



California Information Technology Strategic Plan

Edmund G. Brown Jr.
Governor

Carlos Ramos
Secretary, California Technology Agency

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CALIFORNIA TECHNOLOGY AGENCY

I am pleased to present California's 2012 Statewide Information Technology Strategic Plan.

More than ever, Californians are integrating technology into their daily lives. Our citizens connect to business, banking, healthcare, entertainment, education and to each other through mobile phones, tablet devices, social media, personal computers, and the web. Californians access helpful information and services on demand. They transact business or communicate with each other when they want, from wherever they are, and at their convenience. The 21st century consumer has come to expect similar capabilities and service delivery from the public sector. Technology is a powerful tool, which makes it possible for state government to re-envision how efficiently it interacts with and serves Californians, providing an opportunity to deliver services with the convenience and economy Californians expect and deserve.

Technology is not an end unto itself but a means to provide better, more efficient service to the people of California. To ensure success, the information technology community must understand the workings and priorities of the state's programs, the needs of California's citizens and the promise of today's technology.

This plan provides a strategic vision and direction for the state technology community. It is not meant to be a tactical plan that lays out specific tasks and operational responsibilities. Rather, it provides strategic objectives which can serve as guideposts for the technology community and decision-makers in supporting state programs and business operations and in better serving constituents. In developing this plan, we sought input from leaders of the state's information technology community, program and policy leaders, and from the private sector. Their input helped us to identify some of the challenges and issues which must be addressed in order to advance the state's strategic use of technology. These include: fostering collaboration between decision-makers, program administrators and the technologists responsible for the systems that support those programs; maintaining a skilled technology workforce, leveraging value from the information residing in our technology systems while at the same time safeguarding and securing sensitive data, and ensuring that the state's technology infrastructure is secure, reliable and efficient.

All of us in the state technology community have a stake in ensuring that the state leverages the advantage of technology to efficiently and effectively provide the public with services and information. We all need to put forward our best ideas and work together to improve the operations of government and address the issues facing state government. It is an important objective that is worthy of our best efforts and accomplishments. This plan seeks to provide clarity of purpose for the state technology community and guidance in setting priorities. I invite the state policy and technology community, as well as the vendor community, to work together to make California government a recognized leader in information technology; I look forward to working with you to make California's 21st century government efficient, effective and accessible for constituents.

Sincerely,

A handwritten signature in blue ink that reads "Carlos Ramos".

CARLOS RAMOS
Secretary, California Technology Agency

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Executive Summary: Focusing on Outcomes

California's information technology management and its governance are maturing. This plan builds on the foundation established in prior California Information Technology Strategic Plans. In addition, it brings to light critical issues facing the state's information technology community, such as the need for collaborative governance and accountability and the need to build a strong information technology workforce. This plan also lays out guiding principles such as **Accountability, Collaboration, Enterprise Value, Leadership, and Service** as markers against which we must measure decisions and technology initiatives. These principles help to ensure the state's actions are in line with the best interests of Californians and encourage honest dialogue about whether planned initiatives are in line with the state's long-term objectives.



Public Safety Answering Point (9-1-1 call center)

As we continue to rationalize the state's technology portfolio, the technology community must address the challenges that impede our ability to improve state operations such as maintaining a capable workforce and effective statewide information technology governance. The plan describes an approach to governance that is being implemented at the Technology Agency and in the state's information technology community as a whole. This governance model is intended to make the information technology community more pragmatic, transparent and accountable, and to produce better results. Changes to the governance structure of the Technology Agency organize the agency to effectively fulfill its job as a control agency while also excelling in the role of technology service provider.

This change to the Technology Agency's approach to governance also begins to change the dialogue around technology from a focus on administrative measures and inputs, such as schedules and technology components, to a focus on program outcomes and impact to the public. In assessing the state's investments in technology, it is not enough to measure the impact to resources (personnel, hardware and software, budget...etc.) and schedules. It is necessary to include the impact of technology investments on services to Californians and on the effectiveness of government operations. The laid off worker applying for unemployment benefits measures the impact of technology in terms of how accessible and efficient the application process is. The new driver scheduling a driving test measures the value of the state's investment of technology in how convenient it is to get an appointment with the Department of Motor Vehicles or access a drivers manual. Our challenge is to use technology in an efficient way to conveniently serve the people of the State of California.

