

# DELIVERING RESULTS

*2015 Update*

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## CALIFORNIA DEPARTMENT OF TECHNOLOGY



I am pleased to present the 2015 update to the California Statewide Information Technology (IT) Strategic Plan which illustrates California's strategic vision and direction for technology initiatives while providing guidance to government decision makers as they make their investment decisions.

Each year state agencies make investments in technology in order to support the vital programs and services that serve constituents efficiently and effectively. As computing technology has the potential to transform every aspect of government, it is important that those investments be strategic and effective in delivering services and information with excellence.

The way Californians live, the way we do business, the way we communicate, and the way in which we consume entertainment have fundamentally changed due to the impact of computing technology and social media. By making strategic investments in technology, government serves Californians in a manner that provides them the convenience, access, choice, and control over technology empowering their interactions with state government.

The goals and objectives laid out in the 2015 IT Strategic Plan challenge state agencies to collaborate across agency lines, to consider mobile and cloud technologies first, and to focus on the impact to consumers in evaluating their technology investments. The 2015 Plan continues to focus on securing the state's critical technology infrastructure as well as building up the capacity and skill-level of the technology workforce. Finally, the 2015 Plan also highlights the state's continuing efforts to ensure the successful conclusion of technology initiatives.

Working together, we can ensure that California's 21st century government is delivering results and effectively serving its 21st century constituents.

*Sincerely,*

CARLOS RAMOS

*Director, California Department of Technology*



## *Mission and Vision*

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### **Mission**

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

### **Vision**

California's IT community aspires to be a trusted, recognized partner and technology provider that enables government to be accessible to constituents 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 successful and demonstrable results. The following principles are the basis for securing the public trust, and ensuring a government that is responsive, accessible, and effective in serving its constituents:

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- Be Accountable:** **Own** business results and use technology to drive positive outcomes.
- Engage** in technology initiatives and take responsibility for actions and outcomes.
- 
- Be Service Driven:** **Persue** 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 provides value in the delivery of government services.
- Demonstrate** the value provided by information technology solutions to government and Californians.
- 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.



## *2014 Retrospective: A Look Back*

In 2014 the California IT community came together to review and refine the approach to approving IT projects—an undertaking that hadn't been addressed by the state in more than 30 years. The objective of this effort was to transform the IT project approval process to improve the planning, quality, value and likelihood of success for technology projects being undertaken by California state agencies. The resulting outcome has developed the Statewide Technology Approval Reform (STAR) project which continues to examine existing processes, research best practices of other states and countries, and modernize California's IT project approval lifecycle.

The STAR project employs a structured and guided approach for state entities to prepare for an IT project. The new process emphasizes planning as a critical step towards project success coupled with a state entity's diligence in defining the business objective before an IT solution is selected. This approach has integrated components that address organizational readiness, risk identification and mitigation strategies, opportunities for collaboration with the Department

of Technology, and respective subject matter experts.

An anticipated benefit of the STAR project is better cost and schedule baseline estimates because procurement solutions have now been added to the project approval process. With a more accurate cost and schedule baseline at the project's approval, state entities will reduce the number of project and budget proposals they submit to request additional funding, time, or resources. With better pre-project planning built into the reformed process, the state will save time, money, and resources when a project is implemented.

The STAR project approval phases planned for 2015 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 timeframe and budget projections.

The state has already begun implementing improvements in the technology procurement process by offering state agencies a more





streamlined process and template. The improved template removes redundancies in the solicitation process, which will reduce confusion and improve the vendor's ability to successfully bid on the procurement. The new process and template are also more efficient to administer during the procurement process.

Additionally, the Statewide Technology Procurement Office (STPO) is now able to reduce procurement timeframes if an entity can demonstrate project requirement readiness and staffing.

Early adopters of this process have proven its success. These include the California Emergency Management Agency's (now California Office of Emergency Services) OASIS Satellite Services Invitation for Bid procurement, the Department of State Hospital's Automated Staff Scheduling Information Software Tool Request For Proposal procurement, and the Department of Health Care Services' Short-Doyle/Medi-Cal Maintenance and Operations Invitation For Bid procurement. In each case, these departments were ready with their requirements and dedicated staff to the procurement. The OASIS Satellite Services procurement was completed in four

months, the Automated Staff Scheduling Information Software Tool procurement in four and a half months, and the Short-Doyle/Medi-Cal Maintenance and Operations procurement was completed in three months.

