



**California
Information
Technology
Strategic Plan**

January 15

2011

3rd Edition: Capitalizing on Opportunities

**Jerry Brown
Governor**

**Christy Quinlan
Acting Secretary of Technology**

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CALIFORNIA TECHNOLOGY AGENCY

Christy Quinlan
Acting Secretary of California Technology

It is with great pleasure that I present California's 2011 Statewide Information Technology Strategic Plan. The state's Information Technology (IT) accomplishments of the past few years have shown what IT is capable of, but we are just beginning to fulfill technology's promise to Californians. The Office of the State Chief Information Officer (OCIO) provided a solid foundation on which to build. The foundation of credibility and the opportunity for future success was reflected by the Legislature's unanimous vote to establish the new California Technology Agency (Technology Agency), which imbued the new agency with authority needed to make IT in California work.

As residents of the state that spawned Silicon Valley, Californians expect to see their state government use technology to become more responsive, efficient, and less costly. With the tools that are now at our disposal, we can make this dream a reality while reducing duplication of effort and building platforms that cost less and do more to meet the needs of Californians.

This IT Strategic Plan comes as the State of California and the Technology Agency move toward a more fulfilled IT program that is able to transform business outcomes for Californians. In the past, policy makers recognized the importance of technology in implementing programs but did not include IT leaders in the policy decision-making process. The creation of the Technology Agency solidified our IT community's seat at the table as policy decisions are made.

This plan maintains continuity with the 2009 and 2010 plans while reorganizing the strategic goals in those plans to be more relatable to readers. To demonstrate the strategic goals in action, this plan aligns the goals with strategies and key actions proposed to implement those strategies. Finally, this plan highlights many departments' IT accomplishments during 2010 and provides initiatives planned for 2011 and beyond.

The achievements and aspirations embodied in this plan would not be possible without the hardworking state IT professionals and agency leaders who actively implement the state's IT program in their daily work. I want to thank the members of the state's IT community for their efforts and I look forward working together to deliver even greater value to the people of California through the application of technology.

With our collective vision, planning and execution, California's best days remain ahead of us.

Sincerely,

A handwritten signature in cursive script that reads "Christy Quinlan".

Christy Quinlan

Acting Secretary of California Technology

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EXECUTIVE SUMMARY: CAPITALIZING ON OPPORTUNITIES

California's approach to managing information technology is transforming how state government delivers services. This strategic plan builds on the foundation laid in the 2009 and 2010 statewide IT Strategic Plans, connecting high-level strategy to the work that California's IT professionals perform every day. As with prior plans, the primary strategic objective is to transform state government to become more responsive to Californians' needs and to operate more efficiently and transparently through the use of technology.

Over the past three years, California state government has matured in its ability to use technology to improve operations and provide better, faster, and more convenient services to residents. California is rapidly moving from an organization that recognized, but frequently could not harness the benefits of technology to an organization that makes technology work to transform the lives and businesses of Californians. The California Technology Agency (Technology Agency)¹ has been at the forefront of this movement, leading the way and serving as a central point of coordination and oversight. Together, the Technology Agency and the state's IT community have made significant progress in:

- Consolidating the state's IT infrastructure while laying the groundwork for more robust, and more sustainable platforms;
- Improving project management practices, oversight, and training; and,
- Creating an architectural framework to reduce redundancy and improve operations.

The Legislature recognized this progress when it unanimously passed Assembly Bill 2408 (Chapter 404, Statutes of 2010). By enacting AB 2408, the Legislature and Governor established the California Technology Agency, with all of the authority to build and capitalize on our recent progress in using technology to improve the lives of Californians.

In creating this plan for California's IT future, the Technology Agency will set forth the operational goals for the state's IT program and engage officials across state government. The 2011 Statewide IT Strategic Plan asks the state's IT community to innovate to improve services, provide better policy outcomes, and fulfill constituent expectations by fundamentally changing how state government meets its obligations to the public. This Plan also asks that the state IT community engage their government policy and programmatic counterparts to introduce technology considerations into deeply rooted methods of decision-making and governance.

About this plan

The 2011 Statewide IT Strategic Plan streamlines and further clarifies the strategies articulated in the 2009 and 2010 strategic plans. The six strategic concepts in the earlier plans have evolved into the following three strategic goals:

¹ For purposes of continuity, this Plan will reference the former Office of the State Chief Information Officer (OCIO) by its current name, the California Technology Agency, throughout Sections II and III.

- **Goal 1: Make Government Transparent, Accessible, and Secure**
- **Goal 2: Drive Innovation and Collaboration**
- **Goal 3: Make Information Technology Reliable and Sustainable Through Consolidated Platforms and Shared Services**

In updating this Plan, Technology Agency staff involved many leading members of the IT community to help demonstrate the connection between the state's IT goals and the accomplishments of departments in 2010 and their plans for 2011. This Plan reflects a range of input from department and agency CIOs as well as research on emerging technology and industry trends. This Plan is organized into the following four sections:

- **Section I: Overview of IT in California State Government**
This section presents the mission, vision, statewide philosophy, and background on the evolution of the state's IT program, all of which help set the stage for the strategies that follow.
- **Section II: Linking Goals, Strategies, and Actions**
This section describes the statewide enterprise level goals, strategies and key high level actions that the state plans to implement.
- **Section III: Supplement- Strategies in Action**
This section describes key IT accomplishments for 2010 by the Technology Agency and many California departments, as well as key initiatives planned for 2011 and beyond.
- **Section IV: Appendices**
This section includes the following appendices to the plan:
 - Appendix A: Defines many terms and phrases in a glossary.
 - Appendix B: Acknowledges many members of the IT community who contributed to the creation of this plan.
 - Appendix C: Provides a list of IT Policy Letters released during 2010.

To get anything done, we need a profound change in the way our government operates...The only way forward now must be built on honesty, frugality, and innovation.

Governor Jerry Brown

SECTION I: OVERVIEW OF INFORMATION TECHNOLOGY IN CALIFORNIA STATE GOVERNMENT

MISSION, VISION, AND STATEWIDE PHILOSOPHY

a. **Mission:**

The mission of the California Technology Agency and the state's IT community is to improve the delivery of state programs and services for residents and businesses through agile, cost-effective, innovative, reliable and secure technology services and solutions.

b. **Vision:**

The vision of success describes a future in which technology enables government to achieve as an IT program, to better serve Californians and deliver better policy outcomes. The creation of the Technology Agency will provide a central point of coordination to make this vision a reality and its agency designation will ensure that IT has a seat at the policy table. Our vision is to achieve the three key elements of transformation described below:

1. **Make Government Transparent, Accessible, and Secure.** By making government services and information available anywhere, at any time, and in the manner Californians want, the state will reduce costs and improve access to services while increasing accountability and transparency. To maintain the public trust, we must secure Californians' private information through leading security and data access policies, standards, and tools.
2. **Drive Innovation and Collaboration.** Through collaboration and coordination, and empowered by common governance principles, the state is developing innovative solutions that leverage state investments in data and technology infrastructure and enhance the performance, productivity, and outcomes of state programs and services.
3. **Make Information Technology Reliable and Sustainable Through Consolidated Platforms and Shared Services.** The state is developing reliable technology platforms and shared services and that are economically and environmentally sustainable. This will be accomplished through green IT best practices, consolidating IT infrastructure platforms, enhancing procurement and project management practices, creating robust shared services and repeatable processes, and investing in our workforce. The bottom line is lower costs and better policy and programmatic outcomes.

c. **One IT—A Philosophy for the Enterprise**

California has adopted a philosophy of technology-enabled transformation known as *One IT*. *One IT* serves as the framework for achieving the state's strategic goals. *One IT* also represents an enterprise approach to technology-enabled public services that advance the public's priorities while reducing costs.

The *One IT* philosophy is comprised of the following key elements:

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

THE EVOLUTION OF IT GOVERNANCE IN CALIFORNIA

Information technology (IT) governance in California has undergone a significant evolution over the past five years. For many years, California lacked a central organization charged with leading the state's IT program. From 2002 to 2006, the state Chief Information Officer served in an advisory role, with limited authority.

This approach to IT governance led to insufficient coordination, lost opportunities, and poor results for California's IT program, all of which showed in the state's business outputs and in higher costs.

From the OCIO to the Technology Agency: A Story of Growing Competence, Authority, and Credibility

In 2006, the Legislature and the Governor established the Office of the State Chief Information Officer (OCIO) through Senate Bill 834 (Chapter 533, Statutes of 2006). This was the first step toward establishing a formal program, but the statute still left the office and the State CIO in largely advisory roles, without a budget, staff, or significant tools to implement direction for the state's IT.

Just a year later, in August 2007, the Legislature appropriated funds to establish the OCIO as a cabinet-level agency with statutory authority over strategic vision and planning, enterprise architecture, IT policy, and project approval and oversight for the state. While this was a step in the right direction, the OCIO struggled to obtain sufficient staff and the authority necessary to make a significant difference in the state's IT program.

Then, in May 2009, recognizing the need to further untie the hands of the OCIO to effectuate necessary IT measures throughout the state, the Legislature permitted the Governor's IT Reorganization Plan (GRP 1) to take effect, thereby integrating four entities — the OCIO, Office of Information Security, Department of Technology Services (DTS), and the Department of General Services' Telecommunications Division — into an expanded OCIO. This provided the OCIO with greater authority for IT procurement and enterprise IT management and expanded the office's resources to more than 1,300 state employees. In an effort to add cohesiveness to the state's use of IT resources, an OCIO IT policy letter released that June (ITPL 09-05) established a new structure for members of the IT community, who had been previously spread throughout state government without any examination of how resources could be best utilized. Moving forward, this policy letter empowered departmental CIOs and Agency Information Officers (AIOs) to better lead their IT communities in meeting the needs of the state's IT program. The following February, the governor signed Executive Order S-03-10, setting specific targets for IT consolidation and energy reduction, and requiring the addition of Agency Information Security Officers in state government offices. Despite providing the OCIO with the tools and authority it needed to effectively manage and oversee the state's IT program, these changes were not yet codified into statute.

