.gov websites.

[1] Pew Research Center, "Pew Internet & American Life Project, Cell Phone Activities 2013," September 2013.

Objective 1.2

Support and foster Broadband deployment and widespread Internet adoption as a means of improving public safety, health and education, as well as increasing citizen engagement with State of California agencies and departments.

- Enhance California's economic competitiveness by promoting and supporting access to technology and broadband connectivity.
- Support efforts to bring technology into schools and aid underserved families with connectivity and computers at home to ensure students have the basic digital competencies required to keep up academically and to participate effectively in Common Core Standard school tests administered online.

California is focused on reducing barriers to broadband deployment, increasing broadband adoption in underserved communities, and on fostering digital education. A majority of Californians, 69 percent, now have home broadband, which is up 14 percent since 2008. Currently 86 percent of Californians use the Internet, compared to 85 percent of adults nationwide. In-home broadband adoption in households earning less than $40,000 a year has also increased to 84 percent.

Source: Public Policy Institute of California, "California's Digital Divide," June 2013

Objective 1.3

Enhance transparency, accessibility and openness through online and mobile solutions to promote informed participation by the public.

Mobile applications within the California Mobile Gallery increased almost 35 percent in 2013. Mobile access to state websites also increased since last year to 6 million mobile visits per month. Twenty-five percent of the visits to California government websites are through mobile devices. Below are a few of the mobile applications developed in 2013 that provide services and information to the public. These mobile applications make government more accessible and convenient to the public.

Governor's Office of Business and Economic Development (GO-Biz)

- **Business Permits (CalGold)** – allows current and potential businesses to identify business permits by type and county.
- **Innovation Hubs (iHub)** – shows locations of Innovation Hubs throughout the state to encourage entrepreneurship and promote economic growth and job creation through innovation.

Health

- **Air Quality** – current ozone levels and particulate matter at your location.
- **Mental Health Services** – (Proposition 63) provides information regarding housing, treatment, recovery and more to thousands of Californians.
- **Health Care Quality, Report Cards** – Quality ratings of medical groups, Health Maintenance Organizations, Preferred Provider Organizations, and other Office of the Patient Advocate information.
- **Farmers' Markets** – statewide listing of local Farmers' Markets.

Safety

- **Traffic Conditions** – provides current "real-time" traffic conditions and California Highway Patrol locations on a map.

Environmental

- **Report a Pest** – allows the user to send pictures of plants, insects, and pests to the Department of Food and Agriculture to determine if they are a new invasive species to the state.
- **Electronic Waste Recycling** – provides locations and information regarding e-waste and waste transporters.

Goal 2: Leadership and Collaboration

Effective governance leads to successful results. California has established a collaborative governance model for technology that focuses authority and accountability at the cabinet agency level. Agency Information Officers participate with the State Chief Information Officer in setting IT policy and strategy for the state and in developing education and training programs for the state IT workforce. As technology progresses to meet the evolving needs of the public, information technology policies and authorities must also evolve to remain relevant and current. This model helps to rationalize the state's information technology policy and portfolio, reduce bureaucracy, and focus on tangible results. This governance model helps technology leaders effectively manage the state's technology portfolio.

Objective 2.1

Establish a governance structure to evaluate business needs, priorities, and areas where technology can provide value and enhance services to citizens.

- Review and reengineer Technology Letters and the information technology project approval process to eliminate unnecessary bureaucracy and ensure a focus on business outcomes.
- Engage agency information officers and chief information officers in decision making and provide the appropriate level of authority and accountability for results.
- Create a results-oriented project environment and ensure that departments have a solid foundation for project initiation, competent project staff, and greater involvement of project sponsors.

Objective 2.2

Leverage public-private partnerships to deliver innovative information technology solutions that leverage performance-based and benefits-based procurement strategies.

Objective 2.3

Utilize the newly developed California Enterprise Architecture Framework, version 2.0 (CEAF 2.0) to strengthen decision making, to reduce the complexity and risk of IT systems, to ensure IT investments enable business outcomes, and to build reusable and shareable IT services.

- Foster awareness among state departments of the importance of enterprise architecture in decision making to ensure best return on IT investments in terms of the business outcomes they enable.
- Facilitate the adoption of CEAF 2.0 reference architectures by state entities to ensure that state IT systems are built using common standards and leverage shared services, reusable components, and standardized IT platforms.
- Leverage cloud and managed IT services to support the standardized platforms to manage excessive technical diversity and improve IT support capabilities.