Plan Organization

The 2012 IT Strategic Plan is organized into the following sections:

- **Section I: Overview of Information Technology in California State Government:**

This section presents the vision, strategic approach, and guiding principles of technology in California government and the mission for the state's technology community. It presents a discussion of the challenges and opportunities facing the state, and the approach to governance necessary to improve how California's information technology community can ensure effective planning and deployment of technology initiatives.

- **Section II: Strategic Goals:**

This section contains the enterprise-level goals and strategies for the state information technology community. In addition, the description of each goal includes a brief write-up highlighting technology initiatives that departments or agencies currently have underway that contribute to the achievement of the goal. The strategic goals are titled as follows:

1. Accessible and Mobile Government
2. Leadership and Collaboration Yield Results
3. Efficient, Consolidated, and Reliable Infrastructure and Services
4. Information is an Asset
5. Capable Information Technology Workforce

Overview of Information Technology in California State Government

Mission

The mission of the California Technology Agency and the state's information technology community is to support state 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 government of the 21st century leverages technology to better serve Californians and deliver better services and program outcomes. Technology is a tool that enables state government to be accessible to constituents at their convenience and in their location, and efficient and effective in delivering services and information. The Technology Agency, in collaboration with the Agency Information Officers (AIOs), lead these efforts. Using this collaborative leadership model, California government is able to achieve the five key objectives described below:

1. Accessible and Mobile Government

California's government is providing more services and information to citizens by expanding online services, increasing access from mobile devices, and bridging the digital divide by increasing digital literacy and access to broadband. The result is a state government that is better able to meet Californians' service expectations and which provides Californians with access at their convenience, on their schedule, and wherever they are.

2. Leadership and Collaboration Yield Results

Effective organizations have effective governance. With the Technology Agency in the lead role, the state is establishing an effective governance model that involves agency information officers and chief information officers in decision making. This model will rationalize the state's information technology policy and portfolio management, reduce bureaucracy and focus on tangible results. This governance model will address the issues the state faces in managing its technology portfolio.

3. Efficient, Consolidated, and Reliable Infrastructure and Services

The state leverages a reliable technology infrastructure and shared services that are secure and economically and environmentally sustainable. This requires a strategic consolidation of information technology infrastructure, the development of computing as-a-service offerings, leveraging the advantages of cloud computing, creating robust shared services and establishing repeatable processes.



4. Information is an Asset

To engender trust from consumers of government services and information, the state must secure and safeguard sensitive and confidential data through strong privacy and data security practices and ensure that state departments are prepared to operate during and recover from times of disruption (natural disasters, unplanned outages and other events). Additionally, government will leverage data resources and analytical capacities so we can convert data into information and knowledge that departments can use to make more informed policy decisions, administer programs, reduce costs, improve outcomes and better serve constituents. Further, by creating secure transactions, we will ensure that Californians can leverage technology with confidence to get the services and information they need.

5. Capable Information Technology Workforce

The State of California relies on an information technology workforce that has the skills, ability, and drive to envision and implement technology solutions that improve how the state delivers information and services. By focusing on the strategic objective of maintaining a workforce that is skilled, capable, and agile, we will help to ensure we can fulfill the promise of information technology to deliver better results. This includes the creation of an office to focus on the recruitment, development, and retention of a capable information technology workforce.



A Strategic Approach for California

California has adopted an approach of technology-enabled transformation which serves as the framework for achieving the state's strategic goals. The strategy is an enterprise approach to technology-enabled government services that advance the public's priorities while reducing costs and is comprised of the following key elements:

- A strong planning capability, led by the Technology Agency as the central point of an integrated information technology organization.
- Clear enterprise architecture policies and standards that are used to ensure the effective planning, procurement, and implementation of initiatives.
- Robust and reliable shared services.
- Effective procurement, project, and human capital management policies and models.
- Effective fiscal and resource management practices.
- Secure data sharing among appropriate partners.