In 2010, a mere eight years after it eliminated the Department of Information Technology (DOIT), and just four years after the creation of this new organization, the Legislature demonstrated its trust in the OCIO by unanimously passing Assembly Bill 2408 (Chapter 404, Statutes of 2010). AB 2408 codified GRP

1 and Executive Order S-03-10, while reestablishing the OCIO as the California Technology Agency, a cabinet-level agency with the Secretary of Technology at its helm. Over the last few years, state agencies increasingly recognized the IT leadership of the OCIO as the office reached out to help with their technology initiatives. Now, the authority entrusted to the Technology Agency by the State Legislature will ensure that all state agencies continue to work with this organization to achieve a common purpose.

Symbolically, the unanimous passage of AB 2408 signaled to the entire state community the overwhelming sentiment among California's top policy makers that the creation of the OCIO was a wise decision. The bill also signified that the Legislature now strongly believed that the state would benefit from keeping the organization intact, in light of the OCIO's successes in its short existence. Moreover, this bill was a clear indicator of the evolving role of IT in California state government.

AB 2408

In August 2010, the California State Legislature unanimously approved AB 2408, which elevated the OCIO to Agency status and the State CIO to the level of Agency Secretary, and codified consolidation and energy reduction targets first set forth in Executive Order S-03-10. The law took effect January 1, 2011.

The California Technology Agency will lead state departments to meet the requirements of AB 2408, including mandates to:

- Achieve 20% reduction in energy usage by July 2011, and 30% by July 2012.
- Achieve 50% reduction in data center raised floor space by July 2011.
- Transition mission-critical and public-facing applications to Tier III data centers and close all other existing server rooms by June 2013.
- Begin migrating from existing network services to the California Government Network no later than July 2011.
- Begin migrating to the state's shared e-mail solution no later than June 2011.

CALIFORNIA'S IT EVOLUTION – A NEW ROLE FOR TECHNOLOGY

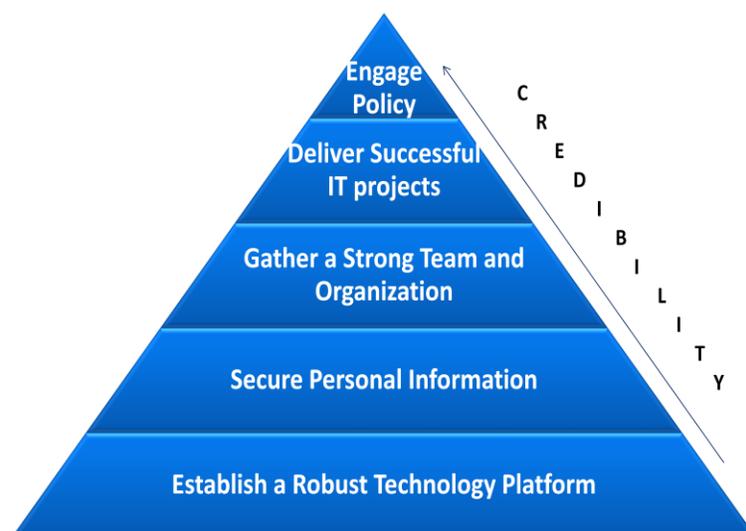
California's journey to become a world class IT program is a work in progress but, by all measures, this vision is much further along in 2011 than it was in 2006, when the OCIO was created in an advisory role. In fact, it has moved dramatically closer to that vision in the last two years alone, when the office was first given a budget, staff, and decision-making authority. In a few years, the state has progressed from a disconnected set of agencies and departments that subsist on different platforms and agendas, toward a unified IT community that uses technology to successfully reduce costs and improve the delivery and outcomes of programs and services to the benefit of all Californians.

Maslow's Hierarchy of Needs: Parallels to California's IT Program

In 2008, when the OCIO set out to create the state's first statewide IT strategic plan, released in January 2009, the office operated on a foundation that was, itself, still evolving. Having formed in 2006, but only given a budget, staff, and project approval and oversight authority starting in 2008, the office was young, faced resistance from many of its government counterparts, and lacked the standing and credibility necessary to direct broader statewide IT actions. Consequently, the focus of the new State CIO centered on creating a stable, credible, and strong office; an office capable of leading an IT community of 10,000 people who had been dispersed throughout various state departments and lacked a unifying thread that could bring them together to pursue better outcomes for the state as a whole.

Taking stock of the state's IT program, the OCIO saw that the state faced an enterprise full of duplicative processes, unstable and often insecure systems, an IT workforce and organization that could not compete with the private IT market, and—perhaps most importantly—could not efficiently deliver adequate services to Californians. Drawing upon Abraham Maslow's Hierarchy of Needs in the field of psychology, the OCIO developed a correlating paradigm of technological needs (Figure 2) that California state government had neglected for far too long.

Paradigm of Technological Needs



To tackle those statewide issues and to strengthen the office’s own foundation, the OCIO addressed the foundational elements of Maslow’s hierarchy: meeting the most basic needs, increasing safety, establishing a community, and creating a sense of achievement. In the realm of technology, these tiers translated into establishing a robust technology platform, securing the personal information of Californians, gathering a strong IT team and organization, and delivering successful IT projects. The OCIO’s leadership knew that only by making substantial changes to meet each of those foundational elements could the office build its own credibility and help the state’s IT program reach the pinnacle of its hierarchy, the point of engaging policy.

Accordingly, the 2009 Statewide IT Strategic Plan offered a set of generalized guiding goals that the OCIO would follow and support throughout the IT community. Each of those goals was on some level geared to address those technological needs, and change would have to start at home.

The Paradigm in Action

Build a Robust Technology Platform: providing for a strong foundational infrastructure is critical to the successful delivery of business objectives.

Secure Personal Information of Californians: security requires enterprise-wide leadership in the areas of information security, risk management, and protection of critical infrastructure.

Gather a Strong Team and Organization: employ strong, talented, and properly trained people and have an organizational structure in place in order to enable those people to continue to learn and develop additional skills.

Deliver Successful IT Projects: success is measured not only by the dollars spent, but also by delivering true programmatic value.

The Four Foundational Tiers

Since the release of the 2009 plan, the OCIO worked to lead by example, implementing the strategic concepts laid out in the Plan. It pushed out user-friendly and informative websites that also met the state’s business objectives; it began consolidating its own house, reducing duplication and sharing services; and it began to improve its security and build its IT community. As it did so, it strengthened its credibility as an effective organization, gained additional authority to get the IT community to follow suit, and

garnered the respect of much of the IT community and the state government community at large.

One of the most noteworthy evolutions in the years leading up to the establishment of this agency has been in the attitude towards the value of technology in California state government. State government has seen, firsthand, that by taking a unified approach to the state’s technological needs, IT has a great capacity for improving services, delivering business-line objectives, and simplifying processes, often at lower costs, with higher security, and increased interoperability.

IT not only makes government more personal, more convenient, and more accessible, it also makes government more accountable, transparent, responsive, and reliable. IT has a unique ability to make an increasingly complicated world feel less intimidating and out of control. Connection is the key. Technology is changing the lives of Californians: we read novels on handheld electronic devices instead of paper books; we browse news on web pages instead of thumbing through the pages of a newspaper;

we pay our bills, schedule personal appointments, chat with friends, and “tweet” our newest personal news online. We are connected to the things we want and need, at all hours of the day, at any point we desire, in the manner in which we choose. Times have changed, and so too has our culture and our expectations of those around us—including our government.

Government cannot fall too far behind its constituents; it must keep up with the expectations of the people it serves, if it expects to govern with any legitimacy. Over the last two years, IT has shown itself to be the most expedient, relevant, cost-effective, and visible way to inject heightened transparency, accountability, and accessibility into California state government at a time when Californians simply demand more, for less.

As the societal norms evolve and as our economic health fluctuates, so too must our ways of governing. The 21st Century society demands convenience, ease, transparency, accountability, but it also demands that government learn to be more economic and more efficient with the resources it has, as opposed to asking its constituents for more. Society demands that government be more responsible and safe when it comes to holding their personal information. IT has proven capable of providing all of those things.

Recognizing this, new IT-enabled services have popped up everywhere Californians might turn: FTB now provides notice of low-call volumes in tax season over Twitter; DMV allows appointments to be made online; Parks and Recreations makes state park locations and information available on mobiles; government officials are interviewed over YouTube; the state’s portal is so user-friendly and informative that California beat out all other states in the nation to win the Center for Digital Government’s Best of the Web competition. Since 2010, under the direction and leadership of the OCIO, and now the Technology Agency, state departments have begun to consolidate and share services, the benefits of which, while still unfolding, are many. Like a ripple effect, state services are being shared instead of needlessly duplicated, cost-savings are starting to rise, resources being more effectively utilized, the IT workforce becoming more specialized, and the need to outsource to private industry is slowly

CA.GOV is #1 on the Web

California state government is rapidly bringing the delivery of state IT services up to speed, largely due to improved collaboration and innovation in the delivery of state services. California’s IT service improvements have garnered numerous awards and benefit residents and businesses alike.

The **Best of the Web** (BOW) competition, conducted by the Center for Digital Government, is one of the premier award programs that provide third party validation of states’ IT efforts. The BOW awards recognize state web portals that provide innovative solutions to delivering exemplary services and information to constituents and businesses. After failing to rank for six straight years in the BOW, California ranked 3rd in 2008, 2nd in 2009, and 1st in 2010. These awards reflect the success of California’s web redesign, which was a collaborative effort among many departments’ chief information officers, web designers, technical staff, and public information officers. (www.centerdigitalgov.com/survey/88)



dissipating. Where this ripple may end is not clear, but it is leading the state into a brighter future.