Technology continues to play an integral role in the economic recovery of California. In 2014, the state Geographic Information Office designed and developed a Geographic Information System application for the Governor's Office of Business and Economic Development. This online tool allows foreign EB-5 visa investors to quickly see what areas in the state are eligible for targeted EB-5 investments, and streamlines the state certification process for such investment projects to an average turnaround time of 48 hours. Prior to this application going online, an EB-5 investor had to wait about two weeks. Since the system became operable, 175 investors have applied for EB-5 certification through this application. Additionally, the Franchise Tax Board recovered its first billion dollars from the Enterprise Data to Revenue tax modernization project.

Throughout 2014, cybersecurity has been a focal point for government. California launched the Cybersecurity Task

Force in May of 2013. Co-chaired by the Department of Technology and the Office of Emergency Services, the Cybersecurity Task Force is charged with developing a cybersecurity strategy to address concerns across government, education, and critical infrastructure.

The Cybersecurity Task Force accomplished four significant objectives in 2014 through engaging a wide-range of public-private stakeholders. A proposed Cybersecurity Strategy for California will be published in the first quarter of 2015. The Task Force has established and launched a state-run digital forensics laboratory, and also incorporated cybersecurity into existing state innovation infrastructure. Additionally, the Cybersecurity Task Force has obtained the California Human Resources Department's support to study and addresses the cybersecurity workforce challenges, including the limitations of certain job classifications within state government.

Improving and leveraging technology to make government more accessible and responsive to constituents remains a challenge for state government with the persistent digital divide. Although California was an early adopter of building broadband infrastructure and supporting efforts to close the digital divide, disparities remain to access broadband and advance digital adoption. Demographic disparities exist primarily in rural and urban areas, as well as among varying cultural and socio-economic groups. In fact,

approximately nine million Californians still remain offline.<sup>1</sup>

In order for California to maintain its place in the global economy, efforts to bridge the digital divide are ongoing through the Department of Technology's offices of Broadband and Digital Literacy and Digital Education. The state continues to work with federal and state agencies, as well as the private sector, non-profits, and community-based organizations, to support digital adoption and improve broadband services. The main focus of these efforts is to enhance public safety and connectivity for California's emergency responders, and foster employment services, education, telemedicine, as well as mobile services that are efficient and effective.

Another challenge California continues to face is the aging of the state workforce; accordingly, recruiting, retaining, and building the capabilities of the state IT workforce has never been more important. During the past year, the California Department of Technology's 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 retire from state service, the state has developed enhanced training opportunities specifically targeted at addressing the skillsets needed to support California's mainframe and legacy technologies. These systems are critical to California government yet they have been disproportionately impacted by the retirement bubble.





The Office of Professional Development increased its efforts this year by hosting various training and educational events within the IT community and participating on the advisory boards of educational conferences on mobile government, cybersecurity, California Cloud (CalCloud), the California Leadership Forum, the Chief Information Officer Academy, and the Project Delivery Summit. Through the Project Academy Series alone, 1,567 members of the state workforce received training.

Additionally, the Office of Professional Development hosted the California State Training Week in August of 2014. This was a public-private partnership effort created to bring additional training to the IT workforce. Chief Information Officers were interviewed to determine what training was most needed, and in response, courses were offered in software and technical skills, leadership, project management, and business analysis.

IT service offerings also expanded in 2014. The California Cloud Initiative (CalCloud) Infrastructure as a Service (IaaS) contract was competitively bid and awarded to IBM in March. Service to customers began in July. All of the services are now available for use through a Self-Service Web Portal. Once subscribed, customers can avail themselves of services within a few hours.

CalCloud will increase operational efficiencies across state government. Its infrastructure was supplied and deployed by a private sector provider, while services are managed by the Office of Technology Services (OTech) and feature a flexible, scalable, secure, self-service infrastructure provided at market-speed with no upfront costs to the state. Government customers only pay for what they use, and at significantly lower rates.

