

Client:

The State of California

The largest state government in the United States.

Headquarters:

Sacramento, CA

Key Services Provided by Deloitte Consulting:

Strategy; Technical Infrastructure; Systems Integration; Process and Operations Consulting; Web Design, Development and Implementation; Change Management

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MyCalifornia

Bringing e-Government to California

As the home of Silicon Valley, people naturally look to the state of California to be a leader in implementing progressive new technologies. While other states were moving ahead with e-Government programs, California recognized the importance of defining an e-Government vision that would make the State's information and services more customer centric and accessible to its citizens and businesses. The state of California turned to Deloitte Consulting, and its affiliated e-Business professional services firm, Roundarch, to design and develop a one-stop, dy-

amic portal that would place the state at the forefront of e-Government technology.

The Challenge

As the largest state in the United States, California has more than 100 departments and agencies. The state recognized that developing a portal to integrate all of these disparate units would take an enormous amount of coordination, as well as require significant business process transformation. With this in mind, the state selected several best-of-breed technologies, and then asked Deloitte Consulting and Roundarch to devise and implement a strategic approach to designing the portal, integrating the selected technologies, and launching the dynamic e-Government solution in just 110 days.

The Deloitte Consulting Solution

Guided by the theme "one government/one customer," Deloitte Consulting and Roundarch took an enterprise-wide approach to building the portal solution. The idea was to create a site where visitors could directly access the information or services they need without making distinctions among government departments. In other words, this approach takes the view that visitors to the site do not particularly care which department or state agency handles car registration renewals – they just want to quickly renew their registrations. Additionally, the enterprise-wide approach emphasized personalization capabilities, which establish a foundation for the dynamic delivery of targeted information to site visitors.

To accomplish these goals, Deloitte Consulting and Roundarch designed a flexible, central infrastructure that not only could deliver a suite of personalized services by the launch date, but also be expanded indefinitely to encompass all government departments and serve as a driver for enterprise transformation. This infrastructure employed BroadVision's One-to-One® Enterprise; Interwoven's TeamSite software for content management; Verity's K2 Toolkit for searching; and, Broadbase Software for online marketing and visitor traffic analysis.

The Deloitte Consulting/Roundarch approach was holistic, encompassing the entire process of bringing the site to life. The project included:

- Developing the brand strategy and creative design for the portal
- Determining the functionality of the site and developing the code to deliver it
- Designing and implementing the technical architecture
- Designing the information architecture
- Converting the content of the current site to the new dynamic database

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- Conducting user, performance, failover and recovery testing
- Operating and maintaining the site
- Assisting with change management and knowledge transfer.

The Collaborative Approach

Since the very mandate of the project was to design the portal to aggregate information across departmental boundaries, collaboration was a key success factor from the very beginning. Representatives from a number of state agencies, including the governor's office and the state's data centers, worked side by side with Deloitte Consulting and Roundarch personnel to design and implement the ambitious strategy. Consultants from the software vendors also contributed their expertise to help the project team surmount integration and implementation hurdles.

"A whole range of different organizations and groups of people came together to make this happen," said Mark Price, Project Manager, Deloitte Consulting. "In essence, we managed the central implementation, serving as the coordination point for all these different agencies. Without the commitment and dedication of each and every one of them, we would not have been able to launch on time with such a significant level of functionality."

The Results

The state of California recently launched its official new Web portal, <http://my.ca.gov>, also known as MyCalifornia. The customer-centric, user-friendly portal enables visitors to create their own profiles and to build personalized home pages in which they can highlight issues of interest. Relevant information is

then delivered to them dynamically, based on their profiles. At present, the portal offers citizens services including automobile registration, tax refund status, fishing and hunting permits, hazardous waste disposal directions, and small business information such as tax forms and government contracting.

"In 110 days, our team of technology leaders, led by Deloitte Consulting, brought California's vision for e-Government to life," said Arun Baheti, California Director of e-Government. "With MyCalifornia, we have a world-class portal through which all Californians can access government services and information. It clearly distinguishes the state as a leader in e-Government."

The current site offers direct access to about a dozen state services, but many additional state departments and agencies are currently developing applications, which will be plugged into the portal's extendable infrastructure as they are completed. In the future, MyCalifornia will launch e-Government applications that will allow remote access via kiosks, call centers and handheld devices. Deloitte Consulting and Roundarch are currently working with state of California to design and to implement these additional layers of functionality, as well as to assist them with business process redesign and change management.

It is estimated that if MyCalifornia can save Californians as little as one hour a year by avoiding lines and filling out forms, over US \$300 million dollars in productivity and spare time will be returned to the California economy.