However, in order for California to fully reap the benefits that technology has to offer, state government leaders need to imagine new, innovative uses of IT at every step of the governing process. At a time when government is stretched beyond its limits, IT should not be returned to backburner of state concerns; IT needs to be actively considered in decisions on how

to best govern, deliver new services, run offices, and conduct projects. At a time when government is trying to conserve, streamline, and simplify, IT can be an asset to achieving the state's overarching goals.

Looking Forward: Anchoring Technology in Policy

As a result of the efforts of the last two years, California's IT landscape is drastically different today: the Technology Agency has structural authority because of the IT community's ability to consistently deliver on the promises of technology over the last several years under the OCIO's leadership; it has expanded statutory authority under legislation such as AB 2408; and it enjoys unprecedented support from the Legislature, demonstrated by the unanimous approval of its enabling legislation. More can be done now than the OCIO had imagined possible in constructing the 2009 Statewide IT Strategic Plan. Above all else, the Technology Agency has the credibility and positioning to legitimately enter into and participate in the policy realm with its sister agencies.

While the OCIO's focus from 2008 to 2010 had to be on meeting those foundational tiers, moving forward, the Technology Agency's focus lies on converging technology capabilities with the government's decision-making discussions conducted in the policy realm. Indeed, the idea behind making the technology organization a full-fledged Cabinet Agency was to bring the impact of technology to the policy table through a centralized IT organization.

Technology can no longer be an afterthought; it must color decisions on how to best govern, deliver new services, and conduct projects for the state. Technology must, therefore, be fused into the backbone of the policy decision-making process.

Even as the Technology Agency moves more heavily into a policy role, it must also provide the state with a centralized office that works on meeting basic technological needs. In fact, if it is to play any role in policy, the Technology Agency must continue to push on all fronts, all the time: while it continues to improve on its technological infrastructure, it has to improve on security, deliver on IT programs, and ensure that the state has the right people in place to get the job done *right*.

Moving technology beyond those foundational elements and merging it with the policy realm has many benefits: technology has the ability to introduce new policy alternatives and fresh ways to design programs, deliver services, save money and add value. From the collection of income and sales taxes, to providing health and social service benefits, to licensing vehicles and professionals—the use of technology within state government is multifaceted, supporting a multitude of programmatic missions and evolving in response to changing policy and programmatic goals. The very ability of state agencies to manage their resources and efficiently deliver services to Californians is inextricably linked to their ability to use technology efficiently.

Moving into 2011 and beyond, the state’s IT strategic goals remain consistent with those it promoted in the original plan in order to continually meet the four foundational tiers of technological needs; only now, the Agency will also link those goals with strategic actions that will get the Agency and other departmental IT organizations increasingly involved in the formulation of policy choices with sister agencies. The Technology Agency’s role is no longer confined to mere project oversight and approval; it is to set the centralized vision, goals, and direction of IT for all of state government, and to actively participate in setting the policy direction of the state, in a manner that is flexible enough to meet both constituent and departmental needs. In fact, it will be advocating for the state on the federal level as well, as it advances California’s interests with the Federal Communications Commission, the Department of Commerce, and the Department of Agriculture.

In creating this plan for California’s IT future, the Technology Agency sets forth the operational goals for the state’s IT program with the intent capture the imagination of officials across state government. The 2011 Statewide IT Strategic Plan asks that the state’s IT community continue to think creatively about how technology can improve services, provide better outcomes to state initiatives, and fulfill constituent expectations, while also rising to meet the obligations of state government. Even more so, however, this Plan asks that the IT community engage their government policy and programmatic counterparts and begin to introduce technology considerations into deeply rooted methods of decision-making and governing.

Surveying State Progress

California has significantly improved its delivery of services through IT-driven efforts, as recognized by the **Digital States Survey** (DSS) competition. The DSS is a biannual examination of best practices, policies, and progress made by state governments in their use of digital technologies to better serve their constituents and streamline operations. In the DSS, states evaluate and highlight the IT-enabled accomplishments of *all* their agencies and departments. In the 2010 survey, which looked at how states dealt with the budget crisis felt nationwide, California lauded the accomplishments of many departments, ranging from the Franchise Tax Board to the Natural Resources Agency, the Department of Motor Vehicles to the Labor and Workforce Development Agency, and more.

Recent results validate California's progress. After ranking 42nd just 10 years ago, California has steadily climbed the rankings. In 2008, California garnered a 5th place ranking, improving 11 spots over 2006. In 2010, number rankings were modified to letter grades (A-F) while emphasizing the importance of IT leadership. California received a B+ overall, behind four states that received an A or A-. Significantly, California ranked 1st in the nation in Citizen Engagement and 2nd in Enterprise Information and Communications Technology and Adaptive Leadership. These rankings show the state delivering on the promises of its programs to Californians—no matter where they reside, or what their needs might be.

Planning Changes to Reflect Governance Changes

As the state's IT community has evolved to become more collaborative and now has a central leader in the Secretary of Technology to guide the state's efforts, IT leadership has been given the opportunity to realign and refocus the statewide strategic goals. Building an IT strategic plan for an enterprise the size and complexity of the State of California requires balancing several factors:

- A strategic plan for California must engage officials across government and reflect the programmatic objectives of state agencies.
- The plan's goals must be strategic enough to provide general guidance while also being specific enough that agencies and departments can relate to them and see how their efforts fit into the state's IT plan.
- The plan must communicate the intentions of the Administration, and describe the direction in which the state's IT must go to achieve the Governor's policy objectives.

This Plan aims to bring into balance each of these factors. It represents efforts to reach out to the state's IT community and across state government to create a strategic plan that captures their hard work and the philosophy of *One IT*. In this 2011 Plan, the goals have been streamlined and refined as part of the third iteration of the statewide IT Strategic Plan, but they encompass overarching goals of the IT community. Accomplishments of 2010 have been highlighted as they reflect a transformation that aligns with these streamlined goals. Initiatives set for 2011 align with these strategic goals to demonstrate the continuing evolution in the state's IT environment.

CALIFORNIA'S CHALLENGES AND OPPORTUNITIES FOR 2011

California will face significant challenges and opportunities in 2011. While many factors will make it more difficult for the state to reach its goals, California government can use its current crisis as an opportunity to do things differently and to take chances that we would not consider in good economic times. Because we have fewer resources, we must think differently and seize opportunities. Notably, some of the technology trends can be leveraged as shown in the strategic goals. The economic, social/political, and technological considerations that may impact this plan include:

Economic

- A challenging fiscal environment that includes reduced federal funds, slow economic growth, and projected state budgets that defy easy solutions.
- Continued high unemployment.
- Little to no recovery in the housing market.
- Slow economic growth worldwide.

Social/Political

- A new administration, new legislators, and new heads of many agencies and departments.
- A new Congress, which could result in reduced funding for California initiatives.
- Continued retirements among the state workforce, including the retirement of many experienced workers and managers.
- Implementation of federal and state health care reforms including incentives for health information exchanges and promotion of telehealth, electronic medical records and in home health care monitoring.
- New focus of federal government on a broadband national plan to promote world class broadband, broadband adoption, and applications that will improve Americans' access to information and convenient services.
- Increased federal, legal and regulatory compliance requirements may continue to press California government.

2011 NASCIO Policy, Technology, and Priorities

The National Association of State Chief Information Officers (NASCIO) released this list of the top 10 policy and technology issues and priorities identified by State CIOs in a recent national survey. California shares many of the priorities as we strive to transform IT to cost less and deliver services more efficiently.

1. Consolidation / Optimization
2. Budget and Cost Control
3. Health Care
4. Cloud Computing
5. Shared Services
6. Governance
7. Security
8. Broadband and Connectivity
9. Legacy Modernization
10. Data and Information Management

Technological

- A continuing penetration of mobile technology and social networking communication into the population, creating demand for government services and information by way of mobile devices and thereby challenging the state's current 9-1-1 system capabilities.
- Lower costs for storage and networks.
- Increased virtualization of servers.
- More sophisticated cyber attacks including by foreign countries on government websites and IT systems.
- Advancements in technology are expected to outpace legal and policy standard setting.
- IT workers' skill sets will be challenged to keep up with technology innovation.

“I want to ask ourselves every day, how are we using technology to make a real difference in people’s lives? ... Improving the technology our government uses isn’t about having the fanciest bells and whistles on our website – it’s about how we use the American people’s hard-earned tax dollars to make government work better for them.”

-President Barack Obama

SECTION II: LINKING GOALS AND STRATEGIES²

GOAL 1: MAKE GOVERNMENT TRANSPARENT, ACCESSIBLE, AND SECURE

By making government services and information available anywhere, at any time, and in the manner Californians want, the state will reduce costs and improve access to services while increasing accountability and transparency. To maintain the public trust, we must secure Californians' private information through leading security and data access policies, standards, and tools.

Strategy 1: Make government services, data, and information more accessible, available, and usable any time.

- Create integrated web sites that provide “one-stop” access to information and services.
- Develop self-service portals that build on shared service solutions.
- Develop a single eligibility portal for health and human service programs, leveraging one of the portals developed for the existing statewide automated welfare systems.
- Enhance accessibility through the deployment of technologies that exceed the requirements of [29 U.S.C. 794d § 508](#).

Strategy 2: Open new channels to provide services to Californians.

- Use social media and collaboration tools to connect to and engage Californians.
- Expand and enhance existing online services.
- Move government transactions that are currently paper-based to the web.