The Secretary of State's California Online Voter Registration (COVR) was designed to facilitate the ease of registering to vote, particularly for the more than 6 million people in the state who have the right to vote, yet have not done so. This system is projected to save the state and counties millions of dollars, increase the number of registered voters, and improve data security. The California Online Voter Registration project was a 2013 Government Technology Best of California award winner for "Best Application Serving the Public." This project was also a National Association of Chief Information Officers (NASCIO) State IT Recognition Award finalist for 2013. The project included as its partners the Department of Motor Vehicles, as well as all 58 counties in California, and leveraged federal funds to reduce state costs to allow secure online voter registration.

The Department of Corrections and Rehabilitation's Business Information System is the largest Enterprise Resource Planning solution implemented in California's public sector. It replaces hundreds of standalone databases, legacy systems, and manual processes with an integrated, proven solution for achieving operational efficiencies. The Business Information System project streamlined administrative processes, including financial, supply chain, and human resource management and provides more efficient automated business processes, as well as real time reporting. The project was also the winner of the "Improving State Operations" category award from the National Association of Chief Information Officers (NASCIO) in 2013.

Goal 3: Efficient, Consolidated, and Reliable Infrastructure and Services

The state leverages a secure and reliable technology infrastructure and shared services. This requires an information technology infrastructure that leverages the advantages of cloud computing, robust shared services, and reusable components.

Objective 3.1

Streamline data center operations and infrastructure to eliminate costly and unnecessary duplication, increase efficiency, reduce costs and energy consumption.

- Implement email, desktop, network, data center, server and storage consolidation and virtualization.

Objective 3.2

Leverage cloud computing technologies to achieve scalable, cost efficient, and rapidly deployable computing capabilities.

- Deploy technology to business program needs through an appropriate blend of internal and external cloud platforms.

Objective 3.3

Enhance the state's public safety communications systems to ensure effective delivery of emergency services.

- Expand the joint use of state telecommunication systems and services where operationally, technically, and economically feasible.
- Upgrade and support digital technologies, features, and services in public safety communications.

It is important for public sector leaders to take a strategic approach to the state's technology infrastructure if government is to meet changing customer demands and business needs efficiently and effectively. Cloud computing is a model of computing in which scalable and flexible information technology capabilities are delivered as a service using a shared infrastructure. This expands flexibility by enabling capacity to be added or removed quickly, based on shifting demand, in a cost effective manner.

Goal 4: Secure and Manage Information as an Asset

Public sector leaders must secure the trust and gain the confidence from consumers of government services and information if the state is to effectively serve constituents. To engender trust, the state must safeguard sensitive data through strong privacy and data security practices. Further, departments must be prepared to operate during times of disruption (natural disasters, unplanned outages, and other events).

Additionally, by leveraging data resources and analytical capabilities, state agencies can convert data they already collect into actionable information to make informed policy decisions, administer programs, reduce costs, improve outcomes, and better serve constituents. By making IT systems and transactions secure, departments ensure that Californians can leverage technology with confidence to access the services and information they need.

Objective 4.1

Protect sensitive data through robust security and privacy programs.

- Implement and monitor compliance with security and privacy policies, standards, and practices.
- Raise awareness of information security risks and train and educate state technology users.
- Implement next generation security tools.