Guiding Principles for California's Technology Community

- **Accountability:** Agency and department chief information officers and business executives own business results in their organization and use technology to drive positive outcomes. Chief information officers and executives actively engage on technology initiatives and take responsibility for actions and outcomes.
- **Collaboration:** Agency and department chief information officers involve stakeholders early to develop a common understanding of issues and ensure shared objectives. The technology community works with stakeholders to build cooperative relationships, develop proposed solutions, and achieve outcomes that best serve the people of California.
- **Effectiveness:** Information technology solutions are pursued only when a clear business case and plan of action is established and it is clear that the proposed technology solution will provide the measurable impact value to solve an identified problem.
- **Enterprise value:** All solutions must provide the greatest possible value to the state and Californians as a whole. Solutions should provide a tangible return on investment and should meet or exceed expectations of the state's program and policy sponsors. This should include developing solutions that can be leveraged across California government.
- **Leadership:** The state's information technology community will work in partnership with program and policy leaders in leveraging innovative and cost-effective technology solutions to address the state's business problems.
- **Service:** Information technology solutions must make government more accessible and responsive for Californians while providing government employees with effective tools with which to do their jobs.



Effective Governance Makes for Good Results

An effective organization must have a strong governance structure and a robust community to achieve results over the long term. Effective governance requires clear objectives, sound management, effective policies and processes and delegation of the appropriate amount of authority and responsibility to members of the community. Organizations with effective governance can achieve significant results while those with poor governance often struggle to achieve even small tasks.



One of the key focal points of the Technology Agency in 2011 was establishing an effective governance structure both at the Technology Agency and within the state's information technology community. The state's information technology community is anxious to achieve results and with the right governance and leadership, the Technology Agency can lead the way to great accomplishments for state government and all Californians.

Improving governance of the state's information technology

AB 2408 (Chapter 404, Statutes of 2010) provided a governance foundation upon which the Technology Agency is building. To move the state's information technology governance to the next level of effectiveness, the Technology Agency:

- Convened Agency Information Officers and made them partners in decision-making and policy-setting.
- Is working collaboratively with the leaders of the state's technology community.
- Is working with chief information officers, departments and agencies and the private sector to identify key issues or opportunities and to develop appropriate responses.
- Retains ultimate accountability, authority, and responsibility for decisions but encourages and supports collaborative solutions.
- Is reaching out to state entities not under its jurisdiction to ensure that their technology initiatives are managed in accordance with best practices and that they benefit from the lessons learned on previous state technology initiatives.

Organizing the Technology Agency for Success

One of the key governance efforts has focused on organizing the Technology Agency to effectively fulfill its job as a control agency while also positioning it for effectiveness in its role as a technology service provider. To accomplish this, the Technology Agency organized along two main areas of responsibility, one focused on operations and service delivery and the other focused on policy and oversight as shown in Figure 1. This approach provides clarity of purpose for each organization while also ensuring collaboration between the two sides.