The State Controller's Office (SCO) became the first customer of CalCloud IaaS in August. Other early customers include the Emergency Medical Services Authority, Secretary of State, Department of Motor Vehicles, and the Department of Technology. There is tremendous interest from other state entities as well as cities and counties, and many are in the process of subscribing to the service. The CalCloud will grow in 2015 to include more cloud-based services and technologies resulting in greater cost-savings to the state.

Now let us look ahead to 2015.

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1 Field Research Corporation Release #2476  
"Digital Divide Persists in California July 2014

Mobile use has increased significantly in the last year according to the following research<sup>1</sup>;

As of January 2014:

- 90 percent of American adults have a cell phone<sup>1</sup>
- 58 percent of American adults have a smartphone<sup>1</sup>
- 32 percent of American adults own an e-reader<sup>1</sup>
- 42 percent of American adults own a tablet computer<sup>1</sup>
- The percentage of adults who read an e-book in the past year has risen to 28 percent<sup>2</sup>

Additionally, as of November 2014, the proportion of Americans who use their cell phones to track political news or campaign coverage has doubled compared with the most recent midterm election: 28 percent of registered voters have used their cell phone in this way during the 2014 campaign, up from 13 percent in 2010. Further, the number of Americans who follow candidates or other political figures on social media has also risen sharply: 16 percent of registered voters now do this, up from six percent in 2010.<sup>3</sup>

In response to the continued demand for mobile access, the State of California currently offers almost 60 mobile applications through the California Mobile Gallery. Mobile access to state websites has increased steadily and averages approximately nine million mobile visits per month, which is now 30 percent of the visits to Ca.gov websites.

1 Pew Research Center, "Pew Research Internet Project Mobile Technology Fact Sheet" January 2014

2 Pew Research Center, "Pew Research Internet Project, E-Reading Rises as Device Ownership Jumps" January 16, 2014

3 Pew Research Center, "Pew Research Internet Project, Cell Phones, Social Media and Campaign 2014" November 3, 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 to government 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 secure public access to government services and information.
- Develop and support mobile application tools, infrastructure, training, and the California Mobile Gallery.
- Collaborate with all government entities to increase mobile application development and hosting within the *California Mobile Gallery*.

### Objective 1.2

**Maintain our commitment to 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.**

- Advocate for broadband deployment in California, as the Internet is essential for our economy, lessens our environmental impact, builds 21st century job skills, provides higher paying jobs, preserves our water resources, improves our health care delivery, increases our agricultural productivity, and expands our global competitiveness.
- Promote technology efforts to benefit our schools, libraries, and communities and continue to support collaborations to bring residents the connectivity and skills necessary to promote digital education, digital literacy, and broadband adoption.

### Objective 1.3

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

On March 12, 2014, the World Wide Web turned 25 years-old. As its popularity and usage have increased through the years, the Internet has transformed the world. Since 1995, the Internet has grown from 14 percent to 87 percent adoption. Yet, adoption rates continue to follow certain demographic patterns, leaving thousands without technology skills or unable to participate. Although more than 95 percent of Californians ages 18-29 use the Internet, significant numbers remain offline<sup>1</sup>:

Spanish-speaking Latinos .....	60%
Adults lacking a high school diploma .....	51%
Seniors over 65 .....	67%
Non-citizens .....	70%
Disabled adults.....	73%

(Source: The Field Poll Release #2476 – July 8, 2014)

<sup>1</sup> Pew Research Center, "Pew Internet & American Life Project, 25th Web Anniversary, February 27, 2014.

Mobile applications within the California Mobile Gallery increased 20 percent in 2014. Mobile access to state websites also increased since last year to approximately nine million mobile visits per month. Thirty percent of the visits to California government websites now originate through a mobile device.