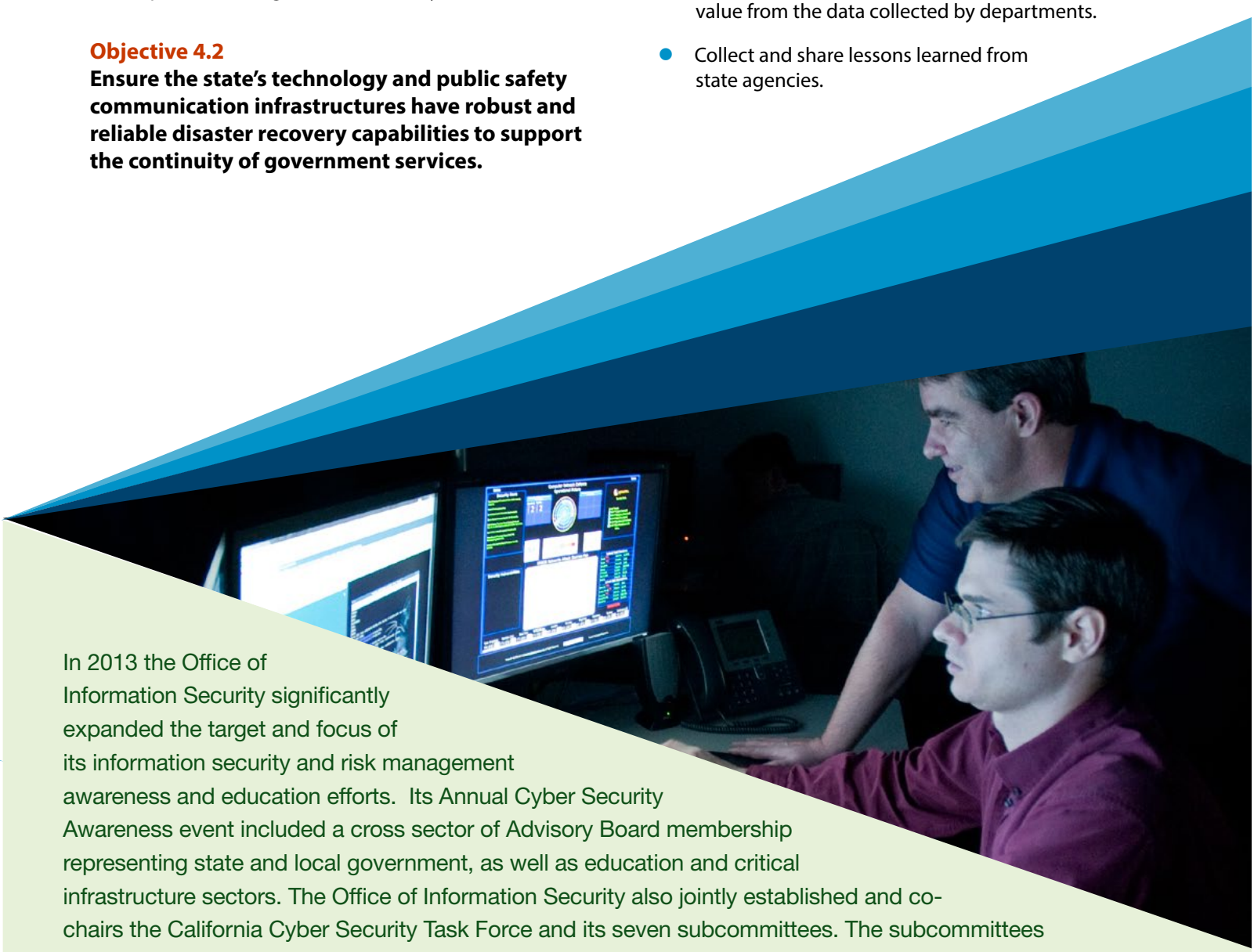
Objective 4.2

Ensure the state's technology and public safety communication infrastructures have robust and reliable disaster recovery capabilities to support the continuity of government services.

Objective 4.3

Improve how California uses public data and information by encouraging and enabling shared capabilities, promoting transparency, and increasing the availability of relevant, accurate, and useful data to constituents and to public sector entities.

- Use data management and collaboration tools to increase the ease of data analysis to leverage better value from the data collected by departments.
- Collect and share lessons learned from state agencies.



In 2013 the Office of Information Security significantly expanded the target and focus of its information security and risk management awareness and education efforts. Its Annual Cyber Security Awareness event included a cross sector of Advisory Board membership representing state and local government, as well as education and critical infrastructure sectors. The Office of Information Security also jointly established and co-chairs the California Cyber Security Task Force and its seven subcommittees. The subcommittees focus on advancing California's cyber security through:

- Legislation and Funding
- Cyber-Emergency Preparedness
- Risk Mitigation
- Information Sharing
- Cyber-Security Workforce Development
- High-tech and Digital Forensics
- Economic Development

California's workforce is aging and a high number of our most experienced employees are retiring from state government. This is causing a drain in talent, knowledge, and leadership from all levels of organizations. California government needs a workforce with the necessary skillsets to support modern and emerging technologies. The workforce requires adequate training, tools, and opportunities to refresh skills, develop new competencies, and prepare for leadership roles.

Goal 5: Capable Information Technology Workforce

The State of California relies on an information technology workforce that has the skills, ability, and experience to envision and implement technology solutions that improve how the state delivers information and services. By focusing on the strategic objectives of recruitment and retention of a workforce that is skilled, capable, and agile, we will help to ensure we can fulfill the promise of delivering effective government services using technology.