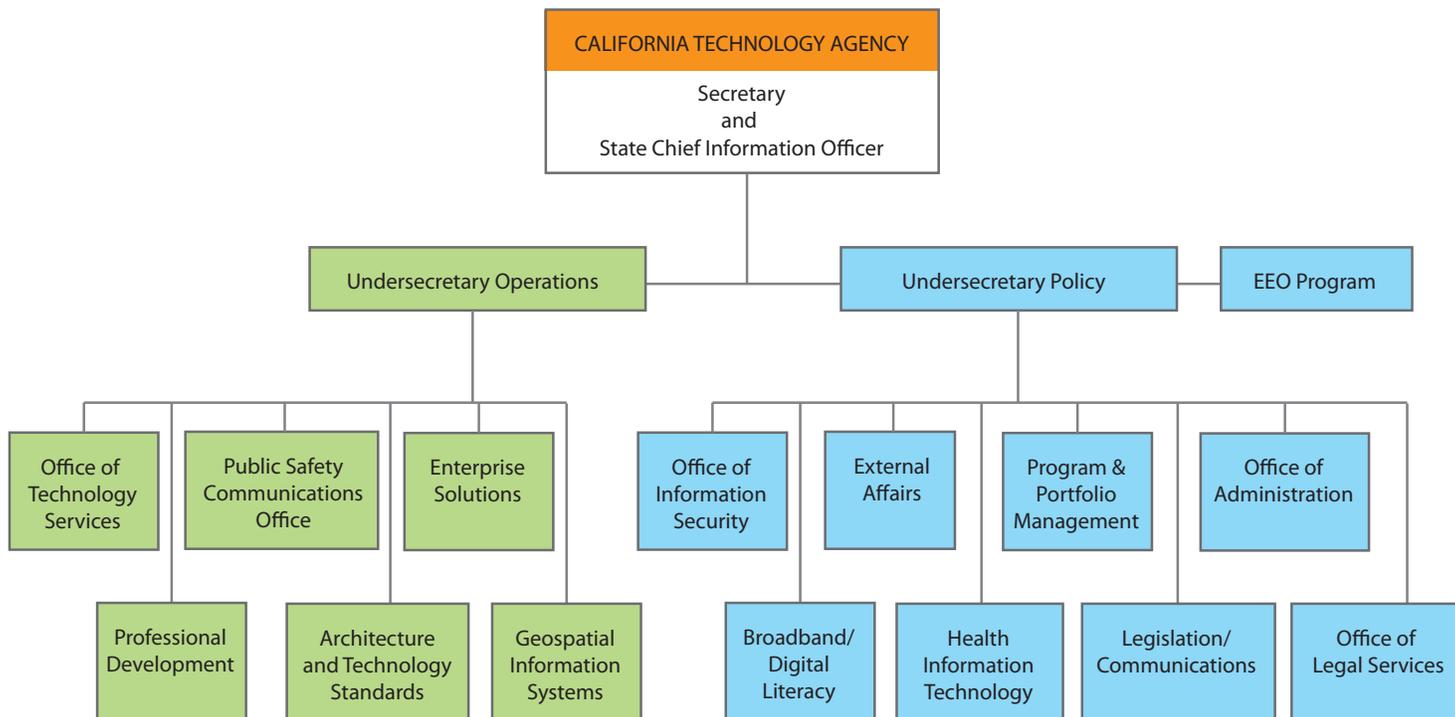


Figure 1

Operations and Services

By focusing on providing service value, the Services area can improve results to customers while allowing the Policy area to focus on oversight, policy and administration. The primary objectives of the Service area are:

1. **Improve delivery.** Meet customer expectations for service delivery.
2. **Reduce rates and costs.** Achieve rate and cost reduction through greater efficiency, and better productivity through process improvement and quality. Reduce the amount of energy needed and support shared services.
3. **Improve customer service.** Reduce down time and reduce the time needed to provision a new service.
4. **Develop targeted new services.** Work with state and local government business community to identify technology needs and collaboratively determine the solutions that best meet those needs.



Front desk at the Federated Data Center

Policy and Oversight

1. **Reduce risks.** Identify and reduce areas of potential risk such as cyber security, the potential for project failure or legal issues.
2. **Foster competition among bidders.** Through an effective procurement process, the state can gain the greatest value for the least cost among bidders for services.
3. **Foster collaboration among departments.** By identifying opportunities to collaborate and linking chief information officers to centers of excellence that drive results in state government, the Technology Agency can serve as a facilitative leader for the state's information technology community.
4. **Improve the return on California's information technology investments.** Through careful planning, effective and innovative procurements and strategic use of existing technology resources, the state can improve its return on information technology investments.

Governance in Action

In leading California's state technology program, the Technology Agency will engage the information technology community early in identifying key issues and the best solutions to resolve those issues. Gaining buy-in to the approach moving forward is critical to ensure that our initiatives achieve results in the most efficient manner if technology is to meet Californians' high expectations.



Federated Data Center

Challenges and Opportunities

California state government continues to face significant challenges in 2012 and beyond. The state's environment will influence its direction, goals and priorities for business and information technology. It is essential to consider the economic, social, political and economic climate challenges and opportunities facing California as they will affect priorities in the uses of information technology to support the business of state government.