Improving Customer Service

FTB has used technology to provide top-notch electronic customer services, such as:

- [WebPay](#). For quick, easy, and secure electronic payments. By 2010, 19% of all payments (about 1.4 million) were made electronically, a 48% increase over 2009.
- [MyFTB account](#). For taxpayers to check wages, withholdings, estimated tax payments, or outstanding balances.
- [Youtube](#), Facebook, and Twitter. For FTB to market its products and services.
- [ReadyReturn](#). For taxpayers to receive completed tax returns that they can review, verify, and sign. FTB is the only tax department in the nation offering this pioneering service.
- [CalFile](#). For an easy to use e-file option, allowing taxpayers to type and securely transmit their tax return information directly to FTB. The number of people using the e-file option increased 28% from April 2008 to April 2010, to 234,000 users.

² Section III, starting on page 35, provides examples of these strategies in action throughout various state departments and agencies. These examples pertain to both 2010 accomplishments and initiatives for 2011.

Strategy 3: Make government services mobile.

- Expand the number of mobile applications to provide critical services and information to Californians.

Strategy 4: Make government more transparent.

- Provide the technology solutions needed to support openness and transparency as the default for state agencies.
- Provide flexible, adaptive solutions that ensure government is transparent to Californians and responsive to their needs.
- Enable constituents and other stakeholders to engage in developing public policy through digital channels and tools.
- Expand access to non-confidential state-owned data sets and databases.
- Enhance the value of state data sets through data visualization tools.

Strategy 5: Promote digital literacy in California.

- Work with the California Broadband Council and stakeholders (schools, libraries, workforce, tech companies, and state agencies) to bring broadband access to all Californians.
- Identify opportunities for, and develop partnerships with stakeholders to expand digital literacy.

Strategy 6: Protect personal and other sensitive information entrusted to state government.

- Modernize records management through standard policies and procedures to prevent the loss of public data and information.
- Adopt a privacy impact assessment standard to ensure appropriate security and privacy requirements are addressed in the program and IT system development lifecycles.
- Develop and implement an enterprise information security risk management program which will establish an enterprise baseline for security risk assessments and security posture measurement within the state.
- Establish and refresh enterprise security and privacy policies, standards, and guidelines that support an agile, adaptable, and resilient technology infrastructure, and provide for the proper protection of Californians' personal information.

Strategy 7: Create secure transactions.

- Work toward a single sign-on for users of state data to ensure users have all the permissions in one place but have access only to the data they are allowed to use.
- Implement standard security practices, management tools, configurations and builds for servers, networks, and storage.

- Establish enterprise security and privacy policies, standards, and guidelines that support an agile, adaptable, and resilient technology infrastructure.
- Develop security policies and standards to enable the use of cost-efficient Web 2.0 and cloud technologies in a secure manner for all state agencies.

Strategy 8: Make government services accessible, and maintain citizen privacy through a single, secure digital identity that provides end-to-end security.

- Develop and implement secure, enterprise federated identity solutions that enable a single sign-on for residents, approved business partners, and state employees.
- Develop and publish privacy and data protection standards aligned with the state’s enterprise architecture (EA) for implementation within new IT systems, infrastructure, and services.

GOAL 2: DRIVE INNOVATION AND COLLABORATION

Through collaboration and coordination, and empowered by common governance principles, the state is developing innovative solutions that leverage state investments in data and technology infrastructure and enhance the performance, productivity, and outcomes of state programs and services.

Strategy 1: Establish a culture that identifies and implements innovative solutions.

- Identify, test, and implement innovative technologies that will reduce costs or improve efficiency.
- Develop a single portal for Californians to get access to health care information and eligibility.

Cloud Computing

The California Technology Agency's OTech has its eye on the future with several new developments under way including the creation of a private cloud model that will allow the Technology Agency to serve as a broker for cloud services, as well as operate its own on-premise private cloud. The thinking behind the project is that cloud computing will enable OTech to rapidly provision the capability of virtual server storage and network services, as well as supply Infrastructure as a Service offerings to state agencies based on a consumption pricing model.

Strategy 2: Improve project and program outcomes through innovation and collaboration.

- Integrate geocoding capabilities into new applications and retrofit existing applications with this capability so Californians can find state resources they need.
- Utilize a standard portfolio management process, which includes an enhanced standard set of tools.
- Identify solutions that will automate and modernize public services through common business process frameworks.

Strategy 3: Coordinate and leverage state investments in data and information resources.

- Establish and implement standards for database management and integration that enable consolidation of data and software reuse.
- Develop enterprise information management and business intelligence solutions to provide accurate, consistent data and information for policymakers and program executives.

Strategy 4: Eliminate institutional barriers to sharing data and information.

- Identify legislative barriers that prevent California government from securely using data to enhance policy and programmatic outcomes.

- Implement risk-based policies, standards, and guidelines for data exchange and systems interconnectivity between state agencies and their public and private business partners.
- Establish agreements with public, non-profit and private sector organizations to invest strategically in data and information assets and promote reusability.
- Document and address current California regulations and legislative requirements that hinder the sharing of Geographic Information Systems (GIS) data such as imagery, roads, and parcel data.

Strategy 5: Collaborate among government and private organizations to ensure the best outcomes for Californians.

- Expand public-private partnerships to deliver innovative IT solutions that leverage performance-based and benefits-based procurement strategies.
- Utilize private and public partnerships to implement robust privacy-enhancing technology solutions for government agencies in California.
- Create and share common GIS data sets such as imagery, roads, and real estate parcels.
- Foster collaborative partnerships with the national standards organizations to further California's efforts to implement Next Generation 9-1-1 (NG 9-1-1).

GOAL 3: MAKE INFORMATION TECHNOLOGY RELIABLE AND SUSTAINABLE THROUGH CONSOLIDATED PLATFORMS AND SHARED SERVICES

The state is developing reliable technology platforms and shared services and that are economically and environmentally sustainable. This will be accomplished through green IT best practices, consolidating IT infrastructure platforms, enhancing procurement and project management practices, creating robust shared services and repeatable processes, and investing in our workforce. The bottom line is lower costs and better policy and programmatic outcomes.

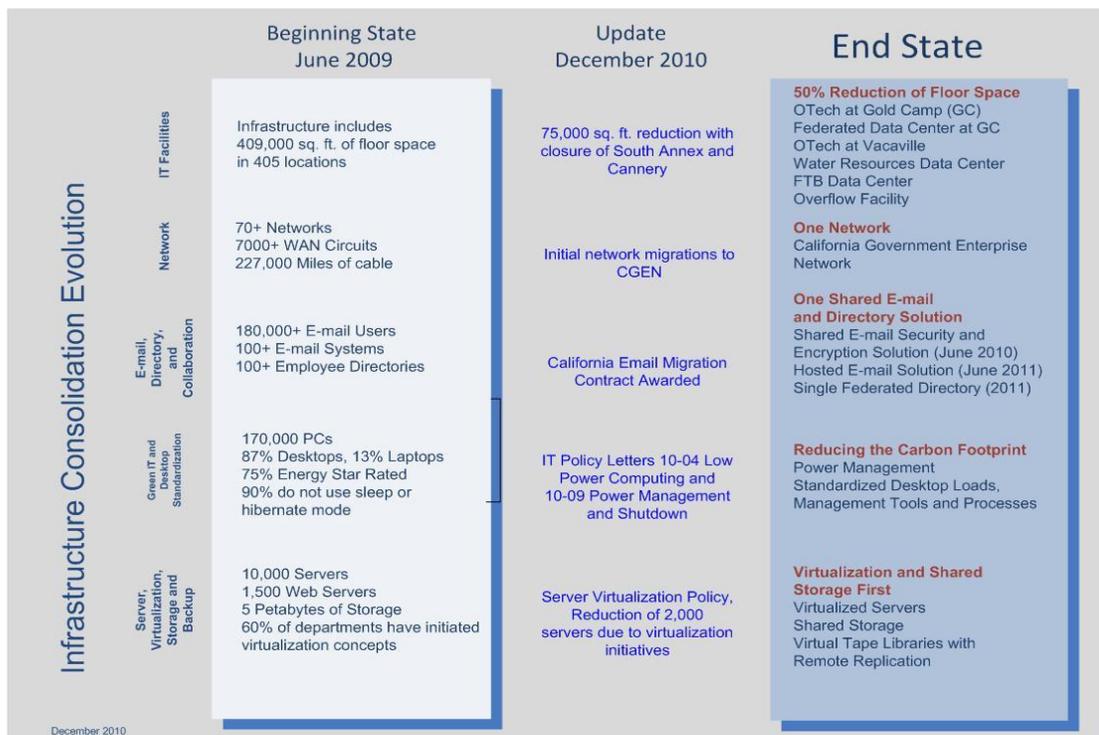
Strategy 1: Make IT more reliable for state customers.

- Decommission non-Tier III data centers by 2013 and move mission critical and public-facing applications and data to the state's certified Tier III data centers.
- Continue to enhance the 9-1-1 system to refine caller location and deploy routing technology to more effectively process wireless 9-1-1 calls.
- Build the NG 9-1-1 system to dramatically improve public emergency communications and enable the public to transmit text, images, video and data from a scene.
- Work collaboratively with the public safety agencies to develop partnerships to establish a "system of systems" for the interoperable public safety radio communications network to use for regional emergencies.

Strategy 2: Promote practices that protect the environment and reduce energy usage.

- Implement server and storage consolidation and virtualization to increase energy efficiency.
- Identify and implement new technologies and practices that will improve energy efficiency.

Infrastructure Consolidation Evolution



Strategy 3: Meet a higher standard of service.