Objective 5.1

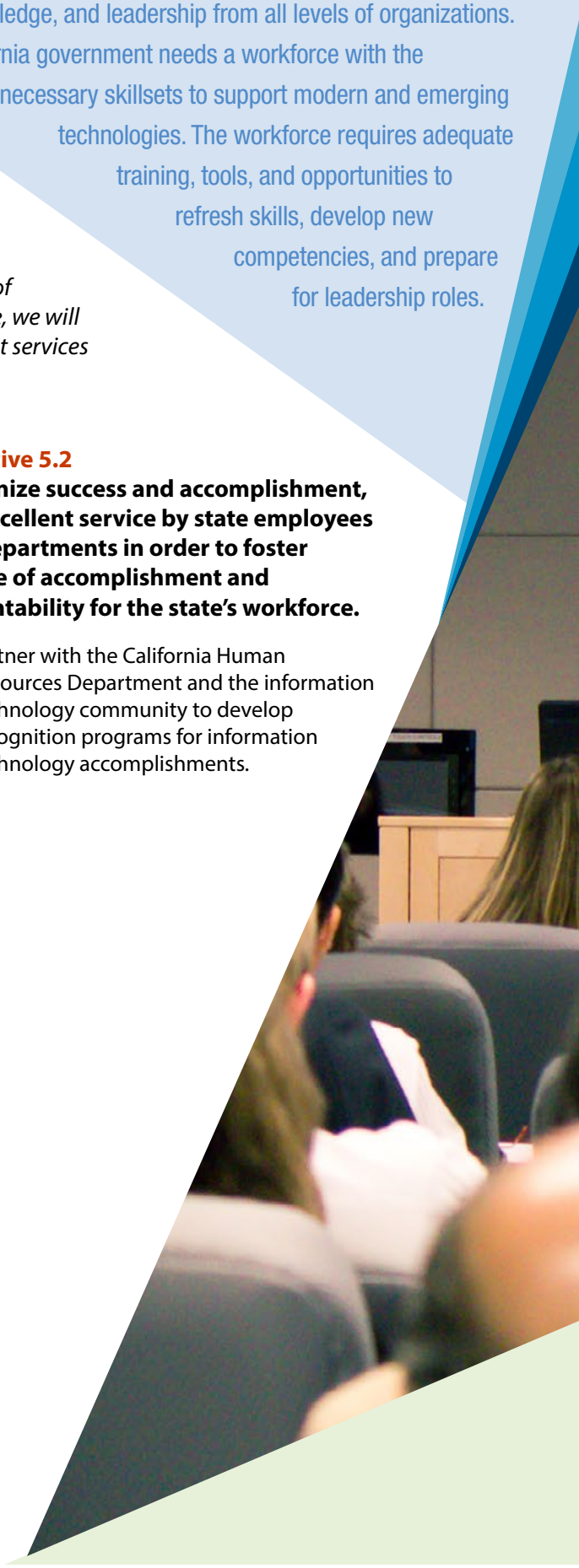
Ensure the state's information technology workforce has the knowledge and skills to support the state's technology infrastructure and implement California's technology vision.

- Attract a skilled workforce by analyzing and evaluating current and future technology skillset needs, and implementing outreach, recruitment, and knowledge transfer strategies.
- Maintain a skilled workforce by developing the capabilities of employees to fill leadership positions and other key critical positions requiring specialized knowledge.
- Develop core competencies of employees in information technology functional areas such as Project Management, Business Analysis, Risk Management, Contract Management, Procurement, and Enterprise Architecture.
- Establish a Project Academy to train IT project teams, project sponsors, and stakeholders on project best practices, lessons learned, and project leadership.
- Establish communities of practice to develop and share best practices.
- Ensure the expertise and training exists for the successful completion of all phases of the project lifecycle, from concept to completion.

Objective 5.2

Recognize success and accomplishment, and excellent service by state employees and departments in order to foster a sense of accomplishment and accountability for the state's workforce.

- Partner with the California Human Resources Department and the information technology community to develop recognition programs for information technology accomplishments.



The Information Technology Leadership Academy was created to develop and enhance leadership skills of the information technology workforce in state government. Members learn to be change agents who can lead technological advancement, think strategically, deliver value, and build relationships across organizational boundaries. While the academy has been in place for twenty years, in 2013 the Office of Professional Development made improvements to the IT Leadership Academy curriculum based on feedback from alumni and senior IT Leaders. Courses on leadership were added and the program design can be shared with other state, city, and county IT leaders.