Economic

- Continued economic pressures at the national and state level will impact the available resources to California, even as the need for government services grows. This will require difficult choices.

Social/Political

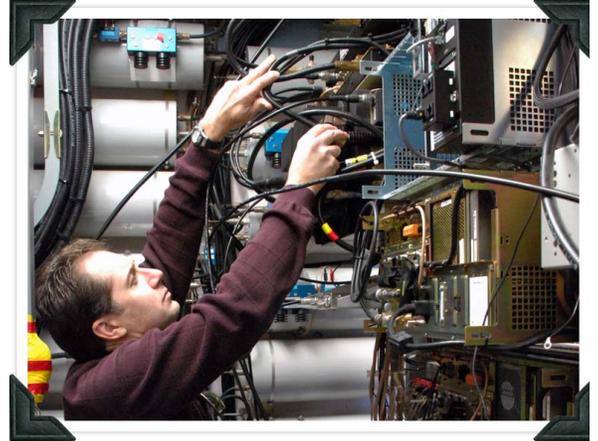
- The public wants more services delivered online, both to transact business and get information.
- Federal and state governments increasingly require greater accountability and transparency in government.
- California government is moving toward greater accountability in information technology investment, formalized risk management and documentation of results.
- A growing population is increasing its demand for services.
- A "digital divide" continues to exist along demographic and social/economic lines among the people of California.
- California's workforce is aging and retiring at a high rate. Departments lose critical knowledge as experienced staff leave the workforce. At the same time, agencies report that it is becoming more difficult to attract workers to state government jobs.
- In an era of hiring freezes and layoffs, agencies are finding it challenging to hire and retain new technology workers. Often the newest workers are most familiar with the newest technologies.



The California Technology Agency's Public Safety Communications Office supports emergency responders with incident-based radio communications support.

Technological

- Consolidation and optimization remain focus areas to reduce wasteful duplication, reduce costs and increase the efficiency of services.
- Security remains a high priority to protect against cyber attacks and ensure privacy for Californians.
- Sharing data across platforms can reduce redundant data collection and storage and increase the value of data to citizens and state employees and can turn data into information and actionable intelligence to guide program operations and policy.
- Cloud computing is an area of focus for its flexible, scalable services, its potential to reduce costs and because of the security challenges it presents.
- More users connect to the Internet using mobile devices, making it critical for California to recognize this rapidly growing population.
- Replacement of legacy systems is a significant challenge but it also provides an opportunity to develop shared services within and across departments, reducing redundancy and improving data sharing.
- Promoting broadband and connectivity continues to be important in order to connect Californians in all areas of the state.
- Complex projects continue to present challenges for the state, including in terms of how to plan and manage the projects.
- The state's information technology workforce will be challenged to keep their skill sets current given the pace of technological innovation.



Strategic Goals

1. Accessible and Mobile Government

California's government is providing more services and information to citizens by expanding online services, increasing access from mobile devices, and bridging the digital divide by increasing digital literacy and access to broadband. The result is a state government that is better able to meet Californians' service expectations and which provides Californians with access at their convenience, on their schedule, and wherever they are.

1. Increase online service and information offerings and make them more accessible through mobile devices.
2. Address the digital divide by promoting broadband access and digital literacy.
3. Enhance transparency, accessibility, and openness through online solutions.
4. Enhance the value of state information through tools to increase the ease of collaboration and data analysis.

The Department of Motor Vehicles Uses Technology to Improve Service

The Department of Motor Vehicles uses technology to give Californians a choice of convenient, efficient services to do their Department of Motor Vehicles business, whether it is going online from home or a mobile device, calling, or using a kiosk in a Department of Motor Vehicles office, it is easier than ever before and tailored to Californians' needs. Some of Department of Motor Vehicles' convenient electronic services include:

1. The DMV Now application for Android, iPhone, iPad, and the iTouch. DMV Now allows customers to find a local office with current wait times and get directions to a nearby office based on the global positioning satellite location of the user's Smartphone. Customers can take sample written driving tests, access a library of Department of Motor Vehicles driver education videos, and access other important Department of Motor Vehicle alerts.
2. 35 new ATM-styled [Self Service Terminals](#) at many Department of Motor Vehicles offices allow customers to produce registration cards and tags in just seconds and avoid waiting in line. And, the kiosks accept all forms of payments.
3. Making an appointment with the Department of Motor Vehicles has never been easier because they restructured the appointment system, offering more advance appointments than ever before. The Appointment Notify, will give you a reminder call three days before your scheduled appointment.
4. When a consumer contacts the Department of Motor Vehicles by telephone, you can receive a call-back from a Department of Motor Vehicles customer service representative through their innovative [Virtual Hold](#) feature so you don't have to wait on hold.

These are just some of the ways the Department of Motor Vehicles is using technology to provide quick, efficient access to the services Californians want, at the time, place, and method of their choosing. State government is developing many more services to ensure that you can access the services you need when and where you need them, regardless of where you are or what you need.

2. Leadership and Collaboration Yield Results

Effective organizations have effective governance. With the Technology Agency in the lead role, the state is establishing an effective governance model that involves agency information officers and chief information officers in decision making. This model will rationalize the state's information technology policy and portfolio management, reduce bureaucracy and focus on tangible results. This governance model will address the issues the state faces in managing its technology portfolio.

1. Review and reengineer Information Technology Policy Letters and the information technology project lifecycle to reduce unnecessary bureaucracy and ensure a focus on business outcomes.
2. Engage agency information officers and chief information officers in decision making, and provide the appropriate level of authority and accountability for results.
3. 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.
4. Leverage public-private partnerships to deliver innovative information technology solutions that leverage performance-based and benefits-based procurement strategies.

Telework Advisory Group Demonstrates Collaborative Leadership

The Department of General Services is leading a collaborative Telework Advisory Group formed to coordinate and facilitate the exchange of information about the state's telework program, and the development and updating of policies, procedures and guidelines to help state government plan and implement telework programs.

The Telework Advisory Group is comprised of more than 25 members from across state government. Members share information and telework experiences related to managing telework programs, real life program challenges and success stories, and more. The Telework Advisory Group members participate collaboratively on teams because members are driven by a quest for state-of-the-art, best practices for virtual work.

The Telework Advisory Group's approach can be seen in the Metrics Committee, formed in 2011. The Metrics Committee recently completed a statewide survey that engaged several thousand employees in assessing agencies' telework programs while capturing data on the actual and potential number of telework employees, commuter mileage savings, types of teleworkers, and telework agreements.

As technology empowers the state and its employees to productively work from home, the Telework Advisory Group will continue to help provide a collaborative approach to providing tools needed to make telework a success for the state, its employees, and the people of California whom we serve.

3. Efficient, Consolidated, and Reliable Infrastructure and Services

The state leverages a reliable technology infrastructure and shared services that are secure and economically and environmentally sustainable. This requires a strategic consolidation of information technology infrastructure, the development of computing as-a-service offerings, leveraging the advantages of cloud computing, creating robust shared services and establishing repeatable processes.

1. Implement email, network, data center, server, and storage consolidation and virtualization to increase efficiency, reduce costs and reduce energy consumption.
2. Leverage Computing-as-a-Service offerings (Software as a Service, Platform as a Service, Infrastructure as a Service) to reduce costs and provide computing capabilities on demand.
3. Explore cloud computing offerings to deliver cost-effective computing resources for Web and back office applications.
4. Upgrade the state's public safety communications systems to ensure effective delivery of emergency services and enhance the digital capabilities in public safety communications.

The Natural Resources Agency Shows Infrastructure Consolidation Works

During 2010 and 2011, the California Natural Resources Agency (Resources Agency) consolidated 20 individual data centers/computer rooms to a single centralized Data Center. Resources Agency reduced the physical space used for computer infrastructure operations by 4,750 square feet and reduced the number of physical servers while increasing overall server computing capacity through virtualization. In addition, modernization has improved cooling and power-consumption efficiency by 40 percent through a "Bay-Chase" design, which efficiently channels airflow used to cool equipment.