- Establish service level agreements with business customers.
- Upgrade California's public safety analog microwave system to a digital system.
- Establish the engineering and business-driven uptime requirements at the application, system and shared services levels.
- Develop e-Discovery, archiving and other office automation shared service offerings.

Strategy 4: Build and leverage robust platforms for shared services to increase efficiency and reduce costs.

- Migrate existing state data centers to a multi-site, virtual data center operating model in which applications run on a shared IT infrastructure.
- Transition existing e-mail systems and services to the state's shared service solution.

Email Migration

California state government is inundated with duplicative, siloed systems. State email systems are no different. In 2009, the state had 130 siloed email systems running on at least three different platforms, representing 185,000 mailboxes across the Executive Branch.

The state agencies, in partnership with the Technology Agency are moving to unify these varying systems and mailboxes. To meet the diverse business needs of state agencies, the email consolidation plan gave state agencies the choice of relying on a cloud-based email solution or using the existing CA.mail enterprise e-mail service hosted by OTech.

This effort will ultimately result in a common email platform, with a single directory across the state, leading to lower costs and enhanced reliability and security.

- Work with state, federal, and local government, agencies, and the private sector GIS community to develop common standards for geospatial information.
- Reengineer legacy systems to modern platforms that have modular, efficient designs.
- Begin migrating from more than 70 networks across state government to the California Government Enterprise Network (CGEN).
- Develop and implement 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.

California Government Enterprise Network (CGEN)

By migrating to a modern network with a common configuration and architecture, state IT professionals can more effectively manage applications and services while improving network security and reliability. The CGEN network will replace more than 70 individual departmental networks and the current network services managed by OTech. The upgrade is expected to save energy and training and operational costs.

AB 2408 (Ch. 404, Stats. of 2010) requires that all state agencies begin migration to CGEN by July 2011, the California Technology Agency has published the first scorecard on the executive branch agencies' progress in migrating to the new network.

The first significant milestone in migration, the completion of the initial network profiles by each executive branch department provides the foundation for moving to the next phase, establishing the migration timeframes and schedule for each executive branch department.

Strategy 5: Implement repeatable processes to improve IT reliability and efficiency.

- Enhance the security and reliability of the state's technology systems by leveraging Information Technology Infrastructure Library (ITIL) best practices.
- Establish a virtual help desk to leverage the knowledge and expertise of IT employees across the state using standard service management processes and solutions.
- Establish standard hardware builds, images, and management tools for desktops and mobile computing devices (e.g., laptops, netbooks, smart phones).

Strategy 6: Ensure the disaster resiliency of the state's IT infrastructure.

- Ensure that departments have a workable disaster recovery plan.
- Begin actively planning to make the NG 9-1-1 network a redundant system to ensure 9-1-1 coverage during disasters.

Strategy 7: Ensure a strong workforce for the future of IT in state government.

- Train technical staff to support new platforms required by a consolidated infrastructure.
- Ensure we are able to hire, promote, and retain the qualified staff needed to run California's IT program.
- Expand opportunities to develop IT staff through leadership and management training leadership through opportunities like the IT Leadership Academy and the CIO Academy.

MOVING FORWARD

California's IT program has made significant progress in the past three years. We have begun to consolidate our far-flung infrastructure while knocking down silos that have prevented us from effectively conducting government programs and operations. Our IT professionals increasingly take an enterprise 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 policy outcomes.

"We didn't have the money, so we had to think."

Lord Ernest Rutherford, father of modern nuclear physics

California is at a crossroad that provides the state and its government with a challenge and an opportunity. The state's budget deficit leaves few funds for the state to upgrade its aging IT portfolio. However, IT can be the transformative force that allows the state to reduce its long term costs while providing the programs on which Californians rely. Technology leaders must be at the policy table early to help design approaches that will cost less while providing better service.

While we are making progress, we have far to go before we can claim success in the goal of transforming how the state delivers programs and services. The Technology Agency will take a leadership role in that transformation and will be responsible for advancing new ideas, pursuing collaborative partnerships, and overseeing the state's IT portfolio to ensure that state receives the best value from IT investments to fulfill state government's potential for the people of California.

Government isn't going to get any bigger. It is imperative that we all become more efficient and innovative to that end.

--Chris Cruz, former AIO of CDFA and current CIO of DHCS

SECTION III: SUPPLEMENT — STRATEGIES IN ACTION

The Technology Agency collaborates with the IT community and provides leadership to ensure that the State of California achieves its goals for the state's residents. This supplement demonstrates the connection between the statewide goals and strategies and the work California's IT professionals perform on a daily basis by aligning initiatives that are recently completed or planned for the future with the statewide strategic framework.

GOAL 1: MAKE GOVERNMENT TRANSPARENT, ACCESSIBLE, AND SECURE

Strategy 1: Make government services, data, and information more accessible, available, and usable any time.

❖ 2010 accomplishments

- ☑ The Technology Agency led a redesign of the [CA.gov web portal](#) to enhance search capabilities and make services and information easy to find. As of November 2010, the portal receives more than 8.2 million unique visitors each month.
- ☑ The Technology Agency led a redesign of the [Data.CA.gov portal](#), to make the site more dynamic and easier to use to give Californians raw data and 100 million records about what their government is doing.
- ☑ The Department of Fish and Game (DFG) implemented the Automated License Data system, which securely captures fishermen's license information, making it easier to acquire or renew a license at any time over the Internet. This reduces costs, improves service, and makes it easier to fish in California.
- ☑ The Technology Agency's Public Safety Communications Office (PSCO) worked with stakeholders to improve the call routing efficiency of wireless 9-1-1 calls, reducing the number of wireless 9-1-1 calls receiving a busy signal from 42% of calls attempted in 2007 to approximately 5% in 2010.
- ☑ The Department of Motor Vehicles (DMV) placed an audio version of the California Drivers Handbook in an MP3 format on its Internet site in English and Spanish to help customers who are visually impaired or speak English as a second language.
- ☑ The Technology Agency released [IT Policy Letter 10-10](#) to help ensure compliance with the Americans with Disabilities Act's accessibility laws, regulations, and policies.
- ☑ The [FindRecreation.parks.ca.gov](#) website makes it easier for the public to find open-space and recreational lands on the web anytime.
- ☑ The Medical Board of California website allows Californians to search the web for doctors' information such as the year licensed, status of the license, and status and outcome of complaints. The site also allows physicians to check on the renewal of their license.
- ☑ In 2010, the California Department of Parks and Recreation (Parks and Recreation) put some of its vast museum collection online at [www.museumcollections.parks.ca.gov](#) to

provide researchers and the public with online access to materials that would not otherwise be displayed.

❖ 2011 plans

- ❑ The California Highway Patrol (CHP) is developing the OTS Collision Reporting Database that will allow officers to enter collision data directly into the database, making the reports available online and eliminating later key data entry. This will make it easier for the members of the public to get their collision reports, while cutting down on CHP staffing needs.
- ❑ The Department of Consumer Affairs (DCA) is collaborating with the Air Resources Board (ARB) to develop a Smog Station scorecard so consumers can find smog stations that are more effective at reducing smog pollution.
- ❑ The DFG will add to the Automated License Data System so hunters can securely obtain or renew a hunting license at any time over the Internet, reducing costs, improving service, and making it easier to hunt in California.

Strategy 2: Open new channels to provide services to Californians.

❖ 2010 Accomplishments

- ☑ California departments increased the use of social media to interact with residents and give them information in the way they want, including through Twitter, YouTube, Facebook, and RSS feeds. For example, the California Franchise Tax Board (FTB):
 - Uses Twitter to issue press releases.
 - Sends a “tweet” when all queues are empty, so people can call when there is no wait time.
 - Places videos on YouTube to explain the tax code and uses webcasts on non-resident withholding so tax professionals can get information they need without having to attend a seminar.
- ☑ As of December 10, 2010, the Employment Development Department (EDD) began issuing Disability Insurance benefits electronically via debit card. This is convenient for claimants and less costly for the state while reducing opportunities for fraud.
- ☑ EDD upgraded their system to enable Unemployment Insurance (UI) claimants to submit certifications for continuous claims via the Internet. This makes the continuous claim process more convenient for claimants and efficient for the state.
- ☑ DCA has the 3rd largest call center in the state. It established a Consumer wiki to help answer questions, reducing the need for phone calls and thereby wait times. The wiki also can help guide callers to other departments that can better answer a caller’s question, when appropriate.

❖ 2011 Plans

- The Technology Agency will work with stakeholders across California government to design and implement EA standards for California.
- Develop a public outreach plan to prepare the 9-1-1 stakeholder community and people of California for the next generation of 9-1-1.
- Implement the EDD UI Modernization project so claimants can submit certifications for unemployment benefits via the Internet, improving call routing and reducing wait times.
- Starting in early 2011, Unemployment Insurance benefits will be sent electronically, allowing for greater convenience and less cost to the state while reducing fraud.
- The DMV is planning to install electronic testing terminals that use touch screen technology. This will reduce costs to administer tests while allowing the department to offer tests in more languages and score tests more quickly.

Strategy 3: Make Government Services Mobile.

❖ 2010 Accomplishments

- The Natural Resources Agency is implementing cutting edge GIS technology that allows fishermen to use a mobile device to locate DFG offices or to find fishing spots, and identify which species are planted in a lake or stream.
- The Bureau of Automotive Repair initiated two mobile applications; Smog Station lookup and pass/fail history on automobiles. The smog station lookup allows users to put in a zip code and find a nearby smog station. The pass/fail history allows people to see how many times a car has passed or failed for a car they may be buying.
- The DMV created an iPhone application so Californians can locate a DMV office, find the average wait time, get directions, receive a sample written drivers test, or access DMV videos or alerts from anywhere.
- The Technology Agency increased the accessibility of state services and information through websites geared to mobile devices including a mobile site on the CA.gov with more than 40 applications designed for smartphones and searchable maps on government facilities, parks and more.
- In a collaborative effort with the Department of General Services and the Department of Personnel Administration, the Technology Agency released a new statewide Model Telework Program and Procedures policy, and Telework and Remote Access Security policy and standard through [IT Policy Letter 10-03](#) to support today's mobile workforce and the "work anywhere" initiative.