In response to the continuing demand for mobile access, the California Mobile Gallery was redesigned and officially released October 28, 2014 to enhance the user experience providing the following benefits to the public:

#### Consistent Look and Feel

- o Standard icons
- o Naming conventions
- o Descriptions
- o Quick Response codes for PC user instant access

#### Industry Standard Functionality

- o Categories (Featured, Most Popular, Most Recent)
- o Search capabilities
- o Ratings & Comments

#### Responsive Design

- o Smart device detection
- o Tablets
- o Personal Computers

#### Search Engine Optimization

- o Public Access
- o Visibility
- o Transparency

#### Analytics

- o Mobile Gallery
- o Applications
- o Keywords

As a result, the California Mobile Gallery was awarded "Easiest to Leverage" at the 2014 Mobile Government Forum, October 2014.

## 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, IT policies and authorities must also evolve to remain relevant and current. This model helps to determine the state's information technology policy and portfolio, reduce bureaucracy, and focus on tangible results. This governance model helps technology leaders effectively manage the California's technology portfolio.*

*In January 2014, the State Chief Information Security Officer established a similar structure for information security governance. Agency Information Security Officers participate with the State Chief Information Security Officer in setting security and privacy policy and developing education and training programs for the state's workforce. This model helps ensure security and privacy initiatives are aligned with IT strategy and business missions and objectives.*

### 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 the IT 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 IT solutions that leverage performance-based and benefits-based procurement strategies.**

The Department of Health Care Services received an "Excellence in Enterprise Architecture" award for Leadership in Government Transformation at the 12th Annual Enterprise Architecture conference in Washington, D.C. for their "Health Care Innovation Strategy: A 2020 Vision Strategic Plan for Enterprise Innovation and Information Services." This strategy focused on mobile applications, cloud solutions, and software as a service.

In August of 2014, the Department of Public Health, with the assistance from its partners Code4Sac, the California HealthCare Foundation, Hacker Lab, and The Urban Hive, officially launched an [open data portal](#) which offers data sets on births and deaths, West Nile virus, asthma rates and more. The Department of Public Health also received a "Driving Digital Government" award for its Health Information Exchange Gateway Web application, which allows for improved data exchange, analysis, and reporting ability.

### Objective 2.3

**Utilize the California Enterprise Architecture Framework, version 2.0 (CEAF 2.0) to strengthen decision making, reduce the complexity and risk of IT systems, ensure IT investments that 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 the best return on IT investments for 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.

## Goal 3: Efficient and Reliable Infrastructure and Services

*The state uses a secure and reliable technology infrastructure and shared services which requires 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, and 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 secure, scalable, cost efficient, and rapidly deployable computing capabilities.**

- Deploy technology to meet 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 IT 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. In 2014, California adopted a cloud-first policy to further this objective.



The California Conservation Corps received a National Association of Chief Information Officers' "State IT Fast Track" award for their Corpsmember Recruiting System (CoRe) project. The project was designed and deployed in a three month period, and replaces a paper-based legacy system with a flexible, green, web-based cloud computing application portal. The new system has quadrupled the number of recruitment applications received while also saving time and money.

The California Department of Corrections and Rehabilitation received two national awards for their Strategic Offender Management Systems project; a Government Computer News Magazine Award for "Outstanding Information Technology Achievement in Government" and a Digital Government Achievement Award. This project improves the efficacy and efficiency of departmental operations, while also improving safety for department staff, offenders, and all Californians by automating, integrating, and consolidating disparate systems.

## Goal 4: Secured Information

*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, the state can convert data it already collect's 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.
- Provide accountability where compliance failure has exposed sensitive data to avoidable risk.
- 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 2014, the Department of Technology's Office of Information Security continued to significantly expand the target and focus of its information security and risk management awareness and education efforts. Its Annual Cybersecurity Awareness event, once again, included a cross-sector of Advisory Board members representing state and local governments, as well as education and critical infrastructure sectors. The event reached 320 new attendees from the previous year and yielded a 98 percent overall satisfaction rating.

The Office of Information Security works with the California National Guard to promote their low-cost risk assessment services. In July 2014, the Office of Information Security obtained budget and personnel authority to establish an information security audit function to validate state department compliance with security and privacy policies, standards, and practices. The Office of Information Security will begin auditing Departments in January 2015.