With its modern consolidated virtualized Data Center the Resources Agency:

- Drastically reduced the number of physical servers while providing more flexibility and computing capacity and enabling greater collaboration.
- Significantly improved data center energy and cooling efficiency.
- Reduced risk by replacing aging hardware and software.
- Can now provide a more responsive and flexible information technology environment for the Agency's lines of business.

Benefits of the new infrastructure include reduced information technology operational cost, greener information technology, faster information technology service delivery to the business areas, reduced risk associated with aged information technology infrastructure, improving the storage environment for housing critical business data, and better information and network security, with flexible access to services and information.



Natural Resources Agency's Data Center Consolidation Team

4. Information is an Asset

To engender trust from consumers of government services and information, the state must secure and safeguard sensitive and confidential data through strong privacy and data security practices and ensure that state departments are prepared to operate during and recover from times of disruption (natural disasters, unplanned outages and other events). Additionally, government will leverage data resources and analytical capacities so we can convert data into information and knowledge that departments can use to make more informed policy decisions, administer programs, reduce costs, improve outcomes and better serve constituents. Further, by creating secure transactions, we will ensure that Californians can leverage technology with confidence to get the services and information they need.

1. Protect sensitive and confidential data through implementation of strong security and privacy standards and practices.
2. Ensure the state's technology and public safety communication infrastructures have robust disaster recovery capabilities.
3. Improve how California uses data and information, including through the use of data warehouses, analytical tools, and better use of geospatial information systems data.
4. Develop a secure single sign on to access services of data.

Protecting Californians' sensitive and confidential data through implementation of strong security and privacy standards and practices

The Department of Health Care Services protects Californian's sensitive and confidential data through implementation of stringent privacy and security policies, both within the Department of Health Care Services and with its business associates through individually signed agreements. These policies maintain compliance with the Health Insurance Portability and Accountability Act the National Institute of Standards and Technology, the Federal Information Processing Standards, and with the California State Administrative Manual. Compliance with policies is documented through standardized security plans.

The Department of Health Care Services continues to enhance security practices through several means including:

- Implementation of technologies such as data loss prevention, multilayered malware prevention, vulnerability scanning, two-factor authentication, and encryption of data in transit and at rest.
- Developing a thorough privacy and security training course with 14 modules, taken by all staff annually.
- Conducting ongoing security assessments with prioritized corrective action plans.

5. Capable Information Technology Workforce

The State of California relies on an information technology workforce that has the skills, ability, and drive to envision and implement technology solutions that improve how the state delivers information and services. By focusing on the strategic objective of maintaining a workforce that is skilled, capable, and agile, we will help to ensure we can fulfill the promise of information technology to deliver better results. This includes the creation of an office to focus on the recruitment, development, and retention of a capable information technology workforce.

1. Ensure the state's information technology workforce has the knowledge and skills to support the state's information technology infrastructure and implement California's technology vision.
2. Establish communities of practice to develop and share best practices.
3. Recognize state information technology accomplishments and require responsibility for service among all employees to create a sense of pride and accountability.

Ensuring the Capability of California's Technology Workforce

California's workforce is aging and employees are retiring from state government as well as the private sector, causing a drain in talent, knowledge, and leadership from all levels of organizations. State government's case is particularly urgent. According to the California Department of Personnel Administration, 62 percent of our top leadership and 50 percent of our managers and supervisors will be eligible to retire in the next five years. While we may envision a bright future in which technology continues to improve Californians' lives, we can only implement that future if we have the skilled workforce of executives, managers, technicians and analysts needed to bring plans to fruition.

Against this backdrop, the California Technology Agency has launched an effort to help ensure that we have the right people for the right jobs, when we need them. The Office of Professional Development will work with Chief Information Officers, the technology workforce and the private sector partners that work with the State to define the unique needs of the technology community, identify areas where the state is vulnerable, and ensure we can address those needs through training existing employees or recruiting new staff who have the necessary skillsets.

Departments are challenged to maintain a skilled workforce. Preparing our workforce at all levels will put us in a position to achieve state government's ambitious plans for improving services and efficiency for all Californians.