❖ 2011 Plans

- California webmasters will use templates to create more applications for mobile devices, to give users access to state services and information anywhere, any time.

Strategy 4: Make government more transparent.

❖ 2010 Accomplishments

- ☑ The Technology Agency launched the Reporting Transparency Website (www.transparency.ca.gov), publicizing information on state contracts, audits, statement of economic interest forms of high level personnel, salaries of high level staff, and pension data for the retirees earning more than \$100,000 per year.
- ☑ The State of California received a “Sunny Award” for having one of the most effective government websites in the nation to promote government transparency. California earned high marks for an easy-to-navigate search function and having publicly available budget, financial audit reports, state contracts, and more. Only seven other states received this award.
- ☑ FTB provides an online list of the top 250 taxpayers who owe unpaid state income tax. The list has resulted in the collection of more than \$25 million in tax owed, with many payments received after the department sent a letter informing taxpayers that they would go on the public list.
- ☑ The California Department of Corrections and Rehabilitation (CDCR) implemented an Online Inmate Locator, which helps family members find inmates housed within CDCR institutions, offers information about what to expect when visiting for the first time, and provides helpful information about inmate visitation. The locator is available 24/7, is updated daily, and reduces calls to CDCR.
- ☑ The Technology Agency released [IT Policy Letter 10-08](#) that provides broader transparency and accountability in reporting government activities to help ensure that state government participates in critical consolidation-related activities.
- ☑ The Technology Agency’s Project Management Office (PMO) has improved its collection and management of IT cost data through the Governor’s Executive Order S-09-10.
- ☑ The Technology Agency created an IT project tracking tool on the Agency’s website, providing information regarding all IT projects and project status reports.
- ☑ Technology Agency’s OIS published the security reporting scorecards which represents the status of agency compliance with state security and privacy policies and standards.

❖ 2011 Plans

- ☐ The Technology Agency’s PMO will work with departments to continue improving the state’s measurement of its IT costs and to make more of that data available to stakeholders.

Strategy 5: Promote digital literacy in California.

❖ 2010 Accomplishments

- ☑ The Information and Communications Technologies Digital Literacy Leadership Council (Leadership Council) released a formal definition of digital literacy and a strategic plan for advancing digital literacy for residents of all ages. The Leadership Council also released a strategic plan for advancing digital literacy to ensure all Californians can use digital technologies in their work.
- ☑ The Technology Agency coordinated the receipt of roughly \$550 million in [American Reinvestment and Recovery Act \(ARRA\)](#) broadband grants to deploy broadband to unserved areas of California, increase the number of public computer centers, and provide digital literacy training.
- ☑ In support of digital literacy, the Technology Agency has published several videos in which leading Californians describe the importance of digital literacy and what it means to them.

❖ 2011 Plans

- ☐ The Technology Agency will work with the newly-created California Broadband Council and stakeholders (schools, libraries, workforce, tech companies, state agencies) to bring broadband access to all residents, and to ensure that our residents become digitally literate in school and for their evolving career needs. The Technology Agency will help ensure all ARRA broadband infrastructure grant implementation timelines are met by working closely with the awardees and involved state agencies to streamline the environmental permitting process and facilitate other permitting issues.

Strategy 6: Protect personal and other sensitive information entrusted to state government.

❖ 2010 Accomplishments

- ☑ FTB Completed the E-Commerce Portal Infrastructure (EPI) Project. The project moved from intrusion detection to intrusion prevention, preventing denial-of-service attacks.
- ☑ The Technology Agency's OIS developed training programs to enable prospective and designated Information Security Officers (ISOs) to build the skills needed to consistently support agency and enterprise information security goals.
- ☑ The Technology Agency:
 - Released [IT Policy Letter 10-03](#) to strengthen security practices for state staff that are telecommuting and accessing state data at remote locations.
 - Completed the gap analysis of the state's information security policies.
 - Developed and conducted security and privacy awareness training for state agency ISOs and Privacy Program Coordinators.

❖ 2011 Plans

- The Technology Agency will continue to establish and refresh enterprise security and privacy policies, standards, and guidelines that support an agile, adaptable, and resilient technology infrastructure, and provide for the proper protection of citizen's personal information.
- The Technology Agency's OIS will serve as a coordinator to apply for and administer grant funds for cyber security initiatives.
- The Technology Agency's OIS will establish standards and qualification criteria for state agency Information Security Officers.
- The Technology Agency's OIS will develop privacy, and data collection and protection standards aligned with the Technology Agency's EA.
- The Technology Agency's OIS will develop and implement a State Enterprise Risk Management Program (SERMP). The SERMP will establish an enterprise IT risk management platform, supporting framework to consolidate disparate, redundant, or siloed risk management operation across state agencies, and provide a common set of metrics from which to measure the state's risk.

Strategy 7: Create secure transactions.

❖ 2010 Accomplishments

- Because the web is FTB's main method of interacting with residents and businesses, the department implemented the EPI Project to make the web infrastructure redundant to ensure the website is secure and reliable.
- The Technology Agency's OTech is piloting technology that will alert Californians when their online transaction with state government is being initiated from a compromised computer.
- The Technology Agency's OTech developed and deployed a Secure Internet Gateway (SIG) that is a consolidated first-level perimeter cyber security for CGEN. The SIG monitors and prevents Internet-based malicious activities.

❖ 2011 Plans

- CDCR is addressing security concerns like encrypting data by restricting access to USB ports so only encrypted thumb drives can be used. They will also finalize a rights management system that will allow a user to select whether printing or changing an email is allowed.

Strategy 8: Make government services accessible, and maintain citizen privacy through a single, secure digital identity that provides end-to-end security.

❖ **2010 Accomplishments**

- DMV is implementing a secure ID Management that 800,000 people have signed up to use. The new identity management helps secure information and allows the state to more effectively identify residents and prevent fraud.
- DMV is moving to web-based applications with a common identity management that will allow more services to be provided over the Internet.
- The Technology Agency partnered across state and federal organizations to develop Statewide Identity and Credential Access Management standards, released in [IT Policy Letter 10-17](#) Identity Access Management (IdAM).

❖ **2011 Plans**

- California is leading the development of a Federated Identity Trust Framework which is being documented as a reference model for other states to adopt. By adopting a common framework, the state will develop a structure for validating identities and thereby enhance digital cyber security.
- Departments are looking at documents that require a “wet” signature. By allowing more documents to be authenticated online, departments will be able to provide even more services via the Internet.

GOAL 2: DRIVE INNOVATION AND COLLABORATION

Strategy 1: Establish a culture that identifies and implements innovative solutions.

❖ 2010 Accomplishments

- A collaborative group of webmasters is identifying inexpensive ways to roll out web standards and tools. Departments are leveraging these tools to improve their websites and provide online services people need at any time.
- The Technology Agency transformed California's CA.gov website to make it dramatically easier to get information or services. The success of their effort was shown when California won the Best of the Web award from the Center for Digital Government.
- The ARB's Low Carbon Fuel Standard Reporting Tool (LRT) provides tools that perform complex, yet accurate calculations of values in the context of carbon credit/deficit values and account balances.
- The Technology Agency released [IT Policy Letter 10-01](#), which establishes the use of open source software in California state governments as an acceptable state practice, which can help reduce costs and meet the needs of state departments.
- The Technology Agency is working collaboratively with stakeholders across the state to improve GIS in California for multiple uses including resource conservation, planning, and disaster response.
- DMV's Integrated Automated Knowledge Testing System is bringing touch-screen terminals to field offices to administer the written driving test, renew vehicle registration, deposit renewal fees, and file a planned non-operation of a vehicle. This will reduce the wait time and improve customer satisfaction.

❖ 2011 Plans

- The DCA is attempting to make board meetings more effective by using tablet computers and other facilitative technology that will help hold efficient meetings online.
- The Technology Agency's PSCO will collaborate with state stakeholders to create a universal public safety radio communications platform.
- CHP's Computer Aided Dispatch System will get patrol cars to calls faster by replacing radio calls with GIS and click, drag and drop technology when determining closest patrol car location and availability.
- The CHP will pilot a new solution in patrol cars to integrate the radio system into one keyboard and touch screen interface, providing interoperability to allow officers to speak directly with local law enforcement directly instead of relaying through dispatchers.
- Parks and Recreation will expand its [Parks Online Resources for Teachers and Students \(PORTS\) program](#), which uses live videoconferencing to bring interpretive programs to

students who might never have a chance to visit a state park. PORTS reached almost 40,000 students in the 2009/10 school year.

- Parks and Recreation will put [QR barcodes](#) (as depicted to the right) on state park interpretive signs. These barcodes will allow people with smartphone applications to get additional information on a subject and can also improve accessibility for park visitors with disabilities.



Strategy 2: Improve project and program outcomes through innovation and collaboration.

❖ 2010 Accomplishments

- FTB won a Strategic Partner Program Award from the Department of Child Support Services (DCSS) for FTB's extensive collaboration with DCSS in improving child support outcomes. The two departments have shared data, office space, and best practices.
- DCA is collaboratively implementing a new integrated, enterprise-wide enforcement and licensing system, known as the BreZE project, holding early working sessions with vendors to develop the parameters of the project to improve long-term outcomes.
- The Technology Agency released [IT Policy Letter 10-07](#) which specifies the reporting of additional project cost and schedule information to track earned value and strengthen oversight activities of IT projects.
- The California Department of Food and Agriculture (CDFA) was a finalist in the NASCIO competition in the Government to Business category for its Leafy Greens Inspection Tracking System, which helps the state ensure compliance with food safety practices.