As part of a comprehensive effort to reform and improve IT project management, the Office of Professional Development also implemented the Project Academy Series to train IT project teams and business stakeholders on the critical components of project success. The Project Academy provides focused training on topics such as "How to be a Great Project Sponsor," "What is Business Process Reengineering?," and "Keys to Effective Contract Negotiation and Management." The Academy will continue to provide valuable tools to today's IT leadership.

Goal 6: Responsive and Effective IT Project Procurement

Budget trailer bill language implementing the Governor's Reorganization Plan (No. 2 of 2012) transferred to the Department of Technology responsibility for procurements for large IT Projects. By integrating IT Project Procurement into the Department of Technology, the insights, skills, and experience of the IT Project Oversight and Consulting Division can be leveraged to reduce the risk on projects. Leveraging IT project procurement as a risk mitigation strategy will help ensure the timely delivery of technology solutions for California.

Objective 6.1

Ensure the state's IT project procurements are completed within timeframes that mitigate risk to projects.

- By reducing bureaucracy, engaging stakeholders earlier in the process, and performing procurement tasks concurrently rather than sequentially, California will reduce procurement timelines.

Objective 6.2

Reduce state and vendor costs.

- Reorienting the project approval process to focus on clearly defining the project's business case will create more effective bid requirements, ensure effective decision-making, and provide clear guidance to bidders. In combination, this will lead to lower costs and more effective solutions.

Objective 6.3

Focus on customer service.

- Improve quality and quantity of communication between the bidding community, the sponsoring departments, and the Department of Technology.
- Involve stakeholders throughout the procurement process to ensure better procurement outcomes.

Objective 6.4

Reduce bureaucratic and redundant processes.

- Allow parallel processes where possible, such as bidder prequalification and vetting of requirements.

Budget trailer bill language implementing the Governor's Reorganization Plan (No. 2 of 2012) transitioned large IT Project Procurement authority from the Department of General Services (DGS) to the California Department of Technology as of July 1, 2013. DGS retained all other IT Procurement Authorities (i.e., Leveraged Procurement Agreements, Procurement Delegation Authority, commodity purchases). By moving IT Project Procurement authority under the Department of Technology, the state is able to leverage the project approval process to create stronger bid requirements, and incorporate the use of risk assessment evaluations. Additionally, the state anticipates reduced state and bidder costs, reduced procurement timelines, and more competitive procurements. By monitoring and evaluating vendor performance, the state should also be able to reduce project risk.

The Department of Technology held its first Vendor Forum in late fall 2013. The purpose of the forum was to give information technology vendors and state agency and chief information officers the opportunity to provide input on how best to improve California's information technology procurement model for large IT projects. The forum was well-received, provided valuable insight, and has set the tone for future forums and collaborative communication with the bidding community.

Objective 6.5

Reduce the complexity and risk of large IT projects by implementing a phased approach to procurement.

- Phase I - the preparation phase, is separate from the actual solicitation process. More time will be focused on clearly defining business objectives and requirements and in developing the business case for a new IT project. This will result in more focused and timely procurements.
- Phase II - the draft solicitation phase, allows bidders to provide input on bid requirements to identify any fatal flaws in the procurement. Ensuring effective bid solicitations will keep more competitors engaged in project procurements. Keeping more competitors engaged will provide agencies more options for viable technical solutions at more competitive costs.
- Phase III - the conceptual proposal phase, ensures that the requirements of procurements trace back to clearly defined business objectives.
- Phase IV - the business solution phase, will separately evaluate technical solutions as part of the procurement.
- Phase V - the final phase, will leverage the state's authority to negotiate "best and final offers" for the best technical solutions. This will result in better value to the state for sound technical solutions from the most capable business partners.

Objective 6.6

Increase bidder participation and competition by initiating a vendor pre-qualification process.

- Engage the IT vendor community, in advance of procurement efforts, to monitor and evaluate vendor performance on technology initiatives and in pre-qualifying bidders prior to conducting procurement. This will foster vendor accountability, shorten procurement cycles, and increase competition by well-qualified business partners.

California
DEPARTMENT OF TECHNOLOGY

1325 J Street, Suite 1600 • Sacramento, CA 95814
Phone: (916) 319-9223