Measuring Success

Traditional technology metrics often include infrastructure measures, such as the number of servers, or administrative measures, such as the percentage of the information technology budget devoted to training, or the percentage of projects on budget. But these metrics are not the only, or even the best way, to measure the impact of California's technology investments. Other key measures of a technology initiative's impact are whether it accomplishes its intended purpose or whether it results in improved service for Californians. **Californians want a government that is more efficient, effective and accessible, while serving them better and costing less.** They want government that is widely available; to provide the services and information they want in a manner that is convenient for them. Californians want to conduct business at their convenience, whether it is from their home or business outside of the traditional workday, in the morning from their mobile phone, at night from their tablet device, or calling or coming into an office during business hours. In assessing the impact or value of the state's investment in technologies to make government more accessible, we need to measure more than just administrative or technology metrics. We need to assess these initiatives from the perspective of the consumer. For example:



- A measure such as the number of mobile applications in the state allows us determine whether Californians' can access government services at any time and from any place. At the end of 2011, departments in the State of California had **more than 60 mobile applications and that number continues to grow.**
- Another measure, the number of visits or "hits" to mobile sites tells us whether people are using these sites. Using mobile sites helps reduce the digital divide since many people who do not have access to a computer do have a mobile device such as a smartphone. In 2011, **California had more than 1.6 million visits to state government mobile sites.**
- The number of online transactions gives an idea of the ease with which Californians can transact business electronically with the state on their terms and at their convenience without having to go into a state office. In 2011, **state departments had more than 35 million transactions over the Internet.**

As California's information technology community matures, the Technology Agency and the state's agency information officers and chief information officers must continue to improve our communication and collaboration to understand the needs of Californians and the departments that serve them. California's technology community needs to measure success from a customer's perspective because the end result of our efforts must be a government that better meets Californians' needs with the limited resources available.

The Road Ahead: Establishing a Results-Oriented, Collaborative Information Technology Culture

The state has come a long way since the creation of the Office of the Chief Information Officer in 2008. However, we still have far to go in many areas. We have met or are well on our way to meeting the performance goals mandated by AB 2408 (Chapter 404, Statutes of 2010). In the process, we are developing an information technology infrastructure that will better serve Californians at a reduced cost while providing for greater efficiencies through shared services.

The state is focusing more on achieving desired business outcomes than bureaucracy. To ensure we strike the right balance between control and results, the Technology Agency is actively working with agency information officers and chief information officers to:

- Review and revise information technology policies to focus on outcomes.
- Ensure that future information technology policies are developed collaboratively so they accomplish their desired ends without unproductive bureaucracy.
- Rethink the information technology project lifecycle to focus on achieving results, eliminating redundant and inefficient processes and reducing the amount of paperwork. In the process, the Technology Agency is working with the information technology community to find the right balance between control and collaboration, and between oversight and early engagement in project planning.

Technology is a key tool, an enabler of program success for state government. Technology provides the means for departments to gather, analyze, and convert mountains of data into information that can be used to make better decisions and produce better outcomes.

The Technology Agency is poised to bring the state's information technology community together, establishing effective information technology governance. With a collaborative approach, we can achieve better results that will help address many of the challenges Californians face. Our information technology professionals increasingly take a global view of our technology operations, helping to reduce duplication and build robust platforms that will make our operations more efficient, less expensive, and more effective in achieving beneficial outcomes.

As the workforce ages, the state's information technology program is vulnerable. Many of our most experienced people may leave the workforce, taking their knowledge with them. Replacing experienced workers is difficult but the technology program cannot succeed if we do not have a skilled workforce. To ensure that the state has the workforce it needs, the Technology Agency is taking proactive steps to coordinate recruiting, training, and retaining the workforce the state needs for today and in the future.

The Technology Agency remains committed to developing the technology solutions needed to improve the lives of Californians. Just as our challenges are real, so too is technology's promise and our ability to deliver on that promise is expanding.



Federated Data Center



1325 J Street, Suite 1600 · Sacramento, CA 95814
Phone: (916) 319-9223 · Fax: (916) 324-1734 · www.cio.ca.gov