Leafy Greens

Working with farmers, shippers, and producers of leafy greens, CDFA established the Leafy Green Marketing Agreement (LGMA) to create a mechanism for mandatory government inspections and ensure compliance with food safety practices. The Leafy Green Inspection Tracking System (LGITS) now serves 112 handlers and vendors, comprising approximately 99% of California's leafy green market. LGITS has won many awards, including the 2008 Best Application Serving Multiple Jurisdictions, and other states have used the LGMA as a model for their own programs.

The project serves as a testament to how technology and business align to meet key strategic business objectives.

- The Office of Systems Integration provided state oversight and technical assistance in the transition of 35 counties to another electronic welfare benefit payments system which is more efficient for the state and recipients of state services.

❖ 2011 Plans

- FTB is focused on the Enterprise Data to Revenue Project, which will modernize tax processing, making workflow electronic, removing paper from the system and creating shared services that will bring in an additional \$1 billion per year while allowing taxpayers to view their notices and prior year returns.
- With the ACES Project, EDD will leverage automated collection processes and new technology services across departments to improve customer access while maximizing productivity and increasing revenue for the state.
- For 2011/12, DMV is submitting an FSR for message boards in field offices to be integrated with the queuing system. These boards will be similar to the displays seen in airport terminals announcing arrivals and departures of airplanes.
- CDCR is implementing the Strategic Offender Management System (SOMS), which will consolidate over 50 databases and many legacy systems. SOMS will allow CDCR to better manage offenders' records by making inmate paper records obsolete while improving offender management and providing instant access to critical offender information statewide.
- Departments within the Natural Resources Agency are collaborating to develop a data sharing library and make it available to the public. Data will include GIS spatial data to improve management of resources, environmental standards and safeguards, and responses to disasters.

Strategy 3: Coordinate and leverage state investments in data and information resources.

❖ 2010 Accomplishments

- The CHP improved the Statewide Integrated Traffic Reporting System by taking information in the state database and putting it online for insurance companies, local law enforcement, and individuals to use it.
- The Law Enforcement Automated Data System (LEADS 2.0) provides more than 600 local law enforcement agencies with photos, location, supervision and apprehension information on adult parolees supervised by CDCR. LEADS 2.0 provides secure, reliable and timely access to this critical information. It is mobile, web-based and available 24/7.
- The Technology Agency's PSCO established a statewide call reporting system to provide comparable 9-1-1 call statistics across the state.
- The Technology Agency used data from six agencies to create the California Business Portal (www.business.ca.gov). The portal provides businesses with the information they need to start-up, relocate, or expand operations in California.

- ☑ The Agricultural Labor Relations Board (ALRB) provides a searchable library of legal and administrative decisions made by the ALRB since its inception in 1976.
- ☑ The CDFA automated a compliance solution for sellers of feed, fertilizer, or livestock drugs. The online process allows credit card payment while being faster, providing better data, greater convenience, and an audit trail.
- ☑ The Technology Agency's OIS has partnered with CalEMA and CHP to develop and deploy a State Enterprise Security Incident Reporting System.

❖ **2011 Plans**

- ☐ The CDFA is implementing the Emerging Threats project to identify and track 25 animal viruses to help protect California's animals and food supply.
- ☐ The CHP's Automated License Plate Recognition expansion will put cameras on patrol cars to read license plates, compare them with a database of wanted vehicles, and alert the officer when a match is made, providing current information on vehicles that could be wanted, stolen or involved in an Amber Alert.

Strategy 4: Eliminate institutional barriers to sharing data and information.

❖ **2010 Accomplishments**

- ☑ The State of California removed barriers to sharing pupil and teacher data in the implementation of the California Longitudinal Pupil Achievement Data System (CALPADS) and California Teacher Data System (CALTIDES). By removing institutional barriers, California will be able to track and manage student achievement.

❖ **2011 Plans**

- ☐ Continue implementation of CALPADS and CALTIDES so California can effectively use student and teacher data to improve student achievement and qualify for future federal enhanced school grants.

Strategy 5: Collaborate among government and private organizations to ensure the best outcomes for Californians.

❖ **2010 Accomplishments**

- ☑ The Technology Agency, state departments, and other public safety entities across the state work collaboratively to improve the interoperability of the public safety communication and 9-1-1 Services.
- ☑ As part of a national collaboration, DMV makes vehicle title history and brand information available so consumers can learn about the history of a vehicle prior to making a purchase.

- During the ARRA broadband grant application process, the Technology Agency worked closely with private sector broadband providers to ensure California submitted well-thought out grant proposals. Conference calls were held to share grant writing best practices and the Technology Agency's PSCO ensured infrastructure proposals included a public safety component by incorporating 9-1-1 public safety answering points (PSAPs) into the proposal design.
- The state's web team uses a collaborative approach to dramatically improve state department websites with improved navigation, applets, templates, and other tools to make the sites relevant and usable to Californians with little to no cost.
- DCA, comprised of 38 boards and commissions, has adopted a federated governance model to help the different boards communicate and effectively interface with the statewide governance structure of the Technology Agency.
- The Technology Agency's OIS established formal relationships with CalEMA, State Threat Assessment Center, State Fusion Center, U.S. Department of Homeland Security National Cyber Security Division to facilitate information sharing related to cyber attacks, cyber activity trends, and cyber research and development.

❖ 2011 Plans

- Beginning in 2011, the Technology Agency will review IT solicitation documents such as requests for proposals, before they are released to the public, to ensure that projects are in line with the state's EA so that the state receives maximum value from its procurements.
- The Technology Agency's PSCO will foster collaborative partnerships with the national standards organizations to further California's efforts to implement NG 9-1-1.
- The CDFA and the Technology Agency will share critical spatial maps and enterprise solutions to counties to help improve response during emergencies.

GOAL 3: MAKE INFORMATION TECHNOLOGY RELIABLE AND SUSTAINABLE THROUGH CONSOLIDATED PLATFORMS AND SHARED SERVICES

Strategy 1: Make IT more reliable for customers.

❖ 2010 Accomplishments

- ☑ The Technology Agency's PSCO released the 9-1-1 Strategic Plan and a roadmap that will move California from its legacy system to NG 9-1-1 services. NG 9-1-1 will reduce wait time by allowing calls to route from PSAPS that are full, to PSAPs that can receive calls.
- ☑ The Technology Agency's PSCO released a strategic plan for Public Safety Radio communications infrastructure to provide a unified strategy for improving those critical areas of the state's technology.
- ☑ The DMV is in the process of modernizing their legacy systems including frontend applications, middle ware, and databases. This will result in greater agility for future program changes and ensure reliability in the infrastructure.

❖ 2011 Plans

- ☐ The Technology Agency's PSCO will release a Statewide Microwave Strategic Plan to enhance and improve the public safety network from analog to digital.

Strategy 2: Promote practices that protect the environment and reduce energy.

❖ 2010 Accomplishments

- ☑ FTB's Datacenter Automation Software and Hardware (DASH) Project saves the department \$30,000 in electricity costs annually by segregating hot and cold equipment, thereby reducing energy use.
- ☑ The Technology Agency improved statewide planning and implementation of geographic information systems information to pinpoint sources of greenhouse gasses and pollution, while providing information to suppress wild fires, and monitor coastal erosion or wetland loss.
- ☑ The Technology Agency promoted and created energy savings by developing and releasing [IT Policy Letter 10-04](#) on desktop power saving procedures.
- ☑ The Technology Agency led the creation of a federated data center (FDC) with California Prison Health Care Services, CDCR, and Department of Health Care Services as the initial anchor tenants. The FDC will eliminate the need for each agency to have its own data center and will reduce energy needed to run individual data centers.
- ☑ The Technology Agency closed the OTech's South Annex and Cannery Data Centers, reducing raised floor data center usage by 75,000 square feet.

❖ 2011 Plans

- The Technology Agency's OTech is implementing a High Density Computing infrastructure that will provide optimum utilization of computing resources per square foot of floor space for the Data Center while minimizing power and heat consumption.
- The Technology Agency's OTech is implementing virtualization and server automation which can dynamically manage server load and place unneeded computing resources in a sleep mode thereby minimizing power and heat consumption when demand is low.

Strategy 3: Meet a higher standard of service.

❖ 2010 Accomplishments

- The Technology Agency released [IT Policy Letter 10-16](#) as part of California's agenda to consolidate its IT program to improve state government operations and reduce costs. Server virtualization, a method of running multiple independent virtual operating systems on a single physical computer, will maximize the physical resources of existing hardware, reducing new acquisition and maintenance costs.
- The Technology Agency began a Service Improvement Program in OTech using ITIL best practices.

❖ 2011 Plans

- Participate in the California Telehealth Network to provide secure medical grade broadband connections to improve health care in rural and medically underserved communities via telehealth, e-Health, store-and-forward capabilities.
- Enhance the 9-1-1 system to refine caller location and include routing technology, supporting state and local public safety answering points' efforts to effectively process cellular 9-1-1 calls.
- OTech will continue the Service Improvement Program to implement ITIL version 3 processes through the Data Center. The program will implement consistent policy, procedures, tools and automation to address and improve management disciplines for: Incident, Change, Problem, Configuration & Asset, Release, Request, and Business Continuity.

Strategy 4: Build and leverage robust platforms for shared services to increase efficiency and reduce costs.

❖ 2010 Accomplishments

- The Technology Agency led implementation of E-Hub for Executive Branch departments to provide a consolidated e-mail security and encryption service that protects the state's inbound, outbound, and inter-departmental email.

