

REQUEST FOR INFORMATION & INNOVATIVE IDEAS (RFI³)

CALIFORNIA DEPARTMENT OF TECHNOLOGY OFFICE OF STATEWIDE PROJECT DELIVERY

A Digitalization and Automation Project for Transforming Services (aDAPTS)

PROBLEM STATEMENT

The California Department of Technology (CDT) Office of Statewide Project Delivery (OSPD) seeks innovative ideas from the information technology (IT) vendor community for an approach and roadmap to modernize its business processes and improve its ability to interact with customers and stakeholders throughout the IT project delivery lifecycle. Ideally, this approach will build upon tools and technology already in use within the OSPD enterprise and may include extension, integration, or addition of other complementary tools and/or systems. OSPD is not seeking an entirely new system to replace what is already functioning; instead, OSPD is looking for a solution that would integrate, to the degree possible, with its existing tools and systems.

BACKGROUND

Government Code Section 11545, et al. prescribes various control agency functions to CDT under the direction and leadership of the State Chief Information Officer. These functions include, but are not limited to:

- Minimizing overlap, redundancy, and cost in State IT operations
- Providing direction to Agency and Department Chief Information Officers to ensure integration of statewide technology initiatives
- Maintaining an IT performance management framework that measures costs and risks avoided by the State's IT program(s)
- Establishing and maintaining a framework of policies, procedures, and requirements for the initiation, planning, approval, implementation, management, oversight, and continuation of IT projects
- Evaluating IT projects based on the business case justification, resources requirements, proposed technical solution, project management maturity level, risk mitigation approach, oversight need, and compliance with statewide strategies, policies, and procedures
- Consulting with agencies before an IT project's initiation to evaluate project governance and management framework to ensure that its success is thoroughly planned

CDT's OSPD, comprised of three (3) units—Project Approvals and Oversight (PAO), Statewide Technology Procurement (STP), and the California Project Management Office (CA-PMO)—is integral in carrying out the control agency functions of planning, approval, acquisition, management, and oversight of the State's critical IT projects.

Currently, OSPD primarily uses manual processes and legacy tools, including Microsoft Word, Microsoft Excel, spreadsheets, and email, to perform its IT project planning analysis, approval, procurement, and oversight functions. These processes and tools

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present challenges for staff, State entities, critical partners, and impact the quality of output, including, but not limited to:

- Manual processing of IT project deliverables and artifacts
- Lack of effective internal and external collaboration and communication
- Lack of visibility for State entities and critical partners to see the status of IT projects
- Exchange of full documents rather than specific data in the process of performing functions
- Incomplete data sets, data quality, and data retention issues due to email retention policies and sharing of unstructured documents
- Versioning issues with IT project records

OSPD's internal and external-facing processes and services are primarily manual, exchanging most information through documents shared via email. These documents include Project Approval Lifecycle (PAL) documents, CDT approval letters (and other communications), Budget Change Proposals (BCP) and BCP analyses, Project Status Reports (PSR), Independent Project Oversight Reports (IPOR), Post Implementation Evaluation Reports (PIER), and monthly IT Portfolio Reports. There is no workflow automation in place, and almost all document exchange occurs through shared email boxes monitored through individual due diligence. Individuals extract pertinent data or information from a document and manually enter it into a data repository. In many cases, multiple State entities are collecting and recording similar or duplicative information and not sharing a single source of truth. This data collection and communication disparity occurs:

- Within OSPD's units (i.e., PAO, STP, CA-PMO);
- Between OSPD and other parts of CDT (e.g., Enterprise Architecture, Office of Information Security, Customer Engagement Services); and
- Among OSPD, Department of Finance (DOF), Legislative Analyst's Office (LAO), and other State entities that track IT projects and investments.

OBJECTIVES

OSPD envisions the proposed approach, roadmap, and/or solution(s) will, at a minimum:

- Establish a comprehensive enterprise data architecture that allows correlation of data from all parts of OSPD operations and across the project lifecycle from concept through closure
- Re-engineer its existing business processes to streamline and modernize operations, provide automation, and allow for automatic exchange of data between CDT and its partners
- Improve the ability of OSPD to plan, analyze, approve, oversee, and report on the State of California's IT Project Portfolio

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- Create a unified picture of IT project portfolio data and streamline interactions between OSPD and the State's entities planning and implementing IT projects and between OSPD and external parties (such as the Department of Finance, the Legislative Analyst's Office, and the California State Auditor)

Additionally, OSPD anticipates re-engineered business processes will employ modern data collection methods and two-way data exchange utilizing web-based interfaces, workflow automation, real-time collaborative workspaces, artificial intelligence, dashboards, self-service reporting, and integration with many of its existing applications/tools.

Automating OSPD's processes will help CDT become more effective in its IT project analysis, approvals, and oversight activities; improve its responsiveness to State entities; support the successful implementation of IT projects across the State. CDT will better serve the LAO, DOF, the State Auditor, and State entities, with OSPD's improved ability to report on IT project status and outcomes.

Ultimately, the proposed solution(s) will equip OSPD to predict which IT projects may be high risk and allow CDT to intervene with constructive mitigations or corrective actions proactively.

CURRENT TECHNOLOGY ENVIRONMENT AND TOOLS

The core of OSPD's data and operational processes are currently built in Microsoft Power Platform, SharePoint, ServiceNow, and various City Innovate tools, such as Solicitation Builder and Pipeline Manager.

OSPD decided to build in the Microsoft environment for several reasons, including the investment that CDT and most State entities have already made in Microsoft products and licenses and the platform's ability to be supported in-house without perpetual vendor support. This Microsoft environment is the backbone for most of the current operational processes for OSPD's PAO and CA-PMO.

In 2021-22, OSPD completed a migration from SharePoint Classic to SharePoint Modern and created a meta-data-driven content repository for all significant project artifacts. OSPD has all project artifacts in one searchable library for the first time. Concurrent with the SharePoint migration effort, OSPD evaluated its legacy IT Portfolio Tracking list in SharePoint. OSPD envisioned a new data structure that would allow consistent tracking of all projects—through all of their phases and stages—and capturing pertinent information about schedule and scope along the way.

OSPD utilizes Power BI for most of its reporting. The data are currently captured in a handful of SharePoint Lists; however, OSPD plans to migrate data to Microsoft

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Dataverse this summer. OSPD has also begun to build out some data intake and processing capabilities using Power Apps and Power Automate.

OSPD has also invested significantly in ServiceNow and a suite of City Innovate tools for STP's operational processes. ServiceNow connects STP's management processes (e.g., intake, customer service, contracts, procurements, workload, Non-Competitive Bids), performance analytics, and human resources service delivery and provides STP staff with customized automation tools to conduct most business processes from one place. ServiceNow has helped standardize and organize STP's business data through its configuration management database. STP has onboarded most of its customers, vendors, and partners within various ServiceNow portals, where cases and accounts are assigned to analysts and worked on through manual and automated workflows. Additionally, OSPD uses City Innovate tools specifically designed to streamline STP's functions related to competitive procurements, bid evaluations, contracts, and vendor management.

There is currently no integration for shared data or reporting between the three units within OSPD or the tools it uses presently. Most of OSPD's information is reportable and must be historically recorded and frequently audited.