The Office of Information Security also co-chairs the California Cybersecurity Task Force and its seven subcommittees. The subcommittees focus on advancing California's cybersecurity through:

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

California's state workforce is aging and a high number of our most experienced employees are retiring. This is causing a drain in talent, knowledge, and leadership from all levels of organizations. California government needs a workforce with the necessary skill-sets 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. The Department of Technology's Office of Professional Development, Workforce Planning Unit developed a comprehensive guide for workforce and succession planning analysts. The guide was completed in September 2014 and was presented at the Department of Human Resources' October 2014 Quarterly Workforce Planners Meeting. The guide was also presented at quarterly Agency Information Officers' and Chief Information Officers' meetings. All materials are available through the Statewide Recruiters Unit and the Department of Technology's Office of Professional Development website. A full implementation plan and information seminars will be scheduled in 2015.

## Goal 5: Capable IT Workforce

*The State of California relies on an IT 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.*



### Objective 5.1

**Ensure California's IT workforce has the knowledge and skills to support the State's technology infrastructure and implement its technology vision.**

- Attract a skilled workforce by analyzing and evaluating current and future technology skillset needs, and implementing outreach, recruitment, and knowledge transfer strategies.
- Partner with the California Department of Human Resources to modernize IT classifications, recruitment, and hiring.
- Maintain a skilled workforce by developing the capabilities of employees to fill leadership positions and other key critical positions requiring specialized knowledge.
- Create educational opportunities to develop core competencies of employees in IT functional areas such as cybersecurity, project management, business analysis, risk management, contract management, procurement, and enterprise architecture.
- Continually support the Project Academy series to train IT project teams, project sponsors, and stakeholders on project best practices, lessons learned, and project leadership.
- Establish communities of interest to share IT project methodologies and expertise, 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.



- Continue partnerships with the public and private sectors to deliver educational conferences based on technology trends and best practices.
- Create additional educational curriculum and training offerings that better serve the State of California's Geographic Information Systems, cybersecurity, and state technology service offerings.
- Collaborate with other government entities to develop on-the-job training for legacy technologies no longer taught in the universities (e.g, mainframe).

#### **Objective 5.2**

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

- Recognize state IT staff for their achievements at the Quarterly Agency Information and Chief Information Officer meetings, as well as at conferences.

The Information Technology Leadership Academy (ITLA) continues to be a highly successful program aimed at developing the next generation of IT leadership. Members learn to be change agents who can lead technological advancement, think strategically, deliver value and build relationships across organizational boundaries. This year's members developed instructional material on Organizational Change Management and Business Process Modeling. These sessions were delivered through Project Academy sessions, with this year's ITLA students presenting these topics. The Organizational Change Management course also was offered as a full-day formal class offering in the Training and Education Center and will be available quarterly in 2015. The Business Process Modeling formal full-day classes will begin during the first quarter of 2015.

As part of a comprehensive effort to reform and improve IT project management, the Office of Professional Development continued development of the Project Academy Series to train IT project teams and business stakeholders on the critical components of project success. The Project Academy integrates information security concepts throughout its focused training on topics such as "Contract Management," "Test Management and Quality Assurance," "Data Conversion," "Project Governance," and "Enterprise Architecture." More than 1,500 IT professionals from 59 departments attended the series in 2014, with an average of 93 percent of attendees rating the sessions as "very good" to "excellent." In addition, a number of sessions were recorded, close captioned, and posted on the Department of Technology's website for continued reference and training purposes.



## **Goal 6: Responsive and Effective IT Project Procurement**

*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.
- Integrate security aspects into every project to effectively address security and privacy throughout the project and system development lifecycles. This will yield more effective security and reduce overall project risk and cost.

### **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.

## 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 and therefore, 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.

In 2014, the Office of Information Security participated in the STAR project to integrate the appropriate security considerations at each phase of the project and system acquisition and development lifecycles. The Office of Information Security also worked with the Department of General Services (DGS) in facilitated vendor forums and information security community discussions to develop and adopt model contract provisions for cloud computing offerings such as Software as a Service (SaaS) solutions. State entities now have a set of contractual provisions for their use of SaaS solutions which provide for both security and a reduced procurement timeline. Additionally, the Office of Information Security also collaborated with DGS to develop training for procurement officials on the use of the SaaS model contract language. The training was recorded and will be presented through webinars.





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