- ☑ In 2010, many state departments moved from multiple email platforms to a single Exchange platform to make it easier to transition to CA.mail or a hosted solution.
- ☑ CDCR implemented the Trust Restitution Accounting Canteen System (TRACS) which replaced three obsolete applications. TRACS automatically collects funds from inmates who have been ordered to pay restitution to their victims.
- ☑ The Technology Agency led efforts to reduce operating servers from more than 10,000 in January 2010 to 8,214. These old servers were replaced with robust servers capable of handling more traffic.
- ☑ The Technology Agency improved the state's ability to rapidly provision new servers and infrastructure as needed.
- ☑ The Technology Agency led the decommissioning of Exchange 2003, allowing the state to complete the upgrade to Exchange 2007 and reduce email support costs for CA.mail customers.
- ☑ The Technology Agency signed a contract to implement a shared, hosted email solution to complement the state's CA.mail service.
- ☑ The Technology Agency released [IT Policy Letter 10-14](#), which directs state agencies to close non-tier III-equivalent data centers and server rooms. This will reduce overlap, redundancy and cost in operations while promoting the efficient and effective use of IT.

❖ 2011 Plans

- ☐ Build out the Microwave Network to a Multi-Protocol Label Switching (MPLS) system to provide a redundant public safety digital microwave communication system.
- ☐ All state departments are retiring legacy servers and moving to Tier III data center to reduce infrastructure costs and develop robust shared platforms.
- ☐ EDD is reengineering many of its legacy systems from COBOL to a .Net platform with a modular, more efficient design. This will replace systems that are hard to support given the limited number of COBOL programmers.
- ☐ The Resources Agency is developing a shared [Service-Oriented Architecture](#) (SOA) platform that is reusable and will reduce the cost of services. This significantly reduces development time and costs.
- ☐ The DCA's BreZE project is being built such that other licensing agencies can use the BreZE licensing system, while retaining business process and data autonomy. This will reduce the need for duplicate licensing systems across departments and reduce costs for the state.

Strategy 5: Implement repeatable processes to improve IT reliability and efficiency.

❖ 2010 Accomplishments

- The Technology Agency's Program Management Office (PMO) achieved the Software Engineering Institute's Capability Maturity Model Integration Maturity Level 3 rating. This certification demonstrates the PMO has effective processes and maturity in project management. No other state government has earned such a high rating.
- The Technology Agency strengthened the Enterprise Architecture (EA) Program's process for establishing EA Standards and Practices for statewide use by releasing [IT Policy Letter 10-15](#).
- DCA is working to change its culture through process improvement. DCA is defining functions as services and writing IT processes and procedures as the department moves toward ITIL Service Management.

❖ 2011 Plans

- The CHP will pilot an automated citation process so officers can input information directly into the computer system as they issue citations, eliminating manual data entry of hard copy tickets and allowing fast transmission of tickets to courts and DMV.
- CDCR's Business Information System Project (BIS) is an Enterprise Resource Planning Solution that will fully automate, standardize and streamline all business processes and services on a real-time basis.

Strategy 6: Ensure the disaster resiliency of the state's IT infrastructure.

❖ 2010 Accomplishments

- The Technology Agency's OIS in conjunction with the California Emergency Management Agency (CalEMA):
 - Conducted an assessment and gap analysis of the statewide incident response and disaster recovery process.
 - Drafted the first statewide incident response plan for cyber incident response and provided input into a similar plan drafted for a National response.
 - Led and participated in the National Cyber Storm III exercise to test existing response capabilities.
- The Technology Agency's PSCO collaborated with stakeholders on the use and reliability of the Public Safety Microwave Network.
- The Technology Agency implemented data replication technology for all data housed on OTech's mainframe platforms. This ensures reliability and recoverability of critical State data in the event of the loss of one of the OTech data centers.

- The Technology Agency's OTech implemented mainframe failover capability for the mainframe environment that hosts the California Welfare System's (CWS) Case Management (CMS) application hosted at the Gold Camp facility. OTech, in conjunction with CWS, successfully tested the failover of the CMS application.

❖ **2011 Plans**

- The Technology Agency's PSCO will collaborate with the public safety agencies to utilize the Microwave Network as a redundant network to ensure interoperability during incidents.
- Implement the Response Information Management System to provide more accurate and readily accessible information about emergency response and recovery efforts so that state and local government agencies in California are best able to prepare for, respond to, mitigate, and recover from natural and man-made disasters.
- CalEMA plans to use videos, social media and the Web to provide real-time, coordinated emergency information to inform the public about damage to public facilities, loss of life, injuries, and the cost of response.
- The Technology Agency's OTech is implementing a new disaster recovery (DR) service that will reduce the amount of time needed to restore service after a failure or disaster from the current 72 hours to between 8 and 24 hours.

Strategy 7: Ensure a strong workforce for the future of IT in state government.

❖ **2010 Accomplishments**

- The Technology Agency held the IT Leadership Academy to train the next generation of state IT managers.
- The Technology Agency's OTech provided training to technical staff to strengthen critical skill sets such as ITIL processes.
- The Technology Agency provided project management training to build knowledge and skills critical to the success of projects in California.

❖ **2011 Plans**

- CDCR is consolidating all IT classifications to report to the AIO and CIO to allow for managing the IT workforce as an enterprise asset.
- The State and Consumer Services Agency will continue to work on the "soft-skills," the human side. Agency leadership hopes to develop a mentorship program that brings a few skilled employees from departments into the Agency for career development prepare new career paths and help in the sharing of best practices.

SECTION IV: APPENDICES

APPENDIX A: GLOSSARY

ACES Project	EDD's Automated Collection Enhancement System
ALDS	DFG's Automated License Data System Project
ARRA	American Reinvestment and Recovery Act
BIS	CDCR's Business Information Systems Project
CA.mail	A consolidated email solution hosted by OTech
CDCR	California Department of Corrections and Rehabilitation
CDFA	California Department of Food and Agriculture
CES	California Email Service is a consolidated email solution hosted by Microsoft that departments can choose, as opposed to CA.mail
CGEN	California Government Enterprise Network; a single, modern network with a common configuration and architecture
CHP	California Highway Patrol
CPUC	California Public Utilities Commission
DCA	Department of Consumer Affairs
DFG	Department of Fish and Game
DIR	Department of Industrial Relations
DMV	Department of Motor Vehicles
EA	Enterprise Architecture
EDD	Employment Development Department
E-Hub	A consolidated email hygiene and encryption solution designed to secure and protect the state's inbound, outbound, and inter-departmental email
FSR	Feasibility Study Report
FTB	Franchise Tax Board
IdAM	Identity and Access Management, a means of authentication and access to applications, especially those requiring connectivity across organizational boundaries
ICT	Information and Communications Technology
ISO	Information Security Officers
IT	Information technology
Leadership Council	Digital Literacy Leadership Council; created by Executive Order S-06-09 and tasked with developing an ICT Digital literacy policy and action steps to ensure all Californians can compete in today's global knowledge-based economy

ITIL	Information Technology Infrastructure Library; a set of concepts and practices is a set of concepts and practices for Information Technology Services Management (ITSM), Information Technology (IT) development and IT operations. ITIL gives detailed descriptions of important IT practices and provides comprehensive checklists, tasks and procedures that any IT organization can tailor to its needs
LEA	Law enforcement agency
LWDA	Labor and Workforce Development Agency
MPLS	Multi-Protocol Label Switching; a mechanism in high-performance telecommunications networks which directs and carries data from one network node to the next with the help of labels
NASCIO	National Association of State Chief Information Officers
NG 9-1-1	Next Generation 9-1-1, an initiative aimed at updating the 9-1-1 service infrastructure in the United States to improve public emergency communications services in a wireless, mobile society
OCIO	Office of the State Chief Information Officer; the predecessor to the California Technology Agency
OIS	Office of Information Security; an office within the California Technology Agency
OTech	Office of Technology Services; an office within the California Technology Agency
PSAP	Public Safety Answering Point; a call center responsible for answering calls to an emergency telephone number for police, firefighting, and ambulance services
PSCO	Public Safety Communications Office, formerly Public Safety Communications Division; an office within the California Technology Agency
Technology Agency	California Technology Agency

APPENDIX B: ACKNOWLEDGEMENTS

The Technology Agency is committed to working collaboratively with the state’s business leaders to arrive at the best business results. Technology leadership in California is shared among the Secretary of Technology, Agency Information Officers and departmental CIOs. The IT Strategic Plan is the product of their collective guidance and input.

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APPENDIX C: 2010 IT POLICY LETTERS

IT Policy Letter #	Policy Title
10-19	Smartphone and Other Mobile Computing Device Security
10-18*	Information Technology Expenditure Reporting and Cost Optimization
10-17	Establishment of the Identify and Access Management (IdAM) Policy
10-16	Server Virtualization
10-15	Enterprise Architecture Standards and Procedures
10-14	Data Center Assignments and Consolidation
10-13	Security Reporting Scorecards
10-12	Reducing Charges for 411 Directory Assistance
10-11	Information Technology Capital Plan Instructions, Economic Analysis Worksheet Revisions, and Reporting Clarifications
10-10	Information Technology Accessibility
10-09	Power Management and Shutdown
10-08	Infrastructure Consolidation Program Progress Report Scorecards
10-07	Project Status Reporting and Enterprise Architecture Reporting
10-05	Information Technology Project Oversight Framework
10-04	Low Power Office Computing
10-03	Telework and Remote Access
10-02	Social Media
10-01	Open Source Software Policy

*Note: IT Policy Letter 10-06 was superseded by ITPL 10-18.

Visit http://www.cio.ca.gov/Government/IT_Policy/ITPL.html for the complete list of IT Policy Letters online.